Integrated Annual Report **2025**

grupoCorreos

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Chairman's statement

GRI 2-22

Fiscal year 2025 marked the **first full year of implementation of the 2024–2028 Strategic Plan**, approved in summer 2024. Its rigorous, cross-functional **execution made 2025 a turning point** in Correos' recent evolution, as the company **returned to profitability after a decade of losses**. This milestone is particularly significant given its previous financial vulnerability and represents the **first clear evidence of the success of the transformation process undertaken**.

The main objective of the Strategic Plan is to restore sustained profitability and ensure the company's medium- and long-term economic viability. To achieve this, Correos has undertaken a **comprehensive transformation** that has not only involved an exhaustive **review of its business model**, but also a necessary **reform of the regulatory framework** aimed at aligning Correos' activities with the new economic, social, and sectoral realities in which it operates. It is precisely the combination of these actions, both operational and regulatory, that has enabled the company's return to profitability and laid the foundations for a structural transformation toward the Correos of the future.

Correos' transformation would, indeed, have been incomplete without the **amendment to the Postal Law adopted in July 2025**, a milestone in the company's more than 300-year history. This reform has enabled Correos to reposition itself as an entity with an essential public mission, **going beyond its role as a postal operator** to **consolidate its position as a State instrument for delivering public services of general economic interest** that are key to meeting citizens' evolving needs in a context of technological and social change.

Pedro Saura García
Chairman

The amendment to the Postal Law establishes three strategic outcomes: the extension of Correos' **designation as the universal postal service** (UPS) **provider** for five additional years, **until 2030**; its designation to **provide Services of General Economic Interest** (SGEI), including the processing of **administrative procedures, basic financial services**, and the obligation to make available **to the State all the necessary** human and material **resources in emergency situations**; and a **revised methodology for calculating compensation** for both UPS and SGEI, improving the company's financing framework.

Overall, this regulatory change not only **provides legal certainty** for Correos' new positioning, but also constitutes a **key element in ensuring its long-term sustainability** and reinforcing its role as a **strategic public infrastructure serving the public interest**.

Regarding the review of its business model, Correos has taken a decisive step toward **diversifying its sources of activity and revenue**. **In the public sector,** and as a direct result of the amendment to the Postal Law, **Correos began providing Services of General Economic Interest** (SIEG) in August 2025 under the new regulatory framework. Following the approval of this legislative change, the company has worked closely with the Spanish General State Administration to **develop a management contract** that regulates this new phase in a comprehensive manner. This framework ensures legal certainty, financial stability, and operational transparency for all the public services entrusted to it.

Within the private sector, in May 2025, Correos **began the exclusive sale of AXA insurance products**, one of the world's largest insurers, as part of a **strategic alliance** based on a shared commitment to offering citizens high-quality, reliable protection. This agreement combines Correos' extensive network and close customer relationships with AXA's leadership in the insurance sector. Following a rapid integration process and a training program for around 1,600 Correos employees, initial results show a positive evolution in both sales volume and customer reception. This demonstrates Correos' ability to operate in new activities and adapt to more complex business models.

The development of these initiatives in both the public and private sectors, together with a commitment to progressively expand the range of services offered through the network, highlights **Correos' potential as a hybrid, multi-service platform**. This model is based on its extensive **territorial coverage, proximity with citizens**, and **strengthened digital capabilities**, with the aim of meeting the everyday needs of citizens and businesses through accessible, clear, and efficient solutions.

In this way, Correos is consolidating a model focused on g**enerating long-term economic and social value**, contributing to **social cohesion, inclusion, and territorial development**, while reinforcing its role as a strategic public infrastructure serving the public interest.

Regarding the postal and parcel delivery businesses, which form the backbone of the company's activity and revenue, the challenges have been particularly significant throughout 2025. **Postal activity** continues to be immersed in a process of **structural decline**, especially in segments such as standard and direct mail. However, **revenues have stabilized** thanks to management measures, including price updates and the positive performance of the notifications segment. In the latter, higher volumes and **improved service quality** have strengthened its contribution to the overall business.

Meanwhile, the **parcel business** continues to operate in a **highly competitive environment**, further affected by **growing geopolitical and macroeconomic uncertainty**. The market is characterized by **strong downward pressure on prices**, together with a **sustained increase in operating costs**, driven by labor shortages in the sector, as well as supply chain tensions and fuel price volatility.

In this context, Correos has focused its strategy on consolidating a portfolio of higher value-added clients to **improve margins and strengthen business sustainability**. This approach has been complemented by actions to **increase network efficiency** and reduce costs. In this regard, the separation of centres shared by Correos and its express parcel subsidiary, Correos Express, was successfully completed. **Internationally**, in addition to adapting systems to future **tariff changes**, Correos expanded its operations by opening **three Extraterritorial Exchange Offices** (ETOE) and negotiating **bilateral agreements** to help restore a more level playing field.

Furthermore, the Correos Group implemented operational improvements to increase the efficiency, productivity, and quality of the network, as well as to meet customer demands for greater convenience. One example is the **rollout of the Correos Points network**, comprised of 2,200 Citypaq lockers and 2,350 associated convenience points, which facilitate parcel pickup and **delivery outside the home** and promote more efficient and sustainable distribution models. In this vein, **Correos Express** reached an agreement with the Union of Tobacconists' Associations to integrate up to 13,000 tobacconists into its network of over 3,000 delivery points. This strengthens its territorial coverage, which extends throughout the Iberian Peninsula via its subsidiary, **Correos Express Portugal**. The latter also expanded its operational capacity last year to meet the growing demand for parcel delivery in Portugal.

The business transformation and the assumption of the new public services entrusted to Correos would not be possible without the **evolution of the operating and labor model**. The **agreements reached with the majority of the unions** in 2025 laid the groundwork for implementing the actions set out in the Strategic Plan and **adapting to new business demands** through the Person Plan. This evolution is based on promoting professional **development and training**, with nearly 1.6 million hours of training delivered last year to support diversification and digitalization, as well as **promoting occupational health and well-being**, and encouraging workforce renewal. The ultimate goal of this process is to **improve service quality for citizens** and **strengthen the company's competitiveness**, helping to mitigate the impact of the decline in the traditional postal business.

This social progress is accompanied by responsible environmental management and governance grounded in ethics and transparency, in line with the roadmap set by the **Sustainability Plan**. Correos has one of the largest zero-emission fleets in the Spanish parcel delivery sector and, in 2025, strengthened this position by **adding more than 1,000 electric vehicles**, advancing decarbonization and reducing its environmental footprint. As a result, vehicles using alternative technologies reached 25% of the total. In addition, **571 post offices are monitored through energy management systems**, and the company has nearly **3,300 electric vehicle charging points**. Moreover, the company awarded **five new photovoltaic self-generation plants** in logistics centres as part of efforts to improve energy efficiency.

In the area of **governance**, the company **reviewed its General Code of Conduct** and its **main corporate policies** on compliance, risk management and control, excellence, sustainability, and occupational health and safety. It also updated the **Security Plan and critical infrastructure plans**, and began designing a **Resilience Plan** to ensure business continuity and the performance of essential functions as a strategic infrastructure in security or emergency situations, thereby preserving the functioning of the State and society in their daily lives. In addition, the company **maintained high cybersecurity standards**, renewing its external certifications and training more than 12,800 employees in information security during the last fiscal year.

Thus, the company's activity is focused on the balanced generation of economic, social, and environmental value through responsible management and the fulfillment of public service obligations that promote territorial and social cohesion and strengthen the country's resilience, thereby reaffirming its **commitment to the ten principles of the Global Compact and its contribution to the 2030 Agenda**.

I would like to conclude by expressing my sincere **gratitude to our customers, partners, and especially to all those at Correos Group**, whose strong commitment and dedication to service have enabled us to continue building an innovative, accessible, and sustainable public service.

I encourage them to maintain this professionalism and enthusiasm in the years ahead, **actively contributing to the company's transformation,** advancing the implementation of the Strategic Plan, and strengthening the promising future of Correos Group.

01 Correos Group

Mission, vision and values

Mission

We work to **connect people, businesses and public administrations by delivering** both physical and digital services that safeguard every user's right to a **universal postal service**. We also provide parcel delivery and other essential services for citizens. Through **competitive, accessible and high-quality products** that contribute to economic development, social inclusion and territorial cohesion. **Our services are designed to offer efficient, innovative and environmentally sustainable solutions**.

Vision

To be the **leading postal and parcel operator in the country**, fulfilling the responsibilities and conditions required of the designated universal postal service provider. To serve as a **benchmark in the logistics sector** and as an instrument of the **State in the delivery of Services of General Economic Interest, with particular focus on local service provision, social inclusion and regional integration**. We will achieve this through the efficient and sustainable use of a strategic network that adapts to an ever-changing world and meets the evolving needs of citizens through innovative and sustainable digital solutions. Thereby **contributing to the country's economic and social resilience and its commitment to environmental protection**.

Values

Trust: We strive to meet customer expectations by providing an efficient, secure, fast and reliable service. We work to earn the trust placed in us to support our users' projects and meet their needs.

Proximity: Through the reach of our network and the professionalism, expertise and excellence of our staff, we support individuals, businesses and institutions by offering locally accessible services and direct, human interaction, always guided by the principles of fairness, non-discrimination and equal service regardless of geographic location.

Innovation: We anticipate change by developing new solutions driven by digitalisation, data and Artificial Intelligence, enabling us to respond to and adapt in a continuously evolving environment.

Commitment: We know that the pulling together of our individual efforts will improve our team, and we work to ensure the quality of work and promote professional development.

Sustainability: We make decisions that ensure our operations incorporate the economic, social and environmental impacts, in the short, medium and long term, both for the company and the wider community. We aim to enhance profitability and social wellbeing while reducing environmental costs.

Reliability: We guarantee the privacy and security of information throughout the delivery process. We also ensure the authenticity of the source and the legitimacy of the content.

Correos Group's triple impact

Economic

2,076.5 M€
net turnover

122.6 M€
investments

278
collaboration agreements with public bodies and entities

11.2 M€
consolidated result

99 %
of national suppliers

29.6 M€
collected on behalf of public bodies through Correos Pay

Environmental

3,470
electric vehicles in Correos

3,258 EV
charging points

8,560 t
of CO_2 emissions compensated for through Correos Compensa

100 %
of electrical energy acquired from renewable sources

28.6 M€
environmental investments

96 %
recycled or recovered waste in Correos

Social

48,141
employees (FTE)

1.6 M
training hours

53 %
of the workforce is made up of women

100 %
of contracts include environmental, social or innovation criteria

486,084
direct beneficiaries of engagement with NGOs

337,200
people served at post offices every day

46,247
indirect beneficiaries of engagement with NGOs

Correos in numbers

1,659.5 M€
net turnover

1,060 M
postal items

46,094
employees (FTE)

8,767
post office employees

5,094
processing employees

30,052
delivery employees

Admission

2,352
post offices

5,799
rural points and postal workers

Processing

19
automated processing centres

Transport

15,149
total vehicles

3,470
electric vehicles

Delivery

2,352
post offices

1,874
delivery units

76
special service units

5,799
rural points and postal workers

4,570
Correos Points

2,220
Citypaq smart parcel lockers

2,350
PUDO

Correos Group's subsidiaries in numbers

Correos Express

Parcel delivery

406.6 M€
net turnover

1,813
employees (FTE)

59
operating centres

6,270
distribution and hauling routes

156,644 m²
of operating area

3,017
PUDO

Correos Express Portugal

Parcel delivery

35.5 M€
net turnover

182
employees (FTE)

11
operating centres

619
distribution and hauling routes

20,860 m²
of operating area

Correos Telecom

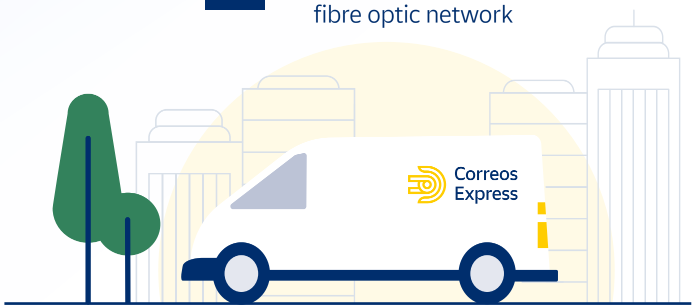
Telecommunications

22.6 M€
net turnover

52
employees (FTE)

478
marketed telecommunications sites

4.8 M
metres of marketed fibre optic network

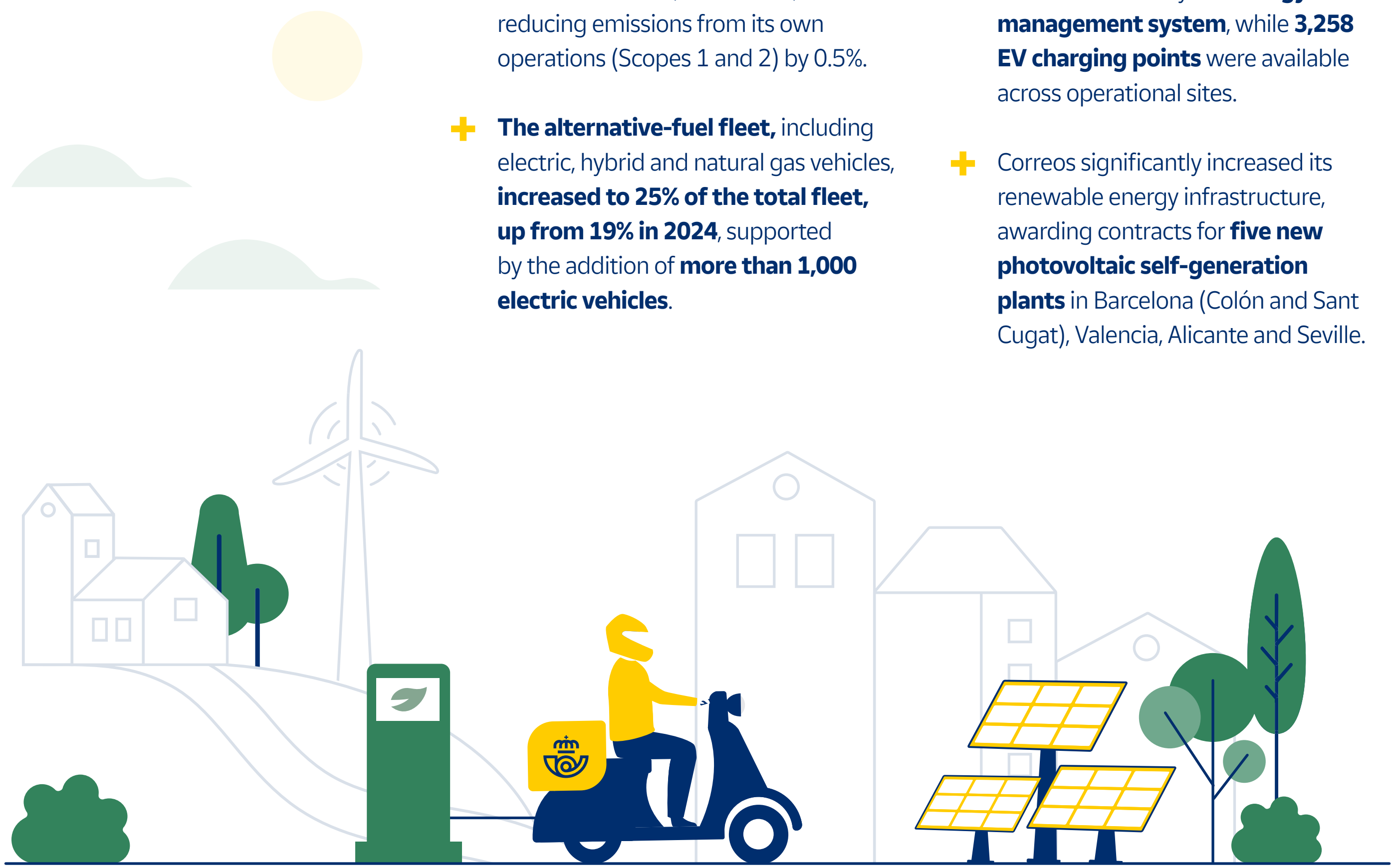


Year at a glance

Financial results and highlights

- Correos Group **revenue**: totalled **2,076.5 million euros**, remaining stable despite a challenging operating environment.
- Correos Group **net profit: 11.2 million euros, the first positive result since 2019**.
- **Net debt** was **reduced by 175.6 million euros**.
- Group **investment: 122.6 million euros**, up 51%.
- Correos' **designation** as **Spain's universal postal service provider was extended until 2030**.
- **Services of General Economic Interest (SGEI) was launched in August 2025** following Congress's approval of the amendment to the Postal Law.
- **Diversification of activities in the private sector: alliance** with **AXA**, becoming the **exclusive agent for insurance sales** across its post office network.
- The creation of the Retail and Services Business Unit **strengthened the Group's diversification strategy** and supported a better **omnichannel customer experience**.
- Update of the **funding framework for the universal postal service and the new SGEI** entrusted.
- The **Correos Points network** was rolled out: **2,200 Citypaq lockers and 2,350 partner locations** for out-of-home parcel collection and delivery.
- Correos Express **expanded its PUDO network to more than 3,000 locations** and signed an agreement with the Union of Tobacconists' Associations that could add up to 13,000 tobacco shops to the network.
- The **operational capacity of Correos Express and Correos Express Portugal expanded** by 45% and 10%, respectively, to meet growing e-commerce demand.
- **Correos Express developed an AI-powered digital twin** to optimise routing and improve service efficiency and sustainability.

Environmental results and highlights



- **Correos maintained stable CO_2 emissions** at 163,559 tonnes, while reducing emissions from its own operations (Scopes 1 and 2) by 0.5%.
- **The alternative-fuel fleet,** including electric, hybrid and natural gas vehicles, **increased to 25% of the total fleet, up from 19% in 2024**, supported by the addition of **more than 1,000 electric vehicles**.
- A total of **571 post offices** were monitored by the **energy management system**, while **3,258 EV charging points** were available across operational sites.
- Correos significantly increased its renewable energy infrastructure, awarding contracts for **five new photovoltaic self-generation plants** in Barcelona (Colón and Sant Cugat), Valencia, Alicante and Seville.
- A total of **8,560 tonnes of CO_2**—equivalent to 5% of total emissions—**were offset** through carbon-credit projects delivering environmental, economic and social benefits, with the ***Correos Compensa*** **programme**.
- **Efficient use of raw materials**: paper consumption fell by 11.8% and the water footprint by 9.9%.
- **96% of waste** generated by Correos was **recycled or recovered**, preventing more than **3,400 tonnes** from being sent to landfill.
- **Environmental investment** totalled 28.6 million euros, an increase of 536.4%.

Social results and highlights

- **The Correos Group employs 48,141 people** (FTEs).
- Correos was entrusted with the delivery of **Services of General Economic Interest** (SGEI) that support **territorial cohesion, economic development and national resilience**. These services include a one-stop service for administrative procedures, postal communications, basic financial services and the provision of resources during emergencies.
- **Reduction of financial exclusion** was strengthened through the expansion of **Correos Cash**, with Banco Pichincha joining the participating banking institutions. The service is available both in post offices and through home delivery. **AXA insurance products** are now also available through the post office network.
- **Administrative procedures** services became more accessible: 278 collaboration agreements. **29.6 million euros** in taxes and fees was **collected** on behalf of public bodies through **Correos Pay**.
- **Customer service and quality performance improved**: reduction of **complaints and claims** recorded by Correos, Correos Express Portugal and Correos Telecom.
- **New collective labour agreements** supported the implementation of the 2024–2028 Strategic Plan and the Group's evolving business needs.
- Employees completed **nearly 1.6 million hours of training**, supporting provision of services to citizens, diversification, cybersecurity and digital transformation.
- Correos promoted **workplace health** by renewing its Healthy Company certification, while Correos Express also renewed its ISO 45001:2018 occupational health and safety certification.
- More than 24,000 employees registered on the **Benefits360 platform**, which offers 25 categories of tax benefits, discounts and wellbeing programmes.
- Correos is **Spain's leading company in the freight transport sector for attracting and retaining talent**, according to Merco Talento, and it ranks **among the most highly rated employers** in the InfoJobs Awards.
- **Social and environmental impact of the post office network**: nearly 500,000 micro-donations through the ***Redondeo con impacto*** (Rounding up with impact) program and more than 486,000 direct and 46,200 indirect beneficiaries of the contributions conducted to non-profit organizations.
- **Boost to the local economy**: renewal of the agreement with the Ministry of Culture to **support local bookstores**.

Governance results and highlights

Strengthening the governance framework:

- Review of the **Correos Group's General Code of Conduct**, together with **policies** about **compliance**, **risk** and control management, excellence and **sustainability**, and **occupational health** and safety.
- Approval of **Correos Express Portugal's Code of Conduct, Compliance Code and Protocol against Workplace Harassment**.
- The **Compliance Committee**, responsible for overseeing the Group's compliance framework, held **18 meetings** during the year.

Improvement of physical security of people and operations:

- Update of the **Correos Security Plan** and the **specific plans of critical infrastructure**.
- Design of the Correos **Resilience Plan**.
- Implementation of the Correos Express **Business Continuity and Resilience Plan**.
- Renewal of the **UNE-ISO 28000:2022 Supply Chain Security** Management Systems certification for both Correos and Correos Express.

Highest cybersecurity standards:

- Correos and Correos Express are **certified under Spain's National Security Scheme**, ensuring the protection of customers' information in their digital services.
- Renewal of the **ISO/IEC 27701:2021**'Information **privacy management** systems' and **UNE-ISO/IEC 27001:2022 'Information security management** systems' certifications covering Correos digital services and infrastructure.
- More than 12,800 employees received **information security training**.

Awards

Promotion of innovation and AI-driven transformation

- **Computing Award 2025** (in Workplace Category) for the transformation of workplace environments across the Correos post office network, improving the employee experience.
- **UPAEP** (Postal Union of the Americas, Spain and Portugal) **Annual Innovation Award 2025** for the AI-powered automation of customs management for volumes from third countries.
- **Byte TI Award 2025** for Correos Express's AI-driven automation of supplier document management.
- **DCM Award 2025** for Correos Telecom in the category of Data Centre Interconnection Network Deployment.

Environmental sustainability and public service leadership

- **Finalist in the 2025 PostEurop Coups de Coeur Awards** for Correos' initiatives supporting communities affected by the DANA, the SENATOR pilot project in Zaragoza and the Benefits360 employee programme.
- Recognition of Correos in CompromisoRSE **Sustainability Actions 2025** as the parcel delivery company with the largest electric fleet in Spain.
- **Tuawards Award** for reducing the company's carbon and water footprint.
- Recognition by the **Paiporta City Council for the support** provided by the local Correos post office **following the DANA**.

Commitment to equality and employee wellbeing

- Correos was one of 14 major companies to receive the **Andalusian Mark of Excellence in Equality** for the first time, granted by the Regional Government of Andalusia in recognition of its commitment to workplace equality.
- Correos received an Honourable Mention in the **Women Approved ranking** published by the Más Mujeres Institute, which recognises best practices in equality and the professional advancement of women.
- Correos was recognised as a **TOP WELLBEING COMPANY**, recognised as one of the TOP 40 companies with best practices in occupational health and corporate well-being.
- **Leading company in attracting and retaining talent** in Spain, according to Merco Talento, in the **freight transport sector**.
- Correos renewed the **Best Company for All Talent Seal**, recognising its leadership in Diversity, Equity and Inclusion (DE&I), as well as the **Empowering Women's Talent Seal**, which highlights its commitment to female talent development and equal opportunities. Correos also renewed the **Best Women Talent Company, Top Diversity Company** and **TOP EX Company** certifications awarded by INTRAMA.
- Correos was recognised in the **InfoJobs Awards** as one of the **ten highest-rated employers** in Spain by both current and former employees.

Correos Group performance

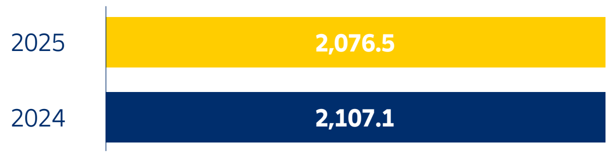
In 2025, the global economy remained highly uncertain, driven by **geopolitical tensions, new trade barriers and inflationary pressures**. These factors continued to disrupt supply chains and energy markets, increasing businesses costs.

In this challenging scenario, the Correos Group achieved a significant milestone returning to profitability, **recording net profit of 11.2 million euros** and reversing a decade of losses. The result reflects the benefits of business **diversification**, improved **operational efficiency**, **cost-control** measures and **growth in operating income** across both domestic and international markets.

Net turnover reached 2,076.5 million euros, remaining stable despite a challenging macroeconomic environment.

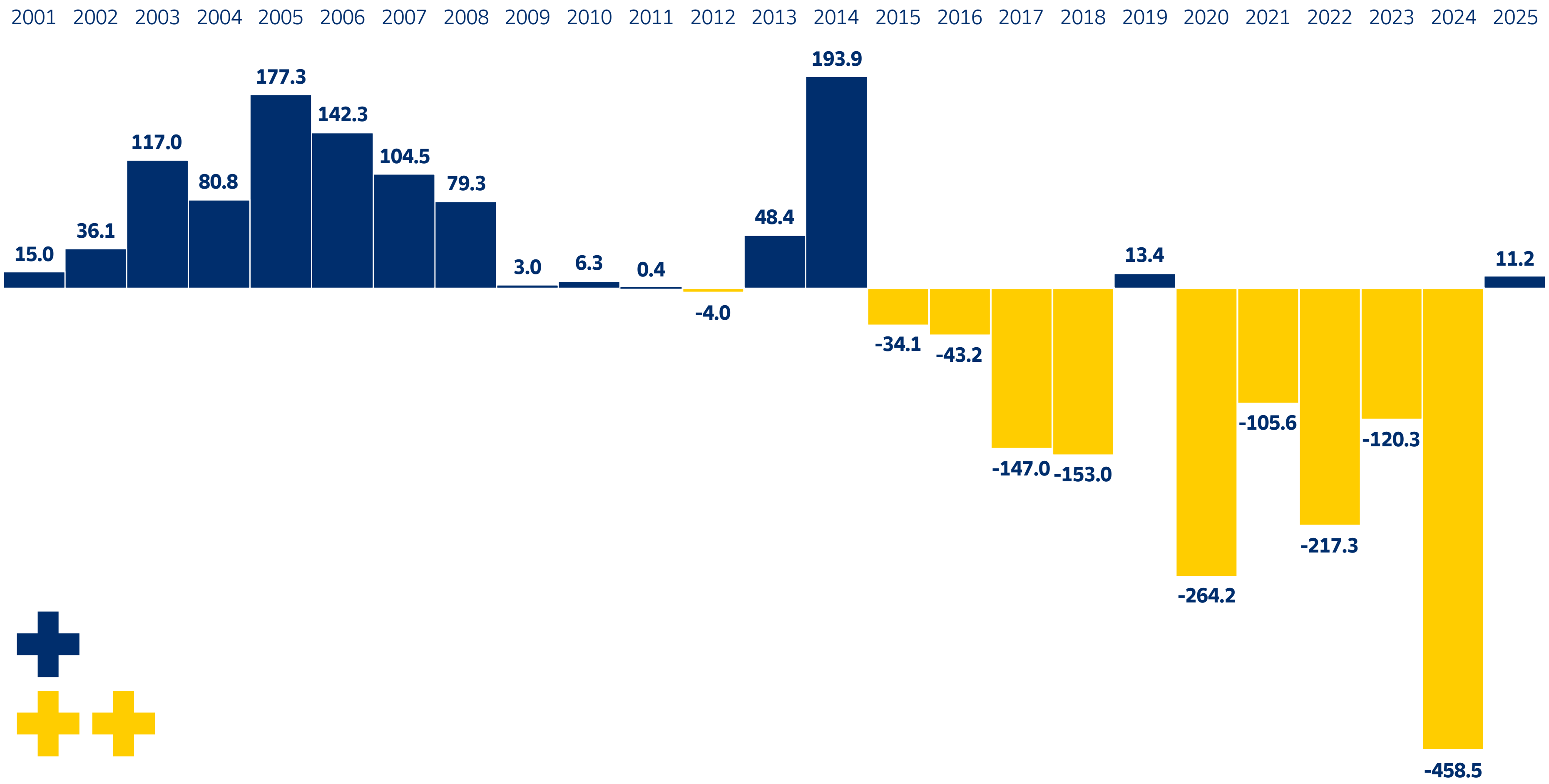
The year marked the first full year of implementation of the 2024–2028 Strategic Plan. Its rigorous execution was instrumental in reaching this milestone and demonstrates the **effectiveness of the Group's transformation strategy**, focused on **diversification**, **efficiency** and **adaptation to changing market conditions**.

Net turnover of Correos Group
In million euros



Consolidated result of Correos Group
In million euros

Consolidated result of Correos Group
In million euros



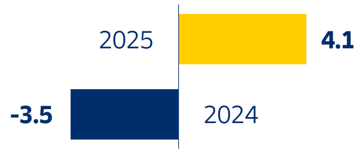
In 2025, all companies within the Correos Group improved their results compared with the previous year. The parent company, **Correos**, reported **profit of 14.4 million euros**, outperforming the target set in the Strategic Plan. This compares with projected losses of 15.4 million euros and the loss of 93.9 million euros in 2024, excluding the extraordinary effects of the workforce replacement provision.

Similarly, subsidiary **Correos Express** returned to profit, reporting 4.1 million euros, while **Correos Express Portugal** and **Correos Telecom also improved their net results**.

Consolidated result of Correos
In million euros

* 2024 result includes extraordinary effects of the workforce replacement provision.

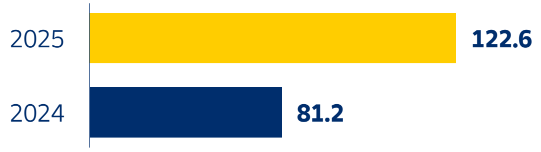
Consolidated result of Correos Express
In million euros



Consolidated result of Correos Express Portugal
In million euros

Consolidated result of Correos Telecom
In million euros

Correos Group investments
In million euros



The Group also strengthened its financial position, **reducing net debt by 175.6 million euros**.

To support the implementation of the Strategic Plan, **investment increased by 51% to 122.6 million euros**. Almost half of this amount was allocated to digital transformation initiatives designed to improve efficiency and support diversification. Significant investment was also made in electric vehicles as part of the Group's commitment to a more **sustainable fleet, enabling it to achieve its target of 25% low-emission vehicles by 2025**.

The **postal business**, despite the structural decline caused by digitalisation, succeeded in stabilising revenue through **tariff adjustments** and **higher notification volumes**, supported by improvements in service quality. Postal revenue increased by 2% to 1,088.1 million euros, despite lower mail volumes.

Meanwhile the **parcel business** continued to operate in a **highly competitive market** characterised by **intense pricing pressure** and rising operating costs. In response, the Group shifted its strategy on attracting and retaining **higher-value customers**, prioritising profitability over volume growth. This revised commercial approach allowed maintain **stable volumes** (with strong evolution of urgent volumes from Correos Express and Correos Express Portugal) while **improving revenue** performance. Correos Group parcel revenue grew by **2.5% to 837.0 million euros**.

Overall, the 2025 results demonstrate a **strong recovery in profitability** and reinforce the Group's position in a demanding market environment, highlighting the effectiveness of its strategy and its **ability to adapt to ongoing change**.

Regulatory developments

To support the transformation of the Group's business model, it was essential to **adapt the regulatory framework applicable to the public service obligations entrusted to the company**, aligning it with the new economic, social and competitive environment.

In this context, the **amendment to the Postal Law**, approved in July 2025, represented a decisive step forward. First, it **extended Correos' designation as the operator responsible for the universal postal service until 2030**, ensuring the continuity of a service that is essential for citizens. Second, **it incorporated Services of General Economic Interest** (SGEI), expanding the company's scope of activity to include the management of administrative procedures, the provision of basic financial services and support for the State in emergency situations. The provision of these services began in August 2025. The amendment also introduced **updated mechanisms for the calculation and financing** of these services, aimed at ensuring both their effective delivery and their long-term financial sustainability.

In 2025, 334.5 million euros was recognized as **compensation for the provision of the universal postal service**. The increase compared with the previous year was largely attributable to the regularization of the financial burden associated with the service for the 2011–2020 period, in accordance with the **resolution issued by the National Commission on Markets and Competition (CNMC)** in May 2025. In addition, the company began recording **payments for the new Services of General Economic Interest**, following the entry into force of the new regulatory framework and the commencement of service provision in August.

At the same time, the company worked with the Spanish General State Administration to **define the management contract** that will govern this new framework. The contract establishes the conditions for service provision, including scope, quality standards, duration, budget allocation and monitoring mechanisms, while providing **legal certainty, financial stability and operational transparency**.

Overall, this regulatory reform has enabled Correos to reposition itself beyond

its traditional role as a postal operator, strengthening its position as a **strategic infrastructure serving the public interest**. Leveraging its nationwide presence, close relationship with citizens and enhanced digital capabilities, the Group is moving towards a business model focused on **generating long-term economic and social value**, thereby contributing to territorial cohesion, inclusion and the efficient delivery of essential services.

Four Services of General Economic Interest entrusted to Correos*

1

Postal communications, through the provision the **post offices network** and other **access points in rural areas**.

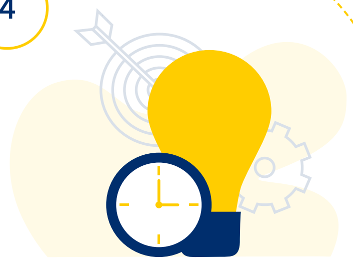
2

Access to **basic financial services**. This service is provided in a competitive market environment.

3

Universal access to **public administration services**.

4



Provision to the State of **personnel and material resources** to strengthen its resilience capabilities in situations involving security or emergency requirements.

* In accordance with the Eighth Additional Provision of Act 43/2010, of 30 December, on the universal postal service, users' rights and the postal market.

Achieving diversification objectives

In addition to commencing the provision of Services of General Economic Interest, the Correos Group undertook further initiatives in 2025 to advance its **diversification** strategy. Correos began operating as AXA's exclusive **agent** for the **sale of insurance products through its network of post offices**, training approximately 1,600 employees for this purpose. This initiative strengthened the company's commitment to providing essential services that contribute to social welfare.

To promote financial inclusion, **the number of entities participating in Correos Cash increased** to ten with the **incorporation of Banco Pichincha**. This solution enables customers to carry out basic banking transactions, such as cash deposits and withdrawals, both at post offices and through delivery personnel anywhere in the country. It helps generate economic opportunities across Spain and is particularly beneficial for senior citizens and residents of rural areas.

In the area of services provided to the public administration, **Correos Pay** facilitated the collection of **29.6 million euros in taxes and fees** on behalf of public bodies and institutions, supported by the 278 collaboration agreements maintained by Correos to make these services more accessible to to the public.

Post offices also expanded their range of services by incorporating **O2 telecommunications products**, including mobile, fibre-optic and television services.

To support the growth of the Group's parcel delivery business, Correos began rolling out its **Correos Points network**, comprising **2,200 Citypaq lockers and 2,350 partner establishments** for out-of-home parcel collection and delivery. These locations complement the services provided through the company's network of **more than 8,000 post offices and rural service points** across the country.

Similarly, subsidiary Correos Express signed an agreement with the Union of Tobacconists' Associations to **integrate up to 13,000 tobacco shops into its network of more than 3,000 pick-up and drop-off (PUDO) points**, significantly expanding its coverage.

The efficient and sustainable provision of parcel delivery services increasingly requires higher levels of delivery effectiveness, **supported by the latest technological advances**. Accordingly, Correos promoted several initiatives, including the implementation of seven pilot programmes using a **new route optimisation tool** and the **automation, through artificial intelligence, of documentation processes** associated with the management of **international shipments** at the Rampa 7 facility. The company also successfully completed the separation of the facilities previously shared with Correos Express.

For its part, **Correos Express** focused its efforts on **improving the customer experience**, advancing process digitisation and improving route optimisation through geolocation and dynamic delivery management solutions. In this regard, the subsidiary developed an **artificial intelligence-based digital twin** capable of simulating operational scenarios, anticipating incidents in real time and improving efficiency and control of parcel shipments.

Correos Express also continued to enhance its **reverse logistics solutions** through its flexible returns collection service, improving **collection efficiency and security**, strengthening **real-time traceability** and **proactive customer communication**, and eliminating the need for printed labels.

To adapt its infrastructure to evolving business needs, Correos Express **increased its operational capacity by 45%**. Key initiatives taken included the **relocation of its Santander centre** to a new facility with greater loading and unloading capacity, capable of processing up to 2,000 shipments per hour. This investment strengthened its position in the northern region and enabled it to provide a faster and more efficient service.

For its part, **Correos Express Portugal** also expanded its operational capacity by 10% and **optimised its distribution network** to meet growing demand for express parcel services driven by the continued expansion of e-commerce in Portugal.

Internationally, Correos established **three new Extraterritorial Exchange Offices (ETOE) in the United Kingdom and the Netherlands**, strengthening its presence in these markets and enabling it to capture additional international mail and parcel volumes. Furthermore, within the framework of the **Kahala Post Group alliance**, the company signed **13 new bilateral agreements** with postal operators in Egypt, Israel, Australia, Canada, Uruguay, Costa Rica, Hong Kong, Thailand, Azerbaijan, China, Romania and Colombia to improve **cross-border parcel exchanges**.

Following changes to the de **minimis exemption framework in the United States**, Correos adapted its operations to meet current and future customs requirements. These measures helped strengthen the competitiveness of Spanish SMEs and entrepreneurs while supporting the internationalisation of the domestic economy.

In the logistics services segment, Correos launched the **new Paq Farma service**, designed to meet the **cold transport requirements of pharmaceutical companies** and further expand its customer base within this sector.

In the **telecommunications market**, where the Group operates through its subsidiary Correos Telecom, **revenue from its core business lines**—linear infrastructure, fibre-optic networks and location services—**continued to grow**, albeit at a more moderate rate of 1.3%, following cumulative growth of 43% over the previous five years.

Among these business lines, **rental of telecommunications sites** showed a strong performance, growing by 4.2%, driven primarily by the continuation of contracts for the **deployment of FTTH headends in Correos post offices and facilities** throughout Spain. In addition, new projects linked to the expansion of 5G technology were launched during the year.

Furthermore, the subsidiary **strengthened its position in high-value-added segments**, such as the **provision of backbone fibre-optic network to international customers**, particularly hyperscalers and companies developing data centres in Spain. These activities, carried out both directly and in collaboration with other telecommunications operators, helped consolidate Correos Telecom's position as a provider of critical infrastructure for the sector.

Improving the customer experience

Correos has one of the most extensive networks in the country, complemented by specialized customer service across multiple channels. In 2025, Correos handled **more than 3.8 million enquiries and requests for information**, while **its website received 98.6 million visits**.

With regard to the management of complaints and claims, Correos implemented initiatives to strengthen **traceability**, optimize the integration of information systems and **reduce resolution times**. It also made further **progress in process automation through artificial intelligence**, expanding its capacity to respond to customers and proactively communicate incidents. These improvements contributed to **enhancing service quality and the overall customer experience**.

In addition to improving operational efficiency, the new Retail and Services Business Management team focused on developing new business lines to diversify the company's activities and consolidate an **omnichannel service model integrating the post office network and digital channels**.

As a result, the number of **complaints and claims registered by Correos decreased by 14.1%**. This positive trend was also reflected in its subsidiaries, Correos Express Portugal and Correos Telecom, both of which **achieved double-digit reductions**. Furthermore, the **quality of the notification service was strengthened**, reducing the total number of incidents despite the increase in the volume handled.

The Correos Group also has **quality and environmental management systems** certified in accordance with the UNE-EN ISO 9001:2015 and UNE-EN ISO 14001:2015 standards. Similarly, Correos and Correos Express offer their customers logistics operations certified in accordance with the UNE-ISO 28000:2022 standard for **supply chain security** management systems.

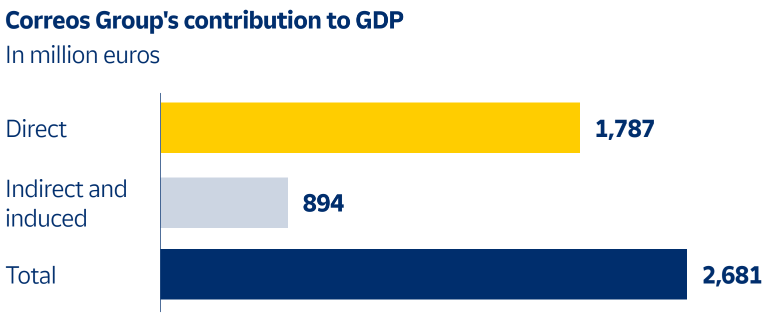
Correos' complaints and claims

Inquiries through Correos' customer service channels

Generating positive impacts

The activities of the Correos Group in the areas of postal services, parcel delivery, logistics, financial services and telecommunications play an **essential role in the country's social cohesion and territorial structuring**. Likewise, its activity constitutes a significant **driver of economic growth** throughout the country, with a particularly strong impact on **rural areas and those with lower population density**. This translates into a **significant contribution to GDP** through the various **impacts** generated by its activities, which can be classified as follows:

- **Direct impacts**, associated with the activity generated directly by Correos in terms of output and employment.
- **Indirect impacts**, generated through the supply chain as a result of the procurement of goods and services from suppliers.
- **Induced impacts**, linked to the consumption effect generated by the income earned by direct and indirect employees.

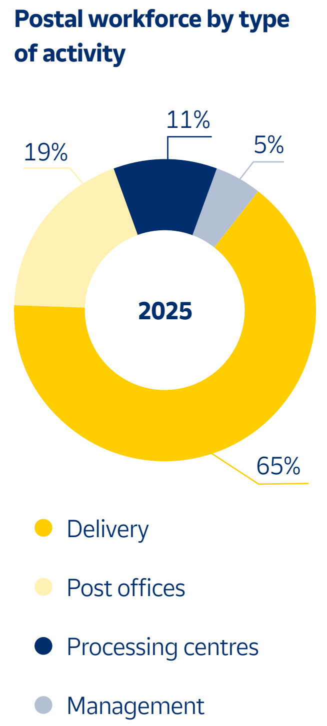


Taking these three types of impact into consideration, the activity of the Correos Group **contributes approximately 2,680 million euros to Spain's GDP,** comprising a direct contribution, measured as Gross Value Added (GVA), of around 1,787 million euros, and an indirect and induced impact of nearly 900 million euros.

Job creation

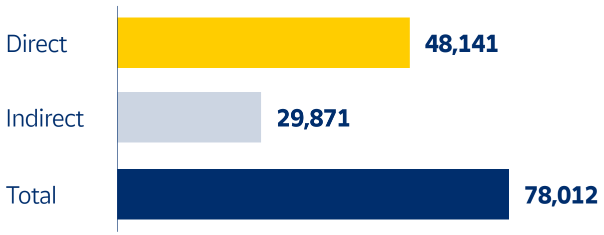
The Correos Group ranks among the **ten Spanish companies with the largest workforces**. The company is committed to providing stable, quality employment, generating **48,141 direct jobs** (FTEs) in 2025 (representing nearly **33%** of total employment in the postal and courier sector) and allocating 1,588 million euros to salaries. The Group's workforce also has a balanced composition, with women accounting for 53% of employees.

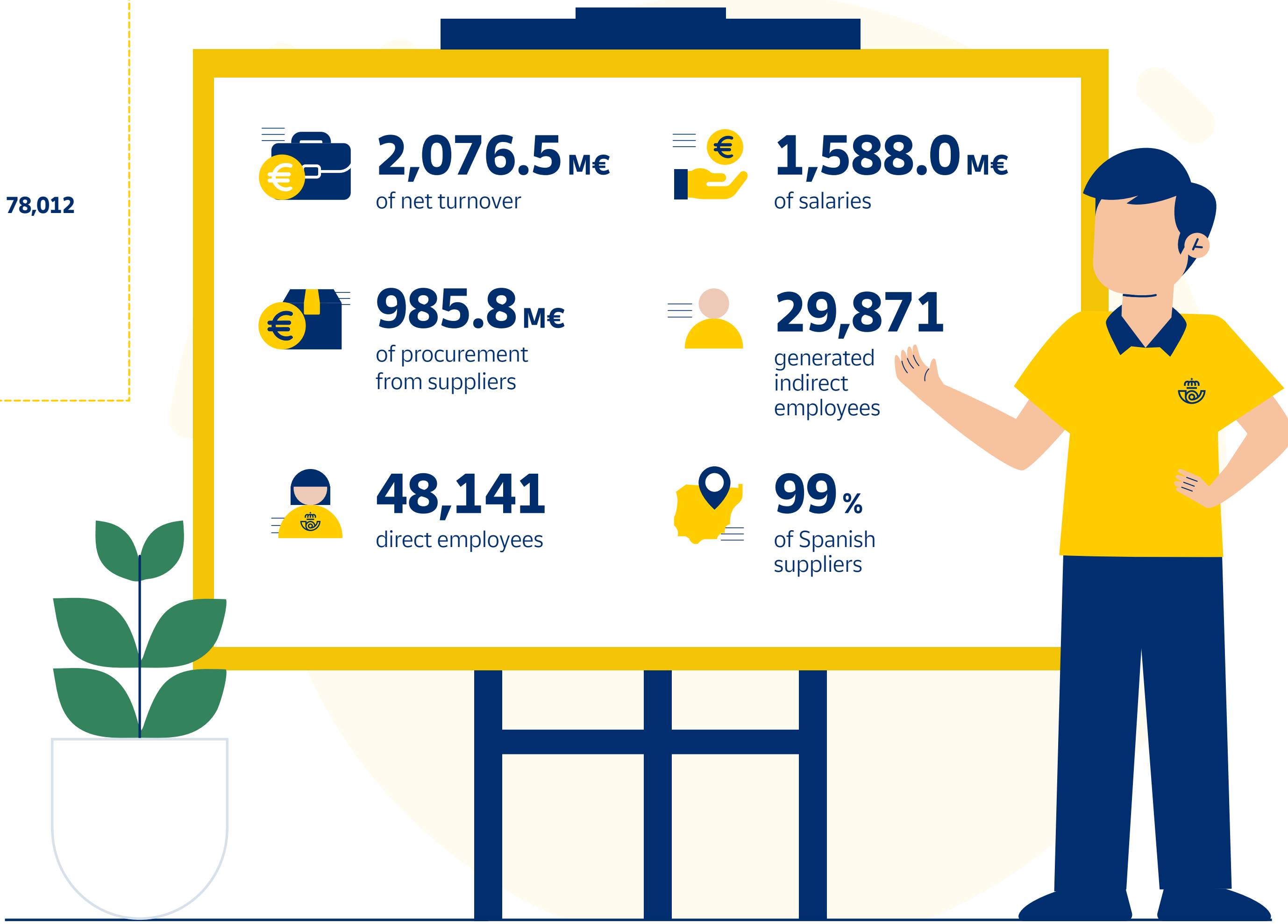
The Group **contributes to economic and social development** not only through its operations and **direct job creation**, but also through the **economic value distributed among its various stakeholders**. Taking into account the **indirect employment** generated through its multiplier effect on the wider economy, the Correos Group contributes **more than 78,000 jobs** to the Spanish economy, thereby **strengthening the country's business environment**.



Correos Group's business impact

Correos Group's contribution to employment





Guaranteed access to basic services

Beyond their direct economic impact, the postal service's delivery and post office networks plays an essential role in **territorial inclusion**, supporting the **economic development** of rural areas and contributing to social cohesion and the country's **resilience**.

Spain faces a **demographic challenge** characterized by an ageing population, low birth rates and rural depopulation, exacerbated by the reduction of in-person services in areas where their provision is more expensive. This situation creates inequalities in access to services and development opportunities.

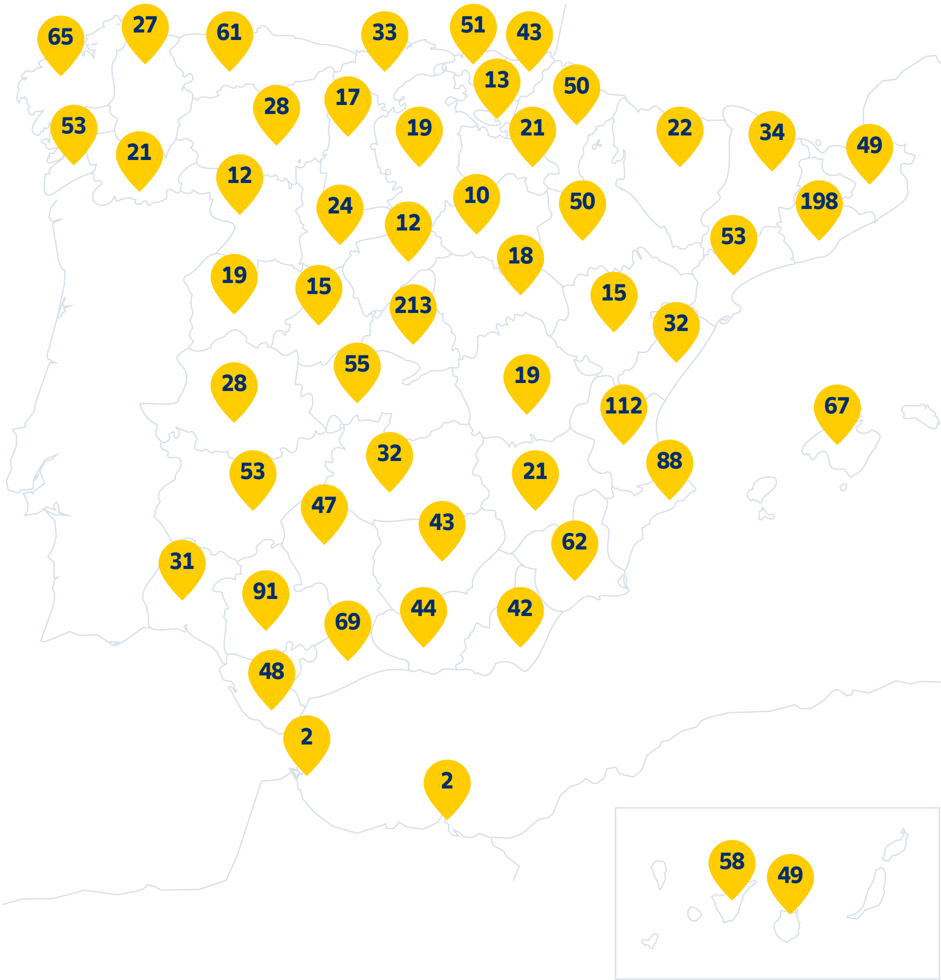
The company has a **network of 2,352 post offices and nearly 6,000 rural postal workers**. Its presence throughout the country, particularly in rural and sparsely populated areas, guarantees equal **access to essential public services**, including postal services, parcel delivery, banking services, bill payments and digital transactions with public administrations.

Correos acts as a genuine **multi-service one-stop shop** in small towns and villages. Through the provision of parcel delivery, administrative procedures and financial services, among others, it **contributes to population retention** and acts as a **driver of the local economy**, while also promoting the **financial sustainability of a network that is strategic** for the country.

Following its amendment in 2025, the Postal Law recognizes this **strategic value** by entrusting Correos with the **provision of Services of General Economic Interest** (SGEI), reinforcing its mission beyond traditional postal services. This role positions the company as an ally of the Administration in bringing administrative procedures and financial services closer to citizens under equitable conditions, optimizing public costs and ensuring the sustainability of the network.

Correos plays an essential role in promoting **financial and administrative inclusion** in rural areas through the products and services it offers, both through its post offices network and through its delivery personnel.

Correos' post offices network



Through its **278 collaboration agreements with public bodies and entities**, Correos facilitates the **payment of taxes and bills** through Correos Pay, which **collected 29.6 million euros** in 2025. It also managed **more than 366,000 Correos Prepaid Youth Cultural Grant cards** and processed **over 158,000 transactions through the ORVE service**, which enables citizens and businesses to submit documents to government agencies and other public entities.

Furthermore, during the year the company continued to **increase the number of banks participating in Correos Cash**, the solution that facilitates access to cash and essential financial transactions, helping to reduce financial exclusion across the country.

Collection of payments on behalf of the Administration through Correos Pay
In million euros

Support for local economic development and rural entrepreneurship

Through its **logistics** and parcel delivery **services**, **digital solution**s for **SMEs and rural businesses**, and platforms such as Correos Market, the company promotes economic activity in areas with more limited access to markets, making a significant contribution to combating depopulation and **improving quality of life in rural areas**.

The **post offices network**, which **served an average of 337,200 people per day** in 2025, also helps channel citizens' donations to NGOs through the sale of solidarity products, the provision of post office space and customer micro-donations through the ***Redondeo con impacto*** (Rounding up with impact) programme. The latter generated almost 500,000 micro-donations for social and/or environmental initiatives in 2025, benefiting **more than 486,000 direct beneficiaries and 46,200 indirect beneficiaries**.

Environmental value based on impact reduction and innovation aimed at the green transition

As other companies in the transport sector, Correos' main environmental impact is the generation of greenhouse gas emissions. As a result, one of its strategic priorities is the progressive decarbonization of its operations, implemented through various levers.

In 2025, the company achieved a **0.5% reduction in CO_2 emissions directly associated with its operations** (**Scopes 1 and 2**, relating to its vehicle fleet and operational centres), which represent account for 22% of its carbon footprint. By contrast, **Scope 3 emissions increased by 0.8%**, mostly mainly due to the **supply chain and employee transportation commuting**, areas in which the company is also focusing its decarbonization efforts.

Overall, Correos' emissions remained broadly stable at **163,559 tonnes of CO_2** during the year, representing an increase of 0.5% compared with 2024. The company expects that the **progressive gradual implementation of the actions set out** in both the Sustainability Plan and the Strategic Plan **will allow** more decisive **significant progress in reducing its carbon footprint** in the coming years.

Correos has **one of the largest zero-emission fleets** in the Spanish parcel delivery sector. At the end of 2025 it operated **nearly 4,000 vehicles powered by alternative technologies** (electric, hybrid and compressed natural gas (CNG)), representing more than **25% of its total fleet** (compared with 19% in 2024). This progress reinforces its roadmap towards the objective of having 25% electric vehicles and 50% of its fleet powered by alternative technologies by 2028.

Correos' carbon footprint

Total Correos emissions

163,559 tCO_2e

Own emissions
22%
Scope 1 and 2
36,372 tCO_2e

Emissions in the value chain
78%
Scope 3
127,187 tCO_2e

22%
Own fleet
- Fuels

0.1%
Buildings
- Electricity
- Heating and air-conditioning (HVAC) systems

43%
Outsourced freight transport
- Fuels

34%
Employee travel and commuting
- Fuels

0.9%
Others
- Fuel and energy related activities
- Procurement
- Waste in operations

During the year, the company **added more than 1,000 electric vehicles** of different types, (which now account for 23% of the total fleet), consolidating its commitment to sustainable last-mile delivery. To support the deployment of this electric fleet, Correos has **3,258 EV charging points** across its centres and operational facilities.

In addition to acquiring 100% of its electricity from renewable sources, the Correos Group is promoting strategies aimed at improving energy efficiency across its extensive network of buildings, while also encouraging self-generation and self-consumption. In this regard, by 2025 Correos had **571 post offices** (approximately one quarter of the total) **monitored through an energy management system**. Furthermore, the company allotted contracts for the installation of **five new photovoltaic self-generation plants** at logistics centres in Barcelona (Colón and Sant Cugat), Valencia, Alicante and Seville.

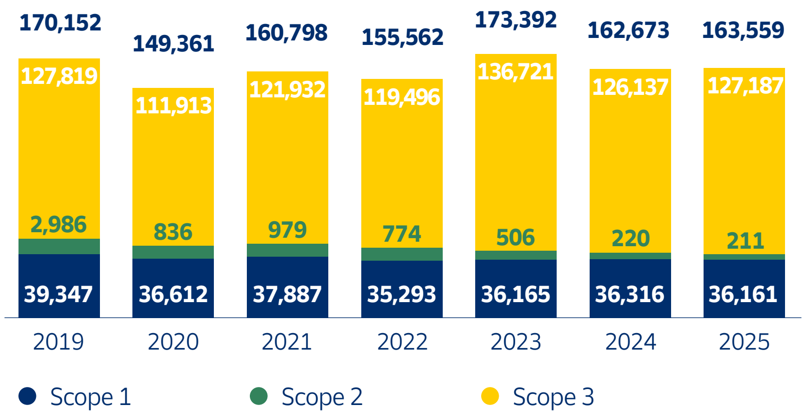
Beyond reducing CO_2 emissions, Correos is promoting complementary measures to advance climate change mitigation, including offsetting emissions through the purchase of carbon credits on the voluntary market. Within this framework, the ***Correos Compensa*** programme enabled the offsetting of **8,560 tonnes of CO_2** associated with shipments contracted by customers at post offices, through **projects that generate positive environmental, economic and social impacts**.

In addition, as part of its commitment to **greater circularity across the value chain**, Correos **reduced its paper consumption**, the main resource used in its operations, **by 11.8%** and **decreased its water footprint by 9.9%**. Additionally, the company **recycled or recovered 96% of its waste**, preventing more than 3,400 tonnes of waste from being sent to landfill in 2025.

To support these initiatives, the **Correos Group increased its environmental investments by more than 530%** in 2025, exceeding 28.6 million euros.

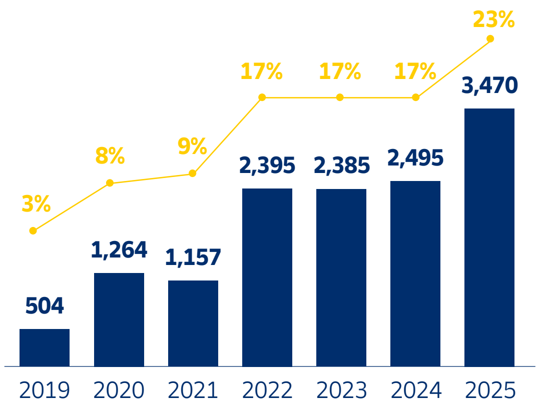
Evolution of CO_2 emissions from Correos by scope

In CO_2e tons



Evolution of Correos' electric fleet proportion

Number of electric vehicles. Total proportion



2024–2028 Strategic Plan

Pillars of the 2024-2028 Strategic Plan

Strengthen the postal service

Strengthening quality in the traditional postal sector, with Correos being the designated operator for the provision of the universal postal service.

Objectives

- **Provide a high-quality universal postal service**, delivered **efficiently** and at **affordable** prices throughout the country.
- Promote **electronic services** based on the **reliability** of Correos.

2025 Performance

- Designation for the **provision of the universal postal service until 2030**.
- Approval of a **new funding model** for the universal postal service and SGEI.
- **Improve the quality** of the **notification** service.

Promote parcel delivery

Boosting domestic and cross-border parcel services in line with new customer demands, increasing operational efficiency in the value chain, to compete within the tight margins in the sector.

Objectives

- Increase **operational efficiency** across the Group's **entire end-to-end supply chain**.
- Improve **last-mile service** through greater **flexibility and convenience** by expanding the **delivery point network** (PUDO), implementing Citypaq smart lockers, optimizing transport, and increasing scheduled deliveries.
- Promote **cross-border trade, bilateral agreements,** and **Extraterritorial Exchange Offices (ETOE)**; increase presence in strategic markets; and position Correos as the leading operator for receiving parcels from third countries.

2025 Performance

- Implementation of the **Correos Points network**, comprising approximately 4,600 Citypaq lockers and partner establishments, for parcel collection and delivery outside home.
- Agreement with the Union of Tobacconists' Associations to **integrate up to 13,000 tobacco shops into the Correos Express delivery point network** (PUDO).
- **Three Extraterritorial Exchange Offices** (ETOE) in the United Kingdom and the Netherlands.
- **13 new bilateral agreements** within the framework of the Kahala Post Group alliance to boost international parcel delivery.
- Expansion of the **operational capacity of Correos Express and Correos Express Portugal** to meet the new parcel distribution demands associated with the growth of e-commerce.
- Development of an **AI-based digital twin** to optimize routes and improve the efficiency of the **Correos Express** service.

Diversify revenue streams by offering new services

Diversification of revenue, through the provision of Services of General Economic Interest and other lines of business such as basic financial services, administrative procedures, insurance marketing, e-commerce or specialised logistics services, thanks to its extensive capillarity across the country.

Objectives

- Provide **Services of General Economic Interest**, facilitating citizens' access to **essential services** locally and acting as a **partner of the Administration** across the territory.
- Develop insurance **brokerage activities** in post offices as a basic service supporting the economic development and social wellfare of all citizens.
- Strengthen the **Correos Frío** business line, specializing in **temperature-controlled logistics** for the food and pharmaceutical sectors.
- Promote **Correos Market** to facilitate SMEs' and entrepreneurs' access to e-commerce.
- Develop **new services** that promote inclusion and social cohesion.

2025 Performance

- **Approval by Congress of the amendment to the Postal Law** designating Correos to provide **new Services of General Economic Interest (SGEI)**.
- Incorporation of a **one-stop shop** for **administrative procedures** into the **post office network**.
- Commencement of operations as an **agent for the sale of AXA insurance products** in post offices.
- Incorporation of Banco Pichincha into the **financial institutions participating in the Correos Cash service**, expanding citizens' access to financial services.
- Collection of taxes and bills amounting to **29.6 million euros** for public bodies and entities through **Correos Pay**, bringing administrative procedures closer to citizens.

02 **Correos Group** activities

Business lines

GRI 2-6, 203-2 SDG 9, 11

The Correos Group is one of the **leading distribution operators in the Iberian Peninsula**. In accordance with its mission, the Group connects individuals, businesses, and public administrations by providing **physical and digital services**—primarily through the **admission, processing, and delivery of mail and parcels**, as through the provision of **Services of General Economic Interest**—, ensuring, as an instrument of the State, access to the universal postal service and other essential services for citizens.

To carry out its operations, the Correos Group has an **extensive network of service and distribution points** across the Peninsula, access to **international networks** worldwide through strategic alliances, and **innovative technological solutions** to meet the needs of an increasingly digital society.

The Group's parent company, **Correos**, is a **provider of postal, electronic, and parcel delivery services**, as well as local services that help make life easier for citizens. It is the **leading provider in Spain for the home delivery** of mail, direct mail, newspapers, and publications, reaching every household and business in the country on a daily basis, while also providing **other public and private services**.

The company plays a **key role in the country's organisation** as the **designated operator for the universal postal service** in Spain until 2030, as well as for **Services of General Economic Interest**, which promote equitable access to basic services for citizens, supported by its extensive territorial presence. Its network of service points brings **government procedures, financial solutions, insurance, third-party products, and other local services** closer to both urban and rural populations, making everyday tasks more convenient.

Correos Express, for its part, is the Group's subsidiary specializing in **express parcel delivery**, both nationally and internationally. It offers flexible and efficient delivery solutions through an **extensive network of its own operating centres**, convenience points, and Correos' post offices. The company provides **guaranteed delivery services**, particularly for business clients and sectors such as e-commerce. Through its subsidiary, **Correos Express Portugal**, it completes its coverage across the Iberian Peninsula.

Correos Telecom is responsible for managing and marketing the Group's telecommunications network, which includes **high-capacity connectivity services**, as well as the **leasing of linear infrastructure** (such as dark fibre or rights of way) and **sites for telecommunications equipment and radio transmissions**.

Finally, the Group maintains a strong collaborative network with **more than 8,300 suppliers** across multiple sectors, involved in various stages of the value chain, particularly in areas such as transportation, cleaning and maintenance of operational and customer service infrastructure, technology, and other supplies.

Correos Group's activities

Physical and digital communications

- Mail and registered products
- Comprehensive direct marketing services
- Distribution of publications
- Digital communication solutions
- Philatelic products
- Multichannel document management, printing, and enveloping

Parcel services and logistics

- Domestic and international parcels (standard and express)
- Returns management and tailored services for companies
- Citypaq network
- Correos Frío (temperature-controlled transport)

Diversification services

Services of General Economic Interest

- One-stop service point for public administration

Digital and local services

- Basic financial services
- Insurance services commercialisation
- Sale of convenience products and services in post offices and at home
- Correos Market and e-commerce solutions
- Telecommunications infrastructure commercialisation
- Secure certificate disposal

Physical and digital communication solutions

Correos offers **comprehensive communication solutions** that encompass the distribution of regular and registered mail, notifications, direct marketing, and publications, as well as electronic services, adapting to the demands of an increasingly digital society.

By integrating physical and digital channels, the company also facilitates **multichannel document management** for business communications, ensuring high levels of security, legal validity, and delivery certification options.

Furthermore, it supports **commercial communications** through specialized **advertising distribution** solutions, backed by segmentation tools, campaign tracking, printing, handling, and returns management, enabling the development of more effective and personalised promotional strategies.

Its network of service and distribution points brings these services closer to individuals and businesses across the country, ensuring universal access to postal communications. At the same time, it complements the company's offering with the sale of other products and services, reinforcing Correos' role as a **convenient, versatile, and trusted point of access** for citizens and businesses.

Additionally, the company markets **philatelic and numismatic products** through its philatelic service, its post offices network, the Correos online store, and the website **www.correos.es**, contributing to the promotion of values and the preservation of historical and cultural heritage.

Diversification services

Correos is widely recognised for its **extensive territorial presence and its close relationship with citizens**. Through a capillary network of logistics centres, transport facilities, and collection and delivery points, it provides daily services to citizens, businesses, and public administrations across the country. This coverage not only contributes to **equitable access to public services and territorial cohesion**, but also supports **economic development** in both urban and rural areas.

Access point to public administration

The company offers a wide range of **services aimed at citizens and small and medium-sized enterprises**, designed to make everyday life easier, support population retention and business activity in rural areas, and **boost local economies**.

Following the **amendment to the Postal Law in 2025**, Correos began **providing Services of General Economic Interest** (SGEI), expanding its scope of activity to include the management of administrative procedures, the provision of basic financial services, and support to the State in emergency situations.

In this way, Correos connects local, regional, and national government bodies with the population across the country under a **one-stop shop** model. This role is implemented by expanding the services available **in post offices and through delivery staff**, contributing to **improved access to public services** and **strengthening social and territorial inclusion**.

In this regard, the **Correos Pay** service facilitates the **payment of fees and taxes**, supported by the 278 collaboration agreements the company has with public bodies and entities nationwide. With nearly 287,000 transactions processed in 2025, **29.6 million euros was collected for government agencies and entities**. This solution also enables the **payment of non-direct debit bills**, in collaboration with more than 50 companies for the collection of payments **for various utilities and services**.

Providing access to the **Directorate General of Traffic (DGT) procedures** through post offices and delivery employees is especially valuable in rural areas, where it allows residents to complete administrative formalities without having to visit the Provincial Traffic Headquarters. Available services include obtaining the environmental badge, requesting a duplicate vehicle registration certificate, vehicle reports, notification of vehicle sales, change of vehicle ownership, and payment of fines.

Furthermore, since 2025, Correos has been selling V16 **geolocated hazard warning beacons**—approved by the Directorate General of Traffic and mandatory from 2026—at post offices, through rural delivery staff at home, and on the Correos Market platform.

The company has also been managing, for the fourth consecutive year, the Correos Prepaid Card for the ***Bono Cultural Joven*** (**Youth Cultural Grant**), under the agreement signed with the Ministry of Culture. This programme allows beneficiaries to access the grant through the Tarjeta Correos Prepago (Correos' Prepaid Card), in either physical or virtual format. In 2025, more than 366,000 applications were registered, representing an 8% increase compared to the previous year. In addition, Correos Market, as a participating entity, facilitated the use of the grant for the purchase of digital cultural products.

Correos also maintains an agreement with the Ministry of Culture to **support local bookstores** by offering discounts on shipping, with the aim of improving their competitiveness, boosting their online sales, and expanding their market reach. This agreement includes a home collection service and streamlines returns management with full guarantees.

Other services for State resilience

Correos also plays an **essential role in emergency situations**, making all its **human and material resources** available to the State to help restore services and strengthen the **country's resilience**. In these circumstances, its professionals are assigned to inform and assist those affected in **processing aid applications**, both **in post offices** and, where necessary, directly **at their homes** through delivery staff.

In this way, the company contributes the value of its **extensive network** as a **strategic service for citizens, acting as an instrument of the State** in managing procedures, responding to urgent needs, and supporting groups in situations of particular vulnerability.

Additionally, post offices have become spaces for the **promotion of culture and heritage**, especially in rural areas, through the sale of books and school supplies, collaboration with local authorities in cultural initiatives—such as along the *Camino de Santiago*—and the sale of numismatic and philatelic products.

Expanded portfolio of products and services

Since 2025, Correos has **exclusively sold AXA insurance policies through its post offices network**, under a strategic agreement that combines the strengths of both companies: proximity to customers and leadership in the insurance sector. This offering, initially available in more than 850 post offices, will be progressively extended to additional locations during 2026.

Through the post offices network and delivery staff, the company facilitates access to convenient services that go beyond postal and parcel delivery, **addressing the diverse needs of individuals and businesses**. These include the sale of prepaid packaging, third-party products and services, lottery and charity items, as well as solutions for specific needs, such as the consignment service, the *Buzón Ecommerce*, and the *Buzón Vacaciones* (Holiday Mailbox). Last year, post offices expanded their portfolio by incorporating **O2's telecommunications offering**, including telephone, optic fibre, and television solutions.

In the financial sector, Correos offers **money transfer services** through **postal orders** and in partnership with Western Union, ensuring secure and confidential transactions both domestically and internationally.

Correos Cash also allows customers of major banks to make cash deposits and withdrawals at post offices and at home. The ***Tarjeta Correos Prepago*** (**Correos Prepaid Card**), in turn, enhances access to basic financial services thanks to its own IBAN, enabling the easy processing of essential transactions. Reloadable through the 'My Correos Prepago' app, as well as via the web, bank transfer, or at post offices, it provides a financial inclusion solution for people who need an accessible, convenient, and easy-to-use alternative, even without a traditional bank account.

Additionally, the company offers a **currency exchange service** with more than 70 foreign currencies available, with collection options at post offices or at home, all with full security.

Commercial portfolio at Correos' post offices

- **Domestic and international postal and parcel services**
- **One-stop shop for public administration procedures**
- **Payment of regional and local taxes and business bills with Correos Pay**
- **Correos Cash, currency exchange, and other money transfer solutions**
- **Insurance services commercialisation**
- **Telephone, optic fibre and television solutions**

- Citypaq smart parcel lockers for sending and receiving packages
- Philatelic and numismatic products
- Stationery, solidarity products, and convenience items
- Fintech and prepaid solutions
- Application for and submission of postal votes
- Marketing of products and services of third-party companies
- Lottery ticket sales and prize collection
- Lead generation for service providers
- Prepaid packaging
- Consignment service, *Buzón Ecommerce* and *Buzón Vacaciones* (Holiday Mailbox)
- Sale of environmental badges, collection of traffic fines, and other procedures for the Directorate General of Traffic

Comprehensive parcel delivery offering

Correos offers a **wide range of parcel delivery services**, supported by its subsidiaries Correos Express and Correos Express Portugal, enabling it to respond quickly to the demands of urgent logistics and sectors such as e-commerce.

The Group has an **extensive network of centres** equipped with automated sorting systems and the **latest technologies for handling, tracking, and controlling** shipments, complemented by a capillary logistics network with national and international coverage.

It also provides businesses with parcel delivery solutions **tailored to different delivery times and operational requirements**, along with value-added and additional services that ensure security and flexibility in the management of shipments and returns. The company facilitates **technological integration** with businesses and offers various delivery options—home delivery, pickup at post offices, rural service points, **Citypaq smart parcel lockers, and convenient pickup locations**—which contribute to **improving the end-customer experience**.

Correos' offering is further enhanced by a **flat-rate parcel service** for national and international shipments, specifically designed for individuals and offering fixed-price packaging regardless of weight.

The company also provides **digital tools to enhance customer convenience**, such as the **Correos Modify** app, which allows users to customise the delivery date and address, and the **Correos app**, which enables users to prepare shipments for later drop-off at a post office or Citypaq, manage customs procedures, or schedule an appointment.

Among its range of specialised services, the offering for pilgrims on the *Camino de Santiago* stands out. This includes solutions such as ***Paq Mochila, Paq Bicicleta* and *Paq Peregrino***, as well as luggage storage and product sales services available both at post offices and through the Correos online store. In 2025, this offering was extended to new Xacobean routes.

Boosting cross-border trade flows

Correos has a **presence in Asia** through its stake in **K Parcel and KCG eCommerce Solutions**, companies specialising in the consolidation and management of international parcel volumes originating in China and Hong Kong, particularly those related to e-commerce.

In addition, it operates three **Extraterritorial Exchange Offices** (ETOE) in the United Kingdom and the Netherlands, enabling it to capture postal and parcel volumes for international distribution.

Correos complements its international coverage by **joining in various alliances**, such as the Kahala Post Group, an association of postal operators from Europe, America, and Asia focused on the development of cross-border express services.

In an international context marked by regulatory changes, in 2025 the company **adapted its operations** to meet current and future **requirements arising from new tariff frameworks** under development, both within and outside Europe. In this way, Correos is positioning itself to respond to new cross-border distribution dynamics, **ensuring customers agile and secure management of their international shipments**.

Innovative solutions for temperature-controlled transport

Correos Frío is the company's range of services designed for the **temperature-controlled transport of refrigerated and/or frozen products**, meeting the needs of sectors such as healthcare, food, and pharmaceuticals. For the latter, in 2025 the company launched ***Paq Farma***, a solution specifically tailored to their requirements.

Correos ensures the integrity of the cold chain through a fleet of refrigerated vehicles and advanced passive cooling solutions, including insulated packaging equipped with sensors and **real-time temperature and humidity monitoring**. It also holds the **good distribution practices for medicinal products for human use certification (GDPS)**, thereby strengthening control and security guarantees for these types of shipments.

In addition, individuals requiring one-off deliveries of temperature-sensitive products, such as food or medicines, can use the ***Paq Frío*** service, which guarantees door-to-door transport under controlled conditions.

An ally for e-commerce for small and medium-sized enterprises

Through its diversified portfolio of products and services, the company also contributes to the local economic development of small and medium-sized enterprises. **Correos Market** is **Correos' e-commerce platform**, designed to boost the visibility and sales **of Spanish products**, supported by the country's **largest distribution network**.

This marketplace also **enables the online purchase of products available at post offices**, such as packaging, philatelic items, merchandising, solidarity products, and environmental labels. In addition, post offices allow customers to purchase products offered on Correos Market and have them delivered to their homes.

The company also facilitates business digitalisation with solutions such as the ***Vender en Marketplaces*** (**Selling on Marketplaces**) platform, which centralises the management and shipment of orders received from various e-commerce platforms, as well as services related to **payment and returns management**.

Proximity network and flexible delivery solutions

The growing demand for more flexible and convenient delivery options has driven the development of **complementary alternatives to home delivery**. In this context, Correos is **strengthening its local service model through a broad network of service and delivery points**.

In addition to its physical locations, Correos operates **2,200 Citypaq smart parcel lockers** for parcel pickup and delivery, located in both public and private spaces across the country.

The **Correos Points network**, launched in 2025, also includes 3,500 local businesses that act as pickup and delivery points with the support of the Correos Group. This solution facilitates access to efficient logistics services, reduces the environmental impact of deliveries, and generates economic opportunities for local businesses.

In this way, the Group offers a diversified network of service points that combines Citypaq lockers, partner establishments, and post offices, with the aim of expanding coverage, availability, and convenience for deliveries.

Meeting urgent parcel delivery needs

Correos Express is the Correos Group subsidiary specialising in **urgent B2B and B2C parcel delivery solutions**, both nationally and internationally, with guaranteed delivery times. Its business model focuses on providing comprehensive services that cover **all stages of the logistics chain**, from collection to final delivery, with high levels of **reliability, flexibility and traceability**.

Its portfolio ranges from **24-hour delivery**, with the Paq 24 and epaq24 options (particularly geared towards e-commerce), to services with **guaranteed delivery times**, such as Paq 10 and Paq 14. It also includes customised solutions for different sectors or specific needs, such as EquiPaq 24. In 2025, the subsidiary expanded its portfolio with products such as ***Paq Punto***, for deliveries to selected collection points, and ***Paq Ecommerce***, designed to meet the needs of large marketplaces.

Correos Express also incorporates the **latest technological innovations** into its operations to drive process digitalisation and optimise delivery. This includes **geolocation systems, dynamic delivery management**, and the use of a digital twin based on artificial intelligence to improve the efficiency, quality, and sustainability of its services.

Meanwhile, **Correos Express Portugal**, with 11 centres, is the subsidiary dedicated to the **express B2C distribution of small parcels**, primarily for e-commerce. The company offers door-to-door transport solutions for urgent shipments across the Iberian Peninsula.

Correos Express and Correos Express Portugal have a **differential competitive advantage**, particularly in the B2C market, thanks to their **strong coverage in less densely populated areas**. This strength is based on a network of 70 of their own centres throughout the Iberian Peninsula, complemented by a **network of more than 3,000 collection and delivery points** (PUDO) and, in the future, up to 13,000 tobacco shops, under the agreement reached in 2025 with the Union of Tobacconists' Associations.

Parcel solutions of Correos Express and Correos Express Portugal

International services

International Express | International Standard

Telecommunications services

Correos Telecom is the Correos Group subsidiary operating in the **telecommunications** sector, through the wholesale provision of **high-capacity connectivity services**, as well as the **leasing of linear infrastructure** (such as dark fibre or rights of way) and **sites for telecommunications equipment and radio transmissions**. These solutions contribute to expanding fixed and mobile coverage in areas with less competition, **helping to reduce the digital divide**.

The company's business model is based on **leveraging the Correos Group's assets** and **providing telecommunications services** primarily aimed at the B2B market. To this end, it has infrastructure comprising approximately 4,800 km of optic fibre cable, more than 3,000 potential sites for the co-location of antennas and communications equipment, and over 156,000 km of fibre pairs. This deployment enables it to offer solutions tailored to its clients' specific needs.

Its value proposition is based on **providing secure, reliable, and nationwide telecommunications infrastructure**, acting as a neutral operator and facilitator for integrators and end customers. In this regard, it plays a **key role in network deployment and in the provision of connectivity services** for national and local operators, public administrations, and private companies.

Digital information security

Correos Telecom also markets retail services to companies, most notably **secure certificate disposal service**, a customised solution for the **secure and guaranteed deletion of data** on electronic devices. This service, certified by the Spanish National Cryptologic Center, ensures compliance with personal data protection regulations and alignment with the National Security Framework.

Finally, the subsidiary is responsible for the operation and maintenance of **Correos' infrastructure network**, supporting the implementation of technological services that **facilitate the Group's digital transformation** and provide innovative business solutions to other companies within the Group.

Main lines of business of Correos Telecom

- **Connectivity services:** high-capacity optical circuits and internet access, supported by its own autonomous system
- **Sites:** locations for telecommunications and radio broadcasting equipment
- **Linear infrastructure:** optic fibre leasing and rights of way
- **Secure certificate disposal services**
- **Engineering services**

03 **Non-financial** information statement

General information

- The Correos Group and its business model
- Strategy
- Generated and distributed economic value
- Business environment and trends
- Materiality and stakeholder engagement
- Risk and opportunity management
- Strategic sustainability framework

The Correos Group and its business model

GRI 2-1, 2-6

The **Correos Group** is **one of Spain's main business groups**, with a turnover exceeding of 2,000 million euros and more than 48,000 employees. The Group comprises Correos and its subsidiaries, Correos Express, Correos Express Portugal and Correos Telecom.

Correos provides postal, digital, parcel and logistics services throughout the country through an extensive distribution network and service points. It is the **leading company in the Spanish postal market** and one of the **benchmark companies in the business parcel delivery sector**.

It is also the **designated operator** for providing the **universal postal service in Spain**, with the utmost quality, efficiency and sustainability, ensuring the right to postal services for all citizens. This designation will remain in effect **until 2030**, following the approval in July 2025 of the amendment to the postal law, through Act 6/2025[1].

Correos Express is the Group's subsidiary specialising in **express parcel delivery**, with a primary focus on the requirements of business customers and the e-commerce sector, and operating both nationally and internationally. Its subsidiary **Correos Express Portugal** operates in the Portuguese market, complementing its range of **B2B and B2C express delivery services in the Iberian Peninsula**.

Correos Telecom is the company in charge of **managing the telecommunications infrastructures** of the Correos Group, marketing its surplus capacity to the B2B market, and providing **technological services** to the rest of the Group's companies.

The parent company of the Correos Group also has holdings in the Chinese companies KCG eCommerce Solutions and K Parcel. These **shared companies** provide integral management services for export parcels originating in China and Hong Kong, especially for international flows derived from **e-commerce**.

Finally, Act 6/2025 **has entrusted Correos with certain Services of General Economic Interest** (SGEI), such as **administrative procedures and basic financial services**, so that citizens can benefit from its extensive territorial presence and its capacity to bring essential services to the entire territory. This regulation also recognises its **important role in emergency situations**, making all its human and material resources available to the State to **strengthen Spain's resilience**.

Consequently, Correos will offer administrative services as a 'one-stop shop' to increase **accessibility to public administration** throughout the entire territory, as well as basic financial solutions, thanks to its extensive network, promoting the **financial and social inclusion** of the population.

[1] Act 6/2025, of 28 July, amending Act 19/1994, of 6 July, amending the Economic and Tax Regime of the Canary Islands, for the regulation of investments in assets used for property rental activity in the Canary Islands.

Correos Group Business Model

Future trends

- Digital transformation.
- Economic stagnation and pressures on business costs.
- Climate and energy transition.
- Effects of the geopolitical context.
- Social and demographic evolution.
- Expansion of e-commerce and increased competitive pressure.

Assets

- Extensive interconnected network of physical and digital infrastructure.
- Business excellence and social impact.
- Commitment of a team of over 48,000 professionals, 53% of whom are women.
- Wide range of innovative and convenient products and solutions.
- Brand recognition, trust and proximity.
- More than 8,000 suppliers.

Businesses

Postal

Parcel

Services of General Economic Interest

Financial solutions, insurance brokerage, and convenience products and services

Digital services and communication infrastructure

Value creation

- **Economic:** business and public service.
- **Social:** quality, diverse and inclusive employment.
- **Environmental:** environmental commitments and decarbonisation.
- **Ethical:** governance, compliance and transparency.

Future contribution

- Strengthening the postal service.
- Boosting parcel delivery.
- Diversifying income.

STRATEGIC PILLARS

STRATEGY

MISSION, VISION AND VALUES

OVERALL OBJECTIVES

- Provision of essential public services for citizens.
- Improvement in competitive capacity.

Stakeholders' expectations

Strategy

GRI 2-29

The **2024-2028 Strategic Plan** is aimed at repositioning and **transforming Correos' business model**, with the goal of placing the company on a sustained path of profitability and financial stability in the short term.

The Plan aims to preserve the **significant role of Correos in economic growth, social and territorial cohesion, and the country's resilience**, through its mission as a **provider of essential services** to citizens, thanks to its **extensive territorial presence**. It also focuses on improving its competitiveness and profitability in the areas where it competes with the private sector, with **innovative, efficient and sustainable products and services**.

This roadmap sets out revenue **diversification** objectives through an expansion of the commercial service offering and an increasingly relevant role as a **strategic partner of the public administration**. It also incorporates an ambitious modernisation and **technological transformation** plan to optimise processes, promote internationalisation and **invest** in new infrastructure and vehicle fleets, thereby strengthening Correos' operational capacity and compliance with its environmental objectives.

2024-2028 Strategic Plan

Mission	Vision	Values

Strategic objectives: improving efficiency and changing the business model

Pillars

	Diversifying revenue	Strengthening the postal service	Boosting parcel delivery
Public service	• Services of General Economic Interest	• Universal postal service	• Synergies Correos Express
Market competitiveness	• Other products and services	• Services that can be carried out electronically (notifications, burofax, registered letters)	• Last mile delivery • Internationalisation

Levers

- 360 customers: Business Plan
- People Plan
- Operational Efficiency Plan
- Digital Transformation, Data Governance and Cybersecurity Plan
- Services to the Roperty Network
- Commercial Communication and Branding Plan
- Sustainability Plan

The lines of action of the 2024-2028 Strategic Plan are based on **three pillars**:

1

Enhancing quality in the **traditional postal sector**, in the role of Correos as the designated operator for the provision of the universal postal service.

2

Boosting domestic and cross-border **parcel services** in line with new customer demands, increasing operational efficiency throughout the value chain to compete within the tight margins in the sector.

3

Diversifying revenue through the provision of Services of General Economic Interest and other lines of business such as basic financial services, administrative procedures, insurance marketing, e-commerce or specialised logistics services, thanks to its extensive coverage across the country.

The Plan is also supported by **seven cross-cutting levers** designed to strengthen the different business pillars, one of which is the **Sustainability Plan**.

By doing so, Correos is consolidating its position as Spain's leading postal and parcel delivery operator and a benchmark in the logistics sector, ensuring compliance with its universal postal service obligations while also acting as an instrument of the State in the **provision of Services of General Economic Interest**. This strategy is also based on the **company's values**: trust, proximity, innovation, sustainability, commitment and reliability.

Generated and distributed economic value

GRI 2-6, 201-1, 201-4

Through its operations, the Correos Group has a **direct economic impact** on society, creating wealth that benefits both its employees and the country as a whole. It is **one of the largest employers** in Spain, with more than 48,000 employees, allocating 1,588 million euros billion to personnel expenses.

In 2025, the **Group recorded a net turnover of 2,076.5 million euros**. The control of operating expenses enabled the Group to return to profitability and close the financial year with its best result since 2019, reaching **11.2 million euros**. In Portugal, the subsidiary **Correos Express Portugal** recorded a profit of **4.3 million euros**, an increase of 20.7% on the previous year, thanks to the dynamism of e-commerce.

The resulting corporation tax expense for the financial year was 3.8 million euros.

Correos received **grants** totalling 1 million euros for the purchase of electric vehicles and other items related to sustainable mobility. Correos Express received 90,814 euros in training bonus payments, and Correos Telecom received 58,277 euros for European projects.

Business environment and trends

GRI 2-6

The geopolitical context and European economic development

In 2025, the **global economic landscape** remained subject to **considerable uncertainty. Geopolitical tensions**, the emergence of new **tariff barriers**, persistent **inflation** and regulatory changes created a complex environment for businesses. This was intensified by the rapid transformation of e-commerce, which continues to redefine value chains and transport and distribution activities around the world.

Within this context, **Spain** once again stood out as **one of the most dynamic economies in the eurozone**. GDP grew by 2.8%[2], well above forecasts for the European Union (1.6%)[3]. This performance was driven by a strong labour market, a boost in tourism and the driving force of Next Generation funds, all of which reinforced private consumption and commercial activity[4]. All of this had a direct impact on the **growth of transport and parcel activities**[5].

The **outlook for 2026** suggests a **slowdown in growth** in Spain, although it will remain above the European average. This projection will be conditioned by the evolution of trade barriers, as well as a possible slowdown in domestic demand, in a scenario of inflation that would gradually approach 2%[6].

Moreover, **geopolitical volatility** will continue to be a determining factor, especially due to its **potential impact** on the **stability of supply chains** and on **energy and fuel prices**, increasing business costs and affecting inflation and consumption figures. At the same time, the foreign sector is expected to lose momentum in a **weaker global trade** environment, adding another element of caution for financial year 2026[7].

[2] Spanish National Institute of Statistics (30/01/2026). Quarterly National Spanish Accounts.
[3] Eurostat (30/01/2026). GDP up by 0.3% in both the euro area and the EU.
[4] Expansión (03/11/2025). *La economía global resiste... de momento*.
[5] El Mercantil (15/09/2025). *El transporte por carretera mantiene el ciclo positivo iniciado a principios de 2025*.
[6] El País (23/12/2025). *El Banco de España se suma al optimismo económico y eleva en cuatro décimas el crecimiento para 2026.*
[7] CaixaBank (29/12/2025). *Las cuatro claves que marcarán la economía española en 2026*.

The performance of the postal and parcel delivery sector

Last year, **European postal and parcel operators** continued to be affected by rising labour, fuel and transport costs, as well as **commercial fluctuations** arising from the geopolitical context, which **strained the revenues** of many of them during the first half of the year.

However, **most maintained profitability levels** through **improvements in structural efficiency**, capacity adjustments in the logistics chain and a **focus on higher-growth segments**, reinforcing the importance of having diversified business portfolios that can mitigate market volatility.

Diversification strategies regained prominence on the postal sector agenda. The best performing activities continued to be **financial services**, leveraged by the coverage and trustworthiness of the postal network, the conversion **of post offices** into multi-service centres, the expansion into **logistics activities**, increasingly integrated with industrial and business parcel delivery, the enhancement of **telecommunications** infrastructure and the development of **digital services** based on the sector's reputation in terms of security and privacy[8]. During 2025, investments and acquisitions focused particularly on pharmaceutical logistics —driven by an ageing population and growing demand for fast and secure deliveries—, as well as emerging areas such as digital health and cybersecurity.

At the same time, faced with a continued decline in mail volumes, most operators **adjusted their tariffs upwards** in 2025 in order to **offset some of the cost pressure**. Throughout the year, they applied significant increases, ranging from 2% to 22%, even implementing several increases during the same financial year.

[8] International Post Corporation (November 2025). Global Postal Industry Report. 2025.

Reflections on the future of postal services in Europe

The **structural contraction of the postal market** continued to fuel **debate about the financial viability of the universal postal service**. The decline in volumes is undermining the viability of the traditional model and leading many European countries to reconsider its scope and financing mechanisms. Operators, regulators and governments agree on the need to **adapt the service to new communication habits and citizens' expectations**, prioritising more sustainable formulas without compromising its social function.

Among the most widespread measures are a reduction in **delivery frequency** —which in some countries has been reduced to three days a week or alternate-day deliveries— and longer delivery times, which are adjustments that seek to balance **service levels** with rising operating costs. At the same time, several countries are reviewing the **requirements of the postal access network** for greater efficiency, establishing tighter coverage minimums or replacing post offices with automated stations. Some products, such as priority letters and parcels, are being **excluded from the scope of universal service**, allowing operators to apply prices and conditions more in line with market dynamics.

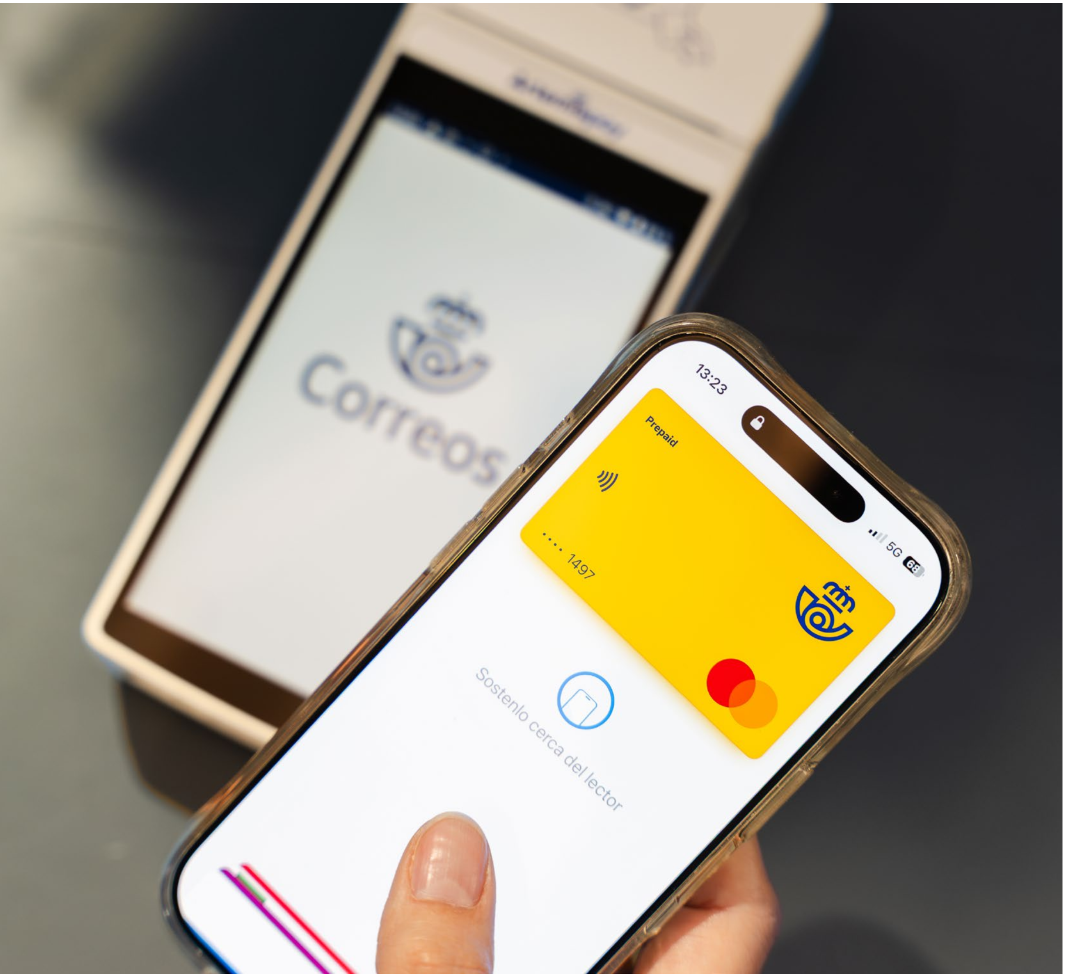
Denmark is the most illustrative example of this transformation. Following a decline of more than 90% in mail volumes since 2000, the country completely eliminated the obligation to provide universal postal service as of 2024. This is compounded by the national operator's decision to cease letter delivery from the end of 2025, which will transfer the provision of most services to the private market.

These reforms, however, require a **complex balance**. On the one hand, they enable progress in terms of **flexibility and efficiency**, cost reduction and adaptation of the service to the growth of parcel delivery. On the other hand, they pose **risks to territorial cohesion and social inclusion**, equitable access to essential services —especially in rural areas and for vulnerable groups— and the preservation of the economic value and essential public function that the postal service has historically performed[9].

In this context, the **European Commission is working on a new EU Delivery Act** that will update the current postal Directive, with the aim of **modernising universal service obligations**, guaranteeing **sustainable financing mechanisms** and ensuring **balanced competition**. The great challenge will be to combine competitiveness, innovation and sustainability with models adapted to the geographical, demographic and social reality of each country, thus preserving access to postal services throughout Europe.

In 2025, **privatisation processes** in the postal sector also **picked up** again. Faced with the need to find new sources of funding to modernise national operators, several States resumed this type of operation. However, the current approach differs from that used decades ago. In an environment marked by increased economic protectionism, governments seek to preserve **significant public participation to ensure strategic control** of these assets. At the same time, with a few exceptions, the aim is not to find buyers with an executive profile, but rather to carry out complex operations to bring in institutional investors, often through stock market listings, with the aim of **securing the necessary resources to carry out their transformation plans**.

[9] United States Postal Service (30/09/2025). International Approaches to Adjusting the Universal Service Obligation.



The consolidation of e-commerce

E-commerce in Spain has experienced **unprecedented growth over the last decade**, with turnover increasing fourfold. According to data from the National Markets and Competition Commission[10], in 2025 it could exceed 100 billion euros for the first time, consolidating the country as **one of the most dynamic digital markets in Europe**. This trend is expected to continue in the coming years, driven by the digitisation of consumption, with the **growing importance of second-hand sales and cross-border trade**.

At the same time, the phenomenon of mass **returns** of items linked to e-commerce has reached a stabilisation phase, following strong growth during the pandemic, although it **continues to represent one of the main operational and economic challenges** for the sector. The introduction of shipping charges, repeated breaches penalties, and the use of artificial intelligence tools have helped reduce incidents. However, these measures have also increased consumer sensitivity, with buyers increasingly willing to abandon a purchase if the return process is not free of charge.

To respond to this challenge, the sector is moving towards more efficient and sustainable management models. The expansion of smart locker networks, convenience points, and programmes that encourage returns to physical stores has become a key lever for optimising costs and improving the user experience[11]. These solutions, combined with more accurate product information and increasingly automated logistics processes, are helping companies to **optimise the costs associated with reverse logistics** and refocus their role as a strategic element within the e-commerce value chain.

[10] CNMC (09/01/2026). *El comercio electrónico alcanzó en España los 28.300 millones de euros en el segundo trimestre de 2025.*

[11] El Mercantil (16/10/2025). *El ecommerce logra reducir los costes de la logística inversa con tecnología*.

The expansion of out-of-home delivery solutions

The **report *Tendencias e-commerce* 2025-2026** [E-commerce trends 2025-2026], **produced by Correos Express**, indicates that **home delivery continues to be the preferred option** for more than two-thirds of recipients. However, out-of-home alternatives —such as **convenience points and smart lockers**— are steadily gaining uptake[12], albeit at levels still below those of other European markets.

Driven by the need to optimise costs and improve last-mile efficiency, both parcel delivery companies and large e-commerce businesses are accelerating the expansion of these solutions. In this area, the Correos Group is undertaking one of the most ambitious initiatives in the sector. With the deployment of the **Punto Correos network** for parcel collection and delivery, it will have more than 13,000 points in Spain and Portugal, making it one of the most extensive alternative delivery networks on the market. In addition, the agreement with the Association of Tobacco Retailers Union will allow up to 13,000 tobacco shops to be integrated as convenience points, significantly expanding the service's reach.

Other players in the industry are moving in the same direction, increasing the number of collection and delivery points across Europe and **committing to open, shared network models** between operators. This trend allows for higher volumes, improved efficiency, and a more convenient and flexible experience for consumers and sellers.

The impact of the new tariffs

The toughening of US customs regulations —with the **elimination of the 'de minimis' exemption**, which allowed low-value parcels to enter the country duty-free— marked a turning point in 2025 and caused **significant disruptions to postal logistics and e-commerce**, forcing many operators, including Correos, to restrict or **temporarily suspend** the admission of most **shipments** to the United States. The immediate consequence was a decline in volumes from China and Hong Kong to the United States and an attempt by major Asian platforms to shift part of their production to other countries to avoid the new costs[13].

At the same time, **Chinese exports to the European Union continued to grow**, straining customs systems and intensifying competition for domestic retailers. In response, **Europe decided to introduce, starting in 2026**, a transitional measure consisting of a 3-euro **tariff per low-value e-commerce shipment** from third countries[14], while some Member States are considering or have already implemented their own handling fees for such shipments.

Spain could be one of the countries most vulnerable to these changes, given the **high proportion of purchases** made by its consumers **on Chinese platforms**[15], which would increase pressure on both the operations and margins of operators.

[12] Correos Express (November 2025). *Tendencias e-commerce 2025-2026.*

[13] CEP Research (26/08/2025). Asia Pacific grabs e-commerce volumes after US-China trade spat.

[14] El Mercantil (12/12/2025). *La UE impondrá un arancel de tres euros por artículo al ecommerce de bajo valor en 2026*.

[15] El Independiente (14/12/2025). *España es el país más expuesto a la nueva tasa europea contra Shein y Temu: el 34% de las compras online proceden de China.*

Marketplace strategies

Marketplaces have consolidated their position as key players in cross-border e-commerce in Europe, accounting for around **70% of turnover**. More than half of that volume comes from the ten largest platforms in the sector[16]. At the same time, **small cross-border shipments** now account for **more than a quarter of the total**, driven by the growth of Chinese platforms[17].

Its latest **expansion strategy in Europe** is based on a growing number of **partnerships with distribution operators** and the rapid establishment of **local storage centres**[18] in strategic markets such as Poland[19] and **Spain**[20]. This model enables them to speed up delivery times, reduce customs costs and strengthen their competitive presence across the continent.

On the other hand, although speed of delivery remains an important factor, consumers are increasingly placing greater importance on price and **flexible delivery options**, which favours the adoption of scalable and more sustainable models.

As an example of these strategic alliances, in 2025 **Correos signed a new agreement with Amazon** that consolidated their relationship as long-term partners. As part of this agreement, Correos **reinforced its commitment to out-of-home delivery solutions**, aligning itself with consumer demand for more flexible and efficient delivery options. It also **adapted its operational capacity** to the increase in volumes, guaranteeing adequate coverage during peaks of activity and ensuring a **level of service quality rated as excellent** by Amazon.

Finally, the internationalisation of e-commerce and the geopolitical context are accelerating the **reorganisation of European supply chains towards friendshoring strategies** (relocation to countries considered allies) and proximity to consumers[21]. This shift is driving demand for logistics space in markets such as Spain, as a more efficient alternative to relocating production.

[16] Ecommerce News (20/10/2025). *Los marketplaces ya generan más de 247.000 millones de euros y concentran el 70% del e-commerce transfronterizo en Europa*.
[17] Momentum Works (28/11/2025). Temu joins hands with Europe's national postal groups ahead of the coming storm.
[18] Ecommerce News (10/09/2025). Chinese platforms accelerate warehouse growth across Europe.
[19] Cadena de Suministro (16/01/2026). *Las tendencias que redefinirán el comercio electrónico transfronterizo en 2026*.
[20] La Vanguardia (13/11/2025). *Alibaba, Shein, Temu, TikTok... España es el nuevo 'hub' de los dragones chinos*.
[21] Correos Express (November 2025). *Tendencias e-commerce 2025-2026.*

Cybersecurity and artificial intelligence, risks and opportunities

In addition to market demands, there is **rapid technological evolution**. On the one hand, transport and logistics have become one of the sectors most exposed to **cyberattacks**, with a notable increase in incidents linked to malware, personal data theft[22] —particularly frequent in parcel delivery— and digital fraud in Europe and, especially, in Spain. This forces companies to invest not only in prevention, but also in **resilience** and response capabilities, elevating cybersecurity to a strategic priority for the **protection of critical infrastructure**[23].

At the same time, consumer expectations, redefined by major e-commerce players, have **forced postal operators** to transform themselves into agile, data-driven organisations capable of **competing in the digital economy**. Thus, the adoption of **Artificial Intelligence** offers clear strategic advantages: route optimisation, demand forecasting, process automation, advanced traceability, and fraud detection. The challenge lies in the ability to scale these use cases and do so **in a secure, transparent manner that is compatible with** an increasingly demanding **regulatory framework**[24].

Furthermore, **robotisation** in the sector has become an essential pillar for increasing **operational efficiency, improving margins and overcoming seasonal or structural labour shortages**. Among the most widespread technologies are robotic arms for handling packages, advanced automated sorting systems, and autonomous mobile robots for internal transport and storage of goods. In the field of distribution, drones and **autonomous vehicles are still in the experimental phase** and their implementation is still rare, although they show potential for serving hard-to-reach or sparsely populated areas, opening up new opportunities to improve service coverage and optimisation.

[22] Merca2 (05/07/2025). *España, campeona en 'phising' con Iberdrola, DHL, Correos y Santander como ganchos recurrentes*.
[23] El Mercantil (13/10/2025). *Los ciberataques a la supply chain irrumpen como nuevo campo de batalla geopolítico*.
[24] International Post Corporation (November 2025). Global Postal Industry Report 2025.

The search for digital talent

Logistics continues to be one of the **driving forces behind employment** in Spain[25]. As an example, **Correos is one of the ten largest employers in the country,** and the only public company in this group[26].

However, the sector faces a **gap in digital, technical and driving profiles**, which has become one of the main threats to growth. Automation, robotisation and artificial intelligence are helping to relieve peaks of activity, but they are also generating a growing demand for skilled professionals[27], which is **delaying the digitisation of the sector**, while the shortage of drivers is seen as a medium-term risk. Companies agree that the future of the sector will depend as much on technological capacity as on **attracting talent and training**.

The European roadmap for sustainable mobility

Postal and parcel operators are making significant investments to accelerate the **transformation of their fleets** and reduce the carbon footprint of their activities, in line with the Strategic Plan of Correos. However, the industry is aware that in order to advance the decarbonisation of transport in Europe, it will be essential to have a **robust** and renewable **electricity grid, affordable electric vehicles**, competitive **battery** production, and to explore **new technologies and fuels** that provide real, short-term value. All of this requires a flexible regulatory framework that allows companies of all sizes to adapt with guarantees.

In 2025, the **European Union** reached a political agreement to set a **target of reducing CO_2 emissions by 90% by 2040** compared to 1990 levels. This interim target, aligned with the climate neutrality goal set for 2050, maintains a high level of ambition while introducing greater methodological flexibility by allowing for offsetting mechanisms with third countries[28].

[25] Cadena de Suministro (10/02/2025). La logística se consolida como uno de los motores para el empleo en España durante 2025.
[26] El Debate (18/11/2025). Solo una de las diez empresas que más empleo crean en España tiene su sede en Cataluña.
[27] El Mercantil (15/10/2025). La escasez de mano de obra acelera la automatización y exige nuevos perfiles técnicos.
[28] El Periódico de la Energía (05/11/2025). Los países de la UE acuerdan recortar un 90% sus emisiones de CO_2 en 2040, pero con muchas flexibilidades.

The exercise of restructuring and simplifying the European regulatory framework, which began in 2024, included last year the **postponement of the ETS 2 system** (**carbon emissions trading** mechanism **applicable to road transport** and buildings) until 2028, granting an additional year before the industry directly assumes the cost of its emissions. Although formal responsibility will fall on fuel suppliers, the economic impact is expected to ultimately be passed on to operators. Therefore, this postponement offers companies limited but valuable breathing space to accelerate the renewal of their fleets and **strengthen their financial preparedness** in the face of rising energy costs. Likewise, the recent revision of the **regulation banning the sale of 100% combustion vehicles** from 2035 onwards introduces **greater technological neutrality**, allowing for greater flexibility and limited production, equivalent to 10% of 2021 emissions, provided that these are offset by credits such as those linked to the use of green steel or biofuels.

At the same time, the Commission is promoting measures to accelerate the **decarbonisation of corporate fleets** and strengthen European industrial autonomy in the manufacture of electric vehicles. Europe is currently experiencing a slowdown in the adoption of this type of vehicle in some regions, driven by price and market maturity factors. To ensure that industrial competitiveness advances in line with climate objectives, it is essential to boost battery production, adapt the electricity grid to new needs and accelerate the deployment of alternative fuels.

In Spain, regulatory progress was also significant with the **approval of the new Royal Decree on the registry of carbon footprint**[29] and, especially, the **Sustainable Mobility Act**[30]. This regulation sets **binding targets for reducing emissions in transport** and provides **subsidies for vehicle renewal**. It promotes **workplace mobility plans** and encourages the installation of charging points at service stations, thereby boosting the expansion of the national electric mobility infrastructure.

Although Spain exceeded 600,000 **electric and plug-in hybrid vehicles** in circulation in 2025, with a **record number of annual registrations**[31] and forecasts of price parity between electric and combustion vehicles in 2026[32], its **penetration remains below the European average**[33]. In order to meet national decarbonisation targets, the roll-out of the public charging network must be accelerated and support measures strengthened, such as those provided for in the Auto+, *Moves Corredores* and *Moves Flotas* programmes, which focus on the electrification of light fleets.

Heavy transport poses additional challenges. Despite European incentives —such as toll exemptions[34], electric corridors, and zero-emission corporate fleet targets—, the current infrastructure remains insufficient. Technologies such as advanced biofuels, e-fuels and hydrogen are being considered as alternatives for **sectors that are difficult to electrify**, but expanding rail capacity, developing clean corridors and a public high-power charging network will be key[35].

[29] Royal Decree 214/2025, of 18 March, creating the Carbon Footprint, Carbon Offset and Carbon Dioxide Removal Projects Registry, and establishing the mandatory calculation of carbon footprints and the preparation and publication of greenhouse gas emissions reduction plans.

[30] Law 9/2025, of 3 December, on Sustainable Mobility.

[31] El Periódico de la Energía (07/01/2026). *España supera los 600.000 coches eléctricos e híbridos enchufables tras el subidón de 2025*.

[32] Europa Press (25/09/2025). *España necesitaría multiplicar por ocho los puntos de recarga para cumplir sus objetivos*.

[33] ABC (01/01/2026). *Así es el plan de ayudas a la compra de coches eléctricos que entra en 2026 en España: hasta 9.000 euros de descuento*.

[34] El Mercantil (07/10/2025). *El Parlamento Europeo aboga por eximir de peajes al transporte pesado ecológico*.

[35] International Post Corporation (noviembre 2025). Global Postal Industry Report 2025.

Thus, Spain ended 2025 with 50,000 public charging points (10% more)[36], but two-thirds are still slow chargers[37] and more than 20% of those installed are not operational[38].

The energy transition also requires ensuring that the energy used in charging infrastructure is renewable, which is why many companies in the postal and parcel sector have promoted self-consumption solutions,[39] such as those adopted by the **Correos Group**, which has also been committed to **electricity consumption with a guarantee of renewable origin** for years.

The dynamism of the telecommunications market

The **Spanish telecommunications market** also closed 2025, consolidating its position as **one of the most advanced and competitive in Europe**. The country maintained its **European leadership in fibre-to-the-home (FTTH) deployment**, made steady progress in the roll-out of 5G and continued to shape a digital ecosystem geared towards high value-added services. This dynamism reinforces the sector's strategic position within the Spanish economy and aligns it with European digital priorities.

These advances are in line with the **European Union's objectives** for the period **2021-2027**, which, in its strategy for a 'Europe adapted to the digital age', calls for accelerating investment in connectivity and achieving uninterrupted 5G coverage in large urban areas and major transport corridors by 2025[40].

On the other hand, the Spanish sector continues to be characterised by a strong concentration —four operators account for 85% of retail revenues[41]— and by an **acceleration in the deployment of high-capacity infrastructure**. In this context, the 10% stake in Telefónica held by the State Industrial Holdings Company (Sociedad Estatal de Participaciones Industriales), the sole shareholder of the Correos Group, is indicative of the strategic value of the industry for the State.

The Group's subsidiary, **Correos Telecom**, also plays an important role as a **neutral operator**, offering network deployments and connectivity services to other market operators, Administrations and companies.
In order to increase its business opportunities, in 2025 the company continued to **target its services towards** new market demands linked to the **roll-out of 5G networks** (urban densification networks), the need for high-capacity backbone networks, the **outsourcing of infrastructure**, and the growing requirements for **advanced connectivity in the public and business sectors**. It also strengthened its international presence with **tailor-made solutions** for hyperscale customers and companies with data centres in Spain.

[36] AEDIVE (09/01/2026). Las infraestructuras de recarga pública en España alcanzan la cifra de 50.000 puntos operativos en 2025.
[37] El Periódico de la Energía (09/01/2026). Las infraestructuras de recarga pública alcanzan los 50.000 puntos operativos en 2025, un 10,2% más.
[38] El Periódico de la Energía (07/10/2025). La red pública de recarga de vehículos eléctricos creció un 8,8% en el tercer trimestre.
[39] International Post Corporation (November 2025). Global Postal Industry Report 2025.
[40] Ministerio de Asuntos Económicos y Transformación Digital (November 2020). *Estrategia de Impulso de la Tecnología 5G.*
[41] CNMC (18/12/2025). El tráfico 5G creció casi un 80% en el tercer trimestre de 2025.

Future trends

In its business environment, the Correos Group has identified a number of external factors with a potential short, medium or long-term impact on its activity and on the markets in which it operates. These trends can represent both a challenge and an opportunity, depending on the strategic responses adopted by the Group:

Geopolitical and economic context

- Economic stagnation
- Persistent inflationary risks
- Tariff war and transformation of the international tax and customs framework
- Serious disruptions in supply chains
- Energy insecurity
- Geopolitical risks and armed conflicts
- Regulatory uncertainty
- Concentration of strategic resources and technologies
- Risks of critical infrastructure failures

Digitisation of the economy and society

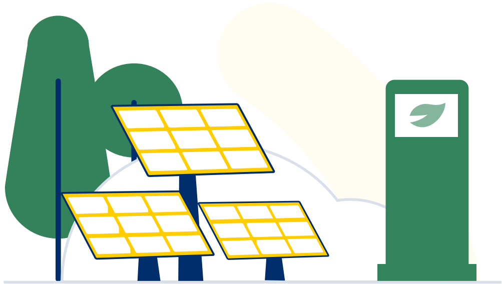
- Electronic substitution of postal communications
- Technological transformation accelerated by the development of AI
- Widespread use of Big Data, IoT and digital twins
- Cybersecurity risks
- Development of robotisation and advances in the use of autonomous driving and drones

Resilient businesses

- Greater commitment to employee safety and well-being
- Prioritisation of mental health
- Retention of specialised talent
- Open innovation
- Increase in sustainable financing

Demographic and social challenges

- Ageing population
- Loss of public services in rural areas
- Demographic concentration in cities
- Potential increase in social inequality
- Digital and financial divide
- Gender gap and inclusion
- Increased migration flows



Climate emergency

- Decarbonisation of the economy and its financing
- Development of climate change adaptation policies
- Promotion of sustainable mobility
- Deployment of the energy transition
- Promotion of the circular economy and development of sustainable packaging

Demand developments

- Expansion of e-commerce and increased competitive pressure
- Greater price sensitivity
- Increase in Chinese e-commerce imports
- Demand for higher quality and convenience in delivery
- Growth of out-of-home delivery points
- Development of the silver economy

Materiality and stakeholder engagement

GRI 2-2, 2-3, 2-5, 2-12, 2-14, 3-1, 3-2

The contents of the Correos Group's non-financial information statement correspond to the financial year from 1 January to 31 December 2025, covering the main activities of Correos and the subsidiaries Correos Express, Correos Express Portugal and Correos Telecom.

The Correos Group's non-financial information statement complies with the **information requirements of Act 11/2018**[42], referring to environmental and social issues, respect for human rights, the fight against corruption and bribery, equality, non-discrimination and the inclusion of people with disabilities and universal accessibility.

Pending the transposition of Directive (EU) 2022/2464[43] (or its amendment, currently being processed as part of the Omnibus I package) and pursuant to the Stop-the-clock Directive (Directive (EU) 2025/794[44]), as well as the joint recommendation of the CNMV (Spanish National Securities Market Commission) and the ICAC (Spanish Accounting and Auditing Institute) in the 'Second joint statement on the transposition of the CSRD Directive and subsequent amendments to Spanish law" of 19 December 2025, on the voluntary nature of the application of Directive (EU) 2022/2464 and the 'European sustainability reporting standards' (ESRS) for Phase 2 companies, the Correos Group's non-financial information statement does not expressly comply with these European standards. However, it is considered that its contents may, in any case, comply with most of the future requirements of the new European regulations.

Following review of the non-financial information statement by all management areas of the Correos Group, also in accordance with Act 11/2018, this non-financial information statement is presented for approval, as a separate item on the agenda, at the Correos General Meeting of Shareholders. Furthermore, its contents are subject to **independent external verification**, as required by the aforementioned Act.

The determination of important issues and their scope for the preparation of the non-financial information statement is based on a **periodic process of internal and external assessment**, which allows for the **identification and prioritisation of the economic, social, environmental and governance issues that have the greatest impact** on the Group's financial performance and on stakeholders.

[42] Act 11/2018, of 28 December, amending the Commercial Code, the revised text of the Spanish Capital Companies Act approved by Royal Legislative Decree 1/2010, of 2 July, and Act 22/2015, of 20 July, on Account Auditing, in relation to non-financial information and diversity.

[43] Directive (EU) 2022/2464 of the European Parliament and of the Council of 14 December 2022 amending Regulation (EU) No. 537/2014, Directive 2004/109/EC, Directive 2006/43/EC and Directive 2013/34/EU as regards corporate sustainability reporting.

[44] Directive (EU) 2025/794 of the European Parliament and of the Council of 14 April 2025, amending Directives (EU) 2022/2464 and (EU) 2024/1760 as regards the dates from which Member States are to apply certain corporate sustainability reporting and due diligence requirements..

The latest of these analyses, conducted using the **double materiality** approach (in accordance with the requirements of Directive (EU) 2022/2464[45] and Delegated Regulation 2023/2772[46]), comprised:

- The identification of trends, legal and voluntary reporting requirements, industry benchmarks and expert opinions, among other sources of information, cross-checked against the corporate risk map and the SDG Alignment Model.
- Consultations with representatives of the Group's senior management, employees, shareholders, the public sector, customers and suppliers to assess externally and internally the Group's main impacts on the issues identified and the actual or potential effects of these issues on the Group's strategy and financial performance. The results of this analysis were presented to and validated by senior management.
- The weighting of issues based on the results of these consultations and their reflection in a double materiality matrix.

From this materiality analysis it was concluded that, according to the stakeholders of the Correos Group, **the five issues on which business activities have the greatest impact, positive or negative, on their environment** are transparency, ethics and the fight against corruption; service security and cybersecurity; safety, health and well-being; contribution to the community and local economy; and innovation, new technologies and digital transformation.

The analysis also concluded that the **five issues with the greatest potential to influence the Group's development, performance and financial position** in the short, medium and long term are diversification and internationalisation; business sustainability; response to climate change; energy efficiency and sustainable buildings; and service security and cybersecurity.

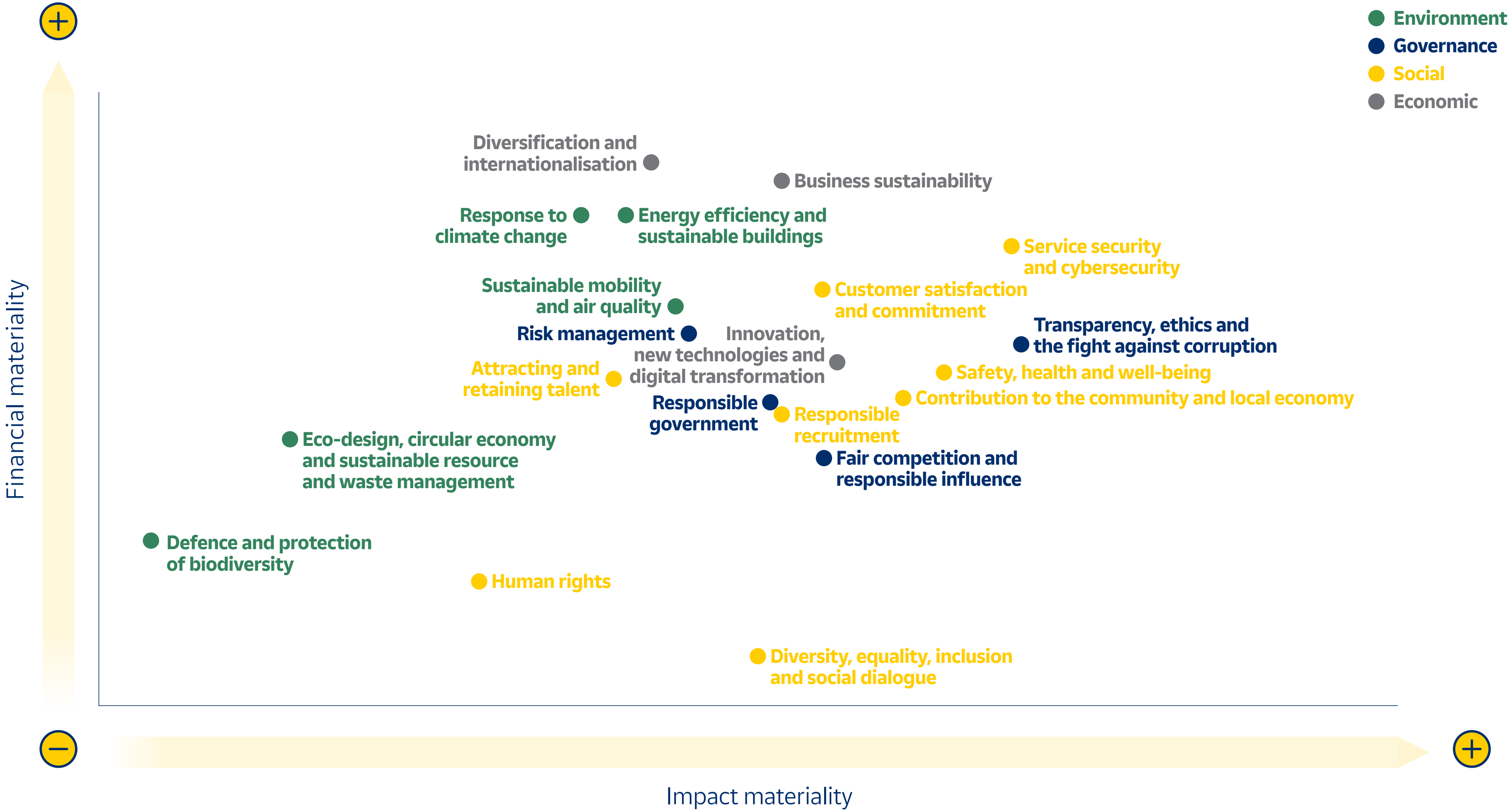
The joint assessment of the issues with the greatest impact on stakeholders (impact of business activity on the environment) and those with the greatest influence on the company's financial performance (impact of the environment on the business activity) established their position in the materiality matrix. **These issues have been incorporated into this non-financial information statement** and the Integrated Annual Report 2025, which is expected to be published in June 2026.

The 20 issues that make up the materiality matrix were rated as moderate, medium or high relevance by all stakeholders, with **13 of them being considered a priority. These 13 priority issues are covered in the 2024-2028 Sustainability Plan** and are closely linked to the company's vision and purpose.

[45] Directive (EU) 2022/2464 of the European Parliament and of the Council of 14 December 2022 amending Regulation (EU) No. 537/2014, Directive 2004/109/EC, Directive 2006/43/EC and Directive 2013/34/EU as regards corporate sustainability reporting.

[46] Commission Delegated Regulation (EU) 2023/2772 of 31 July 2023 supplementing Directive 2013/34/EU of the European Parliament and of the Council as regards sustainability reporting standards.

Double materiality matrix



Relevant issues

Environment

- Response to climate change
- Energy efficiency and sustainable buildings
- Sustainable mobility and air quality

Social

- Service security and cybersecurity
- Customer satisfaction and commitment
- Attracting and retaining talent
- Safety, health and well-being
- Contribution to the community and local economy

Governance

- Risk management
- Transparency, ethics and the fight against corruption

Economic

- Diversification and internationalisation
- Business sustainability
- Innovation, new technologies and digital transformation

Issue	Chapter of the report	Business or stakeholder impact
Diversification and internationalisation	The Correos Group and its business model. Business environment and trends. Strategy. Integrated annual report.	**Maximum**
Business sustainability	Business environment and trends. Strategy. Risk and opportunity management. Strategic sustainability framework. Integrated annual report.	**Maximum**
Response to climate change	Risk and opportunity management. Strategic sustainability framework. Environmental performance.	**Maximum**
Energy efficiency and sustainable buildings	Strategic sustainability framework. Environmental performance.	**Maximum**
Service security and cybersecurity	Risk and opportunity management. Customers and users.	**High**
Customer satisfaction and commitment	Customers and users. Integrated annual report.	**High**
Sustainable mobility and air quality	Strategic sustainability framework. Environmental performance.	**High**
Risk management	Risk and opportunity management. Environmental performance. Our team. Value chain. Customers and users. Business conduct.	**High**
Transparency, ethics and the fight against corruption	Strategic sustainability framework. Business conduct.	**High**
Innovation, new technologies and digital transformation	Business environment and trends. Environmental performance. Customers and users. Integrated annual report.	**High**
Attracting and retaining talent	Our team.	**High**
Safety, health and well-being	Our team.	**High**
Contribution to the community and local economy	Strategic sustainability framework. Our team. Value chain. Customers and users.	**High**
Responsible recruitment	Value chain.	Medium
Responsible government	Strategic sustainability framework. Business conduct.	Medium
Eco-design, circular economy and sustainable resource and waste management	Strategic sustainability framework. Environmental performance.	Medium
Fair competition and responsible influence	Business conduct.	Medium
Defence and protection of biodiversity	Environmental performance.	Medium
Human rights	Value chain. Business conduct.	Moderate
Diversity, equality, inclusion and social dialogue	Strategic sustainability framework. Our team.	Moderate

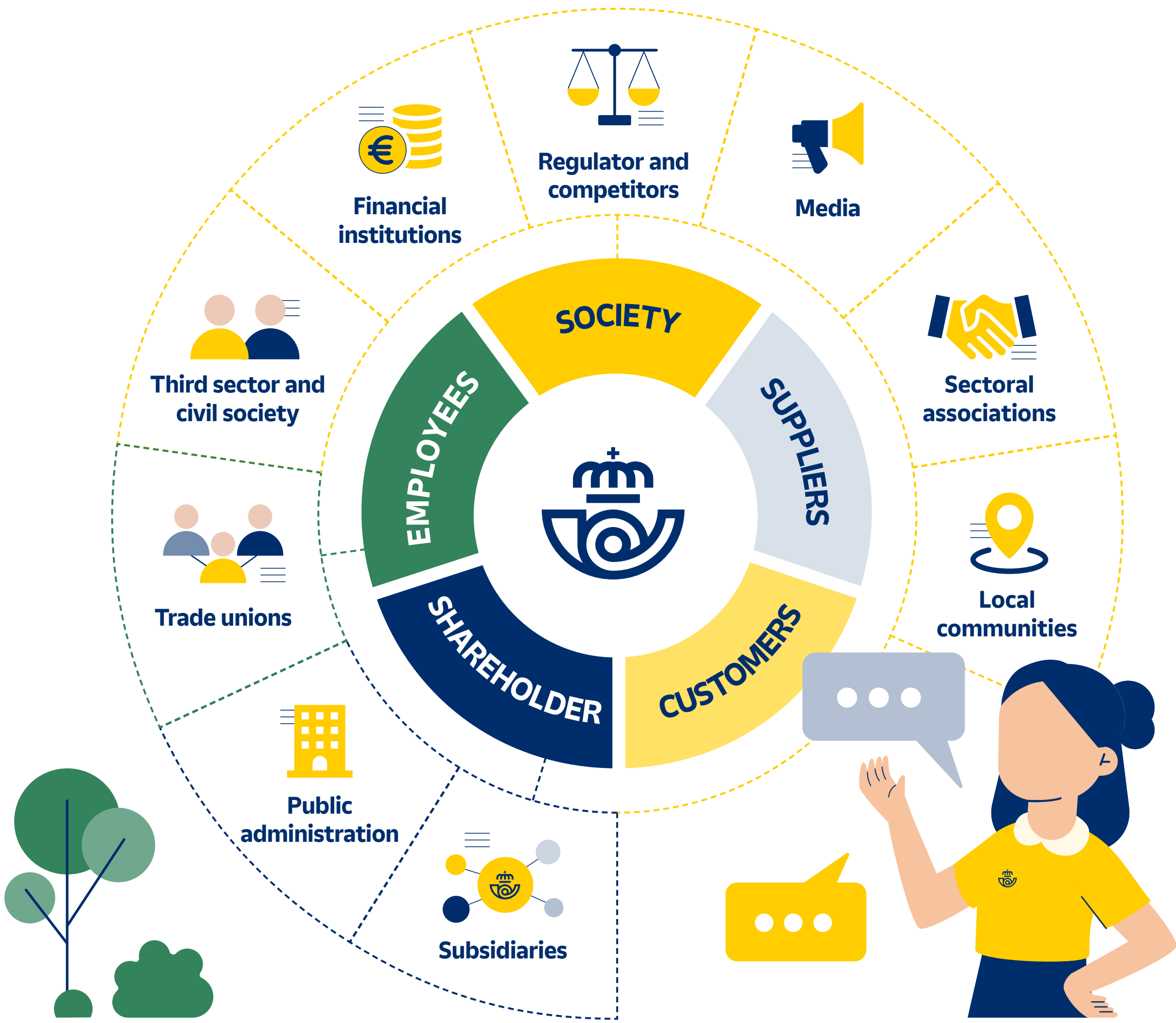
Relationship with stakeholders

GRI 2-29

Correos Group maintains a **relationship of trust and transparency** with its stakeholders, based on continuous dialogue, through several channels, encouraging knowledge of their expectations and communication of the achievements made with respect to the commitments undertaken.

The main stakeholders of the Correos Group are its shareholder, employees, customers, suppliers, and society. It also maintains dialogue with other groups such as public administration,, trade unions, regulators, competitors, sectoral associations, associations, financial institutions, the media, local communities, as well as the third sector and civil society organisations. The company maintains ongoing relations with all these stakeholders to learn about their interests and opinions, within a framework of collaboration and transparency.

Correos Group's stakeholders



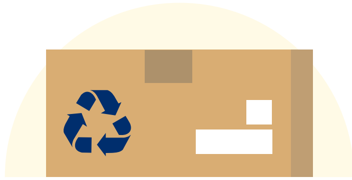
Main communication channels with the Correos Group's stakeholders

Shareholder

- Partnerships and collaborative projects
- Ethical channel
- Board of Directors
- Email
- Consolidated financial statements
- Integrated Annual Report
- Corporate Intranet/Web
- General meeting of shareholders
- Press releases, reports and interviews
- Annual Audit Plan
- Annual Operational Plan and Medium Term Plan
- Meetings

Employees

- Training actions
- Partnerships and collaborative projects
- Newsletters and surveys
- Suggestion boxes
- Ethical channel
- Personalised letters
- Representative committees
- Email
- Consolidated financial statements
- Informal meetings
- Integrated Annual Report
- Corporate Intranet/Web
- SMS and WhatsApp messages
- Press releases, reports and interviews
- Internal briefing notes
- Participation programmes
- Social media
- Meetings



Customers

- Partnerships and collaborative projects
- Newsletters and surveys
- Suggestion boxes
- Advertising campaigns and branded content
- Ethical channel
- Channels and customer service points
- Email
- Consolidated financial statements
- Informal meetings
- Fairs, forums and other meetings
- Integrated Annual Report
- Corporate Intranet/Web
- SMS and WhatsApp messages
- Social media
- Meetings
- Press releases, reports and interviews
- Institutional control (Parliament, Ombudsman)

Company

- Partnerships and collaborative projects
- Advertising campaigns and branded content
- Ethical channel
- Channels and customer service points
- Email
- Consolidated financial statements
- Informal meetings
- Fairs, forums and other meetings
- Integrated Annual Report
- Corporate Intranet/Web
- Social media
- Meetings
- Press releases, reports and interviews
- Institutional control (Parliament, Ombudsman)

Risk and opportunity management

GRI 2-12, 2-13, 2-17, 2-23, 2-24, 3-3

The **risk management system** in the Correos Group is driven by the Management Committee and supervised by the Board of Directors, through the Audit and Control Committee.

The Group has a **Risk Control and Management Policy**, revised in 2025, which defines the basic principles and guidelines for action to ensure the achievement of objectives and the systematic and uniform identification, analysis, assessment, management and control of risks.

The risks identified, classified according to criteria of impact, probability and types of control, are monitored periodically by those responsible in each area of the company. In addition, a corporate culture of risk mitigation is promoted through internal communication, awareness-raising and continuous training, in accordance with the guidelines of the **COSO international framework**.

The **Board of Directors** is informed annually of the critical risks identified in the **corporate risk map**, grouped into the categories of strategic, operational, financial and compliance risks. In addition, the comprehensive risk management system is reviewed and, where appropriate, updated on an annual basis, or whenever significant events occur that affect the business or its environment. The modifications made are communicated to the Board of Directors in accordance with the provisions of the internal management manual.

Strategic sustainability framework

GRI 2-12, 2-13, 2-23, 2-24, 2-25, 3-3, SDG 8, 9, 11, 12, 13

The 2024-2028 Sustainability Plan reflects the company's commitment to **responsible environmental and social management** of all its activities and to promoting a **positive impact** on its various stakeholders, within the framework of a **culture of ethics, integrity and good governance**. This Plan is **one of the seven pillars of** Correos' 2024-2028 **Strategic Plan**.

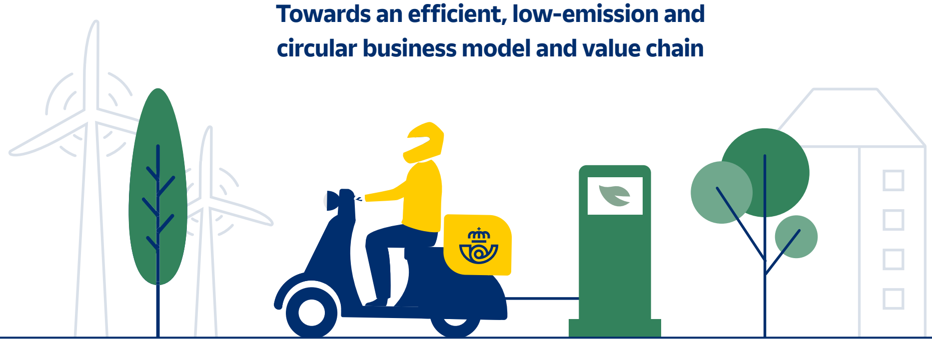
The Sustainability Plan is based on three pillars: environmental, social and governance. The **initiatives and projects** included in these pillars are closely **linked to the objectives of the Strategic Plan**, the risks identified in the corporate risk map, **the main demands of stakeholders, and regulatory requirements**, in accordance with the company's double materiality analysis.

In this way, the aim is to address the **main impacts, risks and opportunities linked to sustainability** in the short and medium term, in order to **ensure the resilience of the business model**. Thus, the projects linked to the different initiatives are reviewed annually to ensure their suitability to provide an adequate response to current and future environmental, social and governance challenges.

Sustainability Plan's goals

Environmental

Towards an efficient, low-emission and circular business model and value chain



- **21% reduction in emissions (scope 1 and 2)**
- **12% reduction in emissions (scope 3)**
- **Company operations to be carbon neutral by 2040**
- **Improved environmental management**
- **Improved energy efficiency**

Social

Generate a positive impact on our team and on society

- Promoting **gender balance and personal development**
- Providing **services** of general interest
- Promoting **corporate volunteering** and **social action projects**

Governance

Developing a solvent and transformative governance model

- Optimising **ESG management at the highest level**
- Adapting **ESG reporting** and **increasing ESG transparency with stakeholders**
- Improving **ESG risk management**

In the **environmental sphere**, the proposed measures are aimed at **mitigating and adapting to climate change**, promoting, among others, the **transition of the delivery fleet** towards a more sustainable, optimised and interconnected model. **Energy efficiency** is also enhanced by reduced consumption and self-generated electricity. All of this is complemented by continuous improvement in **environmental management**, based on circularity, technology and external verification.

With regard to **social issues**, actions focus on attracting and retaining talent; promoting **diversity**; professional **development**; and the **safety, health and well-being of employees. Volunteering and collaboration with local entities** are also promoted, as well as **customer satisfaction** through efficient, high-quality service provision, together with the incorporation of new **Services of General Economic Interest**.

With regard to **governance**, the measures envisaged seek to strengthen **sustainability governance** and reinforce environmental and human rights **due diligence** processes for **adequate risk management**. In addition, priority is given to **cybersecurity** and improving sustainability reporting systems and communication with stakeholders in order to promote **transparency and ethics**.

The subsidiaries of the Correos Group also integrate sustainability principles into their business model and strategy, in line with SEPI's corporate objectives and sustainability policy. With this approach, they work to generate a **positive impact** on their various stakeholders and reduce their environmental footprint, supported by a corporate culture based on **integrity and good governance**.

Correos Express is making progress on its sustainability roadmap with the **reduction of its carbon footprint** and the progressive electrification of its fleet. In the social sphere, the company promotes **diversity and well-being** among its staff, and encourages **collaboration with external organisations**. It also consolidates its governance model through the use of digital tools that promote **transparency**. For its part, **Correos Telecom** develops lines of action aimed at promoting **accessibility**, connectivity and reducing the **digital divide**, in close collaboration with customers, suppliers and public administrations. Both companies share a commitment to moving towards more sustainable operating models, prioritising **energy efficiency**, together with the implementation of **circularity** and waste recovery measures.

Alignment with the Sustainable Development Goals

The initiatives and projects included in the **Sustainability Plan** also contribute to the achievement of the goals of the **2030 Agenda**. Correos, as one of Spain's leading companies and a provider of an essential public service for social development and territorial structuring, supports the United Nations Sustainable Development Goals (SDGs), prioritising **those where its actions have the greatest impact** on their fulfilment.

Correos **strategically** supports the achievement of the Sustainable Development Goals through the provision of the universal postal service and other useful services for citizens throughout Spain (**SDG 9 Industry, innovation and infrastructure** and Target 9.1, as well as **SDG 11. Sustainable cities and communities** and Targets 11.1 and 11.6), allocating infrastructure, resources and human capital to this end, with one of the largest workforces in Spain (**SDG 8. Decent work and economic growth** and Target 8.2.).

It makes a **meaningful contribution** to the business fabric by promoting sustainable public procurement and local consumption (**SDG 12. Responsible consumption and production** and Target 12.7). Correos also has one of the largest electric fleets in the Spanish postal and parcel delivery sector (**SDG 13. Climate action** and Target 13.2), leading the sector's decarbonisation efforts in Spain.

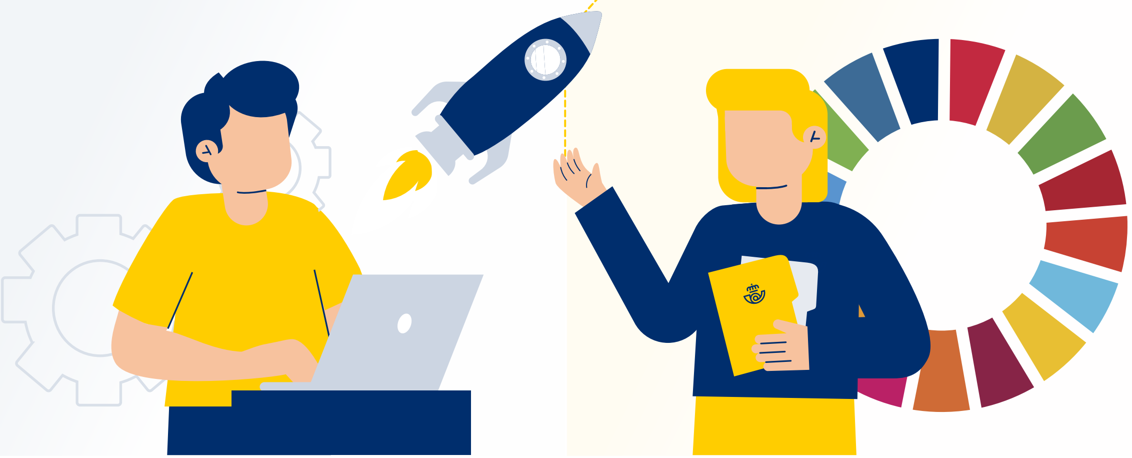
Correos' contribution to the Sustainable Development Goals

Strategic contribution

8.2. Achieve higher levels of economic **productivity** through diversification, **technological upgrading and innovation**, including through a focus on high-value added and **labour-intensive sectors.**

Impacts

- Creation and maintenance of more than 46,000 jobs at Correos and more than 48,000 in the Group.
- Training and professional development to incorporate the latest technological advances and technical skills into the sector.
- Promotion of talent and innovation.
- Promotion of occupational health and safety.
- Diverse and inclusive working environment.



Contribution in 2025

- **More than 1.3 million hours of training at Correos and 1.6 million within the Group**, to support services to citizens, promote cybersecurity and encourage digitisation.
- Talent management cycle: **11,000 professionals** in the 'Clic Programme' (Programa clic) for individual development and **nearly 110 students** in the 'Young Talents' (Jóvenes talentos) programme for business internships within the Group.
- '**Healthy company**', externally certified with a score of 93.4%.
- Free **emotional support** programme for employees.
- Partnerships and adherence to national and international initiatives for **equality, diversity and inclusion**.
- **More than 24,000 employees** registered on the **Beneficios360** platform, which offers 25 types of social action, tax benefits, discounts and wellness programmes.

Strategic contribution	Impacts	Contribution in 2025
9.1. Develop **reliable, sustainable, resilient** and quality **infrastructure**, including regional and **cross-border** infrastructure, to support **economic development and human well-being**, with particular emphasis on affordable and equitable access for all.	+ Extensive network of more energy-efficient centres and offices, ensuring affordable and equitable access to domestic and international postal and parcel services throughout the territory. + Development of financial or government services in offices and at home, to facilitate the economic development of rural businesses and the attention to citizens, in the face of financial exclusion and the digital divide. + Correos Telecom telecommunications services for the digital connectivity of the population. + Infrastructure for international trade.	+ **571 offices** with **remote energy management** systems and photovoltaic energy generation for self-consumption. + Provision of solutions such as Correos Cash, ORVE and other services for the Administration, with **29.6 million euros** in taxes and fees managed through Correos Pay. + **278 collaboration agreements** with public bodies and entities. + More than **366,000 applications** for the Youth Culture Bonus (Bono Cultural Joven) processed. + Expansion of services in offices: **in-person identity verification** for obtaining electronic representative certificates.
11.1. By 2030, ensure **access** to adequate, safe and affordable housing and **basic services** for all people and improve living conditions in the poorer areas. **11.6.** By 2030, **reduce the negative environmental impact of cities** (calculated per person) including by paying particular attention to **air quality** and municipal and other **waste management**.	+ A wide range of public services and services of general interest that bring the Administration closer to citizens and facilitate their daily procedures or needs in extraordinary situations. + Reliable means of payment accessible to all population groups. + Transformation of the delivery fleet, development of alternative home delivery solutions, and application of technology to distribution efficiency, to help improve air quality in cities.	+ Deployment of the **Punto Correos network**, comprising post offices, Citypaq lockers, rural service points and partner establishments, for the collection and delivery of parcels. + **Correos Modify** mobile app for effective delivery. + **Correos Prepaid** cards.

Relevant contribution	Impacts	Contribution in 2025
12.7. Promote **sustainable public procurement practices** in accordance with national policies and priorities.	+ Responsible procurement policies and procedures that prioritise suppliers with the best social and/or environmental practices. + Promotion of circular economy practices to become a zero-waste company. + Development of products and services that facilitate more conscious consumption patterns among citizens, with a view to preserving and restoring the environment or generating a positive social impact.	+ Inclusion of social and environmental clauses in 100% of contract specifications. + Promotion of the procurement of **more sustainable external transport routes**. + **Nearly 500,000 micro-donations** to campaigns with a positive impact through the **Rounding Up with Impact** (Redondeo con impacto) programme in offices. + Services offered for the Camino de Santiago (Way of St. James) and the **#Caminosostenible** initiative.
13.2. Incorporate **climate change measures** into **national policies, strategies and plans**.	+ Development of decarbonisation plans. + Products and initiatives to raise social awareness about climate change.	+ **Approximately 4,000 alternative vehicles** (more than 25% of the fleet) by 2025. + Procurement of **100% renewable electricity**. + **Over 3,000 electric charging points** in centres and units. + **Eighth place** out of a total of 27 participants in the International Post Corporation's SMMS programme to improve sustainability performance. + **8,560 tonnes of CO_2** offset, equivalent to **5% of** the company's **total emissions**, through **Correos Compensa**.

Environmental information

Environmental performance

Environmental performance

GRI 2-23, 2-24, 2-25, 3-2, 3-3, 302-4, 305-5, 308-2, SDG 11, 12, 13, 15

The Correos Group is committed to promoting the sustainability of its activities, based on a **threefold approach: environmental, social and good governance**. Within this framework, the Group focuses its policies, procedures, and planning and control systems on identifying, assessing, and reducing the environmental impacts associated with its activities and complying with regulations and market standards.

Thus, Correos prioritises the **response to climate change** as one of the central pillars of its sustainability strategy, addressing it both in terms of mitigating greenhouse gas emissions and adapting to its effects.

This approach is complemented by actions aimed at **improving air quality**, in particular by promoting **more sustainable mobility**. It also promotes the **reduction of energy demand** and the increase in self-consumption of energy from renewable sources. Similarly, its actions seek to build a **zero-waste circular business model** based on the efficient use of natural resources and waste recovery.

Correos' environmental strategy for 2028

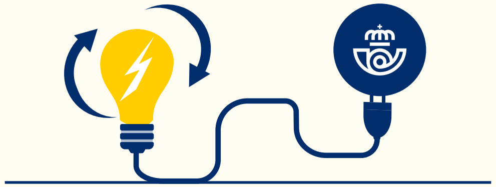
Decarbonisation of operations

Reduction of emissions by Correos

21% **Scope 1 and 2** (Direct)

12% **Scope 3** (Value chain)

Energy efficiency



100% renewable energy

Since 2018, all electricity purchased by the Group has a guarantee of origin

Circularity and Environmental Management

Zero waste target

Certification of 100% of logistics centres to guarantee waste recovery

Transformation of the delivery fleet: 50% alternative technology vehicles, 25% electric, by 2028. **Approximately 4,000 alternative vehicles** (25% of the fleet) by 2025.

Sustainable mobility: Promotion of low-emission mobility among transport providers and employees.

Alternative fuels: Incorporation of alternative technologies and fuels to fossil fuels.

Photovoltaic self-consumption: Deployment of solar plants in 21 operational centres.

Energy remote management savings: Reduction in electricity consumption by more than 20% per annum in 571 offices.

Intelligent Route Optimisation: Use of AI, Big Data, and reduction of kilometres travelled and energy consumption.

Sustainable Packaging: Migration from plastic to paper/cardboard with responsible forest management certification.

Revaluation: The Group achieves recycling levels of over 90% of its waste.

Contribution to reducing customers' carbon footprint: Determination of the carbon footprint per shipment in accordance with ISO 14083:2023.

Thus, the environmental pillar of the **2024-2028 Sustainability Plan** includes the following initiatives:

- **Decarbonisation of operations.**

  Correos aims to **reduce** greenhouse gas emissions from **scopes 1 and** 2[47] by 21% and those from scope 3 by 12%[48]. The company's Decarbonisation Plan includes **transforming its own fleet**, developing **mobility plans for employees**, reducing the carbon footprint of **outsourced transport**, and evaluating new technologies and fuels for transport.

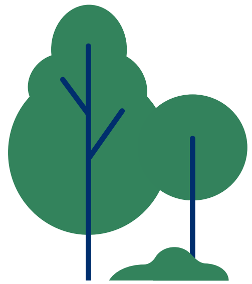
- **Increased energy efficiency.**

  The mitigation objectives are also supported by the deployment of **photovoltaic generation facilities for self-consumption** in operational centres, the implementation of remote management systems in offices, and the **replacement of equipment** with more efficient technologies in buildings.

- **Improved environmental management.**

  This line of action aims to reduce the company's overall environmental footprint through comprehensive action on its operations, products and services. In this regard, Correos plans to certify **100% of its logistics centres as 'zero waste'**, incorporating **circularity criteria throughout the value chain**. This commitment also includes collaborating with customers and suppliers to help them meet their own circular economy objectives, promote the digitisation of processes and strengthen the **waste management and recovery** model. These measures are complemented by the optimisation of the environmental management system, the determination of the **carbon footprint** in accordance with the requirements of ISO 14083:2023, and progress in water footprint measurement and management systems, as well as in the assessment of impacts associated with biodiversity.

Similarly, **Correos Express** organises its environmental management into three main areas. The first two —**climate change mitigation and adaptation**, and **improving air quality**— are achieved by promoting sustainable mobility models and improving the energy performance of its buildings. In the third place, the company promotes **circular economy** through optimising the use of materials, recovering waste and collaborating with suppliers who incorporate circularity criteria into their processes.



[47] Scope 1 and 2 emissions are the company's direct emissions. In the case of Correos, they include those from energy consumption in the facilities and the burning of fossil fuels by the company's own fleet.
[48] Scope 3 emissions are emissions that come mainly from indirect activities associated with the supply chain, business travel, and other aspects external to the company's own facilities.

For their part, **Correos Express Portugal** and **Correos Telecom** promote the adoption of **circularity** criteria through the reuse and recycling of equipment and materials. In the case of Correos Telecom, the priority is to optimise the use of existing infrastructure —based on the monetisation of assets already deployed, such as fibre optics, buildings and sites—, which reduces the demand for new resources. At the same time, the subsidiary promotes **energy efficiency** by using sites with a reduced energy footprint, implementing sustainable electricity supply systems and improving efficiency in the provision of services. Added to this is **sustainable waste management**, through the control of waste generated by suppliers, to ensure its proper recovery and treatment.

In short, the actions carried out by the Group's companies in these areas are aimed both at addressing the **main impacts** on the environment and the associated **risks**, and at promoting the **opportunities** that are emerging to **lead the sector's ecological transition** and facilitate the implementation of a circular economy.

Every year, the Correos Group carries out an **internal and external analysis** to identify and assess environmental impacts, risks and opportunities, benchmarked against the **main reference frameworks at international level** (Paris Agreement, Sustainable Development Goals, European Green Deal, Fit for 55, European Green Taxonomy, CSRD and CSDDD Directives, etc.) and **national level** (National Integrated Energy and Climate Plan, Climate Change and Energy Transition Act, as well as other regulations, initiatives and business collaborations in the areas of climate change, sustainable mobility, energy efficiency, waste and the circular economy). In this way, any plans or investments on this matter shall be oriented towards those iniitatives that allow for better risk mitigation by maximising the precautionary principle.

Main environmental impacts

The Correos Group has identified the most significant environmental impacts of its activity as the generation of CO_2, NO_x and particulate **emissions**; the **consumption of natural resources**, mainly for energy supply; and the production of **waste**.

Impact	Objective	Gestión del impacto
Generation of CO_2, NO_x and PM_{10}	Improving urban air quality and the health of city dwellers	Reducing CO_2, NO_x and PM_{10} emissions through sustainable mobility
Energy consumption	Fighting climate change	Reducing CO_2 emissions through energy efficiency
Waste generation	Promoting the circular economy	Reducing waste generation and making more efficient use of natural resources

Environmental management and supervision system

The Group's companies have environmental management systems and procedures in place for assessing and mitigating their impacts, as well as for planning, prioritising and monitoring the lines of action to be developed.

In 2025, environmental management systems were **certified in accordance with the UNE-EN ISO 14001:2015 standard** 'Environmental management systems':

- In **12 Correos centres and post offices**.
- In **6 Correos Express operational centres**.
- In the design, marketing, and management of the operation and maintenance of the fibre optic **telecommunications infrastructure network** of Correos Telecom.

The monitoring and reporting of environmental performance is also based on:

- The **verification** of emissions measurements (scopes 1, 2 and 3), in accordance with the **UNE-EN ISO 14064:2019 'Greenhouse gases'** standard, for both Correos and Correos Express, applying the operational control approach. The inventory limits are reviewed annually to assess the need to incorporate new emission sources relevant to companies and to determine, where appropriate, the need to recalculate the baseline. This process is complemented by continuous improvement in the quality and granularity of the data reported.
- The **registration of Correos and Correos Express in the 'Registry of carbon footprint**, offsetting and carbon dioxide absorption projects' of the Ministry for Ecological Transition and Demographic Challenge.

Correos also voluntarily reports its emissions and other environmental indicators to **CDP**, an international framework for measuring climate performance, maintaining category B last year.

At the same time, both Correos and Correos Express have made progress in 2025 in implementing **carbon footprint** calculations in accordance with **ISO 14083:2023**, allowing for the quantification and reporting of greenhouse gas emissions derived from transport chain operations. The enforcement of this standard will enable a more accurate estimate of emissions associated with shipments at each stage of the value chain and provide greater levels of transparency, thus making it easier for **customers to obtain comprehensive information for reducing their own carbon footprint**.

Assessment of sustainability performance in the postal sector

Postal operators that are members of the **International Post Corporation** began collaborating in 2008 on the Environmental Measurement and Monitoring System (EMMS) emissions reduction programme promoted by that organisation, which brings together the world's leading postal services.

Within this framework, a **sectoral decarbonisation target** for 2025 was adopted in 2014, recognised by the Science Based Targets initiative (SBTi) as the **sector's first science-aligned climate commitment** to limit global warming to less than 2°C.

In 2019, this framework evolved into the **Sustainability Measurement and Management System** (SMMS) programme, which currently involves 27 partners, including Correos. It aims to improve the sustainability performance of postal operators by evaluating their results **in seven areas of action** that are, in turn, **aligned with the five Sustainable Development Goals most relevant to the postal sector** (**SDG 8, 9, 11, 12 and 13**).

Looking ahead to 2030, participants have made new commitments in areas such as **emissions reduction** —including an additional **50% reduction compared to 2019**, in line with SBTi—, energy efficiency, circular economy and professional development, among others.

Among the sector's **decarbonisation** priorities is the gradual renewal of the fleet towards alternative technologies and fuels. In this regard, SMMS partners have committed to ensuring that, by 2030, **50% of their vehicles will use alternative fuels**, of which 25% will be electric. The results show significant progress: in 2024 (the last year reported), alternative vehicles already accounted for **32% of the global fleet. The target of having 25% of electric vehicles** in the participants' fleets **was also achieved ahead of schedule**, hitting this milestone six years before the planned deadline.

In the latest edition, Correos remained among the most advanced postal operators in the programme, ranking **eighth in the qualitative assessment** of sustainability management competence and obtaining an overall score of 82%, very close to the 90% target set for 2030.

Thus, its **performance** in areas such as **professional development and learning, occupational health and safety, and climate change management stood out**, with scores above the average for participants in all monitored areas.

Postal operators participating in the **SMMS**, including **Correos**, already have an average of **32% of their fleets equipped with alternative technologies**

2030 targets of the SMMS programme

7 areas of action

1. Occupational health and safety
2. Professional development and learning
3. Circular economy
4. Sustainable procurement
5. Efficient use of resources
6. Climate change management
7. Air quality

50%
of the fleet made up of alternative fuel vehicles, with at least 25% being electric vehicles

50%
50% reduction in CO_2 emissions from Scope 1 and 2

50%
percent of packaging sold be reusable, recyclable or compostable

75%
of waste recycled or reused

75%
of own buildings' energy consumption from renewable sources

Climate change adaptation and mitigation

GRI 302-4, 305-5, 308-2

In recent decades, **Correos has led the sector's decarbonisation efforts** through the continuous evaluation and application of new technologies available on the market, contributing to the development of smart mobility and promoting greater energy efficiency. As a result, the company has established itself as a **leader** in this field **within the public sector**.

According to the latest national inventory of greenhouse gas (GHG) emissions[49], transport continues to account for almost a third of total emissions in Spain, placing the sector at the centre of the efforts defined by the 2023-2030 PNIEC (National Integrated Energy and Climate Plan) to achieve a 55% reduction in national emissions and a 42% reduction in diffuse sectors by 2030. In this way, **transport** has the opportunity to become **one of the main drivers of the transition towards climate neutrality**.

However, achieving these objectives poses **significant challenges**, especially in **long-distance transport**, where **technological availability** and the implementation of **infrastructure** for electric mobility remain **insufficient**, requiring a combination of different solutions.

At the same time, in the last mile sector, customer expectations for urgent delivery require **accelerating fleet renewal** and strengthening operational optimisation and technological innovation to avoid an increase in emissions and improve distribution efficiency.

In this context, Correos is adopting a **decarbonisation journey**, aligned with the commitments of the **Paris Agreement and the goal of climate neutrality by 2050**, taking into account the recommendations of the Science Based Targets initiative (SBTi), in order to effectively contribute to climate change mitigation. This roadmap for the progressive reduction of the carbon footprint associated with the company's activity is based on the coordinated activation of various levers for action, integrated into its environmental strategy and operational plans.

The joint application of these decarbonisation levers is not devoid of challenges, arising both from the aforementioned availability of technology and public infrastructure and from the regulations applicable to the company. This is compounded by the need to balance the speed of the green transition of operations with maintaining the quality and efficiency of services that are essential to citizens.

In this scenario, the rationalisation and operational efficiency improvement measures implemented by the Correos Group during the last financial year — which enabled a return to profit— made the actions required to sustain the pace of business model transformation and meet short-term decarbonisation targets insufficient. As a result, the reduction in carbon footprint achieved in 2025 did not reach the expected levels, which will necessarily require accelerating the implementation of the planned lines of action in the coming years.

[49] Ministry for Ecological Transition and the Demographic Challenge (20/12/2024). *Inventario nacional de gases de efecto invernadero. Edición 2025*.

Correos' decarbonisation journey

As part of its decarbonisation journey, the company has defined a series of levers, which are reflected in initiatives and projects. To achieve the **reduction** targets, **in scopes 1 and 2**, these include:

- **Transformation of Correos' own fleet** to make it more fuel-efficient and increase the number of electric or fossil fuel-alternative vehicles in operations, while also increasing the electric charging infrastructure available at the company's own facilities and optimising the use of existing public infrastructure.
- **Optimisation of routes and reduction of the kilometres travelled** using fossil fuels, through an advanced route management and telemetry system for planning journeys and fuel use, the consolidation of shipments and loads to maximise vehicle capacity, and training in efficient driving techniques.
- **Fleet fuel management**, improving fossil fuel use practices and incorporating alternative fuels such as natural gas, biofuels or electricity, while continuing to evaluate complementary measures —such as synthetic fuels— to mitigate potential delays associated with the technological availability of the remaining decarbonisation levers.
- **Increasing the energy efficiency** of the facilities by implementing measures to reduce consumption, such as the modernisation of lighting, heating and cooling equipment and systems.
- **Transition to renewable energy sources**, increasing the use of this type of energy to power operations, reducing dependence on fossil fuels and their associated emissions.

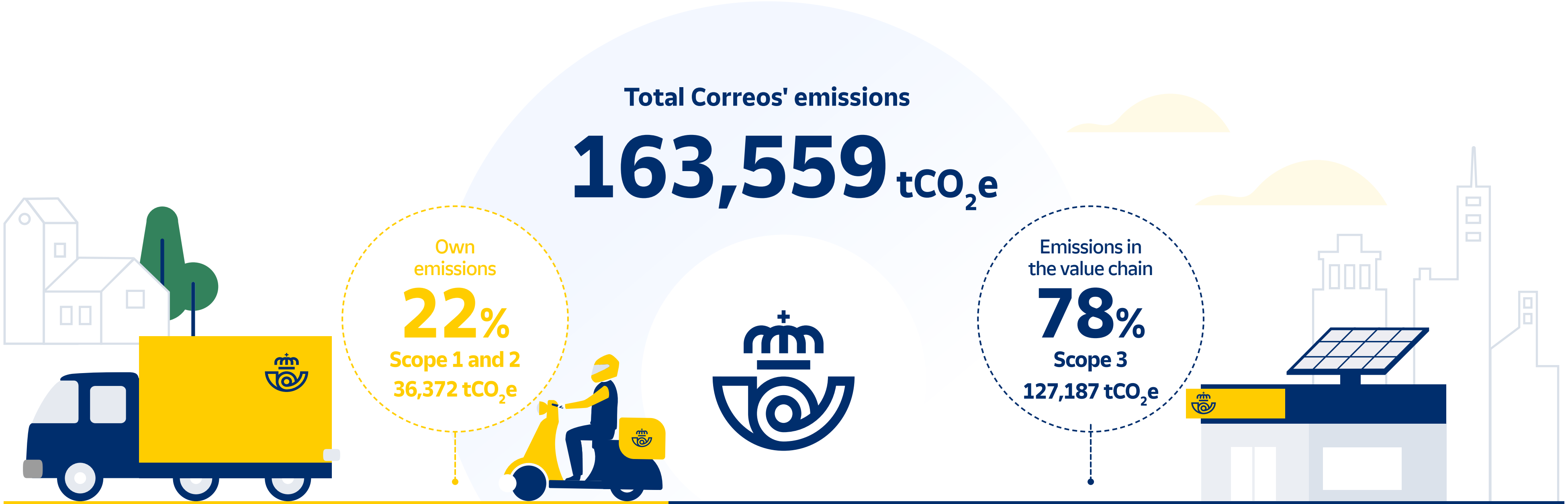
On the other hand, **78% of Correos' carbon footprint** corresponds to **emissions generated in the value chain** (scope 3). Of this figure, more than a third of total CO_2 emissions correspond to medium and long-distance journeys made by **transport providers**, whose hiring encourages the use of zero- or low-emission vehicles.

Another third is the result of **business trips** and **employees travelling to and from work**. This is explained by the **extensive territorial coverage of the company's services**, with a presence in all the country's towns and cities, through the service points and distribution network, where more than 84% of the workforce works. As a result, there is a high volume of daily commuting by these professionals to their workplaces, the dispersion of which makes it difficult to group journeys or to implement other measures to make their mobility more sustainable.

In order to assess how employees commute to work and their preferences for more sustainable mobility, a **mobility survey** is conducted to identify changes and additional solutions to be implemented. In 2025, more than 14,500 responses were received from employees, representing 30% of the total workforce, enabling a more accurate calculation of the emissions associated with their travel. Four out of five participants were distribution staff, the most widespread professional category in the territory, along with office staff.

30% of employees took part in the survey to encourage more **sustainable mobility** to the workplace

Correos' carbon footprint



22%
Own fleet
- Fuels

0.1%
Buildings
- Electricity
- Heating and air-conditioning (HVAC) systems

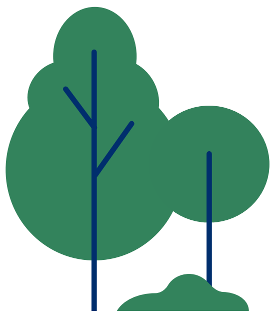
43%
Outsourced freight transport
- Fuels

34%
Employee travel and commuting
- Fuels

0.9%
Others
- Fuel and energy related activities
- Capital goods
- Waste in operations

In line with the significance of these emission flows, **in order to reduce scope 3 emissions**, Correos plans to act on the following levers until 2028:

- **Optimisation of subcontracted land, sea and air transport** by prioritising sustainability criteria in subcontracting and collaborating with transport providers to implement practices that reduce emissions, such as route optimisation, load consolidation and the use of zero- or low-emission vehicles (which already account for around 52% of the kilometres travelled).
- **Reduction of emissions in business trips**, by promoting more sustainable practices, such as prioritising rail over air travel, using video-conferencing technologies and promoting public transport or low-emission vehicles for essential travel.
- **Evolution of employee transport**, encouraging the use of public transport and more efficient modes of transport for daily commutes, in accordance with the new requirements derived from the Sustainable Mobility Act and other **regional regulations**.
- **Improvement of waste management in the supply chain**, by promoting reduction and recycling practices to minimise associated emissions.
- **Strategic collaboration with suppliers and customers** to share emission reduction targets and encourage more sustainable practices along the entire value chain.



Decarbonisation levers

As part of its commitment to the fight against climate change and the transition to a low-emission business model, **Correos Express** has also defined various strategies aimed at progressively reducing its greenhouse gas emissions, in line with the objectives of the Paris Agreement. In this area, its main opportunities for decarbonisation revolve around the electrification of its fleet and the promotion of sustainable transport, route optimisation, the use of alternative fuels, the supply of electricity from renewable sources, the application of circular economy principles, the improvement of energy efficiency in its facilities and continuous progress in measuring and reporting its carbon footprint.

In scopes 1 and 2, the company focuses its efforts on:

- The use of **100% renewable electricity** certified by a guarantee of origin, evaluating the incorporation of self-consumption solutions, which allows for zero emissions from electricity (scope 2).
- Improving the **energy efficiency** of facilities through regular energy audits and the implementation of optimisation measures, such as modernising equipment, replacing lighting with LED technology, improving air conditioning systems, and automating and monitoring consumption. In addition, the use of alternative fuels and vehicles in its own fleet is being promoted.

Indirect emissions (scope 3) account for **more than 99% of Correos Express' carbon footprint**, a proportion directly linked to its operating model, which is based on an extensive logistics network with national and international coverage. Most of these emissions come from **subcontracted transport**, medium- and last-mile land transport, and long-distance air and sea transport.

Business trips and employee **travel** represent another significant component of Correos Express' carbon footprint, due to its extensive network of offices and operational centres throughout the country. To move towards more sustainable mobility, the company conducts internal surveys to identify habits and opportunities for improvement. Based on these analyses, corporate mobility plans are expected to be developed.

Thus, the **main levers for mitigating Correos Express' Scope 3 emissions** focus on progressively reducing the impact associated with transport, through active collaboration with suppliers and through the following measures:

- The **transformation of subcontracted transport**, with the incorporation of sustainability criteria into procurement processes and the promotion of practices among suppliers, such as fleet renewal, the use of alternative fuels and improved operational efficiency. In this context, Correos Express has set itself the target of having 30% of its external fleet made up of electric, hybrid and natural gas-powered vehicles or other alternative technologies by 2030.
- The **optimisation of logistics routes** and the reduction of kilometres travelled through the use of advanced digital tools, such as planning systems and **digital twins**, which improve asset control and reduce emissions. It also promotes the use of **more efficient delivery models**, convenience points and alternative distribution solutions, reducing travel and emissions associated with the last mile.
- The **digitisation** of processes, the **reduction** of material **consumption** and the optimisation of **waste management** to reduce associated emissions, together with the improvement of carbon footprint measurement, monitoring and verification systems.

Resilience to climate change

Although the Correos Group's strategy focuses mainly on climate change mitigation, the Group integrates adaptation criteria in a cross-cutting manner through **climate risk management**, regulatory compliance and operational planning.

Management systems enable the identification of significant environmental risks and the implementation of preventive and corrective measures aimed at **strengthening the resilience of centres and assets**, with actions such as infrastructure transformation, improved thermal efficiency, adaptation of fleets to low-emission zones in large urban centres, responsible waste management and the incorporation of circular economy principles. Furthermore, the Group's companies have specific **operating protocols** and **business continuity** procedures in place that help reduce the vulnerability of their activities to the physical impacts of climate change and **prevent personal injury**.

On the other hand, **regulatory developments** in sustainability are creating environmental and economic **opportunities** for the Correos Group arising **from the climate transition** and the gradual adoption of decarbonised mobility, while contributing to the corporate objectives of reducing emissions and achieving long-term carbon neutrality.

Within this framework, the Group will continue to make progress in identifying climate risks and progressively integrating adaptation measures into its strategic planning, enabling it to take advantage of the opportunities arising from Spanish and European green transition policies.

Carbon footprint offsetting

In addition to reducing CO_2 emissions, Correos is considering other measures to advance more quickly towards the goal of mitigating climate change, using **emissions offset** programmes and purchasing carbon credits on the voluntary market.

The **Correos Compensa** programme allows for the **offsetting of emissions** from shipments made by customers from post offices. The projects selected for the purchase of credits seek **a triple impact –environmental, economic and social–** in the communities in which they are developed, with the generation of new employment opportunities, the improvement of air or water quality, the preservation of biodiversity and access to energy, among others.

In 2025, **8,560 tonnes of CO_2** were **offset**, equivalent to **5% of the company's total emissions**, through the projects Talas de Maciel (Uruguay) and Redd+ Russas (Brazil), which contributed to climate change mitigation, biodiversity protection and community development, as well as reforestation actions in Galicia.

Correos offset **8,560 tonnes of CO_2**, 5% of its total carbon footprint

Energy efficiency

The Correos Group has work centres all over the country, so optimising the energy requirements of these buildings is an important instrument for decarbonising the activity. To this end, since 2018, **100% of the electricity purchased** by the Group has come from **fully renewable energy sources** with a guarantee of origin, which means avoiding the emission of around 30,400 tonnes of CO_2 per year.

Correos is also committed to **generating photovoltaic energy for self-consumption** at its logistics centres. As an example, the automated processing centre in Madrid —the company's largest— has high-efficiency solar panels that enable it to meet part of its total electricity demand.

In 2025, the **installation of five more photovoltaic power plants** was awarded in Barcelona, Valencia, Alicante, and Seville, which are expected to be joined in 2026 by centres in Las Palmas, Santa Cruz de Tenerife, Madrid, Palma de Mallorca, Vitoria, and Málaga.

At the same time, **Correos Express** is introducing mandatory criteria in its tenders for the leasing of new centres, such as the **availability of photovoltaic installations** and electric vehicle **charging points**, while Correos Telecom is evaluating opportunities to incorporate self-consumption solutions in those of its commercial premises where this is feasible.

Correos has also rolled out a nationwide **remote energy management system** in its offices, which allows it to optimise electricity consumption and improve operational efficiency. At year-end, **571 of a total of more than 2,300 offices** had this solution in place to reduce lighting and air conditioning consumption, achieving **average energy savings of more than 20% per annum**. The Group's subsidiaries also regularly monitor their electricity consumption in order to identify opportunities for improvement and implement measures to increase the energy efficiency of their facilities.

In addition, as part of its fleet electrification plan, Correos has deployed **more than 3,000 electric charging points** (696 for four-wheeled vehicles and 2,562 for motorcycles) in logistics centres and distribution units throughout the country, which it will continue to expand in the coming years.

The companies of the Correos Group complement these measures with:

- The promotion of a **sustainable procurement** policy, especially for energy and transport supplies (compliant with the **Correos Group Framework of Responsible Procurement Criteria**).
- The replacement of **lighting systems** with LED technology and air conditioning systems with more efficient ones, as well as the implementation of additional energy-efficient equipment in Correos and Correos Express offices and centres.
- **Awareness-raising among employees** through:
  - Dissemination of **individualised reports on energy consumption** (electricity, natural gas and diesel) of the main Correos workplaces, through the corporate intranet, accessible to all employees.
  - Environmental **training and awareness** through recommendations disseminated via internal communication channels.

Pollution and air quality

GRI 305-5, 305-7, 308-2

Last-mile delivery generates CO_2, NO_x, SO_x and particulate matter emissions, as well as posing a **growing challenge for urban mobility**, especially in a context of expanding e-commerce and increasing home deliveries. Other emerging challenges include a shortage of urban logistics space and increased legal requirements for operating in low-emission zones.

The Correos Group has one of the **most extensive and accessible networks of service and delivery points** for citizens and businesses throughout the country. It is made up of **more than 10,300 points**, including **offices, rural services and Citypaq smart lockers**. From 2025, the **Punto Correos** network **in Spain and Portugal** will also be added, reinforcing this delivery and collection model based on proximity, flexibility and sustainability.

This reach allows for **more agile and efficient** last-mile **distribution**, mostly **on foot or using zero- and low-emission vehicles** in urban environments, which **helps reduce pollution, noise, and congestion**. It also makes it easier for customers to access nearby solutions with extended opening hours, offering an alternative to home delivery and avoiding unnecessary travel and failed deliveries. The use of this network by major e-commerce platforms also allows them to offer their customers **more convenient collection options** for their orders.

In order to contribute to **improving air quality** and moving towards a **more sustainable and intelligent urban mobility model**, the Group has continued to drive the **energy transition of its delivery fleet**, promoting **sustainable mobility** practices among **employees** and expanding the deployment of zero-emission delivery routes.

The Group also employs various technologies aimed at improving operational efficiency and increasing **first-time delivery effectiveness**. These include tools for **personalising delivery**, such as the **Correos Modify** app and the Correos Express **dynamic delivery management** system. This is complemented by sensor **and geolocation systems**, as well as solutions based on **artificial intelligence, Big Data and digital twins**, which enable **route optimisation and demand forecasting**. In addition, **training** for delivery professionals in **efficient and safe driving** is being reinforced, with the aim of reducing emissions and energy consumption, extending the useful life of vehicles, and reducing accidents.

In addition to making last mile delivery more efficient, the Group acts on the emissions generated by medium and long-distance transport. For years, sustainability criteria have been included in tenders for the outsourcing of routes, prioritising the use of alternative fuels and vehicles, thus promoting the transition towards sustainable mobility.

The use of **dynamic procurement systems** (DPS) allows Correos and Correos Express to contract **transport routes with zero- or low-emission vehicles** through various suppliers, contributing to the decarbonisation targets of both companies. For their part, **Correos Express Portugal and Correos Telecom** also promote the use of this type of vehicle in their external transport contracting processes.

Delivery fleet transition

Correos, which introduced its first electric vehicle in 1992, has since become one of the companies with one of the **largest zero-emission fleets** in the parcel delivery sector in Spain. At year-end, it had **nearly 4,000 vehicles** based on alternative technologies (electric, hybrid and compressed natural gas-CNG), representing more than **25% of its delivery fleet**. In this way, the company is advancing towards its goal of having 25% of its vehicles be electric and 50% use alternative technologies by 2028.

In 2025, the company expanded its electric fleet with the addition of 250 vans, 20 three-wheeled motorcycles and 15 passenger cars, as well as 800 cyber-secure motorcycles, bringing the total number of units of this model to more than 2,500. This model has been awarded the 'Cybersecurity in Vehicles – UNECE/R155 – ESTP' certification awarded by AENOR/EUROCYBCAR. In addition, 74 hybrid passenger cars and 225 plug-in hybrid vans were added, consolidating the company's commitment to sustainable mobility applied to last-mile delivery.

Evaluation of advanced technologies applied to distribution

At the same time, Correos continued to **analyse new electric mobility solutions** for last-mile delivery, with the aim of responding to the growth in parcel delivery and making progress in reducing environmental impact. In this context, pilot tests were carried out with cargo tricycles, with the aim of adjusting their design to operational needs and analysing their capacity, recharging times and performance in different environments.

The company is also examining the use of **alternative fuels** for its long-haul fleet and for last-mile distribution, in collaboration with manufacturers. This allows for the evaluation of technological solutions other than fossil fuels and offers suppliers the opportunity to test their innovations in a network as demanding and extensive as that of Correos.

Impacts on biodiversity

GRI 304-3

The impact on biodiversity of the operational centres of the Correos Group companies is limited and does not generally affect protected areas.

In the case of the subsidiary **Correos Telecom**, one of the objectives of its environmental management policy is the efficient use of natural resources and the proper management of waste generated by its activity, promoting environmental control of the work carried out by its suppliers, so as to **minimise the impact on ecosystems and biodiversity**.

Resource use and circular economy

GRI 306-2

The companies of the Correos Group seek to continuously improve **efficiency in waste management**, optimising identification and classification processes in order to ensure the traceability of materials until the end of their useful life. To this end, they are developing two complementary lines of action:

- The improvement of waste **management and segregation** to **increase its recovery**, through training and awareness-raising.
- The integration of **circularity criteria throughout the value chain**.

Correos also aims to become a **'zero waste' company**, promoting a circular business model that prolongs the value of materials and encourages their recycling and reuse. To this end, the company plans to gradually obtain **external certification for its automated processing centres as 'zero waste or zero waste to landfill'**, which is equivalent to guaranteeing the recovery of more than 90% of the waste generated at these facilities.

For its part, Correos Express maintains a **detailed inventory of the materials consumed** in its operations, with the aim of identifying opportunities to replace them with more sustainable alternatives and improve efficiency in the use of resources. This system allows for monitoring the **use of recycled materials and the percentage of recovered units** incorporated into the process, thereby reducing dependence on resources.

Likewise, the existing framework agreement for the **centralised management of waste** generated in **workplaces** allows for the concentration and standardisation of waste treatment, as well as increasing the recovery and recycling of material flows. As a result, in 2025, **Correos** increased **the percentage of recycled or revalued waste to 96%**, preventing **more than 3,400 tonnes of waste** from being sent to landfill.

The integration of **circularity** criteria **in the value chain, in collaboration with suppliers and customers**, enables greater efficiency in the use of natural resources, both in operations and in the design and use of products and services, increasing the proportions of recycled and recyclable raw materials used.

In 2025, Correos continued to make progress in the **gradual migration from plastic packaging** to alternative solutions made from paper or cardboard, with the aim of reducing the use of non-recyclable materials without compromising the protection and security of shipments. In this line, **Correos Market** customers can choose between fully **recyclable and recycled** plastic **packaging** or paper packaging with sustainable management certification.

The company also uses **paper with FSC® (FSC-C126784) and PEFC (PEFC/14-38-00217) chain of custody certificates**, demonstrating its commitment to responsible forest management in its printing and enveloping activities for corporate mass communications.

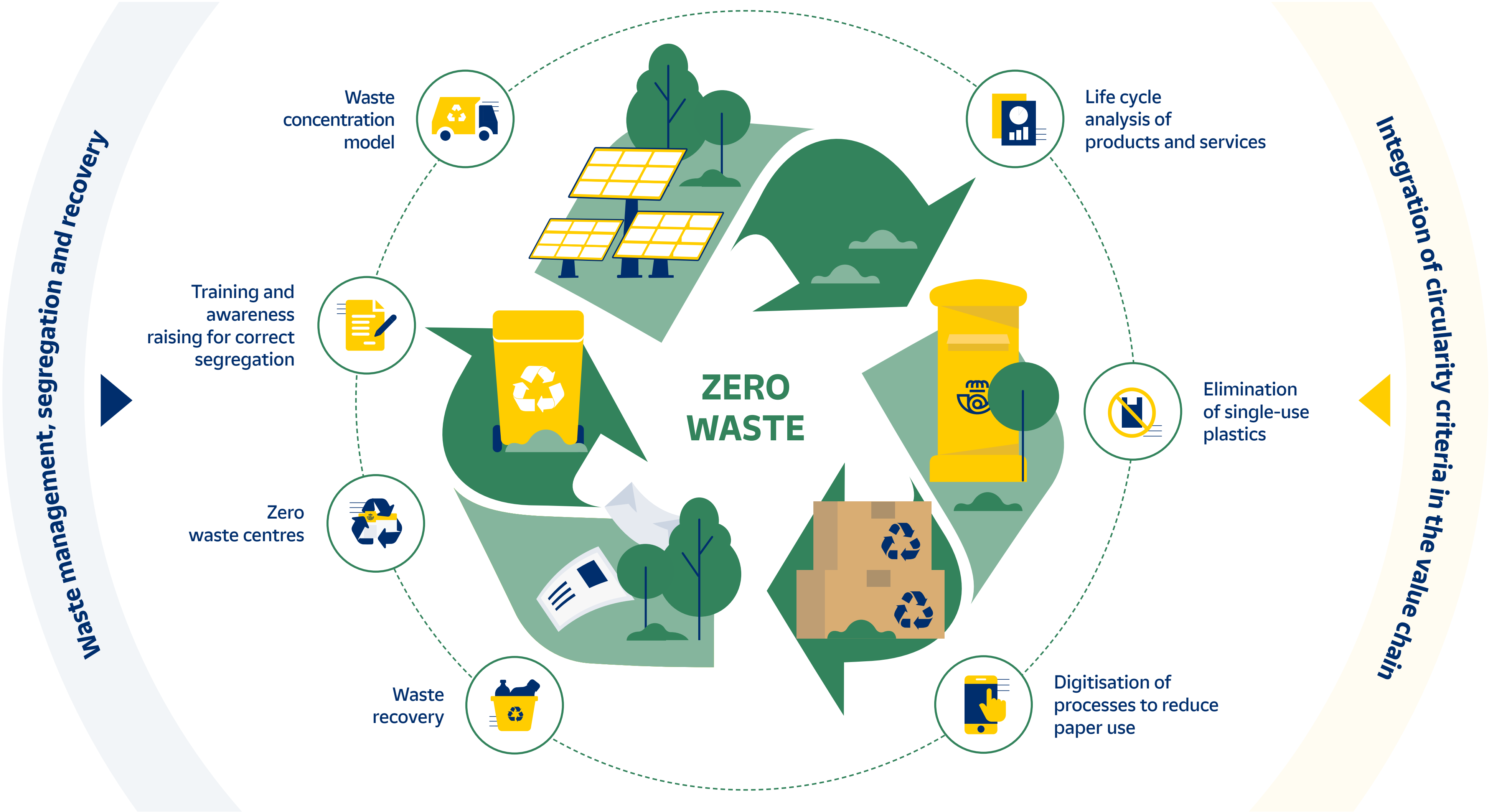
Correos Express also promotes **efficiency in the use of natural resources** through the use of recycled cardboard and the recovery of pallets, as well as promoting **awareness-raising** initiatives among its professionals.

For its part, Correos Express Portugal has launched a programme to **recycle its drivers' uniforms**.

The Group's companies are also driving the **transition from a linear to a circular business model, prioritising pay-per-use of assets**, material recovery and a more sustainable supply chain. This approach includes **refurbishing and reusing** obsolete computer devices to prevent their destruction, as well as **digitising processes**, helping to minimise resource consumption and waste generation.

These actions are complemented by the incorporation of **more energy-efficient technologies**. Thus, the data processing centres contracted by Correos offset the CO_2 emissions associated with their scopes 1 and 3 and guarantee the use of electricity from renewable sources. In 2025, new technological infrastructure was also installed in one of these centres, which will reduce consumption and cut associated CO_2 emissions.

Implement circular economy to be 'zero waste'



Environmental indicators

GRI 2-4, 2-27, 301-1, 302-1, 303-5, 305-1, 305-2, 305-3, 305-7, 306-3

Greenhouse gas emissions (tCO_2)	Correos[1]		Correos Express[1,2]		Correos Express Portugal[3]		Correos Telecom[4]	
	2025	2024	2025	2024	2025	2024	2025	2024
Direct (Scope 1)	36,161	36,316	27	279	ND	ND	20	18
Indirect (Scope 2)	211	220	0	0	ND	ND	NA	NA
Other indirect emissions (Scope 3)	127,187	126,137	ND	61,432	ND	ND	ND	ND

[1] Correos and Correos Express figures for 2024 have been updated.
[2] Although vehicle emissions are not a material issue for Correos Express, as it does not have its own fleet, they are measured as part of the carbon footprint calculation.
[3] Emissions from vehicles are not a material issue for Correos Express Portugal, as it does not have its own fleet.
[4] Correos Telecom does not generate its own Scope 2 emissions as it shares its buildings with the parent company Correos.

Emissions with official data and emission factors (MITECO and Red Eléctrica de España) available at the closing date of this report. CO_2 emissions are calculated using the GHG Protocol. Once the verification of the 2025 financial year has been completed, in accordance with the UNE-EN ISO 14064-1:2019 'Greenhouse gases' standard, the data will be updated, if applicable, in the Non-Financial Information Statement for the following financial year.

Other emissions to the atmosphere (kg)	Correos		Correos Express[1]		Correos Express Portugal[2]		Correos Telecom[2]	
	2025	2024	2025	2024	2025	2024	2025	2024
SO_x	187	217	NA	NA	NA	NA	NA	NA
NO_x	70,044	144,056	NA	NA	NA	NA	NA	NA
Particulate matter	7,066	11,672	NA	NA	NA	NA	NA	NA

[1] Correos Express does not generate SO_x, NO_x and particulate matter emissions as it does not have its own fleet of vehicles and the air conditioning systems at its operating centres are electric.
[2] Emissions of SO_x, NO_x and particulate matter are not a significant impact for Correos Express Portugal and Correos Telecom.

Emissions are calculated using the CORINAIR methodology on the basis of invoiced consumption.

Consumption of raw materials	**Correos**[1]		**Correos Express**		**Correos Express Portugal**		**Correos Telecom**[2]	
	2025	**2024**	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**
Water (m^3)	282,119	313,014	10,162	8,573	ND	ND	NA	NA
Paper (kg)	3,273,816	3,713,017	40,820	45,578	ND	ND	50	20
Cardboard (kg)	0	0	5,851	ND	ND	ND	0	0
Ink (units)	17,366	16,348	943	1,002	ND	ND	0	0

[1] Estimated consumption data for Correos.
[2] Correos Telecom does not measure its water consumption, as it shares its buildings with the parent company Correos.

Consumption is calculated based on turnover.

Energy consumption (MWh)	**Correos**		**Correos Express**		**Correos Express Portugal**		**Correos Telecom**[1]	
	2025	**2024**	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**
Electricity	107,090	104,383	6,024	4,278	ND	ND	1,420	1,551
Natural Gas	15,942	14,546	NA	NA	ND	ND	NA	NA
Heating oil	9,596	7,190	NA	NA	ND	ND	NA	NA
Automotive diesel	138,422	110,958	62	NA	ND	ND	NA	NA
Gasoline	10,375	8,771	19	NA	ND	ND	88	72
Others (coal, propane, butane, and LPG)	134	75	NA	NA	ND	ND	NA	NA

[1] Correos Telecom's electricity consumption corresponds to the marketed sites.

Consumption is calculated on the basis of the invoiced amount and the guarantee certificates of renewable origin.

Waste generated (kg)	**Correos**		**Correos Express**[2]		**Correos Express Portugal**		**Correos Telecom**[1,2]	
	2025	**2024**	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**
Non-hazardous	**3,539,467**	**4,304,020**	**2,291,642**	**4,262,034**	**ND**	**ND**	**64,200**	**160,000**
Intended for disposal	140,867	280,812	1,765,966	2,004,594	ND	ND	64	160
Recovered	3,398,600	4,023,208	525,676	2,257,440	ND	ND	0	0
Hazardous	**34,717**	**12,941**	**0**	**1**	**ND**	**ND**	**NA**	**NA**
Intended for disposal	3,750	896	0	1	ND	ND	NA	NA
Recovered	30,967	12,045	0	0	ND	ND	NA	NA

The data is calculated using delivery notes from waste management suppliers.
[1] Correos Telecom shares its buildings with the parent company Correos, so the waste data corresponds to that generated construction sites.
[2] The Correos Express and Correos Telecom figure for 2024 has been corrected.

Resources earmarked for environmental risk prevention (thousands of euros)	**Correos**		**Correos Express**		**Correos Express Portugal**		**Correos Telecom**	
	2025	**2024**	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**
Expenses	5,386.0	2,652.9	1,545.0	164.3	NA	NA	NA	NA
Investments	28,582.0	4,499.9	55.0	0	NA	NA	NA	NA
Grants	329.5	105.5	0	0	NA	NA	NA	NA

[1] No provisions or guarantees have been made for environmental risks.
In 2025, none of the Group's companies faced significant penalties for non-compliance with environmental regulations.

Social information

- Our team
- Value chain
- Customers and users

Our team

GRI 2-23, 2-24, 2-25, 2-27, 3-2, 3-3 SDG 8

The Correos Group contributes significantly to the creation and maintenance of employment in Spain. As one of the largest public groups in the country, its human capital is a central element of its strategy, and **comprehensive people management** is one of its main priorities. Its most significant labour impacts relate to **job stability, talent attraction and retention, training and professional development, equality, diversity and inclusion**, as well as **occupational health and safety** protection.

These issues are managed in accordance with current **labour legislation** and the main reference frameworks in the Spanish public sector and in the international postal sector. In this regard, in 2025, the entry into force of Royal Decree 1065/2025[50] brought about significant changes to the **training contract** system, which required the adaptation of internal recruitment, mentoring and training planning processes.

[50] Royal Decree 1065/2025, of 26 November, implementing the training contract system provided for in Section 11 of the revised text of the Workers' Statute Act [Ley del Estatuto de los Trabajadores], approved by Royal Legislative Decree 2/2015, of 23 October.

Organisation of social dialogue

GRI 2-29, 2-30, 402-1, 403-4

Correos has enacted a **'Framework Agreement on Labour Relations'**, in force since March 2000, which establishes, among other things, the essential criteria for permanent dialogue between trade unions and the company, specifying the methodology, means and criteria for a homogeneous treatment of trade union rights in the company.

This agreement regulates the levels of dialogue at the state level with the trade union branches of unions operating throughout the State, through their general secretaries and state executive committees, and at the regional level, through the provincial secretaries and executive bodies, in addition to the unitary bodies (Works Councils and taff Committees).

The agreement also establishes the composition of the highest representative bodies for contract staff-the Bargaining Committee, made up of 12 members- and civil servants -the Sectoral Committee, made up of 18 members.

Likewise, the **collective bargaining agreement for Correos contract staff** sets out the general principles of trade union participation and collective bargaining, as well as the functions of the central joint committees (on central employment, social action, training, equality, working hours, transfers and occupational health) and provincial committees (on employment and working hours, together with the provincial health and safety committees).

The agreement contains a specific section on **occupational health and safety and risk prevention** policy, the company's own prevention plan and service, the prevention representatives and the rights to information and consultation in this area (channelled through the state occupational health commission and provincial health and safety committees, with equal representation of the company and trade unions).

At **Correos Express**, the **applicable collective bargaining agreements** are those governing road freight transport in the provinces where the company's centres are located, in addition to the Second General Agreement for road freight transport companies at state level.

These provincial collective bargaining agreements set out the general principles of trade union participation and collective bargaining and the functions of the different bargaining committees (social action, training, equality, working time, employment and career development, categories and occupational health).

In matters of safety, health and welfare, consultation and participation is carried out directly with workers or through their representatives. In those centres where the number of workers allows it, health and safety committees are established with equal representation from the company and trade unions.

At **Correos Telecom and Correos Express Portugal**, workers have not promoted their union representation and relationships between employers and employees are channelled directly through the area managers, who receive their proposals. At Correos Express Portugal, the collective bargaining agreement for road freight transport in Portugal applies, while Correos Telecom does not apply any collective bargaining agreement

Scope of collective agreements

In 2025, the percentage of Correos **contract staff covered by collective bargaining agreements** was 94%. The small number of employees who are not covered by collective bargaining agreements are governed by the provisions of Royal Legislative Decree 2/2015[51]. In the case of Correos Express and Correos Express Portugal, 100% of employees are covered.

Strategic Framework Agreement for Correos

In accordance with the Framework Agreement of 31 December 2024, on 15 March 2025 Correos signed a new agreement with the majority union, reaffirming the need to move forward with staff consolidation and the creation of quality jobs. Among the measures agreed upon are the voluntary and incentivised leave plan for civil servants and the break-up of several centres, measures that will be accompanied by an adaptation of the workforce policy aimed at guaranteeing employment.

[51] Royal Legislative Decree 2/2015, of 23 November, approving the revised text of the Workers' Statute Act.

Subsequently, on 31 July, a new agreement was signed with the union majority, which reinforced the adaptation of the workforce to facilitate the implementation of the 2024-2028 Strategic Plan and meet new business needs. The Employment Portal and the transfer competition were also regulated, and a commitment was made to address the staff rejuvenation plan and the new operating model in the bargaining committee.

Organisation and flexibilisation of working hours

A wide **variety of working hours** coexist within Correos, due to the heterogeneous nature of the services provided. Insofar as the organisation of work and the obligations of public service provision allow, the company makes it possible to work a continuous working day, from Monday to Friday in morning, afternoon or evening shifts, with the majority of employees working this type of working day.

In order to achieve a good work-life balance and efficient working practices, the collective **bargaining agreement provides for the bargaining, participation and information powers of the working time committee**. Similarly, any substantial modification of working days, working hours and/or shifts is subject to review by the central employment committee or the provincial employment committees.

At **Correos Express**, operational staff work continuous shifts in the morning, afternoon and evening, while management and supervisory staff work split shifts, with flexible hours that allow them to achieve a better work-life balance.

At **Correos Telecom**, working hours are organised according to assigned projects, within the legal limits, allowing for flexible working hours. Meanwhile, at **Correos Express Portugal**, the working day is split in accordance with national legislation.

The criteria and conditions for establishing a remote work programme in the Group's companies, as well as the policies relating to the right to digital disconnection, will be developed in accordance with the provisions of Act 10/2021[52] and in accordance with the instructions for application as a state company. Correos promotes work-life balance through awareness-raising and measures included in its internal regulations.

[52] Act 10/2021, of 9 September, on remote work.

Correos Group employment

GRI 2-7, 2-8, 203-2

At year-end 2025, the **Correos Group had an average workforce of 48,141 full-time equivalents (FTEs)**, of which 46,094 were employed by the parent company, Correos.

As a result of the agreements reached with trade unions, the **Employment Portal** was launched in December 2025. It was designed as a complementary tool to existing job banks and is intended to be temporary, aimed at identifying candidates available for hiring as temporary operational staff.

This Employment Portal enables individuals interested in working for the company **to register for various positions** (delivery, office or logistics centres) via a web platform in provinces where official job banks are exhausted or have no available candidates.

Incentivised voluntary leave

In June 2025, a total of 451 civil servants were granted incentivised voluntary leave, out of a total of 663 applications received. Preferential criteria such as age and mental and physical condition were applied for the selection.

Development of electoral processes

On the occasion of the **elections to the Parliament of Extremadura**, Correos provided all the technological, logistical and human resources necessary to **ensure the proper functioning of the postal voting system**. To this end, service was reinforced in centres and offices, the use of the appointment system was promoted, and additional personal digital assistants (PDAs) were incorporated into the distribution network and offices with the highest number of citizens. In addition, more than 600 workers were specifically tasked with delivering votes to polling stations throughout Extremadura on 21 December. In this process, Correos accepted **17,508 applications** and managed the receipt of 16,193 votes sent in by citizens.

Correos Group's average staff

grupoCorreos

48,141

Staff (FTE)

53% women

47% men

46,094 Correos

182 Correos Express Portugal

1,813 Correos Express

52 Correos Telecom

Support for talent and professional development

GRI 3-3, 404-3, 405-1

Attracting, developing and retaining talent are essential elements to support the achievement of strategic goals. The annual talent management cycle implemented by the Correos Group consists of three processes: **talent review**, the **performance appraisal** objectives system, and **professional training and development** plans.

Talent Review

The talent review process consists of an **assessment** carried out by each area of the company on its **strategic challenges** and the **associated skills** that will be required in the future. Employees can also communicate their expectations and interests in relation to their own development or that of their teams through a virtual interview and a **talent identification** questionnaire, respectively, for the subsequent definition of their training and development plans.

During the 2025 financial year, team leaders completed more than 4,600 **talent identification questionnaires** at Correos and **more than 5,100 across all Group companies**. In addition, 11,000 voluntary responses were collected for the virtual talent management interview, in which employees reflected on their professional needs and interests.

Performance appraisal objectives system

The performance appraisal objectives system is one of the pillars of the talent cycle, as it allows **individual performance to be linked to the company's strategic objectives**. In order to promote internal communication and alignment between managers and teams, **meetings** were organised **to set objectives and discuss performance**, facilitating the exchange of expectations, **ongoing support and regular feedback**.

5,100 talent identification questionnaires completed by **team leaders at Grupo Correos**

Professional development programmes

The company provides professionals with other tools aimed at boosting their training, employability and growth, such as the '**Clic programme**' (Programa clic) **for individual development**, the **'Young Talents programme'** (Jóvenes talentos) for business internships and the **'Substitution Programme'** (Programa de sustituciones), among others.

Around **11,000 employees** accessed the **'Clic Programme' for professional development**

1. **The 'Clic programme'** is one of the main instruments for individual development, aimed at **offering opportunities for personal and professional growth** in line with the company's strategic goals. During 2025, around **11,000 professionals voluntarily participated** in the programme, accessing initiatives such as:

   - The **Clic Community**, a space on the **Virtual Campus** that periodically offers new training content to participants, adapted to their interests.
   - The **360º Feedback** processes, with the participation of over 300 people.
   - The **+Cerca de negocio** (+Close to business) initiative, which enables immersive workshops to be held in offices, distribution units, or processing centres.
   - Training sessions and **meaningful experiences for self-awareness** and the acquisition of new skills.

2. The '**Young Talents' programme** is aimed at university students who wish to **complement their academic training with experience in the business environment**. These additions also enable the Correos Group companies to enrich themselves with **new ideas and perspectives**. Participants are accompanied by tutors from the company and can complement their training with workshops, seminars with experts, guided tours and intergenerational meetings, among other activities.

   During the financial year, **more than 70 students** joined Correos through more than 30 agreements with universities, and another **40 young people joined Correos Express and Correos Telecom**.

3. The **substitution programme** offers thousands of professionals in the operational area of Correos the opportunity to **temporarily take on positions of greater responsibility** in offices, distribution units, and centres. After completing a selection process, participants receive **theoretical and practical training that helps them adapt** to the position and **contributes to their professional growth**, while also ensuring business continuity.

Internal promotion, welcoming and mobility

The Correos Group remains **committed to internal promotion** as a mechanism for talent development and mobility, **prioritising internal candidates** when filling vacancies. It also offers **welcoming**, monitoring and individual support **programmes** to facilitate the integration and adaptation of those who take up new positions within the company.

Transfer competition

The transfer competition is an ongoing process that allows us to meet the **functional or geographical mobility** expectations of a significant proportion of Correos professionals, both civil servants and permanent employees (including all types of contracts), who apply for base positions in offices, distribution centres and processing centres.

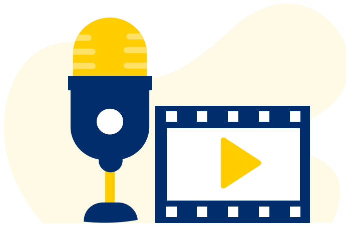
Last year, **2,449 workers** took up their new positions as a result of the **three awards made during the financial year**.

Internal communication channels

As part of its commitment to **continuously improving the employee experience**, last year Correos began implementing a **new**, more digitised, personalised and agile **employee service model**. In 2025, a pilot test of this system was carried out throughout the territory, with more than 11,000 consultations handled.

The company has a wide variety of internal communication channels, which enable it to communicate its purpose, values and strategy, reinforcing corporate culture and staff participation. These include the following:

Internal communication channels

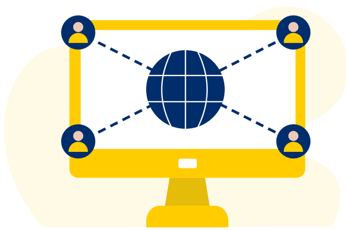


Radar Correos

Corporate newsletter offering audiovisual content —videos, infographics, and podcasts— with the latest news on the company's strategic projects.

Correos informa

Channel for the periodic dissemination of relevant corporate communications via email.



Conecta corporate intranet

Central space for information and participation regarding corporate projects and processes. It facilitates interaction and access to procedures, manuals, and various audiovisual resources about the company.

Notice boards

Located in workplaces, these are a key channel of internal communication for operational staff, which ensures that information reaches everyone.

In addition, there are recreational activities for staff and, in some cases, their families, such as **competitions** (like the children's drawing competition), educational activities, guided tours, volunteering initiatives and internal events.

Similarly, the Correos Group has various **formal channels** that allow all staff members to directly communicate their concerns, needs, or suggestions, such as the **ethics channel** or the various suggestion boxes. In addition, the **professional development programmes** have **mechanisms for gathering suggestions** and feedback, whether through surveys, questionnaires or internal forms, ensuring that staff are continuously listened to and that initiatives are adapted to their needs.

The Group's subsidiaries also have **suggestion boxes** and other communication channels, such as **regular meetings with managers**, notice boards, personalised letters, text messages or e-mails. Correos Express and Correos Telecom also have an **employee portal**, where news of interest is published (in addition to being disseminated by e-mail) and contributions and proposals are collected.

Training for new strategic challenges

GRI 3-3, 205-2, 404-1

The Correos Group **Annual Training Plan** focuses on responding to the strategic needs of the business and the professional development of its personnel.

In 2025, Correos recorded more than 372,000 participants in training initiatives (which totalled 476), amounting to **over 1.3 million teaching hours**. These figures represent an average of more than 25 hours of training per participant. Attendees' satisfaction was rated at 8.3 out of 10.

The training of its professionals was aimed at **improving the quality of public services and promoting diversification**, by incorporating new digital training methods and automated processes into its management.

In this context, particular attention is drawn to specific training initiatives designed to support the provision of services to citizens. Furthermore, following the agreement reached last year between Correos and the insurance company AXA, office managers received **training to enable them to sell insurance and reinsurance products**. In addition, customer service staff and executive teams in non-mediator offices throughout the country, as well as distribution staff in rural areas, also took part in awareness-raising and information activities, supporting the company's service vocation.

The **Virtual Campus,** Correos' **online training platform**, features various learning spaces, such as the Insurance Classroom (Aula Seguros) and the Clic Community (Comunidad Clic) (which regularly offers courses on a range of topics to participants in the **Clic Programme**). **In-person training** remained the preferred method for initiatives aimed at developing personal skills. In addition, the company offers an **m-learning programme**, accessible through the portable digital assistants (PDAs) used by delivery staff and staff at processing centres, which makes it accessible throughout the country.

As part of our **business support** initiatives, a programme on the **safe transport of dangerous goods by air** was rolled out; this programme was endorsed by the State Aviation Safety Agency (Agencia Estatal de Seguridad Aérea, AESA) and delivered to over **180 professionals in customer service, sorting and mid-level management**. Training courses were also organised on airport security in civil aviation, as well as operational safety at airports and in other areas. Thanks to these initiatives, **more than 90 employees at the international procesing centres obtained the necessary accreditation** to manage these activities in accordance with current regulations. In addition, training courses continued to be provided on the use of various **technological tools**, as well as on the **management of postal voting**, to support the work involved in the electoral process in Extremadura.

With regard to training **related to the employment cycle**, this involved providing training to participants in the **substitution programme** for mid-level management positions in distribution, offices and centres, through a combination of theoretical and practical on-site training. In addition, more than **17,800 teaching hours** were offered as part of the **open-call initiatives**, which in 2025 are aimed at **improving the customer experience**.

Training at Correos

1.3 M
training hours

27.8
training hours per female employee

23.6
training hours per male employee

12,800
people trained on information security

119,564
training hours on the prevention of risks at work

372,056
participations in training

27,500
people trained on personal data protection

35,136
attendances at training on prevention of money laundering

17,800
teaching hours on improving the customer experience

As part of the **skills development programme, more than 1,800 people** received training through different modalities, based on the individual and general needs identified in their performance appraisals and Talent Reviews.

In 2025, a **training** programme on **public procurement** was launched, delivered by experts from the company, comprising over 2,000 teaching hours. The aim was to enhance knowledge and keep professionals involved in the various procedures set out in Correos' procurement guidelines up to date with the latest regulations. In addition, contract managers received training, tailored to their specific roles, in the use of the company's new procurement platform, totalling over 1,400 hours.

In addition, a range of courses were delivered for the acquisition and/or consolidation of knowledge regarding **regulatory compliance** and the Group's **internal policies**, covering criminal risk prevention (with over **42,000 participants**), personal data protection (with around **27,500 attendees**) and **information security** (with **12,800 people trained**).

Finally, the **leadership** programme continued in 2025, targeting distribution employees, with the aim of strengthening their team management skills.

With regard to **Correos Express**, last year **259 training courses** were offered in areas such as cybersecurity, compliance and competition, personal data protection, risk control and management, AI and logistics management, amongst other topics. In total, there were 4,841 participants, with **23,854 teaching hours**, across the various modalities (online, virtual and in-person). In addition, role-specific training programmes continued to be developed to help new recruits settle in.

In 2025, the Correos Express Virtual Campus expanded its training resources on diversity, inclusion and women's empowerment, and made the course **'Raising Awareness of Equality in the Workplace'** available to new recruits. Furthermore, in terms of health promotion, training in the safe **handling of goods** using the DOTTE Method is provided on a regular basis.

The training initiatives organised by **Correos Telecom**, which saw attendance figures double to 333 participants, covered areas such as regulatory compliance, information security, the use of digital tools and skills development, totalling **2,432 hours of training delivered. Correos Express Portugal**, for its part, delivered **2,283 hours of training**, attended by 1,836 participants.

Equal, diverse and inclusive management

GRI 2-23, 2-24, 3-3, 401-2, 405-1

Correos actively promotes an **inclusive work environment** and aims to foster a management model and leadership style among its professionals that favours a plurality of ideas and perspectives. As a public company, it aims to reflect an increasingly diverse, heterogeneous, global and inclusive society, **promoting equal treatment and opportunities** for all people.

From this perspective, the **integration of diversity, equality and inclusion in business policies and processes** becomes an accelerating lever for change management, necessary for the achievement of a new business model.

The company has a **diversity and inclusion policy** that complements the measures set out in the Third Collective Bargaining Agreement for contract staff, the General Agreement for civil servants and the Second Equality Plan. This roadmap is structured around **five dimensions** (gender, generational, disability, cultural and LGBTIQ+ diversity) and is implemented through **seven key areas of work** aimed at fostering a plural, equitable and inclusive culture:

- **Professional development**, aimed at identifying and addressing potential inequalities.
- **Diversity training**. In 2025, the online course —which forms part of the **training programme focused on diversity**— continued to be delivered, with **over 19,200 people** completing it, thereby raising staff awareness of inclusion.
- Promotion of '**unlabeled' talent** through the **'Clic'** o 'Young Talents' programmes.
- Promotion of a **culture of equality, inclusion and diversity**, based on respect.
- **Promotion of sustainability**, the achievement of the 2030 Agenda, the empowerment of women, and solutions to demographic challenges.
- Promotion of health, committing to becoming a **healthy company**.
- **Internal and external communication and awareness-raising** through specific content on the corporate intranet, guides on inclusive language from a gender, cultural, anti-racist and LGBTIQ+ perspective, as well as the organisation of campaigns such as #8Mtodoelaño (#IWDEveryDay), generational diversity, European month of diversity, LGBTIQ+ month, rural women, people with disabilities and against gender-based violence, among others.

Diversity and inclusion agenda

Work axes

Communication
Internal and external communication and awareness-raising

Healthy company
Health promotion to become a 'healthy company'

Culture
Creating an equal, inclusive and diverse culture

Talent
Promoting talent 'without labels'

Training
Diversity training throughout the employee's life cycle

Sustainability
Promoting sustainability, as well as the achievement of the 2030 Agenda, the promotion of women and solutions to the demographic challenge

Professional development
Identifying and addressing potential inequalities

Dimensions

Gender | **LGBTIQ+** | **Cultural** | **Functional** | **Generational**

The diversity and inclusion agenda is characterised by being **global** (acting on several dimensions), **transversal** (impacting all areas of the company), **social** and **committed to internal and external initiatives** that support these principles. National and international standards and programmes to which the company adheres include:

- The seven **Women's Empowerment Principles (WEPs)**, developed by the United Nations Global Compact in partnership with UN Women. By adhering to these principles, Correos promotes practices such as equal pay and equal opportunities, and a zero-tolerance approach to harassment.
- The **Diversity Charter**, a code comprising ten principles through which companies and institutions are committed to promoting the principles of equality, diversity and inclusion in the workplace. This initiative is supported by the European Commission.
- The **X Digital Talent project**, in which Correos is part of its advisory board. This is a lifelong learning programme aimed at improving the knowledge and technological skills of people with disabilities, under the coordination of the ONCE Foundation and its associations Inserta Empleo and Inserta Innovación and with the support of the European Social Fund.
- The Generation and Talent Observatory's **Code of Principles on Generational Diversity**, which promotes people management based on equal opportunities and respect for all generations.
- **The LGBTIQ+ Standards of Conduct of the United Nations**. Correos was one of the first public companies to sign up to this commitment, an internationally recognised standard comprising five principles on corporate responsibility regarding the visibility, non-discrimination and respect for the rights of LGBTIQ+ people.
- The **LGBTIQ Diversity and Inclusion Business Network** (REDI), which promotes respectful, inclusive and safe workplaces.

As a result of the progress made through this diversity and inclusion agenda, Correos received the following **awards** last year:

- The '**Best Company for All Talent**' seal, which recognises leading organisations in Diversity, Equity and Inclusion (DE&I), and the '**Empowering Women's Talent**' seal, which certifies a commitment to the development of female talent and equal opportunities, awarded by Equipos&Talento.
- The **InfoJobs Awards** ranked Correos tenth among Spain's 50 best-rated companies, following a comparative analysis of more than 120,000 companies and over four million reviews from current and former employees collected between 2019 and 2024.

- **Certifications granted by INTRAMA: Best Women Talent Company**, as one of the 30 Spanish companies most committed to the visibility and promotion of female talent, and **Top Diversity Company**, as one of the 50 leading organisations in diversity and inclusion.

- Honourable Mention in the Instituto Más Mujeres' **Women Approved** ranking, which highlights best practices in gender equality and women's career advancement.

- **TOP EX Company by INTRAMA**, ranking among the 30 leading Spanish companies in the implementation of employee experience strategies, for its ability to create a positive, people-centred working environment

- **Andalusian Mark of Excellence in Equality**, an award granted for the first time to Correos by the Regional Government of Andalusia, in recognition of the company's promotion of effective equality between women and men in the workplace.

- **Merco Talento**, which recognised Correos as the leading company in the freight transport sector in terms of attracting and retaining talent in Spain.

- The **TOP WELLBEING COMPANY** certification, awarded to the company for the second year in a row, recognises it as one of the TOP 40 companies with best practices in occupational health and corporate well-being from a 360-degree perspective (emotional, physical, nutritional, financial, social and environmental).

The Correos Group is also involved in various **social awareness initiatives**. Thus, Correos issued a commemorative stamp as part of its 'Civil Rights' series to mark the 20th anniversary of same-sex marriage. For its part, Correos Express once again took part in the 'High Heels Run' held in Madrid in July, in support of the rights of the LGBTIQ+ community, whilst Correos Telecom joined in the celebrations on 8 March.

Equality and prevention of discrimination

The Correos Group implements specific procedures designed to prevent, mitigate and address immediately any instances of discrimination in key processes such as recruitment, promotion, professional development, internal communication and talent management, among others.

The **General Code of Conduct** of the Correos Group establishes the company's principles on diversity and inclusion, with the aim of **preventing any type of discrimination** or harassment and to ensuring equal treatment and opportunities, **promoting diversity as a strategic pillar**, as well as **respect for human rights** and fundamental freedoms. These guidelines are also supported by Correos' Second Equality Plan, its **Human Rights Policy** and other internal regulations, which set out obligations and mechanisms to ensure equal treatment, whilst actively promoting these values across all areas of the company.

In terms of gender equality, in 2025, **54% of Correos' professionals were women** (53% of the Group's workforce). The company, which achieved gender parity several years ago, has managed to **exceed 30% female representation across all professional groups** and continues to implement measures aimed at increasing the presence of women at management level, in line with the overall objectives of its Second Equality Plan.

In November 2025, Correos set up the bargaining committee for its **Third Equality Plan**. At the same time, it began developing a **new equality assessment**, based on an analysis of various aspects, such as recruitment and hiring processes; training and career progression; occupational health and safety with a gender perspective; and equal pay for women and men, among others.

Within the framework of this bargaining committee and in line with the commitment set out in the 'Framework Agreement between Correos and the Trade Unions on the basic principles to be incorporated into the Fourth Collective Bargaining Agreement' , there was also a proposal to update the **protocol to combat psychological, sexual and gender-based harassment**, to bring it into line with recent regulatory changes, as well as to draw up a specific protocol for the LGBTIQ+ community.

The **Correos Group** has a **gender-balanced workforce**, comprising **53% women** and **47% men**

Similarly, **Correos Express' Second Equality Plan**, adopted in 2025, includes specific lines of action to ensure equal opportunities in recruitment, promotion and professional development processes; to offer specific training on equality; to facilitate a healthy work-life balance; to offer protection measures for female employees experiencing gender-based violence; and to adapt internal and external communications to ensure its gender neutrality.

The subsidiary also has a procedure for preventing psychological harassment and a **protocol for preventing and addressing sexual harassment**, gender-based harassment and other conduct that infringes upon sexual freedom and moral integrity in the workplace.

In 2025, Correos Telecom also adopted its **First Equality Plan**, alongside a Protocol against sexual and gender-based harassment. The plan sets out measures designed to ensure equal treatment and opportunities for women and men, prevent discrimination and promote an inclusive working environment, and serves as the framework for the company's actions in this area.

As **Correos Express Portugal** does not fall within the scope of these regulations, it does not have any specific plans in place, although it promotes a management approach that fosters equal opportunities, having adopted its own protocol of action against workplace harassment last year.

In order to promote equal employment opportunities for all, by 2025 the Group's companies had employed 1,165 **people with disabilities**, working in partnership, as required by the regulations, with foundations, special employment centres and occupational centres that support their full integration into the workplace.

Work-life balance

The **work-life balance** measures set out in the company's internal regulations, which apply to all employees, in many cases **go beyond the requirements of current labour legislation** (extended breastfeeding leave, reduced working hours to care for a family member or child with a serious illness, and extended leave, among others).

In the field of **training**, the company promotes the use of online methods and virtual tools, which not only improve access to courses but also help employees achieve a better work-life balance.

The company also has specific policies for the assistance and **protection of victims of gender-based violence**, ensuring a swift and confidential process through measures such as reduced working hours and special consideration of the victim's absences, leave of absence due to gender-based violence, and the guarantee of a work transfer. It also includes **the risk of sexual violence and harassment in the risk assessments** of jobs, with the aim of guaranteeing and protecting the right to sexual freedom and the eradication of all sexual violence.

In this regard, Correos has for many years been one of the public companies **participating in the 'Companies for a Society Free of Gender-Based Violence' (*Empresas por una sociedad libre de violencia de género*) initiative**, promoted by the Government Delegation against Gender-Based Violence, thereby helping to raise public awareness. The corporate intranet features a guide on gender-based violence and a leaflet summarising the key information on how to seek support and assistance, as well as a training resource on this topic on the Virtual Campus.

In accordance with the provisions of certain applicable provincial collective bargaining agreements, **Correos Express** also offers **additional measures** to support a healthy work-life balance, such as improved breastfeeding leave.

Social benefits for employees

By the end of 2025, more than 24,000 employees of the Correos Group were registered on the **Beneficios360** platform, which was launched in 2024 and offers 25 types of **social initiatives, tax benefits, discounts on products and services, and well-being programmes**, grouped into four categories:

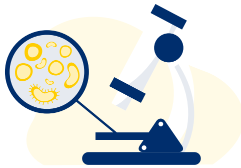
Beneficios360

1. Social action

These grants are intended to meet the various needs of workers and their families, in terms of medical treatment, children's education, books and school supplies, and care for children with disabilities. Permanent and temporary contract staff, depending on their length of service, are also eligible for grants towards university studies or in the event of death (as already provided for in the benefits offered by MUFACE to civil servants). In addition, employees with a permanent employment relationship have the possibility to apply for interest-free loans. As part of its 2025 social action initiative, Correos awarded **13,154 grants** and 1,327 interest-free loans. **Correos Express** granted a further **3,019**.

2. Financial well-being

Life and accident insurance policies are offered on favourable terms, as well as pension plans, salary advances, exclusive discounts and special promotions on leisure, culture, health, sports equipment and consumer goods.



3. Physical and emotional well-being

In order to provide comprehensive health care, early detection campaigns for colon and prostate cancer are offered, as well as an emotional support programme.

4. Tax benefits

A voluntary flexible remuneration and tax benefits scheme is available, allowing each employee to tailor the composition of their remuneration package to suit their personal needs. Some of the provisions include the option to take out health insurance for the employee and their family, childcare services, nursery school, and a public transport pass valid throughout the region from 2026. Non-tax-related benefits for civil servants are also provided.

Last year, **new benefits were introduced**, such as a tax allowance to reduce **childcare costs**, a **tax advice** scheme, benefits when taking out AXA **insurance** policies, additional **discounts** on products, **Correos services such as currency exchange**, etc.

In addition, in order to promote sustainable mobility, a **pilot scheme** was launched **in Catalonia** offering benefits in kind for the purchase of public transport passes or tickets for commuting to work, an initiative that will be rolled out across the rest of the country in 2026. Likewise, to encourage more sustainable transport for employees by promoting the use of public transport and other more efficient modes of transport, in line with the new requirements set out in the Sustainable Mobility Act (Ley de movilidad sostenible) and other regional regulations, **workplace mobility plans** for four centres were submitted to the Regional Government of Catalonia, in accordance with the requirements of Decret (Catalan Decree) 132/2024[53].

During the financial year, around 1,400 employees signed up for the **tax benefit** scheme for health insurance, and 104 applied for childcare services.

For their part, Correos and Correos Telecom have a **pension scheme** for their employees. However, since 2012, in compliance with Royal Decree-Law 20/2011[54], no contributions have been made to this plan, although employees may make them voluntarily. The Group's other subsidiaries do not have pension plans.

[53] Decret 132/2024, de 30 de juliol, pel qual s'aprova el Pla de qualitat de l'aire, horitzó 2027, el Pla d'acció a curt termini per alts nivells de contaminació de l'aire i les determinacions normatives per assolir els objectius de qualitat de l'aire.

[54] Royal Decree-Law 20/2011, of 30 December, on urgent budgetary, tax and financial measures to correct the public deficit.

Safe and healthy working environment

GRI 2-8, 2-25, 3-3, 403-1, 403-2, 403-5, 403-6

The commitment to **protecting and promoting the health** of employees is a cross-cutting priority for the Correos Group, which is reflected in the integration of preventive measures across all areas and levels.

Correos has an Occupational Health and Safety Policy, updated in 2025 and available on the corporate intranet, which sets out management's commitment to the well-being of its employees and promotes initiatives that foster a culture of health.

Furthermore, during the past financial year, progress was made in implementing a Road Safety Management Plan, based on the requirements of the **UNE-ISO 39001: 2013** 'Road Safety Management System. Requirements and recommendations for good practice' **standard**, with various initiatives, including the approval of a new **Road Safety Policy** that defines the company's commitments in this area, with the aim of reducing work-related road accidents. To this end, it promotes a preventive culture based on safe driving and strict compliance with traffic regulations, among others. A **Road Safety Committee** was also set up to oversee the implementation and monitoring of the Plan, and training and awareness-raising strategies were developed in this area.

Correos has its **own occupational health and safety service** (covering the four specialist areas of occupational safety, industrial hygiene, ergonomics, applied psycho-sociology and occupational medicine), with offices throughout the country, to identify any risk that may affect the health and safety of staff and customers.

Each year, the company sets a strategic target for reducing sick leave and sets targets relating to accident rates and prevention, in accordance with the procedures set out in the Prevention Plan.

Likewise, **Correos Express** has an **Occupational Health and Safety Policy**, aligned with the requirements of the ISO 45001:2018 'Occupational Health and Safety Management Systems' standard and integrated into the company's Quality, Environment and Safety Policy. As part of the commitments associated with maintaining this certification, the company sets annual targets aimed at reducing the accident rate.

The **Correos Express' own occupational health and safety service** covers the specialist areas of occupational safety, industrial hygiene and ergonomics-psycho-sociology, whilst occupational medicine is managed by an external service provider, as is the case with **Correos Express Portugal** and **Correos Telecom** for all areas.

Since 2025, **Correos Express Portugal** has also had its own **Occupational Health and Safety Policy**.

Healthy company

For several years now, the company has been running the **'Healthy Correos' initiative** (Correos saludable), which promotes habits designed to improve the health of its employees through a multidisciplinary approach, encompassing both physical and emotional well-being. As part of this initiative, the following actions were carried out last year:

- The launch of the new **Senior Health Programme** (Programa de salud senior), part of the **'Clic Programme'** (Programa Clic) and designed to help the company's staff adopt healthy habits and improve their well-being at this stage of life. In this area, an online course was delivered last year and four sessions were held to explore the following topics: nutrition in older age, active ageing, self-care, and the importance of sleep and mindfulness.
- The **emotional support programme**, which enables employees to access free online or in-person sessions with mental health professionals, with complete confidentiality guaranteed.
- The offer of **health insurance for employees and their families** at competitive rates, as part of the **Beneficios360 scheme**.
- The organisation of a **blood donation drive**, in collaboration with the Red Cross, at the company's headquarters.
- **Training and awareness-raising**, through participation in the 'Health and Safety Week' and other occupational health and safety forums, or on the occasion of various World Days dedicated to different types of cancer, mental health or heart disease, among others.

Occupational health and safety certifications

The companies within the Correos Group have an **occupational health and safety management system** in place, which is subject to internal and external audits. In 2025, Correos successfully passed the mandatory external audit of its system, which is required every four years.

In addition, the company also achieved the **'Healthy company' certification**, improving its previous score to 93.4%.

Correos Express, for its part, holds the **ISO 45001:2018 certification for the occupational health and safety management system** at its facilities in Getafe, Benavente and Seville, as well as at its head office in Madrid.

These certifications demonstrate the commitment of the Group companies to actively and continuously improve the comprehensive health of their employees and to create a safe working environment.

Correos Express holds the **ISO 45001:2018 certification** for its **occupational health and safety management system**

Efficient preventive management

Correos has an **Occupational Health and Safety Plan**, comprising all the procedures designed to promote a safe and healthy working environment and minimise potential risks in the course of professional activities. In this area, the following measures were implemented in 2025:

1. The **Health Monitoring Plan**, which provides annual medical check-ups for all company employees, including, on a voluntary basis, early-detection screening for prostate cancer for all men over the age of 45, and early-detection screening for colorectal cancer for those over the age of 50 or with a personal or family history of the disease.

   - In 2025, 16,905 **medical check-ups** were carried out, adapted to different positions and personal circumstances.

   - As part of the annual **flu vaccination** campaign, which is specifically aimed at vulnerable groups, 1,221 flu vaccines were administered.

2. **The assessment and reporting of occupational risks and preventive measures.**

   - Last financial year, **more than 35,600** people received training **in occupational health and safety**, with **119,564** teaching hours. In addition, it involved training for 1,508 managers and 47 members of provincial health and safety committees in basic risk prevention.

   - The company develops an annual preventive Training Plan, which includes **specific training** on the **manual and mechanical handling of loads**, as well as **road safety**, with the creation of two specific modules on the use of motorcycles and four-wheeled vehicles and the publication of road safety content on internal communication channels. This provides preventive measures to address the main causes of accidents at Correos: falls on the same level, road traffic accidents and overexertion, which are directly linked to the work of sorting and delivery staff whether on foot or by vehicle.

   - A total of 80,315 **health and safety information sheets** were distributed to 30,725 workers, including specific information for each position and workplace regarding risks, preventive measures and emergency protocols.

   - Correos carried out **risk assessments** at 414 centres and conducted 173 psychosocial risk assessments, 30 ergonomic assessments, 432 emergency plans and 329 specific studies. Likewise, occupational health and safety aspects were assessed in 676 internal audits and 319 evaluations of the effectiveness of integration, carried out by occupational health and safety specialists.

3. The implementation and **review of prevention and security protocols**.

   - In 2025, the protocol of **action in the event of adverse weather conditions** was updated, clarifying and expanding the measures to be taken in each of the possible alert situations arising from different meteorological phenomena. In addition, **awareness campaigns** were launched through internal communication channels in an effort to minimise the risks associated with these phenomena.

   - The company revised and implemented other procedures and protocols, such as those relating to the management of working conditions, the Emergency Plan, vehicle loading and **accident investigations**, particularly road traffic accidents. The analysis of road traffic accidents was also improved through the introduction of new indicators.

4 **Collaboration with hospital teaching departments** to be recognised as rotation centres for both occupational medicine and occupational nursing residents.

5 The **management and prevention of sick leave**, through the implementation of the '**Unidades Focos' programme**, which focuses on closely monitoring the departments with the highest rates of sick leave.

The Group's **subsidiaries** have **occupational risk prevention systems**, the management of which is integrated at all organisational levels. Last year, **Correos Express** delivered 2,284 hours of training in occupational health and safety, carried out 956 medical check-ups and conducted risk assessments at 37 centres, with a particular focus on planning preventive measures at branches undergoing the separation process from Correos.

Correos Telecom also offered voluntary health check-ups to its staff, alongside training in occupational health and safety and regular updates on healthy lifestyle habits. As part of this training programme, the company held a course for the entire workforce entitled 'STOP Stress: How to Manage Workplace Stress', designed to provide tools for identifying, preventing and effectively managing stress in the workplace. It also carried out an audit of the equipment and tools used by professionals carrying out maintenance work on telecommunications infrastructure.

Occupational health and safety for suppliers

The Group's companies have specific procedures in place, which are available to suppliers (Correos updated its own in 2025), as well as IT applications, for managing documentation and monitoring compliance with the Business Activities Coordination Unit's guidelines on accident prevention. This ensures the health and safety of their own employees as well as those of partner companies. Correos Telecom also has a zero-accident programme for all its subcontractors.

Correos healthy company

Workplace risk prevention

- Review and update of prevention plan procedures
- Own prevention service with 4 specialities

Safety, hygiene, ergonomics and applied psychosociology

- Occupational risk assessments
- Emergency plans
- Training, communication and awareness-raising
- Road Safety Plan
- Preventive measures against adverse weather conditions

Health monitoring

- Periodic medical check-ups
- Health care and first aid
- Re-training for vulnerable and pregnant workers

173
psychosocial risk assessments

329
specific risk studies (noise, ergonomics, work equipment, ATEX)

80,315
health and safety data sheets submitted, including risks by job and work centre

119,564
training hours in prevention

432
emergency plans

16,905
preventive medical check-ups carried out

414
sites where risk assessments were carried out

- ✔ Psychological support service
- ✔ Fundación Freno al Ictus 'brainprotected space' certification

Physical well-being

- Annual flu vaccination campaign
- Healthy eating
- Physical activity and postural hygiene
- Management of temporary incapacity
- Breast, prostate, and colorectal cancer prevention
- Senior health program

Emotional well-being

- Positive attitude
- Self-knowledge
- Positive change management
- Managing emotions

Labour indicators

GRI 2-7, 2-21, 401-2, 401-3, 403-9, 403-10, 404-1, 405-1, 405-2

	Correos		Correos Express		Correos Express Portugal[1]		Correos Telecom	
	2025	2024	2025	2024	2025	2024	2025	2024
Staff by gender								
Women	24,779	25,919	620	612	52	55	12	14
Men	21,316	22,284	1,193	1,231	130	126	39	38
Staff by age[2]								
Under 30	1,428	1,560	202	217	28	32	4	7
30 to 50	19,414	21,037	942	977	111	112	30	29
Over 50	25,252	25,607	669	648	43	37	17	16
Staff by nationality								
National	45,881	47,992	1,692	1,711	154	157	49	50
Other nationalities	214	211	121	131	28	24	2	2
Staff by professional category								
Management and staff not covered by collective bargaining agreements	151	156	30	21	3	4	1	1
Senior technical staff and managers	551	553	179	21	48	43	5	5
Mid-level technical staff and supervisors	814	810	666	529	65	70	45	45
Mid-level managers	5,839	5,923	173	225	-	-	-	-
Operational staff	38,708	40,721	759	1,040	66	64	1	1
General services staff	32	40	7	8	-	-	-	-

The sums of the employment figures for Correos, Correos Express and Correos Telecom are, in some cases, affected by decimal places.
[1] In Correos Express Portugal, the category Senior technical staff and managers includes mid-level managers.
[2] The age ranges have been modified. The 2024 figures have been updated in line with the new methodology to allow for comparability.

	Correos		Correos Express		Correos Express Portugal		Correos Telecom	
	2025	**2024**	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**
Staff by type of contract and gender								
Permanent staff								
Women	20,577	21,305	585	559	52	55	12	14
Men	17,503	18,355	1,123	1,108	130	126	39	38
Temporary staff								
Women	4,202	4,614	35	53	0	0	0	0
Men	3,813	3,929	71	123	0	0	0	0
Staff by type of working hours day and gender								
Full-time								
Women	22,789	23,770	529	479	51	55	12	14
Men	20,287	21,153	1,089	1,055	115	117	39	38
Part-time								
Women	1,989	2,149	91	134	1	0	0	0
Men	1,028	1,131	104	176	15	10	0	0

The sums of the employment figures for Correos, Correos Express and Correos Telecom are, in some cases, affected by decimal places.

	Correos		Correos Express		Correos Express Portugal		Correos Telecom	
	2025	**2024**	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**
Staff by type of contract and age[1]								
Permanent staff								
Under 30	388	565	167	156	28	32	4	7
30 to 50	15,529	16,833	891	889	111	112	30	29
Over 50	22,162	22,262	650	622	43	37	17	16
Temporary staff								
Under 30	1,040	995	36	62	-	-	0	0
30 to 50	3,885	4,204	51	88	-	-	0	0
Over 50	3,090	3,345	19	26	-	-	0	0
Staff by type of working hours and age[1]								
Full-time								
Under 30	1,133	1,226	154	ND	25	30	4	7
30 to 50	17,841	19,231	846	ND	102	105	30	29
Over 50	24,103	24,466	619	ND	40	36	17	16
Part-time								
Under 30	295	334	49	ND	3	2	0	0
30 to 50	1,574	1,805	96	ND	9	7	0	0
Over 50	1,149	1,140	50	ND	3	1	0	0

The sums of the employment figures for Correos, Correos Express and Correos Telecom are, in some cases, affected by decimal places.
[1] The age ranges have been modified. The 2024 figures have been updated in line with the new methodology to allow for comparability.

	Correos		Correos Express		Correos Express Portugal[1]		Correos Telecom	
	2025	2024	2025	2024	2025	2024	2025	2024
Staff by type of contract and professional category								
Permanent staff								
Management and staff not covered by collective bargaining agreements	149	155	30	21	3	4	1	1
Senior technical staff and managers	550	550	178	20	48	43	5	5
Mid-level technical staff and supervisors	792	792	639	504	65	70	45	45
Mid-level managers	5,835	5,891	172	219	-	-	-	-
Operational staff	30,721	32,250	681	894	66	64	1	1
General services staff	32	23	7	8	-	-	-	-
Temporary staff								
Management and staff not covered by collective bargaining agreements	2	2	0	0	0	0	0	0
Senior technical staff and managers	1	3	1	1	0	0	0	0
Mid-level technical staff and supervisors	21	18	26	25	0	0	0	0
Mid-level managers	4	33	1	6	-	-	-	-
Operational staff	7,986	8,470	77	145	0	0	0	0
General services staff	0	17	0	0	-	-	-	-
Staff by type of working hours and professional category								
Full-time								
Management and staff not covered by collective bargaining agreements	150	156	30	21	3	4	1	1
Senior technical staff and managers	550	552	175	21	48	43	5	5
Mid-level technical staff and supervisors	814	810	614	455	65	70	45	45
Mid-level managers	5,837	5,921	172	219	-	-	-	-

	Correos		Correos Express		Correos Express Portugal[1]		Correos Telecom	
	2025	2024	2025	2024	2025	2024	2025	2024
Operational staff	35,700	37,455	620	811	50	54	1	1
General services staff	26	30	7	7	-	-	-	-
Part-time								
Management and staff not covered by collective bargaining agreements	1	1	0	0	0	0	0	0
Senior technical staff and managers	1	1	4	0	0	0	0	0
Mid-level technical staff and supervisors	0	0	51	74	0	0	0	0
Mid-level managers	2	2	1	6	0	-	-	-
Operational staff	3,007	3,266	138	228	16	10	0	0
General services staff	7	10	0	1	0	-	-	-

The sums of the employment figures for Correos and Correos Express are altered in some cases by decimals.
[1] In the case of Correos Express Portugal, the category Senior technical staff and managers includes mid-level managers.

	Correos		Correos Express		Correos Express Portugal[2]		Correos Telecom	
	2025	**2024**	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**
Dismissals by gender (%)[1]								
Women	0.11	0.07	0.32	0.98	19.70	30.56	0.00	0.00
Men	0.25	0.22	2.01	2.76	24.49	19.30	0.00	0.00
Dismissals by age (%)								
Under 35	0.25	0.22	5.43	3.46	24.39	15.22	0.00	0.00
36 to 45	0.17	0.13	0.74	2.53	21.95	13.51	0.00	0.00
46 to 60	0.15	0.14	1.20	1.59	23.08	41.67	0.00	0.00
Over 61	0.24	0.04	0.00	0.00	28.57	25.00	0.00	0.00
Dismissals by professional category (%)								
Management and staff not covered by collective bargaining agreements	2.66	5.75	3.32	17.17	25.00	20.00	0.00	0.00
Senior technical staff and managers	0.36	1.08	0.56	4.10	16.95	18.52	0.00	0.00
Mid-level technical staff and supervisors	0.25	0.12	0.30	1.32	24.44	20.65	0.00	0.00
Mid-level managers	0.17	0.15	0.00	0.86	-	-	-	-
Operational staff	0.16	0.10	2.90	2.69	23.73	23.15	0.00	0.00
General services staff	0.00	0.00	0.00	0.00	-	-	-	-

[1] Dismissals = number of dismissals of (women, men) / total number of members of the corresponding group (women, men).
[2] In Correos Express Portugal, the category Senior technical staff and managers includes mid-level managers.

Correos	**2025**			**2024**		
Average remuneration by professional category and gender (euros)[1,2,3]						
Contract staff	**Men**	**Women**	**Gender pay gap (%)**	**Men**	**Women**	**Gender pay gap (%)**
Executive	177,512[4]	159,831[4]	10	161,466	140,802	13
Deputy Director	102,809	107,343	-4	105,742	101,449	4
Unit Manager	83,394	-	-2	83,768	-	-1
Manager	90,522	81,035	10	88,092	85,630	3
Area Manager	67,016	68,000	-1	67,724	67,347	1
Senior Technician 1	57,953	55,147	5	58,099	54,561	6
Senior Technician 2	51,952	51,746	0	53,347	50,946	5
Senior Technician 3	48,727	47,295	3	48,121	48,666	-1
Senior Technician 4	41,673	41,013	2	41,447	40,942	1
Mid-level Technician 1	45,663	46,987	-3	45,456	46,942	-3
Mid-level Technician 2	40,054	43,983	-10	41,292	40,757	1
Mid-level Technician 3	38,990	38,078	2	38,338	37,585	2
Mid-level Technician 4	35,557	34,551	3	35,552	34,967	2
Head of Network Sector 1	0	0	-	0	0	-
Head of Network Sector 2	0	0	-	0	0	-
Head of Network Sector 3	0	0	-	0	0	-
Head of Network Sector 4	40,180	40,020	0	39,244	40,243	3
Head of Corporate Support 1	0	0	-	0	0	-
Head of Corporate Support 2	49,545	-	0	56,525	0	15
Head of Corporate Support 3	43,166	44,221	-2	43,915	45,638	-4

Continue >

Correos	2025			2024		
Head of Corporate Support 4	0	-	-	0	-	-
Head of Corporate Support 5	37,944	0	-	37,483	0	-
Sales Coordinator 1	0	0	-	0	0	-
Sales Coordinator 2	48,094	45,251	6	47,894	47,453	1
Sales Coordinator 3	46,424	49,157	-6	46,319	47,135	-2
Sales Coordinator 4	41,786	-	-11	40,901	-	-17
Head of Distribution Sector/Centres 1	0	0	-	38,733	38,911	0
Head of Distribution Sector/Centres 2	47,340	-	-10	47,673	-	-14
Head of Distribution Sector/Centres 3	49,296	44,987	9	43,382	46,160	-6
Head of Distribution Sector/Centres 4	43,772	44,611	-2	43,008	44,338	-3
Head of Distribution Sector/Centres 5	41,122	39,695	3	40,887	40,701	0
Head of Administrative Unit 1	36,278	34,619	5	36,235	34,966	4
Head of Administrative Unit 2	34,303	37,277	-9	33,307	36,300	-9
Head of Administrative Unit 3	33,568	33,459	0	33,553	34,836	-4
Head of Administrative Unit 4	33,628	33,186	1	34,368	32,385	6
Head of Administrative Unit 5	0	0	-	0	-	-
Sales Management 1	0	-	-	0	-	-
Sales Management 2	0	0	-	0	0	-
Sales Management 3	37,352	37,674	-1	36,399	36,592	-1
Deputy Office Manager 1	44,090	42,340	4	40,771	42,303	-4
Deputy Office Manager 2	40,749	40,131	2	39,528	43,489	-10
Deputy Office Manager 3	35,539	35,246	1	35,719	34,892	2
Deputy Office Manager 4	32,971	32,691	1	32,759	32,342	1

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Correos	**2025**			**2024**		
Deputy Office Manager 5	31,711	31,591	0	31,730	31,419	1
Deputy Office Manager 6	28,849	28,960	0	29,897	29,507	1
Banking Management 1	0	0	-	0	0	-
Banking Management 2	0	0	-	0	0	-
Head of Distribution Unit/Centres 1	38,365	38,735	-1	0	0	-
Head of Distribution Unit/Centres 2	36,917	34,957	5	35,865	35,974	0
Head of Distribution Unit/Centres 3	32,415	32,577	-1	33,472	33,564	0
Head of Distribution Unit/Centres 4	33,344	32,110	4	33,493	32,943	2
Head of Distribution Unit/Centres 5	0	0	-	0	0	-
Team Leader 1	31,197	-	14	31,509	0	-
Team Leader 2	28,902	28,752	1	29,106	29,523	-1
Team Leader 3	0	0	-	0	0	-
Corporate Support Manager 1	30,364	29,117	4	30,536	29,175	4
Corporate Support Manager 2	29,168	29,710	-2	32,630	31,694	3
Corporate Support Manager 3	25,994	26,208	-1	26,509	26,441	0
Customer Service 1	0	0	-	0	0	-
Customer Service 2	24,403	24,654	-1	24,411	24,908	-2
Administration 1	0	0	-	0	0	-
Administration 2	22,315	24,656	-10	23,585	24,735	-5
Delivery 1	24,408	24,886	-2	24,719	25,482	-3
Delivery 2	22,633	23,033	-2	23,243	23,812	-2
Agent/classification 1[5]	22,940	22,675	1	22,533	22,315	9
Agent/classification 2	22,580	22,871	-1	22,678	22,631	0

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Correos	2025			2024		
Labourer	-	-	-2	21,512	-	6
Cleaner	0	21,849	-	0	21,527	-
Nexea Correos Staff						
Project Manager	47,404	0	-	46,142	0	-
Technical Analyst and Project Manager	41,711	-	19	39,399	-	17
Qualified Technician	29,890	30,370	-2	28,923	29,426	-2
Specialist Technician	-	0	-	-	0	-
Technical Assistant	-	17,283	7	-	19,741	-5
Head of Administration	0	-	-	0	-	-
Qualified Administrative Officer	0	31,207	-	0	30,127	-
Specialist Administrative Officer	-	28,831	-32	-	28,258	-33
Administrative Assistant	0	28,274	-	0	26,415	-
Commercial Manager	-	-	-	-	-	-
Sales Representative	-	-	-	-	-	-
Warehouse Manager	-	0	-	-	0	-
Warehouse Staff	-	0	-	-	0	-
Forklift Operator	19,936	0	-	18,832	0	-
Workshop Assistant	0	-	-	0	-	-
Team Leader	37,011	0	-	36,426	0	-
Qualified Digital Printing Officer	27,614	0	-	27,136	0	-
Digital Printing Officer	19,208	18,766	2	20,398	19,825	3
Specialist Digital Printing Officer	22,602	22,942	-2	0	0	-
Executive	73,153	0	-	71,999	-	-4

Correos	2025			2024		
Average remuneration by professional category and gender (euros)[1, 2, 3]						
Civil servants	**Men**	**Women**	**Gender pay gap (%)**	**Men**	**Women**	**Gender pay gap (%)**
Deputy Director	111,755	0	-	102,424	-	4
Manager	89,733	-	-18	-	-	-7
Area Manager	77,700	70,793	9	74,665	74,617	0
Senior Technician 1	64,887	58,640	10	65,808	59,796	9
Senior Technician 2	54,312	51,741	5	58,367	51,670	11
Senior Technician 3	45,415	51,317	-13	52,087	51,535	1
Senior Technician 4	49,673	49,365	1	56,839	48,182	15
Mid-level Technician 1	50,289	0	-	50,066	0	-
Mid-level Technician 2	44,759	0	-	44,018	0	-
Mid-level Technician 3	42,015	41,758	1	42,021	42,039	0
Mid-level Technician 4	39,977	39,964	0	39,650	39,642	0
Head of Network Sector 1	0	0	-	0	0	-
Head of Network Sector 2	0	0	-	0	0	-
Head of Network Sector 3	50,457	0	-	50,435	0	-
Head of Network Sector 4	42,257	42,150	0	42,263	41,465	2
Head of Corporate Support 1	0	0	-	0	0	-
Head of Corporate Support 2	-	-	1	-	-	0
Head of Corporate Support 3	0	0	-	0	0	-
Head of Corporate Support 4	-	0	-	-	0	-
Head of Corporate Support 5	42,987	-	-10	36,130	41,024	-14

Continue >

Correos	2025			2024		
Average remuneration by professional category and gender (euros)[1, 2, 3]						
Civil servants	**Men**	**Women**	**Gender pay gap (%)**	**Men**	**Women**	**Gender pay gap (%)**
Sales Coordinator 1	0	0	-	0	0	-
Sales Coordinator 2	-	0	-	-	0	-
Sales Coordinator 3	49,480	46,116	7	47,209	47,490	-1
Sales Coordinator 4	37,314	0	-	41,849	0	-
Head of Distribution Sector/Centres 1	0	0	-	0	0	-
Head of Distribution Sector/Centres 2	50,366	-	-2	53,726	-	4
Head of Distribution Sector/Centres 3	47,435	-	4	39,441	-	-17
Head of Distribution Sector/Centres 4	40,423	0	-	33,244	28,237	15
Head of Distribution Sector/Centres 5	41,514	41,331	0	40,080	40,660	-1
Head of Administrative Unit 1	0	0	-	0	32,093	-
Head of Administrative Unit 2	38,436	-	3	37,775	-	3
Head of Administrative Unit 3	36,831	35,815	3	36,476	36,409	0
Head of Administrative Unit 4	36,436	0	-	37,503	0	-
Head of Administrative Unit 5	0	0	-	0	0	-
Sales Management 1	42,225	-	-2	42,583	-	-3
Sales Management 2	0	0	-	0	0	-
Sales Management 3	37,197	36,423	2	35,933	32,732	9
Deputy Office Manager 1	-	46,428	-4	-	45,845	-2
Deputy Office Manager 2	42,129	36,488	13	40,942	39,662	3
Deputy Office Manager 3	36,662	35,992	2	37,724	35,879	5

Continue >

Correos	2025			2024		
Average remuneration by professional category and gender (euros)[1, 2, 3]						
Civil servants	**Men**	**Women**	**Gender pay gap (%)**	**Men**	**Women**	**Gender pay gap (%)**
Deputy Office Manager 4	34,392	32,415	6	34,526	33,600	3
Deputy Office Manager 5	33,103	32,149	3	31,876	31,590	1
Deputy Office Manager 6	29,011	30,089	-4	30,062	30,718	-2
Banking Management 1	0	0	-	0	0	-
Banking Management 2	0	0	-	0	0	-
Head of Distribution Unit/Centres 1	-	0	-	-	0	-
Head of Distribution Unit/Centres 2	37,949	0	-	35,737	-	0
Head of Distribution Unit/Centres 3	31,356	29,609	6	32,548	31,293	4
Head of Distribution Unit/Centres 4	31,436	30,274	4	32,126	30,637	5
Head of Distribution Unit/Centres 5	0	0	-	0	0	-
Team Leader 1	0	0	-	-	0	-
Team Leader 2	32,774	28,890	12	29,067	28,572	2
Team Leader 3	0	0	-	0	0	-
Corporate Support Manager 1	29,600	-	-11	31,246	30,060	4
Corporate Support Manager 2	27,755	29,442	-6	30,079	31,168	-4
Corporate Support Manager 3	30,624	29,366	4	30,479	29,125	4
Customer Service 1	0	0	-	0	0	-
Customer Service 2	27,012	26,116	3	27,169	26,641	2
Administration 1	0	0	-	0	0	-
Administration 2	26,467	0	-	26,309	0	-
Delivery 1	27,541	28,339	-3	27,526	28,721	-4

Continue >

Correos	**2025**			**2024**		
Average remuneration by professional category and gender (euros)[1, 2, 3]						
Civil servants	**Men**	**Women**	**Gender pay gap (%)**	**Men**	**Women**	**Gender pay gap (%)**
Delivery 2	23,966	23,896	0	24,788	24,695	0
Agent/classification 1	24,615	-	-	22,748	19,685	13
Agent/classification 2	25,012	22,351	11	24,768	23,639	5

The pay registry separately analyses the salary data for civil servants and employees. The tables show the final average figures from the analysis for each professional group, indicating the percentage difference between men and women for the various positions of equal value.

The pay gap study concludes that at Correos there is equal pay for women and men across the entire workforce, in compliance with article 28.3 of the Workers' Statute and Royal Decree 902/2020, guaranteeing that there is no pay discrimination.

[1] The cases where no data is provided are due to the impossibility of breaking down remuneration by gender, given the small proportion of women or men in these professional categories; as a result, these individuals could be clearly identified, which would make it impossible to protect their personal data in accordance with current regulations.

[2] The cases where the salary figure is 0 indicate that there are no employees in that category.

[3] The 2.5% increase for 2025 is not included in said year.

[4] This includes the incentives from the previous year.

[5] The figures for the category Contract staff-Agent/classification 1 for 2024 have been corrected.

Correos Express	2025			2024		
Average remuneration by professional category and gender (euros)[1]						
	Men	**Women**	**Gender pay gap (%)**	**Men**	**Women**	**Gender pay gap (%)**
Management and staff not covered by collective bargaining agreements	56,197	66,075	-15	61,470	65,960	-7
Senior technical staff and managers	29,059	28,893	1	24,230	24,350	0
Mid-level technical staff and supervisors	21,506	19,943	8	22,500	22,540	0
Mid-level managers	26,656	22,714	17	24,460	23,840	3
Operational staff	15,774	12,651	25	21,250	20,910	2
General services staff	32,551	20,507	59	23,990	23,440	2

[1] The study concludes that there is no gender pay gap among Correos Express staff for the 2025 financial year. The gaps detected are due to the perception of salary supplements derived from individual work performance or specific situations within the professional group, such as employee leave or sabbaticals, among others.

Correos Express Portugal	2025			2024		
Average remuneration by professional category and gender (euros)[1, 2]						
	Men	**Women**	**Gender pay gap (%)**	**Men**	**Women**	**Gender pay gap (%)**
Management and staff not covered by collective bargaining agreements	72,370	56,850	20	85,844	56,270	34
Senior technical staff and managers	20,570	20,920	-2	21,081	20,299	4
Mid-level technical staff and supervisors	13,430	13,570	-1	12,730	12,659	1
Mid-level managers	-	-	-	-	-	-
Operational staff	10,730	10,120	5	10,699	10,453	2
General services staff	-	-	-	-	-	-

[1] The cases where no data is provided are due to the impossibility of breaking down remuneration by gender, given the small proportion of women or men in these professional categories; as a result, these individuals could be clearly identified, which would make it impossible to protect their personal data in accordance with current regulations.

[2] The category Senior technical staff and managers includes mid-level managers.

Correos Telecom	2025			2024		
Average remuneration by professional category and gender (euros)[1, 2]						
	Men	**Women**	**Gender pay gap (%)**	**Men**	**Women**	**Gender pay gap (%)**
Executive	-	0	-	-	0	-
Head of Area	74,260	58,869	21	72,164	57,202	21
Team Leader	-	0	-	-	0	-
Project Manager	54,021	53,023	2	52,324	49,594	5
Account Management	40,753	-	-	36,876	-	-11
Engineer	42,972	37,472	13	42,290	43,105	-2
Technician	36,323	34,279	6	34,236	33,509	2
Administrative staff	0	0	-	0	0	-

[1] he cases where no data is provided are due to the impossibility of breaking down remuneration by gender, given the small proportion of women or men in these professional categories; as a result, these individuals could be clearly identified, which would make it impossible to protect their personal data in accordance with current regulations.

[2] The Correos Telecom pay gap study concludes that there are no significant pay differences of 25% or more between women and men in the workforce in 2025 in terms of professional classification.

	Correos		Correos Express[1]		Correos Express Portugal		Correos Telecom	
	2025	**2024**	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**
Average number of training hours by professional category								
Management and staff not covered by collective bargaining agreements	77.2	52.4	37.3	46.6	16.8	16.2	14.0	5.0
Senior technical staff and managers	40.7	33.4	47.9	30.2	0.0	35.3	49.0	117.6
Mid-level technical staff and supervisors	44.7	34.3	16.5	18.6	4.5	21.7	49.0	38.7
Mid-level managers	119.5	94.1	14.6	29.1	-	-	-	-
Operational staff	14.4	20.5	6.7	6.4	17.2	5.4	8.0	25.0
General services staff	0.0	0.0	33.3	20.4	-	-	-	-
Average number of training hours by gender								
Women	27.8	30.9	15.2	18.3	13.1	17.5	55.0	59.3
Men	23.6	26.8	13.3	14.8	7.2	12.8	45.0	29.5

[1] The 2024 figures for Correos Express have been restated following an update to the calculation methodology.

	Correos		Correos Express		Correos Express Portugal		Correos Telecom	
	2025	**2024**	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**
Parental leave by gender[1]								
Women	401	400	12	22	2	0	0	0
Men[2]	567	564	19	37	6	11	1	1

[1] 100% of employees who took paternity or maternity leave returned to their jobs once their leave ended.

[2] The figures include both paternity leave and the transfer of maternity leave.

	Correos		Correos Express		Correos Express Portugal		Correos Telecom	
	2025	2024	2025	2024	2025	2024	2025	2024
Occupational accident frequency rate[1]	36.5	34.7	20.7	21.4	18.1	14.0	10.4	0.0
Occupational accident severity rate[2]	1.6	1.6	0.4	0.5	0.3	0.6	0.1	0.0
Absenteeism (thousands of working days)[3]	1,807.1	1,648.5	34.5	64.2	1.0	1.4	0.0	0.0

[1] FR = [Number of accidents resulting in sick leave (excluding commuting accidents and relapses)/ Number of actual hours worked]*106.

[2] SR= Number of working days lost due to occupational accidents (including 'aggravating circumstances relating to the death or permanent incapacity of the worker') / Number of actual hours worked]*103.

[3] Effective working days lost due to sick leave (common illness + occupational accident) / 1000.

	Correos[2]		Correos Express		Correos Express Portugal		Correos Telecom	
	2025	2024	2025	2024	2025	2024	2025	2024
Occupational accidents by gender[1]								
Women								
Fatal accidents	1	1	0	0	0	0	0	0
Very serious accidents	0	0	0	0	0	1	0	0
Serious accidents	2	3	0	0	1	0	0	0
Minor accidents	2,032	2,048	28	24	0	0	0	0
Accidents with sick leave	2,035	2,052	28	24	1	1	0	0
Men								
Fatal accidents	1	2	0	0	0	0	0	0
Very serious accidents	0	0	0	0	1	2	0	0
Serious accidents	4	5	0	0	2	2	0	0
Minor accidents	1,697	1,778	50	60	1	0	1	0
Accidents with sick leave	1,702	1,785	50	60	4	4	1	0

[1] Number of accidents resulting in sick leave (during working hours and on the way to or from work).

[2] In 2025, there were two fatal accidents at Correos caused by traffic accidents on the way to work (one woman and one man).

In 2025, there are no recognised occupational illnesses within the Group's companies.

Value chain

GRI 2-23, 2-24, 2-27, 3-3, 308-1, SDG 12

As a public sector entity, the procurement of services and supplies by Correos Group is subject to the principles of **publicity, competition, transparency, confidentiality, equality and non-discrimination**, guaranteeing compliance with any applicable procurement laws and with Correos internal regulations, which include:

- The Public Procurement Act (Ley de Contratos del Sector Público)[55].
- Royal Decree-Law 3/2020[56].
- The **SEPI Group's internal instructions for procurement**, asset management regulations, internal procedures and r**egulations of the system for the authorisation and supervision of acts and transactions**.

Depending on the amount, procurement contracts are approved by the Finance Department, the Investment and Procurement Committee or the Board of Directors.

Equality and transparency in procurement processes

In order to promote transparency, **all tendering procedures and contract awards**, except where otherwise provided for by law or internal procurement regulations, are published on the **Contracting Authority's Profile** and on the **Public Sector Procurement Platform**. In addition, depending on the amount involved, they are also published in the **Official Journal of the European Union**, where appropriate, and **information** is regularly sent to the **Court of Auditors** and to the **Public Sector Contracts Register**.

Pursuant to Act 14/2022[57], the company discloses **information on procurement every six months** on its **transparency portal**. In addition, it publishes a periodic indicative notice on its Contracting Authority Profile and in the Official Journal of the European Union, setting out the **public procurement activities to be carried out during the year**, in accordance with Royal Decree 3/2020[58]. In compliance with the internal justified expenditure procedure, **minor contracts** will be also reported to the Court of Auditors.

The company promotes fairness and prevents any possible favourable treatment, through the use of tools that record all procurement activity and include **time stamps or automation of evaluations**. In addition, it requires that any **communications** with any tenderer, limited to technical or operational aspects of the tender, be i**n writing and in public**.

[55] Act 9/2017, of 8 November, on Public Sector Contracts, transposing into Spanish law the Directives 2014/23/EU and 2014/24/EU of the European Parliament and of the Council, of 26 February 2014.

[56] Royal Decree-Law 3/2020, of 4 February, on urgent measures transposing into Spanish law various European Union directives in the field of public procurement in certain sectors; private insurance; pension plans and funds; taxation and tax litigation.

[57] Act 14/2022 of 8 July, amending Act 19/2013 of 9 December, on transparency, access to public information and good governance, in order to regulate statistics on micro, small and medium-sized enterprises (SMEs) in the field of public procurement.

[58] Royal Decree-Law 3/2020, of 4 February, on urgent measures transposing into Spanish law various European Union directives in the field of public procurement in certain sectors; private insurance; pension plans and funds; taxation and tax litigation.

Sustainable supply chain

GRI 2-6, 2-8, 2-25, 203-2, 204-1, 308-1, 308-2, 414-1

The **Framework for Responsible Procurement at the Correos Group**, revised in 2025, sets out the **ethical, social and environmental principles applicable to relationships with suppliers**.

Participants in procurement procedures must ensure compliance with the **principles of the UN Global Compact. Successful bidders must also be familiar with and accept** the contents of the Group's **General Code of Conduct**.

Compliance with tax, employment and environmental regulations is also required. Likewise, all **technical specifications include clauses relating to environmental, social or gender equality criteria**. These considerations are set out in a guide, which is available to contract managers, and are included in the form of essential or special conditions of performance that are binding on all tenderers, such as technical or financial eligibility requirements, or as criteria for evaluating or improving tenders, in accordance with the Public Procurement Act (Ley de Contratos del Sector Público).

Some of these criteria include the requirement to demonstrate that a company has an equality plan in place, in the case of companies with more than 50 employees; the use of vehicles powered by alternative fuels and the prioritisation of eco-labelled materials; or compliance with labour obligations in general, and specifically in contracts involving the transfer of staff or those reserved for Special Employment Centres.

The Correos Group **addresses its main impacts on the value chain** through other mechanisms, such as strict compliance with payment periods, the digitisation of contracting and invoicing processes in order to reduce the administrative burden on suppliers or the speedy return of contractual financial guarantees, to prevent companies from incurring in default payments to their own supply chain or reducing quality in other contracts.

The company advocates that procurement conditions should be based on a realistic and appropriate cost structure, to **ensure that the working conditions of suppliers' employees are respected**. In those tenders in which the price offered by a supplier is considered to be disproportionately low, the conditions that make it possible to offer such an amount must be justified in order to avoid negative impacts on its workers and to ensure compliance with the paying conditions established by the applicable collective bargaining agreement.

Other measures to mitigate these impacts include assessing specific activities to **identify potential occupational risks**, such as the installation or maintenance of telecommunications infrastructure and equipment; the promotion of **continuous training** for suppliers' workers and the implementation of joint training programmes between the company and the supplier; as well as the carrying out of regular controls and audits to verify compliance with the established clauses, implementing contingency plans should occupational risks or non-compliance be detected.

In this way, through the company's supervision and collaboration policies, **working conditions are improved throughout the value chain, boosting employment** and job security, as well as innovation in operational processes. These measures strengthen the relationship with suppliers, **fostering long-term relationships** and **increasing** the overall **quality of service**.

Correos Group contributes to the Spanish economy and creates employment opportunities at local level by sourcing **99% from national suppliers**. Due to the size and heterogeneity of the activities carried out by Group companies, they collaborate with a large number of suppliers from various sectors, at all stages of the supply chain.

In 2025, Correos made payments to **5,999 suppliers**, totalling €568.4 million net, primarily for transport, cleaning, building maintenance, information technology and construction services, all of which are labour-intensive sectors.

In turn, the subsidiaries paid 417.3 million euros to suppliers. Correos Express worked with 1,540 suppliers and Correos Express Portugal with a further 668, most of whom were transport providers; for its part, Correos Telecom worked with 162 companies providing general services, telecommunications equipment and services.

Finally, Correos continued to participate in SEPI's Excellence Procurement working group, whose work focuses on promoting efficiency in the Group's joint procurement.

Integration in the workplace

Through the procurement of goods and services, the Correos Group also helps to promote the **holistic development of people with disabilities** by providing them with regular employment tailored to each individual's needs. In 2025, Correos contracted services from thirty **Special Employment and Occupational Centres**, and Correos Express, from one.

To this same end, the company is part of the ONCE Foundation's X Talento Digital project (X Digital Talent) and works with the La Caixa Foundation's 'Incorpora' programme to support the integration of this group into the workforce and to facilitate work placements. The aim is to promote the social inclusion of people with disabilities through measures that promote employment, training and universal accessibility to spaces and services.

These initiatives contribute to job creation, professional training and equal opportunities, thereby reinforcing a positive impact on society. Through these measures, Correos not only ensures regulatory compliance but is also moving towards an inclusive model that facilitates access to essential services and promotes the integration of vulnerable groups into the workforce.

Respect for human rights

GRI 2-23, 2-24, 2-25, 3-3, 408-1, 409-1

As one of the **signatory companies of the United Nations Global Compact** since 2002, Correos is committed to promoting the **ten Principles** established by the Compact in relation to human rights, the elimination of all forms of forced labour, the eradication of child labour, the abolition of discrimination in employment and occupation, and freedom of association and collective bargaining. This set of values has been assumed by the company as an integral part of the business strategy.

The **General Code of Conduct of the Correos Group** also establishes the obligation to **respect the fundamental rights and freedoms** set out in the **Universal Declaration of Human Rights**, the International Covenant on Civil and Political Rights, the International Covenant on Economic, Social and Cultural Rights, the Spanish Constitution and all regulations aimed at protecting fundamental rights and public freedoms recognised in Spanish territory.

It also specifies that the Group will not subcontract companies that fail to respect workers' rights, provisions relating to occupational health, safety and hygiene, or current labour legislation, including child labour or forced labour.

Additionally, the **Correos Group's Human Rights Policy**, **which is binding on employees, suppliers and business partners**, sets out a commitment to **avoid** causing or actively contributing to any form of **adverse impact on the human rights** of those involved in **direct operations** and the global **value chain** (workers, customers, suppliers, users, communities and society), as well as to address such impacts through remediation.

This takes into consideration the main **international instruments**, such as the UN Guiding Principles on Business and Human Rights, the Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises and the International Labour Organisation's Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy. This framework is also aligned with the SEPI Group's sustainability policy.

In 2025, no human rights violations were observed in the Group's companies, nor are any of its main suppliers considered to present a significant risk of non-compliance, due to their geographic scope and the nature of their activity.

Policies and frameworks applicable to Correos Group suppliers

Customers and users

GRI 2-25, 2-27, 3-3, SDG 9, 11, 12, 13, 15

The Correos Group's relationship with customers and users of its products and services is based on **transparency, quality** and **accessibility** in service delivery, **sustainability** and the generation of a **positive social impact**, through its daily presence throughout the country, which brings public services closer to the public and meets their specific needs.

The Correos Group has a set of **formal policies and commitments**, approved at the highest level and available to the public, designed to minimise negative impacts, generate positive impacts, and effectively manage the risks and opportunities associated with its customer relationships.

These policies help to **mitigate risks** such as the loss of personal data, the lack of accessibility or a deterioration in service quality. They also contribute to **value creation** by tailoring products and services to the **needs of vulnerable groups, collaborating with public administration** to expand the range of administrative procedures available, and ensuring that **offices and services are accessible throughout the country**.

At the same time, they facilitate the identification of opportunities to strengthen customer relationships and understand their expectations, as well as to develop more sustainable solutions —such as low-emission deliveries or convenience services— that are aligned with market expectations and regulatory requirements. In this way, the Group's companies are strengthening their resilience, improving the user experience and consolidating their position as sustainable organisations committed to public service.

Management and customer service systems

The Group's companies provide customers with ongoing **specialised service** through their sales network, offices, telephone helplines, mobile apps, corporate website and social media.

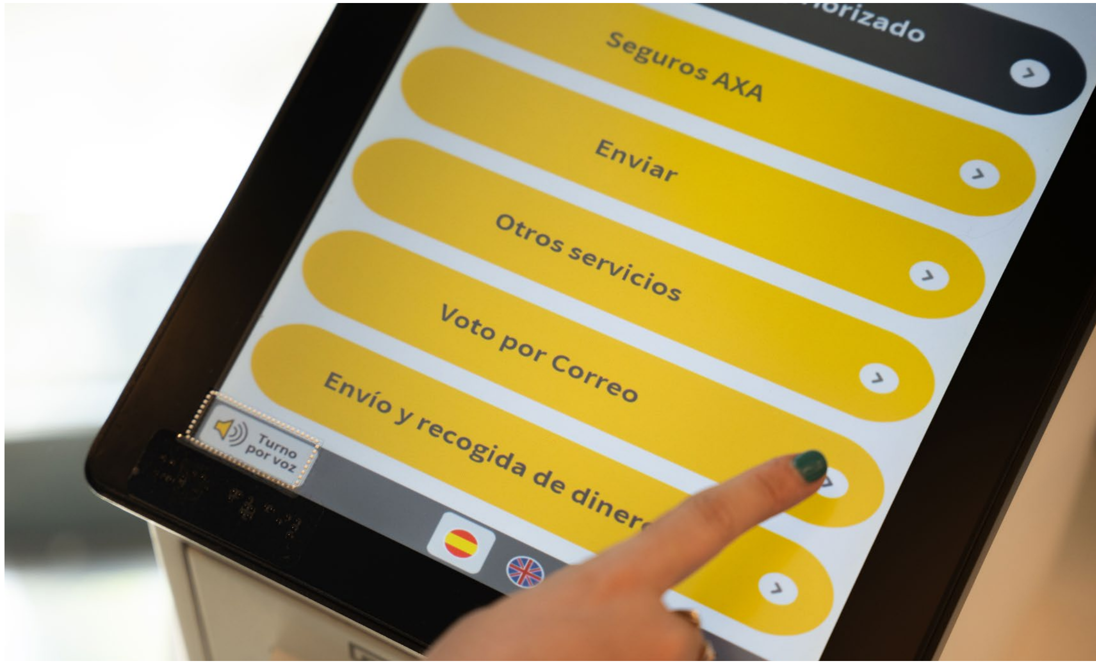
The Group has **accessible procedures** in place to exercise the right to submit claims and complaints, as well as to make enquiries **on any matter relating to the provision of services**.

In addition to their electronic forms for customer service, **Correos offices** make available to users the official consumer complaints forms of the respective Autonomous Communities.

The company also offers a **'local customer service'** designed to provide personalised, responsive and efficient support, tailored to the **specific needs** of customers **in each geographical area**, thanks to its **in-depth understanding** of the particular characteristics of each region and the **specific requirements of its citizens and businesses**.

In 2025, the website **www.correos.es** received 98.6 million visits. Around **465,710 requests for information** were processed via this channel and via email –38.3% more than the previous year– alongside **2.9 million telephone enquiries** and 476,525 enquiries via the customer service channel for contract holders.

Last year, the **customer service department introduced a number of improvements** designed to facilitate smoother and more effective communication with customers. These measures **improved the quality of service** and enabled to provide more personalised responses, optimise the user experience and boost satisfaction scores. The improvements focused on the **integration of management channels** to provide a 360-degree overview of the customer, the optimisation of resource allocation and the **reduction of resolution times**, as well as a more efficient customer onboarding process. The company also promoted the **automation of processes using AI** to increase service capacity during peak demand periods without compromising quality, and implemented systems for **proactive incident reporting**.



The Correos **customer service system** distinguishes between:

- Service claims, including enquiries and complaints relating to deliveries or customer service at offices.
- Product claims relating to delays, damage, loss or other issues concerning any product, which may be eligible for compensation.

Pillars of the Correos Group's relationship with customers and society

In 2025, the number of **service claims** handled by Correos was **63,125**, an increase of 17.6%, whilst product claims fell by 19.2% to 272,842. The claims ratio per million shipments handled fell to 317. The percentage of product claims that required compensation fell to 17%.

This decline is due to the measures implemented —strengthening of channels, **proactive management and improved traceability**— which have made it possible to partially mitigate the effects of a particularly challenging year, characterised by electoral processes, highly sensitive campaigns and sharp peaks in demand.

The Group's subsidiaries operate their own customer service systems and complaints and claims procedures. Last year, Correos Express handled **1.4 million enquiries** received via social media, its website or email, and 472,170 telephone enquiries.

During the financial year, the number of **complaints and claims received by Correos Express** reached 300,137, an increase of 30.0% on the previous year. This increase is partly due to the **full integration** of service claims and complaints **management**, which replaced manual processes and enabled a clear distinction to be made between routine follow-ups and genuine claims, providing the company with a more robust and reliable system for analysing the customer experience.

The other management indicators relating to the Group's companies in this area are as follows:

	Correos		Correos Express		Correos Express Portugal		Correos Telecom	
	2025	2024	2025	2024	2025	2024	2025	2024
Complaints and claims	335,967	391,171	300,137	230,916	5,220	5,898	1	3
Complaints (Service claims)	63,125	53,666	2,683	1,982	2,172	1,994	1	3
Claims (Product claims)	272,842	337,505	297,454	228,934	3,048	3,904	0	0
Claims settled with compensation (%)	17	61	17	ND	67	50	0	0

Commitment to quality and continuous improvement

In 2025, the **Excellence and Sustainability Policy** was revised, setting out the following commitments to customers and society:

- With regard to **customers**, we are continuously promoting efficiency and excellence in service by developing and adapting new solutions for an increasingly digital society. To achieve this, we **combine** technological innovation, process **automation** and **digitalisation** with the company's **expertise** and local presence, thereby enhancing the customer experience through more effective communication. This ensures universal access and the reliability of the service, whilst minimising risks and identifying new opportunities.
- With regard to **society**, we promote, through the **structuring of the territory** and the **provision of essential services**, improvements in productivity and economic growth, thereby fostering the **well-being, progress and resilience** of society. The Correos Group creates opportunities for development to reduce disparities between urban and rural areas, providing citizens and businesses with access to communications and the ability to carry out administrative procedures, as well as offering basic financial services.

The Correos Group has a **quality management system based on the UNE-EN ISO 9001:2015 standard**, with which it applies the continuous improvement cycle to all activities and processes.

In the case of Correos, **2,071 offices and centres** of various types, as well as the customer service department, are certified under this standard. Similarly, last year **all Correos Express facilities**, as well as the **telecommunications, fibre optic and site business infrastructure of Correos Telecom**, retained their quality management certification.

Certifications of Correos Group

ISO 9001

Quality management

2,056 post offices

3 international processing centres

12 automated processing centres and the integrated logistics centre (CLI) of Barcelona

Customer service

Correos Express: **59** operating centres of Correos Express

Correos Telecom: Integral management of Correos Telecom's communication network

ENS

National Security Framework

Correos Express

Correos Telecom

ISO 14001

Environmental management

2 post offices

2 international processing centres

8 automated processing centres and the integrated logistics centre (CLI)

Correos Express: **6** operating centres of Correos Express

Correos Telecom: Commercialisation and maintenance of correos telecom's network of optic fibre infrastructure

GDP

Good distribution practices for medicinal products for human use

Controlled-temperature road transport services for Correos Farma

ISO 27001

Information security

Information systems for the correos website processes and for the online online burofax, digital registered letter, digital mailbox and postal vote application services

ISO 27701

Privacy information

Management systems of privacy for the solutions of document management

ISO 28001

Security management for the supply chain

2 logistics centers

Correos Express: **3** operating centres of Correos Express

Improvement of customer experience

Every year, the Correos Group compiles a **Net Promoter Score** by conducting regular surveys of contract customers, office users and recipients (at home or at offices), in order to gauge their experience of the service provided. The study aims to determine the level of recommendation across the different segments, calculating scores based on the percentage difference between users who award 9 or 10 out of 10 (promoters) and those who award less than 6 points (detractors).

In 2025, the assessment of the service remained at a similar level to the previous year, with an **overall promoter score for Correos of 26.4** (27.7 in 2024), based on responses from over 10,300 customers. The **scores awarded to the company's staff remained high**, particularly for delivery staff (40.4), office staff (33.0) and sales managers (28.4), with the latter two groups seeing an increase in their promoter scores compared with the previous year.

By surveyed **customer segments**, the promoter score of contract customers was 16.4, that of office users improved to 41.6, while more than 87% of the recipients surveyed rated the company at 7 out of 10 or higher. For contract customers, the aspects of the customer experience that received the lowest ratings were those relating to the initial signing of the contract and the commercial relationship, with scores below 10; these were the areas where improvements to the customer service focused.

With regard to the assessment of the **Group's subsidiaries**, Correos Express recorded a negative score due to a decline in the proportion of neutral customers, although it continued to receive a positive score from recipients, with an overall promoter score of 40.4, similar to that of 2024. Furthermore, over 82% of Correos Telecom's customers gave ratings of between 7 and 10.

For its part, Correos Express Portugal monitors the customer experience through half-yearly satisfaction surveys of customer groups.

In addition, Correos conducts an annual **customer satisfaction survey**, in which the score achieved last year was 7.0 out of 10.

Accessibility, affordability and inclusion

GRI 3-3, 203-2

Correos is the **only company in the postal market that offers nationwide coverage** to its customers. Moreover, as a designated operator, it provides the universal postal service throughout the country, in accordance with requirements relating to the **quality, regularity, affordability of its prices and** universal **accessibility** to postal communications. In this way, it contributes to territorial cohesion and economic development.

Its **more than 10,300 collection and delivery points, which include offices, rural services and Citypaq smart lockers**, enable the **daily collection and delivery of parcels across the country**, as well as offering other products and services that make life easier for businesses and citizens.

In this regard, the office network plays an important role by **guaranteeing access to postal services in any part of the country**, whether urban or rural. Additionally, in order to ensure universal accessibility to the services provided, all new post offices are adapted to avoid the existence of architectural barriers. A large number of these establishments also provide hearing aids for people with disabilities and older people, ensuring accessible and safe environments.

Following the approval of Royal Decree 193/2023[59], which sets out that **postal operators must guarantee accessibility** and reasonable adjustments for **people with disabilities** in relation to collection, admission, distribution and delivery, as well as information, customer service and complaints handling, the company has reviewed its network of service points to improve, where necessary, accessibility for people with disabilities.

In addition, digital channels have been strengthened to provide inclusive solutions, ensuring that online services comply with accessibility and non-discrimination standards.

[59] Royal Decree 193/2023, of 21 March, on the basic conditions of accessibility and non-discrimination for people with disabilities for access to and use of goods and services available to the public.

Security of persons and facilities

GRI 2-13, 2-23, 2-24, 3-3

Since 2023, the Correos Group has had a **Security Policy** in place, which promotes the adoption of strategies designed to **effectively protect people, property and buildings** against all types of risks arising from deliberate acts.

As a development of this policy, the company has a **Comprehensive Security Plan**, on which the security management system is based. The Plan is aligned with the new continuity and resilience strategy derived from the critical infrastructure protection regulations[60], applicable to **Correos as a critical operator designated** by the Secretary of State for Security of the Ministry of the Interior.

Thus, seven of its operational and administrative centres are recognised as '**critical infrastructure**' that **provides essential services to citizens** and whose operations are irreplaceable. This designation implies compliance with prevention and protection requirements, which include identifying significant risks to the provision of essential services, adopting appropriate measures to ensure their resilience and notifying the competent authorities of possible incidents.

In accordance with the regulations, the Correos Group has a **Business Continuity and Resilience Policy**, which sets out the framework for defining measures to protect people and assets in the event of disruptive situations or incidents that affect business continuity. This is complemented by the respective **business continuity and resilience plans** of Correos and Correos Telecom and, from 2025, of Correos Express.

Correos' new physical **security information management** tool **has enabled more effective mitigation of security risks**

[60] Act 8/2011, of 28 April, establishing measures for the protection of critical infrastructure, Directive (EU) 2022/2557 of the European Parliament and of the Council of 14 December 2022 on the resilience of critical entities and repealing Council Directive 2008/114/EC and Commission Delegated Regulation (EU) 2023/2450, of 25 July 2023, supplementing Directive (EU) 2022/2557 of the European Parliament and of the Council by establishing a list of essential services.

Internal **procedures** and manuals on security and incident management, access and exit control, and preparedness and response to security emergencies are available on the Corporate Process Portal and form part of the Quality, Environment and Security Management Manual, which provides guidance to workplaces in carrying out their activities, in accordance with the UNE-EN ISO 9001:2015, UNE-EN ISO 14001:2015 and UNE-ISO 2800:2022 standards.

The Correos Group also has a **security operational centre**, equipped with its own alarm receiving station, which is authorised by the General Police Directorate. This centre, which is available 24/7, monitors signals and images from the intruder-detection and fire-protection systems installed in offices and facilities throughout the country, thereby **making an effective contribution to the security of people** (customers and employees) **and property**. It also serves as a liaison with Law Enforcement Agencies in the event of any incident.

In order to enhance security standards and ensure regulatory compliance, a detailed review of the **intruder-detection and fire-protection systems** was carried out across all the Group's facilities during the past financial year, and the security service was reorganised, among other measures. In addition, **security protocols were updated** at centres, offices and distribution units, and new supporting documents were drawn up to facilitate the technical assessment of security across the various facilities.

In addition to the Incident Management and Investigation Manual and the Action Protocol for the Management of Incidents Related to Losses and Theft, approved in 2023, the **new physical security information management tool** implemented within the company enabled greater automation and standardisation in the handling of incidents and alarms reported to the Security Operations Centre, thereby contributing to more effective mitigation of security risks and incidents.

Correos r**egularly scans** items of mail subject to inspection and carries out **checks to detect the circulation of prohibited and restricted items** in accordance with the Postal Regulations, applying the **Instructions on Postal Inspection and Checking of Items**, which have been in force since 2024.

The Group maintains ongoing cooperation with the **State Law Enforcement Agencies** –for example, through the National Police Force's 'Red Azul', the Civil Guard's 'Coopera' portal, and the Mossos d'Esquadra's 'Xarxa de Collaboració' – as well as with judicial bodies in the performance of its duties. Correos also participates in postal security working groups run by the international organisations Universal Postal Union and UPAEP.

Correos holds **Good distribution practices for medicinal products for human use certification (GDPS)**, in accordance with uropean guidelines 2013/C 343/01[61], for **temperature-controlled road transport** services, which enable the provision of the Correos Farma service.

With regard to **aviation security**, the company is **certified as a regulated agent (RA) in five of its centres, in** accordance with EU Regulation 2015/1998[62], and applies the regulated controls on mail transported by air, prior to boarding the aircraft.

Correos has also renewed its **UNE-ISO 28000:2007** 'Security management systems for the supply chain' certification, for the provision of logistics services involving the storage, handling and dispatch of goods at the logistics hubs in Illescas (Toledo) and Sant Esteve (Barcelona), as well as at the company's head office, thereby enhancing the protection of customers, employees and suppliers. Similarly, Correos Express holds this **UNE-ISO 28000:2022 certification** for three of its centres.

[61] Guidelines of 5 November 2013 on good distribution practices for medicinal products for human use.
[62] Commission Implementing Regulation (EU) 2015/1998, of 5 November 2015, laying down detailed measures for the implementation of the common basic standards on aviation security.

Physical security of persons and goods

Critical operator designated by the Ministry of the Interior

Comprehensive Security Plan

Correspondence inspections and controls

Operational security centre

Collaboration with State Law Enforcement Agencies

Business continuity and resilience plans

Business continuity and resilience plans

Correos Group Security Policy

Good distribution practices for medicinal products for human use certification

Certified as regulated agent for the screening of mail transported by air

ISO 28000:2007 Certification for supply chain security

Correos Express

ISO 2800:2007 Certification for supply chain security

Cybersecurity

GRI 2-13, 2-23, 2-24, 3-3

In a global digital environment that is increasingly interconnected and vulnerable to external threats, cybersecurity is a critical pillar for ensuring both sustainability and business resilience.

The protection of technological assets, the secure management of sensitive data and the safeguarding of digital rights are not only a legal and operational responsibility for the Group, but are also part of its ethical and social commitment to build trust with its stakeholders and promote long-term growth.

> Correos has introduced new **requirements for cybersecurity management within the supply chain**

The Group's companies manage these risks by prioritising prevention and an immediate response to potential attacks, both from a technological systems perspective and in terms of corporate culture.

Correos has an **Information Security Policy**, an information security management system and a **Corporate Security Committee**, which is responsible for ensuring that risks are properly managed and for safeguarding and strengthening the security of information and the systems that support it. Correos Express and Correos Telecom have their own information security policies.

In addition, technical and organisational measures are in place, from the design stage and by default, through solutions that ensure the confidentiality, integrity and availability of information, regardless of its location or operation. These measures include multi-factor authentication and access control, encryption of data in transit and at rest, continuous monitoring and threat detection, vulnerability and patch management, and cybersecurity training for employees.

In this regard, a new **supply chain management** service was introduced in 2025, with the aim of **strengthening information security in relation to Correos' suppliers**. Consequently, to coincide with the launch of the new internal procurement management platform, new cybersecurity requirements were established for inclusion in all the company's tender documents.

Correos Express also has a **Cyber-Incident Management Policy**, which sets out protocols for detecting, analysing, responding to and recovering from security incidents, and an **Information Systems Life Cycle Management** Procedure, which establishes controls from the planning stage through to the decommissioning of systems, in order to maintain appropriate levels of security, availability and confidentiality at every stage.

Correos and Correos Express also provide cybersecurity support to their customers through tools such as the **Email Verifier** system, which is designed to detect potential phishing attempts. Correos also uses electric **delivery motorcycles** equipped with a system to **protect against cyberattacks** that threaten people's privacy and safety.

Information security certifications

Correos has been certified under the **National Security Scheme** since 2023, in accordance with Royal Decree 311/2022[63], offering greater reassurance to customers of its digital services about its ability to protect and safeguard their information. The company also holds the **ISO/IEC 27701:2021 'Information Privacy Management** Systems' and **UNE-ISO/IEC 27001:2022 'Information Security Management Systems' certifications**.

The three certifications apply to the **information systems** that support the operational processes of the websites **www.correos.es** and **www.correos.com**, the services of digital mailboxes, online burofax, digital registered letters and document management solutions for corporate mass communication, as well as the **online application process for postal voting**.

Since 2024, **Correos Express** has also been certified by the **National Security Scheme**, a distinction held by only one in ten companies in the logistics and express parcel sector.

That same year, **Correos Telecom** obtained a declaration of **conformity under that scheme**. When providing telecommunications services, the **cybersecurity measures applied to the components of the network** —included in security protocols and procedures— directly help to **prevent**, mitigate or remedy any potential material **adverse effects** on **customers and end-users**.

Cybersecurity training and awareness-raising

The Correos Group promotes an **internal culture of cybersecurity**, not only by maintaining robust security measures for its equipment and communications, but also through ongoing training and awareness-raising for its staff.

In order to foster safe habits in the use of technology, **awareness-raising programmes** are carried out for both citizens and employees through regular communications, recommendations, social media campaigns, security alerts and gamification initiatives (such as the cybersecurity competition). In addition, Correos conducts an annual survey on 'cyber-culture' (in which more than 1,900 employees took part).

The Group also runs an **annual information security training programme**, tailored to the different positions. In 2025, courses were delivered on information security (with over 12,800 participants at Correos) and secure email management (such as the module '**Phishing**: detection and response'). In addition, a new cybersecurity training and awareness tool has been introduced, which, since last year, has been providing employees with monthly learning modules. Operational staff involved in the Correos' **Substitution Programme** also receive specific training in this area.

[63] Royal Decree 311/2022 of 3 May, which regulates the National Security Scheme.

Personal data protection

GRI 2-13, 2-23, 2-24, 418-1

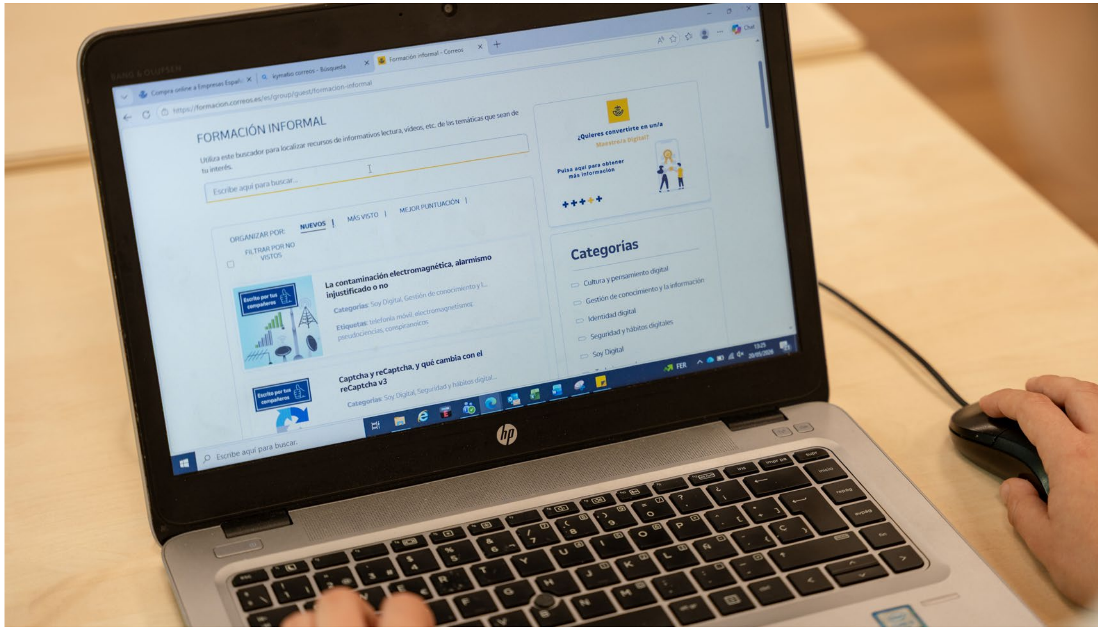
The Correos Group, through its **Data Protection Officer, provides information and advice to all business units** that process personal data on their obligations in this area. It **assesses the risks** inherent to all the Group's processing activities, taking into account the information gathered, the applicable regulations, as well as the guidelines, reports and resolutions of the competent authorities. It also drafts, reviews and provides advice on data protection policies and documents, data processor agreements and data transfer notices.

The data protection officer cooperates with the supervisory authority in this area, acting as a point of contact, handling complaints, **managing the exercise of data subjects' rights** and reporting any security breaches.

Last year, 36 security breaches were managed, and 24 complaints were processed through the Spanish Data Protection Agency. In addition, 47,696 incidents related to theft, robbery or loss of Correos and Correos Express parcels were addressed, with a potential impact on personal data protection.

The principles of personal data protection **are applied** from the outset during the definition, development and amendment of **corporate policies, contracts, or products and services, by design and by default**. To this end, the new projects of each of the Group's companies that involve the processing of personal data are analysed from the earliest stages of their design, in order to determine the risk and integrate the legally required guarantees in the processing.

In 2025, **around 800 enquiries and contracts were reviewed**, and 1,003 requests from data subjects regarding data protection were processed. In addition, various corporate **policies and procedures were reviewed and updated**, including the General Data Protection Policy, protocols for security breaches and the exercise of data subjects' rights, the risk and impact assessment methodology, and procedures relating to international data transfers, privacy by design and by default, and the obtaining of consent.



The Data Protection Officer also provided support for the renewal of Correos' ISO/IEC 27701:2021 certification.

Finally, the Correos Group regularly issues internal communications to **raise awareness** and disseminate recommendations applicable to the various areas.

Social impact of products and services

GRI 2-29, 203-2, 413-1

Correos **is present on a daily basis throughout the country** through its delivery and office staff. The company **contributes to economic development** and meets the communication needs of all citizens, regardless of their place of residence, by providing an efficient, high-quality service.

In addition, the company aims to develop activities that also contribute to providing **innovative responses** to major social and environmental challenges, such as **climate change**, the disappearance of services in rural areas, administrative and **financial exclusion**, the **digital divide** and **depopulation**. In this way, it generates a **positive social and environmental impact that benefits an increasing number of people**.

The company's 2024-2028 Strategic Plan includes, among its objectives, **improving accessibility** by **removing physical and technological barriers** in offices and other channels, providing services tailored to people with disabilities and older people, and maintaining national cohesion by ensuring the regularity and quality of service throughout the country.

Local services

Correos' extensive network is particularly valuable in a country characterised by a scattered population and an uneven distribution of services across the territory. Given the growing **demographic challenge**, citizens and businesses located in rural areas face difficulties in accessing essential services.

The company ensures that **public services are readily accessible** in both urban and rural areas through its distribution and office networks. It also makes its technological and logistical capacities available to the local business community and develops new products and services tailored to local needs, in collaboration with public administration and financial institutions. In this way, it contributes to **economic development**, the **creation and retention of employment**, and **population retention** in depopulated areas of Spain.

In 2025, Correos consolidated its role as an **essential service provider** and a **a key agent of territorial cohesion**, maintaining an extensive network of offices and service points that recorded 84.3 million visits. At the same time, rural delivery staff continued to make administrative procedures, tax and fee payments, and basic financial services available at home, **reducing the digital divide and facilitating access to public services in areas at risk of depopulation**.

In this area, **Correos Cash** has established itself as a **key tool for financial inclusion**, enabling customers to carry out **basic banking transactions** —such as cash deposits and withdrawals— both in **offices** and via postmen and postwomen at **any address** in Spain. This solution ensures that all citizens have access to cash, creating new business opportunities across the country and particularly benefiting older people and those living in rural areas.

By bringing cash closer to people's homes, Correos Cash offers convenience, spending control, immediacy and privacy, in line with the recommendations of the Ombudsman, who proposes that **cash withdrawals and in-person customer service should be considered Services of General Economic Interest**.

This is particularly significant in a context in which, according to the Bank of Spain, cash remains the most widely used method of payment in the country and more than 55% of municipalities have no bank branches.

In 2025, the **network of partner institutions was expanded** with the addition of Banco Pichincha, which operates in a non-digital format, enabling transactions without the need for electronic payments and bridging the digital divide for certain groups. In addition, an agreement was reached with KutxaBank –covering both its own customers and those of Cajasur– for their gradual integration by 2026. Both institutions join those already participating in the service, such as Banco Santander, BBVA, CaixaBank, Banco Sabadell, Banco Mediolanum, Triodos Bank, Ibercaja, CBNK and the rural savings banks of the Caja Rural Group, via Banco Coperativo.

The **Correos Prepaid Cards** are another option for accessing cash without the need for a bank account. As well as allowing users to withdraw cash from ATMs and Correos offices, they serve as a secure payment method and enable direct debits for salaries, pensions, utility bills and taxes, as well as domestic and international transfers via the virtual IBAN service.

Correos also supports initiatives linked to the **Camino de Santiago** (Way of St. James), which aim to **preserve the environment, protect rural areas and boost local and community-based businesses**. One such initiative is #CaminoSostenible (#SustainableWay), which encourages pilgrims to adopt more sustainable practices towards the **natural, cultural and artistic heritage of the Xacobean Routes**, in line with the 2030 Agenda. Last year, the '12 Causas, 1 Camino' (12 Causes, 1 Way) programme was launched, with each month dedicated to a social, educational or charitable cause, in collaboration with various organisations.

Likewise, the **Correos Market marketplace** continued to support local economic development, enabling SMEs and rural producers to sell their products online through logistics solutions covering both domestic and international markets. This platform contributes to sales growth and particularly boosts the economies of rural areas.

Agreements with public administrations and citizen services

Correos is establishing itself as a **'one-stop shop' that connects** local, regional and national **authorities with citizens throughout the country**, by expanding the administrative services available in its offices and through its rural delivery staff.

In 2025, the company had **278 collaboration agreements with public bodies and entities**. Among the agreements signed during the last financial year, those signed with the Provincial Council of Córdoba, the Regional Government of Extremadura and Sant Andreu de Llavaneres City Council (Barcelona) are particularly noteworthy. Agreements were also renewed with the Tax Agencies of Catalonia (ACAT) and Valencia (ATV); the Provincial Councils of Lugo, Ourense and Soria; SUMA Tax Management of the Provincial Council of Alicante; the Provincial Agency for Economic and Tax Assistance (OPAEF) of the Provincial Council of Seville; local bodies such as the Tenerife Tax Consortium and the Barcelona Metropolitan Area; and various city councils, including those of Málaga, Lugo, Huesca, Valladolid, Palencia, Vigo, Zamora, San Agustín de Guadalix, Las Rozas and Boadilla del Monte (Madrid).

Through **Correos Pay, the company raised over 29.6 million euros for public bodies and entities**

Under these agreements, the company facilitates transactions such as the **payment of taxes, fees and charges** for public and private bodies, at its offices or via its rural delivery staff, using the Correos Pay solution, which also allows customers to pay utility bills.

Thanks to this service, in 2025 **Correos collected over 29.6 million euros on behalf of Public Administrations and bodies**, handling a total of 287,000 transactions.

Through the **Virtual Registry Office for Organisations (ORVE)**, Correos' offices also enable any citizen or company to submit documents electronically to the registries of participating organisations, which include city councils, universities, Autonomous Communities and the General State Administration.

In addition, thanks to an agreement with the Fábrica Nacional de Moneda y Timbre (Spanish Mint), the offices facilitate **in-person identity verification**, which is required for the issuance of an **electronic certificate for representatives** of legal entities or entities without legal standing.

Furthermore, the **partnership** agreement with the **Directorate General for Traffic** enables citizens to carry out various administrative procedures, such as **obtaining environmental certificates**, obtaining duplicate vehicle registration certificates, requesting vehicle reports or paying traffic fines, either at **offices** or via the **rural delivery staff**.

Now in its fourth year, the company once again took charge of distributing the **Youth Culture Bonus** (Bono Cultural Joven), in accordance with the agreement with the Ministry of Culture. The programme allows beneficiaries to receive their payments via the **Correos Prepaid** Card —either in physical or digital form— with **more than 366,000 applications** recorded in 2025, an **8% increase** on the previous year. The Correos Market platform, as one of the participating entities, also facilitated the use of this aid for the acquisition of digital cultural products.

Impact of rural offices and services

More than
10,300
service points

More than
337,000
people attended diary in Correos' offices

Nearly
104,000
Correos Cash transactions

287,000
operation throught Correos Pay

29.6
million euros managed through Correos Pay

More than
366,000
applications for the young cultural voucher

278
collaboration agreements

Community engagement

GRI 203-2, 413-1

Correos' commitment to the community is materialised through the support of different social and environmental projects of **NGOs, associations and foundations**, which have a significant local impact. These activities focus mainly on four areas of action:

Education and childhood

Through the sale of articles in the benefit of various NGOs, such as UNICEF, Juegaterapia and Fundación Crecer Jugando or collaborations with the 'INICIA2' programme of the Fundación Rafael del Pino and Global Compact and the school-enterpise collaboration programme implemented by the Autonomous Region of Madrid for students of the last year of compulsory secondary education.

Diversity and inclusion

With initiatives especially aimed at women and the LGTBI community. In this sense, Correos remained a member of the '**Network of companies for a society free of violence against women'** initiative, promoted by the Government Delegation to eradicate Violence against.

Raising awareness of climate change

Through the participation in the **Green Postal Day**, promoted by the International Post Corporation, to recognise the advances in sustainability achieved by the sector over the last 2 decades.

Fostering volunteering

Through the promotion of employee **volunteering**, with environmental actions (tree planting), as well as social activities (collection of food for the Food Banks of different provinces or **collaboration in the Great Food Collection**). Likewise, Correos volunteers participated in visits and the **collection of letters that children in the hospital to the Three Wise Men or in the parades** to celebrate the arrival of the Three Wise Men in different cities, among other initiatives.

Rounding up with Impact

The **Rounding up with impact (*Redondeo con Impacto*)** programme offers customers of the office network the possibility of rounding up the final amount of their card payments, with the difference going towards micro-donations to various initiatives aimed at making a positive social and/or environmental impact. **In 2025, nearly 500,000 donations were received, totalling over €277,000**, which helped to fund the following initiatives:

- The #Rayadas project, run by the **Manantial Foundation**, aims to prevent mental health issues in schools and support **young people**.
- **UNICEF**'s campaign in response to the **earthquake in Myanmar**, to help affected children and their families.
- The collaboration with the **Cris contra el cáncer Foundation** to advance research into colon cancer.
- **FAADA**'s work to provide comprehensive care for **vulnerable people** with pets.

Since its launch, this programme **has raised over one million euros in donations**; in 2025, it had a **direct impact on 943 people** and **indirectly benefited a further 46,247**.

Collaboration of the office network with foundations and non-profit entities

The office network also plays an important role in funnelling citizens' contributions to various NGOs, through the **sale of their solidarity products or by making space available** in the establishments. Last year, the company collaborated with:

- UNICEF, the Juegaterapia Foundation, Unoentrecienmil and Pequeño Deseo, among other organisations, through the sale of items in the office network and in the **Charity Products' section of Correos Market**.
- The **'Un juguete, una ilusión' (One toy, one dream) campaign**, organised by the Crecer Jugando Foundation and Radio Nacional de España, aims to **uphold every child's fundamental right to play**. In 2025, more than 140,000 charity pens were sold through the office network.
- Aldeas Infantiles SOS and the Spanish Red Cross, raising awareness of their work by **providing spaces** and selling **lottery tickets** for the latter's *Sorteo del Oro* and Christmas lottery.
- The collection and distribution of **donated toys and books** at the offices in Zaragoza and the main offices in Huesca and Teruel, destined for Oxfam Intermón's Toy Market, to provide **humanitarian aid and protection** to the people of the Central Sahel countries.

Overall, the contributions funnelled by Correos to various associations and non-profit organisations **helped more than 486,000 direct beneficiaries and 46,200 indirect beneficiaries**.

In compliance with Act 31/2022, of 23 December, on the General State Budget for the year 2023, last year, none of the Group companies made any financial contributions to foundations and non-profit organisations in the form of donations, agreements or sponsorships.

Information on governance

- Business conduct

Business conduct

Structure and organisation of the Correos Group

GRI 2-1, 3-3

Sociedad Estatal Correos y Telégrafos S.A., S.M.E. (Correos) is a public limited company with entirely public capital. Its **sole shareholder is the public company Sociedad Estatal de Participaciones Industriales (SEPI)** which reports to the Ministry of Finance.

Correos is the parent company of the Correos Group and owns a 100% stake in its subsidiaries Correos Express Paquetería Urgente, S.A., S.M.E. and Correos Telecom, S.A., S.M.E.

For its part, Correos Express Paquetería Urgente, S.A., S.M.E. owns 51% of CEP-Assessoria Iberica de Logística e Transporte, S.A. (Correos Express Portugal), a company which in turn wholly owns CEP II-Correos Express Portugal, S.A.

Correos also holds a 35% stake in the Asian companies KCG Ecommerce Solutions Company Limited and K Parcel Company Limited. These shared companies provide integral management services for export parcels originating in China and Hong Kong, especially for international flows derived from e-commerce.

Correos is a commercial enterprise, which is governed by private law, except in matters relating to budgetary, accounting, financial control and contracting regulations, in its capacity as a company that is part of the public business sector.[64]

[64] In accordance with the provisions of Section 3 of Act 47/2003, of 26 November, on the General Budget, in coordination with Section 166 of Act 33/2003, of 3 November, on Public Administration Assets.

Correos Corporate bodies

GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-15, 2-17, 2-18, 3-3, 405-1

The corporate bodies of Correos are the **General Meeting of Shareholders and the Board of Directors**. The company is managed by the Board of Directors, its Chairman and, where applicable, the Management Committee, whose powers are set out in the **Articles of Association** and in the **Regulations of the Board of Directors**. The latter document expresses the commitment to incorporating best practices and good governance standards into the functioning of this body.

The **Audit and Control Committee** advises the Board on economic and financial matters, risk control and internal audit. The members of this Committee are appointed by the Board of Directors from among those with special knowledge, skills and experience in accounting, auditing or management in general, especially in the public sector.

The General Meeting of Shareholders appoints and removes directors. The **appointment of directors** takes into consideration not only compliance with the legal and statutory requirements of the post, but also the knowledge, prestige and professional experience provided for the exercise of their functions, in addition to ensuring a balanced presence of men and women.

Directors must possess recognised moral solvency and a sense of responsibility, accredited by a track record of ethical conduct, not have been involved in circumstances in which their participation on the Board could jeopardise the interests of the company, and act with integrity and responsibility in the exercise of their duties.

The Regulations of the Board of Directors specify all the situations that may involve a **conflict of interest**. A director, therefore, may not hold office in more than two companies, in accordance with the regulations on senior officers of the General State Administration and on incompatibilities of personnel in the service of the Public Administrations[65], unless they have obtained the express authorisation of the Council of Ministers. In addition, the Regulations stipulate that directors affected by proposals for appointment, re-election or removal must abstain from taking part in deliberations and voting on such proposals.

The directors make an annual declaration of conflicts of interest, in compliance with the provisions of the Spanish Capital Companies Act[66]. Situations of this type would be reported in the notes to the Group's consolidated accounts. The Chairman and the Non-Director Secretary have a regime of incompatibilities established by contract. Notwithstanding the above, all members of the Correos Group (including members of the Management Committee and the Board of Directors) are subject to the Group's internal compliance regulations.

[65] Act 53/1984, of 26 December, on Incompatibilities of Personnel in the Service of the Public Administrations.

[66] Royal Legislative Decree 1/2010, of 2 July, approving the revised text of the Spanish Capital Corporations Act.

Corporate bodies of Correos

GENERAL MEETING OF SHAREHOLDERS

CHAIRMAN

The Chairman of the Governing Board is also the Executive Chairman of Correos and of all of its governing bodies. This person is responsible for management and administration functions, for representing management bodies and for executing the resolutions that they adopt.

GOVERNING BOARD

Composed of a minimum of 12 and maximum of 15 members, who serve for a maximum period of five years, with the possibility of re-election. They are appointed and removed by the General Meeting of Shareholders. The Governing Board usually meets monthly to oversee the management of the company.

MANAGEMENT COMMITTEE

The Management Committee consists of the Chairman and four members of the Governing Board. It may exercise each and every one of the powers of the Governing Board, except for those which, by law, cannot be delegated.

AUDIT AND CONTROL COMMITTEE

Composed of three independent members of the Governing Board, the Audit, who have no executive functions. It is responsible for informing and advising the Board on economic and financial matters and on risk control and internal auditing.

The composition of the Board of Directors of S. E. Correos y Telégrafos, S.A., S.M.E. as of 31 December 2025 was as follows:

- Mr. **Pedro Saura García**
  Chair
- Ms. **Concepción Cobo González**
  Proprietary Director
- Mr. **Luis Álvarez-Ossorio Álvarez**
  Independent External Director
- Ms. **Marta Fano González**
  Independent External Director
- Mr. **Luis Gonzaga Serrano de Toledo**
  Independent External Director
- Ms. **Aída Joaquín Acosta**
  Independent External Director
- Mr. **Juan Pablo Martín de Andrés**
  Independent External Director
- Mr. **Manuel Pacheco Manchado**
  Independent External Director
- Mr. **Jaime Pérez de la Cruz**
  Independent External Director
- Mr. **José María Pérez Rosado**
  Independent External Director
- Mr. **Alberto Requena Navarro**
  Independent External Director
- Mr. **Daniel Rodríguez Horcajo**
  Independent External Director
- Mr. **Tomás Suárez-Inclán González**
  Independent External Director
- Ms. **Ana Cristina Trifón Arévalo**
  Independent External Director
- Ms. **Lucía Valdés Lorenzo**
  Independent External Director
- Mr. **Rafael Domínguez Olivera**
  Non-Director Secretary
- Mr. **Antonio González-Carballo Cañas**
  Non-Director Deputy Secretary

Corporate bodies of the Correos Group subsidiaries

GRI 2-9, 2-10, 2-11, 2-19, 405-1

The corporate bodies of the Group's subsidiaries are the General Meeting of Shareholders and the Board of Directors.

The **directors of the subsidiaries**, whose positions are not remunerated, are chosen from among the members of the management team of Correos and the SEPI Group, ensuring parity between men and women. The minimum and maximum number of members of the Boards of Directors of each of the subsidiaries is:

- 6 to 12 in Correos Express.
- 5 in Correos Express Portugal.
- 4 to 8 in Correos Telecom.

The subsidiaries (with the exception of Correos Express Portugal) also have their respective Audit and Control Committees to advise on economic-financial matters, financial and non-financial risk control and internal audit.

The **composition** of the respective Boards of Directors of the subsidiaries of the Correos Group as at 31 December 2025 was as follows:

Correos Express Paquetería Urgente, S.A., S.M.E.

- Mr. **Francisco Ferrer Moreno**
  Chair
- Ms. **Olga García Sáez**
  Executive Director
- Mr. **Javier Monzó Torrecillas**
  Executive Director
- Mr. **José Miguel Moreno Moreno**
  Executive Director
- Ms. **Yolanda Orcajada de la Torre**
  Executive Director
- Mr. **Francisco Salvador Montero**
  Proprietary Director
- Mr. **Antonio González-Carballo Cañas**
  Non-Director Secretary
- Mr. **Rafael Domínguez Olivera**
  Non-Director Deputy Secretary

CEP – Assessoria Ibérica de Logística e Transporte, S.A.

- Mr. **Antonio Borges Vaz**
  Chair
- Mr. **Luis Manuel Dionisio Marqués**
- Mr. **Francisco Ferrer Moreno**
- Mr. **José Miguel Moreno Moreno**
- Mr. **Nuno Filipe Pereira Rangel**

Correos Telecom, S.A., S.M.E.

- Mr. **Francisco Ferrer Moreno**
  Chair
- Mr. **Francisco Salvador Moreno**
  Proprietary Director
- Ms. **Cristina Cid Gil**
  Executive Director
- Mr. **Javier Monzó Torrecillas**
  Executive Director
- Mr. **José Miguel Moreno Moreno**
  Executive Director
- Ms. **Yolanda Orcajada de la Torre**
  Executive Director
- Mr. **Antonio González-Carballo Cañas**
  Non-Director Secretary
- Mr. **Rafael Domínguez Olivera**
  Non-Director Deputy Secretary

Remuneration of the Board of Directors and the Management Committee

GRI 2-19, 2-20

The **Management Committee** of the Correos Group is an internal collegiate body that supports the President in his day-to-day management, promoting and coordinating the most relevant issues for the activity with the different units and subsidiaries. The Management Committee meets regularly at the request of the President. The **members of the Managment Committee do not receive specific remuneration** for their attendance.

For their part, the members of the Board of Directors of Correos **only receive the allowances for attending the meetings** of the Board of Directors and the Audit and Control Committee, as determined annually by the General Meeting of Shareholders, in accordance with the provisions of Royal Decree 462/2002[67] and with the regulations in force for public bodies and trading companies. Pursuant to Act 3/2015[68], the allowances of senior directors are paid into the Public Treasury.

The payment of allowances is not compatible with the performance of executive functions for the company, which are compensated in accordance with the provisions of the corresponding commercial or employment contracts, within the maximum amounts and structures established in the regulations applicable to state public sector companies. Thus, the President of Correos does not receive any attendance allowance for attending Board meetings. Remuneration of senior management staff at Correos is governed by Royal Decree 451/2012[69].

Remuneration accrued for all items during the financial year 2025 by the members of the Board of Directors and Senior Management of the Correos amounted to 1.9 million euros, of which 155,387 euros relate to allowances received by members of the Board of Directors of Correos (an average of 11,099 euros per year per director), and the remainder for salaries and/or other remuneration (including compensation) paid to members of senior management (average remuneration of 175,069 euros per year).

[67] Royal Decree 462/2002, of 24 May, on compensation for service-related reasons.
[68] Act 3/2015, of 30 March, regulating the exercise of senior management positions in the General State Administration.
[69] Royal Decree 451/2012, of 5 March, regulating the remuneration system for senior managers and executives in the public business sector and other entities.

Legal framework for the activities of the Correos Group

The **Spanish postal market has been completely liberalised** since 1 January 2011, following the entry into force of **Act 43/2010**[70]. The free competition regime implies that there must be a mechanism to ensure the provision of services, even when the market does not provide them or provides them at unaffordable prices or under insufficient quality conditions. To this end, the law provides for a **universal postal service** guaranteed by the State and provided by a specifically designated operator, in accordance with requirements regarding quality, regularity, accessibility and affordability, which ensure that all citizens' right to postal communications is upheld.

Correos is the designated operator to provide the universal postal service in Spain until 31 December 2030, under the amendment of the Postal Act [Ley postal] in July 2025.

This Act is implemented by Royal Decree 437/2024[71], which approves the **Regulations on postal services**.

With regard to the universal postal service, the **provision plan**[72] approved in 2021 establishes the conditions under which Correos must provide this service, particularly in areas where there is a very low population density, the procedure for assessing its cost and how it is to be financed, as well as the criteria to be taken into account in determining the contribution of the State. The regulatory body is responsible for the measurement and control of the quality parameters for the provision of the universal postal service.

As the designated operator, Correos **submits its analytical accounts for each financial year for verification** by the **National Markets and Competition Commission** (CNMC), which determines the net cost of the universal postal service and the unfair financial burden of providing it.

Besides being an operator in the postal market, **Correos and its subsidiary Correos Express, also develop their business in the parcel delivery market** and are subject to the laws applicable to the land freight sector.[73] In turn, the activity of **Correos Express Portugal** is subject to the postal and land freight transport regulations applicable in Portugal[74]. Finally, the provision of electronic communications services by Correos and **Correos Telecom is regulated by the General Act on Telecommunications**[75] (Ley General de Telecomunicaciones).

[70] Act 43/2010, of 30 December, on the universal postal service, users' rights and the postal market.

[71] Royal Decree 437/2024, of April 30, which approves the Regulations on postal services, in development of the provisions of Act 43/2010, of December 30, 2010, on universal postal service, users' rights and the postal market.

[72] Resolution of 15 June 2021, of the General Technical Secretariat, publishing the Agreement of the Council of Ministers of 1 June 2021, approving the plan for the provision of the universal postal service.

[73] Act 16/1987, of 30 July, on the Organisation of Land Transport and Act 15/2009, of 11 November, on Contracts for the Land Transport of Goods.

[74] Lei nº 17/2012, de 26 de abril, Decreto-Lei nº 239/2003, de 4 de outubro y Lei nº 18/2023, de 17 de abril.

[75] General Act 11/2022, of 28 June, on Telecommunications (*Ley General de Telecomunicaciones*).

Transparency in management

GRI 2-13, 2-16, 2-23, 2-24, 2-25, 2-26, 2-27, 3-3

The companies that make up the Correos Group have the necessary mechanisms in place to comply with the reporting obligations established by Act 19/2013[76]. To this end, they have a **transparency portal** and different access channels, through which citizens can address their **requests for public information**, in accordance with the terms set out in the aforementioned regulations. In 2025, **113 enquiries** were channelled through the Correos transparency portal.

Transparency, alongside citizen participation, public integrity and collaboration, are some of the principles underpinning **Open Administration Week**. In 2025, Correos once again took part in this event, organised with the aim of bringing public authorities closer to citizens by holding open days at several of its facilities.

The Correos Group has a **regulatory compliance system** in place, which sets out the principles and guidelines that must govern the **conduct** of the Group companies' **business activities and commercial** relationships, both internally —in relation to the companies that make up the Group (employees, executives and directors who, in the course of their duties, act on behalf of each of these companies)— and externally (in the market and with other competitors). This system is underpinned, amongst other instruments, by:

- The **Criminal Risk Prevention Manual**, which comprises a general section and a specific section, and describes the procedures and controls put in place to prevent acts and conduct that could constitute criminal risks.
- The **General Code of Conduct**, revised in 2025, which reflects the values and general principles governing the actions of the Correos Group. It also establishes measures to prevent and eradicate corruption and bribery (including guidelines for equal treatment and opportunities, fair competition, prevention of conflicts of interest or the use of privileged information), as well as due diligence measures in human rights, relating to forced or child labour, freedom of association or bargaining.
- **Compliance Policies**, revised in 2025, which set out the commitments made to ensure conduct that complies with national and international regulations and professional ethics. These include:
  - The **Anti-Corruption Policy,** which describes prohibited conduct and general guidelines for decision-making, with the aim of promoting the prevention, detection and reporting of potential corrupt practices.

[76] Act 19/2013, of 9 December, on transparency, access to public information and good governance.

- The **Gifts and Hospitality Policy**, which sets out the guidelines on this matter that should guide the actions of all members of the Group's companies, in accordance with the standards set out in ISO 37001:2025 'Anti-bribery management systems' standard.

- The **Conflict of Interest Management Policy**, which sets out the general recommendations, values and principles that should guide the conduct of the governing bodies, executives and professionals of the Group's companies, as well as other stakeholders, with regard to the prevention and, where appropriate, resolution of conflicts of interest.

+ The **Corporate Competition Compliance Policy**, which sets out the basic principles governing conduct in relation to competition and which should guide the behaviour of all employees, executives and directors. The document addresses issues relating to collusive practices, abuse of dominant position, unfair competition, control of business concentrations, home inspections by competition authorities and supervision of intra-group agreements.

These policies are published on the corporate websites of the companies within the Correos Group. In 2025, **Correos Express Portugal** also adopted its own Code of Conduct and Compliance Code.

The **Board of Directors** of each Group company is **responsible for overseeing compliance risk management** and approving all policies to identify, assess, monitor, report and advise on compliance risks. To this end, the Boards of Directors have designated the Compliance Committee as the autonomous and collegiate body in charge of maintaining, updating and managing the compliance system.

The **Compliance Committee reports to the respective Boards of Directors every six months** on, amongst other matters, the supervision, review and updating of the compliance system, the training requirements, the management of the ethics channel, and any breaches that may affect the Group's interests. In 2025, the Committee held eighteen meetings.

The **Audit and Control Committees** of both Correos and its subsidiaries are also informed, at least every six months, of the content and findings of the **reports issued by the Compliance Committee**, as well as of the status of the review and update of the compliance system.

Following the revision of the General Code of Conduct in 2025, it is provided that the Compliance Committee may act on its own initiative, taking the necessary measures to investigate any indication of non-compliance.

In accordance with Act 2/2023[77], regulating the protection of whistleblowers and the fight against corruption, the Correos Group has an **Internal Reporting System**, comprising the **General Policy of the Internal Reporting System**, the **Procedure for Information Management**, the **Ethics Channel** and the Internal Reporting System Manager, a function carried out by the Compliance Committee.

Through the ethics channel, employees and other stakeholders can report, anonymously and confidentially, any conduct that contravenes the General Code of Conduct and the internal regulations implementing it, as well as any other breaches covered by Act 2/2023.

These communications are processed by the Internal Reporting System Manager who, in turn, has an independent team of managers, guaranteeing **impartiality in the development of the investigation**. These managers are specifically trained for the performance of their duties.

[77] Act 2/2023 of 20 February, on the protection of whistleblowers and the fight against corruption.

Main internal regulations of Correos Group on ESG aspects

People

- ESG framework policy
- SDG alignment model
- Human rights policy
- Excellence and Sustainability Policy
- Equality Plan
- Anti-harassment protocol
- Sustainability Plan

Risks

- Corporate Risk Control And
- Management Policy
- Security policy
- Information security policy
- Business Continuity and Resilience Plan

Supply Chain

- Internal procurement instructions
- Asset procurement rules
- Framework of Criteria for Responsible Procurement

Ethics and compliance

- General Code of Conduct
- Compliance policies: Anti-Corruption Policy, Gifts and Hospitality Policy, Conflict of Interest Management Policy
- Corporate competition compliance policy
- Internal reporting system general policy
- Board of Directors Regulations
- Compliance Committee Regulations
- Annual Internal Audit Plan
- Information Management Procedure
- Crime Prevention Manual

The channel is accessible through the corporate websites of the Group's companies and is enabled through a specialised technological platform, with the necessary security measures to guarantee **confidentiality, security and anonymity**.

Similarly, employees have an electronic mailbox (**cumplimiento@correos.com**) to which they can direct their queries on other situations related to legal compliance, the General Code of Conduct or corporate policies.

The **Procedure for information management** details the mechanism for handling the communications received, the regulation of incompatibilities or conflicts of interest on the part of the file managers, the application of the principle of objectivity, autonomy and independence, as well as the measures for the protection of whistleblowers against retaliation, their conditions and possible exclusions.

In addition, it provides that the final decision reached by the Compliance Committee regarding any complaints deemed appropriate—due to the position held by the person concerned, the potential impact of the events on the company, or if the events are of particular significance—must be submitted to the Board of Directors for ratification.

Furthermore, in accordance with the **regulations governing the authorisation and supervision of the SEPI Group's actions and operations**, Correos must inform the SEPI Group's compliance department of the creation or updating of key elements of its compliance system prior to the approval by the board of directors.

The Group's professionals and executives are informed about the functioning of the internal reporting system and the ethics channel, as well as on the safeguards –including the protection against retaliation scheme– and the rights and obligations that apply to them in relation to reporting, as part of the **compulsory training** on business ethics and regulatory compliance, which is incorporated into the relevant training programmes.

Other content and recommendations are shared via **internal communication channels** to raise awareness of business ethics and ensure that **policies are effectively communicated**. Similarly, contracts entered into with suppliers and customers include a compliance clause setting out the relevant corporate policies and how to access them.

Taken together, these measures ensure that all staff have the necessary skills to act in accordance with the ethical principles, regulatory obligations and internal policies that govern the Group's code of business conduct.

Application of internal audit procedures

GRI 2-17, 2-18, 2-24, 2-25, 2-27, 3-3

Through the internal audit function, the **Group's internal control system** is continuously evaluated, providing support to the Audit and Control Committee of the Board of Directors and to Management.

Its purpose is to contribute to the achievement of corporate objectives, providing a systematic approach to the evaluation of risk management, control and good governance processes, with the aim of preventing, detecting and, where appropriate, eradicating unethical business practices, such as corruption or bribery.

As part of the **Annual Audit Plan**, approved by the SEPI Group, operational and compliance audits are carried out, verifying compliance with applicable policies, procedures and regulations. Recommendations issued in previous years are also followed up on an annual basis.

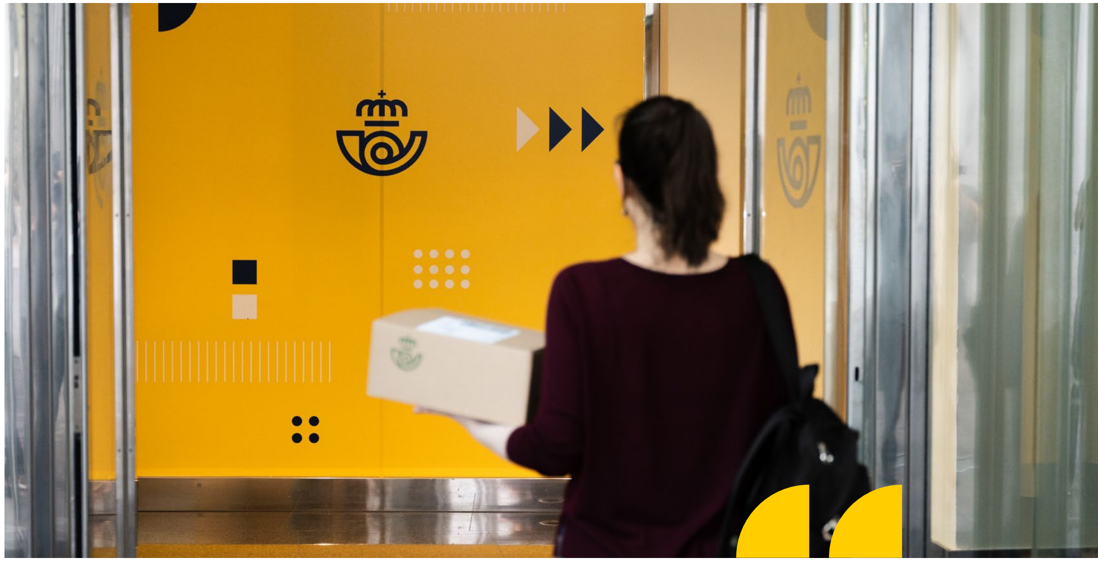
In addition, **internal process verification audits** are carried out to assess compliance and encourage continuous improvement, within the framework of the external certifications of the Group's management systems.

Process audits are carried out in a representative number of offices, processing centres and delivery units, and compliance with the principles of integrity and good governance in the activities of the operating units is verified.

Public sector control

In addition to internal controls, the activities of the Group's companies are subject to the supervision of bodies such as the National Markets and Competition Commission (CNMC), the General Intervention of the State Administration (IGAE) and the Court of Auditors.

The Correos Group is also subject to public control through the supervisory mechanisms applicable to its sole shareholder (more information



available on the SEPI Group's **website** and annual report) and its corporate business is subject to the regulations governing the SEPI Group's system for authorising and supervising acts and operations. Thus, Act 40/2015[78] establishes a system for monitoring effectiveness and continuous supervision of all entities in the State's institutional public sector.

[78] Act 40/2015, of 1 October, on the Legal Regime applicable to the Public Administration.

Prevention of money laundering

Correos maintains a firm commitment to the prevention of money laundering and terrorist financing, having established a comprehensive risk management and internal control system in accordance with current regulations and the recommendations of the competent authorities. This system relies on risk identification, assessment and mitigation, as well as continuous monitoring of operations, internal procedures and staff training.

Act 10/2010[79] and its Regulation[80] include Correos among the entities subject to obligations on the prevention of money laundering and terrorist financing, with regard to **money order and transfer activities**, and is subject to supervision by the Executive Service for the Prevention of Money Laundering (SEPBLAC) in Spain and the Financial Intelligence Unit (UIFAND) in Andorra.

The **Board of Directors** is legally responsible for the company's system for preventing money laundering and terrorist financing, and delegates its management to the department of the same name, which is in charge of implementing the policies approved by the Board and developing internal procedures. Likewise, actions in this area are supervised by an **internal supervision and control body** and evaluated by the internal audit department.

In accordance with regulations, internal control measures and bodies are subject to an **annual review by an external expert**. The report on the findings of the review for the financial year 2024 was submitted to the Audit and Control Committee of the Board of Directors on 29 April 2025.

The company prepares and reviews a **risk self-assessment report** at least once a year, following the recommendations[81] issued by SEPBLAC, in order to identify the business areas with the highest risk exposure and define internal control measures. This report also includes **specific analyses** carried out **prior to the launch of new products or services and the use of new distribution channels or technologies**, in order to manage and mitigate the risks identified.

Correos carries out **systematic and continuous checks on the application of due diligence measures** and the effectiveness of internal procedures. Likewise, the office network, which is exposed to the highest level of risk, has **alert channels** for identifying potentially risky transactions, complemented by its **own post-transaction analysis tool** for detecting **suspicious** patterns and **operations**. Activities that could constitute a criminal offence are reported to SEPBLAC, which also receives a monthly statement of transactions.

For the **training** of company professionals, the **money laundering prevention manual**, along with other training materials and circulars, is available on the **corporate intranet**. In 2025, the system for calling for training activities was automated and the range of training modules aimed at middle managers was expanded.

[79] Act 10/2010, of 28 April, on the prevention of money laundering and terrorist financing.
[80] Royal Decree 304/2014, of 5 May, approving the Regulation of Act 10/2010, of 28 April, on the prevention of money laundering and the terrorist financing.
[81] SEPBLAC (2013). *Recomendaciones sobre las medidas de control interno para la prevención del blanqueo de capitales y de la financiación del terrorismo*.

Main associations and organisations in which the Correos Group participates

GRI 2-28

Last year, the companies of the Correos Group were members of the following associations or organisations:

Business

- A-Digital (Spanish Association of Digital Economy)
- AEA (Spanish Association of Advertisers)
- AECOC (Association of Manufacturers and Distributors)
- AEERC (Spanish Association of Customer Relationship Experts)
- AESPLA (Spanish Association of Occupational Health and Safety Services)
- AGERS (Spanish Association of Insurance and Risk Management)
- Ametic (Association of Electronics, Information Technology, Telecommunications and Digital Content Companies)
- APETAMCOR (Road Freight Transport Business Association)
- @asLAN (Association of companies in the ICT sector)
- Association of Entrepreneurs of the O Ceao and As Gándaras Industrial Parks
- ATEIA (Association of International Freight Forwarders. Organisation for Logistics, Transport and Customs Representation)
- AUSAPE (Association of SAP Users in Spain)
- CEL (Spanish Logistics Centre)
- FEDETO (Toledo Business Federation)
- ISMS Forum Spain (Spanish Association for the Promotion of Information Security)
- PRL Innovación
- QUEMASEM (Association of Entrepreneurs of the Las Quemadas Industrial Park)
- Silicon Alley Madrid (Association of companies in the ICT sector)
- UNE (Spanish Association for Standardisation)
- UNO Logística (Spanish Logistics and Transport Business Organisation)

Sustainability and good governance

- AEDIVE (Business Association for the Development and Promotion of Electric Vehicles)
- Fundación SERES Sociedad y Empresa Responsable
- GECV (Spanish Group for Green Growth)
- Spanish Institute of Charter Accountants
- Valencia Institute of Biomechanics
- 'Network of Companies for a Society Free of Gender-Based Violence', by the Government Delegation against Gender-Based Violence
- Business Network for LGBTI Diversity and Inclusion (REDI)
- Spanish Network of the United Nations Global Compact

International organisations and partnerships

- IPC (International Post Corporation). Cooperative association comprising the most important postal operators. In 2025, the President of Correos was a member of its Board of Directors.
- KPG (Kahala Post Group). Global postal operators' trade alliance.
- PostEurop. Association of the main European postal operators. Correos chaired its Executive Committee. In addition, it was co-chair of the Postal Services Executive Group and co-deputy chair of the Customs Group and the ESG Cross-cutting Group.
- PUMed (Postal Union of the Mediterranean). Correos was the vice-chair of its Executive Committee, as well as the vice-chair of the CSR-Sustainability Expert Group.
- UPAEP (Postal Union of the Americas, Spain and Portugal). Correos co-chaired the Working Groups on Financial and Digital Services, Sustainability, and Electronic Data Advancement (EAD).
- UPU (Universal Postal Union). Correos was a member of the Postal Operations Council, co-chairing the Compliance Group.

Annexes

- Reporting frameworks and indicators
- External verification of the non-financial information statement
- GRI Content Index, Global Compact Principles and SDG

Reporting frameworks and indicators

GRI 2-2, 2-3

The Correos Group's Non-Financial Information Statement, as part of its consolidated annual accounts, is included in its Integrated Annual Report, published on Correos' **website** in June of the year following each financial year.

This Non-financial Information Statement presents, in general terms, the most important quantitative information and indicators of the Correos Group. However, in the case of content referring to employment, environmental and social issues, it is broken down by the different companies that make up the Group, due to the different nature, size and activity of each company.

The contents and indicators included in this Non-Financial Information Statement have been prepared in accordance with the requirements of Act 11/2018,[82] using the **Global Reporting Initiative** (GRI) Sustainability Reporting Standards, 2024 version, as a reference. This model facilitates delivery of the three-pronged economic, social and environmental approach to the Group's performance.

[82] Act 11/2018, of 28 December, amending the Commercial Code, the revised text of the Spanish Capital Companies Act approved by Royal Legislative Decree 1/2010, of 2 July, and Act 22/2015, of 20 July, on Account Auditing, in relation to non-financial information and diversity.

Pending the final transposition of Directive (EU) 2022/2464[83] (or its amendment, as part of the Omnibus I package) and pursuant to the Stop-the-clock Directive (Directive (EU) 2025/794[84]), as well as the joint recommendation of the CNMV (Spanish National Securities Market Commission) and the ICAC (Spanish Accounting and Auditing Institute) in the 'Second joint statement on the transposition of the CSRD Directive and subsequent amendments to Spanish law' of 19 December 2025, on the voluntary nature of the application of Directive (EU) 2022/2464 and the 'European sustainability reporting standards' (ESRS) for Phase 2 companies, the Correos Group's Non-Financial Information Statement does not expressly comply with these European standards. However, it is considered that its contents may, in any case, comply with most of the future requirements of the new European regulations.

Likewise, in preparing the double materiality analysis to determine the relevant issues for this Non-financial Information Statement, reference has been made to the content of Delegated Regulation (EU) 2023/2772[85].

In addition, the guidelines of the 'Conceptual Framework for Integrated Reporting' of the **International Integrated Reporting Council** (now part of The Value Reporting Foundation) have also been followed. In this way, it aims to provide stakeholders with a cross-cutting and significant vision of the business model and the mechanisms for creating value in the short, medium and long term.

Since 2002, Correos has also been a signatory to the United Nations Global Compact, undertaking to respect and promote its ten principles in the areas of human and labour rights, the environment and anti-corruption. The company prepares its progress report every year, which has the advanced level distinction, and can be consulted on the sites of the **Global Compact**, the **Spanish Global Compact Network** and **Correos**.

Finally, the Correos Group has aligned its policies with the **United Nations Sustainable Development Goals** and reports its commitments and contributions to the achievement of the 2030 Agenda.

[83] Directive (EU) 2022/2464 of the European Parliament and of the Council of 14 December 2022 amending Regulation (EU) No. 537/2014, Directive 2004/109/EC, Directive 2006/43/EC and Directive 2013/34/EU as regards corporate sustainability reporting.

[84] Directive (EU) 2025/794 of the European Parliament and of the Council of 14 April 2025, amending Directives (EU) 2022/2464 and (EU) 2024/1760 as regards the dates from which Member States must apply certain sustainability reporting and due diligence requirements for companies.

[85] Commission Delegated Regulation (EU) 2023/2772 of 31 July 2023 supplementing Directive 2013/34/EU of the European Parliament and of the Council as regards sustainability reporting standards.

Indicators used in the Non-financial information statement

	Non-financial statement chapter	GRI indicator, Global Compact and SDG
1. Business environment.	Business environment and trends.	GRI 2-6
2. Organisation and structure.	Structure and organisation of the Correos Group.	GRI 2-1
3. Markets in which it operates.	The Correos Group and its business model. Business environment and trends.	GRI 2-1, GRI 2-6
4. Objectives and strategies.	Strategy.	-
5. Factors and trends that may affect its future development.	Business environment and trends. Materiality analyses and relationship with stakeholders. Strategy. Risk and opportunity management.	GRI 2-6, GRI 2-12, GRI 2-13, GRI 3-2, GRI 3-3
6. Policies applied by the group with regard to these issues, including due diligence procedures applied to identify, assess, prevent and mitigate significant risks and impacts, and verification and control procedures, including the measures that have been adopted.	Risk and opportunity management. Strategic sustainability framework. Environmental performance. Support for talent and professional development. Training for new strategic challenges. Equal, diverse and inclusive management. Safe and healthy working environment. Sustainable supply chain. Respect for human rights. Security of persons and facilities. Cibersecurity. Personal data protection. Transparency in management. Application of internal audit procedures.	GRI 2-12, GRI 2-13, GRI 2-16, GRI 2-23, GRI 2-24, GRI 2-26, GRI 3-3, GRI 205-2
7. Policy outcomes: key non-financial performance indicators that enable the monitoring and evaluation of progress and comparability between companies and sectors, in accordance with national, European or international reference frameworks.	Labour indicators. Environmental indicators.	GRI 2-27, GRI 301-1, GRI 302-1, GRI 303-5, GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-7, GRI 306-3, GRI 401-2, GRI 401-3, GRI 403-9, GRI 403-10, GRI 404-1, GRI 405-1, GRI 405-2
8. Commercial relations, products or services that may have negative effects in these areas.	Environmental performance.	GRI 305-5, GRI 305-7, SDG 13

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	Non-financial statement chapter	GRI indicator, Global Compact and SDG
9. How the group manages these risks (procedures used to detect and assess them in accordance with national, European or international reference frameworks).	Risk and opportunity management. Strategic sustainability framework. Environmental performance. Our team. Value chain. Security of persons and facilities. Cibersecurity. Personal data protection. Transparency in management. Application of internal audit procedures.	GRI 2-12, GRI 2-13, GRI 2-23, GRI 2-24, GRI 2-25, GRI 2-26, GRI 3-3, GRI 205-2, GRI 308-1, GRI 308-2
10. Information on the impacts that have been detected, broken down, in particular, into the main short-, medium- and long-term risks.	Future trends. Materiality analyses and relationship with stakeholders. Risk and opportunity management.	GRI 3-2
Environment		
11. Detailed information on the current and foreseeable effects of the company's activities on the environment and, where applicable, health and safety.	Environmental performance. Value chain.	GRI 3-2, GRI 305-5, GRI 308-2
12. Environmental assessment or certification procedures.	Main environmental impacts.	-
13. Resources devoted to environmental risk prevention.	Environmental indicators.	Global Compact Principles 7, 8, 9, SDG 13
14. Application of the precautionary principle.	Environmental performance.	-
15. Amount of provisions and guarantees for environmental risks.	Environmental indicators.	Global Compact Principles 7, 8, 9, SDG 13
16. Pollution: measures to prevent, reduce or remedy carbon emissions that seriously affect the environment, taking into account any form of air pollution specific to an activity, including noise and light pollution.	Main environmental impacts. Climate change adaptation and mitigation. Pollution and air quality.	GRI 3-3, GRI 305-5, GRI 305-7 SDG 3, 7, 11, 12, 13

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	Non-financial statement chapter	GRI indicator, Global Compact and SDG
17. Circular economy and waste prevention and management: prevention measures, recycling, reuse, other forms of recovery and disposal of waste; actions to combat food waste.	Resource use and circular economy.	GRI 3-3, GRI 306-2, SDG 12
18. Sustainable use of resources: water consumption and water supply in accordance with local constraints; consumption of raw materials and measures taken to improve the efficiency of their use; direct and indirect energy consumption, measures taken to improve energy efficiency and the use of renewable energies.	Climate change adaptation and mitigation. Resource use and circular economy. Environmental indicators.	GRI 3-3, GRI 301-1, GRI 302-1, GRI 302-4, GRI 303-5 SDG 7, 11, 12
19. Climate change: the significant elements of greenhouse gas emissions generated as a result of the company's activities; the measures taken to adapt to the consequences of climate change; the voluntary medium- and long-term reduction targets set to reduce greenhouse gas emissions and the means implemented to that end.	Main environmental impacts. Climate change adaptation and mitigation. Environmental indicators.	GRI 3-3, GRI 302-4, GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-5, GRI 305-7, GRI 308-2 SDG 3, 7, 11, 12, 13
20. Biodiversity protection: measures taken to preserve or restore biodiversity; impacts caused by activities or operations in protected areas.	Impacts on biodiversity.	GRI 3-3, GRI 304-3 SDG 12, 13, 15, 17
Social		
21. Total number and distribution of employees by sex, age, country and professional classification.	Labour indicators.	GRI 2-7, GRI 405-1, SDG 5, 8, 10

Continue >

	Non-financial statement chapter	GRI indicator, Global Compact and SDG
22. Total number and distribution of types of employment contracts, annual average of permanent contracts, temporary contracts and part-time contracts by sex, age and professional classification.	Labour indicators.	GRI 2-7, SDG 5, 8, 10
23. Number of redundancies by sex, age and professional classification.	Labour indicators.	-
24. Average remuneration and its evolution broken down by sex, age and professional classification or equal value.	Labour indicators.	GRI 405-2, Global Compact Principle 6, SDG 5, 8, 10
25. Pay gap, remuneration for equal jobs or average remuneration in society.	Labour indicators.	GRI 405-2, Global Compact Principle 6, SDG 5, 8, 10
26. Average remuneration of directors and executives, including variable remuneration, allowances, and compensation.	Corporate bodies of the Correos Group subsidiaries. Remuneration of the Board of Directors and Management Committee.	GRI 2-19, GRI 2-20
27. Contributions to long-term savings schemes and any other income broken down by sex.	Equal, diverse and inclusive management.	GRI 401-2, SDG 8
28. Implementation of work disconnection policies.	Organisation of social dialogue.	-
29. Employees with disabilities.	Equal, diverse and inclusive management.	GRI 3-3, GRI 405-1, SDG 8, 10
30. Organisation of working time.	Organisation of social dialogue.	GRI 402-1
31. Number of hours of absenteeism.	Labour indicators.	GRI 403-9, SDG 3, 8
32. Measures aimed at facilitating work-life balance and encouraging both parents to share responsibility for this.	Equal, diverse and inclusive management. Labour indicators.	GRI 401-3, SDG 5, 8, 10

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	Non-financial statement chapter	GRI indicator, Global Compact and SDG
33. Health and safety conditions at work.	Safe and healthy working environment.	GRI 3-3, GRI 403-1, GRI 403-2, GRI 403-5, GRI 403-6, SDG 3, 8
34. Workplace accidents, in particular their frequency and severity, as well as occupational diseases; disaggregated by sex.	Labour indicators.	GRI 403-9, GRI 403-10, SDG 3, 8
35. Organisation of social dialogue, including procedures for informing, consulting and negotiating with staff.	Organisation of social dialogue.	GRI 402-1, GRI 403-4, Global Compact Principle 3, SDG 8
36. Percentage of employees covered by collective bargaining agreements.	Organisation of social dialogue.	GRI 2-30
37. Assessment of collective bargaining agreements, particularly in the field of occupational health and safety.	Organisation of social dialogue.	GRI 403-4, SDG 3, 8
38. Training policies implemented.	Training for new strategic challenges. Safe and healthy working environment.	GRI 3-3, GRI 403-5, GRI 404-1, SDG 3, 8
39. Hours of training by professional category.	Labour indicators.	GRI 404-1, SDG 5, 8
40. Universal accessibility for people with disabilities.	Sustainable supply chain. Accessibility, affordability and inclusion.	GRI 3-3, SDG 8, 10
41. Measures taken to promote equal treatment and opportunities for women and men.	Support for talent and professional development. Equal, diverse and inclusive management.	GRI 401-3, GRI 404-1, GRI 404-3, GRI 405-1, Global Compact Principle 6, SDG 5, 8, 10
42. Equality plans (Chapter III of Organic Law 3/2007, of 22 March, on effective equality between women and men).	Equal, diverse and inclusive management.	Global Compact Principle 6, SDG 5
43. Measures taken to promote employment.	Correos Group Employment.	GRI 203-2, SDG 8

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	Non-financial statement chapter	GRI indicator, Global Compact and SDG
44. Protocols against sexual and gender-based harassment.	Equal, diverse and inclusive management.	Global Compact Principle 6
45. Integration and universal accessibility for persons with disabilities.	Equal, diverse and inclusive management. Sustainable supply chain. Accessibility, affordability and inclusion.	GRI 3-3, GRI 203-2, GRI 405-1, Global Compact Principle 6, SDG 8, 10
46. Policy against all forms of discrimination and, where applicable, diversity management.	Equal, diverse and inclusive management.	GRI 3-3, GRI 405-1 Global Compact Principle 6, SDG 5, 8, 10
Human rights		
47. Application of human rights due diligence procedures; prevention of human rights risks and, where appropriate, measures to mitigate, manage and remedy possible abuses; complaints of human rights violations.	Sustainable supply chain. Respect for human rights. Transparency in management.	GRI 2-16, GRI 2-23, GRI 2-24, GRI 3-3, GRI 408-1, GRI 409-1, Global Compact Principles 1, 2, SDG 16
48. Promotion and enforcement of the provisions of the fundamental conventions of the International Labour Organisation related to respect for freedom of association and the right to collective bargaining.	Organisation of social dialogue. Sustainable supply chain. Respect for human rights. Transparency in management.	GRI 2-23, GRI 2-24, GRI 2-30, GRI 3-3, GRI 408-1, GRI 409-1, Global Compact Principle 3, SDG 8
49. Elimination of discrimination in employment and occupation.	Equal, diverse and inclusive management. Labour indicators. Sustainable supply chain. Respect for human rights. Transparency in management.	GRI 2-23, GRI 2-24, GRI 3-3, GRI 405-2 Global Compact Principle 6 SDG 5, 8, 10
50. Elimination of forced or compulsory labour.	Sustainable supply chain. Respect for human rights. Transparency in management.	GRI 2-23, GRI 2-24, GRI 3-3, GRI 409-1 Global Compact Principle 4, SDG 8, 16, 17
51. Effective abolition of child labour.	Sustainable supply chain. Respect for human rights. Transparency in management.	GRI 2-23, GRI 2-24, GRI 3-3, GRI 408-1 Global Compact Principle 5, SDG 8, 16, 17

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	Non-financial statement chapter	GRI indicator, Global Compact and SDG
Fight against corruption and bribery		
52. Measures taken to prevent corruption and bribery.	Training for new strategic challenges. Respect for human rights. Correos corporate bodies. Transparency in management. Application of internal audit procedures.	GRI 2-15, GRI 2-16, GRI 2-23, GRI 2-27, GRI 3-3, GRI 205-2, SDG 16
53. Measures to combat money laundering.	Application of internal audit procedures.	GRI 2-27, GRI 3-3, SDG 16
54. Contributions to foundations and non-profit organisations.	Community engagement.	GRI 203-2, SDG 17
Commitment to society		
55. Impact of the company's activity on employment and local development.	Correos Group Employment. Sustainable supply chain. Social impact of products and services.	GRI 2-6, GRI 203-2, GRI 204-1, SDG 8
56. Impact of the company's activity on local populations and the territory.	Correos Group Employment. Social impact of products and services. Community engagement.	GRI 203-2, GRI 413-1, SDG 8, 11
57. Relationships with local community stakeholders and methods of dialogue with them.	Relationship with stakeholders. Social impact of products and services.	GRI 2-29
58. Association or sponsorship actions.	Community engagement. Main associations and organisations in which the Correos Group participates.	GRI 2-28, GRI 203-2, SDG 17
59. Inclusion of social, gender equality and environmental issues in procurement policy.	Sustainable supply chain.	GRI 2-23, GRI 2-24; GRI 3-3; GRI 308-1, GRI 414-1 SDG 5, 13
60. Consideration of social and environmental responsibility in relations with suppliers and subcontractors.	Climate change adaptation and mitigation. Pollution and air quality. Sustainable supply chain. Respect for human rights.	GRI 2-23, GRI 2-24; GRI 3-3; GRI 308-1, GRI 414-1 SDG 5, 13

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	Non-financial statement chapter	GRI indicator, Global Compact and SDG
61. Monitoring and audit systems and their results.	Application of internal audit procedures.	GRI 2-24, GRI 3-3, SDG 16
62. Measures for consumer health and safety.	Environmental performance. Security of persons and facilities. Cibersecurity. Personal data protection.	GRI 3-3, GRI 305-5, GRI 305-7, GRI 418-1, SDG 3, 11, 12, 13
63. Complaint systems, complaints received and their resolution.	Management and customer service systems.	GRI 2-25, GRI 3-3
64. Profits earned country by country.	Generated and distributed economic value.	GRI 201-1, SDG 8, 9
65. Corporation tax paid.	Generated and distributed economic value.	GRI 201-1, SDG 8, 9
66. Public grants received.	Generated and distributed economic value.	GRI 201-4

ANNEX II. External verification of the non-financial information statement

Independent verification report on non-financial information statement of the Correos Group

For the financial year ended 31 December 2025.

In accordance with Article 49 of the Spanish Commercial Code we have verified, to the extent of limited assurance, the accompanying non-financial information statement (version 13) hereinafter NFI attached as Annex I to this report, for the year ended 31 December 2025, for Correos Group.

The content of the Management Report includes information additional to that required by the commercial laws in force for non-financial information which has not been subject to our verification. With this in mind, our work has been limited exclusively of the information contained in the NFI.

Directors' responsibility

The preparation and content of the NFI included in the Management Report are the responsibility of the Directors of the Group.

The NFI has been prepared in accordance with the contents of current commercial regulations and following the criteria of the Sustainability Reporting Standards of the Global Reporting Initiative (GRI standards) selected.

This responsibility also includes the design, implementation and maintenance of internal control considered necessary to ensure the NFI is free from erroneous material be it through fraud or error.

The directors are also responsible for defining, implementing, adapting, and maintaining the management systems from which the information necessary for the preparation of the NFI is obtained.

Our independence and quality control

Our firm has over 20 years of experience in consulting, working with hundreds of companies in more than 25 countries across Europe, America and Asia.

Our work and operations, based on the fundamental principles of integrity, objectivity, professional competence and diligence, confidentiality, and professional conduct, are supported by internal procedures for personnel selection, training, performance evaluation, qualification, and the definition of internal policies. All our professionals are committed to complying with applicable legal and regulatory provisions, as well as applicable ethical requirements and professional standards, and sign confidentiality agreements.

For the preparation of this report, a team of professionals was assembled, experts in the review of non-financial information and with extensive experience in social, environmental, occupational health and safety, business management, and business strategy areas.

In a verification prior to accepting the verification contract, it was confirmed that there were no circumstances, situations, or relationships that would prevent the verifier from acting objectively.

Our responsibility

Our responsibility is to express our conclusions in an independent report of limited assurance, based on the work undertaken, that relates exclusively to the 2025 fiscal year.

We conducted our work in accordance with the requirements of the current Revised International Standard on Assurance Engagements 3000, 'Assurance Engagements Other than Audits or Reviews of Historical Financial Information' (Revised NIEA 3000) issued by the International Auditing and Assurance Standards Board (IAASB) of the International Federation of Accountants (IFAC) and with the Performance Guide on the verification of Non-Financial Information Statement issued by the Spanish Institute of Chartered Accountants.

In an engagement of **limited** assurance the procedures that are carried out vary in nature and timing, and are of a lesser extent than those carried out in reasonable assurance engagement and, therefore, the assurance obtained is substantially **less**.

Our work consisted of formulating questions directly or indirectly to management and its representatives, including the various units of the entity as necessary, that have participated in the preparation of the NFI, in the review of the processes for collecting and validating the information presented in the NFI, and in the application of certain analytical procedures and sampling review tests that are described below:

- Verification of information published on the entity's website and comparison with reports from similar companies.
- Deepen the knowledge of the business model, policies and the management approaches applied, the main risks associated with these topics and obtain the necessary information for the external review.
- Comparison of the content required by the regulations, regarding non-financial information and diversity, with the information contained in the 2025 NFI submitted by the entity.
- Analysis of the scope, relevance, and integrity of the content included in the NFI of the 2025 financial year.
- Analysis of the processes to recompile and validate data presented in the NFI of the 2025 financial year.
- Review of the information related to risks, policies and applied management approaches in relation to material aspects presented in the NFI of the 2025 financial year.

Conclusion

After reviewing all the information presented in the report, we believe it is complete and satisfactory, meeting the quality requirements established in our verification process.

In the previous version of this report, submitted to the Correos Group, opportunities for improvement were documented for consideration in both the 2025 report and future reports.

Based on the procedures performed in our verification and the evidence we have obtained, for Correos Group's NFI for the year ended 31 December 2025, we conclude NFI has been prepared, in all material respects, in accordance with the contents of current commercial regulations and following the criteria of the selected GRI standards.

Use and distribution

This report was prepared in response to the requirement established in current commercial regulations in Spain, so it may not be suitable for other purposes and jurisdictions.

SPG CERTFICACION, S.L.
13 March 2026.

GRI Content Index, Global Compact Principles and SDG

Statement of use	The Correos Group has reported in accordance with the GRI Standards for the period between 1 January to 31 December 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not available

GRI standard / other source	Disclosure	Location	Omission			GRI Sector Standar Number	External verification	Global Compact Principle	Sustainable Development Goal
			Requirement (s) omitted	Reason	Explanation				
General disclosures									
GRI 2: General Disclosures 2021	2-1 Organizational details	Pag. 369. The Correos Group and its business model. Structure and organisation of the Correos Group.	-	-	-	-	●	-	-
	2-2 Entities included in the organization's sustainability reporting	Materiality analysis and relationship with stakeholders. Reporting frameworks and indicators.	-	-	-	-	●	-	-
	2-3 Reporting period, frequency and contact point	Pag. 369. Materiality analysis and relationship with stakeholders. Reporting frameworks and indicators.	-	-	-	-	●	-	-

GRI standard / other source	Disclosure	Location	Omission			GRI Sector Standar Number	External verification	Global Compact Principle	Sustainable Development Goal
			Requirement (s) omitted	Reason	Explanation				
General disclosures									
GRI 2: General Disclosures 2021	2-4 Restatements of information	Environmental indicators.	-	-	-	-	●	-	-
	2-5 External assurance	Materiality analysis and relationship with stakeholders. External verification of the non-financial information statement.	-	-	-	-	●	-	-
	2-6 Activities, value chain and other business relationships	Correos Group activities. The Correos Group and its business model. Generated and distributed economic value. Business environment and market trends. Value chain. Consolidated annual accounts of Correos Group.	-	-	-	-	●	-	16
	2-7 Employees	Our team.	-	-	-	-	●	6	5, 8
	2-8 Workers who are not employees	Our team. Value chain.	-	-	-	-	●	1, 2	5, 8
	2-9 Governance structure and composition	Corporate bodies of Correos. Corporate bodies of the subsidiaries of the Correos Group.	-	-	-	-	●	-	-

GRI standard / other source	Disclosure	Location	Omission			GRI Sector Standar Number	External verification	Global Compact Principle	Sustainable Development Goal
			Requirement (s) omitted	Reason	Explanation				
General disclosures									
GRI 2: General Disclosures 2021	2-10 Nomination and selection of the highest governance body	Corporate bodies of Correos. Corporate bodies of the subsidiaries of the Correos Group.	-	-	-	-	●	-	-
	2-11 Chair of the highest governance body	Corporate bodies of Correos. Corporate bodies of the subsidiaries of the Correos Group.	-	-	-	-	●	-	-
	2-12 Role of the highest governance body in overseeing the management of impacts	Materiality analysis and relationship with stakeholders. Risk and opportunity management. Corporate bodies of Correos.	-	-	-	-	●	-	-
	2-13 Delegation of responsibility for managing impacts	Risk and opportunity management. Corporate bodies of Correos. Transparency in management.	-	-	-	-	●	-	-
	2-14 Role of the highest governance body in sustainability reporting	Materiality analysis and relationship with stakeholders.	-	-	-	-	●	-	-

GRI standard / other source	Disclosure	Location	Omission			GRI Sector Standar Number	External verification	Global Compact Principle	Sustainable Development Goal
			Requirement (s) omitted	Reason	Explanation				
General disclosures									
GRI 2: General Disclosures 2021	2-15 Conflicts of interest	Corporate bodies of Correos.	-	-	-	-	●	10	-
	2-16 Communication of critical concerns	Transparency in management.	-	-	-	-	●	1, 2	-
	2-17 Collective knowledge of the highest governance body	Corporate bodies of Correos.	-	-	-	-	●	-	-
	2-18 Evaluation of the performance of the highest governance body	Corporate bodies of Correos. Implementation of internal audit procedures.	-	-	-	-	●	-	-
	2-19 Remuneration policies	Corporate bodies of the subsidiaries of the Correos Group. Remuneration of the Board of Directors and the Management Committee.	-	-	-	-	●	-	-
	2-20 Process to determine remuneration	Remuneration of the Board of Directors and the Management Committee.	-	-	-	-	●	-	-

GRI standard / other source	Disclosure	Location	Omission			GRI Sector Standar Number	External verification	Global Compact Principle	Sustainable Development Goal
			Requirement (s) omitted	Reason	Explanation				
General disclosures									
GRI 2: General Disclosures 2021	2-21 Annual total compensation ratio	Labour indicators.	2-21 Annual total compensation ratio	Information unavailable / incomplete	For the year 2024, the data corresponding to the median of the total annual compensation of all employees is not available. The calculation will be requested in the next tender of the supplier in charge of the salary record.	-	●	-	-
	2-22 Statement on sustainable development strategy	Chairman's statement.	-	-	-	-	●	10	-
	2-23 Policy commitments	Risk and opportunity management. Strategic sustainability framework. Environmental performance. Equal, diverse and inclusive management. Safe and healthy working environment. Value chain. Quality and continuous improvement commitments. Security of persons and facilities. Cybersecurity. Personal data protection. Transparency in management.	-	-	-	-	●	1, 2, 7, 8, 10	-

GRI standard / other source	Disclosure	Location	Omission			GRI Sector Standar Number	External verification	Global Compact Principle	Sustainable Development Goal
			Requirement (s) omitted	Reason	Explanation				
General disclosures									
GRI 2: General Disclosures 2021	2-24 Embedding policy commitments	Risk and opportunity management. Strategic sustainability framework. Environmental performance. Training for new strategic challenges. Equal, diverse and inclusive management. Safe and healthy working environment. Value chain. Accessibility, affordability and inclusion. Security of persons and facilities. Cybersecurity. Personal data protection. Transparency in management. Implementation of internal audit procedures.	-	-	-	-	●	1, 2, 7, 8, 10	-
	2-25 Processes to remediate negative impacts	Strategic sustainability framework. Environmental performance. Our team. Value chain. Customers and users. Transparency in management. Implementation of internal audit procedures.	-	-	-	-	●	1, 2	-
	2-26 Mechanisms for seeking advice and raising concerns	Transparency in management.	-	-	-	-	●	1, 2	-
	2-27 Compliance with laws and regulations	Environmental indicators. Our team. Value chain. Customers and users. Transparency in management. Implementation of internal audit procedures.	-	-	-	-	●	10	-

GRI standard / other source	Disclosure	Location	Omission			GRI Sector Standar Number	External verification	Global Compact Principle	Sustainable Development Goal
			Requirement (s) omitted	Reason	Explanation				
General disclosures									
GRI 2: General Disclosures 2021	2-28 Membership associations	The main associations and organisations in which the Correos Group participates.	-	-	-	-	●	-	17
	2-29 Approach to stakeholder engagement	Strategy. Relationship with stakeholders. Organisation of social dialogue.	-	-	-	-	●	-	-
	2-30 Collective bargaining agreements	Organisation of social dialogue.	-	-	-	-	●	3	8
Material topics									
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality analysis and relationship with stakeholders.	-	-	-	-	●	-	-
	3-2 List of material topics	Business environment and market trends. Materiality analysis and relationship with stakeholders. Main environmental impacts. Our team.	-	-	-	-	●	-	-

GRI standard / other source	Disclosure	Location	Omission			GRI Sector Standar Number	External verification	Global Compact Principle	Sustainable Development Goal
			Requirement (s) omitted	Reason	Explanation				
Material topics									
GRI 201: Economic Performance 2016									
GRI 3: Material Topics 2021	3-3 Management of material topics	Strategy. Risk and opportunity management. Business conduct.	-	-	-	Not applicable. Not available the GRI Sector Standard.	●	-	-
	201-1 Direct economic value generated and distributed	Generated and distributed economic value.	-	-	-		●	-	8, 9
	201-4 Financial assistance received from government	Generated and distributed economic value.	-	-	-		●	-	-
GRI 203: Indirect Economic Impacts 2016									
GRI 3: Material Topics 2021	3-3 Management of material topics	Risk and opportunity management. Strategic sustainability framework. Our team. Sustainable supply chain. Accessibility, affordability and inclusion. Security of persons and facilities. Social impact of products and services. Community engagement.	-	-	-	Not applicable. Not available the GRI Sector Standard.	●	-	-

GRI standard / other source	Disclosure	Location	Omission			GRI Sector Standar Number	External verification	Global Compact Principle	Sustainable Development Goal
			Requirement (s) omitted	Reason	Explanation				
Material topics									
	203-2 Significant indirect economic impacts	Correos Group activities. Our team. Sustainable supply chain. Accessibility, affordability and inclusion. Social impact of products and services. Community engagement.	-	-	-	Not applicable. Not available the GRI Sector Standard.	●	1, 2, 6, 7, 8, 10	8, 9
GRI 204: Procurement Practices 2016									
GRI 3: Material Topics 2021	3-3 Management of material topics	Value chain. Business conduct.	-	-	-	Not applicable. Not available the GRI Sector Standard.	●	-	-
	204-1 Proportion of spending on local suppliers	Sustainable supply chain.	-	-	-		●	-	8
GRI 205: Anti-corruption 2016									
GRI 3: Material Topics 2021	3-3 Management of material topics	Risk and opportunity management. Strategic sustainability framework. Value chain. Business conduct.	-	-	-	Not applicable. Not available the GRI Sector Standard.	●	-	-
	205-2 Communication and training about anti-corruption policies	Training for new strategic challenges.	-	-	-		●	10	16

GRI standard / other source	Disclosure	Location	Omission			GRI Sector Standar Number	External verification	Global Compact Principle	Sustainable Development Goal
			Requirement (s) omitted	Reason	Explanation				
Material topics									
GRI 301: Materials 2016									
GRI 3: Material Topics 2021	3-3 Management of material topics	Risk and opportunity management. Strategic sustainability framework. Main environmental impacts.	-	-	-	Not applicable. Not available the GRI Sector Standard.	●	-	-
	301-1 Materials used by weight or volume	Main environmental impacts. Environmental indicators.	-	-	-		●	7, 8	12
GRI 302: Energy 2016									
GRI 3: Material Topics 2021	3-3 Management of material topics	Risk and opportunity management. Strategic sustainability framework. Main environmental impacts.	-	-	-	Not applicable. Not available the GRI Sector Standard.	●	-	-
	302-1 Energy consumption within the organization	Main environmental impacts. Environmental indicators.	-	-	-		●	7, 8	7, 11, 12, 13
	302-4 Reduction of energy consumption	Main environmental impacts. Climate change adaptation and mitigation.	-	-	-		●	7, 8, 9	7, 11, 12, 13

GRI standard / other source	Disclosure	Location	Omission			GRI Sector Standar Number	External verification	Global Compact Principle	Sustainable Development Goal
			Requirement (s) omitted	Reason	Explanation				
Material topics									
GRI 303: Water and Effluents 2018									
GRI 3: Material Topics 2021	3-3 Management of material topics	Risk and opportunity management. Strategic sustainability framework. Main environmental impacts.	-	-	-	Not applicable. Not available the GRI Sector Standard.	●	-	-
	303-5 Water consumption	Environmental indicators.	-	-	-		●	7, 8	6, 12
GRI 304: Biodiversity 2016									
GRI 3: Material Topics 2021	3-3 Management of material topics	Risk and opportunity management. Sustainability framework. Main environmental impacts.	-	-	-	Not applicable. Not available the GRI Sector Standard.	●	-	-
	304-3 Habitats protected or restored	Biodiversity and ecosystems.	-	-	-		●	7, 8	13, 15, 17

GRI standard / other source	Disclosure	Location	Omission			GRI Sector Standar Number	External verification	Global Compact Principle	Sustainable Development Goal
			Requirement (s) omitted	Reason	Explanation				
Material topics									
GRI 305: Emissions 2016									
GRI 3: Material Topics 2021	3-3 Management of material topics	Risk and opportunity management. Strategic sustainability framework. Main environmental impacts.	-	-	-	Not applicable. Not available the GRI Sector Standard.	●	-	-
	305-1 Direct (Scope 1) GHG emissions	Environmental indicators.	-	-	-		●	7, 8	3, 11, 12, 13
	305-2 Energy indirect (Scope 2) GHG emissions	Environmental indicators.	-	-	-		●	7, 8	3, 11, 12, 13
	305-3 Other indirect (Scope 3) GHG emissions	Environmental indicators.	-	-	-		●	7, 8	3, 11, 12, 13

GRI standard / other source	Disclosure	Location	Omission			GRI Sector Standar Number	External verification	Global Compact Principle	Sustainable Development Goal
			Requirement (s) omitted	Reason	Explanation				
Material topics									
	305-5 Reduction of GHG emissions	Main environmental impacts.	-	-	-	Not applicable. Not available the GRI Sector Standard.	●	7, 8, 9	3, 11, 12, 13
	305-7 NOx, SOx and other significant air emissions	Environmental indicators.	-	-	-		●	7, 8	3, 11, 12, 13
GRI 306: Waste 2020									
GRI 3: Material Topics 2021	3-3 Management of material topics	Risk and opportunity management. Sustainability framework. Main environmental impacts.	-	-	-	Not applicable. Not available the GRI Sector Standard.	●	-	-
	306-2 Management of significant waste-related impacts	Resource use and circular economy.	-	-	-		●	7, 8	3, 11, 12
	306-3 Waste generated	Environmental indicators.	-	-	-		●	7, 8	3, 11, 12

GRI standard / other source	Disclosure	Location	Omission			GRI Sector Standar Number	External verification	Global Compact Principle	Sustainable Development Goal
			Requirement (s) omitted	Reason	Explanation				
Material topics									
GRI 308: Supplier Environmental Assessment 2016									
GRI 3: Material Topics 2021	3-3 Management of material topics	Risk and opportunity management. Strategic sustainability framework. Main environmental impacts. Sustainable supply chain.	-	-	-	Not applicable. Not available the GRI Sector Standard.	●	-	-
	308-1 New suppliers that were screened using environmental criteria	Sustainable supply chain.	-	-	-		●	7, 8	3, 11, 12, 13
	308-2 Negative environmental impacts in the supply chain and actions taken	Main environmental impacts. Sustainable supply chain.	-	-	-		●	7, 8	3, 11, 12, 13
GRI 401: Employment 2016									
GRI 3: Material Topics 2021	3-3 Management of material topics	Our team.	-	-	-	Not applicable. Not available the GRI Sector Standard.	●	-	-

GRI standard / other source	Disclosure	Location	Omission			GRI Sector Standar Number	External verification	Global Compact Principle	Sustainable Development Goal
			Requirement (s) omitted	Reason	Explanation				
Material topics									
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Our team.	-	-	-	Not applicable. Not available the GRI Sector Standard.	●	6	3, 5, 8, 10
	401-3 Parental leave	Labour indicators.	-	-	-		●	6	3, 5, 8, 10
GRI 402: Labor/Management Relations 2016									
GRI 3: Material Topics 2021	3-3 Management of material topics	Our team.	-	-	-	Not applicable. Not available the GRI Sector Standard.	●	-	-
	402-1 Minimum notice periods regarding operational changes	Organisation of social dialogue.	-	-	-		●	3	8
GRI 403: Occupational Health and Safety 2018									
GRI 3: Material Topics 2021	3-3 Management of material topics	Risk and opportunity management. Our team.	-	-	-	Not applicable. Not available the GRI Sector Standard.	●	-	-

GRI standard / other source	Disclosure	Location	Omission			GRI Sector Standar Number	External verification	Global Compact Principle	Sustainable Development Goal
			Requirement (s) omitted	Reason	Explanation				
Material topics									
	403-1 Occupational health and safety management system	Safe and healthy working environment.	-	-	-	Not applicable. Not available the GRI Sector Standard.	●	-	3, 8
	403-2 Hazard identification, risk assessment, and incident investigation	Safe and healthy working environment.	-	-	-		●	-	3, 8
	403-4 Worker participation, consultation, and communication on occupational health and safety	Organisation of social dialogue.	-	-	-		●	3	3, 8
	403-5 Worker training on occupational health and safety	Training for new strategic challenges. Safe and healthy working environment.	-	-	-		●	-	3, 8
	403-6 Promotion of worker health	Safe and healthy working environment.	-	-	-		●	-	3, 8

GRI standard / other source	Disclosure	Location	Omission			GRI Sector Standar Number	External verification	Global Compact Principle	Sustainable Development Goal
			Requirement (s) omitted	Reason	Explanation				
Material topics									
	403-9 Work-related injuries	Labour indicators.	-	-	-	Not applicable. Not available the GRI Sector Standard.	●	-	3, 8
	403-10 Work-related ill health	Labour indicators.	-	-	-		●	-	3, 8
GRI 404: Training and Education 2016									
GRI 3: Material Topics 2021	3-3 Management of material topics	Our team.	-	-	-	Not applicable. Not available the GRI Sector Standard.	●	-	-
	404-1 Average hours of training per year per employee	Training for new strategic challenges. Labour indicators.	-	-	-		●	6	4, 5, 8
	404-3 Percentage of employees receiving regular performance and career development reviews	Talent support and professional development.	-	-	-		●	-	8
GRI 405: Diversity and Equal Opportunity 2016									
GRI 3: Material Topics 2021	3-3 Management of material topics	Our team.	-	-	-	Not applicable. Not available the GRI Sector Standard.	●	-	-
	405-1 Diversity of governance bodies and employees	Our team. Labour indicators. Corporate bodies of Correos. Corporate bodies of the subsidiaries of the Correos Group.	-	-	-		●	6	5, 8, 10

GRI standard / other source	Disclosure	Location	Omission			GRI Sector Standar Number	External verification	Global Compact Principle	Sustainable Development Goal
			Requirement (s) omitted	Reason	Explanation				
Material topics									
	405-2 Ratio of basic salary and remuneration of women to men	Labour indicators.	-	-	-	Not applicable. Not available the GRI Sector Standard.		6	5, 8, 10
GRI 408: Child Labor 2016									
GRI 3: Material Topics 2021	3-3 Management of material topics	Risk and opportunity management. Respect for human rights.	-	-	-	Not applicable. Not available the GRI Sector Standard.		-	-
	408-1 Operations and suppliers at significant risk for incidents of child labour	Respect for human rights.	-	-	-			1, 2, 5	8, 16, 17
GRI 409: Forced or Compulsory Labor 2016									
GRI 3: Material Topics 2021	3-3 Management of material topics	Risk and opportunity management. Respect for human rights.	-	-	-	Not applicable. Not available the GRI Sector Standard.		-	-
	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Respect for human rights.	-	-	-			1, 2, 4	8, 16, 17
413: Local Communities 2016									
GRI 3: Material Topics 2021	3-3 Management of material topics	Our team. Value chain. Customers and users.	-	-	-	Not applicable. Not available the GRI Sector Standard.		-	-

GRI standard / other source	Disclosure	Location	Omission			GRI Sector Standar Number	External verification	Global Compact Principle	Sustainable Development Goal
			Requirement (s) omitted	Reason	Explanation				
Material topics									
	413-1 Operations with local community engagement, impact assessments and development programs	Correos Group employment. Sustainable supply chain. Accessibility, affordability and inclusion. Social impact of products and services. Community engagement.	-	-	-	Not applicable. Not available the GRI Sector Standard.	●	-	11, 17
GRI 414: Supplier Social Assessment 2016									
GRI 3: Material Topics 2021	3-3 Management of material topics	Risk and opportunity management. Sustainability framework. Sustainable supply chain.	-	-	-	Not applicable. Not available the GRI Sector Standard.	●	-	-
	414-1 New suppliers that were screened using social criteria	Sustainable supply chain.	-	-	-		●	-	11, 17
418: Customer Privacy 2016									
GRI 3: Material Topics 2021	3-3 Management of material topics	Risk and opportunity management. Customers and users.	-	-	-	Not applicable. Not available the GRI Sector Standard.	●	-	-
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Security of persons and facilities. Cybersecurity. Protection of privacy.	-	-	-		●	1, 2	-

04 Consolidated annual accounts **of Correos Group**

Auditor's report

Independent auditor's report on the consolidated annual accounts

To the sole shareholder of Sociedad Estatal Correos y Telégrafos, S.A., S.M.E. (Sole Shareholder Company):

Opinion

We have audited the consolidated annual accounts of Sociedad Estatal Correos y Telégrafos, S.A., S.M.E. (Sole-Shareholder Company) (the Parent Company) and its subsidiaries (the Group), comprising the balance sheet as of 31 December 2025, the profit and loss account, the statement of changes in equity, the cash flows statement and the report, all consolidated, corresponding to the financial year ended on that date.

In our opinion, the accompanying consolidated annual accounts express, in all material respects, the true image of the Group's equity and financial position as of 31 December 2025, as well as its results and cash flows, all of which are consolidated, corresponding to the financial year ended on that date. All the above complies with the applicable regulatory framework for financial information (identified in note 3 of the consolidated report) and, in particular, with the accounting principles and criteria contained therein.

Basis for opinion

We have carried out our audit in accordance with the regulations governing current account auditing in Spain. In accordance with these standards, our responsibilities are described later in the section of our report entitled *Auditor's responsibilities regarding the audit of the consolidated annual accounts.*

We are independent of the Group in accordance with ethical standards, including those of independence, which are applicable to our audit of the consolidated annual accounts in Spain as required by the regulations governing the audit of accounts. In this respect, we have not provided services other than those of the audit of accounts nor have situations or circumstances occurred that, in accordance with the provisions of the aforementioned mandatory regulations, have compromised the necessary independence.

We believe that the audit evidence we have obtained provides a sufficient and adequate basis for our opinion.

Most relevant aspects of the audit

The most relevant aspects of the audit are those that, according to our professional judgement, have been considered the most significant material misstatement risks in our audit of the consolidated annual accounts of the current period. These risks have been addressed in the context of our audit of the consolidated annual accounts as a whole, and in the formation of our opinion on them, and we do not express an opinion on the individually.

Revenue recognition

As described in note 17.i of the attached consolidated report, the revenue obtained by the Group comes mainly from the following activities:

- Sales of customers with contracts, amounting to 1,633,731 thousand euros, corresponding to the sales of corporate clients and representing 79% of the 'Revenue' heading.
- Sales of cash receipts, amounting to 291,528 thousand euros, representing 14% of the 'Revenue' heading.
- Sales of the international unit, amounting to 76,035 thousand euros, representing 4% of the 'Revenue' heading.

In accordance with the applicable regulatory financial reporting framework and as indicated in note 5.ñ of the attached consolidated report, the Group records revenue from the sale of goods and the provision of services at fair value of the consideration, already received or to be received, derived from them. This is after deducting any discount, reduction in price or other similar items that the Group may grant, as well as indirect taxes levied on the transactions and chargeable to third parties.

We have considered the recognition of revenue as a more relevant aspect of our audit and subject to material misstatement, in relation to the high number of transactions.

We have performed the following procedures as part of our audit and in response to the above:

- An understanding of the policies and processes implemented by the Group in the revenue and accounts receivable cycle for each type of activity detailed above, including verification of the general controls of management information systems (IRIS and OCA) and accounting systems (SAP). We have also verified the effectiveness of different automatic and manual controls that have been considered key points, together with the automatic transfer of the revenue recorded in the management systems to the accounting system.
- We have carried out the following procedures for sales of clients with contracts:
  - We have obtained all accounting entries for this type of revenue recorded in the 2025 financial year, verifying whether the consideration complies with logical accounting standards.
  - Obtaining external confirmations for a sample of customer invoices in relation to the outstanding balance. In the absence of confirmation, alternative procedures have been carried out by means of subsequent payment receipts or documentation supporting said invoicing.
- We have carried out the following procedures for cash sales:
  - We have obtained all accounting entries for these revenues recorded in the 2025 financial year, verifying whether the consideration complies with logical accounting standards.
  - We have extracted all revenue recorded in the management information system (IRIS) confirming that it matches the amount of revenue registered in the accounting system.
- We have carried out the following procedures for sales of the International Unit:
  - We have obtained all accounting entries for this type of revenue recorded in the 2025 financial year, verifying whether the consideration complies with logical accounting.
  - We have verified the accounting system's assessment of the valuation of the services provided through the request for file samples, verifying the services provided with the corresponding delivery notes and the rates applied with those included in the general agreements with the Universal Postal Union and other specific agreements between countries, as well as the corresponding quote on the day of the Special Drawing Rights.

- We have verified a sample of the different postal companies with which a commercial relationship is maintained, of the advances issued and received, through the collation of bank statements.

- We have verified a random sample of compensations of advances issued and received with the balances of the invoices pending issuance and receipt through compensation agreements signed with other postal companies.

+ We have verified that the information disclosed in the consolidated annual accounts is sufficient and adequate in accordance with the regulatory framework of applicable financial information.

Evaluation of the existence and valuation of provisions and contingent liabilities

The Group recognised a total of 439,495 thousand euros under the 'Non-current Provisions' and 'Current Provisions' headings, relating to lawsuits and claims of a different nature.

In accordance with the financial reporting regulatory framework that applies, and as stated in Note 5.k of the attached consolidated financial statements, the Group recognises as provisions those liabilities which, while meeting the definition and recognition criteria contained in the Conceptual Framework of Accounting, are uncertain in terms of either amount or timing of settlement.

We have considered this area to be one of the most significant in our audit and susceptible to material misstatement, due to the fact that the recognition of provisions or their classification as contingent liabilities involves a high degree of management judgement and estimation.

We have performed the following procedures as part of our audit and in response to the above:

+ Obtaining confirmation from legal and tax advisers, both internal and external, detailing the open lawsuits and claims as of 31 December 2025, which have been closed during that financial year.

+ Obtaining the supporting documentation of those lawsuits and claims that we have considered significant, verifying that the amounts claimed are those reported in the responses of the legal and tax advisers.

+ We have held meetings with the legal department of the Group in order to understand the nature of the different lawsuits and claims and confirm the assessment made by them and their external advisers through their responses to balance confirmation, in order to determine their registration as provisions or contingent liabilities.

+ We obtained supporting documentation related to the Voluntary Termination Plan detailed in Note 15, and held meetings with the Human Resources department of the Parent Company to understand the context of this provision.

+ We assessed the expert's competence, capabilities, and objectivity by obtaining a confirmation and verifying their recognised standing in the market.

+ We have verified that the information disclosed in the consolidated annual accounts is sufficient and adequate in accordance with the regulatory framework of applicable financial information.

Evaluation of the impairment of the lands and buildings of the Parent Company

As described in note 7 of the accompanying consolidated report, the Group records the book value of the land and buildings of the Parent Company under the 'Property, plant and equipment' section, for a net amount of 1,112,643 thousand euros. This section includes a provision for impairment amounting to 89,619 thousand euros.

In relation to the impairment of the registered assets, as mentioned in note 3 of the attached consolidated report, since 2009 the Parent Company has applied the provisions of Order EHA/733/2010 of 25 March, which approves accounting aspects of public companies that operate in certain circumstances, and therefore the Parent Company determines the impairment of its tangible and intangible fixed assets by referring to the depreciated replacement cost of each asset (note 5.e).

The Parent Company has requested an independent expert to evaluate a sample of assets. This selection has been made considering those properties that have a significant risk of deterioration due to acquisitions made in years with bullish prices prior to the property crisis in Spain, and those with an impairment provision recorded as of 31 December 2025.

We have considered this area a more relevant aspect of our audit and subject to material misstatement, in relation to the fact that the value of property, plant and equipment represents 41% of the Group's total assets as of 31 December 2025, since every assessment is subject to a high degree of judgements and estimates.

We have performed the following procedures as part of our audit and in response to the above:

- Verification of the competence, capacity and independence of the expert by obtaining confirmation and evidence of its recognised standing in the market.
- We have obtained the assessment reports from the independent expert and we have verified that the assessments have been made according to the accepted methodology through the documentation provided on their work.
- We have gained an understanding of the process documented by Management to identify the assets presenting the highest risk with regard to their assessment.
- We have compared the net book value with the assessed value obtained for each asset plus the cost of the reforms made since its start-up, discounting the accumulated depreciation since its acquisition and confirming the impairment or reversal of the impairment provision recorded by the Parent Company.
- We have verified that the information disclosed in the consolidated annual accounts is sufficient and adequate in accordance with the regulatory framework of applicable financial information.

Evaluation of the risk of recognition of compensation for operating deficits of the Parent Company

As described in notes 5.q and 17.k of the accompanying consolidated report, the Parent Company recognised under 'Other operating income' in the consolidated profit and loss account for 2025 compensation for providing the universal postal service (hereinafter `UPS') amounting to 334,506 thousand euros and the Services of General Economic Interest (hereinafter 'SGEI') amounting to 55,890 thousand euros..

As a result of the approval of the calculation methodology in the Resolution of 15 June 2021, by the Technical General Secretariat, which published the Agreement of the Council of Ministers of 1 June 2021, and the new Law 6/2025 in its eighth additional provision where the SGEI is defined, the Parent Company annually records in the income statement the amount of these compensations once the necessary requirements for their classification as non-repayable have been met.

Also, as indicated in note 5.r of the attached consolidated report, the European Commission has published the resolution approving the compensation to the Parent Company by the Spanish State for a total amount of 1,282.8 million euros for the fulfillment of the obligation of the UPS during the period 2011-2020.

The Resolution of June 15, 2021, from the General Technical Secretariat, published the Agreement of the Council of Ministers of June 1, 2021, approving the Universal Postal Service (UPS) Provision Plan. This Provision Plan incorporates and approves the calculation methodology that was, in turn, approved by the European Commission, as previously mentioned. Furthermore, on May 27, 2025, the CNMC (National Markets and Competition Commission) issued a resolution verifying the net cost and determining the unfair financial burden of the UPS for the fiscal years 2011 to 2020, resulting in a credit of 109 million euros for Correos, recorded as revenue and collected in the current fiscal year. Therefore, the administrators consider that there is a remote risk of a negative impact on the annual accounts for the current and subsequent fiscal years in relation to the calculation of the net cost of the UPS for the period 2021 to 2025.

As described in note 5.r of the attached consolidated report, a subsidy will be considered non-refundable when there is a specific agreement to grant it to the Parent Company, the conditions established for granting it have been met and there are no reasonable doubts about the receipt of the subsidy.

We have considered this area as the most relevant aspect of our audit and subject to material misstatement, in relation to the complexity of the compensation accrual principle.

We have performed the following procedures as part of our audit and in response to the above:

- Gaining an understanding of the policies and processes implemented by the parent company for recognizing SPU and SGEI compensation.
- We have held meetings with the Parent Company's finance department and cost accounting and cost modeling department to assess the current status of the calculation methodology, detailed above, which served as the basis for the statement made by the parent company's directors in the accompanying consolidated financial statements. In that statement, they considered the risk of future refunds for the period 2021-2025 to be remote, as well as for the recording of compensation in fiscal year 2025 derived from the SPU and SGEI.
- We have obtained the CNMC resolution of May 27, 2025, verifying the net cost and determining the unfair financial burden of the SPU for the fiscal years 2011 to 2020, resulting in an amount in favor of the parent company of 109 million euros, as well as evidence of its collection.
- We have obtained evidence of the collection of the advance payment on account for the SIEG in the amount of 150 million euros.
- We have performed analytical procedures on the amount recorded, relating to compensation for the SPU and SGEI, in the 2025 fiscal year.
- We have verified that the information disclosed in the consolidated annual accounts is sufficient and appropriate in accordance with the applicable financial reporting framework.

Paragraph of emphasis

We draw attention to the information provided in notes 3.2 and 15 of the accompanying consolidated financial statements, which indicate that the parent company has recorded a provision of 407 million euros in relation to a Voluntary Termination Plan. The Directors of the Parent Company, in agreement with Management, believe it is highly probable that the Voluntary Termination Plan detailed in the accompanying consolidated financial statements will be implemented substantially under the agreed terms, resulting in a significant outflow of cash, in accordance with the legal structure adopted to implement said Voluntary Termination Plan and applicable labor law. However, there is some uncertainty regarding the implementation of this plan given the extension of the negotiation period for fulfilling the commitments made. Our opinion on this matter remains unchanged.

Other information: Consolidated management report

The other information comprises exclusively the consolidated management report for 2025, whose compilation is the responsibility of the directors of the Parent Company and is not an integral part of the consolidated annual accounts.

Our audit opinion on the consolidated annual accounts does not cover the consolidated management report. Our responsibility for the consolidated management report, in accordance with what is required by the regulations governing the audit of accounts, consists of:

a) Check only that the consolidated non financial information statement has been provided in the manner provided for in the applicable regulations and, if not, to report on it.

b) Evaluate and report on the concordance of the rest of the information included in the consolidated management report with the consolidated annual accounts, based on the knowledge of the Group obtained in conducting the audit of the aforementioned accounts, as well as evaluating and reporting whether the content and presentation of this part of the consolidated management report are in accordance with the applicable regulations. If, based on the work we have done, we conclude that there are material misstatements, we are obliged to report it.

On the basis of the work carried out, as described above, we have verified that the information mentioned in section a) above is presented in accordance with the applicable regulations and that the rest of the information contained in the consolidated management report is consistent with that of the consolidated financial statements for 2025 and its content and presentation comply with the applicable regulations.

Liability of the directors and the audit and control committee in relation to the consolidated annual accounts

The directors of the Parent Company are responsible for compiling the accompanying consolidated annual accounts, in order to give a true and fair view of the Group's assets, financial position and consolidated results, in accordance with the regulatory framework for financial information applicable to the Group in Spain. This also includes a view of the internal control that they consider necessary to allow for the preparation of consolidated annual accounts free of material misstatements, due to fraud or error.

In the preparation of the consolidated annual accounts, the directors of the Parent Company are responsible for assessing the Group's ability to continue as a going concern, revealing, as appropriate, the issues relating to the company in operation and using the accounting principle of this type of company unless the directors intend to liquidate the Group or cease operations, or there is no other realistic alternative.

The Parent Company's audit and control committee is responsible for supervising the process of preparing and presenting the consolidated annual accounts.

Responsibilities of the auditor regarding the auditing of the consolidated annual accounts

Our objectives are to obtain reasonable assurance that the consolidated annual accounts as a whole are free from material misstatement, due to fraud or error, and to issue an audit report that contains our opinion.

Reasonable security is considered a high degree of security but does not guarantee that an audit conducted in accordance with the regulations governing audits in force in Spain will always detect any eventual material misstatement. Misstatements may be due to fraud or error and are considered material if, individually or in an aggregated way, they can reasonably be expected to influence the economic decisions made by users based on the consolidated annual accounts.

As part of an audit in accordance with the regulations governing current account audits in Spain, we apply our professional judgement and maintain an attitude of professional scepticism throughout. Also:

- We identify and assess the risks of material misstatement in the consolidated annual accounts, due to fraud or error, and design and apply audit procedures to respond to such risks, obtaining sufficient and adequate audit evidence to provide a basis for our opinion. The risk of not detecting a material misstatement due to fraud is higher than in the case of material misstatements due to error, since fraud can involve collusion, falsification, deliberate omissions, intentionally erroneous statements, or circumvention of internal control.
- We obtain knowledge of the internal control of the audit in order to design audit procedures that are appropriate in the circumstances, not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- We evaluate the adequacy of the accounting policies applied, as well as the reasonableness of the accounting estimates and the corresponding information disclosed by the directors of the Parent Company.

- We conclude on whether the use of the accounting principle of the company in operation by directors of the Parent Company is adequate and, based on the audit evidence obtained, we conclude whether or not there is material uncertainty in relation to facts or conditions that may generate significant doubts about the Group's ability to continue in operation. If we conclude that there is material uncertainty, we are required to draw attention in our audit report to the corresponding information disclosed in the consolidated annual accounts or, if such disclosures are not adequate, express an amended opinion. Our conclusions are based on the audit evidence obtained to date from our audit report. However, future events or conditions may cause the Group to cease operations.

- We evaluate the overall presentation, structure and content of the consolidated annual accounts, including the disclosed information, and whether the consolidated annual accounts represent the underlying transactions and events in a way that manages to express the true image of the company.

- We obtain sufficient and adequate evidence in relation to the financial information of the entities or business activities within the Group to express an opinion on the consolidated annual accounts. We are responsible for the management, supervision and performance of the Group's audit process. We are solely responsible for our audit opinion.

We communicate with the Audit and Control Committee of the Parent Company regarding, among other items, the scope and timing of the planned audit and the significant findings thereof, as well as any significant internal control deficiencies that we identified during the course of the audit.

We also provide the Parent Company's Audit and Control Committee with a statement that we have complied with applicable ethical requirements, including independence requirements, and have communicated with the Committee to report any matters that might reasonably be expected to threaten our independence and, where appropriate, the relevant safeguards.

Among the significant risks that have been reported to the Parent Company's Audit and Control Committee, we state those that have been of the greatest significance in the audit of the consolidated annual accounts of the current period and that are therefore considered the most significant.

We describe those risks in our audit report unless legal or regulatory provisions prohibit public disclosure thereof.

Grant Thornton, S.L.P.
ROAC nº S0231
José Manuel López García
ROAC nº 22480

13 March 2026

Consolidated Balance Sheet for 31 December 2025

(Expressed in thousands of euros)

ASSETS	Notes	Balance at 31/12/2025	Balance at 31/12/2024
NON-CURRENT ASSETS		**1,800,135**	**1,671,970**
Intangible assets	**6**	**101,492**	**97,710**
Patents, licences and similar	6.1	42	-
Consolidated goodwill	6.1	2,915	3,789
Computer software		98,452	93,824
Other intangible assets		83	97
Property, plant and equipment	**7**	**1,346,291**	**1,333,170**
Land and buildings		1,118,151	1,134,270
Technical installations and other fixed assets		225,423	184,842
Assets under construction and advances		2,717	14,058
Investment property	**8**	**21,342**	**19,133**
Non-current investments in group companies and associates		**5,542**	**4,770**
Investments in equity accounted companies	11.4	5,542	4,770
Non-current financial investments	**11**	**121,659**	**9,711**
Loans third parties		2,378	2,941
Other financial investments		119,281	6,770
Deferred tax assets	**18**	**203,809**	**207,476**
CURRENT ASSETS		**915,325**	**705,340**
Non-current assets held for sale	**9**	**8,902**	**2,329**

Notes 1 to 24 of the attached consolidated report form an integral part of the consolidated financial statements of the Correos Group as of 31 December 2025.

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Inventories	**10**	**11,821**	**13,355**
Trade and other receivables	**11**	**605,675**	**576,634**
Clients for sales and provision of services		483,611	422,810
Clients, group companies and associates	20	3,162	9,601
Sundry debtors		109,794	112,965
Debtors, group companies and associates	20	2,009	24,243
Staff		6,544	6,380
Other receivables from public administration	18	555	635
Current financial investments	**11**	**1,623**	**1,352**
Current accruals		**7,554**	**7,227**
Cash and cash equivalents	**11, 12**	**279,750**	**104,443**
TOTAL ASSETS		**2,715,460**	**2,377,310**
EQUITY AND LIABILITIES	**Notes**	**Balance at 31/12/2025**	**Balance at 31/12/2024**
EQUITY		**467,156**	**261,560**
Shareholder's equity	**13**	**264,319**	**54,324**
Capital		**400,000**	**400,000**
Reserves		**(113,558)**	**113,663**
Legal reserve		40,000	40,000
Voluntary reserves		12,602	219,727
Reserves in consolidated companies		(168,681)	(148,073)
Reserves to companies accounted for by the equity method		2,521	2,009
Prior periods' negative results		**(232,119)**	**-**
Sole shareholder's contribution		**200,000**	**-**
Result for the year attributable to Parent Company		**9,996**	**(459,339)**
Grants, donations and bequest received	**14**	**200,442**	**206,018**

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External partners	**13**	**2,395**	**1,218**
External partners		1,218	420
Result for external partners		1,177	798
NON-CURRENT LIABILITIES		**1,208,983**	**1,108,264**
Non-current provisions	**15**	**387,097**	**300,061**
Non-current payables	**11,16**	**709,659**	**718,321**
Debts with credit institutions		706,298	714,181
Finance lease creditors		348	585
Other financial liabilities		3,013	3,555
Deferred tax	**18**	**66,814**	**68,673**
Non-current accruals	**16**	**45,413**	**21,209**
CURRENT LIABILITIES		**1,039,321**	**1,007,486**
Current provisions	**15**	**52,398**	**163,360**
Current payables	**11,16**	**282,456**	**269,934**
Debts with credit institutions		247,093	239,522
Other financial liabilities		35,363	30,412
Short-term debts with group companies and associates	**11, 16, 20**	**805**	**966**
Trade creditors and other accounts payable	**11,16**	**697,552**	**567,921**
Suppliers		1,781	2,838
Sundry creditors		318,050	301,328
Staff		52,860	23,578
Other debts with public administration	18	68,967	66,775
Customers advances		255,894	173,402
Current accruals	**16**	**6,110**	**5,305**
TOTAL EQUITY AND LIABILITIES		**2,715,460**	**2,377,310**

Consolidated Profit and Loss Account for 31 December 2025

(Expressed in thousands of euros)

CONTINUED OPERATIONS	Notes	Financial year 2025	Financial year 2024
Revenue	**17-i)**	**2,076,516**	**2,107,089**
Supplies	**17-j)**	**(411,285)**	**(425,363)**
Merchandise used		(12,394)	(12,635)
Impairment of merchandise, raw materials and other supplies		(1,197)	(2,303)
Work carried out by other companies		(397,694)	(410,425)
Other operating income		**398,764**	**208,264**
Non-trading and other operating income		7,013	6,992
Compensation for provision of the UPS	17-k)	334,506	200,577
Compensation for provision of the SGEI		55,890	-
Operating grants included in the result of the financial year		1,355	695
Staff costs	**17-l)**	**(1,588,037)**	**(2,066,857)**
Salaries, wages and similar		(1,195,822)	(1,674,487)
Social Security contributions		(383,942)	(384,655)
Other expenses		(8,273)	(7,715)
Other operating expenses		**(378,962)**	**(334,125)**
External services	17-m)	(357,160)	(321,432)
Taxes	17-n)	(8,688)	(7,038)
Losses, impairment and change in trade provisions		(5,767)	(5,768)
Other expenses from ordinary activities		(7,347)	113

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Amortisation and depreciation	**6,7,8**	**(90,751)**	**(84,784)**
Non-financial and other capital subsidies	**14**	**7,363**	**5,759**
Impairment and loss/gain on disposal of fixed assets	**17-o)**	**17,930**	**8,185**
Impairment and losses		3,589	5,940
Result from disposals and others		14,341	2,245
Other results		**(96)**	**866**
OPERATING RESULT		**31,442**	**(580,966)**
Financial income	17-p)	**222**	**650**
From negotiable securities and other financial instruments:			
From third parties		222	650
Financial expenses	17-p)	**(24,496)**	**(23,947)**
Debts with third parties		(24,364)	(23,920)
Debts with group companies and associates		(132)	(27)
Exchange-rate differences		**7,066**	**4,590**
FINANCIAL RESULT		**(17,208)**	**(18,707)**
Share in income of companies accounted for by the equity method	11,4	772	512
RESULT BEFORE TAX		**15,006**	**(599,161)**
Income tax	18	(3,833)	140,621
CONSOLIDATED RESULT FOR THE FINANCIAL YEAR	**13**	**11,173**	**(458,540)**
Result for the Parent Company		**9,996**	**(459,339)**
Result for external partners		**1,177**	**798**

Consolidated Cash Flows Statement for 31 December 2025

(Expressed in thousands of euros)

OPERATING ACTIVITIES	Notes	Financial year 2025	Financial year 2024
Result for the financial year before taxes		**15,006**	**(599,161)**
Adjustments to the result			
Amortisation and depreciation	6,7,8	90,751	84,784
Valuation adjustments due to impairment	7,10,11	3,375	588
Change in provisions		(15,825)	411,670
Allocation of capital subsidies	14	(7,363)	(5,759)
Operating grants included in the result of the financial year		-	(431)
Result of removals and disposal of fixed assets		(14,341)	(2,245)
Financial income	17-p)	(222)	(650)
Financial expenses	17-p)	24,496	23,947
Exchange-rate differences		(7,066)	(4,590)
Other income and expenses		(12,624)	(4,070)
Share in income (losses) of companies accounted for by the equity method of dividends	11,4	(772)	(512)
Changes in current capital			
Inventories		4,672	(838)
Trade debitors and other accounts receivables		(147,514)	(49,685)
Other current assets		16	(458)
Creditors and other accounts payables		113,538	(53,205)
Other current liabilities		15,506	(17,705)

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Other non-current assets and liabilities (+/-)		29,580	(3,583)
Other cash flows from operating activities			
Interest payments		(24,509)	(19,103)
Interest received		137	164
Income tax received		23,214	21,119
Other payments		(12,426)	(28,393)
TOTAL CASH FLOWS FROM OPERATING ACTIVITIES		**77,629**	**(248,116)**

INVESTMENT ACTIVITIES	Notes	Financial year 2025	Financial year 2024
Payments for investments			
Intangible assets		(44,753)	(47,157)
Property, plant and equipment		(87,440)	(37,524)
Other financial assets		(100)	(887)
Proceeds from disposal			
Property, plant and equipment		53	259
Non-current assets held for sale		22,931	3,191
TOTAL CASH FLOWS FROM INVESTMENT ACTIVITIES		**(109,309)**	**(82,118)**

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FINANCING ACTIVITIES	Notes	Financial year 2025	Financial year 2024
Proceeds from and payment for equity instruments			
Grants, donations and legacies bequests received		-	26
Sole shareholder's contribution for loss compensation	13	200,000	-
Proceeds from and payment for financial liability			
Issue			
Debts with credit institutions (+)		232,305	474,256
Debts with group companies and associates		115,000	7,000
Other debts			1,294
Reimbursement and amortisation			
Debts with credit institutions (+)		(231,852)	(326,989)
Debts with group companies and associates		(115,000)	(7,000)
Other debts		(532)	(460)
TOTAL CASH FLOWS FROM FINANCING ACTIVITIES		**199,921**	**148,127**
D) EFFECT OF EXCHANGE RATE FLUCTUATIONS		**7,066**	**4,590**
NET VARIATION IN CASH OR EQUIVALENTS		**175,307**	**(177,517)**
Cash and cash equivalents at the start of the financial year	**12**	**104,443**	**281,960**
Cash and cash equivalents at the end of the financial year	**12**	**279,750**	**104,443**

Consolidated Statement of Recognised Income and Expenses for financial year ended 31 December 2025

(Expressed in thousands of euros)

A) Consolidated statement of recognised income and expenses for the financial year ending 31 December 2025:

	Notes	Financial year 2025	Financial year 2024
Consolidated result for the financial year		**11,173**	**(458,540)**
Income and expenses directly attributed to consolidated equity:			
Grants, donations and bequests received		(72)	25
Business combination effect		-	-
Tax effect		18	(2)
		(54)	**23**
Transfers to consolidated profit and loss account:	**14**		
Grants, donations and bequests received:			
due to amortisation		(5,154)	(5,324)
due to adjustments for impairment		(873)	(291)
due to disposals		(695)	(86)
other		(641)	(58)
Tax effect		1,841	1,436
		(5,522)	**(4,323)**
TOTAL RECOGNISED CONSOLIDATED INCOME AND EXPENSES		**5,597**	**(462,840)**
Total income and expenses for the Parent Company		**4,420**	**(463,638)**
Total income and expenses for external partners		**1,177**	**798**

Consolidated Statement of Changes in Equity for financial year ended 31 December 2025

(Expressed in thousands of euros)

B) Consolidated statement of total changes in equity for the financial year ending 31 December 2025

		Reserves held by the Parent Company										
	Capital	**Legal reserve**	**Voluntary, statutory reserves**	**Merger reserves**	**Reserves in consolidated companies**	**Reserves to companies accounted for by the equity method**	**Prior periods' negative results**	**Sole shareholder's contribution**	**Result for the financial year attributable to the Parent Company**	**Grants, donations and bequests received**	**External partners**	**TOTAL**
BALANCE END OF 2023 FINANCIAL YEAR	**611,521**	**101,847**	**230,317**	**(135)**	**(152,366)**	**1,801**	**(158,956)**	**-**	**(120,381)**	**210,318**	**420**	**724,386**
Total recognised consolidated income and expenses	-	-	-	-	-	-	-	-	(459,339)	(4,300)	798	**(462,841)**
Operations with external partners or owners: capital reduction	(211,521)	(61,847)	188,027	135	-	-	(85,206)	-	-	-	-	**-**
Other variations in consolidated equity	-	-	(198,617)	-	4,293	208	73,750	-	120,381	-	-	**15**

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	Capital	Legal reserve	Voluntary, statutory reserves	Merger reserves	Reserves in consolidated companies	Reserves to companies accounted for by the equity method	Prior periods' negative results	Sole shareholder's contribution	Result for the financial year attributable to the Parent Company	Grants, donations and bequests received	External partners	TOTAL
BALANCE END OF 2024 FINANCIAL YEAR	**400,000**	**40,000**	**219,727**	**-**	**(148,073)**	**2,009**	**-**	**-**	**(459,339)**	**206,018**	**1,218**	**261,560**
Total recognised consolidated income and expenses	-	-	-	-	-	-	-	-	9,996	(5,576)	1,177	**5,597**
Operations with external partners or owners: capital reduction	-	-	-	-	-	-	-	200,000	-	-	-	**200,000**
Other variations in consolidated equity	-	-	(207,125)	-	(20,608)	512	(232,119)	-	459,339	-	-	**-**
BALANCE END OF 2025 FINANCIAL YEAR	**400,000**	**40,000**	**12,602**	**-**	**(168,681)**	**2,521**	**(232,119)**	**200,000**	**9,996**	**200,442**	**2,395**	**467,156**

Consolidated report for financial year 2025

(Expressed in thousands of euros)

1. Activity of the Parent Company

Sociedad Estatal Correos y Telégrafos S.A., S.M.E. (hereinafter 'Correos', the 'Parent Company' or the State Company) was incorporated as a State Limited Company under the provisions of Article 6.1.a) of the Recast Text of the General Budgetary Act, approved by Royal Legislative Decree 1091/1988, and the twelfth additional provision of Act 6/1997, on the Organization and Functioning of the General State Administration (LOFAGE), in accordance with the Council of Ministers of 22 June 2001, by virtue of Section 58, paragraph one, of Act 14/2000, on Tax, Administrative and Social Order Measures. The State Company is subject to the Capital Corporations Act, and other applicable legislation and provisions and its statutes.

In 2017, the Sole Shareholder agreed to the amendment of the name of the Parent Company and to the amendment of Article 1 of its Articles of Association for its adaptation to the provisions of Article 111 of Act 40/2015, on the Legal Regime of the Public Sector. According to the provisions, the name of the Parent Company is amended and hereinafter shall be named Sociedad Estatal Correos y Telégrafos, S.A., S.M.E. The decision of the Sole Shareholder was executed by public deed and is registered with the Business Register on 20 February 2017.

In accordance with the second and third paragraphs of Section 58 of the aforementioned Law 14/2000, the commencement of the activities of the State Company, and the automatic subrogation of the latter in the activities, rights and obligations of the Public Business Entity Correos y Telégrafos (hereinafter, the Entity), took place when the public deed of incorporation of the State Company of 29 June 2001 was registered in the Business Register on 3 July 2001. The State Company assumed from this date all the functions developed by the now defunct Entity and was subrogated to the status of authorised operator for the provision of the Universal Postal Service attributed to the latter in the first additional provision of Act 24/1998, of the Universal Postal Service and Liberalisation of the Postal Services, and subsequently for a period of 15 years in Act 43/2010, of the Universal Postal Service, on the rights of the users and of the postal market.

Pursuant to the fourth paragraph of Article 58 of Act 14/2000, the State Company is the owner, from the moment of its incorporation, of all the assets, rights and obligations owned by the former Entity. The assets in the public domain that were transferred from the now defunct Entity to the State Company at the time of its incorporation were divested by virtue of the fourth paragraph of the aforementioned article. Notwithstanding the above, as stated in the Council of Ministers' agreement authorising the incorporation of this company, the General State Administration, through the Directorate General of State Assets, has a preferential right to the acquisition of certain property assets owned by the State Company.

The financial consideration for exercising the right of pre-emptive acquisition, if applicable, will be established by means of the appraisal value established by the technical services of the Directorate General of State Assets, for which it would be necessary to obtain a valuation of the property by a public company specialising in property appraisals. In addition, leasing rights are also reserved in the event that the State Company decides to exploit these properties.

Pursuant to section seven of Article 58 of the aforementioned Act 14/2000, the civil servants who were serving in an active situation in the now defunct Entity at the time of registration of the public deed of incorporation of the State Company began to provide services for it without interruption, in the same situation, retaining their status as civil servants of the State Administration in their bodies and scales, seniority, consolidated salaries, and with full respect for their acquired rights. The legal relationship of this type of personnel with the State Company is regulated by Royal Decree 370/2004, which approves the Staff Statute of Sociedad Estatal Correos y Telégrafos, S.A., S.M.E.

In addition, and in accordance with paragraph seventeen of Article 58 of the aforementioned Act, the personnel hired by the Parent Company as from the date of commencement of its activities will be hired under ordinary labour law.

Part of the services provided by the Parent Company are within the scope of the universal postal service and are regulated by Act 43/2010, which states that they shall be performed in accordance with the Provision Plan of the universal postal service. This Act primarily regulates the conditions for the collection, acceptance, distribution and delivery of the universal postal service required of the designated operator, as well as the cost and financing of the universal postal service obligations, prices and other tariff conditions for postal services.

Act 3/2013, on the creation of the National Commission for Markets and Competition (CNMC) expressly repealed Act 23/2007, which created the National Postal Sector Commission and a single regulator that combines the functions relating to the correct functioning of the markets and sectors supervised by the National Energy Commission, the Telecommunications Market Commission, the National Competition Commission, the Railway Regulation Committee, the National Postal Sector Commission, the Airport Economic Regulation Commission and the State Audiovisual Council. In accordance with Act 3/2013, the CNMC supervises and controls the correct functioning of the postal market, highlighting the following functions:

- Ensure that the universal postal service is guaranteed, in compliance with postal regulations and free competition in the sector.
- Verify the designated operator's analytical accounting and the net cost of the universal postal service and determine the sum of the unfair financial burden of providing the universal postal service, in accordance with Act 43/2010.
- Manage the universal postal service financing fund and the public benefits affected by its financing, in accordance with Act 43/2010.
- Supervise and control the application of current regulations on network access and other postal infrastructures and services, in accordance with Act 43/2010.
- Monitor and measure the conditions for the provision of the universal postal service, in accordance with Act 43/2010.
- Issue the report provided for in Act 43/2010, for the monitoring of the conditions for the provision of the universal postal service.

For the maintenance of the universal postal service, Act 43/2010 establishes a financing fund to be managed by the CNMC, the purpose of which is to compensate the postal operator for the net cost of universal postal service obligations.

In accordance with Act 43/2010, the main sources of financing of the fund will be the sums allocated by the State in the General State Budgets, the annual postal contribution of the postal operator and the holders of special administrative authorisations and the fees for the granting of special administrative authorisations.

Section 26 of said Act which establishes the obligation for the designated operator, Correos, to keep analytical accounts, which make it possible to separate the services and products that are part of the universal postal service and the other services and products that are not part thereof. The postal operator shall submit the net cost calculation for each financial year for validation.

According to Act 43/2010, the Commission is responsible for verifying that the tariffs set in the contracts comply with the principles of transparency, non-discrimination and coverage of the cost incurred by the network operator, as well as verifying that the tariffs do not increase the financing needs of the universal postal service and the unfair financial burden compensable to the operator providing the service.

The single transitory provision of the aforementioned Act establishes that the conditions for the provision of the Universal Postal Service and its financing regime will be governed by the regulations prior to the entry into force of this Act, until the Universal Postal Service Provision Plan and its regulatory contract are approved. This Performance Plan was approved at the meeting of the Council of Ministers held on 1 June 2001, at the proposal of the Minister for Transport, Mobility and the Urban Agenda. On 26 June 2021, the Resolution of 15 June 2021, of the General Technical Secretariat, was published in the Official State Gazette (BOE), publishing the Agreement of the Council of Ministers of 1 June 2021, approving the Provision Plan of the universal postal service.

The aim of this Plan is to specify the scope and conditions for the provision of the universal postal service as defined in Act 43/2010, which are imposed on the designated operator, the Parent Company.

In particular, this Plan:

- Defines the scope and conditions for the provision of the universal postal service imposed on the operator, as well as the mechanisms for controlling and monitoring compliance with these conditions.
- Determines the methodology for the calculation of the net cost and the unfair financial burden borne in the fulfilment of the performance conditions by the operator.
- Defines the criteria for the operation and payment of the universal postal service financing fund.

In July this year, Act 6/2025 amended Act 43/2010 by extending the period of designation of Correos by the State to provide the universal postal service to 20 years from the entry into force of the Act.

It also introduced the eighth additional provision defining the Services of General Economic Interest (SGEI) provided by the Parent Company as a designated operator with the aim of:

- Contributing to territorial, economic and social cohesion, sustainability and public welfare.
- Providing universal access to public administration.

These functions mentioned in the above amendment will be specified in a multi-annual contract-programme, which is currently being processed by the competent authorities.

The General Intervention Board of the State Administration (IGAE) will be the body responsible for drawing up an annual report on the compensation proposal, which will be calculated using the net avoided cost method.

The Parent Company has received as SGEI an advance on account in the year 2025 which is explained in notes 5.r) and 17.k) of these notes to the consolidated annual accounts.

The Parent Company, whose registered office is at Calle Conde Peñalver no. 19, Madrid, has the corporate purpose set out in Article 2 of its articles of association, including the following activities:

- The management and operation of any postal services.
- The provision of financial services related to postal services, money remittance and money transfer services.
- The reception of requests, written submissions and communications that citizens address to the bodies of the Public Administrations, subject to the provisions of the applicable regulations.
- The delivery of administrative and judicial notifications, in accordance with the applicable regulations.
- Telegram, telex and fax services and the provision of other telecommunications activities and services.

- The proposal for the issuing of stamps, as well as the issuing of the remaining payment systems for postal services, including the marketing and distribution activities of its products and issues.

- The mandatory assumption of services related to its corporate purpose that may be entrusted to it by the Public Administrations.

- Any other activities or services complementary to the above or necessary for the correct development of the corporate purpose, and for this purpose it may incorporate and participate in other companies.

- Provision of hybrid mail services, whereby documents sent telematically or electronically to Correos by the sender of the document are printed, enveloped, distributed and delivered to the addressee.

- Exclusive insurance agent, for the distribution of private insurance.

The Parent Company has been part of the SEPI Group since June 2012, being the public law entity SEPI the head of the Group. SEPI has its registered office at Calle Velázquez 134, Madrid, and is the Sole Shareholder, and, therefore, by virtue of the provisions of Article 12 of Royal Legislative Decree 1/2010, approving the revised text of the Capital Corporations Act, the State Company is a sole-shareholder company. In accordance with the provisions of Article 136, paragraphs 2 and 3, of Act 47/2003, of the General Budgetary Act, the IGAE will publish the consolidated annual accounts of SEPI in the 'Public sector annual accounts register' and the reference to this register in the BOE (Official State Gazette) of 31 July.

The State Company is the head of the Correos Group. The individual and consolidated annual accounts of the State Company for the year ended 31 December 2024 were prepared by the Board of Directors of Correos on 25 March 2025 and approved by the Sole Shareholder of the Parent Company on 30 June 2025. The annual accounts are filed with the Business Register of Madrid and with the Public sector annual accounts register.

These consolidated annual accounts have been prepared by the Directors of the Parent Company for submission to the approval of the Sole Shareholder. The Directors of the Parent Company are of the opinion that they will be approved without amendment.

In the subsidiary Correos Express, the uncertainties caused by the pandemic, the conflict between Israel and Gaza, the geopolitical instability in the Middle East, with the consequent increase in fossil fuel prices, as well as the approval of Royal Decree Act 03/2022 and Royal Decree Act 06/2022, led to an increase in the Company's distribution and dragging costs in years 2022, 2023 and 2024. Regarding the year 2025, this subsidiary has realised efficiencies in direct costs that can be reflected in the carrying costs. Regarding distribution costs (impacted by inflationary effects), there were efficiencies in the subsidiary from the second half of the year after the start-up of the out-of-home delivery project, the savings and, consequently, the efficiencies in distribution were more accentuated. In addition, trends such as the digitisation of production consumption and, above all, of personal and commercial communications have continued to accelerate, shortening the timescales for widespread implementation.

As for the subsidiary Correos Telecom, the prolongation of the conflict between Russia and Ukraine during the financial year 2025, as well as the persistence of geopolitical tensions in the Middle East, have not had a significant impact on the activity, operations or economic-financial situation.

2. Structure of the Correos Group

The subsidiaries comprising the Correos Group (hereinafter the Group) and included in the scope of consolidation as of 31 December 2025 are as follows:

Name of the company	Principal activity	Registered address	Integration method
Correos Telecom, S.A., S.M.E.	Management of the network of Telecommunications of the Parent Company	c/ Conde de Peñalver, 19 (Madrid)	Global
Correos Express P.U., S.A., S.M.E	Transportation services of documents and small parcels	Avenida de Europa, 8 Coslada (Madrid)	Global
CEP - Assessoria Ibérica de Logística e Transporte, S.A.	Logistics consulting services	Rua de Santo Ovidio nº21, 4425-379 Folgosa	Global
CEP II – Correos Express Portugal, S.A.	Freight transport services in the national and international market	Rua da Serra nº654, Moreira Maia	Global
K Parcel Company Limited	Transportation services parcels	16/F., Kerry Cargo Centre 55 Wing Kei Road Kwai Chung	Equity method
KCG ecommerce solutions Company Limited	Transportation services parcels	Room 101, #3 Building, Fu Ma San Road, Chi Gang, Humen Town	Equity method

At the time of the acquisition of the Portuguese company CEP by Correos Express in 2019, a cross put and call option agreement was signed for the possible acquisition of a larger stake in the subsidiary CEP. These options can only be exercised in certain circumstances, which had not arisen either at year-end or at the date of authorisation for issue of these consolidated annual accounts. The contract was granted free of charge.

On 5 August 2019, the shareholders of the Portuguese companies agreed to a change in the names of both companies, subsequently called CEP - Assessoria Ibérica de Logística e Transporte, S.A. and CEPII-Correos Express Portugal, S.A.

On 5 November 2021, there was a modification of the name of the CEP Correos Express Portugal, S.A., changing to CEP Assessoria Ibérica de Logística e Transporte, S.A.

Change in the scope of consolidation during the 2025 and 2024 financial years

There were no changes in the scope of consolidation in financial years 2025 and 2024.

In the 2019 financial year, the necessary steps were taken to create two Chinese joint venture companies, called KCG Ecommerce Solutions Company Limited (hereinafter KCG) and K Parcel Company Limited (hereinafter K Parcel), which enabled Correos to enter the Chinese market, with a broad commercial perspective, both by addressing new parcel flows from China to the rest of the world, and by allowing Correos to offer value-added logistics solutions to both new and existing customers. Correos holds a 35% stake in each of these two companies. The creation of these two companies took place in the first half of the financial year 2020, with the total cost of the shareholdings amounting to 2,249 thousand euros. In addition, Correos granted K Parcel a loan for 571 thousand euros to be repaid over 5 years, which was collected ahead of schedule in 2023. These two companies are accounted for by the equity method within the consolidated group of the Correos Group, as they are no longer controlled.

Correos Expres Paqueteria Urgente, S.A., S.M.E., whose registered office is at Avenida de Europa, 8, Coslada (Madrid), has a corporate purpose of the provision of freight transport services, auxiliary and complementary transport activities and the provision of collection, sorting and distribution services for goods and parcels. The main activity of Correos Express Paquetería Urgente, S.A., S.M.E. is the urgent transport of documents and small business parcels, both nationally and internationally.

Correos Telecom, S.A., S.M.E., has its registered office at Calle Conde de Peñalver, 19, Madrid, and its corporate purpose, which coincides with its principal activity, consists of the management of the telecommunications network owned by the Parent Company, as well as the provision of telecommunications services on a preferential basis to the Parent Company and, on a subsidiary basis, to third parties; the performance of intermediation and promotion tasks for the marketing of the surplus capacity of the Parent Company's telecommunications network and the provision of telecommunications services related to the provision of postal services.

CEP – Assessoria Ibérica de Logística e Transporte, S.A., (hereinafter 'CEP') with registered office at Rua de Barreiro 553, Crestins parish of Moreira, municipality of Maia (C.P 4470-573 Moreira Maia) Portugal, has the corporate purpose of the provision of express mail and courier services, in particular non-universal postal services, and to ensure, as a public road haulage company and transport commissioner, the management of the transport of goods, the reception, transport and delivery of volumes and documentation, under the applicable legal and regulatory conditions. The main activity of CEP is the express transport of documents and small business parcels, both nationally and internationally.

CEP II - Correos Express Portugal, S.A., (hereinafter 'CEP II') with registered office at Rua da Serra 654, parish of Folgosa, municipality of Maia (P.O. Box 4446-909 Ermesinde) Portugal, has the corporate purpose of the transport of goods, organisation and management of the transport of goods in the national and international market by any means; the organisation of transport, coordination of the flow of goods and information, management and control of stocks, storage and logistics, international trade, import and export, transport consultancy and foreign trade services, forwarding activity, customs activity and similar support for transport, with powers to declare to the customs authorities on behalf of third parties and the provision of postal services. The main activity of CEP II is the express transport of documents and small business parcels, both nationally and internationally.

All subsidiary companies close their financial year on 31 December and their functional and presentation currency is the euro.

On 1 February 2017, the Sole Shareholder of each of the Spanish companies in the Correos Group, following agreement by their respective Boards of Directors in October 2016, agreed to change the name of the Companies and to amend Article 1 of their Articles of Association to bring them into line with the provisions of Article 111 of Act 40/2015 on the Legal Regime of the Public Sector. Accordingly, the corporate name of all the companies in the Correos Group was changed and they were henceforth renamed:

Corporate name

- Sociedad Estatal Correos y Telégrafos, S.A., S.M.E
- Correos Telecom, S.A., S.M.E
- Correos Express Paquetería Urgente, S.A., S.M.E

The decision of the Sole Shareholder was made public by each company and is recorded in the Companies Register for all Group companies.

The breakdown as of 31 December 2025 and 2024, of the equity of subsidiaries included in the consolidation of the Correos Group, before consolidation and/or homogenisation adjustments, is as follows:

Financial year 2025	**Correos Express P.U., S.A., S.M.E**	**Correos Telecom S.A., S.M.E.**	**CEP y CEP II (*)**
Net book value of the investment	**216,462**	**1,503**	**11,050**
Direct shareholding (%)	100%	100%	51%
Share capital	66	1,503	750
Share premium	6,415	-	3,115
Legal reserve	1,231	301	169
Other reserves	38,555	7,012	886
Results of previous financial years	-	-	2,490
Result for the financial year Parent Company	4,108	3,012	4,276
Other equity instruments (**)	-	-	4,600
Grants	-	-	-
External partners (Result for the financial year)	-	-	2,395
Total equity	**50,375**	**12,016**	**18,681**
Operating result	**5,120**	**4,122**	**2,833**

(*) These are aggregate figures for CEP I and CEP II for 100%, except for profit for the year, which is broken down into profit for the year and external partners.
(**) In Portugal they are called ancillary services regulated by Article 287 of the Portuguese Commercial Companies Code, having the same amount CEP I recorded as a credit claim with CEP II.

Financial year 2024	Correos Express P.U., S.A., S.M.E	Correos Telecom S.A., S.M.E.	CEP y CEP II (*)
Net book value of the investment	**216,462**	**1,503**	**11,050**
Direct shareholding (%)	100%	100%	51%
Share capital	66	1,503	750
Share premium	6,415	-	3,115
Legal reserve	1,231	301	169
Other reserves	48,057	11,201	886
Results of previous financial years	-	-	(1,058)
Result for the financial year Parent Company	(3,507)	2,607	3,547
Other equity instruments (**)	-	-	4,600
Grants	-	54	-
External partners (Result for the financial year)	-	-	798
Total equity	**52,262**	**15,666**	**12,807**
Operating result	**8,987**	**3,375**	**2,469**

(*) These are aggregate figures for CEP I and CEP II for 100%, except for profit for the year, which is broken down into profit for the year and external partners.
(**) In Portugal they are called ancillary services regulated by Article 287 of the Portuguese Commercial Companies Code, having the same amount CEP I recorded as a credit claim with CEP II.

3. Presentation principles for the consolidated annual accounts

In preparing these consolidated annual accounts, the Parent Company's directors have applied the regulations established in the General Accounting Plan (PGC as per the Spanish) approved by Royal Decree 1514/2007, the amendments incorporated therein by Royal Decree 1159/2010, approving the Rules for the Preparation of Consolidated Annual Accounts, and Royal Decree 602/2016 and 1/2021, as well as all other commercial legislation in force as of 31 December 2025. In particular:

- The Parent Company's annual accounts have been consolidated with those of all its subsidiaries (see Note (2)) using the full consolidation method. The Parent Company holds the majority of the voting rights in all fully consolidated companies.
- The consolidation of the two companies incorporated in 2020 in China (see Note (2)) is carried out using the equity method.
- In those cases where the subsidiaries have followed accounting and valuation criteria that are significantly different from those of the Parent Company, the corresponding adjustments have been made in order to present the Group's consolidated annual accounts in a consistent manner.
- The different items of the individual annual accounts previously harmonised are aggregated based on their nature.
- The book values representing the equity instruments of the subsidiaries owned by the Parent Company are offset by their net equity.
- The balances, transactions and cash flows between Correos Group companies have been removed in the consolidation process. Likewise, all profit and losses caused by internal transactions are eliminated and they are deferred until they are realised before third parties unrelated to the Group.
- Changes in the reserves of the different subsidiaries between the different dates of stake taking or first consolidation and 31 December 2025 are included under 'Reserves in consolidated companies' in the consolidated balance sheet.

In relation to the impairment of assets recognised under the heading 'Property, plant and equipment', since 2009 the Parent Company has applied the provisions of Order EHA/733/2010, approving accounting aspects for public companies operating under certain circumstances. Required condition: the application of this Order is mandatory for entities belonging to the state public business sector that must apply the accounting principles and standards contained in the Commercial Code and the General Accounting Plan and that, considering the strategic or public utility nature of their activity, deliver goods or provide services regularly to other entities or users without receiving a consideration, or in exchange for a charge or a political price fixed directly or indirectly by the Public Administration.

3.1) True and fair view

These consolidated annual accounts, which comprise the consolidated balance sheet, consolidated profit and loss account, consolidated statement of changes in equity, consolidated cash flow statement and consolidated notes 1 to 24, have been prepared on the basis of the accounting records of the various companies that make up the Correos Group, they have been prepared in accordance with the legal provisions in force as of 31 December 2025 on accounting matters in order to give a true and fair view of the Group's equity, financial position and results, as well as the veracity of the cash flows included in the consolidated cash flow statement. The consolidated cash flow statement has been drafted in order to provide true information on the source and application of the monetary assets and other cash or cash equivalent assets of the Group.

The figures contained in these consolidated annual accounts are expressed in thousands of euros, unless otherwise indicated, the euro being the operating currency of the Parent Company and of the companies included in the scope of consolidation, except for the companies consolidated by the equity method K PARCEL whose currency is Hong Kong Dollars (HKD) and KCG whose currency is Renmimbi (RMB), and no exchange differences have arisen during the year.

The conversion of the annual accounts of the subsidiaries whose operating currency is not the euro is carried out in accordance with the following rules:

- The assets and liabilities are converted at the closing exchange rate. The closing exchange rate is the average spot rate existing as of that date.
- The net equity items, including the profit or loss for the year, are converted at the historic exchange rate.
- The difference between the net value of assets and liabilities and net equity items is included in one of the net equity headings under the entry 'Exchange differences', where applicable, after deducting the part of such difference corresponding to non-controlling interests, and
- The cash flows are converted at the exchange rate on the date of the transaction or using a weighted exchange rate of the monthly period provided there have not been significant variations.

The exchange rate difference booked in the consolidated balance sheet is recognised in the consolidated profit and loss account of the period in which it is divested or through another means of investment in the consolidated company.

The historical exchange rate is:

- For net equity items existing on the date of acquisition of the shareholdings to be consolidated: the exchange rate on the date of transition.
- In the case of the income and expenses, including those directly allocated to net equity: the exchange rate on the date of the transaction. If exchange rates had not varied significantly, the weighted average rate of the monthly period will be used, and
- Reserves created following the transaction dates due to retained earnings will be consolidated at the effective exchange rate resulting from the conversion of income and expenses arising from those reserves.

3.2) Critical aspects of assessing and estimating uncertainty

In preparing these consolidated annual accounts, the Parent Company's Directors have made judgements, estimates and assumptions that affect the application of accounting policies and the balances of assets, liabilities, income and expenditure and the breakdown of contingent assets and liabilities at their date of issue.

The related estimates and assumptions are based on historical experience and on various other factors that are understood as reasonable in accordance with the circumstances and serve as the basis for establishing the book value of assets and liabilities that are not readily available through other sources. The respective estimates and assumptions are reviewed on an ongoing basis; the effects of revisions of accounting estimates are recognised in the period in which they are made, if they affect only that period, or in the period of revision or future revision periods, if the revision affects both.

Apart from the general process of systematic estimates and their periodic review, the Parent Company's Directors make certain value judgements on matters with a particular impact on the consolidated annual accounts.

The key judgements relating to future events and other uncertain sources of estimation at the date of preparation of the consolidated annual accounts are as follows:

> Lease obligations - the Correos Group as lessee

The Correos Group has signed leasing contracts for the development of its activities. The classification of such leases as operating or finance leases requires Correos Group to determine, based on an assessment of the assessment of the terms and conditions of these contracts, who retains all the risks and rewards of ownership of the assets, and accordingly the contracts will be classified as either operating leases or finance leases.

> Lease obligations - the Correos Group as lessor

The Correos Group has entered into various contracts with third parties for the lease of certain assets it owns. The Group has determined that, based on its evaluation of the terms and conditions of these contracts, it retains all the risks and rewards of ownership thereof and therefore recognises these contracts as operating leases.

> Taxation

SAccording to the current legislation, taxes may not be deemed as finally settled until the declarations filed have been duly audited by tax authorities or the statute of limitations has expired. In the opinion of the Parent Company's directors, as of 31 December 2025 there are no contingencies additional to those recognised in these consolidated annual accounts that could lead to significant liabilities for the Parent Company and/or its subsidiaries in the event of inspection.

The key estimates and assumptions relating to future events and other uncertain sources of estimation at the date of preparation of these consolidated annual accounts are as follows:

> Deferred tax assets

Deferred tax assets, tax loss carryforwards and tax credits are recognised on the basis of the individual future estimates made by each of the Group companies of the probability that future taxable profits will be available to them individually or where there are deferred tax liabilities to offset them in the same time periods.

In 2025, one tenth of the deferred tax asset recognised in 2023 and 2024 by the Parent Company is deducted in accordance with Additional Provision 19 of Act 27/2014 on Corporate Income Tax. This Provision established the recording of a deferred asset in an amount equal to the result of multiplying the general corporate income tax rate of 25% by 50% of the negative tax base generated in those years, to be reduced by tenths in the first ten tax periods beginning on or after 1 January 2024 and 2025, respectively.

> Provisions

The Correos Group acknowledges risk provisions pursuant to the accounting policy set forth in Note (5-k) of this consolidated report 'Provisions and contingent liabilities'. The Correos Group makes judgements and estimates in relation to the probability of occurrence of these risks, as well as the amount thereof, and records a provision when the risk has been assessed as probable, is a present obligation resulting from past events, whether legal or legitimate, and the sum can be reliably estimated.

> Impairment of non-financial assets

The Correos Group analyses whether there are impairment indicators for non-financial assets annually and on a general basis. In the specific case of non-financial assets other than intangible assets with indefinite useful lives, the Group tests them for impairment whenever there are indicators of impairment.

> Calculation of fair values, values in use, present values and recoverable amounts

The calculation of fair value, value in use, current values and recoverable sums requires the calculation of future cash flows and the assumption of hypotheses relating to future values of flows and the applicable discount rates, taking into account, in addition, the expectation of the repayment time of the respective debts. Related estimations and assumptions are based in historic experience and other different factors which are understood as reasonable under the circumstances.

> Voluntary termination plan

At the Sectoral Table of 11 December 2024, Correos informed the trade unions that the Negotiating Table of the 4th Collective Bargaining Agreement would be reopened with the aim of signing a Framework Agreement before the end of the financial year which, among other aspects, would include a collective plan for voluntary terminations for the period 2025-28. This agreement was signed by Correos and the majority of the trade union organisations on 31 December 2024, and sets out the conditions which, once developed in negotiations, will be incorporated into the 3rd and 4th Collective Bargaining Agreement of Correos. The signing of the Agreement on 'Basic lines to be transferred to the 4th Collective Bargaining Agreement' on 31 December 2024 marked the approval of the matters:

1. Employment Cycle and Incentivised Voluntary Termination Plan, the basic conditions of which were approved with the signing of the Agreement on 31 December 2024. It contained the main features of the Plan in a sufficiently explicit manner to create an expectation among employees that they can join and thus an implicit obligation.

2. Classification, qualification, career and social policies.

3. Work organisation and working hours.

4. Incentives and productivity plan.

The conditions of the Voluntary Termination Plan defined in the previously mentioned Framework Agreement signed on 31 December 2024 include a Voluntary Termination Plan in the period 2025-28 for permanent employees who are at least 61 years old and a Voluntary Leave of Absence Plan for civil servants, as detailed in Note 15.

On 15 March 2025, the company management and the trade union organisations that signed the Framework Agreement of 31 December 2024 ratified all the matters included in said agreement, stating that the basic conditions of the Voluntary Termination Plan approved in the agreement of 31 December remained in force.

The Agreement signed on 15 March highlighted the complexity and interconnection between the different measures contemplated in the Framework Agreement, which is why both parties agree on the need for more time to develop the commitments acquired. The signatory parties have therefore agreed to continue working on all matters, extending the negotiation period.

On 31 July 2025, the Parent Company and the main trade union organisations signed an agreement in which they subscribed to the agreements reached on 31 December 2024 and, with the aim of advancing and carrying out, among other points, the Voluntary Departures Plan, it was agreed to create the Negotiating Committee for the Workforce Rejuvenation Plan for the implementation of the new employment cycle planned for 2026.

The Directors of the Parent Company, in agreement with the Management, understand that there is a high probability that the Voluntary Termination Plan detailed above will be substantially implemented on the terms agreed on 31 December 2024, which will result in a significant outflow, in accordance with the legal framework established to implement said Voluntary Termination Plan in compliance with applicable employment legislation. However, it is considered that there is uncertainty about the concreteness of the Voluntary Termination Plan for the staff, given that the negotiation deadline for developing the commitments has been extended.

On the basis of the above, the Directors of the Parent Company, in agreement with the Management, consider that the valid expectation created by Correos vis-à-vis third parties arose with the signing of the Framework Agreement on 31 December 2024 by the workers' representatives at the negotiation table (the trade union representatives), as well as being internally communicated through the official communication channel on the 31st, communicated through the trade unions' publications on the same day, and published in the press. These publications contained the main features of the Plan in a sufficiently explicit manner to create an expectation among employees that they can join and thus an implicit obligation.

On the basis of the above, the Parent Company registered a provision of 427.9 million euros on 31 December 2024.

During the financial year 2025, the effective departure of civil servants who have joined the Incentivised Voluntary Leave of Absence Plan has begun. Details of the movement in the provision for this item, as well as the current valuation at year-end, are provided in Note 15.

The current value of the provision at the end of the 2025 financial year and the previous financial year has been calculated by a highly respected independent expert.

Going concern principle

The Consolidated Annual Accounts have been prepared on a going concern basis, i.e., assuming that the activity of the Correos Group will continue, although there are certain factors in the business that could be considered as causing doubt and which have been mitigated as explained below:

As of 31 December 2025, the Group has a negative working capital of 123,996 thousand euros (negative 302,146 thousand euros in 2024) and a profit of 11 million euros (negative 459 million euros in 2024).

At year-end 2024, the Group's equity was 54 million euros and its net equity was 262 million euros in 2024. In order to improve the financial and equity situation, the Sole Shareholder of the Parent Company contributed 200 million euros in 2025, thereby reducing the negative working capital and increasing the Group's equity and liquidity. Thus, at the end of 2025, the net equity will amount to 467 million euros.

The share capital at year-end is 400 million euros (400 million euros at year-end 2024). As explained in Note 13, on November 2024, the Parent Company's Sole Shareholder resolved to reduce the share capital by 212 million euros, which was registered with the Business Registry on 5 February 2025.

The negative working capital situation is mainly due to the following two events at the Parent Company:

- The recognition of the provision for the Voluntary Termination Plan, which has the expected amount of outflows in 2026 classified as short-term (see Note 15).
- The transfer of credit facilities maturing in 2026 to short-term at year-end, with the following breakdown:

Contract date	Due date	Credit facility limits (euros)	Amount drawn at 31.12.2025 (euros)
30/03/2023	30/03/2026	139,597,000	139,596,922
30/03/2023	30/03/2026	10,000,000	10,000,000
16/11/2023	16/11/2026	30,000,000	30,000,000
16/11/2023	16/11/2026	50,000,000	50,000,000
16/11/2023	16/11/2026	10,585,000	10,585,000
	Total	**240,182,000**	**240,181,922**

The receipt of the Sole Shareholder's capital contribution in 2025 has helped to reduce the negative working capital and will be a further step in the fulfilment of the Strategic Plan.

In relation to the ability to obtain financing and liquidity, the Parent Company has obtained nine new loans for the same amount as those due in 2025, with no increase in total indebtedness. The main features are as follows:

New indebtedness 2025		
Contract date	**Due date**	**Credit facility limits (euros)**
18/03/2025	18/03/2028	25,000,000
18/03/2025	18/03/2028	25,000,000
18/03/2025	18/03/2028	41,800,000
18/03/2025	18/03/2028	31,700,000
04/07/2025	04/07/2030	10,000,000
04/07/2025	04/07/2030	25,000,000
04/07/2025	04/07/2030	20,000,000
04/07/2025	04/07/2030	50,000,000
04/07/2025	04/07/2030	3,800,000
	Total	**232,300,000**

In addition to the new financing received during the financial year in the amount of 232 million euros, maturing in 2028 and 2030 respectively, it is important to note that binding offers for higher amounts have been received. In 2025, credits facilities and loans have been formalised for which bids were received for 2.3 times the requested amount.

As of the date of preparation, the long-term refinancing of a credit line of 150 million euros is in process.

Based on the above, the Group's ability to obtain financing has been evidenced, thereby minimising the risk of liquidity and solvency to meet its payment obligations at all times and to undertake planned investments.

On the other hand, the parent company finds itself in a situation where its traditional business, letter delivery, continues on a downward trajectory. This drop in the number of items is happening in all postal operators around the world, the result of digitalisation and the change in communication systems.

The Management of the Correos Group, aware of the economic situation described above, and as already established in previous financial years, is restructuring its business strategy and has drawn up a Strategic Plan 2024-28 for the Parent Company during 2024.

This Plan was approved by the Board of Directors of the Parent Company on 30 July 2024 and by the Board of Directors of SEPI on 31 July 2024.

The Strategic Plan aims, as far as recovery is concerned, to reverse the current situation to bring the Parent Company onto a path of profitability that will ensure its economic and financial sustainability in the medium term. As for repositioning, the aim is to reconcile the public mission of the Parent Company, assuming a growing role aimed at providing Services of General Economic Interest to the public in a way that takes full advantage of and exploits its broad territorial presence throughout the country, with the capacity to be competitive and profitable in the areas where it competes with the private sector.

The measures present actions in all the Parent Company's business lines, seeking to consolidate Correos both in its position as a benchmark company in the public sector and to reinforce and boost its position as one of the main parcel delivery operators, redefining its value proposition to the market and defining new businesses. This strategic proposal seeks to transform the Parent Company into a more efficient and competitive organisation that takes advantage of its operational synergies, in order to position it in the profitable environment in which its European peers are positioned.

The Plan was approved on the basis of the following main assumptions:

- Obtaining increased funding for the provision of the universal postal service, as well as for SGEI. During the year 2025 the Parent Company received an advance on account from the SGEI amounting to 150 million euros.
- Achieving greater efficiency and competitiveness based, among other measures, on a new Labour Framework (Collective Bargaining Agreement and General Agreement) and a Staff Plan.

This plan sets out a strategy for 2028 that is articulated in both the public and private spheres. The generation of positive EBITDA impacts is progressive.

As foreseen in the Strategic Plan, the turning point has been reached in 2025, obtaining positive EBITDA and not foreseeing an equity imbalance throughout the duration of the Plan.

In relation to the universal postal service, Act 43/2010 entrusted the Parent Company with the provision of the universal postal service for a period of 15 years, from 1 January 2011, that is until 31 December 2025. From this date and in accordance with Directive 97/67/EC, Member States may adopt one or several of the following systems to decide the most efficient and appropriate mechanism to guarantee the provision of the universal service, respecting the principles of objectivity, transparency, non-discrimination, proportionality and minimum distortion of the market: the provision of the universal service under market forces, the designation of one or several companies who offer different elements of the universal service or cover different parts of the territory, and the public procurement of the services.

In July this year, Act 6/2025 amended Act 43/2010 by extending the period of designation of the Parent Company by the State to provide the universal postal service to 20 years from the entry into force of the Act, i.e. until 31 December 2030.

In addition, it introduced the eighth additional provision defining the SGEIs provided by the Parent Company (see Note 1).

In view of all these factors, the directors of the parent company have prepared these consolidated annual accounts in accordance with the going concern principle, based on the key assumptions that there will be no difficulties in securing further financing, that the Strategic Plan will continue to be implemented as planned, and that greater efficiency and competitiveness will be achieved through, among other measures, a new Labour Framework (Collective Bargaining Agreement and General Agreement) and Staff Plan.

3.3) Information comparison

The Directors of the Parent Company, as indicated in section four of the 'Rules for the Drafting of Consolidated Annual Accounts', have included quantitative information for the previous year in this report to the consolidated annual accounts.

In addition to the comparative information of a numerical nature for the last financial year presented, the Directors of the Parent Company have included descriptive information for the previous financial year, where relevant for the understanding of these consolidated annual accounts.

3.4) Classification of current and non-current items

For the classification of current items, a maximum period of one year from the date of these consolidated annual accounts has been considered.

4. Application of the results of the Parent Company

The proposed allocation of the results of financial year 2025 formulated by the Directors of the Parent Company and pending the approval of its Sole Shareholder, as well as the approved distribution for the financial year 2024 is as follows:

	Financial year 2025	Financial year 2024
Result for the financial year	**14,357**	**(414,798)**
Distribution base		
Statutory reserves	1,436	-
Voluntary reserves	-	(182,679)
Prior periods' negative results	12,921	(232,119)
Total	**14,357**	**(414,798)**

On 30 June 2025, the Parent Company's annual accounts were approved, in which the allocation of the profit/loss for the financial year 2024, with a loss of 414,798 thousand euros, to the 'Losses from previous years' account was agreed.

In addition, the Sole Shareholder approved the redistribution of all 'Statutory Reserves' to the loss allowance.

Limits for the distribution of results and dividends

According to Article 274 of the Capital Companies Act, approved by Royal Legislative Decree 1/2010, companies are obliged to allocate 10% of the profits of each financial year to the Statutory Reserve until it reaches at least 20% of the share capital. This reserve will not be distributable to shareholders and may only be allocated to cover, in the event that there are no other reserves available, the debit balance of the profit and loss account. As at 31 December 2025, the legal reserve is not fully established.

5. Recognition and valuation standards

The main accounting policies and valuation criteria applied by the Parent Company in the preparation of these consolidated financial statements, in accordance with the provisions of the Spanish General Accounting Plan, are as follows:

Subsidiaries

Subsidiaries are, including special purpose vehicles, those on which the Company, whether directly or indirectly has some control, according to the provisions of Art. 42 of the Commercial Code.

For the sole purposes of the presentation and breakdown, group companies are those under the control, by any means, of one or several natural or legal persons acting jointly or under single management through statutory clauses or agreements.

Subsidiaries have been consolidated by means of the global integration method.

Note 2 includes the information on the subsidiary companies included in the consolidation of the Correos Group.

Operations and balances held with subsidiaries and unrecognised benefits or losses have been eliminated in the consolidation process.

The accounting policies of the subsidiaries have been adapted to the accounting policies of the Correos Group for transactions and other events which, being similar, may have arisen in similar circumstances. There were no significant effects of the homogenisation on the 2025 consolidated annual accounts.

The annual accounts or financial statements of the subsidiaries used in the consolidation process refer to the same presentation date and period as those of the Parent Company.

Non-controlling interests

Non-controlling interests are recognised in the consolidated net equity of the consolidated balance sheet separately from the equity corresponding to the Parent Company. Non-controlling interests are registered in the consolidated net equity of the consolidated balance sheet separately from the equity corresponding to the Parent Company. The share of non-controlling interests in the benefits or losses of the financial year is likewise registered separately in the consolidated profit and loss account.

The share of the Correos Group and non-controlling interests in the benefits or losses and in the changes of net equity of subsidiaries, once the adjustments and eliminations arising from the consolidation have been applied, is calculated based on the share percentages at year-end, without taking into account the possible execution or conversion of potential voting rights once the effect of dividends, agreed or otherwise, and preference shares with cumulative rights that have been classified in net equity accounts, have been discounted.

The revenue and ex penditure results recognised in the net equity of subsidiaries are allocated the net equity attributable to the Parent Company and non-controlling interests in proportion to their shareholding, although this implies a debit balance of non-controlling interests. The agreements executed between the Correos Express Group and the non-controlling interests are recognised as a separate transaction.

Control acquisition

The acquisition by the parent company (or another Group company) of the control of a subsidiary constitutes a business combination which is recognised in accordance with the acquisition method. This method requires the acquiring company, on the date of acquisition, to book the identifiable assets acquired and liabilities assumed in a business combination and, where applicable, the corresponding goodwill or negative variance. Subsidiaries are consolidated from the date on which their control is transferred to the Group and they are excluded from the consolidated on the date such control ceases.

The acquisition cost is established as the additions of the fair values, on the acquisition date, of the assets delivered, liabilities incurred or undertaken and equity instruments issued by the acquiring party and the fair value or any contingent consideration depending on future events or on the compliance with certain conditions which must be registered as an asset, a liability or net equity according to its nature.

Expenditure relating to the issue of equity instruments or financial liabilities delivered do not form part of the business combination cost, booked in accordance with the regulations applicable to financial instruments. Fees paid to legal advisers or other professionals taking part in the business combination are recorded as expenses as incurred. Those expenses generated internally for these concepts are not included in the cost of the combination nor are those, if any, incurred by the entity acquired.

The surplus, on the acquisition date, of the cost of the business combination, on the proportional part of the value of the identifiable assets acquired minus the cost of the liabilities undertaken representing the participation in the share capital of the company acquired is recorded as goodwill. In the exceptional situation that the amount exceeded the cost of the business combination, the surplus will be recorded in the consolidated profit and loss account as income.

Consolidation method

Assets, liabilities, income, expenses, cash flows and other items of the annual accounts of the companies of the Group are incorporated to the consolidated annual accounts of the Group using the full integration method. This method requires the following:

- Temporary harmonisation. The consolidated annual accounts are established on the same date and period as the annual accounts of the company require to consolidate. The inclusion of the companies the year-end of which is different, will be carried out by means of intermediate statements referred to the same date and period as the consolidated statements.
- Assessment harmonisation. Elements corresponding to assets and liabilities, income and expenses and other items of the annual accounts of the Group companies have been assessed using uniform methods. Elements corresponding to assets and liabilities, or those items corresponding to income or expenses assessed according to non-uniform criteria in relation to those applied in the consolidation are re-assessed, applying the necessary adjustments, for the sole purposes of consolidation.
- Aggregation. The different items of the individual annual accounts previously harmonised are aggregated based on their nature.
- Elimination investment-net equity. The book values representing equity instruments of the subsidiary owned, whether directly or indirectly, by the Parent Company, are compensated by means of the proportional part of the net equity items corresponding to the aforementioned subsidiary attributable to said shares, generally, on the basis of the values resulting from the application of the acquisition method previously described. For consolidations after the financial year in which the control was acquired, the surplus or lack of net equity generated by the subsidiary from the acquisition date attributable to the Parent Company, is included in the consolidated balance sheet within the items 'reserves' or 'adjustments for changes in value', based on their nature. The part attributable to non-controlling interests is recorded under 'Non-controlling interests'.
- Participation of non-controlling interests. The assessment of non-controlling interests is carried out based on its effective participation on the net equity of the subsidiary once the previously mentioned adjustments are applied. The consolidated goodwill may not be attributed to non-controlling interests. The surplus between losses attributable to non-controlling interests of a subsidiary and the portion of net equity proportionally corresponding to them is allocated to them, even though it may imply a debit balance in such item.

- Disposals of the intragroup items. Credits and debts, income and expenses and cash flows among Group companies are fully eliminated. Likewise, all profit and losses caused by internal transactions are eliminated and they are deferred until they are realised before third parties unrelated to the Group.

Related and multi-group companies

Related companies are those companies over which any of the companies included in the consolidation may exercise a significant influence. Significant influence is defined as participation in the company by the Group with the power to intervene in the financial and operating decisions of such company without the Group having the control. Related companies are included in the consolidated annual accounts using the equity procedure.

(a) Intangible fixed asset

Intangible assets are valued at their acquisition price or at their production cost, reduced by accumulated depreciation and possible losses due to impairment of their value. Indirect taxes on intangible fixed assets are only included in the acquisition price where such taxes are no longer recoverable directly from the Public Tax Administration. An intangible asset is recognised as such if and only if it is likely to generate future benefits and that its cost can be measured reliably.

Intangible assets are amortised systematically over their estimated useful lives and their recoverability is assessed when events or changes occur that indicate that the carrying amount may not be recoverable. The methods and periods of amortisation applied are revised at the year-end and, if necessary, adjusted prospectively.

Consolidation goodwill

At year-end 2025, the goodwill on consolidation corresponds to the positive difference between the carrying amount of the investment and the value attributed to this investment of the fair value of the assets acquired and liabilities assumed from the companies acquired by Correos Express in 2019.

The goodwill is allocated to each of the cash generating units on which benefits of the business combination are expected to be distributed and then, as the case might be, the corresponding valuation correction is registered (see Note 4 c).

In the event that any loss due to impairment regarding a cash generating unit to which a full or particular goodwill had been allocated must be registered, the book value of the goodwill corresponding to such unit must be reduced in the first place. If the impairment exceeds the latter amount, secondly, the value of the other assets of the cash generating unit must be reduced proportionally to their book value to the limit of the highest value among the following: their fair value less the costs of sale, the value in use and zero. The impairment loss is booked to the results of the financial year.

When an impairment loss is subsequently reversed (a circumstance which is not allowed for in the specific case of goodwill), the book value of assets or the cash generating unit is increased by the revised estimated recoverable sum, but in such a way that the increased book value does not exceed the book value that would have been determined if there had not been any recognised impairment losses in the previous years. These reversals for impairment losses in value are recognised as income in the consolidated profit and loss account.

Goodwill is amortised following the straight-line method within a ten-year term. The useful life will be established separately for each cash generating unit to which the goodwill has been allocated.

Computer software and other intangible assets

Computer software is stated at acquisition cost and amortised on a straight-line basis over its estimated useful life, which is generally five years. The costs of computer application maintenance are recorded as expenditure when incurred.

On the other hand, as a consequence of the allocation of the price paid for the acquisition of the Portuguese subsidiaries, computer applications amounting to 3,629 thousand euros, with an estimated useful life of five years, were recorded under 'IT Applications'.

Other intangible fixed assets

'Other intangible assets' corresponds to the sum paid for the transfer of sublease rights and is amortised on a straight-line basis over the life of said right.

Similarly, during the 2019 financial year, intangible assets relating to customer relationships were recognised as 'Other intangible assets' following the allocation of the purchase price paid for the acquisition of subsidiaries, amounting to 4,173 thousand euros and with an estimated useful life of five years.

Patents, licences, and others

They are booked at the sum actually paid for certain patents acquired and amortised over a period of ten years.

(b) Property, Plant and Equipment

Property, plant and equipment are booked at acquisition cost or the value at which they were contributed to the Parent Company by the now defunct Entity (see Note (1) on the Parent Company's activity), less accumulated depreciation and, where applicable, the accumulated sum of any impairment losses recognised. Indirect taxes levied on property, plant and equipment are included in the acquisition price when not directly recoverable from the Public Tax Administration.

Property, plant and equipment are depreciated as soon as they are available for use and are depreciated systematically and rationally (on the basis of their useful life and residual value) on a straight-line basis over their estimated useful lives. Residual values, useful lives and depreciation methods shall be reviewed at least at each financial year-end, and useful lives are reviewed when there are indications that they may have changed and, if appropriate, adjusted prospectively. The useful life periods used for the depreciation of the different assets are presented below:

Type of asset	Useful life 2025 and 2024 (years)
Buildings	10 to 75
Technical installations	4 to 18
Machinery	10 to 18
Other installations	10
Furniture	15
IT equipment	4 to 7
Transportation elements	7 to 12

Likewise, in the event of indications of impairment, the Correos Group assesses the need to make valuation adjustments to the items that form part of its property, plant and equipment in order to attribute to them at any given time the lower of their carrying amount and their recoverable sum.

Costs for the extension, upgrade and improvement of property, plant and equipment are allocated as assets with the highest value of the asset where they constitute an increase in their capacity, performance or extension of their useful lives and as long it is possible to estimate or to ascertain the book value of the elements written off from the inventory due to replacement.

Maintenance and repair costs for property, plant and equipment which do not improve their use or extend their useful life are charged to the profit and loss account when incurred.

Investments made by the Correos Group in properties owned by third parties that qualify as operating leases are measured, provided that they are not separable from the leased or leased asset, at the cost of those investments. The depreciation of these investments is calculated based on their useful life, what the duration of the rental or assignment contract will be, including the renewal period where there is evidence suggesting this will indeed occur, where this is less than the economic life of the asset.

Investments made in the adaptation of premises which are temporarily rented during the renovation of other premises are capitalised and provisioned in the year in which they are incurred.

(c) Investment properties

Investment property comprises land and buildings owned and leased to third parties and held for long-term rental income. Elements included under this heading are recognised at their acquisition cost minus their corresponding accumulated depreciation and the relevant impairment losses incurred. For the calculation of the depreciation of real estate investments we use the straight-line method based on the useful life years estimated for them, which amounts to 50-75 years.

The criteria contained in the above standards, relating to property, plant and equipment, will be applied to investment property,

(d) Operating and finance leases

The Correos Grupo qualifies rental contracts as financial where it deduces, from the economic conditions, that the risks and benefits inherent to ownership of the asset of the contract are substantially transferred. Contracts that do not substantially transfer all the risks and rewards and where the lessor only has the right to use the asset for a specified period of time are classified as operating leases.

Correos Group as lessee

The assets acquired via financial leases are registered according to the nature based on the lower between the fair value of the asset and the current value at the start of the lease of minimum payments agreed, booked as a financial liability for the same sum. Sums payable for leases are distributed between financial expenses and reduction of liabilities. Assets are subject to the same depreciation, impairment and write-off criteria as the rest of the assets of the same nature.

Operating lease payments are recognised as expenses in the consolidated profit and loss account on the basis of their accrual basis on a straight-line basis over the total term of the lease.

Correos Group as lessor

Revenue arising from the operating leases are booked in the consolidated profit and loss account based on their accrual on a straight-line basis for the full term of the lease. The direct costs attributable to the agreement are included as the highest of the leased assets and booked as expenditure over the term of the agreement. This same criteria is used to recognise income from leases.

(e) Impairment of non-current non-financial assets

Non-cash flow generating assets

The main activity of the Parent Company is the provision of a public service of general interest within the framework of the Universal Postal Service and the SGEI for which it charges a price that complies with the legally established principles. Thus, the vast majority of the assets that form part of the Parent Company's property, plant and equipment and intangible assets are owned mainly for the purpose of producing social economic flows that benefit the community and do not correspond to investments in assets that pursue a purely financial return and whose recovery could be based on the financial flows they produce.

In accordance with the above and in application of the provisions of Order EHA/733/2010, approving accounting aspects for public companies operating under certain circumstances, the Parent Company determines the impairment of its property, plant and equipment and intangible assets with reference to the depreciated replacement cost of each asset.

All other assets

If there are indications of impairment, the carrying amounts of the Correos Group's non-current non-financial assets are reviewed, at least at year-end, to determine whether such indications prevail. If signs of impairment are detected, the recoverable value of such assets is estimated.

The recoverable sum is the highest between the fair value less sale costs and the value in use. For the purposes of establishing the value-in-use, future cash flows are discounted at their present value using discount rates before taxes which reflect current market estimations of the time value of money and the specific risks associated with the corresponding assets.

For those assets that do not generate highly independent cash flows, the recoverable sum is determined for the cash-generating units to which valued assets belong.

Losses due to impairment are recognised for all those assets, or, when appropriate, for cash-generating units that incorporate them, when their accounting value exceeds the corresponding recoverable sum. In the event that any loss due to impairment regarding a cash generating unit to which a full or particular goodwill had been allocated must be registered, the book value of the goodwill corresponding to such unit must be reduced in the first place. If the impairment exceeds the latter amount, secondly, the value of the other assets of the cash generating unit must be reduced proportionally to their book value to the limit of the highest value among the following: their fair value less the costs of sale, the value in use and zero.

Losses due to impairment are registered in the profit and loss account and, unless they come from goodwill, are reversed when changes in the estimates used to determine the recoverable sum are made. Reversed impairment losses are booked in the profit and loss account with the limit set by the fact that the carrying value of the asset after reversal may not exceed the carrying amount, net of any depreciation, if the aforementioned impairment loss were not previously registered.

(f) Financial assets

El Grupo, en el momento del On initial recognition, the Group classifies those assets described in note 2.a as financial assets on the basis of the economic substance of the transaction and considering the definitions of a financial asset in the applicable financial reporting framework.

A financial asset is recognised when the Group becomes the bound party of the asset.

The Group classifies its financial assets according to the business model applied to them and the cash flow characteristics of the instrument.

The business model is determined by the Group's Directors and this reflects the manner in which they jointly manage groups of financial assets in order to achieve a specific business objective. The business model that the Group applies to each group of financial assets is the way in which it manages these assets in order to obtain cash flows.

The Group's financial assets are receivables from customers, debtors, staff and public, deposits and guarantees, acquired equity instruments, cash and cash equivalents.

Specifically, financial assets are classified into the following categories:

- **Financial assets at amortised cost**: includes financial assets, even those traded on an organised market for which the Group holds the investment for the purpose of receiving cash flows from the execution of the contract, and the contractual terms of the asset give rise, at specified dates, to cash flows that are solely collections of principal and, where applicable, interest on the principal sum outstanding. In general, this category includes trade and non-trade receivables, loans and advances to staff and deposits and guarantees.

  In their initial recognition, financial assets at amortised costs are booked at fair value, which, unless evidence to the contrary, is the transaction price plus the transaction costs directly attributable.

  In the subsequent valuation, financial assets included in this category are assessed at amortised costs, with interest accrued applying the effective interest rate method booked to the profit and loss account.

  Notwithstanding the above, credits for commercial transactions with a maturity of no more than one year and which do not have a contractual interest rate are valued at their nominal value, both in the initial valuation and in subsequent valuations, when the effect of not updating the cash flows is not significant.

- **Financial assets at cost:** They are initially recorded at the reasonable value of the compensation delivered plus any directly attributable transaction costs. Fees paid to legal advisers or other professionals, who intervene in the acquisition of the asset are booked at cost in the profit and loss account. Internally generated expenses incurred in the acquisition of the asset are also not recorded as an increase in the value of the asset and are recorded in the profit and loss account.

  In the subsequent assessment of financial assets at cost, they are valued at cost less, where applicable, the accumulated sum of corrections for value impairment. Nevertheless, where there is an investment prior to classification as group company, it is considered an investment cost at book value before this classification. Previous valuation adjustments directly allocated to net equity are kept in the same section until they are written off.

The Company will derecognise a financial asset, or part of it, when the contractual rights to the cash flows of the financial asset expire or have been transferred and it is necessary for the risks and benefits of ownership to have been transferred substantially. These circumstances are assessed by comparing the Group's exposure, before and after the transfer, to changes in the amounts and timing of the net cash flows of the transferred asset.

(g) Impairment of non-current non-financial assets

The book value of the financial assets is corrected charged to the consolidated profit and loss account, consolidated when there is objective evidence of an impairment loss. To determine the impairment loss, the Correos Groups assess, at least once every financial year, the possible losses in both individual assets and of the asset classes with similar risk profiles.

Objective evidence of impairment exists when there have been non-payments, defaults, refinancing, possibilities of not recovering the full cash flows or where there is a delay in collection.

For assets amortised at cost, the sum of the impairment losses is equal to the difference between the book value and the current value of future cash flows estimated to be generated, less the existing effective interest rate at the time of initial recognition.

The reversal of the impairment of assets at amortised cost and at cost and is recognised as revenue in the consolidated profit and loss account and the limit is the book value of the financial asset which would be registered on the reversal date if no value impairment were recorded.

(h) Non-current assets held for sale

Assets whose carrying amount is to be recovered principally through sale rather than through continuing use are classified under this heading when they meet the following requirements:

- That they are available in their present condition for immediate sale, subject to the usual and customary terms of sale.
- Its sale is highly probable, because the following circumstances occur:

  I. The company must be committed by a plan to sell the asset and have initiated a programme to find a buyer and complete the plan.

  II. The sale is expected to be completed within one year after the date of classification of the asset as held for sale, unless events or circumstances beyond the company's control require an extension of the sale period and there is sufficient evidence that the company remains committed to the plan to dispose of the asset.

  III. The actions to complete the plan indicate that there the asset is unlikely to undergo significant changes or be removed.

Non-current assets held for sale are stated at the lower of carrying amount and fair value less sale costs. These assets are not depreciated and, if necessary, appropriate valuation adjustments are made so that the carrying amount does not exceed the fair value less sale costs.

(i) Cash and other equivalents

Cash and other equivalent liquid assets: cash and other equivalent liquid assets. This item includes cash in hand and in banks and other financial assets and deposits which may be converted into cash, provided that their maturity as of their acquisition date does not exceed three months, they are not subject to a significant value change risk and they are part of the Correos Group's usual cash management policy.

(j) Inventories

Inventories are valued at acquisition cost determined by the weighted average cost method.

When the net realisable value of inventories is below the acquisition price or production cost, the relevant assessment corrections are made, booked as a cost in the consolidated profit and loss account.

(k) Provisions and contingent liabilities

The Group recognises as provisions those liabilities which, in accordance with the definition and accounting recognition criteria contained in the Accounting Framework, are indeterminate as to their amount or the date at which they will be reversed. Provisions may be determined by a legal or contractual stipulation or by an implicit or tacit obligation. In the latter case, they arise from a valid expectation created by the company vis-à-vis third parties that the company will assume an obligation as a result of a past event, that a reliable estimate of the obligation can be made and that it is probable that the obligation will involve a future outflow of resources to settle the obligation.

When provisions are established to settle obligations without a definite maturity date, or with a maturity term shorter or equal to one year, and whose financial effect is not significant, no discount whatsoever shall be applied. With regard to all other obligations, provisions are recognised at the present value of the best possible estimate of the amount required to cancel or transfer the obligation to a third party, recording the adjustments that arise to capitalise the provision as financial costs as these accrue, with the purposes of better reflecting the best current estimation of the relevant liability from time to time.

The Directors of the Parent Company consider possible obligations arising as a consequence of past events to be contingent liabilities, whose materialisation is conditional upon the occurrence of one of more future events beyond the control of the Group. Said contingent liabilities are not subject to accounting entry, with the details and explanation thereof presented in Note 23 on contingent liabilities.

These consolidated annual accounts contain all the provisions with respect to it is estimated which the likelihood of having to cover an obligation is greater than the alternative. Contingent liabilities are not recognised in the consolidated annual accounts, but are reported in the consolidated report.

(l) Financial liabilities

On initial recognition, the Group classifies as a financial liability, on the basis of the economic substance of the transaction and bearing in mind the definitions of financial liabilities in the financial reporting framework applicable to it, as described in note 2.a.

A financial liability is recognised on the balance sheet when the Group becomes an obliged party to a contract or legal business in accordance with the provisions thereof.

The Group classifies all its financial liabilities as 'Financial liabilities at amortised cost'.

In general, the Group classifies the following financial liabilities in this category:

- Debts for commercial transactions: financial liabilities arising from the purchase of assets and services for ordinary transactions with payment in instalments.
- Debts from trade operations: financial liabilities which, not being derivative financial instruments, are not of a trading nature but arise from lending transactions.

The financial liabilities correspond to accounts payable to suppliers, trade and fixed asset creditors, payables to credit institutions, deposits and guarantees, payable to group companies and other payables. In addition, financial liabilities that do not meet the criteria for classification as financial liabilities at fair value through the profit and loss account are classified in this category.

Financial liabilities with maturity within 12 months from the date of the balance sheet are classified as current, while those with longer maturity are classified as non-current.

Financial liabilities are initially valued at fair value, which, unless there is evidence to the contrary, is the transaction priced adjusted for directly attributable transaction costs.

After initial recognition, financial liabilities are measured at amortised cost using the effective interest rate. The interest accrued is booked in the profit and loss account, applying the effective interest rate method.

Notwithstanding the above, debits for commercial operations with maturity within one year and which have no contractual interest rate, expected to be paid in the short term, both for the initial and subsequent valuation, are valued at nominal value as the effect of not updating cash flows is not significant.

Financial liabilities are derecognised by the Group whenever the obligations attached thereto have elapsed.

When there is an exchange of debt instruments with a lender, provided they have substantially different conditions, the derecognition of the original financial liability is registered and the new financial liability generated is recognised. A substantial modification of the current conditions of a financial liability is similarly recorded.

The difference between the carrying amount of a financial liability, or the part of which has been disposed of, and the consideration paid, including the attributable transaction costs, and which also includes any asset assigned other than cash or liability assumed, is recognised in the income statement of the financial year in which it takes place.

In case of an exchange of debt instruments and provided that their conditions are not much different, the original financial liability shall not be written off the balance sheet, but the amount of charges paid shall be recognised as an adjustment of their book value. The new amortised cost of the financial liability is determined applying the effective interest rate, which equals the book value of the financial liabilities on the date when the payable cash flows are amended according to the new conditions.

To these purposes, it is deemed that the contract conditions are substantially different when the creditor is the same as that who granted the initial loan and the present value of the cash flows of the new financial liability, including net commissions, differs at least 10% from the present value of the cash flows pending payment of the original financial liability, both updated to the effective interest rate of the original liability. In addition, in cases where the difference is less than 10%, the Group also considers that the terms of the new financial instrument are substantially different when there are other substantial qualitative changes, such as: a change from a fixed to a floating interest rate or vice versa, the restatement of the liability in a different currency, an ordinary loan becoming a participative loan, etc.

During the year the covenants that may exist on the financial debt have been complied with.

(m) Transactions in foreign currency

Monetary Items

Transactions in foreign currencies are initially registered at the exchange rate in place as of the date of the transaction.

Monetary assets and liabilities in foreign currency are converted at the cash exchange rate applicable on the balance sheet date. Both exchange losses and gains arising from this procedure, as well as those that occur on settlement such balances, are recognised in the profit and loss account for the financial year in which they occur.

(n) Income and expenses

The Group's revenues arise primarily from the provision of postal and parcel services. The Parent Company is the only company in the postal market that offers national coverage to citizens, companies and administrations. Similarly, as the designated operator for the provision of the Universal Postal Service and the SGEI, it promotes territorial cohesion and equal access to postal communications.

In determining whether revenue should be recognised, the Group follows a five-step process:

1. Identification of the contract of a client.
2. Identification of performance obligations.
3. Determination of the price of the transaction.
4. Allocation of the price of the transaction to the execution obligations.
5. Revenue recognition when performance obligations are met.

In all cases, the total transaction price of a contract is allocated among the various performance obligations on the basis of their relative independent sales prices. The transaction price of a contract excludes any amount charged on behalf of third parties.

Revenue is generally recognised at a point in time when the Group satisfies the performance obligations, i.e. when the service required by the customer has been performed in accordance with the customer's requirements.

The Group recognises liabilities for onerous contracts received in respect of unfulfilled performance obligations and presents these amounts as other liabilities on the Balance Sheet. Also, if the Group fulfils a performance obligation before the consideration is received, the Group recognises a contractual asset or a receivable on its Balance Sheet, depending on whether more than the passage of time is required before the consideration is due.

Revenue and expenditure are allocated on an accrual basis, i.e. when the actual flow of the related goods and services occurs, regardless of the time when the monetary or financial flow arising therefrom occurs.

This income is valued at the fair value of the consideration received, less any discounts and taxes.

a) Postal revenues

The Parent Company is the operator designated by law to provide the Universal Postal Service in Spain, in accordance with the requirements of quality, reliability, accessibility and affordability that deliver on the right of all citizens to postal communications, in a market that was fully liberalised in 2011, in accordance with Act 43/2010.

This Act, together with Royal Decree 437/2024 (Postal Regulations), deals mainly with the regulation of the conditions of collection, acceptance, distribution and delivery of the universal postal service required of the designated operator, as well as the cost and financing of these obligations, prices and other tariff conditions for postal services.

The Parent Company, in its capacity as the chosen carrier, offers a wide range of parcel delivery options and is subject to Act 16/1987, on the Regulation of Land Transport and Act 15/2009 regulating the Contract for Land Transport of Goods. Most of the contracts are short-term and with different types of companies.

Income from provision of services is valued at the fair value of the compensation received or to be received, arising from same, after deducting any discount or similar, as well as any indirect taxes on transactions which may be charged on to third parties.

Revenue is booked depending on the financial significance of the transaction, and is recognised when all of the following conditions are met.

- The amount of income may be reliably assessed.
- It is probable that the Parent Company will obtain financial profits or returns arising from the transaction, and
- The costs of the transaction may be reliably measured.

There are no financial components in the transactions of these kinds of services described above.

Revenue and expenditure are allocated based on the actual flow of the goods and services they represent and irrespective of when the monetary or financial flow arising from them occurs.

In all cases, the total transaction price of a contract is allocated among the various performance obligations on the basis of their relative independent sales prices. The transaction price of a contract excludes any amount charged on behalf of third parties.

For contractual obligations that are due at a specific point in time, revenue arising from their performance shall be recognised at that date. Until such time, costs incurred in the production or manufacture of the product (goods or services) are accounted for as stocks.

Ordinary revenue from the sales of goods and the provision of services is valued at the monetary sum or , where applicable, fair value of the balancing entry, received or receivable, arising therefrom which, in the absence of evidence to the contrary, will be the price agreed for said goods or services, after deducting any discount, price reduction or other similar reductions granted, as well as interest added to the nominal credit value. However, it is possible to add interest added to commercial credits with a maturity under a year which do not have a contractual interest rate when the effect of not updating the cash flows is not significant.

Taxes levied on the delivery of goods and services which the company must pass on to third parties, such as value added tax and excise duties, as well as amounts received on behalf of third parties, will not form part of income.

The best estimate of the variable compensation will be taken into account in measuring revenue if it is highly likely that there will not be a material reversal of the revenue sum recognised when the uncertainty associated with the consideration is subsequently resolved.

b) Revenue from parcel services

The Group offers a wide range of parcel delivery options and is subject to Act 16/1987, on the Regulation of Land Transport, and Act 15/2009, regulating the Contract of Land Transport of Goods. Most of the contracts are short-term and with different types of companies.

c) Revenue from parcel services

The Group's extensive portfolio of services includes layout services for its clients. The revenue for these services is identified in the contracts signed with customers, detailing the rates proposed and accepted by the parties.

Revenues for these services are recognised when the layout and subsequent communication requested by the customer are all completed, fulfilling the performance obligations set out in the contract. The Group does not invoice in advance for these services, as they do not require significant hourly charges.

d) Revenues from Printing and Enveloping Services

These services are intended for any type of company, in any sector, that wishes to establish physical communications with its customers.

Revenues for these services are generated over time as the Group provides services according to the requirements and standards of its customers and once these services are provided, the right to receive payment for them is generated. It is not the Group's practice to invoice for these services in advance.

e) Digital Communication Services Revenues

These types of services are included in the portfolio of services offered to customers to qualify for omni-channel services. They are mainly intended for private companies and public administrations that need to establish communications with their customers through digital devices, such as e-mail, mobile devices (smartphones or tablets), etc.

f) Telecommunications infrastructure rental

Rental of dark fibre, rights of way, co-location on radio sites mainly for telecommunications operators. Revenue for these services is recognised over time as the Group provides services to each customer.

Some contracts include multiple obligations. Sometimes, the development of the project, laying of the fibre, and subsequent periodic maintenance. Consequently, in these cases, the transaction price is allocated between the different obligations in the contract. These are usually long-term agreements. In this type of contract, the Group usually invoices advances to finance the development of the project and is therefore recognised as an advance from customers under the balance sheet heading 'long-term accruals and short-term accruals'. In this type of contract, the Group begins to recognise revenue when the customer can make use of the asset.

g) Connectivity services

Optical transport services offering high bandwidth connectivity between different customer sites, via circuits connected at their ends to terminal equipment, without access to public networks.

Revenue for these services is recognised over time, to the extent that the Group provides a tailored, customer-specific service and has the right to collect for all work performed for the customer to date.

h) Income from provision of services

Income from provision of services is valued at the fair value of the compensation received or to be received, arising from same, after deducting any discount or similar, as well as any indirect taxes on transactions which may be charged on to third parties.

Revenue is booked depending on the financial significance of the transaction, and is recognised when all of the following conditions are met.

- The amount of income may be reliably assessed.
- It is probable that the Group obtains financial benefits or returns arising from the transaction, and
- The costs of the transaction may be reliably measured.

There are no financial components in the transactions of these kinds of services described above.

Revenue and expenditure are allocated based on the actual flow of the goods and services they represent and irrespective of when the monetary or financial flow arising from them occurs.

In all cases, the total transaction price of a contract is allocated among the various performance obligations on the basis of their relative independent sales prices. The transaction price of a contract excludes any sum charged on behalf of third parties.

Revenue is recognised at a point in time or over time when the Group meets performance obligations by transferring promised goods or services to its customers.

The Group recognises liabilities for onerous contracts received in relation to unfulfilled performance obligations and presents these sums as other liabilities on the balance sheet. Also, if the Group fulfils a performance obligation before the consideration is received, the Group recognises a contractual asset or a receivable on its Balance Sheet, depending on whether more than the passage of time is required before the consideration is due.

For contractual obligations that are due at a specific point in time, revenue arising from their performance shall be recognised at that date. Until such time, costs incurred in the production or manufacture of the product (goods or services) are accounted for as stocks.

Ordinary revenue from the sales of goods and the provision of services is valued at the monetary sum or , where applicable, fair value of the balancing entry, received or receivable, arising therefrom which, in the absence of evidence to the contrary, will be the price agreed for said goods or services, after deducting any discount, price reduction or other similar reductions granted, as well as interest added to the nominal credit value. However, it is possible to add interest added to commercial credits with a maturity under a year which do not have a contractual interest rate when the effect of not updating the cash flows is not significant.

Taxes levied on the delivery of goods and services which the company must pass on to third parties, such as value added tax and excise duties, as well as amounts received on behalf of third parties, will not form part of income.

The Group will take into account, in measuring revenue, the best estimate of the variable compensation if it is highly likely that there will not be a material reversal of the revenue sum recognised when the uncertainty associated with the consideration is subsequently resolved.

(o) Liabilities for employee benefits

Pensions supplement

During 2000, the Parent Company promoted the creation of a pension plan to supplement the benefits provided to its employees by the public Social Security and State Pension Schemes. This pension plan, with defined contribution for the promoter, is governed by the provisions of Royal Legislative Decree 1/2002, which approves the revised text of the Act on Regulation of Pension Plans and Funds and by Royal Decree 304/2004, which approves the Pension Plan and Fund Regulations and its subsequent amendments.

Pursuant to the provisions of Article 2 of Royal Decree 20/2011, on urgent budgetary, tax and financial measures to correct the public deficit, the Parent Company suspended contributions to the Correos y Telégrafos Employment Pension Plan in 2012 and has not made any contributions since then.

As of 31 December 2025, the Parent Company does not have any additional commitments to the participants of the pension plan in addition to the sums actually contributed since the date of creation of the plan. The total amount of contributions made by the Parent Company since the date the fund was created is 125,556 thousand euros.

Compensation for dismissal

In accordance with current legislation, the Group is required to pay termination benefits to employees terminated under certain conditions. In this regard, compensation for termination is paid to employees as a result of the decision of the Group to terminate their employment contract before regular retirement age or where the employee accepts the voluntary changes of these provisions.

Retirement rewards

The various collective agreements currently in force across different geographical areas and applicable to the subsidiary Correos Express stipulate that employees who take early voluntary retirement between the ages of 60 and 65 shall be paid, provided they have worked for the company for a period ranging from 10 to 30 years (depending on the applicable collective agreement), a bonus or length-of-service award ranging from various fixed sums to monthly payments.

(p) Current and deferred taxes

Income tax for the financial year is calculated as the sum of the current tax that results from applying the corresponding tax rates to the taxable base for the financial year, after applying any credits and deductions, and the variations with regard to recorded deferred tax assets and liabilities. They are recognised in the consolidated profit and loss account except in these cases where the tax is directly related to entries directly recognised under the net equity of the Correos Group, in which case the tax is also recognised under this heading.

In 2011, the Correos Group was taxed under the special tax consolidation regime, with associated Tax Group number 38/11, and head of business Sociedad Estatal Correos y Telégrafos, S.A., S.M.E.

Upon the integration of the Correos Group into SEPI in 2012, the Tax Group No. 38/11 was dissolved and the companies that made up this group were integrated into the Consolidated Tax Group with associated number 9/86 with effect from the financial year 2012.

For corporate income tax purposes, the companies in the Correos Group, with the exception of CEP and CEP II, form part of the Consolidated Tax Group no. 9/86, comprising Sociedad Estatal de Participaciones Industriales and the companies resident in Spanish territory in which it holds a direct or indirect stake of at least 75% and a majority of the voting rights, in accordance with the provisions of Art. 58 of Act 27/2014 on Corporate Income Tax.

Assets and liabilities due to current taxes are the estimated sums payable to or receivable from the Public Administration in accordance with current tax rates as of the date of the balance sheet. They are recorded under the balance sheet heading Debts with group and associated companies and Short-term debts with Group and associated companies, respectively, as the taxable subject before the Administration is the parent company of the consolidated tax group, i.e. SEPI.

Deferred tax is registered according to the liability registration method for all temporary differences between the tax base for assets and liabilities and their carrying value in the consolidated annual accounts.

The subsidiaries, with the exception of CEP and CEP II, and the Parent Company of the Correos Group recognise deferred tax assets for all deductible temporary differences, unused tax credits and tax losses not applied, insofar as it is likely that the Group company that generated them will individually have future taxable profits that allow these assets to be used or that are rationally expected to be recovered within the consolidated tax group, although in any case the tax loss carryforwards generated by the companies comprising the Correos Group from their incorporation into the consolidated tax group 9/86 were acquired by SEPI at a rate of 28% until 2015 and as from 2016 at a rate of 25%. The companies in the Correos Group, with the exception of CEP and CEP II, in relation to the tax losses generated by each company prior to forming part of the consolidated tax group no. 9/86, recorded under 'deferred tax assets', assess their recoverability on an annual basis, subject to the attainment of future taxable profits within the maximum compensation period established by current legislation. In this respect, irrespective of their consolidated taxation, the Parent Company of the consolidated tax group to which the companies of the Correos Group belong, with the exception of CEP and CEP II, allows the offsetting of tax losses generated prior to their incorporation into Group no. 9/86.

In addition, the subsidiaries CEP and CEP II, domiciled in Portugal, are subject to corporate income tax in Portugal at a rate of 21%.

Deferred tax assets and liabilities are valued at the tax rate expected at the time of the reversal of the agreement in force and in the manner in which it is rationally expected to recover or pay the deferred tax asset or liability. Value adjustments for deferred tax assets and liabilities are assigned to the profit and loss account except when the affected deferred tax assets or liabilities have been directly paid to or by net equity.

In the 2024 and 2023 financial years, the Parent Company generated a tax loss for corporation tax purposes, and an amount equal to the result of multiplying the standard corporation tax rate of 25% by 50% of said negative tax bases was recognised in the balance sheet as a deferred tax asset, which will be reduced in equal instalments over the first ten tax periods commencing on 1 January 2024 (in the case of the 2023 financial year) and 1 January 2025 (in the case of the 2024 financial year), in accordance with the provisions of Additional Provision 19 of Act 27/2014 on Corporate Income Tax.

Correos Expres, as explained in Note 18 and as a result of Act 7/2024, which re-establishes the application of the 25% limit for offsetting tax losses, the Group Company Correos Express has reduced the deferred tax asset corresponding to capitalised tax losses pending offset in 2024.

Deferred tax assets and liabilities are valued without consideration for the effect of financial discounts.

(q) Principles of action of the Company in relation to the Code of Good Tax Practices

Pursuant to article 249 bis of Royal Legislative Decree 1/2010, which approves the revised text of the Capital Companies Act, the Board of Directors of the Parent Company is responsible for approving its general policies and strategies. In the exercise of these duties, at a meeting of the Board of Directors of the Parent Company held on 30 April 2024, the Board unanimously adopted the Agreement for Correos to adhere to the Code of Good Tax Practices (CBPT) of Companies, Institutions and Public Entities, which was previously approved at the Plenary Session of the Forum of Companies, Institutions and Public Entities held on 10 April 2024.

The company's compliance with its tax obligations and its relations with the different Tax Administrations is governed by the following basic principles of action:

a) compliance with tax regulations in the different countries and territories in which the company operates, paying any taxes that may be due in accordance with the legal system.

b) making tax decisions on the basis of a reasonable interpretation of the applicable law and in close connection with its activity.

c) prevention and mitigation of significant tax risks.

d) strengthening a relationship with the tax authorities based on respect for the law, loyalty, trust, professionalism and collaboration.

e) information to the management bodies on the main tax implications of transactions or matters submitted for their approval.

In application of the above principles, the following good tax practices have been adopted:

a) not to use artificial structures unrelated to their own activities and for the sole purpose of reducing their tax burden and, in particular, not to engage in transactions with related entities solely for the purpose of base erosion or profit shifting to low-tax territories.

b) avoid opaque structures for tax purposes, which are understood to be those designed to prevent the relevant Tax Administrations from knowing who is ultimately responsible for the activities or the ultimate owner of the assets or rights involved.

c) not to incorporate or acquire companies resident in countries or territories considered tax havens under Spanish law or included on the European Union's blacklist of non-cooperative jurisdictions. This procedure will also be applicable in the case of incorporation or acquisition of entities resident in countries or territories not considered tax havens under Spanish law but included on the European Union's grey list of non-cooperative jurisdictions with which Spain has not signed a convention to prevent dual taxation.

d) follow the recommendations of the codes of good tax practices implemented in the countries and territories in which the company operates.

(r) Subsidies, gifts and bequests received

Non-refundable grants, donations and bequests received by the Parent Company for the provision of the universal postal service for the acquisition of certain items are recorded in a specific item under consolidated net equity, after deducting the corresponding tax effect, as the Parent Company considers that it meets and will meet the necessary requirements to consider them as non-refundable.

It is deemed to be non-refundable when there is an individual agreement to grant the subsidy, donation or bequest in favour of the Parent Company, the conditions set out for granting thereof have been met and there is no reasonable doubt regarding the reception of the subsidy, gift or bequest.

Non-refundable compensation received, up to 2010, as a capital grant by the Parent Company for the costs of providing the universal postal service, is booked in the consolidated profit and loss account over the period of time equivalent to the useful life of the fixed assets financed with such grants, unless these assets are disposed of, impaired or derecognised, in which case they are booked in the consolidated profit and loss account either in full or at the theoretical percentage of impairment experienced by the subsidised assets at the same time as this occurs. The recognition in the consolidated profit and loss account of compensation for land financing is deferred until the year in which the land is disposed of or impaired.

Non-refundable grants, donations and bequests and cost offsets received by the Parent Company for the provision of the Universal Postal Service and SGEI are recognised in the consolidated profit and loss account in the period in which they are recognised, irrespective of their actual receipt.

The European Commission published the resolution approving compensation to Correos by the Spanish State for a total sum of 1,282.8 million euros for the fulfilment of the obligation during to provide the Universal Postal Service for the period 2011-20. The conclusion reached by the European Commission is that Correos did not receive sums exceeding the net cost of the obligation to provide the Universal Postal Service, which means that there is no overcompensation, and therefore the calculation of the sum received is within EU state aid rules.

The Resolution of 15 June 2021, of the General Technical Secretariat, publishing the Agreement of the Council of Ministers of 1 June 2021, approving the Universal Postal Service provision plan. Said provision plan applies and approves the calculation methodology which was also approved by the European Commission in accordance with the above.

As described in the Methodological Annex to the Provision Plan, the Unfair Financial Burden or Universal Postal Service Compensation in favour of the designated operator is determined by applying the Net Avoided Cost Method (NAC), in accordance with paragraphs 25 to 27 of the Commission Communication on the European Union Framework for State aid in the form of public service compensation (2011), hereinafter the 'EU Framework'. The NAC (net avoided cost) is calculated as the difference between the net cost borne by the company when operating with the public service obligation (Base Scenario) and the net cost it would incur when operating without said obligation (Counterfactual Scenario), in accordance with paragraph 25 of the 2012 SGEI Framework. Compensation for the unfair financial burden of providing universal service also includes incremental costs arising from the counterfactual scenarios, adjustments to neutralise the intangible and market advantages associated with the nature of universal service provision, a reasonable profit for the designated operator and efficiency incentives, as set out in the terms of the aforementioned Decision.

The approved methodology is in accordance with the Commission's decision, which did not result in a refund of any sum received, and with the best estimate made by the management to determine the sum to be received for the Universal Postal Service.

On 27 May 2025, the CNMC issued the resolution on the verification of the net cost and determination of the unfair financial burden of the Universal Postal Service for the years 2011 to 2020, resulting in an amount in favour of the Parent Company of 109 million recorded as revenue and collected in the current year.

Based on this methodology and experience, the directors of the Parent Company consider that there is a remote risk of a negative impact on the consolidated annual accounts for the current and future financial years relating to the calculation of the net cost of the Universal Postal Service for the period 2021 to 2025.

With the approval of the Provision Plan, the working criteria for the functioning and payment of the Universal Postal Service finance fund (note 1) and therefore, from this moment, the criteria for the recognition of revenue for the compensation of the Universal Postal Service is the following:

- The calculation made by the Parent Company for the financial year is recognised in the consolidated profit and loss account for the year as an operating subsidy, in accordance with the methodological annex approved by the parties involved, which will be submitted to the CNMC for review and subsequent settlement report once the year is closed.

- It is booked in the consolidated profit and loss account of the financial year, for the operating subsidy, the sums expected to be received from the financing fund, calculated as 0.5% of the taxable base corresponding to the net turnover figure recorded for the provision of the Universal Postal Service. This sum is identical to that calculated as an accrued expense at 31 December for the Postal Contribution to be paid by the designated operator, in accordance with the provision of Article 31 of Act 43/2010. The Contribution fee is determined by the application of the current rate applicable in each year, currently 0.5% of the taxable base, corresponding to net turnover booked for the provision of the Universal Postal Service. The cost is booked as operating costs in the consolidated profit and loss account for the financial year.

- The revenue is booked in the profit and loss account once the CNMC issues the definitive resolutions, determining the unfair financial burden corresponding to all financial years from 2011 to 2020. The amount recognised in 2025 for this item amounted to 108,995 thousand euros.

In relation to the consideration for SGEI, the approval of the programme contract including the methodological annex based on the NAC methodology is required, which is being reviewed by the competent authorities and is expected to be approved in the financial year 2026.

In the current year the Parent Company has received an advance payment of 150,000 thousand euros. The part accruing in 2025 has been recorded in revenue, taking into account that the advance received corresponds to one year, and the SGEI starts on 18 August 2025. The collected portion to be recorded in income in 2026 is recorded on the liability side of the balance sheet as a short-term advance.

The above recognition is based on the fact that the Parent Company understands the compensation for the Universal Postal Service and the SGEI as a non-refundable grant, subject to Entry and Valuation Rule 18 of the Spanish General Accounting Plan (PGC), once the three requirements established by said rule, and explained below, are considered to have been met.

- Firstly, there must be an individual concession agreement, which is deemed to have been fulfilled once the Parent Company has been entrusted by law with the provision of the Universal Postal Service for a period of 20 years and the provision of the SIEG to the operator designated by the State, meaning that the individual concession agreement is deemed to exist.

- Secondly, the conditions for concession must be met, and shall be once the Parent Company maintains adequate behaviour to comply with the continued obligation to provide the Universal Postal Service.

- And thirdly, there is no reasonable doubt as to the receipt of the subsidy. It is understood that it is complied with insofar as the calculation is made in accordance with the methodological annex approved by the parties involved and, based on experience, there are no significant differences with the CNMC's final settlements (these also being in favour of the Parent Company as explained above).

- Regarding the SGEI, it is considered that there are no doubts, since an advance payment of 150,000 thousand euros for one year has been received, after sending the calculation based on the methodology of the programme contract currently being processed, which is higher than the amount received.

The amounts recognised in 2025 are presented in note 17.k.

(s) Transactions with related parties

Transactions with related parties are recognised in accordance with the measurement criteria detailed above.

(t) Value Added Tax

Non-deductible input Value Added Tax (VAT) is part of the purchase price of the capital goods and of the cost of the goods and services which are the subject of the transactions subject to this tax. Adjustments to non-deductible input VAT as a result of the adjustment of the Parent Company's definitive pro rata, including the adjustment of investment property, do not alter the initial valuations of the assets and, therefore, their effect, if any, is recorded in the consolidated profit and loss account.

Article 2 of Act 23/2005 on Tax Reforms to Boost Productivity amended the VAT tax regime applicable to postal services provided by the Parent Company. In particular, since 1 January 2006, the exemption from the above-mentioned tax for postal services has been reduced to universal postal services reserved to the operator entrusted with their provision, i.e. the Parent Company. This new scenario led to a significant increase in the Parent Company's deductible VAT up to that date, which is why the Parent Company is carrying out regularisations for capital goods during the legally established periods.

The income or cost accrued in each of the years arising from these adjustments has been recorded under 'Taxes' in 'Other operating costs' in the consolidated profit and loss account.

Article 22.2 of Act 43/2010 establishes, with effect from 1 January 2011, that the operator designated by the State to provide the Universal Postal Service will be exempt from the taxes levied on its activity related to the Universal Postal Service, except for corporate income tax. As far as Value Added Tax is concerned, the application of this legislative change has led to an increase in services considered exempt from VAT, insofar as the regulations in force until 31 December 2010 limited the exemption to the scope of postal services reserved for this operator.

(u) Consolidated cash flow statement

The consolidated cash flow statements has been prepared using the indirect method, and on such statements the following expressions are used with the definition indicated below:

- **Operating activities**: activities that generate ordinary revenue and other activities that cannot be classified as either investing or financing activities.
- **Investment activities**: activities comprising the purchase, sale or otherwise disposal of long terms assets and other investment not included under cash and cash equivalents.
- **Financing activities**: activities that result in changes in the size and composition of equity and borrowings that are not operating activities.

6. Computer software and other intangible assets

The details and movements under this heading in the years 2025 and 2024 were the following:

Financial year 2025	Balance at 01/01/2025	Additions	Disposals	Transfers	Balance at 31/12/2025
Cost					
Development	366	-	-	-	366
Patents, licences and similar	592	42	-	-	634
Computer software	364,095	39,953	(37,204)	-	366,844
Other intangible assets	4,675	-	-	-	4,675
Total cost	**369,728**	**39,995**	**(37,204)**	**-**	**372,519**
Accumulated amortisation					
Development	(366)	-	-	-	(366)
Patents, licences and similar	(592)	-	-	-	(592)
Computer software	(270,271)	(32,761)	34,640	-	(268,392)
Other intangible assets	(4,578)	(14)	-	-	(4,592)
Total accumulated amortisation	**(275,807)**	**(32,775)**	**34,640**	**-**	**(273,942)**
Net value	**93,921**				**98,577**

Financial year 2024	Balance at 01/01/2024	Additions	Disposals	Transfers	Balance at 31/12/2024
Cost					
Development	366	-	-	-	366
Patents, licences and similar	592	-	-	-	592
Computer software	325,669	40,899	(869)	(1,604)	364,095
Other intangible assets	4,675	-	-	-	4,675
Total cost	**331,302**	**40,899**	**(869)**	**(1,604)**	**369,728**
Accumulated amortisation					
Development	(366)	-	-	-	(366)
Patents, licences and similar	(592)	-	-	-	(592)
Computer software	(241,789)	(29,430)	838	110	(270,271)
Other intangible assets	(4,286)	(292)	-	-	(4,578)
Total accumulated amortisation	**(247,033)**	**(29,722)**	**838**	**110**	**(275,807)**
Net value	**84,268**				**93,921**

The heading 'Computer software' records the amounts paid by the Correos Group to acquire ownership or the right to use computer programs, as well as the activation of evolutionary improvements on different software owned by the Group.

Additions during the year mainly correspond to investments made by the Parent Company related to the acquisition of user licences and new software, and the evolutionary improvement of others, amounting to approximately 33,528 thousand euros (with the investment recorded during the year 2024 amounting to 36,285 thousand euros).

Disposals relate to applications which are obsolete or from which no future return is expected, most of which are fully depreciated.

The cost of fully amortised items forming part of the intangible assets of the Correos Group at 31 December 2025 amounts to 197,550 thousand euros (201,885 thousand euros in 2024).

At 31 December 2025, the Parent Company has commitments for the acquisition of computer applications and evolutionary improvements to computer systems amounting to 51,612 thousand euros (42,245 thousand euros in 2024) and, at the same date, there were no firm sale commitments for any intangible asset owned by the Correos Group.

6.1 Consolidation goodwill

The balances and changes under this heading are as follows:

	2025	2024
Gross opening balance	**8,744**	**8,744**
	8,744	**8,744**
Accumulated depreciation, opening balance	**(4,955)**	**(4,080)**
Entries	(874)	(875)
	(5,829)	**(4,955)**
Net closing balance	**2,915**	**3,789**

The Correos Group recognised consolidation goodwill in 2019 as a result of the acquisition price of CEP being higher than the fair value of the assets and liabilities acquired.

The goodwill acquired through the business combination was attributed to a single cash-generating unit, which corresponds to the entire activity of the subsidiaries acquired in Portugal, which, once acquired as a whole within the same transaction, are managed as a single unit. This goodwill is primarily allocated to the labour force.

At year-end 2025, the Correos Group, taking into account the evolution of the subsidiaries, considers that the best evidence of the recoverable sum of its goodwill and intangible assets acquired in the business combination corresponds to their value in use.

The Correos Group tests goodwill and intangible assets acquired in the business combination for impairment on an annual basis. For the year 2025, the recoverable sum of the cash-generating unit (CGU) was determined based on value-in-use calculations requiring the use of certain assumptions.

In this respect, the Correos Group has contracted an independent expert to determine the value in use of the subsidiaries, which consists of discounting future cash flows based on the budget and business plan of the subsidiaries for the next 5 years, in line with the evolution of the markets in which it operates. The discount rate used, 8.4% (9.1% at 31 December 2024), has been calculated from the risk-free rate for 10-year bonds issued by Portugal, adjusted by a risk premium to reflect the risk arising from the market in which it operates and the subsidiary's own risk. A perpetual growth rate of 1.6% (1.6% as of 31 December 2024) has also been used.

A comparison of the recoverable sum calculated using the discounted future cash flow method and the net carrying amount of goodwill and intangible assets acquired in the business combination did not reveal any impairment.

7. Property, Plant and Equipment

The details and movements under this heading in the years 2025 and 2024 were the following:

Financial year 2025	Balance at 01/01/2025	Registrations and provisions	Disposals	Transfers	Balance at 31/12/2025
Cost					
Land	373,742	120	-	(5,471)	368,391
Buildings	1,523,793	6,563	(2,791)	(7,464)	1,520,101
Technical installations and other fixed assets	689,395	74,455	(5,566)	(604)	757,680
Assets under construction and advances	14,058	1,341	-	(12,682)	2,717
Total cost	**2,600,988**	**82,479**	**(8,357)**	**(26,221)**	**2,648,889**
Accumulated amortisation					
Buildings	(659,817)	(23,386)	1,493	8,730	(672,980)
Technical installations and other fixed assets	(502,612)	(33,396)	5,263	428	(530,317)
Total accumulated amortisation	**(1,162,429)**	**(56,782)**	**6,756**	**9,158**	**(1,203,297)**
Adjustments for impairment					
Land and buildings	(103,448)	(4,183)	9,570	700	(97,361)
Technical installations and other fixed assets	(1,941)	-	1	-	(1,940)
Total adjustments for impairment	**(105,389)**	**(4,183)**	**9,571**	**700**	**(99,301)**
Net value	**1,333,170**				**1,346,291**

Financial year 2024	Balance at 01/01/2024	Registrations and provisions	Disposals	Transfers	Balance at 31/12/2024
Cost					
Land	373,856	334	-	(448)	373,742
Buildings	1,524,543	7,135	(1,754)	(6,131)	1,523,793
Technical installations and other fixed assets	677,571	23,844	(13,735)	1,715	689,395
Assets under construction and advances	6,631	8,983	-	(1,556)	14,058
Total cost	**2,582,601**	**40,296**	**(15,489)**	**(6,420)**	**2,600,988**
Accumulated amortisation					
Buildings	(639,814)	(23,120)	1,351	1,766	(659,817)
Technical installations and other fixed assets	(485,118)	(30,725)	13,262	(31)	(502,612)
Total accumulated amortisation	**(1,124,932)**	**(53,845)**	**14,613**	**1,735**	**(1,162,429)**
Adjustments for impairment					
Land and buildings	(109,634)	5,733	61	392	(103,448)
Technical installations and other fixed assets	(1,948)	-	7	-	(1,941)
Total adjustments for impairment	**(111,582)**	**5,733**	**68**	**392**	**(105,389)**
Net value	**1,346,087**				**1,333,170**

The additions recorded under 'Land and buildings' and 'Assets under construction and advances' during the year relate to the Parent Company and relate to the refurbishment and adaptation of existing premises and buildings and to investments in logistics centres for postal processing and distribution.

'Technical installations and other property, plant and equipment and intangible assets' includes investments in technical installations in the properties used by the Group (whether or not they are owned by the Group), as well as investments in machinery, computer equipment, transport equipment and furniture. The most significant additions recorded under this heading during the financial year relate to the Parent Company's purchase of other facilities and transport elements amounting to 8,579 thousand euros and 51,910 thousand euros, respectively (in 2024, the most significant additions related to the purchase of facilities and machinery amounting to 6,259 thousand euros, and 5,080 thousand euros, respectively).

Of the total disposals of property, plant and equipment, most relate to fully depreciated items that have been deregistered by the Parent Company.

As mentioned in Note 5.e) to these consolidated annual accounts, the Parent Company, by virtue of the provisions of Order EHA/733/2010 approving accounting aspects of public companies operating under certain circumstances, recognises the impairment of assets included under property, plant and equipment at value in use, in accordance with the provisions of the aforementioned Order. In this respect, the Parent Company compares the carrying amount of assets with their recoverable sum using the value in use method, determined in reference to their depreciated replacement cost.

The depreciated replacement cost is calculated as the sum of the following components:

a) Obtaining market studies and valuations of asset components relating to land and raw construction, carried out by independent experts using various methods including the comparison method, the cost method and the residual value method, as well as statistical studies of property market behaviour.

b) The capitalised cost of refurbishments to property, less accumulated depreciation, to reflect the use already made of the asset.

c) Cost of indirect costs of acquisition and refurbishment.

A comparison of the depreciated replacement cost with the net book value of the assets assessed in the year 2025 showed a reversal of 5,219 thousand euros. In the 2024 financial year, an impairment loss of 6,125 thousand euros was recognised.

At as 31 December 2025, the Parent Company has commitments to acquire property, plant and equipment amounting to 18,795 thousand euros (64,896 thousand euros in 2024). At year end, the company has no commitments for the sale of assets.

The cost of fully depreciated items forming part of the Correos Group's property, plant and equipment as at 31 December 2025 amounts to 402,807 thousand euros (380,868 thousand euros as at 31 December 2024).

The net book value of the homes, premises and plots of land comprising the Parent Company's property, plant and equipment not assigned to operations amounts to 70,729 thousand euros (89,610 thousand euros at 31 December 2024), being their acquisition cost 124,642 thousand euros (156,936 thousand euros at 31 December 2024).

The Correos Group has taken out various insurance policies to cover risks that could affect most of the assets included in its property, plant and equipment.

8. Investment properties

The details and movements under this heading in the years 2025 and 2024 were the following:

	Balance at 31/12/2023	Registrations and provisions	Disposals	Saldo a 31/12/2024	Registrations and provisions	Disposals	Disposals	Balance at 31/12/2025
Cost								
Land	7,328	-	111	7,439	-	(96)	(181)	7,162
Buildings	20,055	36	2,969	23,060	44	(249)	1,644	24,499
Total cost	**27,383**	**36**	**3,080**	**30,499**	**44**	**(345)**	**1,463**	**31,661**
Accumulated amortisation								
Buildings	(8,814)	(340)	576	(8,578)	(323)	141	1,166	(7,594)
Adjustments for impairment								
Land and buildings	(2,908)	149	(29)	(2,788)	(33)	96	-	(2,725)
Net book value	**15,661**			**19,133**				**21,342**

Investment properties are premises leased by the Parent Company to third parties. Revenue from these contracts recorded in the consolidated profit and loss account amounted to 2,158 thousand euros in the 2024 financial year (1,991 thousand euros in 2024).

The expenses associated with investment property mainly relate to annual depreciation and maintenance costs and amounted to 1,811 thousand euros in the year 2025 (1,621 thousand euros in 2024). All expenses are recognised in the consolidated profit and loss account on an accruals basis.

There are no restrictions on making property investments or on receiving income arising therefrom or of the proceeds from its disposal, except for those mentioned in Note 1.

There are no contractual obligations for the acquisition, construction or development of investment property or for repairs, maintenance or improvements.

The Parent Company has taken out various insurance policies to cover risks that could affect most of its investment property.

Future minimum non-cancellable lease payments for operating leases linked to the Group's investment property are shown in the table below:

	Financial year 2025	Financial year 2024
Up to one year	2,124	1,750
Between one and five years	8,804	6,766
More than five years	-	-
	10,928	**8,516**

9. Non-current assets held for sale

The details and movements under this heading in the years 2025 and 2024 were the following:

	Balance at 01/01/2025	Registrations and provisions	Disposals	Transfers	Balance at 31/12/2025
Cost					
Land	1,226	-	(3,416)	9,749	7,559
Buildings	5,187	69	(15,031)	14,406	4,601
Other installations	112	-	(704)	601	9
Total cost	**6,525**	**69**	**(19,181)**	**24,756**	**12,169**
Accumulated amortisation					
Buildings	(3,408)	-	10,212	(9,894)	(3,090)
Other installations	(107)	-	527	(428)	(8)
Total accumulated amortisation	**(3,515)**	**-**	**10,739**	**(10,322)**	**(3,098)**
Adjustments for impairment					
Land and buildings	(681)	(1,827)	3,040	(701)	(169)
Net book value	**2,329**				**8,902**

	Balance at 01/01/2024	Registrations and provisions	Disposals	Transfers	Balance at 31/12/2024
Cost					
Land	540	-	(450)	1,136	1,226
Buildings	4,037	25	(2,645)	3,770	5,187
Other installations	81	-	(52)	83	112
Total cost	**4,658**	**25**	**(3,147)**	**4,989**	**6,525**
Accumulated amortisation					
Buildings	(2,686)	-	1,619	(2,341)	(3,408)
Other installations	(74)	(2)	48	(79)	(107)
Total accumulated amortisation	**(2,760)**	**(2)**	**1,667**	**(2,420)**	**(3,515)**
Adjustments for impairment					
Land and buildings	(397)	(10)	135	(409)	(681)
Net book value	**1,501**				**2,329**

At year-end 2025, the Group classifies 8,902 thousand euros (2,329 thousand euros in 2024) under 'Non-current assets held for sale', which correspond to investment in land, buildings and facilities owned that are available for immediate sale and whose sale is highly probable. The main movements during the year are reclassifications from 'Property, plant and equipment', which are reflected in the transfers column.

Likewise, the Parent Company has recorded disposals with a cost of 19,181 thousand euros, accumulated depreciation of 10,739 thousand euros and an impairment loss of 3,040 thousand euros in the 2025 financial year (cost of 3,147 thousand, accumulated depreciation of 1,667 thousand and impairment of 135 thousand in the 2024 financial year), with the gain on the sale of property amounting to 17,183 thousand euros (1,313 thousand in 2024).

10. Inventories

The composition of this heading at 31 December 2025 and 2024 is as follows:

	Balance at 31/12/2025	Balance at 31/12/2024
Inventories valued at cost		
Stamps in the possession of third parties	91	98
Stamps at company's post offices and warehouses	1,488	1,694
Philately Stamps	2,860	4,200
Wardrobe	1,365	1,278
Other stocks	5,455	7,418
	7,686	8,929
	18,945	**23,617**
Valuation adjustments due to impairment	(7,124)	(10,262)
	11,821	**13,355**

The movements of the valuation corrections for impairment of stocks in the years 2025 and 2024 were the following:

	Valuation adjustments		
	Stamps	**Other**	**Total**
Balance at 31 December 2023	**4,087**	**3,872**	**7,959**
Valuation adjustments due to impairment	1,382	1,428	**2,810**
Reversal of valuation adjustments	-	-	**-**
Application against cost of inventories	(414)	(93)	**(507)**
Balance at 31 December 2024	**5,055**	**5,207**	**10,262**
Valuation adjustments due to impairment	928	286	**1,214**
Reversal of valuation adjustments	(12)	(5)	**(17)**
Application against cost of inventories	(2,252)	(2,083)	**(4,335)**
Balance at 31 December 2025	**3,719**	**3,405**	**7,124**

11. Current and non-current financial assets

The composition of the Correos Group's current and non-current financial assets as of 31 December 2025 and 2024, except for cash and cash equivalents described in Note (12), including balances with public administrations that are not considered financial instruments, is as follows:

	Notes	Balance at 31/12/2025	Balance at 31/12/2024
Non-current financial investments:			
UPS pending collection		112,378	-
Deposits and guarantees		6,837	6,703
Loans to third parties		2,378	2,941
Other		67	67
		121,659	**9,711**
Trade debtors and other receivables:			
Clients for sales and provision of services		483,611	422,810
Clients, companies accounted for by the equity method	20	3,162	9,601
Sundry debtors		109,794	112,965
Debtors, group companies and associates	20	2,009	24,243
Staff		6,544	6,380
Public administration	18	555	635
		605,675	**576,634**
Current financial investments:			
Deposits and guarantees		1,623	1,352

The financial instrument captions included in the above table are considered 'Assets at amortised cost'.

In addition to what has been recognised, there is a contingent asset in the Parent Company arising from the Net Cost resolutions for the period 2011-20. In these resolutions, the CNMC has applied a series of adjustments that have reduced the amount of the Net Cost recognised in the period 2011 20 by 109.7 million euros, by not including the registered letters used for administrative notifications. These Resolutions have been appealed by Correos before the Spanish High Court, reiterating the arguments already put forward in the successive hearings.

Correos argues that the methodology used is backed by a European Union and Council of Ministers decision and cannot therefore be modified unilaterally by the CNMC. It also argues that excluding administrative notifications contradicts the approved methodology, lacks a technical basis and is inconsistent, given that it is a cost-effective service and that, therefore, its elimination would not only not reduce, but would increase the need for funding of the Universal Post Service.

11.1.) Trade debtors and other receivables

The sections 'Trade receivables for sales and services' and 'Sundry debtors' include 209,883 thousand euros of the Parent Company's receivables from postal operators in third countries for the provision of postal and telegraphic services (200,477 thousand euros as at 31 December 2024).

The heading 'Staff' includes the amounts paid by the Parent Company to various employees as payroll advances in accordance with a specific plan designed by the Parent Company and which at year-end are pending recovery.

The headings 'Trade receivables for sales and services' and 'Sundry debtors' are presented net of impairment losses and their movement during the years 2025 and 2024 is as follows:

	Valuation adjustments		
	Clients	**Debtors**	**Total**
Balance at 01 January 2024	**25,960**	**326**	**26,286**
Valuation adjustments due to impairment	4,137	1,821	**5,958**
Reversals of valuation adjustments	(1,031)	(1,562)	**(2,593)**
Balance at 31 December 2024	**29,066**	**585**	**29,651**
Valuation adjustments due to impairment	3,227	3,711	**6,938**
Reversals of valuation adjustments	(4,150)	(2,094)	**(6,244)**
Balance at 31 December 2025	**28,143**	**2,202**	**30,345**

The Correos Group has recorded an expense of 5,073 thousand euros under the heading 'Losses, impairment and changes in provisions for trade operations' in the consolidated income statement for the direct cancellation of bad debts (an amount of 2,403 thousand euros having been recorded for the same concept during the financial year 2024).

11.2.) Long and short-term financial investments

The composition of 'Long-term financial investments' is the following:

	Balance at 31/12/2025	Balance at 31/12/2024
Non-current financial investments		
UPS pending collection	112,378	-
Deposits and guarantees	6,837	6,703
Loans to third parties	2,378	2,941
Other	66	67
	121,659	**9,711**

The heading 'Long-term financial investments' of the Parent Company includes long-term deposits and guarantees of 5,303 thousand euros (5,718 thousand euros in 2024), plus 18 thousand euros (18 thousand euros in 2024) corresponding to the acquisition of shares in International Post Corporation.

Credits to third parties pertain to advances to personnel. In addition, 112.3 M has been booked for the 2025 Universal Post Service which is expected to be collected in the long term.

The heading 'Short-term deposits and guarantees' relates mainly to legal deposits deposited with various labour courts in connection with lawsuits brought by employees and former employees of the Parent Company.

The different companies of the Correos Group carry out an analysis of the solvency of each of their customers. These analyses are used to decide whether or not to award a deferred payment contract with them. The authorisations to sign these contracts are segregated according to the amount of credit.

11.3.) Information on the nature and extent of risks arising from financial instruments

11.3.1) Credit risks

The credit risk arises from the possible loss due to breach of contractual obligations on the part of the counterparties of the Parent Company, that is, the possibility of failing to recover financial assets for the sum entered and the term established.

The maximum exposure to credit risk of the Correos Group as of 31 December 2025 and 2024 is the following:

	Correos Group	
	Balance at 31/12/2025	Balance at 31/12/2024
Non-current financial investments	121,659	9,711
Clients for sales and provision of services	483,611	422,810
Sundry debtors	109,794	112,965
Current financial investments	1,623	1,352
Banks and credit institutions (Note 12)	244,872	70,684
Clients, companies accounted for by the equity method	3,162	9,601
Accrued, not due interest	15	-
	964,736	**627,123**

'Sundry debtors' includes, inter alia, balances receivable for interim payments for international correspondence of the Parent Company of 11,130 thousand euros (12,759 thousand euros in 2024). Also, there are 89,374 thousand euros as a result of the outstanding amount receivable from the universal postal service of 2024 and the Financing Fund of 2025. (90,576 thousand in 2024).

The financial instrument captions included in the above table are considered 'Assets at amortised cost'.

The breakdown of the concentration of counterparty credit risk for 'Trade receivables for sales and services' and 'Sundry debtors' of the Correos Group as of 31 December 2025 and 2024 is the following:

Financial year 2025	**Parent Company**		**Rest of companies**	
	Number	**Thousands of euros**	**Number**	**Thousands of euros**
Clients and debtors				
With balance greater than 1,000 thousand euros	21	67,858	-	-
With balance between 500 and 1,000 thousand euros	24	16,916	-	-
With balance below 500 thousand euros	29,547	84,667	23,283	94,457
	29,592	**169,441**	**23,283**	**94,457**
Foreign postal operators		194,256	-	-
Other financial assets		133,857	-	1,394
		328,113		**1,394**
		497,554		**95,851**

Financial year 2024	Parent Company		Rest of companies	
	Number	**Thousands of euros**	**Number**	**Thousands of euros**
Clients and debtors				
With balance greater than 1,000 thousand euros	18	65,660	-	-
With balance between 500 and 1,000 thousand euros	40	26,573	1	-
With balance below 500 thousand euros	30,054	68,843	26,868	75,599
	30,112	**161,076**	**26,869**	**75,599**
Foreign postal operators		190,030	-	-
Other financial assets		107,884	-	1,186
		297,914		**1,186**
		458,990		**76,785**

The breakdown, by seniority date, of the 'Customers' and 'Foreign postal operators' of the Parent Company of the Correos Group as of 31 December 2025 and 2024, in order of the most representative, is as follows:

	Financial year 2025		Financial year 2024	
	Parent Company		Parent Company	
	Clients	Foreign postal operators	Clients	Foreign postal operators
Not due	**151,190**	**32,386**	**125,046**	**29,385**
Due, non-doubtful				
Less than 30 days	6,877	579	25,654	279
Between 30 and 60 days	4,483	5,401	7,724	1,084
Between 60 and 90 days	2,139	2,089	742	416
Between 90 and 120 days	1,543	15,368	1,358	9,138
Over 120 days	3,209	138,433	552	149,728
Provisional payments	-	-	-	-
	169,441	**194,256**	**161,076**	**190,030**
Doubtful clients	13,272	2,207	13,767	1,979
Adjustments for impairment	(13,272)	(2,207)	(13,767)	(1,979)
	169,441	**194,256**	**161,076**	**190,030**

Accounts receivable from customers that are more than 120 days past due amounted to 3,209 thousand euros as of 31 December 2025 (552 thousand euros in the 2024 financial year).

The Group carries out a solvency analysis for each one of its customers. These analyses are used to decide whether or not to award a deferred payment contract with them.

Provisional payments take into account the amounts paid by the Parent Company to other foreign operators for the provision of postal services prior to the final settlement.

11.3.2) Market risks

Market risk relates to possible losses due to changes in the fair value or in future cash flows of a financial instrument due to fluctuations in market prices. Market risk includes interest rate risk, exchange rate risk and other price risks.

Interest rate risks

Interest rate risk relates to possible losses due to changes in the fair value or in future cash flows of a financial instrument following fluctuations in market interest rates.

Given that a significant portion of the Group's financial liabilities are contracted at variable interest rates, with reference to Euribor 3M and 6M plus an average spread of 0.41%, the Group has carried out a sensitivity study to a possible rise in interest rates; in the event of a rise of +1%, interest would increase by 6,515 thousand euros.

Exchange rate risk

Exchange rate risk arises from the potential loss caused by changes in the exchange rate. The Group's exposure to foreign exchange risk arises mainly from sales made in currencies other than the functional currency. These balances mainly arise from services provided and received from foreign postal operators and from the provision of the Parent Company's international money order service.

As virtually all of the business is domestic, this risk is not significant and therefore the Company does not follow hedging policies.

11.3.3) Liquidity risk

Liquidity risk arises from the possibility of the Correos Group not availing of liquid funds, or accessing them in sufficient quantity to meet their payment obligations at any time. The Company's aim is to maintain the necessary liquidity availability. The Parent Company has contracted credit facilities to meet any liquidity needs, which have been drawn down during 2025, the amount drawn down at 31 December 2025 being 240 million euros (472 million euros in 2024).

Furthermore, in the years 2025 and 2024 new loans have been contracted for a total amount of 232 and 474 million euros respectively.

The breakdown of credit facilities and loan agreements is presented in Note 16.

Details of the Group's short-term financial assets and liabilities and government borrowings at 31 December 2025 and 2024 and, by difference, its ability to meet its payment obligations in the short term are as follows:

	Balance at 31/12/2025	Balance at 31/12/2024
Current financial assets and public administrations		
Clients for sales and provision of services	483,611	422,810
Clients, companies accounted for by the equity method	3,162	9,601
Debtors, group companies and associates (Note 20)	2,009	24,243
Sundry debtors	109,794	112,965
Staff	6,544	6,380
Public administrations (Note 18)	555	635
Financial investments	1,623	1,352
Cash and other cash equivalents	279,750	104,443
Current financial liabilities and public administrations		
Current debts	(282,456)	(269,934)
Debts with group companies (Note 20)	(805)	(966)
Trade creditors and other accounts payable	(697,552)	(567,921)
Difference	**(93,765)**	**(156,392)**

11.4.) Shareholdings in companies based on the equity method

The breakdown and movements under the heading 'Shareholdings in companies based on the equity method' were as follows:

Financial year 2025

	K Parcel Company Limited Local currency (HKD)
Net book value (Euros)	**407,904**
Direct shareholding (%)	35%
Share capital + reserves (HKD)	71,959,060
Result of the financial year (HKD)	19,393,397
Total net equity (HKD)	**91,352,457**
Total net equity (EUR) (35%)	**3,617,798**

	KCG ecommerce solutions Company Limited Local currency (RMB)
Net book value (Euros)	**1,840,980**
Direct shareholding (%)	35%
Share capital + reserves (HKD)	43,735,726
Result of the financial year (HKD)	176,323
Total net equity (HKD)	**43,912,049**
Total net equity (EUR) (35%)	**1,924,469**

Financial year 2024

	K Parcel Company Limited Local currency (HKD)
Net book value (Euros)	**407,904**
Direct shareholding (%)	35%
Share capital + reserves (HKD)	59,903,485
Result of the financial year (HKD)	12,055,575
Total net equity (HKD)	**71,959,060**
Total net equity (EUR) (35%)	**2,853,324**

	KCG ecommerce solutions Company Limited Local currency (RMB)
Net book value (Euros)	**1,840,980**
Direct shareholding (%)	35%
Share capital + reserves (HKD)	43,403,236
Result of the financial year (HKD)	332,490
Total net equity (HKD)	**43,735,726**
Total net equity (EUR) (35%)	**1,916,985**

	Balance at 31/12/2024	Results adjustment 2024	Stake in the result accounted for by the equity method	Balance at 31/12/2025
K Parcel Company Limited	2,853	-	764	3,617
KCG ecommerce solutions Company Limited	1,917	-	8	1,925
	4,770	**-**	**772**	**5,542**

	Balance at 31/12/2023	Results adjustment 2023	Stake in the result accounted for by the equity method	Balance at 31/12/2024
K Parcel Company Limited	2,356	-	497	2,853
KCG ecommerce solutions Company Limited	1,891	11	15	1,917
	4,247	**11**	**512**	**4,770**

12. Cash and other equivalents

The composition of this heading at 31 December 2025 and 2024 is as follows:

	Balance at 31/12/2025	Balance at 31/12/2024
Cash:		
Cash	34,878	33,759
Banks and credit institutions	244,857	70,684
Cash equivalents		
Accrued interest unpaid: from third parties	15	-
	279,750	**104,443**

As at 31 December 2025, the heading 'Banks and credit institutions' includes 2,510 thousand euros relating to collections made by Correos Express on behalf of customers to whom it provides a cash on delivery service (2,571 thousand euros as at 31 December 2024).

None of the loans contracted have clauses stipulating any pledging of cash balances.

13. Shareholders' equity

Details of the movement in the Correos Group's shareholders' equity are shown in the consolidated statement of changes in net equity, which forms an integral part of these consolidated annual accounts.

a) Capital reduction

On 13 November 2024, the Sole Shareholder of the Parent Company agreed to a capital reduction in the amount of 211,521 thousand euros with the following decisions:

- The Parent Company's new share capital is set at 400,000 thousand euros. 211,521 shares were redeemed.
- It was decided to allocate 61,847 thousand euros from the Parent Company's legal reserve to offset losses from previous years. The legal reserve, following the reduction in the share capital, is set at 40,000 thousand euros, i.e. 10% of the new share capital.
- The sole shareholder of the Parent Company resolved that, once this part of the legal reserve has been used to offset losses, the amount of the reduction in the share capital shall be used for the following purposes:
  - To offset losses, 23,359 thousand euros.
  - To offset negative reserves for conversion to the General Accounting Plan, 5,348 thousand euros.
  - To offset negative reserves from the merger with the subsidiary Nexea, 135 thousand euros.
  - To a voluntary reserve, 182,679 thousand euros.

b) Registered capital

Taking into account the capital reduction referred to in the previous point, as at 31 December 2025 and 2024, the Parent Company's share capital is divided into 400,000 shares with a nominal value of €1,000 per share, numbered consecutively from 1 to 400,000, both inclusive.

c) Reserves and profit/loss from previous financial years

The breakdown, as of 31 December 2025 and 2024, is as follows:

	Balance at 31/12/2025	Balance at 31/12/2024
Legal reserve	40,000	40,000
Voluntary Reserves	12,602	219,727
Prior periods' negative results	(232,119)	-
Reserves in fully consolidated companies	(168,681)	(148,073)
Reserves in fully consolidated companies	2,521	2,009
Total	**(345,677)**	**113,663**

Legal reserve

The legal reserve of the Parent Company, following the reduction in the share capital, was set at 40,000 thousand euros, i.e. 10% of the new share capital. Amount to be maintained at 31 December 2025.

Voluntary reserves

At 31 December 2024, the Statutory Reserves reflected an amount of 182,679 thousand euros. After the entire amount has been applied to offset losses, there is no balance remaining in these reserves.

Profit/loss for previous financial years

At 31 December 2025, after application of the 2024 result and the full amount of voluntary reserves, a balance of 232,119 thousand euros is reflected in prior years' results corresponding to the Parent Company.

As at 31 December 2024, following the capital reduction, no balance was recorded in the results of previous years.

Statutory reserves

As at 31 December 2025 and 2024, no balance is recorded in these reserves.

Reserves in consolidated companies

The breakdown of reserves in consolidated companies is as follows:

	Balance at 31/12/2025	Balance at 31/12/2024
Details of reserves in consolidated companies:		
Correos Telecom, S.A., S.M.E.,S.U.	7,502	11,502
Correos Express Paquetería Urgente, S.A., S.M.E. S.U.	(176,183)	(159,575)
Total	**(168,681)**	**(148,073)**

d) Sole Shareholder's Contribution

On 27 March 2025, the Sole Shareholder agreed to an equity contribution of 200,000 thousand euros, which was collected in 2025.

e) Consolidated results of the Correos Group

Details of the consolidated result of the Correos Group for 2025 and 2024 are as follows:

2025	Individual results	Consolidation adjustments	Consolidated results	For the parent company	For external partners
Correos y Telégrafos, S.A., S.M.E.	14,357	(12,602)	1,755	1,755	-
Correos Telecom, S.A., S.M.E., S.U.	3,012	-	3,012	3,012	-
Grupo CEX	4,458	1,177	5,635	4,458	1,177
KCG E-commerce Solutions Company Limited	-	7	7	7	-
K-Parcel Company Limited	-	764	764	764	-
	21,827	**(10,654)**	**11,173**	**9,996**	**1,177**

2024	Individual results	Consolidation adjustments	Consolidated results	For the parent company	For external partners
Correos y Telégrafos, S.A., S.M.E.	(414,798)	(44,110)	(458,908)	(458,908)	-
Correos Telecom, S.A., S.M.E., S.U.	2,607	-	2,607	2,607	-
Grupo CEX	(3,550)	798	(2,752)	(3,550)	798
KCG E-commerce Solutions Company Limited	-	15	15	15	-
K-Parcel Company Limited	-	497	497	497	-
	(415,741)	**(42,799)**	**(458,540)**	**(459,339)**	**798**

f) Breakdown of non-controlling interests

The details of non-controlling interests as of 31 December 2025 and 2024 is the following:

2025							
Company	Percentage external partners	Share capital	Reserves	Integration CEP II	Goodwill CEP	Result for partners	Total
CEP	49%	123	683	(19)	431	1,177	**2,395**

2024							
Company	Percentage external partners	Share capital	Reserves	Integration CEP II	Goodwill CEP	Result for partners	Total
CEP	49%	123	683	(1.018)	632	798	**1,218**

14. Grants, donations, bequests and compensation received for costs arising from the provision of the universal postal service

The breakdown of the movements in the years 2025 and 2024, for compensation received as capital subsidies was as follows:

Financial year 2025	Thousands euros
Initial balance at 01 January 2025	**206,018**
Grants, donations and bequests recognized	(72)
Others	-
Tax effect	18
Allocation of the profit and loss account:	
due to amortisation	(5,154)
due to adjustments for impairment	(873)
others	(695)
due to disposals	(641)
Tax effect	1,841
Final balance at 31 December 2025	**200,442**

Financial year 2024	Thousands euros
Initial balance at 01 January 2024	**210,318**
Grants, donations and bequests recognized	25
Others	-
Tax effect	(2)
Allocation of the profit and loss account:	
due to amortisation	(5,324)
due to adjustments for impairment	(291)
others	(86)
due to disposals	(58)
Tax effect	1,436
Final balance at 31 December 2024	**206,018**

The Group measures deferred tax liabilities related to equity compensation received up to 2010 at the tax rates expected at the time of reversal, according to the regulations in force at 31 December 2025, and recognises this change in consolidated equity (see Note 5r and Note 18).

15. Long- and short-term provisions

The breakdown and movement of long-term provisions during the 2025 and 2024 financial years was as follows:

	Long-term provisions				
	Provision for taxes	Provision for staff claims	Provision for litigation	Provision for voluntary termination plan	Total
Balance at 31 December 2023	**1,152**	**15,416**	**48,492**	**-**	**65,059**
Provisions	26	904	6	277,572	**278,508**
Applications / payments	(98)	(779)	(19,668)	-	**(20,545)**
Reversals / excesses	(369)	(10,568)	(8,704)	-	**(19,641)**
Reclassifications	-	-	(3,320)	-	**(3,320)**
Balance at 31 December 2024	**711**	**4,973**	**16,806**	**277,572**	**300,061**
Provisions	238	2,027	644	-	**2,909**
Applications / payments	(71)	(1,143)	(531)	-	**(1,745)**
Reversals / excesses	(9)	(1,220)	(16)	(11,481)	**(12,726)**
Reclassifications	-	-	-	98,589	**98,598**
Balance at 31 December 2025	**869**	**4,637**	**16,903**	**364,689**	**387,097**

The allocation of long-term provisions arise from litigation settlements that have been unfavourable to the Correos Group during the financial year and which have resulted in the effective payment of certain sums.

The breakdown and movement of short-term provisions during the 2025 and 2024 financial years was as follows:

	Short-term provisions				
	Provision for staff claims	**Provision for litigation**	**Other provisions**	**Provision for voluntary termination plan**	**Total**
Balance at 31 December 2023	**1,932**	**7,959**	**6,384**	**-**	**16,275**
Provisions	107	456	4,250	150,336	**155,149**
Applications / payments	(268)	(5,495)	(5,212)	-	**(10,975)**
Reversals / excesses	-	-	(409)	-	**(409)**
Reclassifications	-	3,320	-	-	**3,320**
Balance at 31 December 2024	**1,771**	**6,240**	**5,013**	**150,336**	**163,360**
Provisions	417	622	3,051	-	**4,090**
Applications / payments	(309)	(4,035)	(3,131)	(9,335)	**(16,810)**
Reversals / excesses	-	-	(1,164)	-	**(1,164)**
Reclassifications	-	-	1,520	(98,598)	**(97,078)**
Balance at 31 December 2025	**1,879**	**2,827**	**5,289**	**42,403**	**52,398**

Provision for staff claims

The balance of this provision as of 31 December 2025 and 2024 records the estimated amounts payable for employment claims and litigation against the Correos Group.

Provision for litigation

The balance of this provision includes the amounts estimated by the Parent Company in relation to certain proceedings which, if decided against the Parent Company, will result in an outflow of resources for settlement.

In 2022, the CNMC notified the Company of its decision dated 18 February 2022, which put an end to the disciplinary proceedings, opened in 2019, in relation to discounts for large customers. In this decision, the CNMC declared that Correos had committed an infringement and imposed a fine of 32.6 million euros. The Company appealed the resolution before the Audiencia Nacional by filing the appropriate contentious-administrative appeal. The statement of claim of the Company was formalised by written submission of 8 July 2022, and State Legal Counsel was requested to respond to same, a response the Company is awaiting to date. The favourable evolution of other legal proceedings underway of a similar nature (Note 23) has led to an estimate of the probable risk of cash outflows from the CNMC sanctioning proceedings of 50% at the end of the 2025 and 2024 financial years.

In the 2018 financial year, the CNMC issued a resolution sanctioning the subsidiary Correos Express for a total of 19,635 thousand euros for alleged breaches of competition regulation.

In May 2018, Correos Express obtained a precautionary suspension of the payment of the fines imposed and, on 6 February 2019, filed an action before the Spanish High Court against the aforementioned resolution.

On 7 December 2022, the Spanish High Court issued its judgement confirming the sanctions imposed on the subsidiary Correos Express by the National Commission for Markets and Competition.

The judgement of the Spanish High Court was not final, and on 14 February 2023 a written appeal was filed in preparation of an appeal in cassation, which was pending resolution at the time of preparation of these consolidated annual accounts.

However, based on the principle of prudence, Correos Express increased the provision recorded at the time by 9,817 thousand euros, corresponding to the remaining amount, up to the total amount of the penalty imposed.

On 17 June 2024, the penalty of 19,635 thousand euros was paid.

Provision for Voluntary Termination Plan

At year-end 2024, the Parent Company recognised the expense for the estimated amount corresponding to the Voluntary Termination Plan whose cash outflows will occur in the period 2025-28. See Note 3.2.

The current value of the provision both at 31 December 2025 and during the previous financial year has been calculated by an independent actuarial expert. The accounting criterion is explained in Note 5k).

The Plan implements a Voluntary Termination Plan for permanent employees who are at least 61 years old and a Voluntary Leave of Absence Plan for civil servants. Adherence to the Termination Plan is voluntary for both parties and is based on the following considerations:

- Incentivised Voluntary Termination Plan for permanent employees with three groups with differentiated conditions:
  - People over the age of 65 with a permanent employment contract and access to ordinary retirement, fulfilling the requirements of age and contribution record.
  - People between 63 and 65 years of age with a permanent employment contract.
  - People under the age of 63 with a permanent employment contract: they will join the Plan when they reach the age of 61 in one of the years covered by the Plan.

The possible impact on the amount provisioned due to changes in the legal form that may occur in the course of processing is not considered to entail substantial changes in the expectation of eligible staff and does not have a significant financial impact on the amount recorded as at 31 December 2025.

- Incentivised Voluntary Leave of Absence Plan for civil servants over the age of 57, which is part of the continuing agreements signed between the Parent Company and the trade unions, in line with the provisions of the current regulations governing incentivised voluntary leave for civil servants. This plan was initiated in the 2025 financial year, with departures occurring throughout the year.

Short-term provisions

Within short-term provisions, as at 31 December 2025 the subsidiary CEX records an amount of 2,323 thousand euros for estimated amounts payable for present and future claims against the subsidiary itself, arising from past parcel transport claims (2,921 thousand euros as at 31 December 2024), as well as an estimate of future payments arising from labour-related claims amounting to 2,986 thousand euros (2,416 thousand euros as at 31 December 2024).

The claims of Correos Express against resolutions of the Toledo Provincial Directorate of the General Treasury of Social Security arising from proceedings initiated by the Labour Inspectorate, which resolved to process the registration with Social Security of drivers belonging to companies supplying Correo Expres and the other proceedings linked to this principal, are currently pending before the courts.

16. Financial liabilities

The composition of the Correos Group's long-term and short-term financial liabilities as of 31 December 2025 and 2024, including balances with public administrations that are not considered financial instruments, is as follows:

Non-current payables	Balance at 31/12/2025	Balance at 31/12/2024
Debts with credit institutions	706,298	714,181
Non-current debts convertible into subsidies	-	59
Deposits and guarantees	2,390	2,092
Creditors for financial leases	348	585
Other non-current payables	623	1,404
	709,659	**718,321**
Non-current accruals	**45,413**	**21,209**

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Current payables	Balance at 31/12/2025	Balance at 31/12/2024
Debts with credit institutions	247,093	239,522
Money order deposits	4,310	1,817
Deposits and guarantees	7,258	6,728
Other current payables	23,795	21,867
Total Current payables	**282,456**	**269,934**
Short-term debts with group companies and associates (Note 20)	**805**	**966**
Trade creditors and other accounts payable		
Suppliers	1,781	2,839
Sundry creditors	318,050	301,328
Staff (unpaid wages)	52,860	23,578
Other debts with public administrations (Note 18)	68,967	66,775
Customers advances	255,894	173,402
Trade creditors and other accounts payable	**697,552**	**567,922**
Current accruals	**6,110**	**5,305**

The financial instrument headings included in the above table are considered 'Liabilities at amortised cost' except for payables to public authorities.

The amount recognised in accruals by the Parent Company is divided into:

- 2,133 thousand euros (6,133 thousand euros in 2024) recorded by the Parent Company which correspond to the long-term portion to be recognised in profit or loss as a non-refundable one-off payment for exclusivity received from the customer Western Union in the amount of 20,000 thousand euros, which is being amortised over the term of the contract, which expires in 2027. The short-term portion is recorded under the heading short-term accruals in current liabilities on the balance sheet for an amount of 4,000 thousand euros (4,000 thousand euros in 2024).
- 28,834 thousand euros related to an advance payment on a new marketing contract which will be taken to income over the life of the contract (initially expected to be ten years) depending on the generation of revenues.

Also included under long-term accruals is 14,446 thousand euros (15,076 thousand in 2024) from Correos Telecom, representing advance payments received for registration fees relating to contracts with customers for the provision of telecommunications services and infrastructure leases. The short-term portion is recorded under the heading advances from customers in current liabilities on the consolidated balance sheet for an amount of 1,344 thousand euros (1,282 thousand euros in 2024).

During the years 2025 and 2024, the Parent Group took out several loans totalling 232 and 474 million euros, respectively.

The breakdown of debts with credit institutions, both short-term and long-term, is as follows:

Contract date	Due date	Credit facility limits (euros)	Amount drawn at 31.12.2025 (euros)
30/03/2023	30/03/2026	139,597,000	139,596,922
30/03/2023	30/03/2026	10,000,000	10,000,000
16/11/2023	16/11/2026	30,000,000	30,000,000
16/11/2023	16/11/2026	50,000,000	50,000,000
16/11/2023	16/11/2026	10,585,000	10,585,000
12/04/2024	12/04/2029	275,000,000	275,000,000
12/04/2024	12/04/2029	25,000,000	25,000,000
12/04/2024	12/04/2029	25,000,000	25,000,000
01/07/2024	01/07/2027	20,000,000	20,000,000
01/07/2024	01/07/2027	75,000,000	75,000,000
17/07/2024	17/07/2027	54,000,000	54,000,000
18/03/2025	18/03/2028	25,000,000	25,000,000
18/03/2025	18/03/2028	25,000,000	25,000,000
18/03/2025	18/03/2028	41,800,000	41,800,000
18/03/2025	18/03/2028	31,700,000	31,698,284

Contract date	Due date	Credit facility limits (euros)	Amount drawn at 31.12.2025 (euros)
04/07/2025	04/07/2030	10,000,000	10,000,000
04/07/2025	04/07/2030	25,000,000	25,000,000
04/07/2025	04/07/2030	20,000,000	20,000,000
04/07/2025	04/07/2030	50,000,000	50,000,000
04/07/2025	04/07/2030	3,800,000	3,800,000
		Total amount drawn	**946,480,206**

Contract date	Due date	Credit facility limits (euros)	Amount drawn at 31.12.2024 (euros)
18/03/2022	18/03/2025	123,500,000	123,499,239
28/06/2022	28/06/2025	10,000,000	10,000,000
05/07/2022	05/07/2025	98,800,000	98,198,700
30/03/2023	30/03/2026	139,597,000	139,574,068
30/03/2023	30/03/2026	10,000,000	10,000,000
16/11/2023	16/11/2026	30,000,000	30,000,000
16/11/2023	16/11/2026	50,000,000	50,000,000
16/11/2023	16/11/2026	10,585,000	10,585,000
12/04/2024	12/04/2029	275,000,000	275,000,000
12/04/2024	12/04/2029	25,000,000	25,000,000
12/04/2024	12/04/2029	25,000,000	25,000,000
01/07/2024	01/07/2027	20,000,000	20,000,000
01/07/2024	01/07/2027	75,000,000	75,000,000
17/07/2024	17/07/2027	54,000,000	54,000,000
		Total amount drawn	**945,857,007**

In addition, as at 31 December 2025 there are 6,911 thousand euros in short-term liabilities for accrued and unpaid interest (7,846 thousand euros as at 31 December 2024).

As a result of signing the loan agreements and the credit policies, the Group is required to comply with certain financial obligations that are normal in this type of financing. As at 31 December 2025, the Management considers that there is no reason for early termination of the above contracts, as it considers that all financial obligations have been fulfilled or waived by the financial institutions. They are also expected to be complied with within the next 12 months or, if non-compliance is expected, to obtain the corresponding exemption.

The heading 'Money orders' includes the amount of the money orders accepted prior to 31 December 2025 and pending payment to their recipients on that date.

The heading 'Payable to Group companies and associates' records the income tax payable by subsidiaries (see Note 18 Tax situation).

The heading 'Sundry creditors' includes amounts collected by the Parent Company on behalf of third parties amounting to 16.160 thousand euros (15,771 thousand euros in 2024). In addition, 74,169 thousand euros originating from the obligations pending payment to various third-country postal operators for postal services received from them (80,924 thousand euros as at 31 December 2024) are included.

Customer advances include advances collected by the Parent Company from foreign operators amounting to 155,661 thousand euros at 31 December 2025 (156,655 thousand at 31 December 2024) and 94.1 million euros collected as an advance from the SGEI. See note 5.r) and 17.k).

In accordance with the provisions of Act 18/2022, the Parent Company's information on the average period for payment to suppliers in commercial transactions as of 31 December 2025 and 2024, as it is the most representative of the Group, as follows:

	Financial year 2025	Financial year 2024
	Days	Days
Average settlement period for suppliers	59	52
Ratio of paid transactions	60	55
Ratio of outstanding transactions	49	33
	Thousands of euros	Thousands of euros
Total payments made in a period shorter than that established in the regulations	199,012	224,644
Total payments made in a period longer than that established in the regulations	254,861	211,607
Total outstanding payments	55,618	62,062

	2025	
	Number of invoices	Thousands of euros
Total payments made	68,386	453,873
Invoices paid in a period lesser than the maximum established in the payment defaults regulations	53,405	199,012
% of total invoices paid	78%	44%

	2024	
	Number of invoices	Thousands of euros
Total payments made	64,366	436,251
Invoices paid in a period lesser than the maximum established in the payment defaults regulations	48,908	224,644
% of total invoices paid	76%	51%

17. Income and expenses

a) Postal and Services of General Economic Interest revenues

The Parent Company is the operator designated by law to provide the Universal Postal Service in Spain, in accordance with the requirements of quality, reliability, accessibility and affordability that deliver on the right of all citizens to postal communications, in a market that was fully liberalised on 1 January 2011, in accordance with Act 43/2010 of the Universal Postal Service.

The modification of Act 43/2010 in July 2025 introduced SGEI as services to be provided by the designated operator, which are reflected in the 8th Additional Provision.

b) Revenue from parcel services

The Group offers a wide range of parcel delivery options and is subject to Act 16/1987, on the Regulation of Land Transport, and Act 15/2009, regulating the Contract of Land Transport of Goods.

c) Revenue from parcel services

The Group's extensive portfolio of services includes layout services for its clients. The revenue for these services is identified in the contracts signed with customers, detailing the rates proposed and accepted by the parties.

Revenues for these services are recognised when the layout and subsequent communication requested by the customer are all completed, fulfilling the performance obligations set out in the contract. The Group does not invoice in advance for these services, as they do not require significant hourly charges.

d) Revenues from Printing and Enveloping Services

These services are intended for any type of company, in any sector, that wishes to establish physical communications with its customers.

Revenues for these services are generated over time as the Group provides services according to the requirements and standards of its customers and once these services are provided, the right to receive payment for them is generated. It is not the Group's practice to invoice for these services in advance.

e) Digital Communication Services Revenues

These types of services are included in the portfolio of services offered to customers to qualify for omni-channel services. They are mainly intended for private companies and public administrations that need to establish communications with their customers through digital devices, such as e-mail, mobile devices (smartphones or tablets), etc.

f) Telecommunications infrastructure rental

Rental of dark fibre, rights of way, co-location on radio sites mainly for telecommunications operators. Revenue for these services is recognised over time as the Group provides services to each customer.

Some contracts include multiple obligations. Sometimes, the development of the project, laying of the fibre, and subsequent periodic maintenance. Consequently, in these cases, the transaction price is allocated between the different obligations in the contract. These are usually long-term agreements. In this type of contract, the Group usually invoices advances to finance the development of the project and is therefore recognised as an advance from customers under the balance sheet heading 'long-term accruals and short-term accruals'. In this type of contract, the Group begins to recognise revenue when the customer can make use of the asset.

g) Connectivity services

Optical transport services offering high bandwidth connectivity between different customer sites.

Revenue for these services is recognised over time, to the extent that the Group provides a tailored, customer-specific service and has the right to collect for all work performed for the customer to date.

h) Income from provision of services

Income from provision of services is valued at the fair value of the compensation received or to be received, arising from same, after deducting any discount or similar, as well as any indirect taxes on transactions which may be charged on to third parties.

Revenue is booked depending on the financial significance of the transaction, and is recognised when all of the following conditions are met.

- The amount of income may be reliably assessed.
- It is probable that the Group obtains financial benefits or returns arising from the transaction, and
- The costs of the transaction may be reliably measured.

There are no financial components in the transactions of these kinds of services described above.

Revenue and expenditure are allocated based on the actual flow of the goods and services they represent and irrespective of when the monetary or financial flow arising from them occurs.

i) Net turnover

The distribution of the turnover of Correos Group corresponding to the ordinary activities for categories of activities, and for geographical markets is as follows:

	Financial year 2025	Financial year 2024
Segmentation by origin		
Clients under contract	1,633,731	1,584,318
Cash collections	291,528	282,935
Franking machines	39,410	32,655
International (ETOE and activity in Portugal)	76,035	77,433
Penalties	(9,376)	(4,319)
Others	45,188	134,067
Total	**2,076,516**	**2,107,089**
Segmentation by geographical markets		
National	2,054,430	2,088,363
International (ETOE and activity in Portugal)	22,086	18,726
Total	**2,076,516**	**2,107,089**

The heading 'Customers under contract' is presented net of the figure for rebates granted by the Correos Group to its customers during the year in the amount of 1,514 thousand euros (the same figure for the 2024 financial year being equivalent to 1,190 thousand euros).

j) Supplies

The breakdown of the heading 'Supplies' in the consolidated profit and loss account is as follows:

	Financial year 2025	Financial year 2024
National purchases of merchandise		
Stamps and other franking signs	3,489	4,003
Other products	9,140	10,972
Changes in inventories	(235)	(2,340)
Merchandise used	**12,394**	**12,635**
Impairment of merchandise, raw materials and other supplies	1,197	2,303
Work carried out by other companies	397,694	410,425
Supplies	**411,285**	**425,363**

'Work performed by other companies' includes the Parent Company's 'international correspondence expenses', which include the costs invoiced to the Parent Company by postal operators in the various countries in connection with the provision of postal and telegraphic services for recipients residing in those countries, 35,528 thousand euros in financial year 2025 (52,539 thousand euros in financial year 2024). Also included is expenditure on transport contracted with third parties, 101,477 thousand euros in the financial year 2025 (98,252 thousand euros in the financial year 2024).

In addition, this heading includes charges received from suppliers who work on their own account providing goods distribution services for the Correos Express Group, 258,227 thousand euros in the financial year 2025 (255,284 thousand euros in the financial year 2024).

k) Compensation for costs arising from the provision of the universal postal service and the SGEI

In 2025, the Parent Company has recognised consideration for the provision of the Universal Post Service amounting to 344,506 thousand euros (200,577 thousand euros in 2024), including the amount corresponding to the resolution for the 2011-20 period issued by the CNMC on 27 May 2025.

Financial year 2025	
UPS compensation	
Based on the estimated calculation of the unfair financial burden for the 2025 fiscal year	222,378
From the 2024 postal contribution of the rest of the operators	83
From the 2025 postal contribution of Correos	3,050
SPU settlement for financial years 2011-2020	108,995
Compensation collected from UPS Financing Fund	
Transfers consigned in the PGE of 2025	(110,000)
From the 2024 postal contribution of Correos	(4,275)
From the 2023 postal contribution of the rest of the operators	(83)
SPU settlement for financial years 2011-2020	(108,995)
Compensation for provision of the UPS pending collection as of 31 December 2025	**201,752**

Financial year 2024	
UPS compensation	
Based on the estimated calculation of the unfair financial burden for the 2024 fiscal year	196,324
From the 2023 postal contribution of the rest of the operators	(22)
From the 2024 postal contribution of Correos	4,275
Compensation collected from UPS Financing Fund	
Transfers consigned in the PGE of 2024	(110,000)
From the 2023 postal contribution of the rest of the operators	22
Bank charges discounted by the CNMC	-
Compensation for provision of the UPS pending collection as of 31 December 2024	**90,599**

In relation to the SGEI, the Parent Company has recognised 55,890 thousand euros as income in 2025 (no income was recognised in 2024). 150,000 thousand euros have been received as a payment on account. The difference is recorded on the liabilities side of the balance sheet as customer advances amounting to 94,110 thousand euros.

	Financial year 2025
UPS compensation	
Based on the estimated calculations for the year 2025	55,890
Compensation collected	
Advance payment received in 2025	(150,000)
Compensation for provision of the SGEI pending allocation to income as of December 31, 2025	**(94,110)**

The Parent Company accrued other grants during the financial year in the amount of 1,194 thousand euros (620 thousand euros in the year 2024).

l) Staff expenses

The breakdown of the personal expense is as follows:

	Financial year 2025	Financial year 2024
Salaries, wages and similar	1,207,303	1,246,579
Social Security contributions	383,942	384,655
Other expenses	8,273	7,715
Voluntary termination plan	(11,481)	427,908
	1,588,037	**2,066,857**

As explained in Note 5k), at year-end 2024 the expense for the estimated amount corresponding to the Voluntary Termination Plan to be carried out in the period 2025-28 has been recognised. At year-end 2025 and following the new actuarial calculation, the amount of the provision has been adjusted and a reversal of 11,481 thousand euros has been recorded.

The social charges for the financial years 2025 and 2024 do not include any sum for pension contributions and endowments. In accordance with the provisions of Article 2 of Royal Decree 20/2011, the Group does not make contributions to pension plans (see Note 5o).

m) External services

The breakdown of the heading 'External services' for the years ending 31 December 2025 and 2024 is as follow:

	Financial year 2025	Financial year 2024
Leases	78,834	84,029
Repairs, preservation and maintenance	91,620	90,222
Independent professionals	77,011	63,384
Insurance premiums	3,201	3,334
Supplies	41,946	47,448
Advertising, marketing and public relations	9,070	8,404
Banking and similar services	1,018	1,008
Other expenses	54,460	23,603
	357,160	**321,432**

'Other expenses' include, inter alia, costs arising from the maintenance and management of the data processing centres by a third party, legal, advisory and consultancy fees of the Group.

At 31 December 2025 and 2024, the minimum future non-cancellable payments arising from the operating lease contracts signed by the various companies of the Correos Group are broken down in the following table:

	Financial year 2025	Financial year 2024
Up to one year	21,127	24,954
Between one and five years	18,877	20,928
More than five years	17,884	19,550
	57,888	**65,432**

n) Taxes

The heading 'Taxes' includes, inter alia, the effect of the adjustment of the pro rata of indirect taxes on investment property from previous years and the effect of the adjustment of the definitive pro rata for the year 2024 (see Note 5-t).

In 2025, the Group's Parent Company has recorded an income of 1,813 thousand euros due to an increase of 2 points in the definitive pro-rata percentage of VAT deduction compared to the provisional one (in 2024, it recorded an expense of 2,646 thousand euros due to a decrease of 3 points in the pro-rata percentage). With regard to the adjustment of the deductible VAT on investment property from previous years, the Parent Company has recognised income of 88 thousand euros (in the 2024 financial year, the income recognised was 90 thousand euros).

With regard to other taxes, the most significant is the property tax recorded by the Parent Company, which has resulted in an expense of 5,399 thousand euros in 2025 (5,435 thousand euros in 2024).

o) Impairment and profit/loss on disposal of fixed assets

The breakdown of this heading is as follows:

I. Fixed assets and non-current assets held for sale					
Financial year 2025	**Intangible fixed assets**	**Land and buildings**	**Other assets**	**Technical installations**	**Total**
Adjustments for impairment					
Provisions	-	1,828	-	-	**1,828**
Reversals	-	(5,417)	-	-	**(5,417)**
	-	**(3,589)**	**-**	**-**	**(3,589)**
Income from disposals and other results					
Profits	-	(19,470)	-	-	**(19,470)**
Losses	1,786	3,343	-	-	**5,129**
	1,786	**(16,127)**	**-**	**-**	**(14,341)**
	1,786	**(19,716)**	**-**	**-**	**(17,930)**

I. Fixed assets and non-current assets held for sale					
Financial year 2024	**Intangible fixed assets**	**Land and buildings**	**Other assets**	**Technical installations**	**Total**
Adjustments for impairment					
Provisions	-	217	-	-	**217**
Reversals	-	(6,157)	-	-	**(6,157)**
	-	**(5,940)**	**-**	**-**	**(5,940)**
Income from disposals and other results					
Profits	-	(3,183)	-	-	**(3,183)**
Losses	31	907	-	-	**938**
	31	**(2,276)**	**-**	**-**	**(2,245)**
	31	**(8,216)**	**-**	**-**	**(8,185)**

p) Revenue and financial costs

The breakdown of this heading is as follows:

	Financial year 2025	Financial year 2024
Financial Income		
From third parties		
Other financial income	222	650
	222	**650**
Financial expenses		
From Group companies	**132**	**27**
From third parties		
Other financial expenses	24,364	23,920
	24,496	**23,947**

18. Tax situation

The breakdown of the balances held by the Group with Public Administrations is as follows:

	Balance at 31/12/2025	Balance at 31/12/2024
Non-current assets		
Deferred tax assets	203,809	207,476
Total non-current assets with Public Administrations	**203,809**	**207,476**
Current assets		
Others (Note 11)	555	635
	555	**635**
	(Note 11)	(Note 11)
Non-current liabilities		
Deferred tax liabilities	**66,814**	**68,673**
Current liabilities		
Personal Income Tax – (IRPF as per the Spanish)	23,453	24,795
Value Added Tax - VAT	11,419	6,735
Social security	32,750	33,961
MUFACE and passive rights	441	537
Others	904	747
	68,967	**66,775**
	(Note 16)	(Note 16)

In 2011, the Correos Group was taxed under the tax consolidation regime, Tax Group no. 38/11, comprising all the companies of the Correos Group and the company Correos y Telégrafos S.A., S.M.E. as Parent Company.

During the 2012 financial year, as a result of the transfer of the Company's shares to SEPI, formalised in the Act of 5 June 2012, all the companies of the Correos Group were integrated into the SEPI Tax Consolidation Group with number 9/86, and the consequent extinction of Tax Group no. 38/11.

In the financial year 2023, the merger by absorption took place between Correos, the absorbing company, and Nexea Gestión Documental, S.A., S.M.E., the absorbed company. This Merger led to the extinction of the absorbed company through its dissolution without settlement and the transfer en bloc of its assets and liabilities to Correos, which acquired by universal succession all of said assets and liabilities, as well as the rights and obligations thereof, among others, in the tax area. Correos filed with the Spanish Tax Agency (AEAT), on 18 September 2023, the notification of the special regime for mergers, spin-offs, contributions of assets and exchange of securities set out in Chapter VII of Title VII of the Corporate Income Tax Act.

As a result of the merger described above, Correos filed its corporation tax return for the 2023 financial year, incorporating the profits generated by Nexea up to the time of its dissolution, notwithstanding the fact that Nexea's formal obligations (including the filing of Form 200 in July 2024, with a taxable base of 0 euros) were fulfilled by Nexea until the end of the 2023 financial year.

The Consolidated Tax Group consists of SEPI and the companies resident in Spanish territory in which it holds a direct or indirect interest equal to or greater than 75% and a majority of the voting rights, in accordance with the provisions of Art. 58 of Act 27/2014 on Corporate Income Tax (LIS).

The application of the consolidated tax regime means, on the one hand, that the individual credits and debits for corporate income tax are integrated into the parent company and, on the other hand, the right to obtain compensation for the tax credits included in the consolidation, called Tax Liability.

The tax base of the Tax Group is determined by adding together the individual tax bases of the companies comprising it, bearing in mind that CEP and CEP II are not part of the Tax Group detailed above. All Group companies submit their individual settlement. The Corporate Income Tax of each Group Company is calculated based on the financial or accounting result, which is obtained by applying generally accepted accounting principles which do not necessarily have to coincide with the tax result, understood as the tax base.

In order to determine the individual tax bases, certain adjustments or eliminations of inter-group transactions are made at the individual level, i.e. these are transferred to the individual tax bases of the Group companies instead of being made at the consolidated level. The most common of these transactions relate to dividends received by Group companies and provisions for impairment of investments in subsidiaries. The aim of this 'homogenisation' of the tax bases to be included in the base of Tax Group no. 9/86 is to avoid duplication in the calculation of tax debts and credits.

For the purposes of calculating the consolidated tax base, Act 7/2024 reworded the Nineteenth Additional Provision of the Corporate Income Tax Act, in order to extend for 2024 and 2025 the measure established for 2023 consisting of limiting to 50% the computation of the individual tax losses (BINs) of companies forming part of a tax group.

In 2023 and 2024, the parent company generated BINs and, therefore, in order to comply with this legal provision, the parent company made the following off-balance sheet adjustments to the amount of the previous individual negative taxable income, for the purpose of determining the taxable income of Correos to be included in the Tax Group:

- Year 2023: a positive off-balance sheet adjustment of 50% of the previous negative tax base generated was made, amounting to 87,058 thousand euros. This adjustment is recovered annually in tenths (8,706 thousand) in the years 2024 to 2033.
- Year 2024: a positive off-balance sheet adjustment of 50% of the previous negative tax base generated was made, amounting to 88,187 thousand euros. This adjustment is recovered annually in tenths (8,819 thousand) in the years 2025 to 2034.

The reconciliation of the consolidated result with the tax base for profit tax as of 31 December 2025 and 2024:

	Financial year 2025		
	Increases	**Decreases**	**Total**
Aggregate pre-tax result			**26,838**
Consolidation adjustments			**(11,832)**
Consolidated profit before taxes			**15,006**
Permanent differences			
Individual companies	1,023	(11,972)	**(10,949)**
Consolidation adjustments	11,832	-	**11,832**
Temporary differences			
Arising in the financial year	37,259	-	**37,259**
Arising in previous financial years	-	(33,985)	**(33,985)**
Preliminary tax base			**19,163**
Compensation for negative tax bases generated outside the SEPI Tax Group			**(814)**
10% BIN 2023 adjustment integrated into Fiscal Group			**(8,706)**
10% BIN 2024 adjustment integrated into Fiscal Group			**(8,819)**
Tax base (tax result)			**824**

	Financial year 2024		
	Increases	Decreases	Total
Aggregate pre-tax result			**(555,563)**
Consolidation adjustments			**(43,599)**
Consolidated profit before taxes			**(599,161)**
Permanent differences			
Individual companies	1,709	(51,848)	**(50,139)**
Consolidation adjustments	43,599	-	**43,599**
Temporary differences			
Arising in the financial year	459,373	-	**459,373**
Arising in previous financial years	-	(19,535)	**(19,535)**
Preliminary tax base			**(165,864)**
Compensation for negative tax bases generated outside the SEPI Tax Group			**(1,425)**
10% BIN 2023 adjustment integrated into Fiscal Group			**(8,706)**
10% BIN 2024 adjustment integrated into Fiscal Group			**88,187**
Tax base (tax result)			**(87,808)**

With regard to the permanent differences recorded in the year, a positive permanent adjustment in the amount of 1,023 thousand euros has been included, corresponding to the expense recorded for penalties (912 thousand euros correspond to the Parent Company), which are considered non-deductible expenses in accordance with article 15 of Act 27/2014 on Corporate Income Tax.

In 2025, the Parent Company received a total of 12,602 thousand euros (9,991 in 2024) in dividends from its subsidiaries Correos Express (5,995 thousand euros) and Correos Telecom (6,607 thousand euros). A permanent negative adjustment of 11,972 thousand euros (9,492 in 2024), corresponding to 95% of the amount of the dividend received, is included in the accounting result, in accordance with article 21.1 of the Corporate Income Tax Law.

In the year 2024, the impairment of the stake in Correos Express, 34,120 thousand, was reversed for accounting purposes, and this income was considered non-taxable by means of the corresponding permanent negative adjustment to the accounting result for the year, as the expense derived from this provision was considered non-deductible. The tax effect of this negative permanent adjustment was 8,530 thousand euros.

The breakdown of deferred tax assets and liabilities is as follows:

	Financial year 2025	Financial year 2024
Temporary differences		
Provisions for risks and costs	1,230	1,398
Goodwill amortisation	40	347
Staff-related provisions	102,269	107,524
Provisions related to fixed assets	5,745	5,533
Amortisation of fixed assets	1,056	1,307
Financial expenses	14,016	7,975
Other	431	1
	124,787	**124,086**
Deferred tax 50% BIN 2023 DA 19ª LIS	17,412	19,588
Deferred tax 50% BIN 2024 DA 19ª LIS	19,842	22,047
Adjustment for change in tax rate	-	(180)
Credits for negative tax bases Portugal	191	188
Credits for negative tax bases Spain	19,945	20,591
Credit for deductions	21,632	21,157
Deferred tax assets	**203,809**	**207,476**
Temporary differences		
Tax effect of universal postal service capital offsets received up to 2010	66,814	68,673
Deferred tax liabilities	**66,814**	**68,673**

Movements in deferred tax assets for Corporate Income Tax for 2025 and 2024 are as follows:

	Balance at 01/01/2025	Recognitions	Adjustments	Reversal	Balance at 31/12/2025
Deferred tax base	578,902	37,525	-	(36,569)	579,857
Tax effect					
Temporary differences	123,905	9,378	-	(8,496)	124,787
Deferred tax 50% BIN 2023 DA 19ª LIS	19,588	-	-	(2,176)	17,412
Deferred tax 50% BIN 2024 DA 19ª LIS	22,047	-	-	(2,205)	19,842
Credits for losses to compensate (Portugal)	188	3	-	-	191
Credits for losses to compensate (Spain)	20,591	-	-	(646)	19,945
Credit for deductions	21,156	781		(305)	21,633
Total deferred tax assets	**207,476**	**10,162**	**-**	**(13,829)**	**203,809**

	Balance at 01/01/2024	Recognitions	Adjustments	Reversal	Balance at 31/12/2024
Deferred tax base	182,992	459,388	-	(63,478)	578,902
Tax effect					
Temporary differences	14,126	114,843	(180)	(4,884)	123,905
Deferred tax 50% BIN 2023 DA 19ª LIS	21,765	-	-	(2,176)	19,588
Deferred tax 50% BIN 2024 DA 19ª LIS	-	22,047	-	-	22,047
Credits for losses to compensate (Portugal)	403	3	-	(218)	188
Credits for losses to compensate (Spain)	31,317	-	-	(10,726)	20,591
Credit for deductions	21,690	-	-	(534)	21,156
Total deferred tax assets	**89,301**	**136,893**	**(180)**	**(18,538)**	**207,476**

The Parent Company has recognised a positive temporary adjustment of 23,914 thousand euros (22,889 thousand in 2024) as a result of the application of the limitation on the deductibility of financial expenses contemplated in article 20 of the Corporate Income Tax Act. Royal Decree Act 12/2012 established a limit for the deduction of net financial expenses of 30% of the operating profit for the year, and, in any case, the amount of 1 million euros.

However, paragraph 4 of section 20 determines that in the case of entities taxed under the consolidated tax regime, the limits are applied considering all the entities of the tax group. SEPI, as the parent company of the tax group, after calculating the limit established in RDL 12/2012 and in the Resolution of 16 July 2012 of the Directorate General for Taxation, has determined that all the entities that form part of the tax group may deduct 1 million euros, proceeding to make a proportional distribution to each entity in accordance with the provisions of letter a) of article 63 of the Corporate Income Tax Law. Net finance costs which have not been deducted may be deducted in the tax periods ending in the 18 years immediately following, after application of the above limits in each year. On the other hand, the tax base for the year includes an off-balance sheet adjustment as a result of the recognition of the provision for impairment of non-financial assets in the parent company, amounting to 1,918 thousand euros, a provision which, pursuant to the provisions of section 13 of the Corporate Income Tax Law, is considered to be a non-deductible expense for tax purposes.

Furthermore, the temporary differences arising during the financial year include a positive off-balance-sheet adjustment made by the Parent Company as a result of the recognition of a provision for impairment of non-financial assets, amounting to 6,077 thousand euros; pursuant to Article 13 of the Corporate Income Tax Act, this provision is considered a non-deductible expense for tax purposes.

Provisions arising from implicit or tacit obligations (provision for contingencies and expenses amounting to 1,297 thousand euros at the parent company and provision for claims and contingencies and expenses amounting to 3,909 thousand euros at Correos Express) were also considered non-deductible. The aforementioned expenses are considered non-deductible expenses in accordance with the provisions of the Corporate Income Tax Act.

The recovery of temporary differences arising in previous years corresponds, on the one hand, to the amount of the partial reversal of the provision recorded by the Parent Company in 2024 (427,908 thousand) to cover the payment obligations in the period 2025-28 deriving from the Redundancy Voluntary Termination Plan of permanent employees and the Voluntary Leave of Absence Plan for civil servants.

During 2025 the amount of this provision has been reduced by 20,816 thousand euros, of which 11,481 thousand euros corresponds to the accounting reversal of the provision and 9,335 thousand euros to the application of this provision to payments made to civil servants who have benefited from this plan during the year. To the extent that in 2024 the expense recorded for the provision was considered non-deductible, by making the corresponding positive timing adjustment, in 2025 the temporary difference is recovered in the amount of 20,816 thousand euros, by making the corresponding negative timing adjustment.

In addition, the Parent Company recognises as negative temporary adjustments the amount of the reversal of the provision for the impairment of fixed assets deriving from non-deductible expense (5,230 thousand euros) and the amount of the provision for implicit or tacit obligations which has been reversed for accounting purposes in the year 2025 (1,501 thousand euros).

The subsidiary Correos Express recorded a recovery of a temporary difference for the provision for claims and for contingencies and expenses amounting to 3,937 thousand euros. Likewise, as a result of the tax amortisation of the goodwill of Correos Express, this entity reduces its taxable income by 1,229 thousand euros (1,565 thousand in 2024).

Movements in deferred tax assets for Corporate Income Tax for 2025 and 2024 are as follows:

	Financial year 2025		
	Balance at 01/01/2025	**Reversal**	**Balance at 31/12/2025**
Deferred tax liability UPS capital compensation	68,673	(1,859)	66,814
Deferred tax liability business combination	-	-	-
Total deferred tax liabilities	**68,673**	**(1,859)**	**66,814**

	Financial year 2024		
	Balance at 01/01/2024	**Reversal**	**Balance at 31/12/2024**
Deferred tax liability UPS capital compensation	70,106	(1,433)	68,673
Deferred tax liability business combination	109	(109)	-
Total deferred tax liabilities	**70,215**	**(1,542)**	**68,673**

The effective tax expense and corporate income tax expense are calculated as follows:

	Financial year 2025	Financial year 2024
	Consolidated profit and loss account	**Consolidated profit and loss account**
Aggregate result before tax	**26,838**	**(555,563)**
Consolidation adjustments	(11,832)	(43,599)
Consolidated result before tax	**15,006**	**(599,161)**
Detail of aggregated results before tax:		
Positive accounting basis	26,838	14,038
Negative accounting basis	-	(569,600)
Non-taxable accounting base	(11,832)	(43,599)
	15,006	**(599,161)**
Theoretical tax charge	(6,909)	(3,456)
Tax credits	-	142,400
Non-calculable income	2,993	12,963
Non-deductible expenditure	(256)	(427)
Deductions	305	536
Effective aggregate taxable income / (expense)	**(3,867)**	**152,016**
Detail of effective aggregate taxable income / (expense):		
Current taxes	(2,091)	(1,682)
Tax current debtor	1,990	24,223
Deferred Tax BIN 2023 DA 19ª LIS	(2,176)	(2,176)

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	Financial year 2025	Financial year 2024
	Consolidated profit and loss account	Consolidated profit and loss account
Deferred Tax BIN 2024 DA 19ª LIS	(2,205)	-
Deferred Tax 50% BIN 2023 DA 19ª LIS	-	22,047
Deferred taxes	615	109,604
Total effective aggregate taxable income / (expense)	**(3,867)**	**152,016**
Tax rate change adjustment	-	(180)
Activation negative tax bases and temporary	34	(11,105)
Consolidation adjustment	-	(109)
Aggregate income / (expense) from corporate income tax	**(3,833)**	**140,621**

The calculation of the tax payable and receivable at 31 December 2025 and 2024 for the companies in the Correos Group, except CEP and CEP II, is as follows:

	Balance at 31/12/2025		Balance at 31/12/2024	
	Tax current debtor	**Tax current creditor**	**Tax current debtor**	**Tax current creditor**
Telecom	-	500	-	431
Correos Express	-	305	-	535
Correos				
Tax fee SEPI	1,990	-	24,223	-
Deferred Tax fee SEPI BIN 2024 DA 19º LIS				
Deferred Tax fee SEPI BIN 2023 DA 19º LIS			14	
Tax withholdings and prepayments 2023	11	-	14	-
Tax withholdings and prepayments 2024	6	-	6	-
Tax withholdings and prepayments 2025	2	-	-	-
Total (Note 18)	**2,009**	**805**	**24,243**	**966**

As a consequence of the 19th Additional Provision of the Corporate Income Tax Act, Correos recorded a tax asset of 22,046 thousand euros corresponding to 50% of the tax loss generated in 2024 and 21,765 thousand euros corresponding to 50% of the tax loss generated in 2023.

This asset is recovered annually in tenths, starting in July 2025 (2,176 thousand euros in the case of the asset generated in 2023) and July 2026 (2,205 thousand euros in the case of 2024), through the payment of the aforementioned amounts by SEPI.

With regard to the offsetting of tax losses, in accordance with the Corporate Income Tax Act, effective from 1 January 2015, there is no maximum period for the offset of this amount. The offsetting shall be carried out at the time as the filing of the corporate income tax return, without prejudice to the powers of verification that correspond to the tax authorities.

In this regard, it should be noted that on 18 January 2024, the Constitutional Court, in a ruling, declared null and void the fifteenth additional provision and section 3 of the sixteenth transitional provision of the Corporate Income Tax Law, in the wording given by art. 3. First, sections One and Two of Royal Decree Act 3/2016, whereby the special limits of 50% and 25% for offsetting tax losses were not applicable for the 2023 financial year and, therefore, in that tax period, the general limit of 70% provided for in article 26.1 of Corporate Income Tax Act was applicable and the company Correos Express recorded a deferred tax asset corresponding to tax losses pending offset in the amount of 12,298 thousand euros in 2023.

Subsequently, the Corporate Income Tax Act was again amended as a result of the provisions of Act 7/2024, re-establishing the limits approved in Royal Decree-Act 3/2016, so that for the financial year 2024, the 25% limit for the offsetting of tax losses indicated above is applicable. As a result of this regulatory amendment, in 2024, the subsidiary Correos Express reduced the deferred tax asset corresponding to tax loss carryforwards of 10,370 thousand euros, thus recording a deferred tax asset of 20,591 thousand euros.

Secondly, it has been considered that the limit of 1 million euros referred to in the second paragraph of section 1 of section 26 of the Corporate Income Tax Act will not be applied in the compensation of tax losses by the companies of the Correos Express Group. This criterion applicable in the legal-private relations between SEPI and the subsidiaries which form part of its tax consolidated Group, is based on the fact that in the case of groups under the tax consolidation regime, such quantitative limit is not the result of multiplying 1 million euros for each of the entities of the Group, but, on the contrary, it is 1 million euros for the Group (which is considered as a taxpayer for the purposes of corporate income tax in accordance with article 56.1 of the Corporate Income Tax Law). This is clearly inferred from the literal wording of article 66 of the Corporate Income Tax Act - according to which the offsetting of Negative Income Base by the Group must be carried out 'under the terms set out in article 26 of this Act' - and from the criteria expressed by the General Directorate of Taxation in its replies to binding consultations no. V1057/2016, of 16-3-2016 and V1762/2015, of 21-4-2016.

The Parent Company of the SEPI Group, in view of said limitation applicable as from 1 January 2015, in the internal quota distribution procedure established in the SEPI Tax Group, applies exclusively the percentage limit indicated (up to the financial year 2022, 25%; in the financial year 2023, 70%; and in the financial year 2024, 25%).

For its part, Correos, as the absorbing company in the merger between Correos and Nexea, is subrogated to the right to offset the tax bases contributed by Nexea to the SEPI Tax Group at the time of its incorporation in 2012, amounting to 2,701 thousand euros.

As at 31 December 2025, the Group companies, except CEP and CEP II, have tax losses to offset against possible future taxable profits (generated prior to their inclusion in the SEPI Tax Group) amounting to 178,343 thousand euros (179,158 thousand euros in 2024).

These tax bases correspond to Correos Express (175,642 thousand euros) and Correos (2,701 thousand euros), as detailed below:

	Correos Express Paquetería Urgente S.A., S.M.E.	S.E. Correos y Telégrafos S.A., S.M.E.
2002	17,610	-
2003	52,569	83
2004	38,670	135
2005	22,011	-
2006	11,179	-
2007	9,769	-
2008	1,475	-
2009	6,134	947
2010	6,933	115
2011	9,291	1,421
	175,641	**2,701**

Correos Express, after entering into a profit path that began in 2016, proceeded to activate the taxable income tax bases that could be offset for the future 10 years, in addition to the existing temporary differences and deductions, as from 2017.

Correos Express has proceeded to offset against its positive taxable income generated in 2025 an amount of 814 thousand euros (1,425 thousand euros in 2024) from the negative taxable income generated by this company prior to its inclusion in the SEPI Tax Group. The tax effect of this compensation is 204 thousand euros. In addition, an amount of 442 thousand euros have been deactivated as a result of the recalculation of tax losses that will foreseeably be offset in the next 10 years.

The balance as at 31 December 2025 relating to the tax credit recognised by Correos Express for the utilisation of tax losses is 19,945 thousand euros (20,591 thousand in 2024), which corresponds to tax losses of 79,780 thousand euros (82,363 thousand in 2024) pending offset against future tax profits.

The tax loss corresponding to CEP I pending offset at 31 December 2025 amount to 947 thousand euros (933 thousand euros at 31 December 2024). These generate a Deferred Tax Asset of 204 thousand euros (201 thousand euros in 2024) and are detailed in the following table:

Financial year	Tax Base
2020	(632)
2022	(91)
2023	(194)
2024	(16)
2025	(15)
	(947)

The Parent Company has recognised a tax credit arising from tax deductions generated but not utilised by it, amounting to 20,883 thousand euros which relates to the following deductions: for technological innovation (13,017 thousand euros), for investments in fixed assets made in the Canary Islands (4,245 thousand euros), for investments in events of exceptional public interest (1,520 thousand euros), for the reversal of temporary measures under Act 16/2012 (817 thousand euros), for job creation for people with disabilities (1,183 thousand euros) and for donations to non-profit organisations (101 thousand euros).

Supplementary Tax Act 7/2024

Act 7/2024 introduced a new tax called 'Supplementary Tax' to ensure an overall minimum level of taxation for multinational groups and large domestic groups. This legislation transposes Council Directive 2022/2523, which stems from 'Pillar Two' of the OECD's Model Rules on Base Erosion and Profit Shifting (BEPS), and aims to impose a minimum level of direct taxation in all 'low-tax' jurisdictions where multinational groups or large domestic groups operate, where the effective tax rate in each jurisdiction is lower than the statutory minimum tax rate (15%).

Said Act 7/2024 (hereinafter, LIC) is effective for tax periods beginning on or after 31 December 2023, i.e. from the financial year 2024, for the purposes of the SEPI Financial Group, having established an exceptional deadline for the filing of the informative return and the tax return (self-assessment) corresponding to the aforementioned financial year, namely 30 June and 25 July 2026, respectively.

It is therefore a Supplementary Tax with rules for determining taxable income that are specific and different from those established for determining the tax base of the various taxes levied on profits in the different national legislations. The expense recorded, where applicable, as a current expense for the Supplementary Tax, in its different forms, will not be deductible for the purposes of determining the taxable base for Corporate Income Tax, in accordance with the provisions of letter c) of article 15 of Act 27/2014.

The SEPI Group is subject to compliance with the abovementioned 'Pillar 2' obligations, since it meets the requirements established for that purpose by the aforementioned regulations, given that its consolidated net turnover is much higher than 750 million euros and, furthermore, it includes at least, an entity or a permanent establishment located in a jurisdiction other than that of the ultimate parent company (SEPI), given that it currently operates in more than 40 EU and non-EU countries, either through companies based in those countries or through permanent establishments opened in those countries.

In order to determine the impact of such Supplementary Tax in the financial year 2024, that is to say, the substantive and formal obligations arising from its application both with respect to the Spanish Tax Administration and with respect to the other tax authorities of all those jurisdictions in which the entities of the SEPI Group which have implemented such Tax operate, the SEPI Group has carried out an analysis of the applicable legislation based on the accounting information for the financial year 2024, and more specifically, the possibility of applying in 2024 any of the so-called 'safe harbours' regulated in the fourth transitory provision of the LIC for the financial years 2024, 2025 and 2026, based on the 'admissible country-by-country information' contained in form 231 of the 'country-by-country' information return that the Group files annually with the State Tax Administration Agency.

Thus, after the analysis carried out, it has been concluded that the SEPI Group complies in all the jurisdictions in which it is present with at least one of the three requirements set forth in the aforementioned fourth transitory provision, section 2, of the LIC, being, therefore, zero the supplementary tax generated in each of the aforementioned jurisdictions in which it carries out activities both through permanent establishments (P.E.) and through subsidiaries.

Consequently, given that the entities comprising the Correos Group form part, as 'constituent entities', of the SEPI Group for the purposes of this Tax, they will not be obliged to make any income for the supplementary tax in any of the jurisdictions in which they operate, without prejudice to compliance with the registration, communication and other information obligations required in the jurisdictions concerned.

Finally, it should be noted that the SEPI Group applies the exception to the recognition of deferred tax assets and liabilities arising from Pillar Two regulations, as provided for in the Tenth Final Provision of the LIC.

Current legislation provides that taxes may not be deemed fully paid until the submitted tax returns have been duly reviewed by tax authorities or the four-year inspection period has elapsed. As of 31 December 2025, the companies comprising the Group remain open to inspection by the tax authorities for all applicable taxes from 1 January 2021. The directors of the Parent Company do not expect any significant additional liabilities to arise for the Parent Company as a result of an inspection.

19. Other information

a) Number of employees

The breakdown the Group's average number of full-time employees is as follows:

	Financial year 2025	Financial year 2024
Management Committee	17	18
Rest of workforce:		
Civil servants	2,474	3,238
Workers under ordinary employment contracts	45,650	47,023
	48,141	**50,279**

As of 31 December 2025 and 2024, the number of employees of the Correos Group by category and sex was as follows:

	Balance at 31/12/2025			Balance at 31/12/2024		
	Men	**Women**	**Total workforce**	**Men**	**Women**	**Total workforce**
Management Committee	10	5	**15**	10	6	**16**
Rest of workforce:						
Civil servants	1,398	692	**2,090**	1,964	955	**2,919**
Workers under ordinary employment contracts	21,356	24,625	**45,981**	22,314	26,132	**48,446**
	22,764	**25,322**	**48,086**	**24,288**	**27,093**	**51,381**

The average number of the Group's full-time employees with a disability of 33% or more was as follows:

	Financial year 2025	Financial year 2024
Civil servants	66	103
Workers under ordinary employment contracts	1,099	1,076
	1,165	**1,179**

b) Commitments and contingencies

As at 31 December 2025, guarantees granted to the Correos Group by various financial institutions amounted to 111,280 thousand euros (122,208 thousand in 2024), of which 75,937 thousand euros relate to contracts with customers (77,813 thousand in 2024), 32,600 thousand euros relate to legal matters (35,920 thousand in 2024) and the remainder relates to other causes. The Directors consider that the additional liabilities, if any, that might arise from guarantees provided to third parties would not be material.

c) Fees of auditors and their group or related companies

The amounts accrued during the financial year 2025 for the audit services of Grant Thornton S.L. amounted to 135 thousand euros excluding VAT (135 thousand euros in 2024).

The auditor of the accounts of the subsidiaries CEP I and CEP II is Carmo & Cerqueira, SROC, and the audit fees for the year ended 31 December 2025 were 14 thousand euros excluding VAT, regardless of the time of invoicing (14 thousand euros as at 31 December 2024).

In addition, the fees accrued for services not related to the audit of these annual accounts during the financial year 2025 by other companies in the Grant Thornton network amount to 35 thousand euros (65 thousand euros in 2024).

20. Related parties

a) Related companies

The related companies with whom the companies of the Correos Group have maintained transactions in the financial years 2025 and 2024 and the nature of the relationships are the following:

Name of company	Nature of the relationship
Sociedad Estatal de Participaciones Industriales (SEPI)	Parent company tax group no. 9/86
SEPI Group	SEPI Group companies
Rangel Invest, S.A.	Grupo Rangel company (Portugal)
Rangel Invest Africa, S.A.	Grupo Rangel company (Portugal)
Feirexpo, S.A.	Grupo Rangel company (Portugal)
Eduardo Rangel Despachante Oficial, Lda	Grupo Rangel company (Portugal)
Rangel Transitários, S.A.	Grupo Rangel company (Portugal)
Rangel Distribuição e Logística, S.A.	Grupo Rangel company (Portugal)
Rangel Internacional- Aérea e Marítima, S.A.	Grupo Rangel company (Portugal)
Rangel 2 Consumer, S.A.	Grupo Rangel company (Portugal)
Rangel Mozambique	Grupo Rangel company (Portugal)
Rangel Angola Expresso e Tránsitos	Grupo Rangel company (Portugal)
Gerastro, SGPS	Grupo Rangel company (Portugal)
K Parcel	Company accounted for by the equity method (China)
KCG	Company accounted for by the equity method (China)

The balances receivable and payable from and payable to the related companies listed in the table above as of 31 December 2025 and 2024 are as follows:

	Clients		Suppliers	
	31/12/2025	31/12/2024	31/12/2025	31/12/2024
SEPI	-	-	-	-
Rangel Group	1,040	811	375	370
K-Parcel Company Limited	3,162	9,601	-	-
SEPI Group, reminder	235	235	18	663
	4,437	**10,667**	**393**	**1,033**
	(Note 11)	(Note 11)	(Note 16)	(Note 16)

The cross receivables and payables relating to the Tax Group's operations (see Note 18) are as follows:

	Debtors, Group companies		Debtors, Group companies	
	31/12/2025	31/12/2024	31/12/2025	31/12/2024
SEPI	2,009	24,243	(805)	(966)
	2,009	24,243	**(805)**	(966)

The breakdown of the tax balances with SEPI is the following:

	Balance at 31/12/2025		Balance at31/12/2024	
	Tax current debtor	**Tax current creditor**	**Tax current debtor**	**Tax current creditor**
Telecom	-	500	-	431
Grupo Correos Express	-	305	-	535
Correos:				
Tax fee SEPI	1,990	-	24,223	-
Deferred Tax fee SEPI 2024 DA 19º LIS	-	-	-	-
Deferred Tax fee SEPI 2023 DA 19º LIS	-	-	14	-
Tax withholdings and prepayments 2023	11	-	14	-
Tax withholdings and prepayments 2024	6	-	6	-
Tax withholdings and prepayments 2025	2	-	-	-
Total (Note 18)	**2,009**	**805**	**24,243**	**966**

The Parent Company has recorded a tax asset of 22,046 thousand euros corresponding to 50% of the tax loss generated in 2024 and 21,765 thousand euros corresponding to 50% of the tax loss generated in 2023.

This asset is recovered annually in tenths, starting in July 2026 (2,205 thousand in the case of the asset generated in 2024) and July 2025 (2,176 thousand in the case of the asset generated in 2023), through the payment of the aforementioned amounts by SEPI. The outstanding amount is detailed in Note 18.

The transactions with SEPI Group and Rangel Group companies in the years 2025 and 2024 were the following:

	Revenue from provision of services		Operating costs	
	Balance at 31/12/2025	**Balance at 31/12/2024**	**Balance at 31/12/2025**	**Balance at 31/12/2024**
SEPI	1	4	-	-
Rangel Group	2,078	2,033	1,334	1,349
SEPI Group, remainder	359	525	406	6
	2,438	**2,562**	**1,740**	**1,355**

	Financial income		Financial costs	
	Balance at 31/12/2025	**Balance at 31/12/2024**	**Balance at 31/12/2025**	**Balance at 31/12/2024**
SEPI	-	-	132	27
	-	**-**	**132**	**27**

b) Directors and Senior Management of Parent Company

The members of the Board of Directors and Senior Management of the Parent Company have not participated, either directly or indirectly, in the financial years 2025 and 2024 in unusual and/or significant transactions with companies of the Correos Group.

Remuneration and other benefits of directors and senior management personnel of the Parent Company during the financial year

Remuneration accrued for all items during the financial year by the members of the Board of Directors and Senior Management of the Parent Company amounted to 1,906 thousand euros (2,009 thousand euros in 2024), of which 155 thousand euros correspond to allowances received by the members of the Board of Directors for attending Board meetings (158 thousand euros in 2024), and the remainder relates to salaries and other remuneration items (compensation for several outgoing directors is included in the 2024 budget) of Senior Management.

The average number of senior management personnel of the Parent Company in 2025 and 2024 is 10.

As of 31 December 2025, no member of the Board of Directors or Senior Management had any balances receivable or payable from the Company, nor did the Company have any pension and/or life insurance obligations to them.

Other information concerning the Board of Directors

In the duty to avoid situations of conflict within the Group Companies, the Directors who have sat on the Board of Directors of Group Companies have fulfilled their obligations under Article 228 of the recast text of the Capital Companies Act. Both the directors and persons related to them have refrained from any conflict of interest provided for under Article 229 of said Act.

At the date of preparation of these consolidated annual accounts, the Board of Directors consisted of 10 men and 4 women (11 men and 4 women in 2024).

21. Segmented information

The Group's segment results for the financial years 2025 and 2024 as well as the balance sheet and cash flow statement are as follows:

	Financial year 2025			
	Postal, telegraphic and parcel	Urgent parcel and others	Homogenisations and eliminations	Total
Revenue	1,659,518	448,343	(31,345)	**2,076,516**
Supplies	(151,416)	(267,986)	8,117	**(411,285)**
UPS compensation	334,506	-	-	**334,506**
SGEI compensation	55,890	-	-	**55,890**
Staff costs	(1,509,808)	(78,382)	153	**(1,588,037)**
Other results	(373,234)	(90,593)	11,243	**(452,584)**
Result before tax	**15,456**	**11,382**	**(11,832)**	**15,006**

	Financial year 2024			
	Postal, telegraphic and parcel	Urgent parcel and others	Homogenisations and eliminations	Total
Revenue	1,707,811	437,892	(38,614)	**2,107,089**
Supplies	(166,588)	(267,979)	9,204	**(425,363)**
UPS compensation	200,577	-	-	**200,577**
Staff costs	(1,989,938)	(76,989)	70	**(2,066,857)**
Other results	(321,462)	(78,886)	(14,259)	**(414,607)**
Result before tax	**(569,600)**	**14,038**	**(43,599)**	**(599,161)**

	Balance at 31/12/2025			
	Postal, telegraphic and parcel	**Urgent parcel and others**	**Homogenisations and eliminations**	**Total**
Fixed assets and investment property	1,412,677	56,448	-	**1,469,126**
Non-current investments in Group companies	220,213	-	(214,671)	**5,542**
Other non-current assets	120,076	1,716	(133)	**121,659**
Deferred tax assets	181,465	22,344	-	**203,809**
Non-current assets	**1,934,431**	**80,508**	**(214,804)**	**1,800,135**
Trade and other receivables	513,627	104,642	(12,594)	**605,675**
Other current assets	39,672	12,497	(22,269)	**29,900**
Cash	269,190	10,560	-	**279,750**
Current assets	**822,489**	**127,699**	**(34,863)**	**915,325**
Total assets	**2,756,920**	**208,207**	**(249,667)**	**2,715,460**

	Balance at 31/12/2024			
	Postal, telegraphic and parcel	**Urgent parcel and others**	**Homogenisations and eliminations**	**Total**
Fixed assets and investment property	1,391,825	58,188	-	**1,450,013**
Non-current investments in Group companies	220,213	-	(215,443)	**4,770**
Other non-current assets	8,677	1,213	(179)	**9,711**
Deferred tax assets	184,554	22,922	-	**207,476**
Non-current assets	**1,805,269**	**82,323**	**(215,622)**	**1,671,970**
Trade and other receivables	497,096	90,396	(10,858)	**576,634**
Other current assets	37,148	13,678	(26,563)	**24,263**
Cash	94,307	10,136	-	**104,443**
Current assets	**628,551**	**114,210**	**(37,421)**	**705,340**
Total assets	**2,433,820**	**196,533**	**(253,043)**	**2,377,310**

	Balance at 31/12/2025			
	Postal, telegraphic and parcel	Urgent parcel and others	Homogenisations and eliminations	Total
Shareholder's equity	422,238	56,752	(214,671)	**264,319**
External partners	-	2,395	-	**2,395**
Grants, donations and bequest received	200,442	-	-	**200,442**
Equity	**622,680**	**59,147**	**(214,671)**	**467,156**
Non-current provisions	386,863	234	-	**387,097**
Deferred tax liabilities	66,814	0	-	**66,814**
Other non-current liabilities	740,393	14,812	(133)	**755,072**
Non-current liabilities	**1,194,070**	**15,046**	**(133)**	**755,072**
Current payables	281,256	1,398	(198)	**282,456**
Trade creditors and other accounts payable	599,079	110,880	(12,407)	**697,552**
Other current liabilities	59,835	21,736	(22,258)	**59,313**
Current liabilities	**940,170**	**134,014**	**(34,863)**	**1,039,321**
Total equity and liabilities	**2,756,920**	**208,207**	**(249,667)**	**2,715,460**

	Balance at 31/12/2024			
	Postal, telegraphic and parcel	Urgent parcel and others	Homogenisations and eliminations	Total
Shareholder's equity	207,881	61,886	(215,443)	**54,324**
External partners	-	1,218	-	**1,218**
Grants, donations and bequest received	205,965	53	-	**206,018**
Equity	**413,846**	**63,157**	**(215,443)**	**261,560**
Non-current provisions	299,770	291	-	**300,061**
Deferred tax liabilities	68,655	18	-	**68,673**
Other non-current liabilities	724,029	15,680	(179)	**739,530**
Non-current liabilities	**1,092,454**	**15,989**	**(179)**	**1,108,264**
Current payables	269,697	263	(26)	**269,934**
Trade creditors and other accounts payable	482,586	96,167	(10,832)	**567,921**
Other current liabilities	175,237	20,957	(26,563)	**169,631**
Current liabilities	**927,520**	**117,387**	**(37,421)**	**1,007,486**
Total equity and liabilities	**2,433,820**	**196,533**	**(253,043)**	**2,377,310**

	Financial year 2025			
	Postal, telegraphic and parcel	**Urgent parcel and others**	**Homogenisations and eliminations**	**Total**
Operating activities				
Result for the financial year before tax	**15,456**	**11,382**	**(11,832)**	**15,006**
Adjustments to the result	39,613	8,071	12,725	**60,409**
Changes in current capital	13,137	5,915	(1,925)	**17,127**
Other cash flows from operating activities	(4,022)	(1,791)	(9,100)	**(14,913)**
Total cash flows from operating activities	**64,184**	**23,577**	**(10,132)**	**77,629**
Investment activities				
Payments for investments	(119,442)	(11,854)	(997)	**(132,293)**
Proceeds from disposals	22,984	397	(397)	**22,984**
Total cash flows from investment activities	**(96,458)**	**(11,457)**	**(1,394)**	**(109,309)**
Financing activities				
Total cash flows from financing activities	**200,091**	**(11,696)**	**11,526**	**199,921**
Effect of exchange rates fluctuations	7,066	-	-	**7,066**
Net variation in cash or equivalents	174,883	424	-	**175,307**
Cash and other cash equivalents at the start of the financial year	**94,307**	**10,137**	**-**	**104,443**
Cash and other cash equivalents at the end of the financial year	**269,190**	**10,560**	**-**	**279,750**

	Financial year 2024			
	Postal, telegraphic and parcel	**Urgent parcel and others**	**Homogenisations and eliminations**	**Total**
Operating activities				
Result for the financial year before tax	**(569,600)**	**14,038**	**(43,599)**	**(599,161)**
Adjustments to the result	445,304	8,689	48,739	**502,732**
Changes in current capital	(145,371)	(9,631)	29,528	**(125,474)**
Other cash flows from operating activities	7,642	(21,064)	(12,791)	**(26,213)**
Total cash flows from operating activities	**(262,025)**	**(7,968)**	**21,877**	**(248,116)**
Investment activities				
Payments for investments	(76,010)	(9,621)	63	**(85,568)**
Proceeds from disposals	3,450	18,372	(18,372)	**3,450**
Total cash flows from investment activities	**(72,560)**	**8,751**	**(18,309)**	**(82,118)**
Financing activities				
Total cash flows from financing activities	**149,765**	**1,932**	**(3,570)**	**148,127**
Effect of exchange rates fluctuations	4,590	-	-	**4,590**
Net variation in cash or equivalents	(180,230)	2,715	(2)	**(177,517)**
Cash and other cash equivalents at the start of the financial year	**274,537**	**7,423**	**0**	**281,960**
Cash and other cash equivalents at the end of the financial year	**94,307**	**10,137**	**0**	**104,443**

22. Environmental information

Details of the Parent Company's investments and expenses for environmental protection and improvement for the financial years 2025 and 2024 are the following:

	Financial year 2025	Financial year 2024
Investments	**28,582**	**4,500**
Expenses		
Environmental protection services	696	489
Environmental management costs	74	105
Environmental taxes	1,267	875
Clean-up costs	58	11
Prevention costs	3,291	1,172
Total expenses	**5,386**	**2,652**

During the financial year, environmental subsidies amounting to 374 thousand euros (105 thousand euros in 2024) were recorded as income.

The Directors deem there to be no significant contingencies relating to the protection and improvement of the environment, not deeming it necessary to make any allocation to the provision for environmental risks and costs as of 31 December 2025.

23. Contingent liabilities

On 4 June 2020, UNIPOST S.A.U. filed a lawsuit before the Business Court No. 7 of Barcelona, in which said company brought an action for non-contractual liability against the Parent Company with the aim of ordering it to pay UNIPOST a compensation of 301,259 thousand euros, as well as interest from the date on which the claim was brought and the costs of the proceedings. On 11 October 2024, the Court dismissed the claim in its entirety and ordered Unipost to pay the costs. The Parent Company has filed a notice of opposition to the appeal lodged by Unipost. As of the date of preparation, the hearing has not taken place. The risk is estimated as possible.

On 17 November 2023, the Parent Company received a claim from the company RECERCA I DESENVOLUPAMENT EMPRESARIAL, S.L. (RD Post) for the payment of compensation ranging from 41,401 thousand euros (the higher amount) to 4,131 thousand euros (the lower amount) due, in its opinion, to the deficient and defective provision of postal services contracted with the Company. In September 2025, the Court of First Instance of Madrid handed down a judgement ordering Correos to pay 4,131 thousand euros. The amount has been recorded in the income statement for the year. The judgment is under appeal.

On 27 November 2023, Evelop filed a claim against the Parent Company before the Court of First Instance of Madrid for the amount of 15,842 thousand euros, corresponding to operating invoices and other costs relating to the post-contractual settlement of the Pilot Collaboration Agreement for the Joint Development of a Business Plan for the Air Transport of Goods and Parcels. Although the overall risk has been classified as possible, at the date of preparation of these consolidated annual accounts, the Parent Company's cash outflow in the event of a loss in litigation is estimated to be probable, the maximum amount estimated being that for which provision has been made.

At the date of preparation of these annual accounts, and as explained in Note 15, claims brought by the subsidiary Correos Express against decisions of the Toledo Provincial Office of the General Treasury of the Social Security are currently pending before the courts. The risk is estimated as possible.

Correos Telecom has filed a contentious-administrative appeal against the Directorate General of Traffic against the administrative decision which, after the corresponding rejection on appeal, rejected the application for authorisation to lay telecommunications cables submitted in substitution of authorisations previously declared null and void. The procedure is conducted without a specific monetary amount and without a direct monetary claim.

At the date of authorisation for issue of these annual accounts, no provision has been recorded in relation to this procedure, as the requirements for recognition established in current accounting regulations have not been met.

In the event of an unfavourable decision, there may be operational implications linked to the use of certain infrastructures. However, such a scenario is not likely to result in a significant net asset loss, taking into account the possible existence of compensation or offsetting rights that may be available. In any case, at the present date, it is not possible to estimate the possible financial impact in a reliable way, taking into account that the resolution of the procedure would not, in any case, imply a risk for the viability of Correos Telecom.

24. Events after year-end

At the date of preparation of these annual accounts, no subsequent events have occurred.

Consolidated Management Report

Financial Year 2025

1. Business model and evolution

The Correos Group operates in the physical and digital communications sector, as well as in the parcels market. In the latter, it leads the non-urgent transport segment, a benchmark for e-commerce companies.

Correos, the Group's parent company, is the main company in the Spanish postal market and one of the leading companies in the parcels sector, due to the excellence and reliability of its service. It is also the operator designated by law to provide the Universal Postal Service throughout the territory, with criteria of efficiency, quality and affordability, contributing to the sustainability of postal communications for all citizens.

Correos complements its activities with those of its subsidiaries:

- Correos Express, dedicated to express parcel delivery for the B2B (business-to-business) and B2C (business-to-private) segments.
- Correos Telecom, responsible for the management and marketing of Correos' telecommunications infrastructures, as well as providing technological support to the rest of the Group's companies.
- Correos Express Portugal, a subsidiary incorporated into the Group in 2019, following the acquisition of 51% of Rangel Expresso by Correos Express. With this incorporation, the Group embarked upon the international expansion process defined in its strategy, offering an integrated express parcel service for the entire Iberian market.

Correos also holds a stake in the Chinese companies KCG eCommerce Solutions and K Parcel, joint companies with Asian operators Kerry Logistics Network Limited and Global Freight Systems (GFS). These shared companies carry out comprehensive management of export parcels originating in China and Hong Kong as part of international eCommerce flows.

2. Business environment and markets

In 2025, the global economic landscape remained subject to considerable uncertainty. Geopolitical tensions, the emergence of new tariff barriers, persistent inflation and regulatory changes created a complex environment for businesses. This was compounded by the rapid transformation of e-commerce, which continues to redefine value chains and transport and distribution activity around the world.

Within this context, Spain once again stood out as one of the most dynamic economies in the eurozone. GDP grew by 2.8%, well above forecasts for the European Union (1.6%). This performance was driven by a strong labour market, a boost in tourism and the driving force of Next Generation funds, all of which reinforced private consumption and commercial activity. All of this had a direct impact on the growth of transport and parcel delivery.

The outlook for 2026 suggests a slowdown in growth in Spain, although it will remain above the European average. This projection will be conditioned by the evolution of trade barriers and the reorganisation of global supply chains as well as a possible slowdown in domestic demand, in a scenario of inflation that would gradually approach 2%.

Postal and parcel market

Last year, European postal and parcel operators continued to be affected by rising labour, fuel and transport costs, as well as commercial fluctuations arising from the geopolitical context, which strained the revenues of many of them during the first half of the year.

However, most maintained profitability levels through improvements in structural efficiency, capacity adjustments in the logistics chain and a focus on higher-growth segments, reinforcing the importance of having diversified business portfolios that can cushion market volatility.

Diversification strategies regained prominence on the postal service agenda. The best performing activities continued to be financial services, leveraged by the coverage and trustworthiness of the postal network, the conversion of offices into multi-service centres, the expansion into logistics activities, increasingly integrated with industrial and business parcel delivery, the enhancement of telecommunications infrastructure and the development of digital services based on the sector's reputation in terms of security and privacy. During 2025, investments and acquisitions focused particularly on pharmaceutical logistics —driven by an ageing population and growing demand for fast and secure deliveries—, as well as emerging areas such as digital health and cybersecurity.

At the same time, faced with a continued decline in mail volumes, most operators adjusted their tariffs upwards in 2025 in order to offset some of the cost pressure. Throughout the year, they applied significant increases, ranging from 2% to 22%, even implementing several increases during the same financial year.

3. The quest for efficiency in the sector

Reflections on the future of postal services in Europe

The structural contraction of the postal market fuels the debate about the financial viability of the universal service. The decline in volumes is undermining the viability of the traditional model and leading many European countries to reconsider its scope and form of financing. Operators, regulators and governments agree on the need to adapt the service to new communication habits and citizens' expectations, prioritising more sustainable formulas without compromising its social function.

Among the most widespread measures are a reduction in delivery frequency —which in some countries has been reduced to three days a week or alternate-day deliveries— and longer delivery times, which are adjustments that seek to balance service levels with rising operating costs. At the same time, several countries are reviewing the requirements of the postal access network for greater efficiency, establishing tighter coverage minimums or replacing post offices with automated stations. Some products, such as priority letters and parcels, are being excluded from the scope of universal service, allowing operators to apply prices and conditions more in line with market dynamics.

Denmark is the most illustrative example of this transformation. Following a decline of more than 90% in mail volumes since 2000, the country completely eliminated the obligation to provide universal postal service as of 2024. This is compounded by the national operator's decision to cease letter delivery from the end of 2025, which will transfer the provision of most services to the private market.

These reforms, however, require a complex balance. On the one hand, they enable progress in terms of flexibility and efficiency, cost reduction and adaptation of the service to the growth of parcel delivery. On the other hand, they pose risks to territorial cohesion and social inclusion, equitable access to essential services —especially in rural areas and for vulnerable groups— and the preservation of the economic value and essential public function that the postal service has historically performed.

In this context, the European Commission is working on a new EU Delivery Act that will update the current postal Directive, with the aim of modernising universal service obligations, guaranteeing sustainable financing mechanisms and ensuring balanced competition. The great challenge will be to combine competitiveness, innovation and sustainability with models adapted to the geographical, demographic and social reality of each country, thus preserving access to postal services throughout Europe.

In 2025, privatisation processes in the postal sector also picked up again. Faced with the need to find new sources of funding to modernise national operators, several countries have taken up this type of operation. However, the current approach differs from that used decades ago. In an environment marked by increased economic protectionism, governments seek to preserve significant public participation to ensure strategic control of these assets. At the same time, with a few exceptions, the aim is not to find buyers with an executive profile, but rather to carry out complex operations to bring in institutional investors, often through stock market listings, with the aim of securing the necessary resources to carry out their transformation plans.

The consolidation of e-commerce

E-commerce in Spain has experienced unprecedented growth over the last decade, with turnover quadrupling. According to data from the National Markets and Competition Commission, in 2025 it could exceed €100 billion for the first time, consolidating the country as one of the most dynamic digital markets in Europe. This trend is expected to continue in the coming years, driven by the digitisation of consumption, with the growing importance of second-hand sales and cross-border trade.

At the same time, the phenomenon of mass returns of items linked to e-commerce has reached a stabilisation phase, following strong growth during the pandemic, although it continues to represent one of the main operational and economic challenges for the sector. The introduction of shipping charges, repeated breaches penalties, and the use of artificial intelligence tools have helped reduce incidents. However, these measures have also increased consumer sensitivity, with consumers increasingly willing to abandon a purchase if the return process is not free of charge.

To respond to this challenge, the sector is moving towards more efficient and sustainable management models. The expansion of smart locker networks, convenience points, and programmes that encourage returns to physical stores has become a key lever for optimising costs and improving the user experience. These solutions, combined with more accurate product information and increasingly automated logistics processes, are helping companies to optimise the costs associated with reverse logistics and refocus their role as a strategic element within the value chain.

The expansion of out-of-home delivery solutions

The report Tendencias e-commerce 2025-2026 [E-commerce trends 2025-2026], produced by Correos Express, indicates that home delivery continues to be the preferred option for more than two-thirds of recipients. However, out-of-home alternatives —such as convenience points and smart lockers— are steadily gaining uptake, albeit at levels still below those of other European markets.

Driven by the need to optimise costs and improve last-mile efficiency, both parcel delivery companies and large e-commerce businesses are accelerating the expansion of these solutions. In this area, the Correos Group is undertaking one of the most ambitious initiatives in the sector. With the deployment of the Punto Correos network for parcel collection and delivery, it will have more than 13,000 points in Spain and Portugal, making it one of the most extensive alternative delivery networks on the market.

Other players in the industry are moving in the same direction, increasing the number of collection and delivery points across Europe and committing to open, shared network models between operators. This trend allows for higher volumes, improved efficiency, and a more convenient and flexible experience for consumers and sellers.

The impact of the new tariffs

The toughening of US customs regulations —with the elimination of the 'de minimis' exemption, which allowed low-value parcels to enter the country duty-free— marked a turning point in 2025 and caused significant disruptions to postal logistics and e-commerce, forcing many operators, including Correos, to restrict or temporarily suspend the admission of most shipments to the United States. The immediate consequence was a decline in volumes from China and Hong Kong to the United States and an attempt by major Asian platforms to shift part of their production to other countries to avoid the new costs.

At the same time, Chinese exports to the European Union continued to grow, straining customs systems and intensifying competition for domestic retailers. In response, Europe decided to introduce, starting in 2026, a transitional measure consisting of a 3-euro tariff per low-value e-commerce shipment from third countries, while some Member States are considering or have already implemented their own handling fees for such shipments.

Chinese marketplace strategies

Marketplaces have consolidated their position as key players in cross-border e-commerce in Europe, accounting for around 70% of turnover. More than half of that volume comes from the ten largest platforms in the sector. At the same time, small cross-border shipments now account for more than a quarter of the total, driven by the growth of Chinese platforms.

Its expansion strategy in Europe is based on a great number of partnerships with distribution operators and the rapid establishment of local storage centres in strategic markets such as Poland and Spain. This model enables them to speed up delivery times, reduce customs costs and strengthen their competitive presence across the continent.

On the other hand, although speed of delivery remains an important factor, consumers are increasingly placing greater importance on price and flexible delivery options, which favours the adoption of scalable and more sustainable models. Finally, the internationalisation of e-commerce and the geopolitical context are accelerating the reorganisation of European supply chains towards friendshoring strategies (relocation to countries considered allies) and proximity to consumers. This shift is driving demand for logistics space in markets such as Spain, as an efficient alternative to relocating production.

As an example of these strategic alliances, in 2025 Correos signed a new agreement with Amazon that consolidated their relationship as long-term partners. As part of this agreement, Correos reinforced its commitment to out-of-home delivery solutions, aligning itself with consumer demand for more flexible and efficient delivery options. It also adapted its operational capacity to the increase in volumes, guaranteeing adequate coverage during peaks of activity and ensuring a level of service quality rated as excellent by Amazon.

Cybersecurity and artificial intelligence, risks and opportunities

In addition to market demands, there is rapid technological evolution. On the one hand, transport and logistics have become one of the sectors most exposed to cyberattacks, with a notable increase in incidents linked to malware, personal data theft —particularly frequent in parcel delivery— and digital fraud in Europe and, especially, in Spain. This forces companies to invest not only in prevention, but also in resilience and response capabilities, elevating cybersecurity to a strategic priority for the protection of critical infrastructure.

At the same time, consumer expectations, redefined by major e-commerce players, have forced postal operators to transform themselves into agile, data-driven organisations capable of competing in the digital economy. Thus, the adoption of Artificial Intelligence offers clear strategic advantages: route optimisation, demand forecasting, process automation, advanced traceability, and fraud detection. The challenge lies in the ability to scale these use cases and do so in a secure, transparent manner that is compatible with an increasingly demanding regulatory framework.

Furthermore, robotisation in the sector has become a strategical pillar for increasing operational efficiency, improving margins and overcoming seasonal or structural labour shortages. Among the most widespread technologies are robotic arms for handling packages, advanced automated sorting systems, and autonomous mobile robots for internal transport and storage of goods. In the field of distribution, drones and autonomous vehicles are still in the experimental phase and their implementation is still rare, although they show potential for serving hard-to-reach or sparsely populated areas, opening up new opportunities to improve service coverage and optimisation.

The search for digital talent

Logistics continues to be one of the driving forces behind employment in Spain. As an example, Correos is one of the ten largest employers in the country, and the only public company in this group.

However, the sector faces a gap in digital, technical and driving profiles, which has become one of the main threats to growth Automation, robotisation and artificial intelligence are helping to relieve peaks of activity, but they are also generating a growing demand for skilled professionals, which is delaying the digitisation of the sector, while the shortage of drivers is seen as a medium-term risk. Companies agree that the future of the sector will depend as much on technological capacity as on attracting talent and training.

The European roadmap for sustainable mobility

Postal and parcel operators are making significant investments to accelerate the transformation of their fleets and reduce the carbon footprint of their activities, in line with the Strategic Plan of Correos. However, the industry is aware that in order to advance the decarbonisation of transport in Europe, it will be essential to have a robust and renewable electricity grid, affordable electric vehicles, competitive battery production, and to explore new technologies and fuels that provide real, short-term value. All of this requires a flexible regulatory framework that allows companies of all sizes to adapt with guarantees.

In 2025, the European Union reached a political agreement to set a target of reducing CO_2 emissions by 90% by 2040 compared to 1990 levels. This interim target, aligned with the climate neutrality goal set for 2050, maintains a high level of ambition while introducing greater methodological flexibility by allowing for offsetting mechanisms with third countries.

The exercise of restructuring and simplifying the European regulatory framework, which began in 2024, included last year the postponement of the ETS 2 system (carbon emissions trading mechanism applicable to road transport and buildings) until 2028, granting an additional year before the industry directly assumes the cost of its emissions. Although formal responsibility will fall on fuel suppliers, the economic impact is expected to ultimately be passed on to operators. Therefore, this postponement offers companies limited but valuable breathing space to accelerate the renewal of their fleets and strengthen their financial preparedness in the face of rising energy costs. Likewise, the recent revision of the regulation banning the sale of 100% combustion vehicles from 2035 onwards introduces greater technological neutrality, allowing for greater flexibility and limited production, equivalent to 10% of 2021 emissions, provided that these are offset by credits such as those linked to the use of green steel or biofuels.

At the same time, the Commission will promote measures to accelerate the decarbonisation of corporate fleets and strengthen European industrial autonomy in the manufacture of electric vehicles. Europe is currently experiencing a slowdown in the adoption of this type of vehicle in some regions, driven by price and market maturity factors. To ensure that industrial competitiveness advances in line with climate objectives, it is essential to boost battery production, adapt the electricity grid to new needs and accelerate the deployment of alternative fuels.

In Spain, regulatory progress was also significant with the approval of the new Royal Decree on the registry of carbon footprint and, especially, the Sustainable Mobility Act. This regulation sets binding targets for reducing emissions in transport and provides subsidies for vehicle renewal. It promotes workplace mobility plans and encourages the installation of charging points at service stations, thereby boosting the expansion of the national electric mobility infrastructure.

Although Spain exceeded 600,000 electric and plug-in hybrid vehicles in circulation in 2025, with a record number of annual registrations and forecasts of price parity between electric and combustion vehicles in 2026, its penetration remains below the European average. In order to meet national decarbonisation targets, the roll-out of the public charging network must be accelerated and support measures strengthened, such as those provided for in the Auto+, Moves Corredores and Moves Flotas programmes, which focus on the electrification of light fleets.

Heavy transport poses additional challenges. Despite European incentives —such as toll exemptions, electric corridors, and zero-emission corporate fleet targets—, the current infrastructure remains insufficient. Technologies such as advanced biofuels, e-fuels and hydrogen are being considered as alternatives for sectors that are difficult to electrify, but expanding rail capacity, developing clean corridors and a public high-power charging network will be key. Thus, Spain ended 2025 with 50,000 public charging points (10% more), but two-thirds are still slow chargers and more than 20% of those installed are not operational.

The energy transition also requires ensuring that the energy used in charging infrastructure is renewable, which is why many companies in the postal and parcel sector have promoted self-consumption solutions, such as those adopted by the Correos Group, which has also been committed to electricity consumption with a guarantee of renewable origin for years.

The dynamism of the telecommunications market

The Spanish telecommunications market also closed 2025, consolidating its position as one of the most advanced and competitive in Europe. The country maintained its European leadership in fibre-to-the-home (FTTH) deployment, made steady progress in the roll-out of 5G and continued to shape a digital ecosystem geared towards high value-added services. This dynamism reinforces the sector's strategic position within the Spanish economy and aligns it with European digital priorities.

These advances are in line with the European Union's objectives for the period 2021-27, which, in its strategy for a 'Europe adapted to the digital age', calls for accelerating investment in connectivity and achieving uninterrupted 5G coverage in large urban areas and major transport corridors by 2025.

On the other hand, the Spanish sector continues to be characterised by a strong concentration —four operators account for 85% of retail revenues— and by an acceleration in the deployment of high-capacity infrastructure. In this context, the 10% stake in Telefónica held by the State Industrial Holdings Company (Sociedad Estatal de Participaciones Industriales), the sole shareholder of the Correos Group, is indicative of the strategic value of the industry for the State.

Likewise, Correos Telecom, also plays an important role as a neutral operator, offering network deployments and connectivity services to other market operators, Administrations and companies. The company targeted its services towards new market demands linked to the roll-out of 5G networks, the need for high-capacity backbone networks, the outsourcing of infrastructure, and the growing requirements for advanced connectivity in the public and business sectors. It also strengthened its international presence with tailor-made solutions for hyperscale customers and companies with data centres in Spain.

4. Key financial results

The Correos Group closed December 2025 with a result after tax of 11.2 million euros.

The net turnover accumulated as of December 2025 is 2,076.5 million euros, representing a decrease of 1.5% compared to the 2024 financial year, mainly due to the electoral processes that took place in the previous year. Excluding the elections, turnover has increased by 2.8%.

The Correos Group closes 2025 with an average workforce of more than 48,000 people.

5. Risk management

The activity of the Correos Group is conditioned both by factors that are common to their sectors and by unique impacts that only affect each of them. Among the most important risks are market risk, operating risk, employment risk, environmental risk, reputational risk, legal risk, tax risk and financial risk.

Market risk concerns among other factors, the progressive decline in postal activity due to the growth electronic formats, increased competition and the emergence of disruptive technologies leading to rapid changes in demand.

Operating technological risk pertain to the structural complexity of the Correos Group, the need for the flexible incorporation of new technologies to increase the efficiency of distribution and delivery processes and the challenges to cybersecurity. As an employer of more than 48,000 professionals, the Correos Groups also faces an employment risk, in relation to the need to maintain a presence across the entire country.

There is also a significant environmental risk, due to the impact on the environment of the extensive network of infrastructure and fleet of vehicles and a reputational risk in terms of unpredictable changes in the perception different stakeholders have of the Correos Group.

In addition to these, there are legal risks arising from possible changes in sectoral regulations and the company's own operations.

Finally, the Correos Group is exposed to financial risk, including:

- Credit risk, which arises from the potential loss caused by the failure of counterparties to fulfil their contractual obligations, i.e. the possibility of not recovering financial assets at their carrying amount and within the established time frame.
- Liquidity risk concerns the possibility of the Correos Group not availing of liquid funds, or accessing them in sufficient quantity to meet their payment obligations at any time.
- Market risk relates to possible losses due to changes in fair value or in future cash flows of a financial instrument due to fluctuations in market prices. This includes interest rate risk, exchange rate risk and other price risks.
- The exposure to foreign exchange risk arises mainly from transactions carried out in currencies other than the functional currency. These balances arise from services provided to, and received from, foreign postal operators and from the provision of the international money order service.

Details of these financial risks are explained in note 11.3 of the consolidated annual accounts.

6. Human Resources

Integral people management is one of the essential elements of the strategy of the Correos Group, one of the largest public groups in terms of size and human capital. Its main employment impacts are related to job quality and stability, training and career development, talent attraction and retention, diversity and inclusion, as well as occupational health and safety.

These impacts are managed through a policy, whose lines of action and monitoring indicators are designed in accordance with current labour legislation and in line with the main reference frameworks in the Spanish public sector and in the international postal sector.

As at 31 December 2025, the Group had a total of 48,086 employees (51,381 employees as at 31 December 2024).

The Group's average full-time workforce in 2025 has been 48,141 employees (50,279 employees in 2024).

In terms of the composition of the workforce by gender, men represent 47.3% and women 52.7%.

Information relating to the workforce is included in Note 19 of the Notes to the Consolidated Annual Accounts.

7. Protection of the environment

Information relating to environmental activities is included in Note 22) of the Notes to the Consolidated Annual Accounts.

8. Events after year-end

At the date of preparation of these annual accounts, no subsequent events have occurred.

9. Others

In accordance with the provisions of Act 18/2012, the Parent Company's information on the average period for payment to suppliers in commercial transactions as of 31 December 2025 and 2024, as it is the most representative of the Group, as follows:

	Financial year 2025	Financial year 2024
	Days	**Days**
Average settlement period for suppliers	59 days	52 days
Ratio of paid transactions	60 days	55 days
Ratio of outstanding transactions	49 days	33 days
	Thousands of euros	**Thousands of euros**
Total payments made in a period shorter than that established in the regulations	199,012	224,644
Total payments made in a period longer than that established in the regulations	254,861	211,607
Total outstanding payments	55,618	62,062

	2025		2024	
	Number of invoices	**Thousands of euros**	**Number of invoices**	**Thousands of euros**
Total payments made	**68,386**	**453,873**	**64,366**	**436,251**
Invoices paid in a period lesser than the maximum established in the payment defaults regulations	53,405	199,012	48,908	224,644
% of total invoices paid	78%	44%	76%	51%

The Correos Group does not hold any treasury shares, nor has it carried out any transactions with financial products during the financial year.

Throughout 2025, the Parent Company has made investments in R&D&I amounting to 19,391 thousand euros (22,772 thousand euros in 2024).

10. Statement of non-financial information

The 'Statement of non-Financial information 2025 of the Correos Group' forms part of this consolidated directors' report, which is presented in a separate document and which is formulated with this consolidated management report.

Governing Board statement

GOVERNING BOARD SOCIEDAD ESTATAL CORREOS Y TELÉGRAFOS, S.A., S.M.E. AND SUBSIDIARIES

PREPARATION OF THE CONSOLIDATED ANNUAL ACCOUNTS AND MANAGEMENT REPORT FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 OF SOCIEDAD ESTATAL CORREOS Y TELÉGRAFOS, S.A., S.M.E. AND SUBSIDIARIES

The previous **CONSOLIDATED** Annual Accounts of Sociedad Estatal Correos y Telégrafos, S.A., S.M.E, comprising the Consolidated Balance Sheet (on two pages of ordinary paper), the Consolidated Profit and Loss Account (on one page of ordinary paper), the Consolidated Cash Flows Statement (on two pages of ordinary paper), the Consolidated Statement of Recognised Income and Expenses (on one page of ordinary paper), the Consolidated Statement of Changes in Equity (on one page of ordinary paper) and the accompanying consolidated report on the common sheets of paper numbered consecutively from page 1 to 113 (both inclusive) for the year ended **31 December 2025**, as well as the management report for the same year contained on the pages numbered consecutively from page 1 to 8 (both inclusive), were submitted for approval by the Board of Directors of the Parent Company on **24 February 2026**. In accordance with the provisions in force, the directors proceed to sign and approve all the aforementioned documents.

In Madrid on 24 February 2026

PRESIDENTE

D. Pedro Saura García

VOCALES

D. Luis Gonzaga Serrano de Toledo	Dª Concepción Cobo González
Dª Marta Fano González	Dª Aida Joaquín Acosta
Dª Lucía Valdés Lorenzo	D. Juan Pablo Martín de Andrés
D. Luis Álvarez-Osorio Álvarez	D. Jaime Pérez de la Cruz
D. José María Pérez Rosado	D. Alberto Requena Navarro
D. Daniel Rodríguez Horcajo	D. Tomás Suárez-Inclán González
D. Manuel Esteban Pacheco Manchado	Dª Ana Cristina Trifón Arévalo

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This Integrated Annual Report of the Correos Group 2025 has been made in digital format. This report is publicly accessible in Correos web. All reports are also available in English. In the event of any disparity between the versions, the information contained in the Spanish version shall take precedence.

We want to know your opinion about this report. If you want to make comments and suggestions, you can refer them to **rsc@correos.com** or send them to:

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