



2025

Annual Report

posti.com



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- Part of the audited Financial Statements 2025

The Annual Report is a translation of the original Finnish report.

This Annual Report includes forward-looking statements dependent on future events. Such statements are based on the management's beliefs, expectations and assumptions based on currently available information, and thus include known and unknown risks, uncertainties and other factors. Posti's actual results of operations, financial performance and financial position may significantly deviate from those described in the forward-looking statements.



Posti's direction

Year 2025

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Strategy and operating environment

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Posti in brief

We are Posti, a modern and international logistics expert with nearly 400 years of experience. Today, we foster connections between people and companies by delivering information, emotions, and goods with nearly 14,000 experts across the Nordic and Baltic countries.

We ensure a smoother flow of everyday life for you, our customers and society while building a more sustainable future for us all.

We make logistics effortless by providing all services from transportation to fulfillment and goods handling under the same roof. We help our customers achieve results, whether it's a smooth everyday life, profitability, a fossil-free future or an ecommerce experience. We turn logistics into a competitive advantage for your business, enabling you to grow globally.

1,447.6

Net sales 2025 (EUR million)

69.3

Adjusted EBIT 2025 (EUR million)

620,000

sqm warehouse space

~100

different nationalities

196.4

Adjusted EBITDA 2025 (EUR million)

71.5

million parcels delivered, Finland and the Baltics, 2025

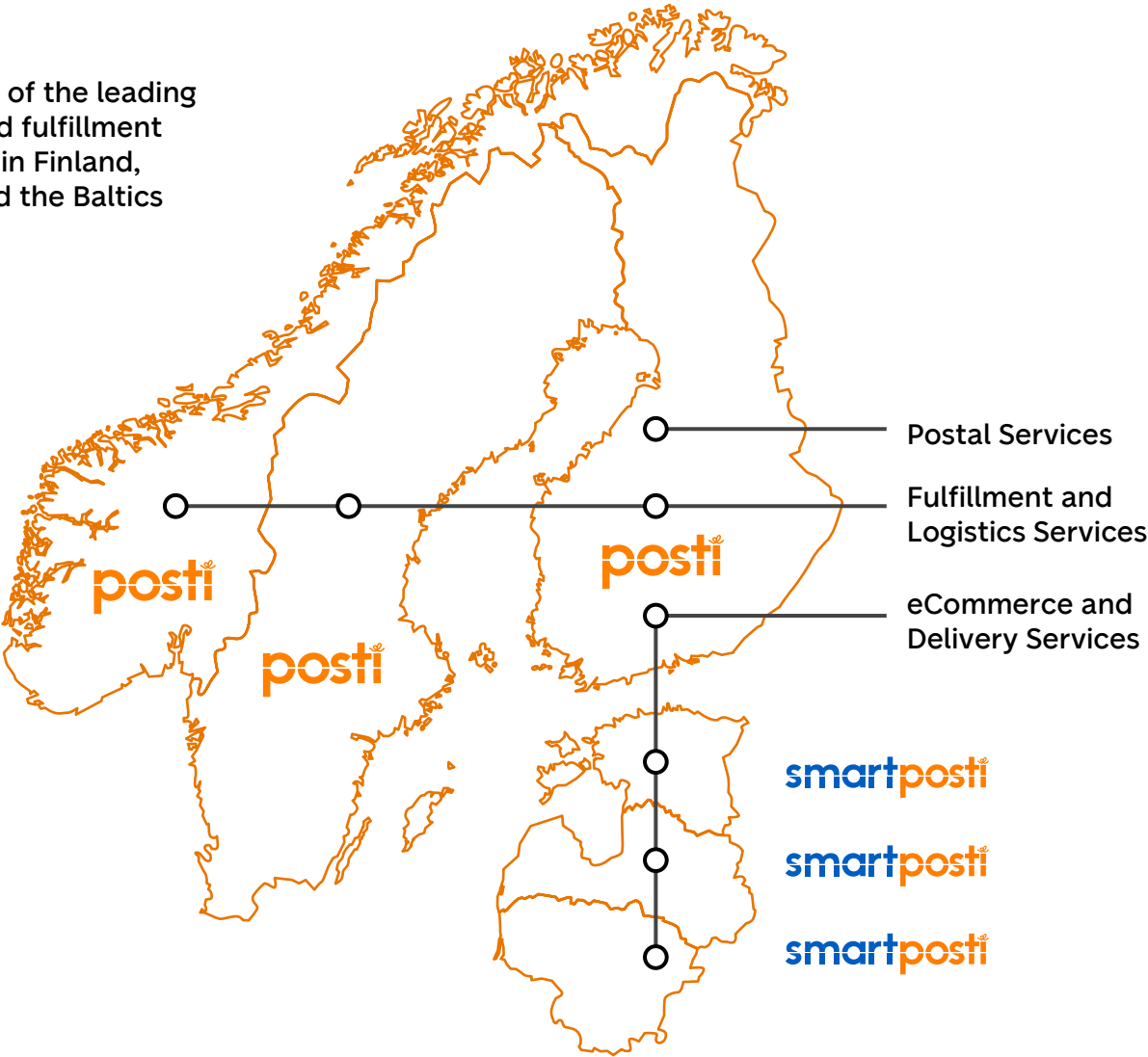
~13,800

personnel, at the end of 2025

-25%

reduction in own emission in 2025

We are one of the leading delivery and fulfillment companies in Finland, Sweden and the Baltics



Businesses



eCommerce and Delivery Services

The eCommerce and Delivery Services business’s offering covers parcel delivery services in Finland and the Baltic countries and freight and certain value-add services in Finland. The segment is one of the cornerstones of Posti’s growth. Posti's goal is to strengthen its position in Finland and the Baltic countries by growing its next-day parcel locker deliveries.

Net sales
(EUR million) 2025

640.9

Adjusted EBIT
(EUR million) 2025

22.0



Fulfillment and Logistics Services

Fulfillment and Logistics Services provide contract logistics and in-house logistics in Finland and Sweden, with one storage in Norway. The business has a comprehensive service offering covering outsourced warehousing at sites owned or leased by Posti, staffing, and in-house logistics at customers’ sites.

The business segment comprises two operating segments, Fulfillment and Logistics Services Finland, and Fulfillment and Logistics Services Sweden.

Net sales
(EUR million) 2025

301.7

Adjusted EBIT
(EUR million) 2025

-5.4



Postal Services

Postal Services’ offering includes delivery services, multichannel services and digital services, which cover, among others, letters (both corporate and consumer letters), multichannel messaging solutions, newspaper and magazine delivery, as well as addressed direct marketing services. Postal Services serves customers nationwide in Finland with a multichannel distribution network.

Net sales
(EUR million) 2025

529.6

Adjusted EBIT
(EUR million) 2025

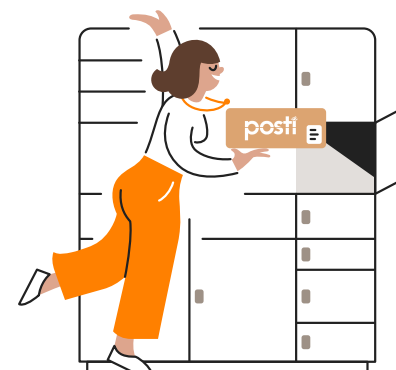
65.8

Highlights of the year



The year 2025 marked a historic moment, as Posti was listed on the official list of Nasdaq Helsinki. Trading on Posti's share started on October 10, 2025. Growth is one of our key strategic priorities, and the purpose of the listing is to support us in achieving this goal.

→ While the operating environment remained challenging, our decisive actions during the year led to an improvement in relative profitability - our adjusted EBITDA and adjusted EBIT margins in Q4 reached their highest level in more than ten years.



One Posti brand

We are now Posti in all our operation countries. During spring 2025, we finalized our brand change project and are now Posti in Finland and Sweden and operate under the SmartPosti brand in the Baltics. Operating under one brand, we can better make visible the wide range of logistic services we provide throughout Finland, Sweden and the Baltics.

Customer-centric services

We stay committed to customer centricity and continuously develop our services as customer needs evolve. In 2025, we continued to expand our service point network. We opened almost 500 new or expanded parcel lockers and added more than 31,000 lockers in Finland. Outdoor lockers were introduced to many new locations. Saturday deliveries and our new Small Parcel to Door, utilizing network synergies, were well received by customers.

Highlights of the year



We delivered a highly successful peak season

With continuous learning from year to year, we notably improved our operational performance across our businesses during the peak season at the end of the year. We delivered the high standard of service our customers expect and deserve. Parcel redirections decreased from the previous season, and customer service quality remained at a good level.



Focus on modern and efficient warehousing

Our new warehouse in Järvenpää opened in 2025. It is one of the largest in Finland, covering more than 95,000 square meters. The modern facility provides services efficiently and in an environmentally responsible way. We advanced our operational efficiency through resource optimization and warehouse consolidations in both Finland and Sweden. The rollout of our new warehouse management system also continued in both countries.

→ During the peak season, we delivered 7.8 million parcels and 8.9 million Christmas greetings.



Postal services excelled in operational efficiency

Market transformation continues, and ongoing digitalization across both public and private sectors has led to a reduction in letter volumes, a structural shift that is expected to continue. With strong execution in delivery model changes, resource optimization and high-level sorting automatization, Postal Services increased the segment's profitability significantly.

Rise of recommerce and circular economy

Driven by recommerce, the number of parcels delivered by Posti in Finland and the Baltic countries increased by 7.0% (2.3%). We continue to invest in recommerce by increasing consumer self-service capabilities in sending in Finland and the Baltics. In our B2B circular economy services, we expanded our device pick-up service across Europe and strengthened our capabilities in refurbishing mobile devices.

Highlights of the year

Focus on employees

The well-being of our people remained a key priority throughout the year. We further strengthened supervisor training, and in our recent 2025 personnel survey the personnel engagement index continued its positive upward trend. Our work to advance DEI progressed steadily, and we continued to build a more inclusive workplace. We also made meaningful progress in occupational safety, with our LTA0 score improving from 37 to 32 during the year.



Sustainability recognition and clean fleet

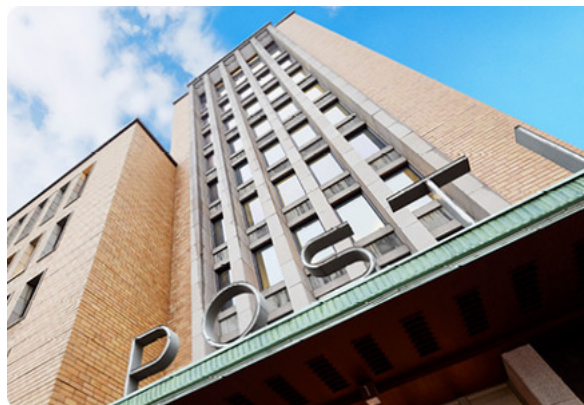
EcoVadis, the world's leading provider of sustainability ratings, awarded us a Gold rating. We also achieved a B rating in our first CDP Climate Change Assessment, placing us in the second highest category. We advanced our clean vehicle roadmap. At the end of 2025, together with our contract carriers we had about 1,000 electricity and gas-powered vehicles in use and about 1,400 light electric vehicles.

-25%

The reduction in our own emissions (Scope 1 and 2) in 2025 contributed to achieving our SBTi target for 2030

OmaPosti developed by closely listening our customers

The new dynamic front page presents the most relevant information clearly, such as parcels ready for pickup or invoices approaching their due dates. During the year, we also introduced the renewed Digital Postbox, which organizes messages and invoices sender-by-sender and provides a secure service path to the sender's digital services. Following its launch in June, the number of monthly active Digital Postbox users doubled.



Postitalo is our new headquarters

In December 2025, our headquarters moved back to the historic Postitalo, in the center of Helsinki. The iconic building originally built for Posti has undergone a major renovation under the supervision of the Finnish Heritage Agency. The facilities and functionalities are designed to meet current and future needs and hybrid work.

President and CEO's Review

In the fourth quarter we delivered a successful peak season with high service quality and resource efficiency. Our operations ran smoothly and efficiently, reflecting Posti's strengths in planning, customer service and continuous improvement.

In 2025, the Group's net sales decreased by 4.8% to EUR 1,447.6 (1,521.4) million, adjusted EBITDA decreased to EUR 196.4 (207.6) million and adjusted EBIT to EUR 69.3 (80.1). Group net sales were negatively impacted by the 18% decline in addressed letter volumes in Postal Services; however, parcel volumes increased by 7%. The fourth quarter had a positive effect on the whole year's profitability — adjusted EBITDA and adjusted EBIT both increased clearly from the previous year, driven by strong operational execution. In fact, our relative profitability — the adjusted EBITDA and adjusted EBIT margins — reached their highest level in over ten years in the fourth quarter. I am pleased to note the clear sequential improvement in the Group's overall profitability throughout the year. Full year net result was negatively impacted by higher financial items and listing related costs.

In 2025 the sustained increase in consumer parcel volumes in eCommerce and Delivery Services continued, driven by recommerce. This was consistent with the previous quarters. The B2B parcel market was weaker. As a result of product mix developments, the net sales in eCommerce and Delivery Services stayed on the previous year's level in 2025, also the adjusted EBITDA decreased during the year. Fulfillment and Logistics Services achieved net sales decreased slightly in 2025 but grew in the fourth quarter. This was driven by increased customer demand in warehousing. This positive momentum and improved operational efficiency contributed to the increase of the segment's adjusted EBITDA in the fourth quarter. Postal Services net sales in 2025 decreased. Segments' adjusted EBITDA decreased in 2025, but increased significantly in the fourth quarter, despite continuously lower addressed letter volumes and our earlier decision to discontinue unaddressed mail services. Strong execution in delivery model changes, resource optimization, and high sorting automation rate increased the segment's profitability significantly. This underscores the team's




Our adjusted EBITDA margin and adjusted EBIT margin in Q4 year-on-year represent the highest quarterly performance in ten years.

ability to adapt to changing market conditions and deliver good results.

The operating environment remained challenging during 2025, with heightened competition. Market transformation continues. Ongoing digitalization across both public and private sectors has led to a clear reduction in letter volumes, a structural shift that is expected to continue. Also, general economic conditions, particularly in Finland, were softer than anticipated. In response, we continued our customer centric commercial actions, network optimization and improved efficiency. We see further synergy potential in our network operations and will continue to pursue these initiatives going forward.

As consumer and market behaviors evolve it is crucial that the Postal Act in Finland adapts accordingly to support a sustainable universal service model. We continue to work with and inform the relevant stakeholders and regulators of market development. We operate in full compliance with current legislation.

The fourth quarter was historic for Posti Group as our shares began trading on Nasdaq Helsinki. The successful listing was an intensive project for many Posti employees. The whole Posti organization made it possible through several years of hard work when developing Posti to where we are today.

Thanks to our strong operational resilience and reflecting our dividend policy to provide a continuously increasing ordinary dividend, the Posti Group's Board of Director's proposes a dividend of EUR 0.84 per share for the 2025 financial year. The dividend will be distributed in two installments.

I am also proud to note that in our first CDP Climate Change Assessment as a publicly listed company, Posti received a B rating, placing us in the second highest category. This achievement reflects our progress and systematic approach to managing climate risks. I am also satisfied that the employee satisfaction scores in our recent employee survey continued an upward trend despite persistently changing market conditions.

We remain committed to customer centricity and continuously develop our services as customer needs evolve. Our key priorities are growth and commercial excellence, stronger network synergies, and improved operational efficiency. My sincere thanks to all employees for their exceptional work during 2025, and to our customers for their continued trust and partnership.

Antti Jääskeläinen, President and CEO



I'm happy that employee satisfaction scores in our recent employee survey continued an upward trend despite persistently changing market conditions.

Strategy and operating environment

Strategy

Posti is one of the leading delivery and fulfillment companies in Finland, Sweden, and the Baltic countries. Times change, our mission remains: to ensure that information, goods, and emotions move reliably and sustainably. Posti's purpose is to "responsibly deliver what matters to you – on your terms" and our vision is to "become an international delivery and fulfillment company with increasing profitability".

Our strategy centers around our strategic cornerstones. We aim to drive growth and continue to strengthen customer focused commercial excellence to ensure we remain the preferred brand and trusted partner to our customers. Posti is also a frontrunner in sustainability, and we focus on developing industry-leading efficiency.

The strategic cornerstones are supported by Posti's three enablers: Posti people; data, digital and technology; and scalable networks; as well as by our values: reliable, respectful, and progressive.

Posti boasts strong market positions in our businesses in Postal Services, eCommerce and Delivery Services, and Fulfillment and Logistics Services in Finland. In Sweden and in the Baltic countries, we are a challenger, so in addition to the Finnish market, we have opportunities for market share growth also outside of Finland. To drive the Group level strategy, each segment has its own additional strategic initiatives, driving Posti towards our Group level targets.

Postal Services' target is to mitigate the impact of the decline in print mail volumes through selective price increases, optimizing pricing models, a digital offering, and developing comprehensive solutions. Operational efficiency continues to be improved through simplification of the portfolio and delivery model renewals. Highly automated postal sorting is a key driver of operational efficiency. In addition to enhancing operational efficiency, OmaPosti, Posti's digital mailbox, plays an important role in the strategy for Postal Services.





The eCommerce and Delivery Services is one of the cornerstones of Posti's growth. Posti's goal is to strengthen our position in Finland and the Baltic countries by growing our next-day parcel locker deliveries. We aim to secure our leading position in the coverage and scope of parcel lockers and our distribution network by optimizing our network and leveraging synergies. Continuous improvement of customer experience is also a key strategic focus area.

Posti's near-term strategic focus for Fulfillment and Logistics Services is profitability improvement. We plan to achieve this through increased fill rates, operational efficiency improvements, and warehouse footprint consolidation. The relatively low outsourcing rate of logistics services in Finland and Sweden compared to the European average indicates opportunity for growth.

→ **Our vision is to “become an international delivery and fulfillment company with increasing profitability”**

Operating environment

Posti's operating environment is constantly evolving. Print mail continues to decline, while parcel and logistics markets are expected to grow. General economic uncertainty persisted throughout the year 2025, impacting consumer behavior and logistics demand. Despite a challenging demand environment, growth in ecommerce and secondhand trade both domestically and internationally supports parcel market growth. Market dynamics offer us opportunities, as parcel volumes per capita in our home markets remain significantly lower than in the most advanced ecommerce markets, such as the UK and the US.

Print mail volumes have declined and are expected to continue on a downward trend as digital communication both by public and private sector actors is increasingly replacing printed mail. The growth of the digital postal market is driven by an increasing share of printed letters being converted into secure digital mail and corporations adopting digital mailboxes for communication.

The main factor driving growth in the fulfillment and logistics services market is the expected increase in the outsourcing of companies' logistics services, however, currently the logistics market suffers from overcapacity and underutilization of warehouse space, particularly in Sweden.

Financial targets

Posti has set the following mid-term financial targets 2026 onwards:

- Average organic net sales growth (3–5-year period) of at least 2% at Group level and at least 5% outside Postal Services compared to 2025
 - Baseline for 2025 at Group level of EUR 1,447.6 million
 - Baseline for 2025 outside Postal Services of EUR 917.1 million
- Average adjusted operating result (adjusted EBIT) growth (3–5-year period) over 5% compared to 2025
- Net debt/adjusted EBITDA less than 2.5x

Based on the Company's dividend policy, Posti Group's target is to pay continuously increasing ordinary dividends, and a payout ratio of at least 60% of net income.



Business model

Posti's business model and value creation are based on a comprehensive delivery and logistics service offering which in Finland spans the entire value chain—from warehousing to last-mile delivery—serving both consumer and business customers. In Sweden, we offer comprehensive logistics outsourcing solutions, along with last-mile delivery in the Baltic countries.

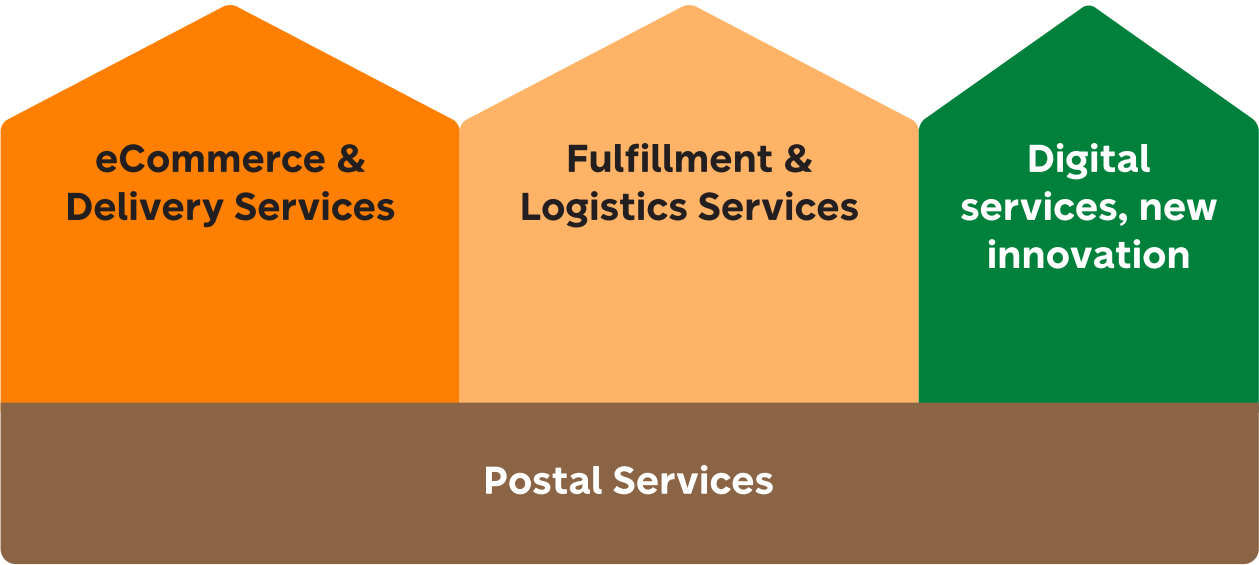
We operate in three complementary business areas: Postal Services, eCommerce and Delivery Services, and Fulfillment and Logistics Services. Together, these form an integrated offering that creates value for customers and supports Posti's strategic objectives.

Postal Services is a stable, cash-generating segment with a strategic role in supporting Posti's profitability and enabling synergies. Our nationwide delivery network in Finland creates network synergies between Postal Services and eCommerce and Delivery Services.

eCommerce and Delivery Services is one of Posti's growth engines. The rise of ecommerce and consumers' expectations for fast, flexible, and sustainable deliveries drive service development. Posti offers Finland's most extensive delivery and pick-up point network, complemented by digital solutions such as the OmaPosti app, which enhances customer engagement and satisfaction.

Fulfillment and Logistics Services provide a comprehensive offering that includes outsourced warehousing in Posti-owned or leased facilities and in-house logistics at customer sites. By outsourcing logistics operations to Posti, customers can focus on their core business while we manage and develop their logistics.

Posti Group business portfolio



Fulfilling Sustainability

Posti is committed to sustainability across all areas of its business. As one of the cornerstones in the company's strategy, sustainability is an integral part of all Posti's operations. In 2025, Posti continued carrying out the company's Sustainability program Fulfilling Sustainability 2024–2026, built around three themes: people, environment, and society.

In 2025, Posti received several notable sustainability recognitions. Posti achieved an EcoVadis Gold rating, placing it among the top 5% of companies globally for sustainability performance. The company was also listed among Financial Times' Europe's Climate Leaders for the fourth consecutive year. In its first CDP (formerly named Carbon Disclosure Project) climate assessment, Posti earned a score of B, demonstrating significant progress in climate action and a systematic approach to managing climate-related risks. Additionally, Posti was recognized among Financial Times' Europe's Diversity Leaders, underscoring the company's long-term commitment to inclusion and equality.

Posti has long been a frontrunner in sustainability. In 2022, it was the first logistics company globally to have its net-zero targets approved by the Science Based Targets Initiative. Posti's ambitious

targets are net zero emissions by 2040 with a near-term target of fossil-free road transport and energy in all properties by 2030. During 2025, significant progress was made by reducing Scope 1 and 2 emissions, achieving a -59% reduction compared with the baseline year 2020 and -25% reduction compared with 2024. This was achieved by expanding the use of fossil-free fuels, investing in electric and biogas-powered vehicles, and energy-efficient properties powered by fossil-free energy.

Technology plays a key role in Posti's climate roadmap. By using advanced route optimization systems, unnecessary mileage and idle time can be minimized. This helps reduce fuel consumption and greenhouse gas emissions while improving delivery efficiency. At the same time digital services such as OmaPosti and the digital mailbox can help reduce the environmental impact of traditional mail.

Posti's environmental management is based on environmental management standards, particularly ISO 14001, as well as legal and official requirements, and the UN Global Compact principles. Posti's Environmental Policy covers all the countries where Posti operates, and compliance with the policy is a requirement for all Posti employees.



Our sustainability efforts have once again received global recognition.



➔ **Posti people are the enabler of the Group's strategy and the most important asset on its sustainability journey.**

Posti operates in a labor-intensive sector as a delivery and fulfillment services provider. Posti people are the enabler of the Group's strategy and the most important asset on its sustainability journey. Posti aims to build a workplace that supports a caring culture and leadership while ensuring physical and mental safety and well-being.

The company focuses on employee engagement, taking care of its people and supporting their development and growth. Concrete action plans are in place to implement Posti's strategy and address development needs identified through employee surveys and changes in the business environment, putting Posti's personnel-related sustainability targets into practice.

Throughout the year, Posti strengthened its human rights due diligence across the value

chain. Sustainability and human rights management was enhanced in the supply chain by launching a new procurement portal, updating self-assessment tools and audit templates, and carrying out supplier audits and questionnaires.

Ethical business practices form the foundation of Posti's operations. The corporate culture emphasizes integrity, compliance with laws and regulations, and responsible conduct, supported by clear policies and established channels for raising concerns. Sustainability is embedded in value creation for customers, employees, investors, and society. Guided by the company's purpose – Responsibly delivering what matters to you, on your terms – Posti strives that every decision and delivery reflects trust and responsibility.

Information for Shareholders

Posti shares are listed on Nasdaq Helsinki under the trading code POSTI. Posti was listed in October 2025 and had more than 16,000 shareholders at the end of the year.

Posti has a single series of shares, and each share entitles its holder to one vote in the General Meeting of Shareholders of the company. The company has a total of 40,500,000 shares.

Annual General Meeting

Posti's Annual General Meeting is planned to be held on April 15, 2026, at Gran Marina in Helsinki. More information can be found on posti.com/en/investors/agm/2026.

Dividend

Posti targets paying continuously increasing ordinary dividends, and a payout ratio of at least 60% of net income.

The Board of Directors proposes that a dividend of EUR 34.0 million, or EUR 0.84 per share will be distributed in two installments for the financial year 2025, corresponding to a payout ratio of 144.7%.

Important dates related to the AGM and the dividend payment in 2026

April 8	Registration ends
April 10	Registration end (nominees)
April 15	Annual General Meeting
April 17	Proposed record dates for the
October 19	dividend payments
April 24	Proposed dates for the dividend
October 26	payment

Financial information in 2026

Wed, April 29	Interim Report for January–March 2026
Fri, August 14	Half-year Financial Report for January–June 2026
Thu, October 29	Interim Report for January–September 2026

Posti applies a silent period that starts 30 days before the publication of financial reports. Posti's Financial Statements Bulletin for 2025 was published on February 13, 2026.



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Board of Directors' Report

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This is a voluntary published Financial Statements and Board of Directors' Report which does not meet the disclosure requirement in the Securities Markets Act (AML 7.5§). The Financial Statements and Board of Directors' Report in accordance with ESEF are available at posti.com. This is a translation of the original Finnish report.



Board of Directors' Report

Description of the business model

Posti's business model and value creation are based on a comprehensive delivery and logistics service offering which in Finland spans the entire value chain—from warehousing to last-mile delivery—serving both consumer and business customers. In Sweden, we offer comprehensive logistics outsourcing solutions, along with last-mile delivery in the Baltic countries.

We operate in three complementary business areas: Postal Services, eCommerce and Delivery Services, and Fulfillment and Logistics Services. Together, these form an integrated offering that creates value for customers and supports Posti's strategic objectives.

Postal Services is a stable, cash-generating segment with a strategic role in supporting Posti's profitability and enabling synergies. Our nationwide delivery network in Finland creates network synergies between Postal Services and eCommerce and Delivery Services.

eCommerce and Delivery Services is one of Posti's growth engines. The rise of ecommerce and consumers' expectations for fast, flexible, and sustainable deliveries drive service development. Posti offers Finland's most extensive delivery and pick-up point network, complemented by digital solutions such as the OmaPosti app, which enhances customer engagement and satisfaction.

Fulfillment and Logistics Services provide a comprehensive offering that includes outsourced warehousing in Posti-owned or leased facilities and in-house logistics at customer sites. By outsourcing logistics operations to Posti, customers can focus on their core business while we manage and develop their logistics.

Strategy

Posti is one of the leading delivery and fulfillment companies in Finland, Sweden, and the Baltic countries. We aim to drive growth and continue to strengthen customer focused commercial excellence to ensure we remain the preferred brand and trusted partner to our customers. Posti is also a frontrunner in sustainability, and we focus on developing industry leading efficiency.

Posti's strategic cornerstones are supported by three enablers: Posti people; data, digital and technology; and scalable networks - as well as by our values: reliable, respectful, and progressive.

Posti has strong market positions in Postal Services, eCommerce and Delivery Services, and Fulfillment and Logistics Services in Finland and we seek growth in Sweden and in the Baltics as a challenger. Each of Posti's business segments has targeted strategic initiatives:

Postal Services focuses on mitigating the impact of the decline in print mail volumes through selective price increases, optimizing pricing models, developing digital offerings and comprehensive solutions, along with continuous operational efficiency focus. In addition to enhancing operational efficiency, OmaPosti, Posti's digital mailbox, plays an important role in the strategy for Postal Services.

eCommerce and Delivery Services aims to drive growth by securing our leading parcel locker and distribution network, leveraging synergies, and continuously improving customer experience.

Fulfillment and Logistics Services targets profitability improvement through better fill rates, operational efficiency, and consolidating warehouse footprint, as well as leveraging the market growth opportunity. The relatively low outsourcing rate of logistics services in Finland and Sweden compared to the European average indicates opportunity for growth.

Operating environment

Posti's operating environment is constantly evolving. Print mail continues to decline, while parcel and logistics markets are expected to grow. General economic uncertainty persisted throughout the year 2025, impacting consumer behavior and logistics demand. Despite a challenging demand environment, growth in ecommerce and online secondhand trade both domestically and internationally supports parcel market growth. Market dynamics offer us opportunities, as parcel volumes per capita in our home markets remain significantly lower than in the most advanced ecommerce markets, such as the UK and the US.

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The main factor driving growth in the fulfillment and logistics services market is the expected increase in the outsourcing of companies' logistics services, however currently the logistics market suffers from overcapacity and underutilization of warehouse space, particularly in Sweden.

Summary of 2025

The year was historic for Posti Group, as Posti was listed on Nasdaq Helsinki and more than 12,000 people became new shareholders of Posti Group during IPO.

The operating environment remained challenging in 2025, with customer demand and confidence at low levels for most of the year. Conditions began to improve toward the end of the year, and the fourth quarter showed a clear improvement compared to the previous year. In Q4, the Group's adjusted EBITDA margin and adjusted EBIT margin reached their highest levels in ten years. Strong operational efficiency throughout the year was a key driver behind the clear improvement in fourth-quarter profitability. The peak season was successful, with Posti delivering 7.8 million parcels and 8.9 million Christmas greetings.

The Group's net sales decreased by 4.8% to EUR 1,447.6 million in 2025. Profitability decreased year-on-year, with adjusted EBITDA amounting to EUR 196.4 million, adjusted EBIT to EUR 69.3 million and operating result (EBIT) to EUR 52.3 million.

Net sales for eCommerce and Delivery Services remained at the previous year's level and were positively impacted by increased parcel volumes. Driven by recommerce, the total number of parcels delivered by Posti in Finland and the Baltic countries increased by 7.0% in 2025, with growth accelerating quarter by quarter.

Net sales in Fulfillment and Logistics Services decreased from the previous year due to soft customer demand, although demand picked up toward the end of the year.

In Postal Services, profitability increased significantly toward yearend, driven by resilient work on delivery model optimization, resource efficiency, and the high-level of sorting automation. Addressed letter volumes decreased by 18.0% due to ongoing digitalization.

Posti's own emissions (Scope 1 and 2) decreased by 25% in 2025. The reduction in our own emissions (Scope 1 and 2) in 2025 contributed to achieving our SBTi target for 2030. Our sustainability efforts were also recognized internationally once again, with Posti receiving the EcoVadis Gold rating and a CDP Climate Change Assessment score of B — the second-highest category.

Key figures of Posti Group

	1–12 2025	1–12 2024	1–12 2023
Financial development and profitability			
Net sales, EUR million	1,447.6	1,521.4	1,586.1
Change in net sales, %	-4.8%	-4.1%	-4.0%
Adjusted EBITDA, EUR million	196.4	207.6	197.7
Adjusted EBITDA margin, %	13.6%	13.6%	12.5%
EBITDA, EUR million	180.4	196.6	188.6
EBITDA margin, %	12.5%	12.9%	11.9%
Adjusted operating result (adjusted EBIT), EUR million	69.3	80.1	66.4
Adjusted operating result (adjusted EBIT) margin, %	4.8%	5.3%	4.2%
Operating result (EBIT), EUR million	52.3	68.0	-7.0
Operating result margin (EBIT), %	3.6%	4.5%	-0.4%
Result for the period, EUR million	23.5	43.8	-25.2
Financial position			
Equity ratio, %	24.6%	25.2%	37.9%
Return on capital employed (12 months), %	7.8%	11.2%	-1.0%
Net debt, EUR million	517.0	257.5	240.0
Net debt / adjusted EBITDA	2.6x	1.2x	1.2x
Financial net debt / adjusted EBITDA	1.1x	-0.1x	-0.3x
Other key figures			
Operative free cash flow, EUR million	-37.0	-2.9	28.6
Investments, EUR million	175.1	183.5	167.4
Personnel, end of period	13,751	14,764	17,024
Personnel on average, FTE	11,845	13,095	14,272
Earnings per share, basic and diluted, EUR	0.59	1.10	-0.63
Dividend per share, EUR	0.84*	0.83	4.55
Dividend, EUR million	34.0*	33.0	181.8**

*Board of Directors' proposal to the Annual General Meeting.

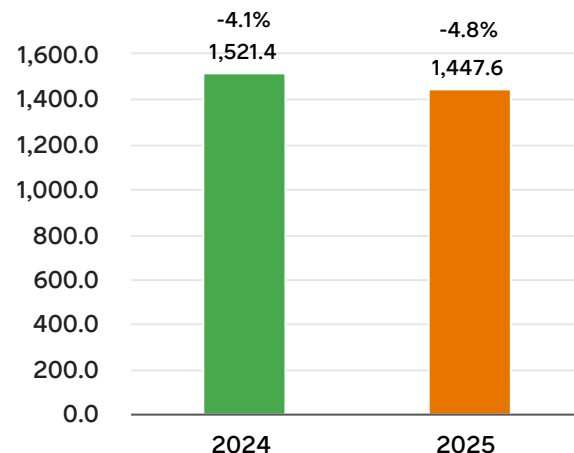
**The ordinary dividend of EUR 31.8 million and extra dividend of EUR 150.0 million.

Calculation, use and reconciliations of Key Figures are presented in section [Key Figures](#).

Financial Performance

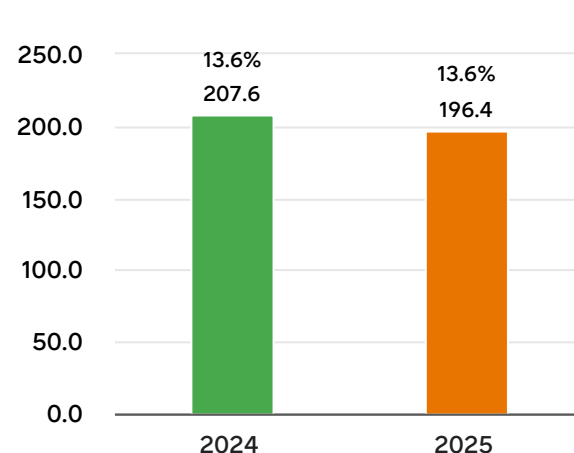
Net sales

EUR million and change, %



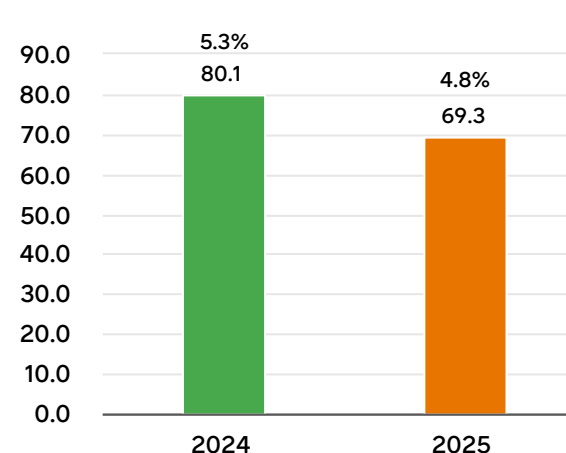
Adjusted EBITDA

EUR million and % of net sales



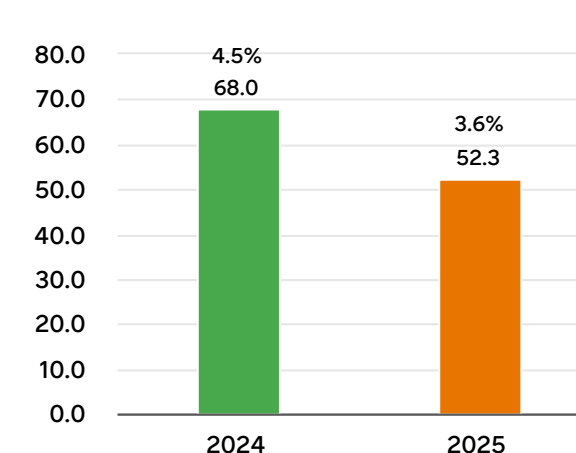
Adjusted operating result (adjusted EBIT)

EUR million and % of net sales



Operating result (EBIT)

EUR million and % of net sales



Net sales

The Group's net sales decreased by 4.8% to EUR 1,447.6 (1,521.4) million. Net sales decreased by 5.6% in Finland and increased by 3.0% in other countries. The share of Posti's business operations outside Finland increased to 9.8% (9.1%) of net sales. The decrease in net sales was largely due to Postal Services, where net sales were impacted by the discontinuation of unaddressed marketing services, as well as the declined volumes. In addition, the warehousing market remained challenging, resulting in slower goods circulation in warehouses. Customer demand for Fulfillment and Logistics Services began to increase in fourth quarter. However, the acquisition of Swedish Cargo Support Holding C.S.H. AB in May 2024, and value change of the Swedish Krona compared to the reporting currency had a positive impact on the net sales.

Net sales in the eCommerce and Delivery Services segment remained at previous year level and was EUR 640.9 (640.9) million.

Net sales in the Fulfillment and Logistics Services segment decreased by 0.4% to EUR 301.7 (303.0) million.

The combined external net sales of eCommerce and Delivery Services and Fulfillment and Logistics Services increased and represented 63.7% (60.7%) of the Group's net sales.

Net sales in the Postal Services segment decreased by 12.1% to EUR 529.6 (602.9) million.

Operations under the universal service obligation decreased and amounted to EUR 71.7 (80.4) million, or 5.0% (5.3%) of the Group's net sales, representing 6.9% (3.7%) of mail delivery volumes. The increase in relative share is due to the discontinuation of unaddressed marketing services in Postal Services.

Profitability

The Group's adjusted EBITDA decreased to EUR 196.4 (207.6) million, or 13.6% (13.6%) of net sales. This was mainly due to decreased net sales in Postal Services, which was partly offset by good operational efficiency. Focus on continuing operational efficiency improvements, such as changes in delivery models and resource optimization, positively impacted the profitability of Postal Services and the segment's adjusted EBITDA margin increased. In eCommerce and Delivery Services the adjusted EBITDA decreased due to higher costs of providing services, driven by change in the product mix. However, the adjusted EBITDA was positively impacted by operational efficiency activities and continuously increased volumes. In Fulfillment and Logistics Services the decrease in adjusted EBITDA has been primarily driven by lower net sales. The Group's EBITDA decreased to EUR 180.4 (196.6) million, or 12.5% (12.9%) of net sales.

The adjusted operating result (adjusted EBIT) decreased and was EUR 69.3 (80.1) million, or 4.8% (5.3%) of net sales. Actions taken to improve operations have supported the quarter-on-quarter profitability improvement during the year. The Group's operating result (EBIT) decreased to EUR 52.3 (68.0) million, or 3.6% (4.5%) of net sales. Special items as a total had a negative impact on the operating result (EBIT) amounting to EUR 17.0 (12.2) million. Without listing costs and listing incentives, the special items decreased from the previous year. The result for the period decreased to EUR 23.5 (43.8) million, which was negatively impacted by the increased financial items.

Special items affecting the operating result (EBIT)

EUR million	2025	2024
Personnel restructuring	5.0	11.0
Restructuring costs (other than personnel-related costs)	1.0	-
M&A related items	-	-0.5
Other special items	2.2	0.4
Listing costs	5.9	-
Listing incentive	2.0	-
Impairments	0.9	1.2
Total	17.0	12.2

Segment Review

As a part of the listing process Posti Group has updated the segment reporting and reports the segment level operating result (EBIT) and adjusted operating result (adjusted EBIT) from now on.

eCommerce and Delivery Services

eCommerce and Delivery Services' segment offers parcel delivery services and groupage freight services. Parcel delivery services serves customers in Finland and the Baltic countries, while the groupage freight services and value-added services are offered in Finland.

Key figures

	1–12 2025	1–12 2024
Net sales, EUR million	640.9	640.9
Net sales change-%	-%	-1.7%
Adjusted EBITDA, EUR million	70.4	77.0
Adjusted EBITDA margin, %	11.0%	12.0%
EBITDA, EUR million	70.5	71.2
EBITDA margin, %	11.0%	11.1%
Adjusted operating result (adjusted EBIT)	22.0	30.9
Adjusted operating result (adjusted EBIT) margin, %	3.4%	4.8%
Operating result (EBIT)	22.1	25.1
Operating result (EBIT) margin, %	3.4%	3.9%

Driven by recommerce, the total number of parcels delivered by Posti in Finland and the Baltic countries increased by 7.0% (2.3%) to 71.5 (66.8) million. The figure does not include letter-like ecommerce items.

Net sales of eCommerce and Delivery Services remained at the previous year level and was EUR 640.9 (640.9) million. Parcel volumes increased, and especially the recommerce volumes grew in Finland, which impacted net sales positively. Lower demand in B2B and pick-up and delivery services in the

freight business decreased total net sales due to the stagnant macroeconomic environment and overall low consumer confidence, however the activity increased toward the end of the year.

The adjusted EBITDA of eCommerce and Delivery Services decreased and was EUR 70.4 (77.0) million, or 11.0% (12.0%) of net sales. The adjusted EBITDA decreased due to higher costs of providing services, driven by the change in the product mix. However, continued operational efficiency activities and increased parcel volumes had a positive impact on the adjusted EBITDA margin during the year. EBITDA decreased to EUR 70.5 (71.2) million.

The adjusted operating result (adjusted EBIT) of eCommerce and Delivery Services decreased to EUR 22.0 (30.9) million, or 3.4% (4.8%) of net sales. Operating result (EBIT) decreased to EUR 22.1 (25.1) million. The decrease in the adjusted operating result (adjusted EBIT) was due to higher costs of providing services, driven by the change in the product mix. Operational efficiency in service production had a positive impact on adjusted operating result (adjusted EBIT).

Fulfillment and Logistics Services

Fulfillment and Logistics Services covers contract logistics and in-house logistics in Finland and Sweden, with a single warehouse in Norway.

Key figures

	1–12 2025	1–12 2024
Net sales, EUR million	301.7	303.0
Finland	194.1	201.3
Sweden	107.7	101.8
Net sales change-%*	-0.4%	-7.7%
Adjusted EBITDA, EUR million	35.2	38.3
Adjusted EBITDA margin, %	11.7%	12.6%
EBITDA, EUR million	31.7	37.8
EBITDA margin, %	10.5%	12.5%
Adjusted operating result (adjusted EBIT)	-5.4	-4.0
Adjusted operating result (adjusted EBIT) margin, %	-1.8%	-1.3%
Operating result (EBIT)	-9.8	-5.6
Operating result (EBIT) margin, %	-3.2%	-1.8%

*Cargo Support Holding C.S.H. AB was acquired in May 2024

Net sales of Fulfillment and Logistics Services decreased by 0.4% and were EUR 301.7 (303.0) million. The macroeconomic environment remained challenging during the year resulting in soft customer demand. Low volumes in warehouses negatively impacted Fulfillment and Logistics Services net sales, although they started to pick up towards the end of the year. Fulfillment and Logistics Services Finland's net sales decreased by 3.6% to EUR 194.1 (201.3) million due to lower volumes and demand in the warehousing market.

Fulfillment and Logistics Services Sweden's net sales increased by 5.9% and were EUR 107.7 (101.8) million, driven by increased demand for in in-house logistics and warehousing. The acquisition of Swedish Cargo Support Holding C.S.H. AB in May 2024 and value change of the Swedish Krona compared to the reporting currency also positively impacted the net sales.

The adjusted EBITDA of Fulfillment and Logistics Services decreased to EUR 35.2 (38.3) million, or 11.7% (12.6%) of net sales. Decreased net sales had a negative impact on adjusted EBITDA. Warehouse consolidations in Finland and in Sweden, resource optimization and cost discipline had a positive impact on the overall profitability. EBITDA decreased year-on-year and was EUR 31.7 (37.8) million.

The adjusted operating result (adjusted EBIT) of Fulfillment and Logistics Services decreased to EUR -5.4 (-4.0) million, or -1.8% (-1.3%) of net sales. The decrease in adjusted operating result (adjusted EBIT) was mainly due to lower net sales. Increased operational efficiency driven by warehouse consolidations, resource optimization and cost discipline had a positive impact on the adjusted operating result (adjusted EBIT). Operating result (EBIT) decreased to EUR -9.8 (-5.6) million.

Posti has invested in a new modern logistics warehouse in Järvenpää, Finland, which started the operations in May 2025. The new warehouse is serving Fulfillment and Logistics Services Finland's customers.

Postal Services

Postal Services offers delivery services, multichannel services and digital services, which cover, among others, letters (both corporate and consumer letters), multichannel messaging solutions, newspaper and magazine delivery as well as addressed direct marketing services. Postal Services serves customers nationwide in Finland with a multichannel distribution network.

Key figures

	1–12 2025	1–12 2024
Net sales, EUR million	529.6	602.9
Net sales change-%	-12.1%	-4.5%
Adjusted EBITDA, EUR million	100.2	104.8
Adjusted EBITDA margin, %	18.9%	17.4%
EBITDA, EUR million	96.2	99.8
EBITDA margin, %	18.2%	16.5%
Adjusted operating result (adjusted EBIT)	65.8	69.2
Adjusted operating result (adjusted EBIT) margin, %	12.4%	11.5%
Operating result (EBIT)	61.7	64.1
Operating result (EBIT) margin, %	11.7%	10.6%

As announced on May 6, 2024, Posti discontinued the unaddressed marketing services such as papers free of charge to mail recipients from its service offering at the beginning of 2025.

The net sales of Postal Services decreased by 12.1% to EUR 529.6 (602.9) million. The net sales were negatively affected by the discontinuation of unaddressed marketing services from the beginning of the year, as well as addressed letter volumes, which declined by 18.0% (14.3%). The decrease in net sales was partly offset by price increases. The share of mail items covered by the universal service obligation accounted for 6.9% (3.7%) of all Posti's mail items delivered. The share of the universal services obligation has increased due to the discontinuation of unaddressed marketing services in Postal Services.

The adjusted EBITDA of Postal Services decreased to EUR 100.2 (104.8) million, or 18.9% (17.4%) of net sales. Continued focus on operational efficiency, increased sorting automation as well as changes in delivery models and resource optimization, have impacted positively on the relative profitability. Postal Services' ability to continuously adapt its operations supported the increase of the adjusted EBITDA margin. EBITDA decreased to EUR 96.2 (99.8) million year-on-year.

The adjusted operating result (adjusted EBIT) of Postal Services decreased to EUR 65.8 (69.2) million, or 12.4% (11.5%) of net sales. The decrease was due to lower net sales and volumes. Operational efficiency had a positive impact on the adjusted operating result (adjusted EBIT). Operating result (EBIT) decreased to EUR 61.7 (64.1) million.

Cash flow, financial position, and major investments

Cash flow

In January–December, the consolidated cash flow from operating activities was EUR 111.2 (148.6) million, the cash flow from investing activities was EUR -55.9 (-77.3) million, and the cash flow from financing activities was EUR -76.2 (-73.9) million. The operative free cash flow was EUR -37.0 (-2.9) million and was mainly affected by the result for the period and the change in the net working capital. Net sales and therefore trade and other receivables were at higher level in December 2023 meaning positive incoming cash in 2024. There was no similar cash flow impact in 2025. The extra dividend of EUR 150.0 million based on the 2023 Financial Statements and half of the ordinary dividend of EUR 33.0 million based on the 2024 Financial Statements were paid during the first quarter, and the second half of the ordinary dividend was paid in the third quarter. The Group received EUR 2.6 million cash proceeds from the personnel offering in the fourth quarter.

Financial position

At the end of December, liquid funds amounted to EUR 49.4 (103.5) million and undrawn committed credit facilities totaled EUR 150.0 (180.0) million. In April, the Group signed a new EUR 150.0 million syndicated revolving credit facility replacing the old facility.

At the end of December, the Group's interest-bearing borrowings were EUR 566.4 (361.1) million including EUR 296.9 million of lease liabilities, EUR 179.8 million of bank loans and EUR 89.6 million in commercial papers. At the beginning of the year 2025, both bilateral loan facility agreements signed in 2024 were increased by EUR 30.0 million. A total of EUR 90.0 million of the loans were withdrawn during the first quarter, increasing the amount of net debt. In addition, the Group issued commercial papers. In fourth quarter, the Group agreed amendments to several logistics and sorting center lease agreements and moved to the new leased headquarters in Postitalo. As a result, net debt totaled EUR 517.0 (257.5) million and impacted the net debt to adjusted EBITDA ratio which was 2.6x (1.2x) at the end of the reporting period.

Equity ratio was 24.6% (25.2%). The decrease in equity ratio was mainly caused by financing of the extra dividend of EUR 150.0 million. The directed share issue of October 2025 increased the Posti Group's invested unrestricted equity fund by EUR 3.3 million.

Investments

Posti is investing in strategic key development areas such as digital services, including its OmaPosti application. OmaPosti is constantly developed as consumers' key everyday digital service with added new features such as Digital Postbox. With the OmaPosti application Posti aims to stay competitive as the digitalization of government communication, prepared by the Finnish Government, proceeds. OmaPosti already reaches about 77% of working-age population in Finland.

In May, Posti's Fulfillment and Logistics Services Finland started operations in a new and modern logistics warehouse in Järvenpää, Finland. Posti is also investing in a new warehouse management system, which is in use already in Järvenpää and in Sweden. The implementation of the system in other warehouses in Finland and Sweden is planned to follow in phases. Posti also opened a new logistics center in Tallinn, Estonia in March 2025.

During 2025 Posti renewed its lease agreements and extended lease terms at several logistics and sorting centers. The amendments to the agreements for the centers located in Tampere, Kuopio, Vantaa and Pirkkala resulted in an increase of EUR 39.5 million in right-of-use assets. In addition, the new lease agreement for Posti Group headquarters at Postitalo in Helsinki city center creates an addition amounting to EUR 13.3 million.

Posti wants to improve the competitive advantage of its core business and respond to the changing market and customer needs. Posti's operative investments in the near future are planned to focus on the deployment of parcel lockers, further streamlining parcel sorting and renewing its fleet. Sustainability continues to be at the core of Posti's strategy and Posti keeps investing in it by for example acquiring clean transport vehicles in accordance with Posti's fleet roadmap. This will support Posti in reaching its target to be at net-zero by 2040.

The land areas of Eteläinen Postipuisto and earlier headquarter property of Posti Group are presented as an investment property for development purposes. The exchanges of land areas between Posti and

the City of Helsinki were completed in 2024, and environmental provision was recognized. In addition, the Group has an estimated contingent liability of EUR 3.9 million related to the cleaning of the land areas in the Eteläinen Postipuisto area. The cleaning of the area started at the end of 2024, continued throughout 2025 and is estimated to be completed during 2026. The planning of the Keskinen Postipuisto area in North Pasila started in 2024 with the renewal of the Helsinki city plan. The construction of the Keskinen Postipuisto area is expected to start in the 2030s at the earliest.

Research and development

Research and development expenditure in 2025 amounted to EUR 2.1 (2.8) million. Research and development expenditure was 0.2% (0.2%) of Group’s total operating expenses. Expenditures included in other operating expenses and employee benefits. Amortizations of capitalized development costs amounted to EUR 10.4 (12.3) million. In 2025 capitalizations to development costs in intangible assets were EUR 10.6 (8.2) million.

Posti’s research and development activities focus on identifying new business opportunities and improving the efficiency of existing business operations. Development projects involve testing new concepts and evaluating their business potential. The end result of development activities must be a commercial solution that brings economic benefits. Partners are also sought from outside the Group. Development projects in recent years have included a circular economy project, the development of packaging materials, the development of parcel sorting and storage automation as well as consumer storage project.

Intangible resources

Intangible resources are central to Posti's business operations and the achievement of its strategic goals. Posti's intangible resources consist mainly of skilled and committed personnel, a comprehensive and scalable distribution network, processes and technologies related to service production, customer relationships and partnerships, brand and other intellectual property rights, and development activities. Intangible assets are mainly capitalized on the balance sheet only in connection with business acquisitions and R&D activities when certain criteria for capitalization are met. As a result, only a portion of the value of internally generated intangible resources is reflected on the balance sheet.

Additional information on goodwill, intangible rights, and development costs capitalized on the balance sheet is presented in the Consolidated Financial Statement note [Intangible assets](#). Resources related to the environment, own workforce and workers in the value chain, and business conduct are described in more detail in the [Sustainability Statement](#).

Employees

	1–12 2025	1–12 2024
Personnel at period-end	13,751	14,764
Finland	11,841	12,925
Other countries of operation	1,910	1,839
Personnel on average, FTE*	11,845	13,095

*Full-time equivalent personnel on average

In January–December, the Group’s personnel expenses amounted to EUR 615.6 (644.6) million, decreased by 4.5% year-on-year. The personnel expenses included EUR 5.0 (11.0) million in restructuring costs The decrease in the number of personnel year-on-year is due to the results of change negotiations, as well as a reduced need for seasonal employees due to a challenging market and lower volumes. Change negotiations include corporate delivery services of eCommerce and Delivery Services, the discontinuation of unaddressed marketing services in Postal Services and reorganization of the Tampere postal center in 2025.

Leadership Team

Posti Group announced on November 20, 2025, that Jani Koivu, MSc, has been appointed SVP, eCommerce and Delivery Services and a member of Posti Group's Leadership Team as of December 1, 2025. Koivu reports to Posti Group's President and CEO Antti Jääskeläinen. Jani Koivu has more than 25 years of experience in management positions in the ICT, logistics, retail and automotive industries, of which 14 years in international roles.

Posti Group announced on November 20, 2025, that Senior Vice President, Legal and M&A, Kaarina Ståhlberg, has announced that she will leave Posti on February 28, 2026, and support the company during the transition phase on an assignment-based basis. Minna Jokinen, Senior Legal Counsel of Posti Group, has been appointed Interim General Counsel as of 1.3.2026, and the recruitment process for the permanent position has started.

The full list of Posti Group's Leadership Team can be found on company's website at posti.com/en/investors.

Other information

Share capital and shareholding

The State of Finland was the sole shareholder of Posti Group Corporation, holding 100% ownership until October 10, 2025, and when Posti Group Corporation's share capital consisted of 40,000,000 shares. Posti's share (POSTI) was listed on the official list of Nasdaq Helsinki, with trading commenced on the pre-list on October 10, 2025, and on the main list on October 14, 2025. In the connection with the listing, the State of Finland sold a total of 11,600,000 shares to institutional investors in Finland and internationally and to private individuals in Finland. In addition, the Company's Board issued 500,000 new shares to the personnel, based on an authorization by the Extraordinary General Meeting on September 18, 2025.

After the share sale by the State of Finland, issuance of new shares by the Company and the stock exchange listing of the Company's share were completed, Posti's share capital totaled EUR 70.0 million. Posti Group has 40,500,000 shares and the State of Finland's direct ownership in Posti Group Corporation was 65.83%. Posti Group Corporation IPO share price was EUR 7.50.

At the end of December 31, 2025 the closing price for Posti Group Corporation share was EUR 8.55 per share. The highest price of Posti Group share in 2025 was EUR 8.66 and lowest EUR 7.85. From the start of the trading in October until the end of the year 2025, the share's volume weighted average price was EUR 7.66. The share trading volume was EUR 154.3 million and 20.1 million shares. On December 31, 2025, the company's market capitalization was EUR 346.3 million.

Posti Group Corporation's share capital totaled EUR 70.0 million on December 31, 2025, and had 40,500,000 shares. All shares carry one vote and equal rights. At the end of 2025, Posti had 16,099 shareholders including 8 nominee registers. Share of nominee registrations and direct foreign shareholders was 11.01%. At the end of 2025, the Board of Directors and the Leadership Team members and the entities that they control altogether held 195,620 shares, corresponding to 0.48% of the total number of shares.

The Company holds no treasury shares and does not have subordinated loans. The Board of Directors is not authorized to issue shares, stock options, or other rights with entitlement to the Company

shares on December 31, 2025. No loans have been granted to related parties, and no commitments have been made on their behalf. The information of the related parties are presented in the Consolidated Financial Statement note [Related party transactions](#) and the loans granted to the subsidiaries are presented in the Parent Company Financial Statement note [Non-current receivables](#).

Share-specific key figures

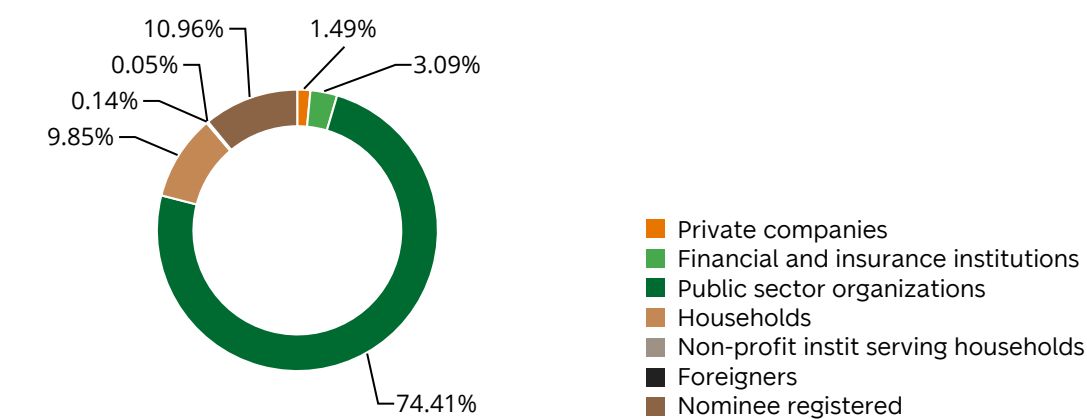
	2025	2024	2023
Share capital, Dec 31, EUR million	70,000,000	70,000,000	70,000,000
Number of shares, Dec 31	40,500,000	40,000,000	40,000,000
Diluted average number of shares	40,113,699	40,000,000	40,000,000
Number of shareholders, Dec 31	16,099	1	1
Data per share			
Earnings per share (basic and diluted) (EPS), EUR per share	0.59	1.10	-0.63
Equity per share, EUR	6.84	7.05	10.51
Dividend, EUR million	34.0*	33.0	181.8
Dividend per share, EUR	0.84*	0.83	4.55
Payout ratio, %	144.72%	75.26%	-720.16%
Dividend yield, %	9.82%	-	-
Price/earnings ratio (P/E ratio)	14.73	-	-
Share prices			
IPO price, EUR	7.50	-	-
Closing price, Dec 31, EUR	8.55	-	-
Volume weighted average price (VWAP), EUR	7.66	-	-
Lowest price, EUR	7.85	-	-
Highest price, EUR	8.66	-	-
Other data			
Market value, EUR million	346.3	-	-
Share trading volume, EUR million	154.3	-	-
Share trading volume, number of shares in millions	20.1	-	-
Share trading volume, % of shares	49.69%	-	-

*Board of Directors' proposal to the Annual General Meeting.

Share distribution

Number of shares, December 31, 2025	Shareholders	% of shareholders	Shares	% of shares
1 - 100	6,528	40.55%	363,007	0.90%
101 - 1,000	8,976	55.76%	2,500,783	6.17%
1,001 - 10,000	551	3.42%	1,267,204	3.13%
10,001 - 100,000	31	0.19%	1,038,494	2.56%
100,001 - 1,000,000	10	0.06%	3,128,732	7.73%
> 1,000,000	3	0.02%	32,201,780	79.51%
Total	16,099	100.00%	40,500,000	100.00%
Nominee registered	8	0.05%	4,439,699	10.96%
Number of shares issued			40,500,000	100.00%

Shareholders by sector



The shareholder data is based on the information given by the Euroclear Finland Ltd.

Largest shareholders

Shareholders, December 31, 2025	Shares	% of shares
1 Prime Minister's Office	26,660,000	65.83%
2 Ilmarinen Mutual Pension Insurance Company	1,400,000	3.46%
3 Varma Mutual Pension Insurance Company	775,000	1.91%
4 Elo Mutual Pension Insurance Company	565,000	1.40%
5 Veritas Pension Insurance Company Ltd.	385,000	0.95%
6 Finnish State Pension Fund	350,000	0.86%
7 Aktia Capital Mutual Fund	228,722	0.56%
8 OP Vakuutus Oy	200,000	0.49%
9 Danske Invest Finnish Equity Fund	155,000	0.38%
10 OP-Henkivakuutus Ltd.	150,200	0.37%
11 Säästöpankki Korko Plus Mutual Fund	150,000	0.37%
12 Säästöpankki Small Cap Mutual Fund	100,000	0.25%
13 UB HR Suomi Investment Fund	100,000	0.25%
14 Proprius Partners Arvo Suomi (non-Ucits)	97,333	0.24%
15 Aktia Secura Mutual Fund	80,000	0.20%
16 Jääskeläinen Antti Erkki	71,202	0.18%
17 Proprius Partners Micro Finland (non-Ucits)	48,667	0.12%
18 Taaleritehdas Mikro Markka Fund	43,660	0.11%
19 Posti Group Oyj:n Henkilöstörahasto Hr	32,634	0.08%
20 Aktia Livförsäkring Ab	32,012	0.08%
20 largest shareholders total	31,624,430	78.09%
Others	8,875,570	21.91%
Total	40,500,000	100.00%

Nominee registered	4,439,699	10.96%
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Flagging notifications

Posti Group was not informed of any significant changes among its shareholders since its listing to Nasdaq Helsinki main list.

General Meetings

Posti Group Corporation's Annual General Meeting was held on March 24, 2025, in Helsinki, Finland. The Annual General Meeting adopted the financial statements for 2024 and discharged the Board of Directors, the Supervisory Board and the President and CEO and his Deputy for the financial year 2024 from liability. In accordance with the proposal of the Board of Directors, an ordinary dividend of EUR 33.0 million for the 2024 financial year was approved. The dividend was paid in two installments during 2025.

The Annual General Meeting resolved that the number of members of the Board of Directors shall be nine (9) and elected the following members to continue as members of the Board of Directors: Sanna Suvanto-Harsaae (as Chair), Jukka Leinonen (as Deputy Chair), Raija-Leena Hankonen-Nybom, Frank Marthaler, Minna Pajumaa, Stefan Svensson and Satu Ollikainen as a representative of the personnel (not a board member as per September 25, 2025). Mervi Airaksinen and Tuomas Mäkipeska were elected as new members of the Board of Directors.

Kari-Pekka Laaksonen, Anni Ronkainen and Hanna Vuorela had announced that they were no longer available for Posti's Board of Directors.

The Annual General Meeting resolved that Mia Laiho (National Coalition Party) as Chair, Paula Werning (Social Democratic Party) as Deputy Chair, Tiina Elo (Green Party), Timo Furuholm (Left Alliance), Tomi Immonen (Finns Party), Aleksi Jäntti (National Coalition Party), Milla Lahdenperä (National Coalition Party), Anders Norrbäck (Swedish People's Party), Jorma Piisinen (Finns Party), Mika Riipi (Centre Party), Timo Suhonen (Social Democratic Party) and Sari Tanus (Christian Democrats) (until May 31, 2025) continued as members of the Supervisory Board. Päivi Räsänen (Christian Democrats) was elected as new Supervisory Board member as from June 1, 2025.

Remuneration of the Board of Directors and the Supervisory Board was unchanged.

The Annual General Meeting elected the auditing firm PricewaterhouseCoopers Oy (PwC) as the Company's statutory auditor and the Company's sustainability audit firm for the term ending at the end of the next Annual General Meeting. The auditor in charge and the sustainability auditor is Samuli Perälä, M.Sc. (Econ.), APA. It was resolved that the remuneration will be paid according to a reasonable invoice approved by the Audit, Risk and Sustainability Committee.

Posti held two Extraordinary General Meetings in 2025 as preparation for the public listing of its shares. On September 4, 2025, Extraordinary General Meeting approved the transfer of Posti shares in the book-entry system. The Extraordinary General Meeting decided that the Supervisory Board was removed as result of amendment of the company's Articles of Association in connection with public listing of the company's share. On September 18, 2025, Extraordinary General Meeting approved filing of the listing application with the Helsinki Stock Exchange, the listing prospectus as well as the employee offering and updated Posti's Articles of Association in line with the public listing.

Legal proceedings

In November 2024, the Finnish Data Protection Authority (DPO) issued a decision regarding a complaint filed by an individual consumer customer in July 2018, regarding Posti's electronic mailbox service formerly known as Netposti. The authority's decision focused on onboarding to an electronic mailbox and processing of personal data. According to the authority's view, informing consumer customers about the onboarding and functionality of the mailbox had not been sufficient. In the decision, Posti was ordered an administrative fine of EUR 2.4 million. Posti considered the authority's decision unfounded and the administrative fine unreasonable, and appealed with the Helsinki Administrative Court. On November 3, 2025, the Helsinki Administrative Court issued its decision and reversed the administrative fine in total, but upheld the remark concerning the lack of transparent customer information. The Data Protection Authority has appealed the Helsinki Administrative Court's decision with the Supreme Administrative Court. No provision has been booked for this cause.

Based on complaints by some of Posti's competitors, the Finnish Consumer and Competition Authority (FCCA) has since 2017 investigated Posti's suspected abuse of a dominant market position related to the corporate letter market in Finland. In December 2024 the FCCA issued Posti a draft proposal to the Market Court for imposition of a competition infringement fine. Posti's hearing of the draft proposal is pending, The FCCA has not made any final decisions in the matter, and the draft proposal

did not include any amount of the possibly proposed infringement fine, the legal maximum amount of which corresponds to ten percent of the Group's turnover. Posti will defend itself against the allegations, which it considers unfounded and erroneous. The matter is pending at the FCCA. No provision has been booked for this cause.

The Group has not been involved in any other material administrative proceedings, lawsuits or arbitration proceedings (including pending proceedings and proceeding the threat of which the Group is aware of), which may have, or which in the recent past have had, a significant impact on the financial position or profitability of the Group or its subsidiaries. Management is not aware of any factors or circumstances that could reasonably be assumed to lead to material claims against the Company or its subsidiaries.

Other commitments

Posti was granted distribution support for newspaper delivery by Traficom's decision for the first 12-month support period starting on October 1, 2023, second on October 1, 2024, and third on October 1, 2025. In addition, Posti was ordered to distribute newspapers in certain areas as a public service obligation. In January 2025, Posti applied to Traficom for the remaining portion of the support and reimbursement of costs for implementing the public service obligation. Discussions with Traficom are still ongoing regarding the cost allocation of distribution costs in supported areas to newspapers covered by a government grant. The uncertainty concerns an estimated total of EUR 2.0 million from completed and ongoing support periods. For this temporary distribution support, the VAT treatment has also proven to be unclear in certain respects. Posti has applied for preliminary ruling from the Central Tax Board on the VAT treatment of the distribution support. Currently, Posti recognizes other operating income as VAT exempt.

Short-term risks and uncertainties

Adverse changes in macroeconomic, sectoral and political conditions in Finland in particular, but also internationally, and increased unrest in the Baltic Sea, may have an adverse effect on Posti's operating environment and results of operations. Besides other negative impacts, the uncertain economic and geopolitical environment may result in low consumer confidence or weakened purchasing power of households and companies, which could have an adverse effect on Posti's delivery volumes and

results of operations. External factors such as the ongoing war in Europe, increased tariffs and an escalating trade war as well as other geopolitical conflicts may continue to cause market uncertainty with direct implications for the transportation routes, supply chains and related costs. This may cause challenges for Posti's customers, partners, and subcontractors.

It cannot be guaranteed that Posti is able to transform its business, create growth in other businesses, streamline its operations and costs in a timely manner, and maintain profitability while adjusting to the continuously decreasing postal volumes. Also, the increased competition in the postal business may have negative implications for Posti's delivery volumes and market share. In the parcel business, the increased competition in both B2B and B2C parcels, combined with the competitors' network expansions, may pose challenges to Posti and have negative implications for market prices or Posti's market share. Overcapacity in the warehousing market in Finland and Sweden might lead to price erosion while investments are needed to increase automation. All these elements of an increasingly competitive environment may have an adverse impact on Posti's business and results of operations. Posti's business is subject to certain seasonality and any failures to sell or deliver for and during the peak season could have a material negative impact on Posti's financial performance.

Posti's business is dependent on various operational facilities and a serious disruption at any of those facilities, warehouses, sorting centers or transportation networks could adversely affect Posti's business. Further, Posti and its operations are subject to technology and data related risks such as technical errors in sorting machines or other IT systems and data breaches. Posti may be subject to cyberattacks directly or through third parties, such as a subcontractor or a service provider. Cyberattacks might lead to a reduction in electricity supply, IT services and facility services, which would all have a negative impact on Posti's financial performance. Increased global cyber criminality, targeted threats and sophisticated cyber-related attacks constitute a part of the rapidly changing digital world, and Posti has taken further actions with partners to prevent successful attacks.

Posti's business and operations require processing or administering a significant amount of personal data. Any breach or even alleged breach of personal data regulation could have a negative impact on Posti's brand and reputation, and its financial results. Posti may from time to time be subject to authorities' investigations or face allegations or complaints relating to its market position or market behavior, including compliance with the competition laws. Any breach or even alleged breach of

competition laws or other regulatory requirements, like sanction regulations, would have a negative impact on Posti's financial performance as well as its brand and reputation.

Posti's brand perception may be affected by negative publicity related to various aspects of its operations. For instance, issues in any one segment can influence the broader perception of Posti's brand. Posti and its subsidiaries have, from time to time, faced and may in the future face negative publicity, due to events such as failures or delays in the delivery of individual items to customers, failure or default by suppliers and subcontractors, employee misconduct towards customers or otherwise, external criminality, adverse regulatory investigations, inquiries and actions, and press speculation. Posti's reputation is also impacted by other external factors that affect the entire industry.

Posti's efforts in relation to fulfilling sustainability targets as well as being acknowledged for sustainability work aim to associate the Posti brand with sustainability. Adverse publicity relating to Posti's sustainability or failed communication related to Posti's impact on the environment and climate may damage its reputation.

Employees are Posti's most valuable asset, and their safety is very important. Employees face a daily risk of occupational accidents or the possibility of encountering dangerous situations including violence during delivery work. Such accidents could cause additional costs and have a negative impact on Posti's reputation as an employer. Posti may also be exposed to risks related to the activities of trade unions, including work stoppages, in Finland in particular, unless the labor market participants succeed in conducting constructive negotiations and maintaining labor peace in the market.

If the postal regulation does not continue to develop in line with the rapidly developing market by reducing obligations that are not commercially feasible in a declining market, or it is interpreted by authorities in an unexpected manner, it may cause operational challenges, additional costs and financial losses to Posti. Further, if the local digitalization regulation sets limitations to commercial market participants, it may have a negative impact on Posti's digital offering.

Information on the IPO and listing

September 19, 2025, Posti Group Corporation announced its plans for listing on the Official List of Nasdaq Helsinki. It was told that in connection with the listing, the sole shareholder of the company, the State of Finland, represented by the Ownership Steering Department of the Prime Minister's Office, would offer shares it owns for purchase, and Posti would carry out a share issue to its personnel.

The objectives of the offering were to expand Posti's ownership base and enable the continued growth of Posti by improving its financial flexibility as a publicly listed company and strengthening recognition and awareness of Posti and its brand among investors, customers and other stakeholders.

September 29, 2025, Posti Group announced the sale price in the offering is EUR 7.50 per sale share. The State of Finland, represented by the Prime Minister's Office offered, through a sale of shares in the company preliminarily a maximum of 11,600,000 existing shares for purchase in a public share sale to private individuals and entities in Finland and in an institutional share sale to institutional investors in Finland and internationally. In addition, the company offered subscription to all employees of Posti with the subscription price per personnel share is 10 percent lower than the sale price in the public share sale.

In the public share sale, private individuals were able to subscribe for sale shares without entitlement to bonus shares and, in addition with entitlement to bonus shares, in which case they received, for each ten sale shares allocated to them in the bonus share sale, one share from the seller at no additional cost, provided that the investor held the sale shares entitling to bonus shares on their book-entry account continuously for a period of 12 months from the transfer of title, i.e., until on October 10, 2026.

Members of the Leadership Team received a cash bonus in connection with the offering. The listing incentive was 100 percent of the annual salary for both the President and CEO and the CFO and a maximum of 60 percent of annual salary for other members of the Leadership Team. Payment of the listing incentive took place within the state ownership policy and was conditional upon the completion of the offering and the following listing. The members of the Leadership Team committed to subscribe for the shares in the personnel offering in an amount corresponding to the total net amount of the

cash bonus in full. If the share subscriptions had not been approved in full in the personnel offering in accordance with its terms and conditions, the members of the Leadership Team committed to acquire shares from the stock market with any residual funds resulting therefrom.

September 29, 2025, the Finnish Financial Supervisory Authority approved Posti Group Corporation's Finnish language prospectus regarding Posti's planned listing on the official list of Nasdaq Helsinki Ltd and the share sale in which the sole shareholder of the company, the State of Finland, represented by the Prime Minister's Office, offered shares it owns for purchase, and the personnel offering related thereto.

September 29, 2025, Posti Group Corporation submitted a listing application with Nasdaq Helsinki Ltd to list Posti's shares first on the prelist and then on the official list of Nasdaq Helsinki. Trading in Posti's shares commenced on the prelist of Nasdaq Helsinki on October 10, 2025, and on the official list of Nasdaq Helsinki on October 14, 2025, under the trading code "POSTI".

October 6, 2025, Posti Group announced that the public share sale had been oversubscribed and the subscription period had been ended.

October 7, 2025, Posti Group announced that the institutional share sales had been oversubscribed and the subscription period had been ended.

October 9, 2025, Posti Group announced that the offering had been oversubscribed and the listing would be completed as planned.

October 15, 2025, Posti Group announced ten largest registered shareholders of Posti Group Corporation and their shares of ownership after completion of the offering. These were listed in the company website.

October 20, 2025, Posti Group announced that the 500,000 new shares subscribed for in the personnel offering of the offering had been registered in the Finnish Trade Register maintained by the Finnish Patent and Registration Office on October 2025. Following the registration of the new shares, the total number of outstanding shares in Posti was 40,500,000

November 7, 2025, Posti Group announced the decision to fully exercise the over-allotment option granted by the State of Finland. Danske Bank would purchase 1,740,000 shares in the Company from the State of Finland and return to the State of Finland 1,740,000 shares borrowed by Danske Bank in accordance with the share lending agreement entered into in connection with the offering of the Company.

November 20, 2025, Posti Group announced the nomination of the Posti Group's Nomination Board. The due date in 2025 was exceptionally November 17, 2025, due to the recent listing of the company's shares on Nasdaq Helsinki Stock Exchange in October 2025. Going forward, the company's largest shareholders would be determined based on holdings registered on the first banking day of June each year.

Composition of the Nomination Board in 2025 was Maija Strandberg, M.Sc. (Econ.), Director General, Prime Minister's Office, Ownership Steering Department, Annika Ekman, M.Sc. (Econ.), EVP, Investments, Ilmarinen Mutual Pension Insurance Company, Erkka Kohonen, M.Sc. (Econ.), Senior Portfolio Manager, Varma Mutual Pension Insurance Company

Events after the reporting period

On January 7, 2026, Posti announced plans to restructure its delivery operations and customer service to adapt to declining paper mail volumes and increasing digitalization. The planned changes include organizational restructuring, increased automation in sorting, transfer of certain Posti-owned shops to partner networks, and centralization of customer service. These measures are estimated to reduce approximately 172 permanent positions in total. Posti aims to minimize layoffs by offering voluntary solutions, redeployment opportunities, and training. The changes are intended to improve operational efficiency and ensure the long-term sustainability of services. On February 4, 2026, Posti announced that after the negotiations, the need for reductions was specified to 121 employees.

On January 23, 2026, Posti announced Posti's Shareholders' Nomination Board proposals for the Annual General Meeting 2026. The Nomination Board proposes that the Board of Directors shall consist of seven members and that all current members be re-elected, except for Mervi Airaksinen, who is no longer available for a new term. The Nomination Board further proposes that Sanna Suvanto-Harsaae be elected Chair of the Board and Jukka Leinonen Deputy Chair. The Nomination

Board also proposes adjustments to Board remuneration as part of a long-term program intended to bring remuneration levels in line with the market.

On February 2, 2026, Posti announced that Kaj Kulp, M.Sc, MBA, was appointed SVP, Strategy and Business Development and a member of the Posti Group's Leadership Team as of March 1, 2026. He will report to Antti Jääskeläinen, President and CEO of Posti Group. Kulp has worked for Posti since 2012 and Kaj has held management positions in eCommerce and Delivery Services as well as in Postal Services. In his latest role, he was leading Posti's innovations and strategic initiatives.

On February 13, 2026, Posti announced that Posti's Board of Directors approved two new long-term share-based incentive programs, the Performance Share Program (PSP) and the Restricted Share Program (RSP) for Posti's Leadership and selected Key Employees. The first programs PSP 2026–2028 and RSP 2026-2028 will start at the beginning of 2026 and any rewards will be paid in Spring 2029. The Board also decided to convert the rewards from cash to shares for those participants in the LTI 2024-2026 and LTI 2025-2027 plans who also participate in the PSP 2026-2028 and for those any rewards will be paid in spring 2027 and spring 2028. The maximum number of shares to be paid from these programs are approximately 343,000 shares for LTI 2024-2026 (Spring 2027), approx. 389,800 shares for LTI 2025-2027 (Spring 2028), approx. 544,000 shares for PSP 2026–2028 (Spring 2029) and approx. 54,000 shares for RSP 2026-2028 (Spring 2029).

On March 2, 2026, Posti announced that its Board of Directors had resolved to convene the Annual General Meeting to be held on April 15, 2026. The notice to the meeting includes the Board's proposal to distribute a dividend of EUR 0.84 per share in two installments, totaling EUR 34.0 million, based on the confirmed financial statements for 2025. The AGM agenda also includes customary annual items related to governance, remuneration and auditor matters, as well as proposed authorizations for the repurchase of the company's own shares and for share issuances. Registration for the AGM can be done at the company website at posti.com/en/investors/agm/2026.

Board of Directors' proposal for the distribution of profit

In the Financial Statements, the Parent Company's distributable funds total EUR 257,648,047.36, of which the profit for the financial year 2025 is EUR 21,651,574.51.

No material changes have taken place in the Group's financial standing since the end of the financial period, nor does the solvency test, as referred to in Section 2 of Chapter 13 of the Limited Liability Companies Act, affect the proposed distributable profit.

The Board of Directors proposes to the Annual General Meeting that a dividend of EUR 34.0 million, or a dividend of EUR 0.84 per share, to be distributed for the financial year 2025 in two installments.

Guidance for 2026

Posti is expecting its net sales to be within the range of EUR 1,400–1,500 million, and adjusted EBIT to be within the range of EUR 63–79 million in 2026. In 2025, Posti's net sales were EUR 1,447.6 million and adjusted EBIT was EUR 69.3 million.

Posti has revised the way its full-year guidance is provided. Going forward, Posti will no longer include adjusted EBITDA in the guidance range. Posti will guide expected full-year net sales and adjusted EBIT.

Background for guidance for 2026

The operating environment in the logistics sector is expected to remain challenging. Growth in trade and industry continues to be constrained by uncertainty, while consumer confidence remain subdued.

As Posti serves a broad customer base, both GDP growth and confidence indicators have a direct impact on the sector's performance. GDP growth forecasts in Finland for 2026 are moderate, while in Sweden and the Baltics growth is expected to continue. Tightening trade policies, geopolitical tensions, financial market volatility, and potential additional fiscal adjustment measures may further slow Finland's economic recovery.

Growth in ecommerce, both domestically and internationally, continues to support the expansion of the parcel market. This growth is driven by increased recommerce trade and the rising number of smaller parcels. Competition in the parcel market in both Finland and the Baltics is expected to remain intense.

Postal volumes are expected to continue declining due to digitalization. Posti has continued to develop its delivery models for paper mail and offers digital mail solutions to support customers in their transition to digital services. In 2026, legislation introducing the digital priority of official Government letter mail will come into effect, further negatively impacting addressed letter volumes.

Posti remains committed to customer centricity and continuously develops its services in response to evolving customer needs. The Group's key priorities are commercial growth, stronger network synergies, and improved operational efficiency.

The Group's business is characterized by seasonality, and net sales and adjusted EBIT are not accrued evenly throughout the year. The fourth quarter is typically the strongest quarter. Accelerating digitalization is expected to impact negatively letter volumes especially in the first quarter.

Mid-term financial targets

The Board of Directors of Posti Group has set the following mid-term financial targets 2026 onwards:

- Average organic net sales growth (3–5-year period) of at least 2% at Group level and at least 5% outside Postal Services compared to 2025
 - Baseline for 2025 at Group level of EUR 1,447.6 million
 - Baseline for 2025 outside Postal Services of EUR 917.1 million
- Average adjusted operating result (adjusted EBIT) growth (3–5-year period) over 5% compared to 2025
- Net debt/adjusted EBITDA less than 2.5x

Posti Group's target is to pay continuously increasing ordinary dividends, and a payout ratio of at least 60 percent of net income based on Board of Directors approved dividend policy.

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ESRS 2 General disclosures

General basis for preparation of Sustainability Statement

This Sustainability Statement forms Posti Group's (hereinafter also referred to as "Posti," the "Group," or the "Company") Group Sustainability Report and is the core of Posti's annual sustainability reporting. It has been prepared in accordance with the Corporate Sustainability Reporting Directive (CSRD), the related European Sustainability Reporting Standards (ESRS), and chapter 7 of the Finnish Accounting Act. The report also includes EU Taxonomy disclosures, prepared in accordance with the EU Taxonomy Regulation and its implementing and delegated acts. Posti applies Commission Delegated Regulation (EU) 2026/73 in its reporting.

The Sustainability Statement is prepared on a consolidated basis, and its reporting scope aligns with Posti's Consolidated Financial Statements for the January 1–December 31 period unless otherwise stated. The consolidated scope covers all operations of the Parent Company and its subsidiaries in all countries of operation.

In line with the requirements of chapter 7, section 22 of the Finnish Accounting Act, this Statement is not published in digital XBRL format due to the absence of an applicable ESEF (European Single Electronic Format) regulation or other EU legislation to guide implementation.

The disclosures are based on material topics identified through Posti's double materiality assessment (the "DMA"), conducted in accordance with ESRS 1 General requirements. The DMA process considered both actual and potential impacts, as well as related risks and opportunities, across Posti's value chain. Further details are provided in the [Process to identify and assess material impacts, risks and opportunities](#) section.

Posti is one of the leading delivery and fulfillment companies in Finland, Sweden, and the Baltic countries, and its value chain includes both upstream (for example suppliers of vehicles, fuels, and digital

infrastructure) and downstream (for example parcel and mail delivery to end customers) activities. The Sustainability Statement includes value chain information where such information has been identified as material through the DMA. Where value chain estimations are used, the related assumptions are disclosed in the reporting principles section of the relevant topical standards.

Posti has not used the option to omit classified or sensitive information that would have an impact on Posti's Sustainability Statement.

Disclosures in relation to specific circumstances

Posti applies the ESRS 1 time horizons in its Sustainability Statement, classifying impacts, risks and opportunities as short-term (under one year), medium-term (one to five years), and long-term (over five years), and applies these consistently throughout the materiality assessment.

The reporting principles for metrics related to each topic are described at the end of each topical section. Of the metrics, the greatest uncertainty concerns calculations related to Scope 3 emissions. Posti continuously works to improve the accuracy of value chain data, including replacing estimations or sector-average data with primary data where possible, such as for Scope 3 emissions. These actions aim to reduce reliance on estimates over time and strengthen the reliability of the reported sustainability information. See section [Reporting principles for climate change and energy \(E1\)](#) for more information about the reporting principles for emission calculation.

This is Posti's first year reporting in accordance with the ESRS and the EU Taxonomy Delegated Act. Therefore, comparative figures are not presented for all metrics. Where comparative data is disclosed, it reflects previously reported and externally assured data prepared under the GRI Standards (except for emissions in 2020). While the reporting methodology has remained consistent for these figures, they are not within the assurance scope of the current reporting period.

The measurement of reported metrics has not been validated by an external body other than the assurance provider of this statement.

Use of phase-in provisions in accordance with Appendix C of ESRS 1 (ESRS 17)

Posti has opted to omit the data points on E1-9 Anticipated financial effects from material physical and transition risks and potential climate-related opportunities and SBM-3 paragraph 48(e) on anticipated financial affects. In addition, cases of work-related ill health and on the number of days lost to injuries, accidents, fatalities, and work-related ill health concerning its own workforce are omitted. Also, the S1-14 disclosure requirement on health and safety for non-employees will be omitted in the first year of Posti's Sustainability Statement.

In addition, Posti has opted to apply the ESRS “Quick-fix” phase-in option to omit the S4 Consumers and end-users standard. The S4 Consumers and end-users standard has been identified as material in Posti's double materiality assessment (DMA).

The table summarizes the impacts and risks that have been deemed material regarding S4 Consumers and end-users standard:

Related sub-topic or sub-sub topic	IRO description	Impact, risk, or opportunity	Location in the value chain	Time horizon
Privacy	Cybersecurity incidents could cause privacy data leaks and negatively impact Posti's customers	Potential negative impact	Downstream	Short-term (impact)
	Infringements of data protection and cybersecurity laws, such as GDPR and NIS2 violations, can lead to significant fines, increased costs, reputational damage, and potential revenue loss.	Financial risk	Own operations and downstream	Medium- and long-term (risk)
Access to products and services	Posti's consumers benefit from reliable, secure, and accessible physical and digital services, including mail and parcel delivery in Posti's operating countries.	Actual positive impact	Downstream	Short-, medium- and long-term (impact)
	Postal law requires Posti to deliver mail everywhere in mainland Finland. Any disruptions in Posti's services could negatively affect Posti's consumers.	Potential negative impact	Downstream	Short-term (impact)

Material impacts, risks and opportunities, and their interaction with strategy and business model regarding consumers and end-users

Posti's operations affect consumers through both data privacy risks and issues related to service accessibility. Potential negative impacts include data breaches caused by insufficient cybersecurity, which could harm customers and employees and lead to regulatory violations, fines, and reputational damage. At the same time, Posti creates positive impacts by providing reliable, secure, and accessible physical and digital services across its operating countries. Service disruptions, whether in physical delivery or digital platforms, could negatively affect consumers, emphasizing the importance of continuity and resilience. To address these negative impacts and risks, Posti manages personal data through a comprehensive Data Protection Policy, risk management processes, mandatory training, supplier due diligence, and continuous monitoring of data security and compliance with applicable regulations.



Policies for consumers and end-users

Posti has policies in place to manage the impacts and risks identified above. These include the Code of Conduct ([G1 Business Conduct](#)), Data Protection Policy, Information Security Policy, and Human Rights Principles ([S2 Workers in the value chain](#)).

The Data Protection Policy sets out the principles, processes, and governance framework for managing personal data. It defines roles and responsibilities and is designed to prevent adverse privacy-related impacts across all personal data processing activities, including those involving consumers and end-users. The Group's Information Security Policy focuses on mitigating information and cyber risks across the Group's operations. The Board of Directors approves both the Data Protection and Information Security Policies.

Actions for consumers and end-users

The table below summarizes Posti's actions taken and planned to manage or enhance material impacts or risks for consumers and end-users.

Privacy

Posti ensures and supervises the implementation of data protection in its operations and conducts continuous audits to ensure data protection. Through these audits Posti has been able to improve the security of its services, especially in the area of all internet facing services. The systematic work has resulted in a decrease in the number of weaknesses during Q3–Q4 2025. As part of ongoing actions to mitigate the potential negative impact of data breaches and risks thereof, Posti implements preventive security measures and monitors potential threats
Mandatory data protection and cybersecurity training to help prevent risks related to data protection and information security, including data protection violations. More in-depth data protection training is organized for personnel groups engaged in expert work.

Access to products and services

During 2025, Posti developed its digital and physical accessibility processes and clarified the definition of accessibility. We can thus enhance accessibility for all our customers, for example, by improving the physical accessibility data of our service points on our webpages.
Digital accessibility audits for consumer services were carried out in the fall of 2024 and 2025, and improvements in accordance with the audit findings were made between these periods.

Targets for consumers and end-users

Posti has set the following target;

- All Posti employees complete the online course on the basics of data protection biennially. The target is monitored annually, and the result for 2025 is 80%.

Monitoring and reminder practices have been enhanced, and these measures will continue to achieve the target level.

In addition, Posti has set a target to continuously improve its cybersecurity resilience. The target is monitored annually and reported to the Audit, Risk and Sustainability Committee.

Sustainability governance at Posti

The role of administrative, management, and supervisory bodies

Posti's governing bodies include the General Meeting, which has the highest decision-making power, the Board of Directors (the "BoD"), responsible for the proper organization and supervision of operations, and the President and CEO, responsible for operational management.

Posti's governance model for sustainability within the organization is designed to ensure that sustainability is embedded in all levels of decision-making, from strategic oversight to operational execution. The key governing bodies, recognized as administrative, management, and supervisory bodies, for sustainability at Posti include the Board of Directors with its committees, the President and CEO and the Leadership Team, and the Group Sustainability Forum and its associated topic-specific working groups and committees.

All Posti Group's sustainability governing bodies are informed at least quarterly—and often more frequently as specified below—about the selected sustainability metrics adopted in operations, along with other relevant sustainability topics, by Posti's subject matter experts and specialists.

The role of the governing bodies is to review material impacts, risks, and opportunities (IROs), to define and oversee corrective actions where progress is not sufficient, and to ensure that

sustainability objectives are considered in decision-making so that operational business efficiency and sustainability are aligned.

In practice, the Board of Directors and its Committees regularly assess sustainability-related impacts, risks and opportunities as part of strategic planning and decision-making. This includes evaluating how sustainability considerations affect long-term value creation, stakeholder expectations, and regulatory developments. When reviewing major transactions such as acquisitions, divestments, or significant capital investments, the Board and Leadership Team consider potential sustainability implications, including environmental and social impacts, reputational risks, and alignment with Posti's climate and human rights commitments. Trade-offs between short-term financial performance and long-term sustainability objectives are explicitly discussed.

The Group Sustainability Forum plays a key role in surfacing emerging IROs and facilitating cross-functional dialogue to ensure that sustainability risks and opportunities are integrated into enterprise risk management led by the company's Risk Forum. This includes scenario analysis, stakeholder impact assessments, and alignment with Posti's double materiality assessment. When necessary, the Sustainability Forum's insights are escalated to the Leadership Team and Board, enabling informed oversight and strategic alignment.

The role of the BoD and the Board Committees

The Board of Directors is Posti's highest body, bearing overall responsibility for overseeing the Sustainability strategy. The Board of Directors consists of eight (8) members, of whom four (4) are male, and four (4) are female. The average ratio of female to male members is 1.0. All Board members except one, who has an employment contract with the Ownership Steering Department of the Prime Minister's Office, are independent of the shareholders. All Board members are non-executive and independent of the company. Additionally, Posti has an employee representative attending the Board meetings. The Board members are experienced in key sustainability matters relevant to Posti's industry and geographical location through their current roles and previous experience.

The Board of Directors bears ultimate oversight responsibility for ensuring that the company operates in line with its values, Code of Conduct, and all applicable laws and regulations. The Board of Directors approves Posti's sustainability targets, and the President and CEO, together with the Leadership Team,

is responsible for the implementation of the strategic targets in Posti's daily operations. The progress made on selected sustainability targets is reported to the Board of Directors monthly.

The Board of Directors and its Committees regularly review key sustainability topics. These reviews provide the Board with up-to-date information on the material impacts, risks and opportunities related to Posti's sustainability work, as well as progress against the Group's sustainability targets. They also help ensure that the Board's understanding and competencies in sustainability matters remain current and robust.

The Board of Directors approves most of the Group policies guiding the Group's operations. Some policies are approved by the CEO or the CFO under the Board's mandate. Posti's Sustainable Business Principles are defined in the Posti Code of Conduct and in other policies such as people, environmental management, sourcing, remuneration, anti-money laundering, data protection, information security, quality, risk management, internal control, and treasury policies. There are also other detailed company guidelines and instructions based on these policies. The guidelines and policies are monitored regularly and updated in the event of any relevant changes in the operating environment.

The Audit, Risk and Sustainability Committee, a committee of Posti's Board of Directors, oversees and monitors the Group's financial and sustainability reporting, statutory audit and assurance, risk management, internal control systems, and key compliance-related matters as part of its responsibilities. The Personnel Committee monitors occupational health and safety, remuneration, employee satisfaction, and related activities. The Strategy Committee regularly reviews the company's strategy and prepares and considers strategic decisions.

Posti's Board of Directors and its Committees have the qualifications to oversee sustainability-related responsibilities, supported by targeted training in corporate sustainability topics, emerging trends, and practical solutions. The Board is composed of members with strong educational and professional backgrounds, extensive local and international business experience, and high ethical standards. Several members have held executive and board positions in regulated industries and large corporations, gaining valuable expertise in compliance, governance, risk management, and sustainability leadership, further strengthening their ability to guide Posti's sustainability-related work and responsible business conduct.

During the 2025 fiscal year, the Board of Directors and its Committees reviewed sustainability topics such as:

- Target-setting and remuneration
- CSRD-related work
- CSRD assurance
- CSRD Key Internal Controls design, implementation, and monitoring
- Double materiality assessment (DMA) process and DMA results for 2025
- OKR updates (including sustainability metrics such as Scope 1 and 2 emissions, LTA0, Peakon Survey results)
- Green fleet investments
- Sustainability-linked financing
- Employees' well-being and development
- Compliance reports
- Privacy and cybersecurity.

President and CEO and the Leadership Team

The President and CEO is responsible for the implementation of Posti's strategic sustainability targets across the Group. The President and CEO or the appointed representative reports to the Board of Directors on material sustainability-related impacts, risks and opportunities. The Posti Leadership Team (the "PLT") consists of nine (9) executive members, of whom seven (7) are male, and two (2) are female. The average ratio of female to male members is 0.2. The PLT assists the President and CEO in the Group's operations management. It also prepares and forwards matters to the Board of Directors for review. The PLT reviews sustainability targets and topics monthly, and for its part, regularly supervises the implementation of the approved sustainability targets and sustainability-related impacts, risks and opportunities.

Since 2021, the Posti Leadership team has included a Senior Vice President responsible for sustainability. The Heads of Business Groups and Group functions within the Leadership team are accountable for implementing the sustainability targets within their respective areas and for achieving those targets.

The Chief Finance Officer (CFO) is responsible for Posti Group's statutory reporting, including the Board of Directors' report, which incorporates the Sustainability Statement. The CFO ensures that the Sustainability Statement complies with CSRD requirements, and that robust processes are in place to secure the reliability and integrity of the sustainability information disclosed.

During the 2025 fiscal year, the Posti Leadership Team reviewed sustainability topics such as:

- Development of greenhouse gas emissions
- Green fleet investments
- Sustainability reporting and the CSRD implementation
- Employees' wellbeing and development
- Human rights risk assessment and principles
- Occupational safety
- Employee engagement
- Privacy and cybersecurity
- Regulatory development regarding sustainability and logistics.

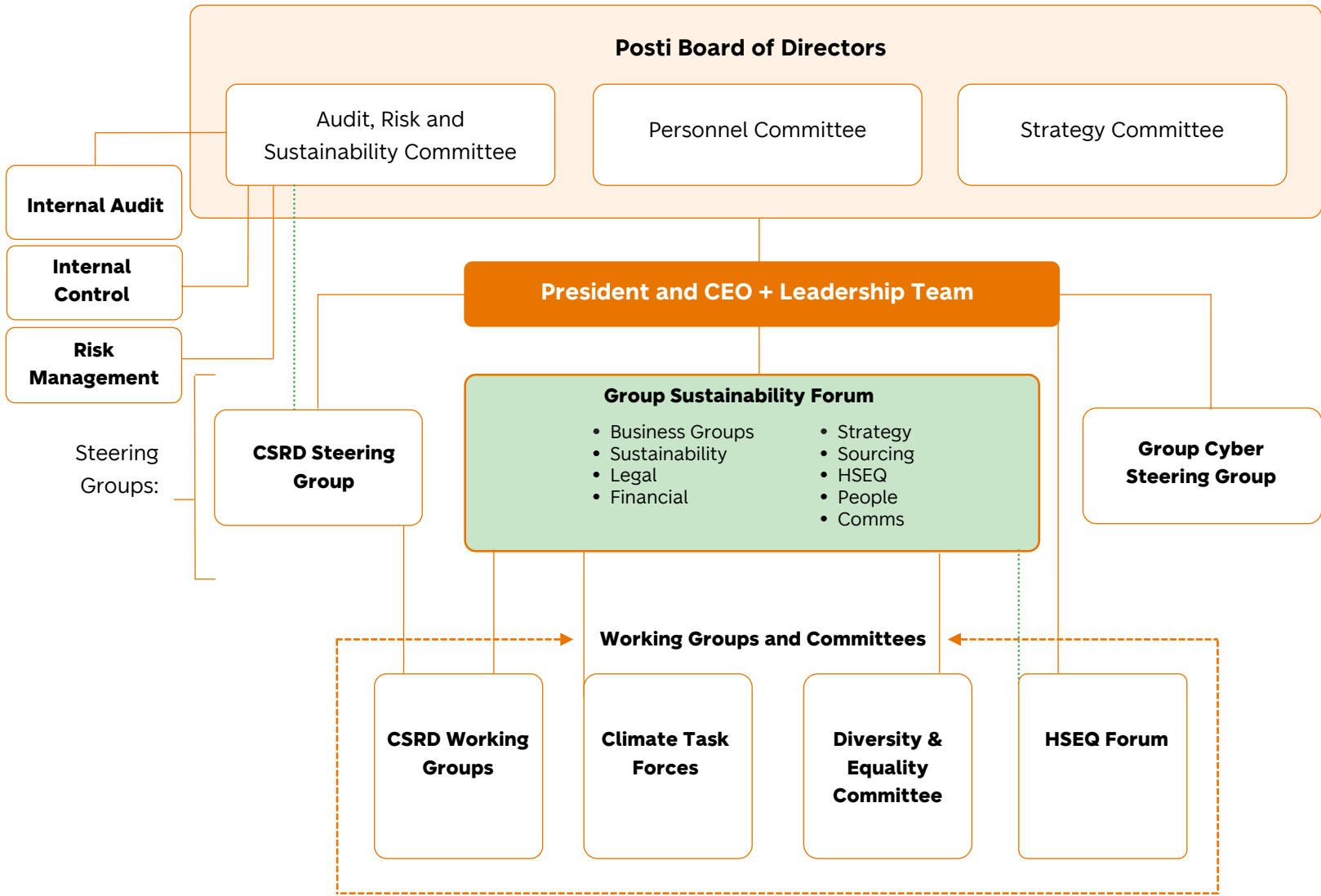
Group Sustainability Forum

The Group Sustainability Forum conducts a quarterly review of progress toward the strategic sustainability targets. It ensures that the work toward these targets advances as planned and initiates corrective actions when needed. The Forum is composed of executives and specialists responsible for sustainability matters across the Business Groups and Group functions and its chaired by the Senior Vice President for sustainability within the Posti Leadership Team. The Forum consists of seventeen (17) members of whom nine (9) members are male and eight (8) are female. The average ratio of female to male members is therefore 0.9.

The Posti Sustainability Program’s practical implementation is conducted by the working groups and committees described in the Sustainability Governance Model below.

- During the 2025 fiscal year, the Posti Sustainability Forum reviewed sustainability topics such as:
- Updates to Group Sustainability Program
 - Development of greenhouse gas emissions
 - Green fleet investments
 - Sustainability reporting and CSRD project implementation
 - Employees’ well-being and development
 - Human rights risk assessment and principles
 - Occupational safety
 - Employee engagement
 - Regulatory development regarding sustainability and logistics.

Sustainability Governance Model



Sustainability-related incentive schemes

Sustainability is an integral part of Posti's remuneration structure and is reflected in both short- and long-term incentive schemes approved and updated by the Board of Directors.

Posti's long-term incentive plan (LTI) is a monetary incentive scheme designed to reward employees in senior management positions who are critical to the Group's long-term success. The LTI includes sustainability-related performance metrics such as Posti's greenhouse gas emissions reduction target for 2030, validated by the Science Based Targets initiative (Scope 1 and 2), and an employee engagement target. Performance is assessed over a three-year period.

The table below presents the weight of sustainability metrics in long-term incentive (LTI) programs effective during 2025.

Plan	Performance measures in sustainability %
LTI 2023–2025	Greenhouse gas emissions 20%
Performance period 2023–2025	Employee engagement 15%
LTI 2024–2026	Greenhouse gas emissions 15%
Performance period 2024–2026	Employee engagement 15%
LTI 2025–2027	Greenhouse gas emissions 15%
Performance period 2025–2027	Employee engagement 15%

Sustainability is also reflected in the short-term incentive program. The short-term bonus plan is a cash-based incentive which is rewarded for the achievement of Posti's strategic priorities and short-term business plan. The short-term bonus includes both financial and strategic targets. Occupational safety, measured by the accident frequency rate (LTA0), is part of the 2025 short-term incentive program with a weighting of 10%.

The performance of members of the administrative, management, and supervisory bodies is therefore partially assessed against climate-related targets, and a portion of the remuneration recognized in the current period is linked to these targets. This integration ensures that climate mitigation efforts are embedded in the company's strategic and operational decision-making.

Statement on due diligence

Posti integrates due diligence into its governance, strategy, and business model in accordance with the Finnish Corporate Governance Code, ensuring that sustainability considerations are a systematic part of Posti's decision-making and operational activities. The implementation of the due diligence process and its integration into key processes are guided by Posti's Environmental Management Policy, Human Rights Principles, Code of Conduct, and the Supplier Codes of Conduct, which together support the identification, prevention, and mitigation of material risks and impacts both in Posti's own operations and across the value chain. Posti is committed to the fundamental principles of the UN Global Compact initiative regarding labor, the environment, anti-corruption, and human rights. Further information on Posti's practices and commitments related to respecting human rights can be found in sections [S1 Own workforce](#) and [S2 Workers in the value chain](#).

The table below summarizes how Posti applies the core elements of due diligence to people and the environment, and where they are presented in this Sustainability Statement.

Core elements of due diligence	Paragraph in the Sustainability Statement
a) Embedding due diligence in governance, strategy, and business model	Sustainability Governance at Posti GOV-1 Sustainability-related incentive schemes GOV-3 Material impacts, risks and opportunities, and their interaction with Posti's strategy and business model SBM-3 - Policies (all topical standards)
b) Engaging with affected stakeholders in all key steps of due diligence	Interests and views of stakeholders- SBM-2 Process to identify and assess material impacts, risks and opportunities IRO-1 Engagement with own workforce S1-2 Process for remedy and channels to raise concerns (workers in the value chain) S2-3 - Policies (all topical standards)
c) Identifying and assessing negative impacts	Process to identify and assess material impacts, risks and opportunities IRO-1 Interests and views of stakeholders- SBM-2 Material impacts, risks and opportunities, and their interaction with Posti's strategy and business model SBM-3
d) Taking action to address negative impacts	Use of phase-in provisions in accordance with Appendix C of ESRS 1 (ESRS 17) Posti's transition plan and actions related to climate change E1-1, E1-3 - Actions related to own workforce, workers in the value chain, and business conduct Engagement with own workforce S1-2 - Process for remedy and channels to raise concerns. S1-3, S2-3
e) Tracking the effectiveness of efforts made	- Metrics related to all material topical standards - Targets related to all material topical standards

Risk management and internal controls over sustainability reporting

Posti's sustainability reporting is integrated into the Group's overall risk management and internal control systems, which are based on Group-level principles and aligned with the COSO Internal Control Framework. These systems aim to provide reasonable assurance on the reliability of internal and external reporting, including sustainability reporting, and to ensure compliance with applicable laws, regulations, and internal policies.

Posti's Risk Management covers all the Group's operations and is an integral part of Posti's strategy and planning processes. Risk identification, analysis, and planning of management measures are carried out continuously as part of planning processes and decision-making. Regular risk reviews are conducted to ensure the appropriateness and continuous development of risk management.

The primary risk associated with sustainability reporting is material misstatement, including incomplete, inaccurate, or otherwise incorrect data. To address this, Posti has defined and implemented key internal controls across the end-to-end sustainability reporting process. As part of the CSRD implementation, the reporting process has been reviewed and streamlined to improve accuracy, consistency, and efficiency. The reported sustainability figures now follow the same approval process used for financial and operational data, involving validation by Business Groups and Group functions.

In 2025, selected CSRD metrics were incorporated into Posti's management reporting package, ensuring regular monitoring and improved visibility of sustainability performance at the leadership level.

The President and CEO is responsible for establishing and maintaining the Group's internal control system. Business Group and Group Function Heads are accountable for ensuring adequate internal controls within their areas, including those related to sustainability reporting. Internal Control reports biennially to the Audit, Risk, and Sustainability Committees on the performance of key internal controls related to sustainability reporting. Risk management outcomes, including sustainability-related risks, are also reported to the Committee twice a year. The Board of Directors reviews the Group's key risks, the overall risk management system, and Posti's risk appetite at least annually.

Posti's strategy, business model, and value chain

Strategy

Posti is committed to sustainability and ethical business in all its operating areas. This commitment is anchored in the company's strategy, values, and purpose. Posti's strategy is to focus on the delivery and fulfillment business in Finland, Sweden, Norway, and the Baltic region. The vision is to be an international delivery & fulfillment company with increasing profitability. The Group's total net sales was EUR 1,447.6 million and the financial performance by operating segments are presented in the [Consolidated Financial Statement](#) and the note [Segment reporting](#).

The strategic cornerstones are growth, customer-focused commercial excellence, becoming a preferred brand, sustainability leadership, and industry-leading operational efficiency. Sustainability is incorporated into the company's purpose. Posti's purpose crystallizes both the professional pride based on centuries of experience and the continuous desire to keep ahead of our times: Responsibly delivering what matters to you—on your terms. Posti is systematically developing its delivery operations to enhance sustainability and reliability from environmental, social, and economic perspectives.

Posti's sustainability leadership is driven by ambitious climate targets, a commitment to human rights and fair employment practices, and a positive societal handprint. These priorities are reflected in Posti's long-term climate transition plan to reach net-zero emissions by 2040. Posti's interim target is fossil-free road transport and facility energy 2030. Sustainability is not treated as a separate initiative but as an integrated dimension of strategic execution, impacting investment decisions, innovation, and operational models across all business units.

Posti's sustainability work has long emphasized transparency, stakeholder engagement, and continuous improvement. These principles continue to guide sustainability at Posti, ensuring that sustainability is embedded in governance, risk management, and performance monitoring. Through this integrated approach, Posti aims to create shared value for its owners, customers, employees, society, and the environment, while maintaining competitiveness in a rapidly evolving logistics landscape.

The sustainability leadership means that Posti pursues a holistic approach to sustainability, incorporating it into the Group's strategy, approved by the Board of Directors, as well as in long-term business and investment plans, risk assessments, and annual action plans.

Posti launched a three-year Sustainability Program, Fulfilling Sustainability, in 2024, which consists of three themes: People, Environment, and Society, with annual sustainability targets for each theme, including long-term climate targets spanning 2030 to 2040. The Group-level Sustainability Program is effective in all Posti's operating countries, focusing especially on the following themes and stakeholder groups:

- 1) Posti people—growth and caring focuses on building a workplace that nurtures a caring company and a caring leadership, and enforces physical and mental safety and wellbeing;
- 2) sustainable growth within the planet's boundaries focuses on climate change mitigation and a sustainable customer offering; and
- 3) ethical business and advocacy for the greater good focuses on creating a positive impact on society through strategic partnership and charitable donations, as well as by strengthening human rights in own operations and in the value chain and by practicing sustainable sourcing.

Posti's strategy serves as the sustainability targets' foundation. In 2022, the international Science Based Targets initiative (SBTi) approved Posti's short- and long-term climate targets, as well as the net-zero climate target by 2040. In addition, Posti targets transporting fossil-free on roads, including both its own and purchased transportation, and using only fossil-free energy in all Posti facilities by 2030. Serving customers and consumers with fossil-free transportation, delivery, and logistics services in the future is an ambitious goal toward which Posti is systematically working.

Posti's employees are enablers of Posti's strategy and the most important asset on the journey toward more sustainable logistics operations. Posti operated 2025 in six countries and at the end of the financial year 2025 the number of personnel stood at 13,751 people. In Finland, the company employed 11,841 people at the end of the financial year, which makes it one of the largest employers of the country.

Progress toward the Group's sustainability-related strategic targets and key results are measured monthly via Posti's internal OKR index, that include the following sustainability objectives: employee

engagement index; leadership index; occupational safety; DEI—fair and equal treatment; and Scope 1 and 2 emissions. More detailed descriptions of Posti's sustainability targets can be found in the topical standards.

A challenge (and opportunity) in Posti's Sustainability Leadership strategic focus area relates to the decarbonization of transportation operations. Critical solutions in succeeding in Posti's 2030 target and the 2040 net-zero target relate to the technological development of clean vehicles in the market in terms of range of e-vans, for example, and whether the price of clean vehicles and renewable fuels settles at a more competitive level with the price of fossil fuels. The same applies to the price and availability of fossil-free energy and electricity in all Posti's operating countries. It is also critical to succeed in engaging with all Posti's transportation partners to encourage them to implement Posti's fossil-free road transportation target in all Posti's operating countries. The operating environment and Posti are in the process of a significant structural transformation. The wellbeing and engagement of Posti's employees play a key role in Posti's adaptation to the change and success in it.

Business model and the value chain

Posti's business is segmented into three Business Groups: eCommerce and Delivery Services; Fulfillment and Logistics Services; and Postal Services. Posti enhances customers' everyday lives by offering a comprehensive range of services, including parcels, freight, warehousing, in-house logistics, and postal services.

Posti has identified 1) our Posti people, 2) data, digitalization and technology and 3) the scalable delivery network as key enablers that support its value chain and business strategy. They are critically important, together with strategic sustainability efforts, in creating value for customers and other stakeholders. Posti ensures the availability of key inputs in its value chain through strategic sourcing partnerships, and supplier and subcontractor management.

Posti sustains its operations by investing in its own workforce across different functions. To secure key talent, Posti invests in employee development, diversity and inclusion, and retention through a caring company culture and employee growth. Posti's strength as a company stems from its employees as the best experts in their field, its capability of being an innovative pioneer in logistics and technology, and its strategic inputs. Posti creates value for its customers and other stakeholders by optimizing the

end-to-end delivery and fulfillment value chain, from transportation to warehousing and sorting to delivery.

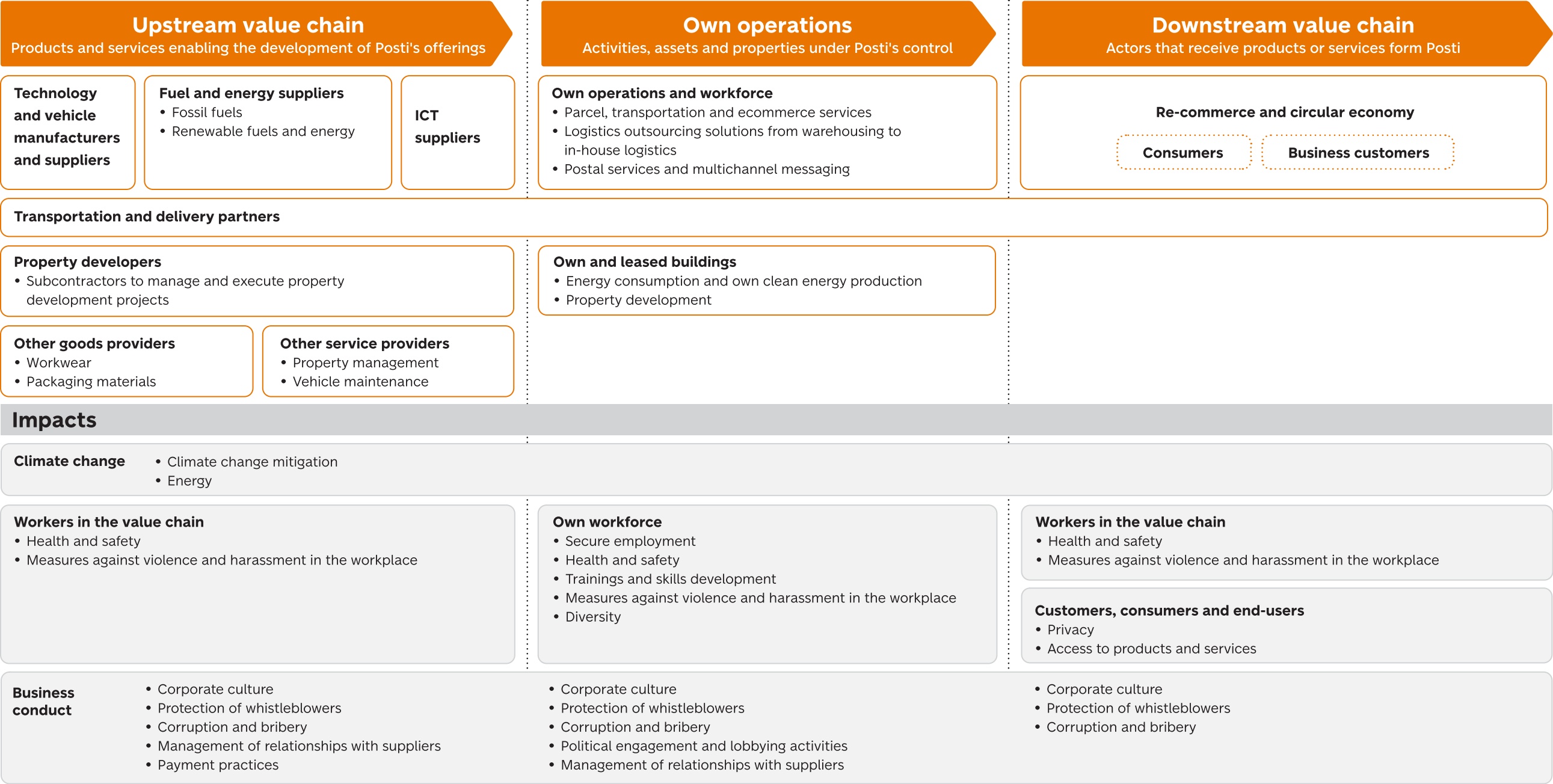
As part of the double materiality assessment (DMA), an assessment of material impacts across all operations and the value chain was conducted;

In the **upstream** of Posti's operations, Posti has a network of suppliers who provide the essential technologies, vehicles, fuels, and digital infrastructure to enable its business. Posti works closely with vehicle manufacturers who are pioneering in cleaner, more efficient transportation solutions, and with energy suppliers who are helping in the transition to renewable sources. In addition, Posti sources a wide range of goods and services—from workwear to maintenance support. For the development of Posti's properties, Posti engages with property developers in addition to occasionally taking a more active role in the development of the properties (for example project management for large properties). Energy efficiency and using fossil-free energy in increasing amounts in both Posti's new and existing facilities are important to advancing Posti's climate efforts. At the core of Posti's business is Posti's operations and workforce, which are key to its success and the delivery of Posti's services.

Downstream, Posti serves a diverse customer base that includes both consumers and business customers. Posti also promotes the circular economy by offering services that support the convenient return of products to the sender. Furthermore, Posti contributes to recommerce by providing logistics solutions that enable the exchange and resale of secondhand goods.

Throughout the value chain—upstream, Posti's own operations, and downstream—Posti collaborates with transportation partners. These partnerships are essential to extending Posti's own operations and ensuring that Posti responsibly delivers what matters to consumers and business customers.

The figure below illustrates Posti's upstream and downstream value chain, showing the location of key actors, Posti's own operations, and the material impacts and risks and opportunities across the value chain.



Interests and views of stakeholders

Posti maintains close dialogue and cooperation with a broad range of stakeholders. The company places emphasis on engaging with employees, business customers, suppliers, consumers, policymakers and shareholders. Regular interaction is essential, as it enables Posti to understand stakeholder needs, gather insights on how expectations can be met, and support sustainable growth and customer-focused business development. Active stakeholder dialogue is a fundamental element of responsible business operations and reporting

Further, Posti has an informal Stakeholder Advisory Council appointed by Posti's Board of Directors in September 2025 aiming to maintain and promote dialogue with the Company's key stakeholders to advance Posti's interests, brand, and reputation.

Stakeholder perspectives have been incorporated into the strategy-setting process through insights from employee engagement and customer surveys. Both internal and external stakeholders were involved in the double materiality assessment (DMA) process, and their views were considered throughout the identification, assessment, and validation of material impacts, risks and opportunities, using interviews and surveys as key engagement methods.

Posti's strategy is updated when needed to reflect changes in the operating environment and to incorporate stakeholder perspective. The most recent update was completed in 2024, when Posti expanded its sustainability focus from decarbonization alone to a broader, comprehensive ESG approach.

Relevant administrative, management, and supervisory bodies are kept informed of stakeholders' views and interests regarding sustainability-related impacts through updates provided by Posti's subject matter experts and topic owners through, supported by the Sustainability Governance Model. Appropriate measures are taken to address identified material impacts.

The stakeholder engagement table summarizes Posti's key stakeholder groups, how the engagement is organized, what the purpose of the engagement is, and how Posti considers the outcome of the engagement with stakeholders.

Stakeholder group	How is engagement organized?	What is the purpose of the engagement?	How are outcomes considered?
Own workforce	Personnel surveys, dialogue with employee representatives, talent and development discussions, other surveys	To understand employee views on topics such as employee engagement, occupational health and safety, training and career development, DEI, and well-being.	In developing employee-related policies and practices.
Business customers	Ongoing dialogue through meetings, surveys, and feedback channels. Co-creation of services with business customers.	Reliable and good quality of service at a reasonable price. Responding to customers' expectations regarding flexibility, digital solutions, sustainability, and ethical principles.	Development of new services and new features in current services.
Consumers and end users	Customer service, pulse surveys, feedback questionnaires, marketing and communication.	To better serve consumers and end users.	Developing processes and operations, as well as new services.
Suppliers, subcontractors, and workers in the value chain.	Strategic and operational meetings, audits, Self-assessment surveys, Events.	To discuss Posti's climate targets, environmental aspects, and human rights in the value chain, and build partnerships.	Ensuring partner cooperation to implement Posti's fossil-free transportation target. Risk mitigation to avoid negative impacts on environment and human rights, including health and safety of value chain workers.
Shareholders and investors	Annual, half-year and interim reporting, stock exchange and press releases, Investor and analyst meetings, and Annual General Meetings.	Providing timely information about Posti's strategy, financials, outlook and progress in sustainability. Engaging with shareholders and investors, enabling feedback and acquiring new investors.	Consideration of feedback from shareholders and investors to guide decision-making. Sustainable growth of business and dividends.
Government, authorities and policymakers	Dialogue and cooperation. Advocating and sharing views on policies, laws and regulations. Supporting policymakers with industry insights.	To ensure a predictable operating environment with fair and competitive growth opportunities for Posti.	Developing processes and operations to ensure compliance with relevant laws and regulations. Monitoring regulatory and legislative development that can affect, Posti's operations and/or Posti's strategic targets.

Stakeholder group	How is engagement organized?	What is the purpose of the engagement?	How are outcomes considered?
Industry and trade organizations	Active membership in industry organizations	The creation of a level playing field in Posti's operating sector	Collective bargaining agreements Industry best practices such as CSRD and EU Taxonomy implementation and interpretation. Legislative and policy advocacy
Educational and research institutions	Research collaboration projects and dialogue	Innovation opportunities to support Posti's strategy and sustainability targets New research on sustainability matters such as the circular economy	Posti becomes the user of innovative, sustainable products (for example converted trucks) and/or considers the results of the research projects in its services
Non-governmental organizations	Dialogue and meetings regarding charitable donations, charity projects and sponsorships that are aligned with Posti's sustainability targets	Creating a positive impact on society Support for equal opportunities for children and youth Fostering the culture of anti-racism	Posti making an impact and using its voice for greater good in society
Media	Active exchange of information about any relevant events at Posti. Media is also served by Posti media desk.	To share information about relevant topics in a timely manner	Development of Posti's performance, stakeholders' trust and Posti's brand reputation through well-managed and active information sharing with media.

Material impacts, risks and opportunities and their interaction with Posti's strategy and business model

The table below summarizes Posti's material topics identified through the double materiality assessment (DMA) conducted in 2023 and reviewed in 2025. The identified impacts, risks and opportunities (IROs) represent Posti's most significant actual and potential sustainability-related effects on people and the environment, as well as sustainability matters that may influence Posti's financial performance, resilience and long-term value creation.

Standard	Sub-topic	Sub-sub-topic	Actual or potential negative impact	Actual or potential positive impact	Risk	Opportunity
E1 Climate change	Climate change mitigation		● V		● V	● V
	Energy		● V		● V	
S1 Own workforce	Working conditions	Secure employment	● O	● O		
		Health and safety	● O		● O	
	Equal treatment and opportunities for all	Training and skills development		● O		
		Measures against violence and harassment in the workplace	● O			
		Diversity		● O		
		Other work-related rights	● O			
S2 Workers in the value chain	Working conditions	Health and safety	● U, D			
	Equal treatment and opportunities for all	Measures against violence and harassment in the workplace	● U, D			
S4 Consumers and end users	Information-related impacts for consumers and/or end-users	Privacy	● D		● V	
	Social inclusion of consumers and/or end-users	Access to products and services	● D	● D		
G1 Business conduct	Corporate culture			● V		
	Protection of whistleblowers			● V		
	Corruption and bribery		● V			
	Political engagement and lobbying activities					● O
	Management of relationships with suppliers				● O, U	
	Payment practices		● U			

O = Own operations, U = Upstream operations, D= Downstream operations, V = Entire value chain (incl. own operation, down- and upstream)

Below are described the identified material impacts, risks and opportunities and their interaction with Posti's strategy and business model:

Climate change

Posti's transport operations, including those of its partners, generate significant greenhouse gas emissions, contributing to global warming and resulting in negative environmental impacts. At the same time, Posti's efforts to reduce emissions, such as transitioning to low-emission vehicles and improving energy efficiency, create opportunities for a competitive advantage and enhanced reputation. However, Posti faces risks related to the limited availability of low-carbon technologies, infrastructure constraints and rising compliance costs due to evolving climate regulations. Volatility in energy and fuel prices further impacts operational costs. In response, Posti is integrating climate mitigation into its strategy by investing in fleet electrification, fossil-free energy and supplier collaboration, aiming to reduce emissions across its value chain and strengthen long-term business resilience.

Own workforce

Posti's operations have material impacts on its own workforce, particularly in areas such as secure employment, health and safety, and equal treatment. Negative impacts include risks related to occupational safety and incidents of workplace harassment, while positive impacts arise from stable employment, the promotion of diversity, and investment in training and skills development. Health and safety risks can affect employee well-being and operational continuity, while fostering a more inclusive, skilled and engaged workforce contributes positively to organizational resilience and long-term value creation. These impacts influence Posti's people strategy, which emphasizes safe working conditions, equal opportunities, and continuous learning as key elements for long-term resilience and employer attractiveness.

Workers in the value chain

Posti's subcontracted transportation and delivery workers may face inadequate safety management and exposure to harassment or threats in public spaces, leading to negative and potential negative impacts on their well-being. These issues occur upstream in the value chain and can affect service reliability, partner relationships and Posti's reputation. In response, Posti is strengthening supplier

requirements and collaboration to improve occupational safety and promote respectful working conditions across its network.

Business conduct

Posti's operations have material impacts, risks, and opportunities related to ethical business conduct, particularly in areas such as corporate culture, whistleblower protection, anti-corruption, political engagement, payment practices, and supplier relationships. Positive impacts include fostering an ethical and responsible corporate culture, empowering employees and value chain workers to report misconduct, and leveraging political engagement as a financial opportunity to influence industry regulations and initiatives.

Negative impacts relate to potential corruption or bribery incidents, delayed or unfair payments to suppliers, and non-compliance by suppliers, which could lead to reputational, financial, or legal risks. Posti is committed to conducting business ethically across all areas of operation. The corporate culture emphasizes ethical behavior, compliance with laws and regulations, and responsible business practices. These principles are supported by Posti's values and the Code of Conduct, which are embedded in the operations through communication, training and monitoring.

A more comprehensive description of each material impact, risk and opportunity and its interaction with Posti's strategy, business model and value chain is provided under the topical sections on Environment, Social and Governance. The expected time horizons of the IROs are disclosed under the corresponding topical standards.

Financial effect

Currently, the potential financial effects of the identified sustainability-related risks and opportunities on Posti's financial position, financial performance or cash flows have not been quantified due to limitations in data availability and the lack of established methodologies. However, the most important climate-related issues and financial risks are related to the availability and accessibility of green vehicles, fuels, charging infrastructure and energy. The above-mentioned issues have been taken into account in forecasts and, in particular, in impairment testing, based on the best information and estimates. Climate-related issues may impact the profitability and impairment calculations of future

years as the climate target years approach. The margins of Posti's loan arrangements are tied to sustainability targets. However, their impact on total interest expenses is minor.

No entity-specific disclosures have been identified in Posti's DMA. However, all material impacts, risks and opportunities are covered by the ESRS Disclosure Requirements.

Process to identify and assess material impacts, risks and opportunities

The scope of the Sustainability Statement is based on Posti's double materiality assessment (DMA), conducted in compliance with the requirements of the European Sustainability Reporting Standards (ESRS). The main objective of the assessment was to identify the most significant sustainability topics for Posti that may have an impact on the environment, society and people, as well as the sustainability-related risks and opportunities that may have a significant impact on Posti's business performance.

The double materiality assessment process follows ESRS 1 General requirements, and the DMA is reviewed on an annual basis or in connection with significant changes in Posti. This is Posti's first disclosed Sustainability Statement and first conducted DMA in line with the ESRS requirements. Posti therefore does not have an available comparative DMA process from previous periods.

Posti's DMA process was conducted in the following steps:

Analysis of business activities and identification of topics

The initial phase involved a comprehensive analysis of Posti's business activities and strategy to identify sustainability impacts, risks and opportunities across Posti's value chain. This assessment was conducted in alignment with the sustainability topics outlined in the ESRS. In addition, Posti considered entity-specific topics that could be deemed material to Posti's operations and stakeholders.

During the analysis phase, Posti conducted desktop research in collaboration with a consultant incorporating input from:

- Posti's previous materiality assessments
- industry research
- internal materials
- sustainability frameworks relevant for Posti's business activities
- peer reviews

These inputs supported the development of a comprehensive longlist of potential material topics, forming the foundation for Posti's materiality assessment.

Assessment of material topics

The second step in Posti's DMA process focused on assessing the material topics identified in the initial phase. In accordance with the ESRS framework, the DMA considered both impact materiality and financial materiality to determine the actual and potential impacts, as well as material risks and opportunities. The assessment covered the entire Posti Group, considering both the Group's own operations and the value chain (both upstream and downstream activities). As most of Posti's business activities are in the Nordics and the Baltics, the DMA focused mostly on these geographical areas.

The time horizon defined in the ESRS was applied in Posti's DMA process, considering impacts, risks and opportunities over the short term (under one year), medium term (one to five years) and long term (more than five years).

A detailed explanation of the scoring methodology, including both impact materiality scoring and financial materiality scoring, is provided below.

Impact materiality scoring

For assessing the severity of the impact materiality, the following factors have been evaluated on a scale of 0 to 5, with 0 indicating no impact, and 5 indicating the highest impact:

- Scale: how grave the negative impact is, or how beneficial the positive impact is for people or the environment
- Scope: how widespread the negative and/or positive impacts are

- Irremediability (only for negative impact): whether the negative impact can be remediated (in other words, restoring the environment or affected people to their prior state).

The scoring threshold used for determining when a sustainability topic is considered material from an impact materiality perspective is based on a predefined score, which is aligned with the principles outlined in ESRS 1. Additionally, if any of the impact factors such as scale, scope and irremediability are assessed as severe (score 5), the impact is automatically considered material. This scoring applies to actual impacts.

For potential impacts, the likelihood has been considered with the severity of the impacts. The likelihood of a potential impact has been assessed on a scale between 0 (10%), being very unlikely, to 5 (90%), being very likely.

If any of the impact factors (scale, scope, irremediability, likelihood) is deemed severe (score 5), the impact is automatically considered material.

Financial materiality scoring

To assess the financial materiality, the following factors were evaluated on a scale of 0 to 5, with 0 indicating no risk, and 5 indicating the highest risk:

- Likelihood: how likely the occurrence of a sustainability related risk is
- Magnitude: evaluation of the potential amount of financial loss (risk) or gain (opportunity).

The sustainability risks identified and assessed in Posti's Risk Management process have been taken into consideration in the DMA. See [Integration with overall risk management](#).

The scoring threshold for determining when a sustainability topic is considered material from a financial materiality perspective is based on a predefined score which is aligned with the principles outlined in ESRS 1.

Validation

The third step in the DMA process, the validation phase, included gathering insights from both relevant internal stakeholders through interviews and workshops and from external stakeholders through interviews and surveys. The material topics were validated by Posti's strategy and business leaders to ensure alignment with Posti's business model.

Posti's first double materiality assessment was conducted in the fall of 2023. Following this, a need for a revalidation of the assessment was identified, and the revalidation of the DMA was conducted in the spring of 2025. In 2024, Posti conducted a Human Rights Impact Assessment (HRIA), and the results of this assessment were incorporated into the revalidation of the DMA, specifically regarding the S1 Own workforce, S2 Workers in the value chain, and S4 Consumers and end users social standards. In the methodology used in HRIA, the severity of the impact took precedence over its likelihood.

The identified impacts, risks and opportunities were reviewed by the Sustainability Forum and approved by the Audit, Risk, Sustainability Committees.

An internal control over the DMA and the scope of reporting requirements was established as part of the sustainability reporting control (CSRD Key Internal Controls) implemented during the CSRD project. Further details on Posti's internal controls related to sustainability reporting are described in the [Risk management and internal controls over sustainability reporting](#) section.

Stakeholder engagement

In the DMA process, both internal and external stakeholders were involved, and their perspectives were considered during the identification, assessment and validation phases of material impacts, risk and opportunities through interviews and surveys. Affected stakeholders, including Posti's workforce, consumers and end users, and workers in the value chain, contributed to the process through interviews, a DMA-related survey and other internal employee-related surveys.

Posti's approach to stakeholder engagement is further described in the [Interests and views of stakeholders](#) section.

Integration with overall risk management

Sustainability risks are identified, assessed and managed within Posti Group's comprehensive risk management process and risk management tool. The prioritization of risks is based on the risk assessment scales in accordance with Posti's risk management process. Although the DMA process is not yet fully integrated into Posti's risk management process and system, and the scoring currently differs from the ESRS 1 scoring methodology, the sustainability risks identified by the Group's risk management have been incorporated and aligned with those identified through the DMA process.

As part of the impact materiality assessment, Posti identified key impacts—such as GHG emissions and employee health and safety—that give rise to risks and opportunities. GHG emissions constitute an actual negative environmental impact, creating a transition risk of not meeting climate targets; at the same time, mitigation presents a strategic and financial opportunity. In parallel, Posti assessed dependencies that can trigger risks and opportunities, including reliance on the availability of low-carbon technologies and on workforce well-being and safety. These dependencies may increase transition and financial risks (for example, disability pension liabilities) if not managed effectively. See the [E1 Climate change](#) and [S1 Own workforce](#) sections for further information.

Climate change

To identify and assess Posti's climate-related impacts, risks and opportunities, Posti utilized findings from its scenario and climate resilience work, which was made in accordance with Task Force on Climate Related Financial Disclosures (TCFD). The TCFD assessment helps organizations understand and prepare for climate-related risks, as well as capitalize on climate-related opportunities that are relevant to them. The scope of the TCFD assessment covered Posti's own functions in the Group's current markets in the Nordic countries and the Baltic region, as well as the Group's value chain. The TCFD work (including scenario and resilience analysis) served as a basis for Posti's DMA process on climate change matters. Posti conducted the TCFD work in the spring of 2023. The time horizons applied for TCFD and DMA are consistent: short term (under one year), medium term (one to five years) and long term (more than five years, up to 2040).

A scenario analysis (as part of the TCFD project) was used to assess the key risks and opportunities over different time horizons and in different climate scenarios. The climate scenarios were as follows and publicly available IPCC AR6 (2021): Shared Socioeconomic Pathway (SSP) were utilized:

- an orderly transition, with temperatures rising by 1.5–2°C (SSP1-1.9): Decisive global policy action is taken to limit global warming from early 2020s
- a disorderly transition, with temperatures rising by 1.5–3°C (SSP2-4.5): Policy measures are delayed until late 2020s/early 2030s, meaning increased costs, e.g., higher carbon prices
- a hot house world, with temperatures rising by 3–5°C (SSP5-8.5): No new policies are introduced, leading to increasing physical impacts.

In the scenario analysis, Posti's key internal stakeholders assessed each risk and opportunity and its impact on Posti over the selected time horizons and in the selected climate scenarios. The key risks and opportunities were categorized as physical risks and transition risks with the aid of the TCFD framework and an external expert. The assessment included desktop work and engagement of internal stakeholders in various stages of the work, for example, participation in interviews to assess the significance of different risks and opportunities. The process included a comparison of the results of the scenario analysis with Posti's strategy, business model, metrics and targets to support the identification of climate change mitigation measures and increase the climate resilience of Posti's business.

Physical climate risks in Posti's own operations and along the upstream and downstream value chain were considered as part of the analysis. Posti identified potential short-, medium- and long-term climate-related hazards that could result from increasing the frequency of acute climate events and their interference with business activities. For the value chain, Posti identified a potential long-term risk from more extreme and frequent climate change causing material shortages and/or disrupting supply chains. According to the results of the resilience analysis, physical risks are expected to be moderate in the event of an orderly transition. In a hothouse world scenario, serious physical risks would be expected through extreme weather events (such as storm conditions, flooding and heat waves), influencing Posti's supply chains and business activities. No chronic physical risks were identified in the TCFD work. When assessing the double materiality of the physical climate risks and considering the likelihood and magnitude of these risks, they were identified as not material.

Transition risks were also assessed as part of the analysis. Identified potential transition risks included political and legal (potential significant new taxes), technological (e.g., maturity of low-carbon vehicles), market-related (for example., changing customer preferences), and reputational (negative social implications). Transition risks were assessed over short-, medium-, and long-term time horizons, and they concern both the Group's own operations and value chain. According to the results of the resilience analysis, transition risks are expected to be moderate in the event of an orderly transition. In a disorderly transition, the transition risks would be more significant. To determine the materiality of these transition risks (and opportunities), the likelihood and magnitude of the financial risks and opportunities were reviewed further. As a result of the DMA, three financial risks and one financial opportunity were identified. The risks relate to the availability of low-carbon solutions for fleet and properties, fuel and energy prices, and potential higher compliance costs. Climate change mitigation also provides an opportunity through competitive advantage and improved reputation.

Posti has identified greenhouse gas (GHG) emissions from its own operations and across its value chain as a material negative environmental impact contributing to climate change. These emissions arise from fuel combustion in Posti's fleet (Scope 1), district heating consumption, electricity consumption in facilities and electric vehicles (Scope 2), and purchased road transportation services (Scope 3). Freight, parcel and mail transportation (own and partner) creates most of Posti's emissions contributing to global warming. Posti is implementing its [climate transition plan](#) to reduce the emissions. Posti's total GHG emissions are reported in the [Targets and metrics related to climate change](#) section.

Posti does not identify own assets or business activities that are incompatible with a climate-neutral economy.

Climate scenarios have not yet been formally integrated into Posti's financial planning or forecasting processes. However, Posti's clean vehicle roadmap is already influencing investments decisions, particularly in guiding the transition of the fleet towards fossil-free vehicles by 2030.

Business conduct

The identification and assessment of material business conduct topics such as ethical business practices, anti-corruption, fair payment practices and supplier management have been carried out as part of Posti's Group-level double materiality assessment process, described in more detail above. The assessment involved relevant internal stakeholders, including representatives from the Compliance, Sourcing, and Stakeholder Relations functions. The assessment of business conducted related material topics considered, for example, existing policies, processes and procedures, as well as relevant data concerning these topics.

Non-material ESRS topics

The following topics have not been considered material in Posti's DMA:

Topic	Reason for non-materiality
E2 Pollution	Although transportation is a core part of Posti's operations, and the use of vehicles contributes to air pollution, and their tires release microplastics, Posti's greatest environmental impact stems from GHG emissions. Air pollution and microplastics have not been considered material topics, as the scoring did not exceed the defined DMA threshold. Posti is committed to minimizing its impact on pollution through emissions reduction efforts, including optimizing transportation routes and economical driving. For more details on Posti's climate change mitigation efforts and progress in reducing GHG emissions, please see the E1 Climate change section . The land area surrounding the Posti Group headquarters (until November 2025), Eteläinen Postipuisto, and the related land-cleaning work including its potential financial risks were assessed as part of the DMA. However, the impact did not exceed the materiality threshold. The provision for land-cleaning work is disclosed under the Provisions in the Notes in the Consolidated Financial Statements .
E3 Water and marine resources	While it is acknowledged that water is utilized during the manufacturing of vehicles, packaging materials and other products used in Posti's operations, these activities occur outside Posti's direct operations. Additionally, the water consumed in Posti's facilities is minor, resulting in Posti's overall impact on water and marine resources being small and not considered a material topic. Consequently, no specific screening of Posti's impact on water and marine resources was conducted.

Topic	Reason for non-materiality
E4 Biodiversity	Compared to resource-intensive sectors such as forestry, agriculture, mining, and oil and gas, the logistics industry has a smaller direct impact on biodiversity and ecosystems. The most significant environmental impact associated with Posti's operations arises from GHG emissions, primarily driven by transportation activities and energy consumption, both within Posti's facilities and across the value chain. Environmental impacts, including potential impacts on biodiversity, are evaluated as part of significant new construction projects. Hence, no separate analysis was conducted as part of the DMA process. In conclusion, biodiversity is not considered a material topic for Posti, as impacts did not exceed the set threshold. Posti is committed to minimizing its impact on biodiversity through emissions reduction efforts. For more details on climate change mitigation efforts and progress in reducing GHG emissions, please see the E1 Climate change section .
E5 Resources and circular economy	As a transportation service provider, Posti does not, to a significant extent, engage in manufacturing activities. Posti therefore has limited direct resource use. Most of the waste generated in Posti's operations comes from logistics centers and warehouses, including materials such as paper, cardboard, wood waste, energy waste, and waste from electrical and electronic equipment. In conclusion, resource use and circular economy is not considered a material topic, Posti is committed to minimizing waste in its daily operations through sustainable packaging, reduced material use, a high recycling rate, and waste management solutions. The construction work associated with Eteläinen Postipuisto and its potential impact on waste generation, as well as related financial risks, were assessed as part of the DMA. However, the impact did not exceed the materiality threshold.

E2 Pollution, E3 Water, E4 Biodiversity, and E5 Resource Use and Circular Economy standards are assessed using the methodology as the materiality assessment. However, due to Posti's business model and operating countries, these topics did not exceed the defined DMA threshold and were not considered material.

Posti has not identified communities that are negatively affected by Posti's operations; consultations have therefore not been conducted regarding the sustainability matters of pollution, water, biodiversity, and resource use and circular economy.

Disclosure Requirements in ESRS covered by the undertaking's sustainability statement

The table below presents a list of the disclosure requirements covered in Posti's Sustainability Statement. The materiality assessment process is described further in the [Process to identify and assess material impacts, risks and opportunities](#) section.

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ESRS 2	BP-2 Disclosures in relation to specific circumstances	41
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ESRS 2	GOV-2 Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	43
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ESRS 2	GOV-4 Statement on due diligence	47
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ESRS 2	SBM-1 Strategy, business model and value chain	49
ESRS 2	SBM-2 Interests and views of stakeholders	52
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E1 Climate change	ESRS 2 SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model	81
E1 Climate change	ESRS 2 IRO-1 Description of the processes to identify and assess material climate-related impacts, risks and opportunities	57

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E1 Climate change	E1-5 Energy consumption and mix	83
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S1 Own workforce	ESRS 2 SBM-2 Interests and views of stakeholders	52
S1 Own workforce	ESRS 2 SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model	92
S1 Own workforce	S1-1 Policies related to own workforce	93
S1 Own workforce	S1-2 Processes for engaging with own workforce and workers' representatives about impacts	94
S1 Own workforce	S1-3 Processes to remediate negative impacts and channels for own workforce to raise concerns	95
S1 Own workforce	S1-4 Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	96
S1 Own workforce	S1-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	97
S1 Own workforce	S1-6 Characteristics of the undertaking's employees	98
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S1 Own workforce	S1-14 Health and safety metrics	99
S1 Own workforce	S1-17 Incidents, complaints and severe human rights impacts	100
S2 Workers in the value chain	ESRS 2 SBM-2 Interests and views of stakeholders	52
S2 Workers in the value chain	ESRS 2 SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model	102
S2 Workers in the value chain	S2-1 Policies related to value chain workers	103
S2 Workers in the value chain	S2-2 Processes for engaging with value chain workers about impacts	104
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S2 Workers in the value chain	S2-4 Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action	104
S2 Workers in the value chain	S2-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	105
S4 Consumers and end-users	ESRS 2 BP-2 17. Use of phase-In provisions in accordance with Appendix C of ESRS 1	42
Governance information		106
G1 Business conduct	ESRS 2 GOV-1 The role of the administrative, supervisory and management bodies	43
G1 Business conduct	ESRS 2 IRO-1 Description of the processes to identify and assess material impacts, risks and opportunities	58
G1 Business conduct	G1-1 Business conduct policies and corporate culture	108
G1 Business conduct	G1-2 Management of relationships with suppliers	110
G1 Business conduct	G1-3 Prevention and detection of corruption and bribery	109
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G1 Business conduct	G1-5 Political influence and lobbying activities	111
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List of data points in crosscutting and topical standards derived from other EU legislation

Disclosure requirement	Data point	SFDR reference	Pillar 3 reference	Benchmark regulation reference	EU Climate Law reference	Location in the Sustainability Statement
ESRS 2 GOV-1 Board's gender diversity	paragraph 21 (d)	Indicator number 13 of Table #1 of Annex 1		Commission Delegated Regulation (EU) 2020/1816(5), Annex II		44
ESRS 2 GOV-1 Percentage of board members who are independent	paragraph 21 (e)			Delegated Regulation (EU) 2020/1816, Annex II		44
ESRS 2 GOV-4 Statement on due diligence	paragraph 30	Indicator number 10 Table #3 of Annex 1				47
ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities	paragraph 40 (d) i	Indicators number 4 Table #1 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453(6)Table 1: Qualitative information on Environmental risk and Table 2: Qualitative information on Social risk	Delegated Regulation (EU) 2020/1816, Annex II		Topic not material for Posti
ESRS 2 SBM-1 Involvement in activities related to chemical production	paragraph 40 (d) ii	Indicator number 9 Table #2 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II		Topic not material for Posti
ESRS 2 SBM-1 Involvement in activities related to controversial weapons	paragraph 40 (d) iii	Indicator number 14 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1818(7), Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		Topic not material for Posti
ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco	paragraph 40 (d) iv			Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		Topic not material for Posti
ESRS E1-1 Transition plan to reach climate neutrality by 2050	paragraph 14				Regulation (EU) 2021/1119, Article 2(1)	74
ESRS E1-1 Undertakings excluded from Paris-aligned Benchmarks	paragraph 16 (g)		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book-Climate Change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article12.1 (d) to (g), and Article 12.2		80
ESRS E1-4 GHG emission reduction targets	paragraph 34	Indicator number 4 Table #2 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 6		82
ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors)	paragraph 38	Indicator number 5 Table #1 and Indicator n. 5 Table #2 of Annex 1				83
ESRS E1-5 Energy consumption and mix	paragraph 37	Indicator number 5 Table #1 of Annex 1				83

Disclosure requirement	Data point	SFDR reference	Pillar 3 reference	Benchmark regulation reference	EU Climate Law reference	Location in the Sustainability Statement
ESRS E1-5 Energy intensity associated with activities in high climate impact sectors	paragraphs 40 to 43	Indicator number 6 Table #1 of Annex 1				84
ESRS E1-6 Gross Scope 1, 2, 3 and Total GHG emissions	paragraph 44	Indicators number 1 and 2 Table #1 of Annex 1	Article 449a; Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book – Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 5(1), 6 and 8(1)		85
ESRS E1-6 Gross GHG emissions intensity	paragraphs 53 to 55	Indicators number 3 Table #1 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 8(1)		87
ESRS E1-7 GHG removals and carbon credits	paragraph 56				Regulation (EU) 2021/1119, Article 2(1)	Topic not material for Posti
ESRS E1-9 Exposure of the benchmark portfolio to climate-related physical risks	paragraph 66			Delegated Regulation (EU) 2020/1818, Annex II Delegated Regulation (EU) 2020/1816, Annex II		Phase-in, not reported for FY2025
ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk ESRS E1-9 Location of significant assets at material physical risk	paragraph 66 (a) paragraph 66 (c)		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraphs 46 and 47; Template 5: Banking book – Climate change physical risk: Exposures subject to physical risk.			Phase-in, not reported for FY2025
ESRS E1-9 Breakdown of the carrying value of its real estate assets by energy-efficiency classes	paragraph 67 (c)		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraph 34; Template 2: Banking book – Climate change transition risk: Loans collateralised by immovable property – Energy efficiency of the collateral			Phase-in, not reported for FY2025
ESRS E1-9 Degree of exposure of the portfolio to climate-related opportunities	paragraph 69			Delegated Regulation (EU) 2020/1818, Annex II		Phase-in, not reported for FY2025
ESRS E2-4 Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil,	paragraph 28	Indicator number 8 Table #1 of Annex 1 Indicator number 2 Table #2 of Annex 1 Indicator number 1 Table #2 of Annex 1 Indicator number 3 Table #2 of Annex 1				Topic not material for Posti
ESRS E3-1 Water and marine resources	paragraph 9	Indicator number 7 Table #2 of Annex 1				Topic not material for Posti

Disclosure requirement	Data point	SFDR reference	Pillar 3 reference	Benchmark regulation reference	EU Climate Law reference	Location in the Sustainability Statement
ESRS E3-1 Dedicated policy	paragraph 13	Indicator number 8 Table 2 of Annex 1				Topic not material for Posti
ESRS E3-1 Sustainable oceans and seas	paragraph 14	Indicator number 12 Table #2 of Annex 1				Topic not material for Posti
ESRS E3-4 Total water recycled and reused paragraph	paragraph 28 (c)	Indicator number 6.2 Table #2 of Annex 1				Topic not material for Posti
ESRS E3-4 Total water consumption in m3 per net revenue on own operations	paragraph 29	Indicator number 6.1 Table #2 of Annex 1				Topic not material for Posti
ESRS 2- SBM-3 - E4	paragraph 16 (a) i	Indicator number 7 Table #1 of Annex 1				Topic not material for Posti
ESRS 2- SBM-3 - E4	paragraph 16 (b)	Indicator number 10 Table #2 of Annex 1				Topic not material for Posti
ESRS 2- SBM-3 - E4	paragraph 16 (c)	Indicator number 14 Table #2 of Annex 1				Topic not material for Posti
ESRS E4-2 Sustainable land / agriculture practices or policies	paragraph 24 (b)	Indicator number 11 Table #2 of Annex 1				Topic not material for Posti
ESRS E4-2 Sustainable oceans / seas practices or policies	paragraph 24 (c)	Indicator number 12 Table #2 of Annex 1				Topic not material for Posti
ESRS E4-2 Policies to address deforestation	paragraph 24 (d)	Indicator number 15 Table #2 of Annex 1				Topic not material for Posti
ESRS E5-5 Non-recycled waste	paragraph 37 (d)	Indicator number 13 Table #2 of Annex 1				Topic not material for Posti
ESRS E5-5 Hazardous waste and radioactive waste	paragraph 39	Indicator number 9 Table #1 of Annex 1				Not material
ESRS 2- SBM3 - S1 Risk of incidents of forced labour	paragraph 14 (f)	Indicator number 13 Table #3 of Annex I				92
ESRS 2- SBM3 - S1 Risk of incidents of child labour	paragraph 14 (g)	Indicator number 12 Table #3 of Annex I				92
ESRS S1-1 Human rights policy commitments	paragraph 20	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex I				93-95
ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8	paragraph 21			Delegated Regulation (EU) 2020/1816, Annex II		94
ESRS S1-1 processes and measures for preventing trafficking in human beings	paragraph 22	Indicator number 11 Table #3 of Annex I				94

Disclosure requirement	Data point	SFDR reference	Pillar 3 reference	Benchmark regulation reference	EU Climate Law reference	Location in the Sustainability Statement
ESRS S1-1 Workplace accident prevention policy or management system	paragraph 23	Indicator number 1 Table #3 of Annex I				94
ESRS S1-3 Grievance/complaints handling mechanisms	paragraph 32 (c)	Indicator number 5 Table #3 of Annex I				95
ESRS S1-14 Number of fatalities and number and rate of work-related accidents	paragraph 88 (b) and (c)	Indicator number 2 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		99
ESRS S1-14 Number of days lost to injuries, accidents, fatalities or illness	paragraph 88 (e)	Indicator number 3 Table #3 of Annex I				99
ESRS S1-16 Unadjusted gender pay gap paragraph	paragraph 97 (a)	Indicator number 12 Table #1 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		Topic not material for Posti
ESRS S1-16 Excessive CEO pay ratio	paragraph 97 (b)	Indicator number 8 Table #3 of Annex I				Topic not material for Posti
ESRS S1-17 Incidents of discrimination	paragraph 103 (a)	Indicator number 7 Table #3 of Annex I				100
ESRS S1-17 Non-respect of UNGPs on Business and Human Rights and OECD	paragraph 104 (a)	Indicator number 10 Table #1 and Indicator number 14 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Art 12 (1)		100
ESRS 2- SBM3 – S2 Significant risk of child labour or forced labour in the value chain	paragraph 11 (b)	Indicators number 12 and n. 13 Table #3 of Annex I				102
ESRS S2-1 Human rights policy commitments	paragraph 17	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex 1				103 -104
ESRS S2-1 Policies related to value chain workers	paragraph 18	Indicator number 11 and n. 4 Table #3 of Annex 1				103
ESRS S2-1 Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines	paragraph 19	Indicator number 10 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		103
ESRS S2-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8	paragraph 19			Delegated Regulation (EU) 2020/1816, Annex II		103
ESRS S2-4 Human rights issues and incidents connected to its upstream and downstream value chain	paragraph 36	Indicator number 14 Table #3 of Annex 1				104

Disclosure requirement	Data point	SFDR reference	Pillar 3 reference	Benchmark regulation reference	EU Climate Law reference	Location in the Sustainability Statement
ESRS S3-1 Human rights policy commitments	paragraph 16	Indicator number 9 Table #3 of Annex 1 and Indicator number 11 Table #1 of Annex 1				Topic not material for Posti
ESRS S3-1 non-respect of UNGPs on Business and Human Rights, ILO principles or and OECD guidelines	paragraph 17	Indicator number 10 Table #1 Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		Topic not material for Posti
ESRS S3-4 Human rights issues and incidents	paragraph 36	Indicator number 14 Table #3 of Annex 1				Topic not material for Posti
ESRS S4-1 Policies related to consumers and end-users	paragraph 16	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex 1				42
ESRS S4-1 Non-respect of UNGPs on Business and Human Rights and OECD guidelines	paragraph 17	Indicator number 10 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		43
ESRS S4-4 Human rights issues and incidents	paragraph 35	Indicator number 14 Table #3 of Annex 1				42
ESRS G1-1 United Nations Convention against Corruption	paragraph 10 (b)	Indicator number 15 Table #3 of Annex 1				108
ESRS G1-1 Protection of whistleblowers	paragraph 10 (d)	Indicator number 6 Table #3 of Annex 1				108
ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws	paragraph 24 (a)	Indicator number 17 Table #3 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II)		109
ESRS G1-4 Standards of anti-corruption and anti- bribery	paragraph 24 (b)	Indicator number 16 Table #3 of Annex 1				109



➔ Sustainability and climate are at the core of Posti's strategy and purpose. We aim to advance the clean transition of logistics and the shift toward more sustainable consumption. This means not only reducing the emissions of our own operations, but also actively influencing and collaborating closely with our partners.

-25%

reduction of our own emissions (Scope 1 and 2) compared to 2024

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EU Taxonomy

General

The EU Taxonomy is a classification system established under Regulation (EU) 2020/852 to define environmentally sustainable economic activities. Its purpose is to help redirect capital towards sustainable investments and support the environmental and climate objectives under the European Green Deal.

The scope of the EU Taxonomy covers the most of Posti's core business activities. Consequently, Taxonomy-eligible economic activities account for a significant share of Posti Group's revenue. Posti's business is segmented into three Business Groups: eCommerce and Delivery Services; Fulfillment and Logistics Services; and Postal Services. Posti Group is also operating in real estate activities.

EU Taxonomy reporting

The EU Taxonomy defines six main environmental objectives against which the company's different economic activities are assessed. These environmental objectives are:

Environmental objectives

- | |
|--|
| 1 Climate change mitigation (CCM) |
| 2 Climate change adaptation (CCA) |
| 3 Sustainable use and protection of water and marine resources (WTR) |
| 4 Transition to a circular economy (CE) |
| 5 Pollution prevention and control (PPC) |
| 6 Protection and restoration of biodiversity and ecosystems (BIO) |

For the 2025 financial period, Posti discloses its Taxonomy-eligible business activities in terms of all six environmental targets, as well as its Taxonomy-aligned business activities in terms of climate change mitigation. Disclosures include the share of revenue, capital expenditure, and operating expenditure.

The Taxonomy-aligned disclosures indicate how the economic activity in question supports the confirmed environmental objectives. An economic activity is considered Taxonomy-aligned if it contributes substantially to at least one of the defined environmental objective, causes no significant harm (DNSH) to the other objectives and complies with the minimum safeguards.

Posti has conducted its assessment of Taxonomy eligibility and Taxonomy alignment based on the EU Taxonomy Regulation, the Climate and Environmental Delegated Act (2021/2139, 2022/1214, 2023/2485, 2023/2486 ja 2026/73), and the best interpretation of the currently available guidelines issued by the European Commission. In addition, Posti uses insights from the PostEurop association regarding public postal operators' interpretations of the regulation and guidelines. Posti Group specialists have evaluated, for each relevant area, whether the operations indicated in the EU Taxonomy meet the criteria for Taxonomy alignment. For each operation, the assessment considered the criteria for "Substantial contribution" and "Do no significant harm" (DNHS) to determine Taxonomy alignment, except for the objective of Climate change adaptation, which is considered at the Group level. Posti has undertaken a screening in accordance with the generic criteria for DNSH to climate change adaptation (Appendix A). Minimum safeguards were also examined at the Group level.

Minimum safeguards

Posti considers that it fulfills the EU Taxonomy's minimum safeguards, which cover human rights, corruption and bribery, fair competition, and taxation.

Posti's approach to human rights and anti-corruption is described in more detail in the [S1 Own workforce](#), [S2 Workers in the value chain](#) and [G1 Business conduct](#) section. Posti publishes the Group's tax strategy, management, and position as well as the country-by-country tax reporting based on the OECD's guidelines annually in the [Tax Footprint and Income Tax Report](#).

Posti (or senior management) has not been found to have violated human rights or competition laws. Posti has not been found guilty of tax evasion, corruption, or bribery. More information about ongoing legal proceedings can be found in the [Legal proceedings](#) section.

Reporting principles for the EU Taxonomy KPIs

Revenue

In the calculation of the key figure for revenue, Posti applies the same IFRS-compliant accounting principles applied in the [Consolidated Financial Statements](#). The overall revenue used to calculate the key figure corresponds to the revenue (net sales) disclosed in the Consolidated Financial Statements. Revenue recognition policies are described in the [Accounting Policies](#) of the Consolidated Financial Statements.

To allocate the revenue from general transportation services and revenue made within the Group’s infrastructure, Posti uses a cost accounting system that is based on functions and cost-based allocations. From the data retrieved from the system, Posti evaluates the different functions whether they are either transport or infrastructure functions. With this proportion Posti is able to separate the functions from the total revenue of the business unit. To avoid double counting, Posti has assigned revenue to only one activity and has taken intra-Group relationships into account on a consolidated basis.

Posti uses distance-driven and distribution points to calculate revenue per economic activity of transport functions. Posti has several systems to retrieve data of the driven kilometers or distribution points as well as the vehicle sizes or fuel types. With this data Posti allocates the each transportation to a proper EU Taxonomy activity.

Posti uses in its vehicles renewable diesel and biogas in addition to fossil diesel. Posti cannot affirm the Taxonomy alignment of these drives.

Activity	Eligibility of revenue	Methodology for alignment
6.4 Operation of personal mobility devices, cycle logistics	Revenue made by walking or with vehicles and equipment not subject to registration such as bicycles, electric bikes (e-bikes), electric trolleys (e-trolleys)	All revenue from 6.4 activity is always considered Taxonomy-aligned.
6.5 Transport by motorbikes, passenger cars and light commercial vehicles	Revenue made with scooters, all-terrain vehicles and passenger cars (reference mass <2,610 kg)	Taxonomy-aligned revenue includes the revenue made with electric-vehicles (e-vehicles). During the winter tire season Posti is not able to demonstrate alignment due to studded tires that are not part of EPREL considerations. The revenue made with passenger cars with other than zero-emission motors are included as Taxonomy-eligible, not aligned.
6.6 Freight transport services by road	Revenue made with passenger cars, vans and trucks (reference mass >2,610 kg)	All revenue generated from e-vehicles is considered Taxonomy-aligned. During the winter tire season Posti is not able to demonstrate alignment of all drives due to studded tires that are not part of EU’s EPREL (European Product Registry for Energy Labelling) considerations. The revenue made with vehicles with other than zero-emission motors are included as Taxonomy-eligible, not aligned.
6.15 Infrastructure enabling low-carbon road transport and public transport	Revenue generated from infrastructure that supports transportation networks, including postal centers, terminals, logistics centers, charging stations, parcel lockers, machinery at these locations, and first- and last-mile infrastructure	This infrastructure is fundamental to enable the efficient transport of letters and parcels and is therefore indispensable to minimize the required transport activities. This decreases the driven kilometers and thus lowers Posti's GHG emissions. Posti is able to demonstrate the alignment of Finnish operations within the activity.

Most of the tires used by vehicles in categories 6.5 and 6.6 within the Posti Group are considered Taxonomy-aligned according to Posti Policy and the tire manufacturers' interpretations of the EPREL database. Scooter tires are not in the EPREL database, but since it is not possible to exceed the speed of 45 km/h with these vehicles, Posti considers that the scooter tires meets the criteria related to noise pollution. The retreaded tires used by trucks are Taxonomy-aligned according to the EU Commission's confirmation in June 2025. During the winter season, Posti uses studded tires on certain vehicle types, which are not included in the EPREL database. Studded tires provides a safer option in Nordic winter conditions. As Posti prioritizes safety over Taxonomy alignment, transportations using these vehicles cannot be considered Taxonomy-aligned, even if the vehicles themselves would otherwise meet the alignment criteria.

For activities subcontracted through our suppliers, Posti usually cannot assess Taxonomy alignment due to insufficient information. As a result, revenue from subcontracted activities is reported as Taxonomy-eligible but not aligned. This primarily relates to the economic activity 6.6 Freight transport services by road economic activity.

Posti Group also generates revenue from administrative operations, such as Posti Messaging, and warehousing activities, which are considered Taxonomy-non-eligible.

Capital expenditure

Posti's Taxonomy-eligible capital expenditure includes additions to tangible and intangible fixed assets, including any additions to right-of-use assets recognized based on long-term lease agreements. No increase in goodwill recognized for acquisitions is included in the capital expenditure specified in the Taxonomy. These items are handled in accordance with IAS 38 Intangible Assets, IAS 16 Property, Plant and Equipment, IAS 40 Investment Property, and IFRS 16 Leases.

Additions to intangible assets are presented in the [Consolidated Financial Statements](#), note [Intangible assets](#), and additions to property, plant, and equipment in the note [Property, plant and equipment](#). The additions to investment properties are presented in the note [Investment Property](#). The IFRS 16 leased assets are presented in the note [Right-of-use assets](#). Only new leasing contracts are considered as Taxonomy-eligible, and changes in contracts such as revaluations are Taxonomy-non-eligible. To avoid double counting, each addition to capex was only allocated only to one activity.

Posti Group does not store or transport fossil fuels; therefore, the capital expenditure can be considered as Taxonomy-aligned when other conditions are met.

During 2025, Posti acquired gas-powered vehicles with significantly lower GHG emissions compared to diesel vehicles. However, Posti is currently unable to confirm the EU Taxonomy alignment of these vehicles. Gas-powered vehicle purchases accounted for 13% of all heavy fleet acquisitions in 2025.

Only new or renovated warehouses, office buildings, or their surroundings are considered Taxonomy-eligible in Category 7 because buildings that operate transportation services by Postal Services and eCommerce and Delivery Services fall under Category 6.15.

Activity	Eligibility of assets	Methodology for alignment
6.5 Transport by motorbikes, passenger cars and light commercial vehicles	Scooters, all-terrain vehicles and passenger cars (reference mass <2,610 kg)	The e-vehicles operate without emissions and therefore meet the substantial contribution requirement. The tires of acquired passenger cars follow the criteria of the EPREL database. There is no EPREL classification for scooter tires, and this criterion is considered inapplicable.
6.6 Freight transport services by road	Vans and trucks (reference mass >2,610 kg)	The vehicles that operate as zero emission which mass exceed 7,500 kg. The tires of acquired vehicles follow the EPREL criteria, including the retreaded tires that are used in trucks.
6.15 Infrastructure enabling low-carbon road transport and public transport	Infrastructure necessary for transportation such as postal centers, terminals, logistics centers, charging stations, parcel lockers, machinery in these locations, and first- and last-mile infrastructure.	Capex that enables the transfer of goods via road transportation. Building and maintaining the infrastructure lowers the GHG emission of the transportation operations. Posti Group is able to demonstrate alignment for Finnish investments.
7.1 Construction of new buildings	Warehouses	Posti Group can demonstrate the Taxonomy alignment of new buildings, as EU Taxonomy conditions are considered throughout the building process.
7.2 Renovation of existing buildings	Warehouses, office, and administration buildings	Only major renovations are Taxonomy-eligible. A major part of investments in buildings is reported in transportation infrastructure (activity 6.15). Taxonomy alignment is considered separately on project level.
7.7 Acquisition and ownership of buildings	Warehouses, office and administration buildings	Posti Group cannot demonstrate alignment for newly leased office buildings and warehouses due to a lack of evidence.

Operating expenditure

Posti Group's EU Taxonomy denominator of operating expenditure includes research and development expenditure recognized as costs and the maintenance costs of production units, property and equipment, and short-term lease agreements. The reported expenses include only direct costs.

In Posti Group's income statement, the operating expenditure specified in the EU Taxonomy is included in materials and services, employee expenses, and other operating expenses. These expenses are disclosed in the [Materials and services](#), [Employee benefits](#) and [Other operating expenses](#) notes in the [Consolidated Financial Statements](#).

The EU Taxonomy allows an exemption from reporting the operating expenditure when direct operating expenditure as defined in the regulation are considered as insignificant compared to the group's total operating expenses. Posti Group exercises its right to report operating expenditure in its entirety as immaterial. Posti considers that the operating expenditure as defined in the EU Taxonomy regulation is not material to its business model. Posti's operating model is based on service operations, whose cost structure consists mainly of personnel costs and materials and services. Posti Group's operating expenditure as defined in the EU Taxonomy are EUR 67.5 million, or approximately 5% of all Group expenses. The relative weight of operating expenses as defined in the regulation is structurally insignificant.

Proportion of revenue, capex, opex from products or services associated with Taxonomy-eligible or Taxonomy-aligned economic activities – disclosure covering year 2025 (summary KPIs)

2025

KPI	Total	Proportion of Taxonomy eligible activities	Taxonomy aligned activities	Proportion of Taxonomy aligned activities	Breakdown by environmental objectives of Taxonomy aligned activities						Proportion of enabling activities	Proportion of transitional activities	Not assessed activities considered non-material	Taxonomy aligned activities in previous financial year	Proportion of Taxonomy aligned activities in previous financial year
					Climate Change Mitigation	Climate Change Adaptation	Water	Circular Economy	Pollution	Biodiversity					
	EUR million	%	EUR million	%	%	%	%	%	%	%	%	%	%	EUR million	%
Revenue	1,447.6	77%	516.3	36%	36%	-%	-%	-%	-%	-%	26%	-%	-%	N/A	N/A
Capex	175.1	54%	52.7	30%	30%	-%	-%	-%	-%	-%	17%	-%	-%	N/A	N/A
Opex	67.5	-%	-	-%	-%	-%	-%	-%	-%	-%	-%	-%	100%	N/A	N/A

Proportion of revenue from products or services associated with Taxonomy-eligible or Taxonomy-aligned economic activities – disclosure covering year 2025

Revenue 2025													
Economic Activities	Code	Taxonomy-eligible KPI	Taxonomy-aligned KPI	Taxonomy-aligned KPI	Breakdown by environmental objectives of Taxonomy-aligned activities						Enabling activity	Transitional activity	Proportion of Taxonomy-aligned in Taxonomy-eligible
					Climate Change Mitigation	Climate Change Adaptation	Water	Circular Economy	Pollution	Biodiversity			
					%	%	%	%	%	%			
Operation of personal mobility devices, cycle logistics	CCM 6.4	4%	EUR 63.4 million	4%	4%	-	-	-	-	-			100%
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	8%	61.1	4%	4%	-	-	-	-	-			56%
Freight transport services by road	CCM 6.6	39%	19.2	1%	1%	-	-	-	-	-			3%
Infrastructure enabling (low carbon) road transport and public transport	CCM 6.15	27%	372.6	26%	26%	-	-	-	-	-	E		97%
Sum of alignment per objective					36%	-	-	-	-	-			
Total revenue		77%	516.3	36%	36%	-	-	-	-	-	26%	-%	46%

Proportion of capex from products or services associated with Taxonomy-eligible or Taxonomy-aligned economic activities – disclosure covering year 2025

Capex 2025													
Economic Activities	Code	Taxonomy-eligible KPI	Taxonomy-aligned KPI	Taxonomy-aligned KPI	Breakdown by environmental objectives of Taxonomy-aligned activities						Enabling activity	Transitional activity	Proportion of Taxonomy-aligned in Taxonomy-eligible
					Climate Change Mitigation	Climate Change Adaptation	Water	Circular Economy	Pollution	Biodiversity			
					%	%	%	%	%	%			
		%	EUR million	%							E	T	%
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	1%	1.1	1%	1%	-	-	-	-	-			100%
Freight transport services by road	CCM 6.6	13%	13.2	8%	8%	-	-	-	-	-			56%
Infrastructure enabling (low carbon) road transport and public transport	CCM 6.15	21%	29.4	17%	17%	-	-	-	-	-	E		81%
Construction of new buildings	CCM 7.1	10%	8.9	5%	5%	-	-	-	-	-			49%
Renovation of existing buildings	CCM 7.2	1%	0.0	0%	0%	-	-	-	-	-		T	0%
Acquisition and ownership of buildings	CCM 7.7	8%	0.0	0%	0%	-	-	-	-	-			0%
Sum of alignment per objective					30%	-	-	-	-	-			
Total capex		54%	52.7	30%	30%	-	-	-	-	-	17%	-%	56%

ESRS E1 Climate change

Posti has identified the following material impacts, risks and opportunities regarding climate change:

Related sub-topic or sub-sub-topic	IRO description	Impact, risk, or opportunity	Location in the value chain	Time horizon
Climate change mitigation	Greenhouse gas emitted from Posti's own and value chain operations. Freight, parcel, and mail transportation (own and partner) creates most of Posti's emissions contributing to global warming.	Actual negative impact	Own and value chain	Short-, medium-, and long-term impact
	Competitive advantage and improved reputation through climate change mitigation.	Financial opportunity	Own and value chain	Short- and medium-term
	Not meeting our climate targets due to a lack of access to low-carbon solutions in fleet and properties.	Financial risk	Own and value chain	Medium- and long-term
	• Availability of low-carbon vehicles • Risk of technology for low-carbon heavy goods maturing late • Insufficient capacity and accessibility of charging/filling infrastructure • Limited range and load of electricity-powered vehicles • Availability of fossil-free energy in all operating countries			
	Higher compliance costs through increased climate regulation, for example, carbon tax.	Financial risk	Own and value chain	Medium- and long-term
	Energy consumption generated from Posti's own and value chain operations (including fleet and properties)	Actual negative impact	Own and value chain	Short- and medium-term impact
	Risk of volatility of fuel and energy prices	Financial risk	Own and value chain	Short-, medium-, and long-term

Posti monitors its GHG emissions to evaluate the progress related to climate change mitigation Impact, risks and opportunities (IROs) reported under [Gross Scope 1, 2, 3, and Total GHG emissions](#). For Energy-related IROs, Posti follows its energy consumption reported under [Energy consumption and mix](#).

Posti's transition plan and actions related to climate change mitigation

Sustainability and climate are at the core of Posti's strategy and purpose. Posti aims to drive the clean transition of logistics, which means minimizing the negative impacts and maximizing positive effects on climate while driving the change toward more sustainable consumption. For Posti, this means not only decarbonizing its own operations but also strongly influencing and collaborating with partners. A major source of Posti's emissions is purchased road transportation. Building strategic partnerships in this area is crucial for both business operations and driving sustainability.

Posti's climate efforts are based on Posti's strategy and climate science. In 2022, the international Science Based Targets initiative (SBTi) approved Posti's short-term, long-term, and net-zero climate targets. In Posti's operating countries, Finland, Sweden, Norway, and the Baltic countries, Posti was the first company globally in the logistics industry and one of the first 17 companies overall to receive SBTi approval for its net-zero target. Posti's near-term SBTi climate targets are -50% Scope 1 and 2 by 2030 from a 2020 base year and -50% Scope 3 by 2030 from a 2020 base year. Posti's long-term SBTi-targets are -90% by 2040 from a 2020 base year and net-zero by 2040. Posti's climate targets are compatible with the limiting of global warming to 1.5°C in line with the Paris Agreement.

In 2025, Posti updated its climate transition plan according to ESRS E1-1 [Transition plan for climate change mitigation](#) requirements. Posti's climate transition plan is built on Posti's SBTi validated climate targets, as well as Posti's existing roadmap for fossil-free road transportation and fossil-free energy in its facilities by 2030. The climate transition includes the decarbonization levers which are key building blocks for reaching net-zero by 2040. For each decarbonization lever, tangible actions are identified to implement the transition plan. Posti's climate transition plan was accepted by Posti's Group Sustainability Forum in June 2025. The Sustainability and Stakeholder Relations Team, in collaboration with the Business Groups and the Posti Facility Team, is responsible for the implementation of the climate transition plan. The Sustainability Forum provides oversight by monitoring the overall progression of the climate transition plan. The Sustainability and Stakeholder Relations Team is also responsible for tracking progress and reporting updates to the Sustainability Forum regularly. The climate transition plan is reviewed and updated annually if necessary in conjunction with the revision of the double materiality assessment (DMA).

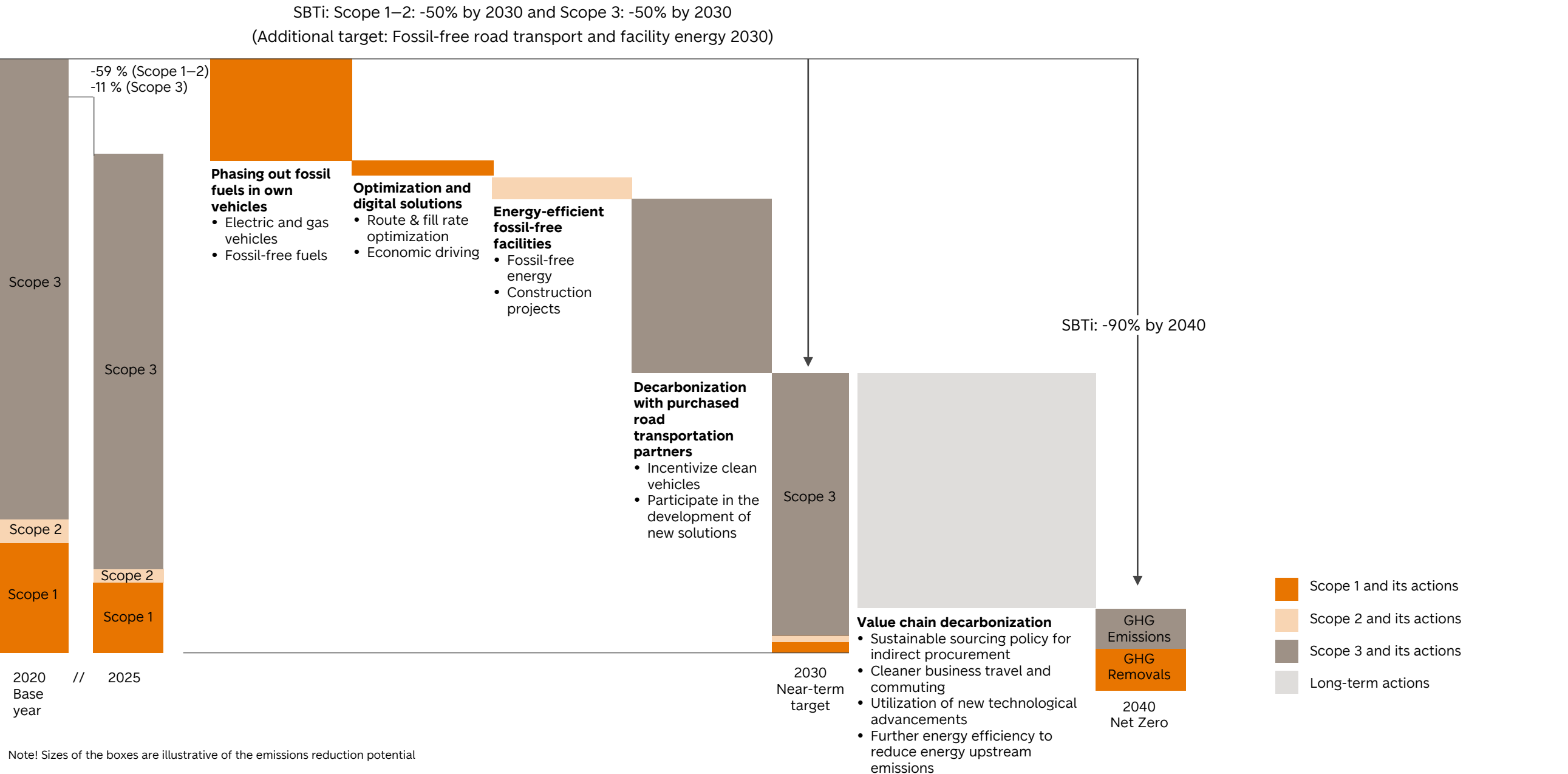
Climate scenarios have supported the identification of relevant environmental, societal, technological, market, and policy-related developments, and have helped determine appropriate decarbonization levers. The results of Posti's TCFD work (including a scenario analysis), which included three climate scenarios, served as the foundation for the development of the climate transition plan. These scenarios were also integrated into the DMA process. A more detailed description of the scenario analysis is provided in the [Process to identify and assess material impacts, risks and opportunities section](#).

According to the scenario analysis, physical climate risks are expected to remain moderate, with no chronic physical risks identified at this stage. Nevertheless, Posti continues to monitor the evolution of climate impacts and remains prepared to adapt its operations accordingly. While physical risks are not separately addressed in the climate transition plan, ensuring that operational infrastructure with fleet and facilities is resilient and suitable for Nordic and Baltic climate conditions is considered a part of standard operational management.

In contrast, transition risks are expected to be more significant. A key identified transition risk relates to the availability and maturity of low-carbon vehicle technologies. To address this, the climate transition plan outlines a diverse portfolio of actions for fleet decarbonization, avoiding reliance on a single technological solution. This approach also mitigates risks associated with fuel and energy price volatility, both for fleet operations and facility energy use. Another transition risk identified in the scenario analysis relates to the decarbonization of Posti's transportation partners. Achieving emissions reductions across the value chain depends on the availability of low-emission vehicle technologies and supporting infrastructure. To mitigate this risk, the climate transition plan outlines a range of collaborative actions to support partners in reducing their emissions. Furthermore, Posti recognizes the importance of regulatory engagement and has identified stakeholder influence and cooperation as a lever. This includes active participation in the development of national and EU-level climate and transportation policies, which are critical to enabling a supportive regulatory environment for decarbonization.

The illustration below shows Posti's climate transition plan. Posti has ambitious climate targets and is committed to take its own action and engage the entire value chain to reach net-zero by 2040. Posti's transition plan visually represents the estimated emissions reduction potential by scope and lever but Posti does not currently quantify the specific contributions of each lever to achieving the GHG emissions reduction targets by scope. In 2026, Posti will advance its climate work by developing a comprehensive climate roadmap. This roadmap will include a detailed assessment of the emission reduction potential for each action, enabling prioritization and effective implementation of actions to achieve our climate targets

In the transition plan, actions focus on reducing emissions from road transportation and properties, supporting Posti's target of achieving fossil-free road transport and facility energy by 2030. The 2030–2040 actions focus on other value chain decarbonization activities. The table [Posti's decarbonization levers and actions](#) summarizes Posti's decarbonization levers and actions taken and planned to achieve Posti's climate targets.



Posti's decarbonization levers and actions*

Lever	Past and ongoing actions	Future actions
Phasing out fossil fuels in own vehicles	- Invest in EVs and gas fleet, when applicable - Use fossil-free fuels and biogas. - Use light vehicles (bicycles, scooters, carts) - Invest in charging infrastructure in own properties - Ensure sufficient charging infrastructure with energy providers - Pilot diesel to electric conversion trucks	- Pilot a hydrogen vehicle - Invest in new solutions for decarbonizing vehicles - Continue boosting conversion trucks. - Investigate battery energy storage systems
Optimization and digital solutions	- Route optimization - Fill rate optimization - Economic driving - Digital mailbox - New digital solutions	Further development of Posti's digital mailbox service
Fossil-free energy efficient facilities	- Fossil-free energy - Energy efficiency - Take climate into account in construction projects.	- Investigate the direct procurement of renewable energy (PPAs) and increase own energy production - Investigate contractual instruments for district heating - Collaborate with building owners to improve energy efficiency and to switch to fossil-free energy contracts.
Decarbonization with purchased road transport partners	- Dialogue and support with partners' decarbonization targets - Incentivize the use of clean vehicles for strategic partners.	- Participate in the development of new fossil-free solutions with manufacturers - Innovative solutions
Value chain decarbonization (excluding transportation and facility use)	- Improve GHG accounting from spend-based data towards more supplier-based data - Promote circular economy through Posti's services	- Drive decarbonization of indirect sourcing through sustainable procurement policy (for example. IT and software services and equipment) - Cleaner commuting and business travel - Utilization of new technological advancements
Influencing and stakeholder cooperation	- Participating in national and EU-level regulatory development on climate and transport policy - Advancing circular economy, recommerce and sustainable consumption	- Continued engagement in policy advocacy - Innovating circular business models and advancing recommerce and sustainable consumption

*Posti continuously monitors potential decarbonization actions. The actions currently in progress are also applicable and effective in the future.

Lever 1: Phasing out fossil fuels in own transport

Reducing the use of fossil fuels is a pivotal component of Posti's decarbonization efforts. Posti has already implemented several tangible measures, including fleet electrification, the adoption of alternative fuels for vehicles, and the installation of charging stations. These initiatives will continue to be a focus in Posti's ongoing efforts to achieve net-zero by 2040.

In 2025, Posti continued systematic work toward fossil-free road transportation. At the end of 2025, Posti had a total of 765 (500) electric vans, 36 (23) electric trucks, 3 (0) electric combination trucks, 106 (70) gas-powered heavy trucks, 40 (39) gas-powered trucks or vans, and more than 1, 400 light electric vehicles ranging from scooters to electric carts in use. All the electricity used in Posti's own and partners' electric vehicles in Finland is fossil-free energy with guarantees of origin, and all gas vehicles are fueled by biogas. Posti also purchases guarantees of origin for those of its sold transportations for which the energy used is not charged at Posti's own charging stations.

In 2025, Posti increased the use of fossil-free energy in its own fleet by almost 20% compared to the previous year. In 2024, Posti introduced the first diesel-to-electric truck in Finland for freight transportation traffic use and continued to boost conversion trucks in 2025. To achieve fossil-free road transportation in 2030, the implementation of the clean vehicle roadmap continues. This includes continuing the sourcing of electric and gas vehicles when applicable and using renewable diesel and biogas. The electrification of the fleet, adoption of gas-powered vehicles, and increased use of fossil-free fuels have supported the reduction in GHG emissions. Scope 1 and 2 emissions have reduced -59% compared to the base year (2020).

Posti is investing in charging infrastructure across Finland and collaborating with energy providers to ensure sufficient electrical vehicle (EV) charging and gas filling stations. For Posti and its partners, it is critical to have charging infrastructure near its logistics centers and across its operating countries. From 2026 onward, the electrification of Posti's fleet will expand to heavier and longer transportation vehicles with a new efficient charging solution. This MCS (Megawatt Charging System) solution challenges other forms of energy by enabling longer journeys with lower electric transportation costs. This innovation shortens charging time and makes the working day more efficient due to fast and efficient charging.

Posti is also investigating the development of battery energy storage systems. Battery energy storage systems can enhance grid stability and help to optimize energy use from renewable sources. Regarding hydrogen, Posti is following the development of hydrogen vehicles and is considering piloting a hydrogen vehicle in the future.

The implementation of Lever 1: Phasing out fossil fuels in own transport of Posti's climate transitional plan has required around EUR 22.5 million in 2025, including the most significant investments. From an overall economic perspective, Lever 1 does not require significant additional investments, since the fleet will be renewed and replaced with a new type after the remaining service life of the existing fleet. Investments related to Lever 1 are reported under the [EU Taxonomy](#) capex KPI (activities 6.15, 6.5–6.6). The financial resources allocated to Lever 1 in the climate transition plan do not reconcile with the reported EU Taxonomy capex KPI. This is because Lever 1 excludes investments related to Taxonomy activity 7 (construction and real estate activities), and because vehicles using fossil fuels, while considered taxonomy-eligible, do not support the objectives of the transition plan. The corresponding notes in the [Consolidated Financial Statements](#) are [Property, plant and equipment](#).

Lever 2: Optimization and digital tools

Posti is continuously improving route optimization, economic driving, and vehicle fill rates, with digital technologies playing a key role in supporting these advances. Posti has implemented route and fill rate optimization to reduce fuel consumption and minimize environmental impact. By leveraging data, unnecessary driving kilometers are avoided, and vehicle load capacity is maximized, leading to fewer journeys and lower GHG emissions. Posti continues to improve its optimization practices to further support Posti's climate mitigation objectives.

All employees driving vehicles, starting with scooters, receive training, including economical driving. For vehicles starting from the van category, driving behavior monitoring systems are in place, enabling the continuous improvement of driving habits and supporting Posti's climate targets. Eco & Safety Driving is also mandatory by law for all people, covered by the Driver CPC demand. Posti organizes its own Eco & Safety Driving training, and it is available for Posti's own drivers, partners, and rental workers. The training also includes practical exercises and provides, for example, information about Posti's climate targets. In 2025, Posti continued this work to improve economical driving.

Digitalization also plays a role in supporting Posti's journey toward decarbonization. The OmaPosti service, including its digital postbox, enables organizations such as public authorities to send letters electronically. This reduces emissions associated with traditional mail delivery by reducing paper consumption and driving. In 2025, Posti continued to advance the development of its digital postbox service and remains committed to its ongoing enhancement in the coming years.

Implementation of Lever 2: Optimization of effectiveness in the operations requires investments in ICT development and automation of sorting capabilities to enable new delivery models, route optimization and improvement of fill rates. Significant investments of approximately EUR 12.8 million have been identified in 2025 as contributing to Lever 2. This amount includes EU Taxonomy-aligned and eligible capex, as well as investments that do not meet the Taxonomy eligibility or alignment criteria. Of the total, approximately EUR 2.4 million relates to ICT investments supporting Lever 2. In accordance with current EU Taxonomy interpretation, Posti's ICT-related investments are not considered eligible for inclusion in Taxonomy reporting and are therefore excluded from the capex KPI disclosed in Posti's EU Taxonomy report. Capex considered Taxonomy-eligible are reported under activities 6.15 and activity 7 (construction and real estate activities) in the [EU Taxonomy report](#). The corresponding notes in the [Consolidated Financial Statements](#) are [Intangible assets](#).

Lever 3: Fossil-free energy-efficient facilities

Posti targets using only fossil-free energy by 2030. This means fossil-free electricity, district heating and fuels in all Posti's facilities. Since 2021, all purchased electricity in Finland has been fossil-free. In Sweden and Norway, most of the energy used in warehouses has been fossil-free since the start of their operations. In the Baltics, most of the electricity is fossil-free energy, and Posti continues the efforts to increase the amount. In addition to electricity, district heating is in use in many countries, and most of the used district heating is already fossil-free.

In facilities where Posti manages energy contracts, it can easily choose fossil-free energy sources. However, Posti also has facilities where Posti is a tenant and does not have its own energy contract. Posti already purchases Guarantees of Origin for electricity for the facilities in question. To further drive decarbonization, Posti also collaborates with building owners to take energy efficiency actions and to switch to fossil-free energy. In addition to prioritizing fossil-free energy, Posti continuously implements energy efficiency measures to reduce overall consumption. In 2025, Posti's headquarters

returned to the historic Postitalo building in Helsinki, which has a LEED Gold certificate. The certification highlights the building's long-term operational efficiency and confirms its compliance with recognized sustainability and energy performance standards. In addition, Posti's large new warehouse in Järvenpää is aiming for BREEAM environmental certification at the Excellent level. Its heating is geothermal energy, and solar power accounts for 10% of electricity consumption. Posti's energy efficiency measures, combined with the increased use of fossil-free energy in facilities, have supported the emission reductions in Scope 2. Scope 2 emissions have reduced 63% compared to the base year 2020.

Regarding new construction projects, climate and energy efficiency are systematically taken into account. This means, for example promoting energy efficiency in the building and using Posti's own energy through solar panels and geothermal energy when possible. In the future, Posti aims to increase its energy production through solar panels and to investigate Power Purchase Agreements (PPAs).

Lever 4: Decarbonization with purchased road transportation partners

Nearly three quarters of emissions from purchased road transportation come from the parcel and freight transportation business in Finland. In 2025, Posti continued to take tangible steps toward its climate targets with its partners in Finland. For partners, the means reducing emissions from road transportation which is the same as for Posti: using fossil-free fuels, electrification, and economical driving. Posti can incentivize partners to use cleaner fleet.

Posti and its partners use a substantial amount of renewable diesel annually, and partners increased the use of fossil-free energy by over 100% in 2025. This improvement is mainly driven by the introduction of a large number of new electric and gas vehicles within our partners' fleets.

In locations where charging and fueling infrastructure is already available or will be in the near future, routes are planned so that using electric or biogas vehicles is possible. The financial feasibility of vehicle investments has been considered as a key starting point in the plans, and Posti also offers its partners support in finding suitable vehicles. When operationally and financially possible, the requirement to use an electric or biogas fleet is included in contracts. In the next few years, Posti will focus on advancing the same plans in its other operating countries.

Lever 5: Value chain decarbonization (excluding transportation and property use)

One of Posti's largest emission sources is emissions from purchased products and services (excluding procurement of energy and transportation). These emissions from indirect sourcing include IT equipment and services, vehicle maintenance, property management, and packaging materials. Currently, these emissions are calculated based on spend data. Posti's first step is to improve the emissions calculation and to increase the use of supplier-based data. This work was started in 2024. In the coming years, the decarbonization of indirect sourcing will be driven further with a sustainable procurement policy/guideline.

Lever 6: Stakeholder engagement and cooperation

Posti recognizes stakeholder engagement and cooperation as a foundational enabler across the decarbonization levers. This crosscutting approach supports the implementation of climate actions throughout the organization. As part of its commitment to responsible business, Posti actively participates in national and EU-level regulatory development related to climate and transportation policy. This includes ongoing engagement in policy advocacy to promote coherent climate legislation.

In addition, Posti advances the circular economy through its service offerings and strategic partnerships. This includes promoting recommerce and sustainable consumption patterns. Looking ahead, Posti aims to further innovate circular business models and deepen their positive impact.

Financing the climate transition plan and actions

Across Posti's operations, investments are continuously made to support the climate transition plan and efforts to reach the climate targets. Reaching Posti's climate targets is expected to require significant financial resource. Posti is committed to advancing its climate transition plan and investing in decarbonization actions. The resources allocated to implement the actions depend on the ability to invest, which is influenced by the business operating environment.

Posti internally tracks and reports capital expenditure (capex) and operating expenditure (opex), which contribute directly to the implementation of the climate transition plan. [Lever 1](#) and [Lever 2](#) of

the transition plan are expected to require significant financial resources, which are disclosed in more detail under the relevant levers.

Posti reports on the [EU Taxonomy](#) in accordance with regulatory requirements. However, Posti has not currently set specific targets related to EU Taxonomy Key Performance Indicators (KPIs). Posti's decarbonization actions, such as capital and operating expenditure investments (capex and opex) in fossil-free road transportation and fossil-free energy in facilities, are expected to contribute positively to Posti's EU Taxonomy KPIs over time. In principle, Posti takes the criteria set out in the EU Taxonomy into account in significant fleet and property investment decisions when they relate to economic activities that support the Taxonomy's environmental objective of climate change mitigation. Nearly all of Posti's business operations fall under the scope of the EU Taxonomy, including transportation and real estate activities, while warehousing operations are currently excluded from the EU Taxonomy. Please see the [EU Taxonomy reporting](#) section for further information about Posti's EU Taxonomy revenue, capex and opex alignment.

When developing the climate transition plan (including climate targets), overall global trends have been considered. In Posti's operations, the key trends are the decrease in printed mail volumes, increase in ecommerce volumes, international ecommerce, recommerce, and energy transition (electrification and cleaner electricity). These are also considered with the decarbonization levers, and energy transition especially plays a critical role in supporting Posti's actions toward net-zero 2040. Posti has reduced Scope 1–3 emissions -21% from a 2020 base year. Hence, Posti has proceeded with its decarbonization efforts. The actions taken and Posti's progress with its climate efforts are described further in the section Posti's transition plan and actions related to climate change mitigation. By 2040, any residual emissions will be neutralized. However, the specific scopes, methodologies, and frameworks to be applied have yet to be determined. Posti will continue to monitor the development of various neutralization approaches and frameworks and will provide further updates on this matter in the coming years.

Posti does not have any potential locked-in emissions. Posti is not excluded from the Paris-aligned benchmarks.

Climate change and its interaction with Posti's strategy and business model

Climate change is a critical challenge for Posti and the transportation sector. Transportation generates emissions through the combustion of fuels and energy consumption, which negatively impact the environment. However, Posti has significant potential to decarbonize its operations and value chain, thereby decreasing its environmental footprint.

Climate plays a key role in Posti's strategy, and Posti has established policies and targets to guide its decarbonization efforts. Additionally, Posti aims to support its customers' climate initiatives by providing emissions reporting in accordance with the latest industry standards. In 2025, Posti began offering customer emissions reporting aligned with the EN ISO 14083:2023 standard through Posti's corporate service channel OmaPosti Pro, where customers can easily download their emissions reports for parcel, freight, and printed mail deliveries. At the end of 2025 Posti also received a third-party opinion regarding consistency and alignment of Posti's GHG methodology and data model for the customer emission reporting with the SFS-EN ISO 14083 standard and the MBM Specification from KPMG. Warehousing customers also receive emission reports by email. Posti offers a Fossil-free shipment additional service, enabling customers to send products fossil-free. This service is grounded in an internationally recognized market-based mechanism for transportation (book and claim). Identifying competitive advantages and improved reputation through climate change mitigation as a financial opportunity, Posti recognizes that being part of its customers' climate journey is critical. Posti has identified three material (transition) risks that can challenge its climate efforts:

- Not meeting our climate targets due to lack of access to low-carbon solutions in fleet and properties (climate change mitigation)
- Higher compliance costs through increased climate regulation, for example, carbon tax
- Risk of volatility of fuel and energy prices

Posti has a climate transition plan until 2040, and it considers the identified opportunity and risks. The transition plan is aligned with the Company's strategy and business model, and Posti can adjust its strategy and business model if there are changes in the operating environment due to climate change. Posti's climate targets are aligned with the Paris Agreement, and for its most significant source of

emissions, namely the transportation fleet, Posti has a plan for achieving fossil-free road transportation. Climate risks are also regularly followed and updated as part of Posti's risk management. The resilience of Posti's strategy and business model to climate change has been assessed through three scenarios, and these are explained in more detail under [Process to identify and assess impacts, risks and opportunities](#).

Policies related to climate change

Policy	Related sub-topic or sub-sub-topic	Scope	Level of approval (Management bodies)
Group Environmental Policy	Climate change mitigation	Posti Group and value chain operations	Posti Group President and CEO
	Energy	Posti Group and value chain operations	

Posti Group’s Environmental Policy was updated effective of November 1, 2024. The purpose of environmental management at Posti is to ensure that we respect and comply with environmental legislation and applicable standards, improve the environmental management system, operate to minimize negative environmental impacts, and promote positive impacts and eco-efficiency in all our operations.

The policy provides guidelines for managing material impacts, and risks and opportunities related to climate change mitigation and energy consumption at Posti. In its environmental policy, Posti is committed to reducing its own and the value chain’s greenhouse gas emissions in all activities. Furthermore, the policy states that Posti’s climate transition plan includes active measures and investments in fossil-free energy and clean vehicles to reduce emissions.

Posti Group’s Environmental Policy is available for external stakeholders on Posti’s website, and Posti employees, can also access it through the company intranet. The Posti Group President and CEO has the ultimate accountability for climate topics at Posti.

Targets and metrics related to climate change

Material topic	IRO related to target	Target*	Result 2025	Base year 2020
Climate change mitigation	Actual negative impact	SBTi Net-Zero: Posti is committed to achieving net-zero for all its own emissions and the emissions generated across the value chain by 2040	Scope 1–2: 21,601 tCO ₂ e -59% compared to base year	Scope 1–2: 52,365 tCO ₂ e Scope 3: 198,301 tCO ₂ e
Climate change mitigation	Actual negative impact	SBTi near-term: Reducing absolute Scope 1 and 2 emissions by 50% by 2030 from the 2020 base year and reducing absolute Scope 3** emissions by 50% by 2030 from the 2020 base year	Scope 3: 175,562 tCO ₂ e -11% compared to base year	
Climate change mitigation	Actual negative impact	SBTi long-term: Reducing absolute Scope 1, 2, and 3 emissions by 90% by 2040 from the 2020 base year		
Posti also aims for completely fossil-free road transportation, both for its own vehicles and purchased transportation, and fossil-free energy at all facilities by 2030.				

*All targets calculate Scope 2 emissions as market-based values. All targets cover all GHG emissions
 **SBTi targets cover 100% of Scope 1–3 emissions.

In addition to the negative climate impact, Posti identified two material climate-related risks and one climate-related opportunity, and while they do not have separate targets, they are covered in the SBTi validated climate targets. Posti’s climate transition plan outlines the actions to mitigate negative impacts, manage risks, and capitalize on opportunities.

Posti’s climate targets are aligned with climate science and validated by the SBTi. To develop the targets, Posti utilized SBTi’s target-setting methodology and followed the cross-sector absolute contraction approach. Posti has selected 2020 as the base year for the targets, as it is a representative year of the operations with reliable data. When developing the targets, Group sustainability, Sourcing and Posti’s Management were involved through meetings to set the ambition level and review Posti’s emissions profile. Posti has adjusted the baseline in 2022 when setting net-zero targets in addition to near-term targets that were validated in 2021 for the first time. The adjusted baseline includes a divestment that exceeded Posti’s threshold for restating the baseline. It

also accounts for improvements in the calculation of Scope 1 and 2 emissions. Posti has adjusted its baseline to ensure that emission figures more accurately reflect the current scope and scale of its operations. This adjustment enhances the relevance and reliability of the baseline as a reference point for setting SBTis and tracking progress against emissions reduction targets. Posti follows SBTi’s guidelines to update and revalidate targets at least every five years to ensure consistency with the latest climate science.

The section [Posti’s transition plan and actions related to climate change mitigation](#) includes detailed assumptions behind Posti’s targets, key decarbonization levers, and progress toward achieving them.

Posti has not used carbon offsetting or carbon credits to fund greenhouse gas removal or greenhouse gas mitigation projects since 2021 (E1-7). Posti does not use internal carbon pricing (E1-8). Posti has chosen to apply the ESRS phase-in provisions and has yet to disclose financial effects (E1-9).

Energy consumption and mix

Energy consumption and mix	2025	2024
(1) Fuel consumption from coal and coal products (MWh)	0	0
(2) Fuel consumption from crude oil and petroleum products (MWh)	81,557	109,016
(3) Fuel consumption from natural gas (MWh)	1,014	2,093
(4) Fuel consumption from other fossil sources (MWh)	0	0
(5) Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources (MWh)	27,052	31,355
(6) Total fossil energy consumption (MWh) (calculated as the sum of lines 1 to 5)	109,624	142,464
Share of fossil sources in total energy consumption (%)	40%	47%
(7) Consumption from nuclear sources (MWh)	2,153	35,188
Share of consumption from nuclear sources in total energy consumption (%)	0.8%	12%
(8) Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.) (MWh)	60,434	51,151
(9) Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	100,189	70,168
(10) The consumption of self-generated non-fuel renewable energy (MWh)	1,378	1,234
(11) Total renewable energy consumption (MWh) (calculated as the sum of lines 8 to 10)	162,002	122,554
Share of renewable sources in total energy consumption (%)	59%	41%
Total energy consumption (MWh) (calculated as the sum of lines 6, 7 and 11)	273,778	300,206

Posti has renewable energy production from solar panels of 2,152 MWh. Because part of the solar energy produced is sold to the grid, the amount of solar power consumed onsite does not match the total amount produced. Facility energy production was deemed as not relevant (accounting for less than 2% of energy consumption), hence Posti is not reporting those figures.



Energy intensity per net sales	2025	2024
Energy intensity from Posti's own operations (total energy consumption per net sales, MWh/MEUR)	189	197
Total energy consumption from Posti's own operations	273,778	300,206

*Energy intensity metric for 2024 not assured.

Energy intensity is calculated as a ratio between the total energy consumption from Posti’s own operations and Posti’s total net sales. Total net sales is used in the calculation, as most of Posti’s net sales is associated with high climate impact sectors* as defined by EU 2022/1288. Posti’s business activities that are not considered high climate-impact sectors account for around 6% of the net sales. Therefore, the total net sales have been used in the calculation of energy intensity, providing a reliable representation of Posti’s energy intensity. Posti’s total net sales EUR 1,447.6 million used in the energy intensity calculation can be found in the [Consolidated Financial Statements](#).

Reporting principles regarding energy are reported in section [Reporting principles for climate change and energy \(E1\)](#).

*High climate impact sectors are those listed in NACE Sections A to H and Section L of Annex I to Regulation (EC) No 1893/2006 of the European Parliament and of the Council. Posti’s transportation, warehousing and real estate activities are defined as high climate impact sectors.

Gross Scope 1, 2, 3, and Total GHG emissions

		Retrospective			Milestones and target years		
	2020	2024	2025	Change % (2024–2025)	2030 (SBTi*)	2040 (SBTi)	Annual % Target 2030 / base year
Scope 1 GHG Emissions							
Gross Scope 1 GHG emissions (tCO ₂ eq)	43,738	24,595	18,394	-25%	21,869	4,374	-5%
Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%)	0%	0%	0%				
Scope 2 GHG Emissions							
Gross location-based Scope 2 GHG emissions (tCO ₂ eq)	15,212	10,935	8,631	-21%			
Gross market-based Scope 2 GHG emissions (tCO ₂ eq)	8,627	4,214	3,207	-24%	4,314	863	-5%
Significant Scope 3 GHG emissions							
Total Gross indirect (Scope 3) GHG emissions (tCO ₂ eq)	198,301	195,631	175,562	-10%	99,151	19,830	-5%
1 Purchased goods and services	60,853	57,679	43,321	-25%			
2 Capital goods	16,208	26,446	19,643	-26%			
3 Fuel and energy-related activities (not included in Scope 1 or Scope 2)	12,227	11,299	13,658	21%			
4 Upstream transportation and distribution	92,176	85,408	86,187	1%			
6 Business traveling	474	1,454	1,688	16%			
7 Employee commuting	16,363	13,345	11,065	-17%			
Total GHG emissions							
Total GHG emissions (location-based) (tCO ₂ eq)	257,251	231,162	202,587	-12%			
Total GHG emissions (market-based) (tCO ₂ eq)	250,667	224,441	197,163	-12%		25,067	

*Posti's fossil-free 2030 target is more ambitious than Posti's SBTi targets for own operations and purchased road transport. Progress has been made toward achieving these targets, and the key levers and actions are detailed in the section [Posti's transition plan and actions related to climate change mitigation](#).

The respective target emissions are presented in table [Targets and metrics related to climate change](#).

Posti's Scope 1 and Scope 2 emissions decreased by -25% in 2025 compared to 2024 and -59% since the 2020 base line. As a result, Posti's own emissions are currently below the SBTi 2030 target. This was achieved by expanding the use of fossil-free fuels, investing in electric and biogas-powered vehicles, and energy-efficient properties powered by fossil-free energy.

Posti's value chain emissions (Scope 3) totaled 175,562 tCO₂eq, a -10% reduction compared to 2024. The second and third largest emissions are Category 1; Purchased goods and services (opex) and

Category 2 Capital goods (capex). These categories decreased compared to 2024, partly due to lower emission factors applied in 2025. In Categories 1 Purchased goods and services and 2 Capital goods, the main sources of emissions are ICT-related costs, construction activities, and production equipment. For capital goods, the figures for both 2024 and 2025 were significantly influenced by major construction projects in Finland and Estonia, both of which were completed in 2025. These construction activities have had a direct impact on the reported emissions, as the majority of the emissions in these categories are calculated on a spend-based approach. Emissions from fuel and energy-related activities (Category 3) increased due to higher emission factors for reporting year 2025.

Scope 3 purchased transport emissions (category 4 upstream transportation and distribution) increased by 1%. This increase is mainly explained by updated (higher) upstream emission factors, particularly due to increase in the Well-to-Tank (WTT) factor and improved data coverage, especially for international transport and purchased road transport. At the same time, the Tank-to-Wheel (TTW) emissions for this category decreased by 5.7%. TTW reflects emissions from fuel use during transport operations and is the metric we use to track progress against Posti's fossil-free 2030 target. The decrease therefore indicates continued progress toward this target, despite the increase in total Scope 3 emissions driven by emission factor updates and data improvements.

Emissions from business travel increased by 16% compared to 2024, mainly due to an updated calculation methodology that expanded the coverage of Posti Group's business travel data. Category 7 regarding employee commuting has decreased by -17% due to a decrease in Posti's own workforce.

Posti continues to collaborate with suppliers, partners and customers to accelerate emission reduction actions. In addition, efforts to obtain more accurate data for Posti's own reporting continues, particularly regarding Scope 3 emissions, which supports Posti's emission management and targeted reduction efforts.

For further details on actions and progress made in 2025, see the section on [Posti's transition plan](#) and decarbonization levers.

GHG Intensity based on net revenue

GHG intensity per net revenue	2025	2024	Change (y/y)
Total GHG emissions (location-based) per net revenue (tCO ₂ eq/MEUR)	140	152	-8%
Total GHG emissions (market-based) per net revenue (tCO ₂ eq/MEUR)	136	148	-8%

Posti's net sales EUR 1,447.6 million used in the GHG emission intensity calculation can be found in the [Consolidated Financial Statements](#).

Biogenic emissions Scope 1: 17,413 (15,577) tCO₂; Scope 3: 18,038 (12,890) tCO₂.

Posti considers future emissions and monitors updates in emissions calculation methodologies. Posti will assess the relevance of land use change when revising its SBTi targets, following the SBTi FLAG guidance. Posti also tracks the development of black carbon accounting, aiming for alignment with the GLEC framework.

Reporting principles for climate change and energy metrics

The accounting for greenhouse gas emissions follows the Greenhouse Gas Protocol standards and ESRS. The accounting is based on the principle of operational control and all of Posti's operations and countries are included in the calculations and reporting. Reported emissions include all of Posti's operations, and Posti has no investees to be reported separately. There have been no significant changes in Posti's operations or value chain since 2022, when the emissions baseline was adjusted.

Scope 1: Posti's Scope 1 is based on fleet fuel consumption, and data is collected based on consumption. Emission factors are from the UK Government's official GHG conversion factors (Department for Energy Security and Net Zero, latest published), later deferred as Defra. For biofuel blends, the latest available data on national biofuel content is used to calculate country-specific emission factors. Scope 1 also includes refrigerant fillings in facilities and fleet in Finland. Refrigerant data for fleet is collected manually from maintenance partners, and 2025 marks the first time these fleet-related refrigerant fillings are included in Scope 1 reporting. For this reason, the boundary was

defined to cover only Finnish operations. Global warming potentials for refrigerants are from Defra or the refrigerant supplier for those refrigerants that are not listed in the previous publication.

Scope 2: Emissions from electricity and district heat in facilities and electric vehicles are calculated based on energy consumption. Data is primary metered consumption on sites. If metered data is unavailable, the consumption has been estimated based on the facility's size and average consumption in comparable Posti facilities. Posti does not have steam or district cooling consumption. Scope 2 emissions are calculated as both market- and location-based.

For the market-based method, emission factors are applied as follows: Electricity procured with Guarantees of Origin is assigned an emission factor of 0 gCO₂e/kWh. For other electricity, national residual mix factors are used for Finland and Sweden (based on the latest official publications), while the European Residual Mix from the Association of Issuing Bodies (AIB) is applied for other countries. Renewable district heating is also assigned an emission factor of 0 gCO₂e/kWh. Under the location-based method, electricity emissions are calculated using the latest published production mix data from AIB. District heating emissions are determined using country-specific sources: Statistics Finland for Finland; Swedenergy – Energiföretagen Sverige for Sweden; and International Energy Agency (IEA) 2020 data for Estonia. In other countries, district heating is not used.

Market-based Scope 2 accounting covers electricity with Guarantees of Origin (GoOs). In Finland, Posti purchases GoOs for all its own electricity procurement. Posti also purchases GoOs for all estimated electricity consumption in facilities where Posti is a tenant but does not have its own electricity contract, as well as all estimated vehicle charging (own e-fleet and subcontracted e-fleet) in locations other than Posti's facilities. All GoOs for electricity in Finland are purchased separately from physical electricity (unbundled). In Sweden, Norway and Baltics, all renewable electricity is bundled. In 2025, 8% of Posti's total electricity usage was covered with bundled instruments, and 91% with unbundled instruments.

Posti purchases renewable district heat for selected facilities in Finland, Sweden and Estonia (bundled contractual instrument). In 2025, 48% of Posti's total district heat usage was covered by bundled instruments.

Scope 3: Posti has conducted an inventory of all Scope 3 categories to identify categories that are relevant to Posti's organization. Each category is calculated following the GHG Protocol Corporate Value Chain (Scope 3) Standard. A Scope 3 emissions inventory was conducted in 2025. If available and considered reliable, primary emission data from a supplier or another value chain partner has been used in the emission inventory. If primary emission data has been unavailable, emissions are calculated based on primary raw data or estimations. The share of primary emission data obtained from suppliers or other value chain partners in Scope 3 is approximately 46%. To improve access to reliable value chain data, Posti continues to work with suppliers and partners.

Purchased goods and services, and Capital goods (Category 1 and 2): Posti estimates emissions from purchased goods and services, and capital goods using a spend-based methodology. For 2025 emissions are calculated by applying emission factors from Exiobase v3.11, and for previous years Exiobase v3.9 to procurement data. The emission factors have been adjusted for annual inflation. Each spend category such as IT equipment and services, vehicle maintenance, property management, and packaging materials is matched with a corresponding Exiobase category. This approach provides a high-level estimate of climate impact, but it involves a significant degree of uncertainty due to the use of secondary data. For two real estate projects in 2025, emission reports from suppliers were used (Category 2).

Fuel- and energy-related activities (not included in Scope 1 and 2) (Category 3): This category includes emissions from fuel and energy production and transmission and distribution losses. Posti calculates these emissions by applying relevant emission factors to the primary energy consumption data (Scope 1 and 2). For fuels, emission factors from Defra are used. For electricity, Posti applies IEA emission factors for 2023–2025, and Defra factors for Estonia and all countries for years prior to 2023. For district heating, Defra emission factors are used for all countries except Sweden, where the latest published data from Swedenergy – Energiföretagen Sverige is applied.

Upstream transportation and distribution (Category 4): For Posti, this is all purchased transportation conducted by our partners. Upstream transportation is mainly road transportation. Road transportation data is mainly collected as driven kilometers from route planning system or from devices collecting GPS data. To calculate emissions, these kilometers are then converted to fuel consumption. If kilometer data is unavailable, data is requested from partners or estimates are used. For sea transportation, emission reports are received from shipping companies. For international mail,

emissions are estimated based on route distances and mail weight. When applicable, radiative forcing index (RFI) is included in the calculations. For example, international mail transported by air incorporates the RFI. For road transportation in Sweden, emissions are based on emissions data reported by carriers or derived from emission intensities provided in the GLEC Framework v3.1. In other countries, road transportation emissions are calculated from estimated fuel consumption, using the same fuel emission factors applied in Scope 1 reporting.

Waste (Category 5): The waste generated by Posti's operations is tracked and reported by Posti's waste disposal partner in Finland. The reported waste emissions are from the waste disposal partner and these emissions are 354 tCO₂, representing less than 0.2% of Posti's total emissions. Therefore, waste emissions are not considered material and are not being reported as part of the total emissions. Other waste management costs are reported with spend-based calculation in Category 1.

Business travel (Category 6): For air and rail travel, and rental cars, Posti receives emissions directly from the travel agency. For Finland, the flight emissions obtained from the travel agency have been extrapolated based on Finland's total flight costs. For Sweden, the flight emissions obtained from the travel agency have been extrapolated based on total number of flights. For travel with one's own car (kilometer allowances), emissions are estimated based on fuel consumption per km and with a share of petrol, diesel, electricity and hybrid. For employees' own cars, emission factors are the same as for Scope 1 fuels.

Employee commuting (Category 7): Trips from home to work are estimated based on the number of personnel and working days. Transportation modes and distances are from the Finnish National Travel Survey 2024, and emission factors from Defra.

Upstream leased assets (Category 8): Posti does not have any leased assets that are not already reported in Scope 1–2. The category is therefore inapplicable to Posti.

Downstream transportation and distribution (Category 9): Posti does not have any downstream transportation. All purchased transportation is reported under Category 4. The category is therefore inapplicable to Posti.

Processing of sold products and Use of sold products (Category 10 and 11): Posti does not sell any products requiring processing or energy use. These categories are therefore inapplicable to Posti.

End-of-life treatment of sold products (Category 12): For Posti, this includes the recycling of packaging materials. Posti's emissions from end-of-life treatment of sold products were estimated in 2025. The emissions are 115 tCO₂, representing less than 0.1% of Posti's total emissions. Therefore, these emissions are not considered material and are not being reported as part of the total emissions.

Downstream leased assets (Category 13): Posti does not have any leased assets that are not already reported in Scope 1–2. The category is therefore inapplicable to Posti.

Franchising (Category 14): Posti does not have any franchising business. The category is therefore inapplicable to Posti.

Investments (Category 15): Posti does not have any investment business. All emissions related to investments/capital goods are reported under Category 2. In addition, Posti does not have any joint ventures, and all of Posti's operations are covered in the current emissions reporting. The category is therefore inapplicable to Posti.

Biogenic emissions (outside scopes): The use of biofuels creates biogenic emissions that are reported separately from Scope 1–3 emissions. Emissions from biofuels in Scope 1 and Scope 3 are calculated with the country-specific share of biofuel content and with emission factors from Defra. There is currently no methodology to calculate Scope 2 biogenic emissions.



→ Systematic and continuous safety management to a clear reduction in work-related accidents during the reporting period.

-14%
 Decrease in the accident frequency (LTA0) compared to 2024.

Social
 information

S1 Own workforce 91
 S2 Workers in the value chain 102

ESRS S1 Own workforce

Posti has identified the following material impacts, risks and opportunities regarding its own workforce:

Related sub-topic or sub-sub topic	IRO description	Impact, risk, or opportunity	Location in the value chain	Time horizon	Related sub-topic or sub-sub topic	IRO description	Impact, risk, or opportunity	Location in the value chain	Time horizon
Secure employment	The transformation of the delivery industry causes uncertainty. It impacts shift work, nighttime work, and the inability to offer full-time employment for everyone.	Actual negative impact	Own operations	Short- and medium-term	Training and skills development	Offering extensive training and personal development opportunities supports employees' growth, which helps their career development.	Actual positive impact	Own operations	Short- and medium-term
	As a large employer providing employment to many in various life stages and offering job opportunities for students, and people wanting to work part-time, as well as being the first employer of many young people and immigrants, secure employment results in economic stability.	Actual positive impact	Own operations	Short- and medium-term	Measures against violence and harassment in the workplace	Our employees face harassment, the threat of violence and violence while working in public spaces, especially at night.	Actual negative impact	Own operations	Short- and medium-term
Health and safety					Diversity	Building a diverse, equal and inclusive work community that is good to be in is important for Posti and our employees and increases wellbeing, satisfaction and motivation.	Actual positive impact	Own operations	Short- and medium-term
	Failing to ensure a safe and healthy work environment in logistics can lead to injuries, ill health, and in the worst case, death.	Actual negative impact	Own operations	Short-, medium-and long-term	Privacy	Cybersecurity incidents can cause privacy data leaks and could negatively impact Posti's employees.	Potential negative impact	Own operations	Short-term impact
	Injuries and health-related problems have a short-term impact on healthcare costs and sickness absences, but they can also accumulate to long-term impacts on disability pensions.	Financial risk	Own operations	Short-, medium-and long-term					

Material impacts, risks and opportunities, and their interaction with strategy and business model

Posti operates in a labor-intensive sector as a delivery and fulfillment services provider. Our Posti people are enablers of the Group's strategy and Posti's most important asset. Posti's operating environment is in the process of a significant structural transformation. The well-being and engagement of Posti's employees play a key role in Posti's adaptation to that change and in its success.

Posti's vision to become an international and increasingly profitable delivery and logistics company is closely connected to the impacts, risks and opportunities related to its own workforce. As a major employer undergoing transformation driven by digitalization and changing consumer behavior, Posti faces challenges such as job security, health and safety, and exposure to harassment, particularly in public-facing roles. These impacts originate from the shift in business focus toward parcels and logistics, requiring operational efficiency and flexible delivery models. At the same time, Posti's commitment to being a sustainability frontrunner and a preferred brand supports opportunities for secure employment, diversity, training and well-being. These workforce-related factors help Posti to implement its strategy and highlight the need for a caring, inclusive and resilient work community that enables sustainable growth and customer-focused excellence.

For more information about Posti's actions to manage the identified impact and risks related to Posti's own workforce, see the [Actions related to own workforce](#) section.

At the end of 2025, Posti employed a total of 13,751 (14,764) people in Finland, Sweden, Estonia, Latvia, Lithuania and Norway.

Posti has permanent and fixed-term employees in full-time and part-time employment relationships and on contracts with non-guaranteed hours. Leased employees are also used during peak times. Posti's material impacts, risks and opportunities concern all these employee groups in all countries of operation.

The material impacts, risks and opportunities related to Posti's own workforce have been identified through the double materiality process. The materiality assessment is described in more detail in the [Process to identify and assess material impacts, risks and opportunities](#) section. The identified impacts, risks and opportunities are presented in the table above.

No material negative impacts on Posti's own workforce have been identified as a result of the Group's [transition plan for climate change mitigation](#).

In 2024, Posti conducted a human rights impact assessment in which salient human rights impacts on its own workforce were identified and evaluated. In this process, people with particular characteristics, those working in particular contexts, or those undertaking particular activities that may lead to greater risk of harm were also considered. Posti also conducts regular employee surveys to further develop understanding of its human rights impacts. None of Posti's operations is at significant risk of incidents of compulsory, forced or child labor.

While certain material topics may be more relevant to specific groups of employees, no material topic is exclusively associated with only one group.

Policies related to own workforce

Policy	Related sub-topic or sub-sub topic	Scope	Level of approval (Management bodies)
Code of Conduct	Health and safety, Measures against violence and harassment in the workplace, Diversity, Privacy	All employees and non-employees in all operating countries	Board of Directors
People Policy	Secure employment, Health and safety, Training and skills development, Measures against violence and harassment in the workplace, Diversity	All employees in all operating countries, non-employees, when applicable.	Board of Directors
Sustainability Program	Health and safety, Training and skills development, Diversity	All employees in all operating countries	Posti Group Leadership Team
Human Rights Principles	Health and safety, Measures against violence and harassment in the workplace, Diversity	All employees and non-employees in all operating countries	Posti Group Leadership Team
Equality and Non-Discrimination Program	Measures against violence and harassment in the workplace, Diversity	All employees in all operating countries	Posti Group Leadership Team
Occupational Safety Management System	Health and safety	All employees in all operating countries, non-employees when applicable.	Posti Group Leadership Team
Supplier Code of Conduct	Health and safety, Measures against violence and harassment in the workplace	Non-employees	Posti Group President and CEO
Data Protection Policy	Privacy	All employees in all operating countries	Board of Directors
Information Security Policy	Privacy	All employees in all operating countries	Board of Directors

The sustainability work that is related to Posti's own workforce is guided by the Code of Conduct and People Policy, as well as by the Sustainability Program, Human Rights Principles, and the Equality and Non-Discrimination Program.

The Posti Code of Conduct contains key rules and instructions that Posti Group and all its employees must follow. More information about the Code of Conduct is described in the [G1 Business Conduct](#) section.

Posti's personnel-related processes and practices are documented in **Posti's People Policy**. The People Policy provides a concise description of Posti's practices pertaining to leadership and supervisory work, equality, recruitment, competence development and performance management, rewarding, health and wellbeing of personnel, occupational safety, and the work community and atmosphere. The People Policy is available in Posti's intranet and on the company's public website.

Posti's **Data Protection Policy** describes the data protection principles, processes, and roles and responsibilities in data protection which are aimed at preventing privacy-related adverse impacts and risks in connection with the processing of all personal data, also concerning consumers and end users. The Policy is available in Posti's intranet.

The Group's **Information Security Policy** aims to mitigate information and cyber risks. It is available in Posti's intranet.

Posti's Human Rights Principles describe the Group's human rights due diligence process. The Human Rights Principles are available in Posti's intranet and on the company's public website.

Posti's Sustainability Program, Fulfilling Sustainability, has three themes: People, Environment and Society, with focus areas and targets within each theme. The focus areas for people are building a workplace that nurtures a caring company and caring leadership, and enforces physical and mental safety and wellbeing, championing DEIB—diversity, equity, inclusion and belonging— as well as growth and utilizing our potential in the best possible way. The program is available for all employees on Posti's intranet, and the key areas can be found on Posti's website.

Posti is committed to respecting all internationally recognized human rights as defined in the International Bill of Human Rights and the fundamental principles and rights of working life defined in the International Labour Organization (ILO) Declaration. Posti is committed to operating in accordance with the UN Guiding Principles on Business and Human Rights (UN Guiding Principles) and the OECD Guidelines for Multinational Enterprises. These commitments are reflected in Posti's Code of Conduct, People Policy and Human Rights Principles.

Posti's Human Rights Principles state that Posti respects its employees' right to organize, join or not join associations and trade unions, and negotiate collectively with the company. In addition, Posti is committed to respecting and promoting the health and safety of its employees, preventing discrimination, and complying with working hours legislation in accordance with the principles of the ILO.

Posti encourages its employees to engage in dialogue with the company's management and to report any concerns or grievances through, its SpeakUp channel. A regular personnel survey is another way of engaging with personnel.

Posti's approach to remedy is described in its Human Rights principles, including grievance mechanisms and access to remedy. If adverse human rights impacts are identified in Posti's own operations, Posti initiates an investigation. Posti strives to prevent broader impacts and remedy any damage already caused as appropriate. Additionally, Posti reviews its practices to prevent recurrence.

Posti's Code of Conduct and Human Rights Principles state that Posti does not use child or forced labor, nor does it cooperate with suppliers or subcontractors who use such labor. Any form of human trafficking is also prohibited in Posti's Supplier Code of Conduct.

Posti's People Policy defines Posti's policies concerning occupational safety. The People Policy specifies Posti's objective of providing a safe workplace for all employees and partners. This is achieved through adherence to the requirements of **Posti's Occupational Safety Management System**, employee training, and compliance with laws and regulations related to occupational safety. Posti's Occupational Safety Management System complies with the requirements of the ISO 45001 standard.

Posti also has a regularly updated **Equality and Non-Discrimination Program** that describes practical measures to increase equality and non-discrimination at Posti. The current program is in effect for the 2024–2026 period. Posti's Code of Conduct and Equality and Non-Discrimination Program specify that everyone must be treated equally, regardless of origin, religious beliefs, gender, political opinion, age, nationality, sexual orientation, marital status or disability. The Equality and Non-Discrimination Program is available for all employees on Posti's intranet.

Posti's objectives for diversity, equity and inclusion were published in 2023. The targets focus on increasing diversity in senior management, increasing the experience of inclusion, and increasing training and awareness.

Posti has guidelines on intervention against inappropriate treatment and harassment that are available to all employees on the company's intranet. The guidelines include specific procedures for how inappropriate treatment and harassment are addressed once detected. Posti's Code of Conduct training, which is mandatory for everyone, includes a section on equal treatment and non-discrimination. Posti also launched mandatory diversity, equity and inclusion training for supervisors at the beginning of 2024.

Posti's **Supplier Code of Conduct** applies to non-employees and addresses the management of impacts related to non-employees. See [policies related to value chain workers](#).

Engagement with own workforce

Posti Group carries out statutory continuous dialogue between management and cooperation negotiation councils, at which all business groups and Group functions are represented, and actively engages with its workforce and workers' representatives to inform decisions and manage actual and potential impacts on its own workforce. This engagement occurs through multiple formal and informal mechanisms across all countries of operation, both directly with employees and with their representatives:

- An employee representative attends Posti Group's Board of Directors meetings with limited rights.

- Posti operates a European Works Council (EWC), which includes representatives from all countries where Posti operates. The EWC functions primarily at the CEO-1 and CEO-2 levels and serves a consultative role. Meetings are held one to two times annually in person and 3–4 times virtually.
- In Finland, Posti maintains several cooperation forums, including the Group Negotiation Council and business group-specific negotiation councils, which are agreed on with employee representatives. These forums meet four to six times per year.
- In the Baltic countries and Sweden, systematic engagement is primarily conducted through the EWC.
- In cases where employee groups lack formal representation, Posti engages directly with the employees concerned.
- Posti also conducts a biannual employee survey (Peakon) across all countries and companies, providing a direct insight into employee experiences and views. The survey provides Posti with up-to-date information on the experiences and views of its personnel to support the continuous development of operations and employee experience. Tangible development measures are identified based on the employee survey.
- Change negotiations are conducted in accordance with the Act on Co-operation within Undertakings and relevant local labor laws. These include formal negotiations with affected employee representatives, with minutes recorded.
- Internal communication channels and informal networks are used to share decisions and updates with the workforce.

The SVP People, Communications and Sustainability (CEO-1) is responsible for ensuring that engagement happens, and that the results inform the undertaking's approach.

Posti operates in the Nordics and Baltics, and no Global Framework Agreement exists.

The effectiveness of Posti's engagement with its own workforce is not systematically assessed. An informal tool to assess engagement is the employee survey through which comprehensive feedback is received.

Process for remedy and channels to raise concerns

Issues raised through various channels such as the employee survey are considered in workforce development plans and business group target-setting, particularly in areas such as occupational safety, non-discrimination and employee well-being. However, Posti does not have a comprehensive or systematic process for providing remedy but responds on a case-by-case basis.

Posti has an anonymous SpeakUp whistleblowing channel for internal and external use, which is managed by a third party. More information about the channel is provided in the [Reporting misconduct](#) section.

Posti also has an email feedback channel maintained by the Equality and Equal Treatment Committee, where people can submit reports or feedback concerning equality and equal treatment. The Equality and Equal Treatment Committee processes the reports and feedback received via the channel. Occupational safety incidents and concerns are reported to Posti's Falcony system. Data protection breaches and other concerns about privacy can be reported to Posti's Data Protection Officer.

Employees can also raise concerns through biannual employee surveys and Informal dialogue with workers' representatives, and trade unions also provide insights.

It is not systematically assessed whether employees are aware and trust structures and processes to raise concerns. However, Posti's employee survey addresses this with one statement ("If I experienced serious misconduct at work, I'm confident my employer would take action to rectify the situation").

In its Code of Conduct, Posti states that it does not allow any form of retaliation against an employee who reports a suspicion of misconduct in good faith.

Actions related to own workforce

The table below summarizes Posti's actions taken and planned to manage or enhance material impacts or risks on its own workforce.

Posti's People focus areas are defined by the Group's People, Communications and Sustainability Leadership Team. The overall responsibility for developing and managing people-related actions lies with the People Development and Wellbeing and Business HR function. The Sustainability and Stakeholder Relationship Team, with the People Development and Wellbeing and Business HR function, is responsible for diversity-related development and actions. The HSEQ Leadership Team is responsible for the development of safety-related processes and actions. The Posti Group Cyber Steering Group is established to set objectives and oversee implementation of cyber security and data protection. The implementation is done with the different business groups, and the business groups are responsible for following the action plan. Posti's People, Communications and Sustainability Leadership Team and HSEQ Leadership Team follow up on actions and their effectiveness.

Secure employment

- The change negotiation process has been revised to prioritize impact assessments before implementing changes. Project teams now include employee representatives from the start, ensuring they are informed and involved early. This proactive approach has reduced uncertainty and improved trust. A new model introduces nationwide discussions with staff representatives before negotiations, allowing all levels of the organization to understand upcoming changes and their effects. Although operational volume is decreasing, leading to personnel impacts, respectful change management has improved employee sentiment, as reflected in better Employee Survey results.
- The Silta project, piloted in 2025, aims to strengthen internal mobility by offering employees alternative roles during organizational changes. In the context of delivery model negotiations, cross-departmental discussions were held, and employees facing termination were proactively offered open positions and guided through the application process. The initiative was carried out in cooperation with employee representatives.
- Posti has implemented tailored onboarding processes for summer and seasonal workers that includes practical guidance on workplace behavior and expectations. These programs are designed to offer additional support and supervision, especially for those new to working life. Onboarding is also available in English to ensure accessibility for non-Finnish speakers, supporting inclusion and smoother integration into the workplace.

Health and safety

- Posti offers a wide range of health and well-being services directed at employees at all organizational levels. The focus is especially on preventive measures concerning musculoskeletal issues. In addition, Posti's new important focus area is mental well-being.
- Extensive support mechanisms with external partners are in place to support Posti employees already in the early stages of possible work ability problems. These include rehabilitation, career coaching and support for re-education.
- At Posti, ensuring our employees' occupational safety is a top priority. We are committed to systematically improving safety at work through continuous training and proactive risk management. Our personnel receive regular training in occupational safety leadership, as well as in safe working practices.
- We continuously conduct risk and hazard assessments for work tasks and actively promote a preventive safety culture by encouraging employees to identify potential risks in advance. As part of this effort, we have introduced a company-wide One Posti Safety training program for all employees.

Training and skills development

- Compulsory training for every Posti employee includes safety, Code of Conduct and DEI training, as well as task-specific induction. The training offering is revised regularly to meet needs as they arise.
- Manager skills, in particular, have been extensively supported. All of Posti's over eight hundred managers have undergone Caring Leader training in 2023–2025.
- The target group for performance and career development reviews was expanded in 2024. The pilot group consisted of almost 500 production employees. In 2025, the target group was expanded to cover approximately 2,000 employees in operations. Further expansion to cover all Posti employees is planned for 2026.

Measures against violence and harassment in the workplace

- Posti has instructions and processes for incidents where its employees face harassment, threats of violence, and violence while working in public spaces. The instructions and processes were updated in 2025.
- Posti incorporates training on recognizing, preventing and responding to threats, violence and harassment in its health and safety training. Employees are provided with guidance on how to act in threatening situations and how to manage the aftermath of such incidents.

Diversity

In January 2024, Posti launched mandatory e-training for its leaders titled “Equal and Inclusive Posti,” and in May 2024, voluntary e-training for all personnel. In 2025, Posti published updated Code of Conduct training for all employees into which diversity, equity and inclusion topics were integrated. In addition to these e-training courses, DEI has been part of many other training courses such as the Caring Leader Training Program, the Practical Leader Training Program, and the internal Posti Talk webinar series.

Posti has conducted two DEI surveys, the first a limited pilot survey in 2022 and a second study in Finland in 2024. The results were used in analyzing the current state and planning Posti's further actions.

Cooperation with NGOs. For example, Posti is a long-term partner of Helsinki Pride. Through this partnership, Posti shows support for the work undertaken by the Pride movement in advocating for the rights, inclusion and well-being of individuals belonging to sexual and gender minorities. Posti also uses Pride month internally in all operating countries to raise awareness and create opportunities and space for open and inclusive discussion.

Privacy

Mandatory data protection and cybersecurity training to help prevent risks related to data protection and information security, including data protection violations. More in-depth data protection training is organized for personnel groups engaged in expert work.

Posti ensures and supervises the implementation of data protection in its operations and conducts continuous audits to ensure data protection. Through these audits Posti has been able to improve the security of its services, especially in the area of all internet-facing services. The systematic work has resulted in a decrease in the number of weaknesses during Q3–Q4 2025. As part of ongoing actions to mitigate the potential negative impact of data breaches and risks thereof, Posti implements preventive security measures and monitors potential threats.

The above actions to manage identified impacts and risks for Posti's own workforce have not required significant financial resources.

Posti has taken action to provide remedy in cases of work-related injuries, including access to appropriate healthcare and structured accident investigations. The findings from the investigations are used to improve operations and prevent similar incidents in the future.

Posti ensures that its practices do not cause or contribute to material negative impacts on its workforce by integrating both business and employee perspectives in its approach. The Company's strategy

includes a strong focus on people and sustainability. If tensions arise between mitigating workforce impacts and other business pressures, Posti emphasizes leadership quality and collaborative planning. Operational needs are aligned with employee well-being through joint definition of priorities and actions, ensuring that leadership practices support both business goals and workforce sustainability.

Targets and metrics related to own workforce

Material topic	IRO related to target	Target *	Result 2025	Base value 2023
Secure employment	Actual positive and negative impact	Achieve score 7.5 in Engagement index by the end of 2026**	7.2	6.9
Health and safety	Actual negative impact and risk	Accident frequency (LTA0) 31 in 2025 and 27 by the end of 2026.	32	39
Diversity	Actual positive impact	Minimum 40% females and 40% males represented in senior leadership (CEO, CEO-1 and CEO -2) by the end of 2026.	38%	38%
		Achieve score of 8.0 in Peakon question on fair and equal treatment by the end of 2026.**	7.7	7.4
		Equal and inclusive Posti e-training for leaders, target 100% of all supervisors by the end of 2026.***	78%	-
		Equal and inclusive Posti training for employees as part of Code of Conduct training, target 90% by the end of 2025.***	74%	-
Privacy	Potential negative impact	All Posti employees complete the online course on the basics of data protection biennially, target 100% by the end of 2025.	80%	71%

*The targets (except data protection course target) are included in Posti's Sustainability program, and the base year is 2023 and values were set during 2023.
 **Measured in Peakon employee survey, scale 1–10.
 ***No baseline value has been set for the targets for 2023.

More information on the reporting principles regarding set targets and metrics in section [Reporting principles for own workforce](#).

Currently, Posti has not set measurable targets specifically for:

- Training and skills development. However, it tracks employee training hours and completion rates of certain training courses such as Code of Conduct and Caring Leadership.
- Measures against violence and harassment in the workplace. However, Posti is working for zero incidents of threat of violence, violence or harassment to our employees. Posti has an established process to manage possible violence or harassment cases and monitors and investigates all reported incidents.

Targets related to Posti's own workforce are set in Posti's Sustainability Program, approved by the Sustainability Forum. Posti's People focus areas are defined by the Group's People, Communications and Sustainability Leadership Team. The annual milestone targets are defined with the People Development and Wellbeing and Business HR function and the HSEQ Leadership Team, and approved by the Group Sustainability Forum. Privacy related targets are approved by Posti's Senior Vice President, Legal and M&A. Annual milestone targets included in Posti's internal OKR index are approved by the Posti Leadership Team. Posti's own workforce was not engaged in setting the targets, tracking performance against them, or identifying lessons or improvements as a result of performance.

Characteristics of the undertaking's employees

Gender	2025	2024
Male	9,779	10,381
Female	3,972	4,383
Total Employees	13,751	14,764

The total number of personnel is disclosed in the [Consolidated Financial Statements](#).

Country	2025	2024
Finland	11,841	12,925
Sweden	1,200	1,140
Estonia	360	380
Lithuania	203	173
Latvia	124	128
Norway	23	18

Number of employees by contract type and gender	2025			2024		
	Female	Male	Total	Female	Male	Total
Number of employees (head count)	3,972	9,779	13,751	4,383	10,381	14,764
Number of permanent employees (HC)	3,222	7,789	11,011	3,397	7,690	11,087
Number of temporary employees (HC)	310	530	840	328	631	959
Number of non-guaranteed hours employees (HC)	440	1,460	1,900	639	2,079	2,718
Number of full-time employees (HC)	2,677	6,477	9,154	2,807	6,624	9,431
Number of part-time employees (HC)	855	1,842	2,697	937	1,678	2,615

Number of employees by contract type and country	2025					
	Finland	Sweden	Estonia	Lithuania	Latvia	Norway
Number of employees (head count)	11,841	1,200	360	203	124	23
Number of permanent employees (HC)	9,761	567	357	190	123	13
Number of temporary employees (HC)	598	224	3	13	1	1
Number of non-guaranteed hours employees (HC)	1,482	409	0	0	0	9
Number of full-time employees (HC)	7,744	758	337	178	123	14
Number of part-time employees (HC)	2,615	33	23	25	1	0

Number of employees by contract type and country	2024					
	Finland	Sweden	Estonia	Lithuania	Latvia	Norway
Number of employees (head count)	12,925	1,140	380	173	128	18
Number of permanent employees (HC)	9,841	575	376	164	116	15
Number of temporary employees (HC)	703	230	4	9	12	1
Number of non-guaranteed hours employees (HC)	2,381	335	0	0	0	2
Number of full-time employees (HC)	8,048	735	354	157	125	12
Number of part-time employees (HC)	2,496	70	26	16	3	4

Employee turnover*	2025	2024
Total number of employees who have left the company (HC)	2,120	3,094
Employee turnover rate (%)	16.3%	21.6%

The identified trends are a slight increase in the Company's own workforce in the summer and Christmas seasons due to seasonal workers, and a steady decrease in the number of employees due to structural transformation in the operating environment.

Characteristics of non-employees in the undertaking's own workforce

Rental workers are mainly used to manage peak periods and hours in logistics centers and delivery.

Characteristics of non- employee workers in the undertaking's own workforce	2025	2024
Workers who are not employees (HC)	2,112	2,192

*Non-employee workers metric for 2024 not assured.

Diversity metrics

Gender distribution in top management

Gender distribution in top management	2025				
	Women	Women (%)	Men	Men (%)	Total
Group Leadership Team	2	22%	7	78%	9
Executive, Group functions and business group Leadership Teams (CEO, CEO-1 and CEO -2)	23	38%	37	62%	60

Gender distribution in top management	2024				
	Women	Women (%)	Men	Men (%)	Total
Group Leadership Team	2	22	7	78	9
Executive, Group functions and business group Leadership Teams (CEO, CEO-1 and CEO -2)	25	38%	40	62%	65

Age distribution in workforce

Age	2025	2024
Under 30 years old	3,063	3,322
30–50 years	6,276	6,645
Over 50 years	4,412	4,797

Training and skills development metrics

Employees covered by regular performance and career development reviews Dec 31,2025 (%), Group	2025
All employees	28%
Female	33%
Male	25%

*Regular performance and career development reviews for 2024 not assured.

The average number of training hours per employee and by gender	2025
All employees	4.3
Female	4.9
Male	4.1

For the regular and career development review metric, the 2025 figure covered around 4,000 employees. Target group covered salaried employees and 2,000 employees in operations. The denominator used in the calculation was Posti's total headcount, and the figure reflects the coverage of performance and career development reviews across Posti Group. From 2026 onwards, all Posti employees will be included in the regular performance and career development review process.

Health and safety metrics

Health and safety metrics	2025	2024
Coverage of the occupational health and safety management system (ISO 45001) December 31, 2025, employees	95%	95%
Number of fatalities of employees of own workforce as result of work-related injuries and work-related ill health	0	0
Number of fatalities as a result of work-related injuries and work-related ill health for other workers working on the undertaking's sites (such as value chain workers)	0	0
Number of work related accidents, employees January 1-December 31.	671	831
Rate of recordable work-related accidents, employees January 1-December 31	32	37

Systematic and continuous safety management contributed to a clear reduction in work-related accidents during the reporting period. Posti's target for the total rate of recordable work-related accidents (31) was nearly achieved, with an actual outcome of 32.

Incidents, complaints and severe human rights impacts

Posti recorded 0 cases related to severe human rights incidents in 2025.

Incidents, complaints and severe human rights impacts	2025
Number of incidents of discrimination, including harassment	1
The number of complaints filed through channels for people in the undertaking's own workforce to raise concerns	4
The number of complaints filed to the National Contact Points for OECD Multinational Enterprises	0
Total amount of fines, penalties, and compensation for damages as a result of the incidents and complaints disclosed above, and a reconciliation of such monetary amounts disclosed with the most relevant amount presented in the financial statements	0€
Severe human rights incidents (child and forced labor, human trafficking)	0
Total amount of fines, penalties , and compensation paid for the severe human rights incidents, and a reconciliation of the monetary amounts disclosed in the most relevant amount in the financial statements.	0€

Reporting principles for own workforce metrics

Employee survey (Peakon)-related targets

The employee survey results are based on biannual employee surveys. The last survey result of the year is reported. All Posti Group employees are invited to respond to the survey. The Engagement index in the survey reflects overall employee engagement by aggregating responses across four questions related to motivation, satisfaction, and commitment.

Obligatory trainings

Completion rates for obligatory trainings (Equal and Inclusive Posti for supervisors and employees, and Data Protection) are calculated using data from Posti's training system. For Equal and Inclusive Posti for supervisors and Data Protection, the numerator includes employees who have completed the training within two years preceding the reporting date. For Equal and Inclusive Posti for employees, the numerator includes employees who have completed the training since its launch in January 2025. The denominator is the number of active employees as of the reporting date (December 31, 2025). The completion rates for Data Protection and Equal and Inclusive Posti for employees cover all Posti employees. The completion rate for Equal and Inclusive Posti for supervisors covers all Posti supervisors.

Employee related metrics

The figures for Posti's own workforce include the entire Posti Group. The number of employees used in the calculation is indicated as the number (headcount) of active employees at the end of the reporting period (December 31, 2025). The number of employees as full-time equivalent is presented in the [Key Figures of Posti Group](#). Temporary employees are used mainly in the summer and Christmas seasons, when we employ around 4,000 people per year, as well as sick leave substitutes in Postal Services. The rate of employee turnover includes the number of permanent employees who have resigned or left due to dismissal, retirement, death or mutual consent divided by the number of permanent employees at the end of the reporting period.

In Posti's HR system, a person's gender is determined based on their legal gender.

Non-employees

Non-employees in Posti's own workforce include workers who have signed/made an agreement with Posti on the supply of labor, in other words, "self-employed people," as well as workforce provided by companies primarily engaged in employment activities (NACE Code N78). The number of non-employees is reported as the headcount number at the end of the reporting period (December 31, 2025).

Diversity

The gender distribution in number and percentage at top level include people whose management level is CEO, CEO-1 and CEO-2.

Training and skills development

Training information is gathered from three main sources: Posti's e-learning platform, the Posti HR system, and training participation lists from individual training. E-learning training hours per employee are calculated based on the estimated time of completion for each e-learning course, not the actual time spent doing the training. Gender distribution is based on the legal gender of the person who has completed the training, and training hours are divided by the number of employees, the number of female employees, and the number of male employees. Onboarding is not regarded as training in this context and is not included in the training hours. It is likely that training participation lists from all training courses are not reported, and training hours are thus underreported.

The data related to regular performance and career reviews is managed in Posti's HR system. The figures for 2025 include all employees who, during spring 2025, participated in a performance and career review where the previous year's results were reviewed and objectives for the current year were set. The denominator used is the number of employees at the end of 2024, as it provides the most accurate representation of the employee headcount in spring 2025.

Health and safety

A work-related accident is reported if a person injured at work requires medical treatment, or adapted or replacement work, or if the accident leads to their absence. The accident frequency rate is calculated per one million hours worked. The metric covers only the company's own employees, as accurate working hour data for external service providers is unavailable. All work-related accidents are recorded in the company's health and safety reporting system. Working hours are sourced from Posti's time management systems.

Health and safety management system coverage is calculated by dividing the average number of employees in the certified companies with the average number of employees in all companies of Posti Group.

Incidents, complaints and severe human rights impacts

Human rights cases, as well as discrimination incidents, including harassment, are collected through Posti's central grievance channel. Harassment and discrimination incidents may also be reported through other channels such as Human Resources representatives and supervisors. All these cases are managed in accordance with the guidelines available on Posti Group's intranet. During 2025, we developed a system to collect, combine and manage reports received through all these channels. From 2026, this system will enable us to monitor, address and report potential cases more comprehensively.

ESRS S2 Workers in the value chain

Posti has identified the following material impacts, risks and opportunities regarding workers in the value chain:

Related sub-topic or sub-sub topic	IRO description	Impact, risk or opportunity	Location in the value chain	Time horizon
Health and safety	Inadequate safety management for our transportation and delivery subcontractor workers may lead to safety issues for the workers.	Actual negative impact	Upstream and downstream operations	Short-, medium-and long-term
Measures against violence and harassment in the workplace	Our transportation and delivery subcontractor workers may face harassment, the threat of violence, and violence while working in public spaces.	Potential negative impact	Upstream and downstream operations	Short- and medium-term

Material impacts, risks and opportunities, and their interaction with strategy and business model

Ensuring a responsible value chain enhances business success and helps tackle sustainability challenges. Posti is building strategic partnerships with transportation partners to reduce emissions and drive sustainability. The safety and well-being of Posti employees have always been an important part of Posti's strategy. Posti focuses on ensuring a safe and healthy working environment for everyone, including Posti's transportation and delivery subcontractor workers.

As a company providing logistics services, Posti has identified transportation and delivery subcontractor workers as the most significant group of value chain workers in its double materiality assessment. Their safety is as important to Posti as that of its own employees. To uphold a consistent standard of occupational safety across its operations, Posti actively trains its partners and subcontractors in safe working practices. Near-miss incidents and accidents are systematically reported through Posti's internal systems, and value chain workers also have access to Posti's whistleblowing channel to raise concerns confidentially.

No significant risk for child or forced labor was identified among the transportation and delivery subcontractor workers.

The material impacts, risks and opportunities related to Posti's value chain workforce have been identified through the double materiality process. The identified impacts are presented in the table above. Both identified impacts are relevant in all Posti's operating countries.

In 2024, Posti conducted a human rights impact assessment in which its salient human rights impacts were identified and evaluated. In this process, value chain workers, people with particular characteristics, those working in particular contexts or those undertaking particular activities that may lead to greater risk of harm were also considered.

While the identified material topics may be more relevant to specific groups of employees, no material topic is exclusively associated with only one group.

Policies related to value chain workers

Policy	Related sub-topic or sub-sub topic	Scope	Level of approval (Management bodies)
Code of Conduct	Health and safety, Measures against violence and harassment in the workplace	All suppliers and their workforce	Board of Directors
Supplier Code of Conduct	Health and safety, Measures against violence and harassment in the workplace	All suppliers and their workforce	Posti Group President and CEO
Sourcing Policy	Health and safety, Measures against violence and harassment in the workplace	All suppliers	Posti Group President and CEO
Human Rights Principles	Health and safety, Measures against violence and harassment in the workplace	All suppliers and their workforce	Posti Group Leadership Team
People Policy	Health and safety, Measures against violence and harassment in the workplace,	All employees in all operating countries, external workforce when applicable.	Board of Directors
Occupational Safety Management System	Health and safety	All employees in all operating countries, external workforce when applicable.	Posti Group President and CEO

The **Posti Code of Conduct** contains key rules and instructions that all Posti employees and Posti must follow. More information about the Code of Conduct is provided in section [G1 Business conduct](#). The Code of Conduct is available on Posti's public website.

Posti's **Supplier Code of Conduct** contains key rules and instructions that all Post suppliers must follow, including compliance with laws and regulations, human and labor rights, health and safety, and environmental responsibility and climate impact. The Supplier Code of Conduct is publicly available on Posti's website.

Posti's **Sourcing Policy** determines the principles and processes applicable to the sourcing of goods and services for the Group. It provides guidelines for how the sourcing activities and the supplier cooperation are managed at Posti. Sourcing policy is an internal document and is available on Posti's intranet.

Posti's Human Rights Principles describe the Group's human rights due diligence process. The Human Rights Principles are available in Posti's intranet and on the company's public website.

Posti's People Policy, available on Posti's public website, defines Posti's policies concerning occupational safety. The People Policy specifies Posti's objective of providing a safe workplace for all employees and partners. This is achieved through adherence to the requirements of **Posti's Occupational Safety Management System**, employee training, and compliance with laws and regulations related to occupational safety. Posti's Occupational Safety Management System complies with the requirements of the ISO 45001 standard.

Posti is committed to respecting all internationally recognized human rights as defined in the International Bill of Human Rights and the fundamental principles and rights of working life defined in the International Labour Organization (ILO) Declaration. Posti is committed to operating in accordance with the UN Guiding Principles on Business and Human Rights (UN Guiding Principles) and the OECD Guidelines for Multinational Enterprises in Posti's Code of Conducts and Human Rights Principles. In Posti's Human Rights Principles, Posti states that it expects its suppliers and partners to respect these fundamental human rights.

Dialogue about the human rights of value chain workers is conducted with Posti's suppliers in connection with the procurement process. In addition, Posti relies on reports from organizations and authorities regarding human rights risks further down the value chain. The approach to remedy is described in Posti's Human Rights Principles and further explained in [Engagement and remedy process with workers in the value chain](#).

All suppliers are required to commit to Posti's Supplier Code of Conduct, which sets requirements for suppliers concerning matters such as human and labor rights, and health and safety. As stated in Posti's Human Rights Principles and Supplier Code of Conduct, Posti does not use child or forced labor, nor does it cooperate with suppliers or subcontractors who use such labor. Any form of human trafficking is also prohibited.

Posti does not currently have a corporate process in place to systematically track and monitor cases of non-respect with the UNGPs, the ILO Declaration on Fundamental Principles and Rights at Work, or the OECD Guidelines involving workers in the value chain. However, Posti's anonymous reporting

channel is publicly available to subcontractors and value chain workers. No such cases have come to Posti's attention in 2025.

Engagement and remedy process with workers in the value chain

Dialogue about actual and potential impacts on value chain workers is conducted with Posti's suppliers in connection with the procurement process, as well as in supplier audits. The whistleblowing channel is also available for value chain workers. Other than that, Posti has not adopted a general process to engage with workers in the value chain.

In Posti's Human Rights Principles, Posti describes its Human Rights Due Diligence Process, including grievance mechanisms and access to remedy. If human rights-related issues are identified in Posti's goods or service value chain, Posti initiates an appropriate investigation. Posti agrees on remedial measures with the partner in question and uses its influence to ensure that they are implemented and sufficient, even if Posti has not contributed to the impact. The effectiveness of the remedy provided has yet to be assessed.

Posti has an anonymous reporting channel available for subcontractors in eight different languages. Posti's Compliance function manages the channel and handles the reports in accordance with Posti's Investigation Process.

In its Supplier Code of Conduct, Posti encourages the Supplier representative to report on any suspicions without delay.

The whistleblowing channel is publicly available on Posti's website and informative posters have been distributed to working places, but it has not been assessed whether value chain workers are aware of and trust the channel or related processes. See the [Reporting misconduct](#) section for a further description of Posti's SpeakUp channel.

In its Code of Conduct Posti states that it does not allow any form of retaliation against an employee who reports a suspicion of misconduct in good faith.

Actions related to workers in the value chain

The table below summarizes Posti's actions taken and planned to manage or enhance material impacts or risks on value chain workers. The HSEQ function is responsible for the identification and development of safety-related processes and actions. The implementation is done with different business groups, and the business groups are responsible for following the action plan. The HSEQ function follows up on actions and their effectiveness. In the event of material negative impacts related to health and safety or measures against violence and harassment in the workplace, all cases are investigated by Posti, and it is ensured in dialogue with the supplier that the employee gets the support they need.

Health and safety

The safety of workers across Posti's delivery and transportation value chain is just as important to Posti as the safety of its own employees. Posti actively trains its partners and subcontractors in safe working practices to ensure a consistent standard of occupational safety throughout its operations.
In 2025, Posti provided Occupational Safety Card training to its transportation partner drivers as part of its commitment to improving safety in outsourced logistics services.

Measures against violence and harassment in the workplace

Training and instructions on recognizing, preventing and responding to threats, violence and harassment are incorporated into the health and safety training Posti provides to its transportation and delivery partner workers.
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The above actions for managing identified impacts on Posti's partners and subcontractors have not required significant financial resources.

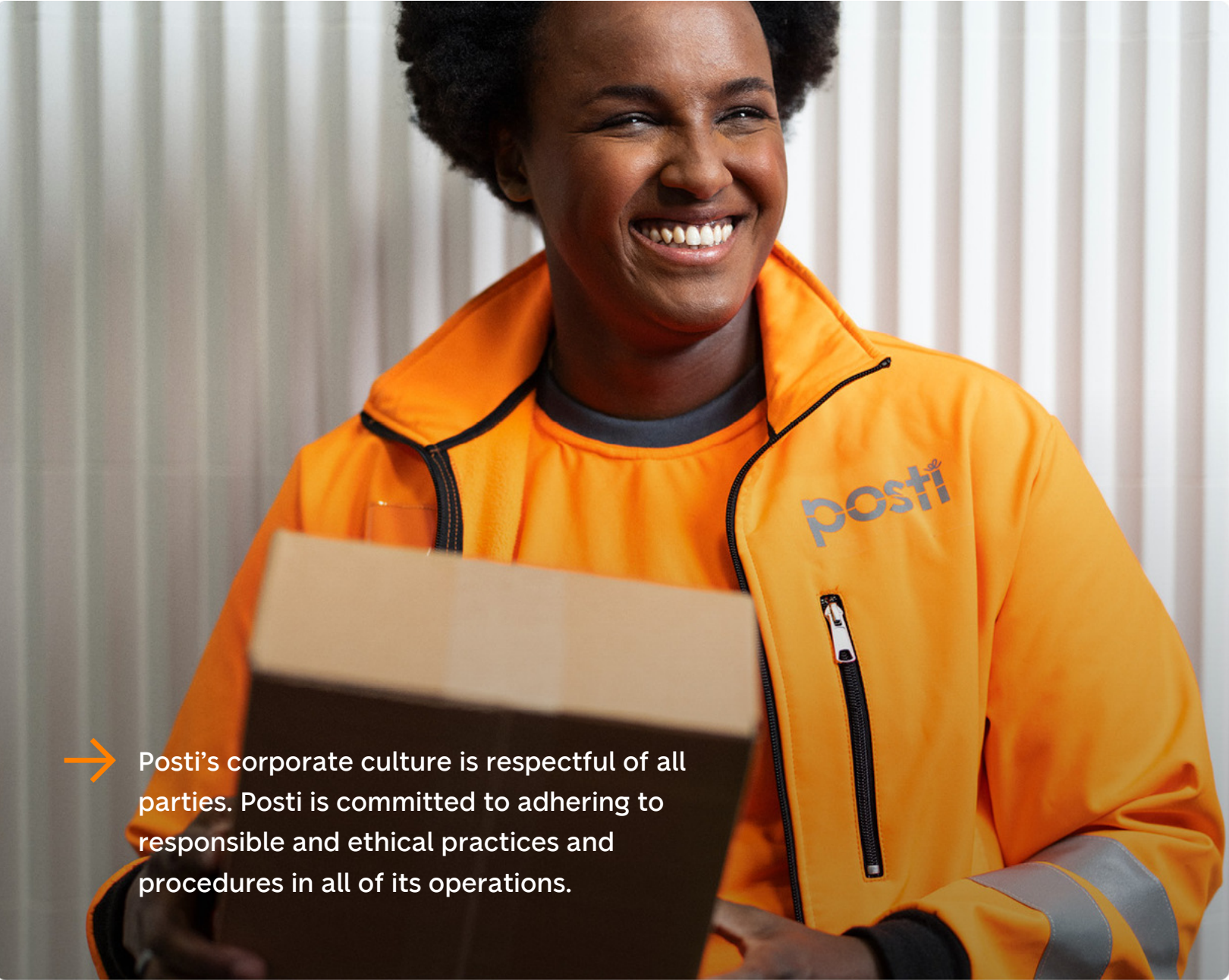
Posti strives to avoid any negative impacts concerning its value chain. All new suppliers are screened before they are approved and added to Posti's supplier portfolio. In this process, potential impacts and risks are identified and evaluated. The onboarding process of suppliers ensures the supplier commits to complying with the Posti's Supplier Code of Conduct and the Contractor's Obligations and Liability Act.

Additionally, Posti conducted a human rights impact assessment in 2024 in which human rights risks in Posti's purchasing categories were identified, assessed and prioritized, and further actions based on this assessment are being considered.

Posti is unaware of any severe human rights issues and incidents connected to its upstream and downstream value chain.

Targets and metrics related to workers in the value chain

Currently, Posti does not have specific measurable targets related to safety or violence and harassment among value chain workers. Targets such as the accident frequency rate have not been set, as accurate working hour data for external service providers is currently unavailable. However, the safety of delivery and transportation workers within Posti's value chain is as important to Posti as the safety of its own workers. Posti therefore monitors and investigates all reported incidents and accidents involving value chain personnel with the same level of diligence as it does for its own employees. The effectiveness of Posti's policies and actions is monitored through regular meetings with suppliers, during which progress is reviewed, and development steps are agreed.



→ Posti's corporate culture is respectful of all parties. Posti is committed to adhering to responsible and ethical practices and procedures in all of its operations.

Governance information

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ESRS G1 Business conduct

Posti has identified the following material impacts, risks and opportunities regarding business conduct:

Related sub-topic or sub-subtopic	IRO description	Impact, risk or opportunity	Location in the value chain	Time horizon	Related sub-topic or sub-subtopic	IRO description	Impact, risk or opportunity	Location in the value chain	Time horizon
Business conduct policies and corporate culture	An ethical and responsible corporate culture guides the work of Posti employees and improves the brand's reputation and trust in Posti. This can have a positive impact on business partners and customers when selecting Posti as a partner.	Potential positive impact	Own operations and value chain	Short-, medium- and long-term impact	Payment practices	Many of Posti's suppliers are SMEs, so failure to ensure fair and timely payment practices can negatively affect them. This highlights Posti's responsibility to uphold fair payment practices.	Actual negative impact	Upstream	Short-term impact
Protection of whistleblowers	Posti's trusted process protects whistleblowers and empowers both the workforce and value chain workers to report any suspected misconduct or violations of Posti's Code of Conduct. It therefore promotes transparency and accountability and prevents misconduct.	Actual positive impact	Own operations and value chain	Short-term impact	Management of relationships with suppliers	The risk of our suppliers' non-compliance with Posti's policies could lead to sustainability-related incidents that pose reputational and financial risks. Posti must also ensure compliance with upcoming regulations such as the Corporate Sustainability Due Diligence Directive (CSDDD).	Financial risk	Own operations and upstream	Short- and medium-term risk
Prevention and detection of corruption and bribery	The prevention of corruption and bribery is crucial for maintaining the integrity of Posti's operations and ensuring a fair and transparent business environment.	Potential negative impact	Own operations and value chain	Short-, medium- and long-term impact					
Corruption and bribery incidents	Corruption and bribery can have a significantly negative impact on both the company's operations and reputation and on the surrounding society and stakeholders.	Potential negative impact	Own operations and value chain	Short-, medium- and long-term impact					
Political engagement	Posti has an opportunity, through political engagement, to influence upcoming or current regulations or initiatives affecting the postal and logistics industry and the business opportunities for Posti.	Financial opportunity	Own operations	Medium- and long-term opportunity					

Business conduct and corporate culture at Posti

This section outlines Posti Group’s key practices in compliance management, the protection of whistleblowers, supplier relationship management and payment practices, and political engagement.

Policies related to business conduct

Policy	Related subtopic or subsubtopic	Scope	Management bodies
Code of Conduct	Corporate culture, Prevention and detection of corruption and bribery, protection of whistleblowers	Posti Group and value chain operations	Board of Directors
Anti-money Laundering Policy	Corporate culture, Prevention and detection of corruption and bribery	Posti Group	Board of Directors
Posti Group Approval Policy	Corporate culture, Prevention and detection of corruption and bribery	Posti Group	Board of Directors
Gifts and Hospitality Guidelines	Corporate culture, Prevention and detection of corruption and bribery	Posti Group	Chief Compliance Officer
Supplier Code of Conduct	Management of relationships with suppliers	Posti Group and value chain operations	President and CEO of Posti Group
Sourcing Policy	Management of relationships with suppliers, Payment practices	Posti Group and value chain operations	President and CEO of Posti Group

The key policies for addressing and expressing Posti’s commitment to ethical business conduct, including the prevention and detection of corruption and bribery, managing relationships with suppliers and payment practices, are the above mentioned policies and guidelines.

Posti’s Code of Conduct, as part of the overall governance structure, includes the standard guidelines for complying with responsible and ethical practices and procedures in all Posti’s operations. The Code of Conduct is complemented by various policies and guidelines. The Compliance function is responsible for coordinating the implementation of Posti’s Code of Conduct and related policies, providing guidance, training and awareness across the organization.

Posti’s Anti-money Laundering Policy sets the high-level Group principles and standards for proactive preventive management of financial crime risks in line with the applicable laws and other applicable regulations.

Posti’s Group Approval Policy defines the key rules for gifts and hospitality approvals, and detailed regulations and instructions are stated in Posti’s Gift and Hospitality Guidelines.

All Posti Group operation countries are party to the UN Convention against Corruption and the commitments therein are enacted in the national legislation. In Posti’s Code of Conduct, we are committed to comply with the laws and regulations in every country where we operate. The Code of Conduct specifically states that we have zero tolerance of corruption or bribery in any form. We do not mention the UN Convention against Corruption separately in our Code of Conduct. However, we do state that Posti respects the ten principles of the UN Global Compact. One of these ten principles is derived from the UN Convention against Corruption, namely Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

More information about the Supplier Code of Conduct and Sourcing Policy see the [S2 Workers in the Value Chain](#) section.

Posti does not have a formal policy managing the sub-topic political lobbying and influencing which has been identified as an opportunity; however, internal instructions exist that guide employees on conducting political engagement-related activities appropriately, and Posti adheres to its Code of Conduct in all stakeholder interactions.

Reporting misconduct

Posti encourages employees and stakeholder representatives to report concerns or potential misconduct, including unlawful behavior or violations of the Code of Conduct. To support this, Posti has a SpeakUp whistleblowing channel, managed by a third party. The channel enables confidential and, where desired, anonymous reporting of suspected misconduct or other issues that may breach legal requirements or conflict with Posti’s values and policies. The whistleblowing channel is available in multiple languages, ensuring accessibility for both Posti personnel and external stakeholders. The SpeakUp channel is available in Posti’s intranet for internal use and on Posti’s website for both

employees and subcontractors, along with information about the reporting process. In addition, concerns about misconduct can also be reported to the line managers and other supervisors, as well as HR and directly to the Chief Compliance Officer, through a dedicated email address.

All reported incidents received through either the SpeakUp channel or other compliance channels are investigated in accordance with Posti's investigation process by designated persons who have been trained in the investigation process. The Chief Compliance Officer oversees the process and ensures reports are escalated appropriately. The Chief Compliance Officer reports incidents raised through the whistleblowing or other dedicated channels to the Audit, Risk and Sustainability Committee, and the Board of Directors is kept informed of the incidents.

Posti is committed to protecting whistleblowers from retaliation and protecting their privacy. All reports are handled confidentially in accordance with Posti's processes, aligned with the EU's Whistleblowing Directive (EU 2019/1937) and national legislation. Submitting a report will not lead to any negative consequences for the person submitting a report if reported in good faith.

All investigations related to potential cases of corruption or bribery are overseen by an Investigation Steering Group. This group typically includes representatives such as the CFO and representatives from Human Resources, General Counsel, Internal Audit, and other relevant members of Posti's Leadership Team if necessary.

The Investigation Steering Group is established on a case-by-case basis, tailored to the specific nature of each matter. Members of the Group are selected to ensure there is no conflict of interest, and that they remain independent of any management function involved in the subject under investigation.

Prevention and detection of corruption and bribery

Posti has zero tolerance of corruption and bribery, and all Posti employees, suppliers and contractors are expected to comply with the relevant laws and regulations aimed at preventing corruption and bribery. The Code of Conduct, Group Approval Policy and Anti-money Laundering Policy form a basis for Posti's preventive measures against corruption and bribery.

Actions for prevention and detection of corruption and bribery

Posti is committed to further develop the training program on corruption and bribery to make it more systematic and more targeted at high-risk functions. From 2025 onwards, more in-depth systematic training will be provided to identified functions at risk in addition to the existing training on corruption and bribery. In 2025, the percentage of functions-at risk covered by training programs was 100%.

Training in business conduct and anti-corruption and bribery

All Posti employees, including members of the Board of Directors, are required to complete Code of Conduct training every second year as part of the company's mandatory training program. The Code of Conduct e-Learning was renewed in 2025 and the completion rate for the training was 81% in 2025. There is dedicated Code of Conduct training content tailored separately for experts and production employees. However, more in-depth training on corruption and bribery has been provided, starting from 2025, to functions with higher risk exposure due to the nature of their roles, such as Sourcing and the Real Estate function.

Confirmed incidents of corruption or bribery

In 2025, Posti was not subject to any convictions, fines, or other sanctions related to corruption or bribery.

Incidents of corruption and bribery	2025
Convictions of violation of anti-corruption and anti-bribery laws	0
Amounts of fines paid in the reporting year for incidents in previous reporting year	0€

Management of relationships with suppliers and payment practices

Relationships with suppliers

Supplier relationships at Posti are managed systematically in accordance with Posti's Sourcing Policy and Sourcing Guideline, as well as the Supplier Code of Conduct. The first step of supply chain risk mitigation is supplier onboarding, in which, among other things, Supplier Code of Conduct compliance, financial review, compliance with the Contractor's Liability Act, or any other requirement based on local legislation and sanction lists are verified. In Finland, Posti fulfills the obligations set out in the Contractor's Obligations and Liability Act through its suppliers' Vastuu Group membership. Posti Group's compliance processes are integrated into the Dun & Bradstreet system, covering sanctions screening, ESG risks and general risk monitoring. The system includes automated alerts, which are reviewed through a weekly process to ensure timely follow-up and risk mitigation.

Posti monitors and assesses supply chain risks continuously from different sources. Information about changes in our supplier base is received daily, and our Sourcing function regularly reviews the issues that have emerged in monitoring activities and the associated risks and measures.

Additionally, Posti conducted a human rights impact assessment in 2024 in which human rights risks in Posti's purchasing categories were identified, assessed and prioritized.

Training on human rights and mitigating labor exploitation in supply chains was organized for the Sustainability & Stakeholder Relations, Sourcing, and Real Estate teams in 2025.

Actions for managing relationships with suppliers and payment practices

In 2025, Posti carried out 15 full-scale supplier audits, targeted at the most important partners or based on other identified needs.

A supplier self-assessment questionnaire was sent to 123 suppliers. Supplier self-assessments will be continued on a broader scale in 2026.

Posti continuously supports its partner transport suppliers in the development of sustainability with, supply chain financing and the possibility to purchase electric vans at Posti's purchase price. In 2023, Posti started building a roadmap for fossil-free transportation in its partnership network with its key transport partners, in accordance with its goal of fossil-free transportation by 2030. Within the roadmap Posti offers suppliers the opportunity to test their routes using fossil-free vehicles, allowing them to familiarize themselves with sustainable new technologies. Suppliers also have the opportunity to buy fossil-free fuels at Posti's prices, and they have a preferential position to purchase Posti's fossil-free leased vehicles when they are returned after the lease period.

Posti continuously trains its partner suppliers on the themes of social and environmental responsibility. For example, Posti has made its digital training courses, which are aimed at Posti employees, available to rental workers and the employees of its transportation and delivery subcontractors as well. Examples include training in the Code of Conduct and data protection training.

A new Group-level sourcing tool for managing supplier relations was deployed from 2024–2025 onward.

Payment practices

Posti is committed to ensuring the timely payment of all supplier invoices, regardless of supplier size. All vendors are treated equally under standardized processes, with no differentiation based on company size. To support this, Posti has implemented measures to streamline the payment process through a combination of automation and manual actions. Fully automated invoices flow directly through the P2P solution into the EPR system for payment. For invoices requiring manual review or approval, the Accounts Payable Team actively monitors processing times and sends reminders to the responsible parties. Additionally, the P2P system issues daily automated reminders to ensure timely processing. Posti does not track invoice due dates separately in Accounts Payable, as the focus is on processing efficiency and accountability. Automated processes such as self-billing and supply chain financing are also in place and governed by agreements with vendors.

The standard payment term in Posti Group’s general terms and conditions for purchases is 45 days net. No differentiated payment terms are applied to specific supplier groups or supplier sizes. However, this can be reconsidered on a case-by-case basis, requiring approval from the CFO organization. The average time it takes for Posti Group to pay an invoice from the date when the contractual term of payment calculation begins is 32 days. The percentage of payments aligned with contractual payment terms for 2025 was 78%.

Posti Group is not party to any legal proceedings due to late payments.

Posti's payment practices	2025
Average time (days) to pay an invoice	32
Number of legal proceedings currently outstanding for late payments	0

The disclosures related to payment practices have not been disclosed before, as the requirements in the ESRS, and therefore Posti, do not have comparative data from previous periods available.

Political influence and lobbying activities

Posti’s lobbying activities are regularly discussed by the company’s Board of Directors and Posti Leadership Team. In line with the company’s strategy, the main topics of Posti’s lobbying activities are related to the reform of postal legislation, the digitalization of communications, promoting fossil-free logistics and accelerating ecommerce. During the reporting year, Posti has actively contributed to advancing ecommerce growth, influencing the modernization of postal regulation, promoting labor migration to secure workforce availability, and accelerating the transition to fossil-free logistics through its political engagement. Posti influences decision-making through direct dialogue with policymakers, active participation in industry associations, and by contributing to public debate.

Posti does not make direct or indirect donations to political parties or related purposes. Posti is registered with the EU Transparency Register (identifier 231418115347-05) and the Finnish Transparency Register (register number POS-24-165-R).

One of Posti’s Board members has a position with the Ownership Steering Department of the Prime Minister’s Office.

Targets related to business conduct

Material topic	IRO related to target	Target*	Result 2025	Base value
Corporate culture	Potential positive impact	Completion rate of Code of Conduct training 100%**	81%	66%
Prevention and detection of corruption and bribery and related incidents	Actual negative impact			

*The target is included in Posti’s Sustainability program, and the base year is 2023.
 **The Code of Conduct training is mandatory every second year; the completion rate represents the results for 2024-2025. The calculation methodology differs from that applied in 2023, and as a result the metrics are not fully comparable. For further details on the calculation methodology used for the 2025 reported figures, please see section [Reporting principles for Business conduct metrics](#)

Monitoring and reminder practices related to the Code of Conduct training have been enhanced, and these measures will be continued to achieve the target level.

Posti has set a target of achieving a 100% Supplier Code of Conduct engagement rate by the end of 2026 as part of its supplier risk management efforts. The figure for 2025 will not be reported, as the ongoing renewal of the supplier management system makes data collection challenging during the period. However, Posti has an established supplier management process in place. More information can be found under [Relationships with suppliers](#).

Stakeholders were not engaged in setting the targets.

Currently Posti has not set measurable targets specifically for;

- **the protection of whistleblowers;** however, all incidents received through the channel are handled with utmost discretion and confidentiality, and within an appropriate timeframe. Posti does not allow any form of retaliation against any employee who reports an alleged misconduct in good faith.
- **political engagement** due to inherently indirect and long-term nature of political engagement outcomes, which are often influenced by external factors beyond our control, such as shifts in the political landscape, changes in government priorities, and unforeseen events. As a result, it is challenging to establish clear, quantitative targets in this area. We continuously monitor the effectiveness and relevance of our engagement approach and remain committed to engaging transparently and constructively with policymakers to support sustainable development and the regulatory frameworks relevant to our industry.

- **payment practices;** however, Posti has an established and systematically monitored payment process in place. Due to methodological differences required to align with the ESRS standards, Posti has not set a measurable target for 2025. The average payment time KPI is reported biennially to Posti's Leadership Team. The need to define specific targets for payment times will be evaluated for 2026.

Reporting principles for Business conduct metrics

The Code of Conduct completion rate

The Code of Conduct training completion rate is calculated using data from Posti's training system. FLS SE staffing employees complete the course as part of their work agreement (from February 1, 2025 onwards). The numerator consists of employees who have completed the Code of Conduct course within two years prior to the reporting date. The denominator is the total number of active employees as of the reporting date (31.12.2025). The Code of Conduct completion rate covers all Posti employees. The Code of Conduct completion rate is monitored regularly and reported to PLT on a quarterly basis.

Payment practices

The average payment time includes all supplier invoices for the 2025 reporting year, excluding internal payments. The average payment time has been consolidated from Posti's various payment systems. However, information on supplier size was not available across all systems. As a result, Posti was unable to calculate the average payment time specifically for SMEs for the 2025 fiscal year. There are no specific payment terms applied exclusively to SMEs. Instead, any deviations from the general payment terms (45 days) are assessed on a case-by-case basis.

The reported percentage of payments aligned with agreed standard terms includes all supplier invoices, excluding internal invoices. Alignment is calculated at the individual supplier invoice level, based on whether each invoice has been paid in accordance with the agreed payment terms. Group-level alignment is calculated taking into account Posti's different payment systems.

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This is a voluntary published Financial Statements and Board of Directors' Report which does not meet the disclosure requirement in the Securities Markets Act (AML 7.5§). The Financial Statements and Board of Directors' Report in accordance with ESEF are available at posti.com. This is a translation of the original Finnish report.

Consolidated Financial Statements (IFRS)

Consolidated Income Statement

EUR million	Note	2025	2024
Net sales	1, 3	1,447.6	1,521.4
Other operating income	4	11.5	15.7
Materials and services	5	-399.2	-412.2
Employee benefits	6	-615.6	-644.6
Other operating expenses	7	-263.9	-283.7
Depreciation and amortization	8	-126.9	-126.7
Impairment losses	8	-1.2	-1.9
Operating result		52.3	68.0
Finance income	9	4.3	6.5
Finance expenses	9	-21.0	-15.5
Result before income tax		35.7	58.9
Income tax	10	-12.2	-15.1
Result for the period		23.5	43.8
Earnings per share (EUR per share)*		0.59	1.10

*As Posti currently has no dilutive instruments outstanding, diluted earnings per share is the same as basic earnings per share.

Consolidated Statement of Comprehensive Income

EUR million	Note	2025	2024
Result for the period		23.5	43.8
Other comprehensive income			
Items that may be reclassified to profit or loss:			
Change in fair value of cash flow hedges		-	-1.0
Translation differences		0.3	0.1
Income tax relating to these items		-	0.2
Items that will not be reclassified to profit or loss:			
Remeasurements of post-employment benefit obligations		0.4	0.3
Income tax relating to these items		-0.1	-0.1
Other comprehensive income, net of tax		0.6	-0.5
Comprehensive income for the period		24.1	43.4

Consolidated Balance Sheet

EUR million	Note	Dec 31, 2025	Dec 31, 2024
Assets			
Non-current assets			
Goodwill	11	170.2	170.1
Other intangible assets	11	61.3	63.3
Property, plant and equipment	12	267.4	262.2
Right-of-use assets	13	283.9	258.8
Investment property	14	64.4	41.9
Other non-current investments	21	1.0	0.8
Non-current receivables	21	1.8	2.7
Deferred tax assets	15	4.3	5.5
Total non-current assets		854.3	805.4
Current assets			
Inventories		4.1	3.6
Trade and other receivables	16	226.9	225.4
Current income tax receivables		5.1	0.1
Current financial assets	21	8.0	41.7
Cash and cash equivalents	21	41.4	61.9
Total current assets		285.6	332.7
Total assets		1,140.0	1,138.1

EUR million	Note	Dec 31, 2025	Dec 31, 2024
Equity and liabilities			
Equity attributable to the shareholders of the Parent Company			
Share capital	17	70.0	70.0
Invested unrestricted equity fund	17	3.3	-
Other reserves	17	142.7	142.7
Translation differences	17	-6.9	-7.2
Retained earnings	17	67.8	76.6
Total shareholders' equity		276.9	282.1
Total equity		276.9	282.1
Non-current liabilities			
Non-current interest-bearing borrowings	21	179.8	89.8
Non-current interest-bearing lease liabilities	22	229.4	202.6
Other non-current payables	20	9.8	17.3
Deferred tax liabilities	15	12.4	9.6
Non-current provisions	19	5.1	8.6
Defined benefit pension plan liabilities	18	4.9	5.7
Total non-current liabilities		441.5	333.7
Current liabilities			
Current interest-bearing borrowings	21	89.6	-
Current interest-bearing lease liabilities	22	67.5	68.6
Trade and other payables	20	243.5	422.4
Advances received	20	15.8	17.7
Current income tax liabilities		0.4	3.0
Current provisions	19	4.8	10.5
Total current liabilities		421.6	522.2
Total liabilities		863.1	856.0
Total equity and liabilities		1,140.0	1,138.1

Consolidated Statement of Cash Flows

EUR million	Note	2025	2024
Result for the period		23.5	43.8
Adjustments for:			
Depreciation, amortization and impairment losses		128.1	128.7
Finance income and expense		16.6	9.0
Income tax		12.2	15.1
Other non-cash items		-3.2	-6.1
Adjustments total		153.7	146.7
Cash flow before change in net working capital		177.2	190.5
Change in trade and other receivables		1.0	25.1
Change in inventories		-0.5	0.3
Change in trade and other payables		-34.5	-41.2
Change in net working capital		-34.0	-15.8
Cash flow before financial items and income tax		143.2	174.7
Interests paid		-18.3	-13.2
Interests received		2.6	3.8
Other financial items		-0.3	-0.1
Income tax paid		-16.0	-16.6
Cash flow from financial items and income tax		-32.0	-26.1
Cash flow from operating activities		111.2	148.6

EUR million	Note	2025	2024
Purchase of intangible assets	7	-15.0	-13.0
Purchase of property, plant and equipment	6	-57.8	-66.4
Payments for investment property	8	-16.6	-2.4
Proceeds from sale of intangible and tangible assets	6, 7	0.9	0.7
Subsidiary and business acquisitions, net of cash acquired	5	-	-1.4
Proceeds from subsidiary and business disposals less cash and cash equivalents		0.1	-
Cash flow from financial assets		33.7	5.1
Cash flow from other investments		-1.1	0.2
Cash flow from investing activities		-55.9	-77.3
Share issue		2.6	-
Transaction cost for share issue		-0.1	-
Increases in non-current loans	10, 11	90.0	90.0
Repayment of non-current loans	10, 11	-	-60.0
Cash flow from current commercial papers	11	89.6	-
Payments of lease liabilities	11	-75.3	-72.1
Dividends paid		-183.0	-31.8
Cash flow from financing activities		-76.2	-73.9
Change in cash and cash equivalents		-20.9	-2.6
Cash and cash equivalents at the beginning of the period		61.9	64.6
Effect of exchange rates changes		0.4	-0.2
Cash and cash equivalents at the end of the period		41.4	61.9

Consolidated Statement of Changes in Equity

EUR million	Note	Share capital	Invested unrestricted equity fund	Other reserves	Translation differences	Retained earnings	Total equity
Jan 1, 2025		70.0	-	142.7	-7.2	76.6	282.1
Comprehensive income							
Result for the period						23.5	23.5
Other comprehensive income:							
Translation differences					0.3		0.3
Remeasurements of post-employment benefit obligations, net of tax						0.3	0.3
Total comprehensive income for the period					0.3	23.8	24.1
Transactions with equity holders							
Dividend						-33.0	-33.0
Share issue, net of transaction cost and tax	6, 17		2.5				2.5
Share issue, share-based payments	6, 17		0.8			0.4	1.1
Dec 31, 2025		70.0	3.3	142.7	-6.9	67.8	276.9

EUR million	Note	Share capital	Other reserves	Fair value reserve	Translation differences	Retained earnings	Total equity
Jan 1, 2024		70.0	142.7	0.8	-7.2	214.3	420.5
Comprehensive income							
Result for the period						43.8	43.8
Other comprehensive income:							
Changes in the fair value of cash flow hedges, net of tax				-0.8			-0.8
Translation differences					0.1		0.1
Remeasurements of post-employment benefit obligations, net of tax						0.3	0.3
Total comprehensive income for the period				-0.8	0.1	44.1	43.4
Transactions with equity holders							
Dividend*						-181.8	-181.8
Dec 31, 2024		70.0	142.7	-	-7.2	76.6	282.1

*The ordinary dividend of EUR 31.8 and extra dividend of EUR 150.0 million decided on December 20, 2024.

Notes to the Consolidated Financial Statements

Company information

Posti Group Corporation ("Posti Group Oyj") and its subsidiaries ("Posti" or "the Group") is one of the leading delivery and fulfillment companies in Finland, Sweden, and the Baltics. We make our customers' everyday lives smoother with a wide range of services, which include parcels, freight, and postal services as well as warehouse, fulfillment, and logistics services. Posti operates in six countries. The Group's Parent Company, Posti Group Corporation ("the Company") (business ID 1531864-4), is domiciled in Helsinki, Finland, and its registered address is Mannerheiminaukio 1 A, FI-00100 Helsinki. Posti's shares are listed on the Nasdaq Helsinki official list in Finland. These Consolidated Financial Statements have been approved for issue by the Board of Directors of Posti Group Corporation on March 17, 2026.

Group accounting policies

Posti's Consolidated Financial Statements are prepared in accordance with the International Financial Reporting Standards as issued by the IASB (IFRS Accounting Standards), and adopted by the European Union (EU), in addition to related interpretation of the IFRS interpretation committee (IFRICs). The Consolidated Financial Statements are also in compliance with Finnish accounting and company legislation.

The Consolidated Financial Statements are prepared under the historical cost convention, with the exception of below mentioned items valued at fair value as required by the standards. All amounts in the Consolidated Financial Statements are presented in millions of euros, unless otherwise stated. The figures are rounded and thus the sum of individual figures may be different than the total presented. These policies have been consistently applied to all the years presented, unless stated otherwise.

Application of new or amended IFRS Accounting Standards

The amendments to IFRS Accounting Standards or IFRIC interpretations effective from January 1, 2025, had no material impact on the Group's Financial Statements.

General economic operating environment and geopolitical risks

Consumer confidence and the continued low demand for logistics services in trade and industry sectors directly affect Posti's business operations and performance. Economic recovery has been slow, and the operating environment is expected to remain challenging. As Posti serves a broad customer base, both GDP growth and confidence indicators have a direct impact on the sector's performance. However, no major changes are expected in the key logistics drivers for ecommerce growth and digitalization of postal volumes. Tightening trade policies, geopolitical tensions, financial market instability, and potential additional fiscal adjustment measures in Finland also generate uncertainty and volatility in Posti's operating environment. Therefore, management's estimates are subject to considerable uncertainty. While Posti does not consider geopolitical risks to have a direct impact on its Financial Statements, prolonged periods of reduced demand or other adverse impacts on business performance in the longer run could negatively affect the valuation of non-current assets, including goodwill and deferred tax assets.

Climate-related issues

Posti's climate targets require investments in accordance with the clean fleet roadmap. From an overall economic perspective, these do not require significant additional investments, as the fleet will be renewed and replaced with a new type during the remaining service life of the existing fleet. The most important climate-related issues and financial risks are related to the availability and accessibility of green vehicles, fuels, charging infrastructure and energy. The above-mentioned issues have been taken into account in the forecasts and, in particular, in the impairment testing, based on the best information and estimates. Climate-related issues may have an impact on the profitability and impairment calculations of future years as the climate target years approach. Posti's goal is to operate fossil-free by 2030 and achieve net-zero emissions by 2040. The margins of Posti's loan arrangements are tied to sustainability targets. However, their impact on total interest expenses is minor.

Consolidation Principles

Subsidiaries

The Consolidated Financial Statements include the Parent Company, Posti Group Corporation, and all its subsidiaries. Subsidiaries are entities over which the Group has control. Control exists, directly or indirectly, if the Group has decision-making powers, is exposed to, and has rights to, variable returns, and is able to use its decision-making powers to affect the amount of the variable returns. Subsidiaries are consolidated from the date on which the Group is able to exercise control and are unconsolidated from the date that control ceases.

The acquisition method of accounting is used to account for business combinations.

All intercompany transactions, assets and liabilities, distribution of profits and unrealized gains on transactions between group companies are eliminated in the consolidated accounts.

Joint operations

Posti has investments in mutual real estate companies. These investments are accounted for as joint operations. Posti's direct share of the assets, liabilities, income and expenses in these arrangements is recognized in the consolidated financial statements under the appropriate headings.

Foreign currency translation

Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the "functional currency"). The consolidated financial statements are presented in euros, which is the functional and presentation currency of the Group.

Transactions and balances

Transactions denominated in foreign currencies are translated into the functional currency using the exchange rate at the date of the transaction. Monetary items in the balance sheet denominated in foreign currencies are translated into functional currency using the exchange rate at the balance sheet date and non-monetary items using the exchange rate at the transaction date, excluding items

measured at fair value in a foreign currency which are translated using the exchange rate at the date when the fair value was determined. Foreign exchange gains and losses arising from business operations are presented in the income statement under the respective items above operating profit. Foreign exchange gains and losses that relate to financing activities are presented in the income statement within financial income and financial expenses except for the long-term intercompany loans that are attributable to the net investment in foreign entities of which exchange rate differences are recognized in other comprehensive income.

Subsidiaries

If the subsidiaries' functional currency differs from the Group's presentation currency, their income statements and statement of comprehensive income are translated into euros using the average exchange rates for the financial year, and their balance sheets using the exchange rates at the closing rate at the balance sheet date. All resulting translation differences are recognized in other comprehensive income.

On consolidation, exchange differences arising from the translation of the net investment, including net investment loans to the subsidiary, are recognized in other comprehensive income. When a foreign entity is disposed of, the associated translation differences are reclassified through profit or loss, as part of gain or loss on disposal.

Goodwill and fair value adjustments arising on the acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated into euros using the rate at the balance sheet date.

Revenue recognition

The Group's revenue is mostly generated by rendering of short-term sorting and delivery services, warehouse, and logistics services. Framework type agreements do not represent customer contracts as defined in the IFRS 15 standard but needs to be combined with a service order confirmation made by the customer.

Revenue of the performance obligations is recognized either over time or at a point in time, depending on how Posti transfers control to the customer as it satisfies performance obligations of

the customer contracts. Generally, the revenue is recognized over time when the service is rendered. Services that Posti provides are done within a day or days, meaning that only a minor part is on the way or in the process at the period end. Revenue for the sale of goods comprising various packaging materials, stationary products and office supplies is recognized at a point in time when the customer makes the purchase, and the product is sold.

At contract inception, the Group assesses the services promised in the contract with a customer to identify performance obligations. A performance obligation can be either a promise to transfer to the customer a distinct good or service or a series of distinct goods or services.

Some contracts include variable considerations of the transaction price, such as volume discounts or service level bonuses and sanctions. Variable consideration is included in the transaction price using the expected value or most likely amount method, to the extent that it is highly probable that a significant reversal will not occur.

Posti applies the practical expedient where no adjustments to the transaction prices are made for the time value of money, since the period between the transfer of the promised services to the customer and payment by the customer does not exceed one year.

Net sales comprise the revenue generated by the sale of goods and services net of value added taxes, discounts, service level related and other refunds to customers.

eCommerce and Delivery Services

The eCommerce and Delivery Services segment offers parcel delivery services and groupage freight services. Revenue for eCommerce and Delivery Services is recognized over time as Posti satisfies performance obligations. The performance obligation is to transport parcel or freight from the dispatch point to the agreed delivery point. The transaction price is based, among other things, on the size, weight and distance of the parcel or cargo being transported, as well as on possible additional services such delivery method and time. Main product and additional services are usually combined as a one performance obligation. For services not completed at the end of the reporting period, the progress of performance is estimated and revenue recognized, if the amounts are material.

Fulfillment and Logistics Services

Fulfillment and Logistics Services covers contract logistics and in-house logistics services. Fulfillment and Logistics Services revenue is recognized as the service is being provided. Performance obligations include reception, handling and storage of goods, order picking, packing and dispatching, and warehouse accounting. The transaction price is based on the number of work unit occurrences and the space used for the customer's goods. The transaction price for other staffing services is based on the work performance. Based on management assessment, its customer contracts do not contain a lease contract as the customer has no control over the warehouse space and where their products are located in the warehouse.

Postal Services

Postal Services offers delivery services, multichannel services and digital services, which cover, among others, letters (both corporate and consumer letters), multichannel messaging solutions, newspaper and magazine delivery as well as addressed direct marketing services. Performance obligations are, for example, delivery of a postcard, letter, magazine or digital message. As a rule, revenue for postal services is recognized over time as the Group satisfies performance obligations. For services not completed at the end of the reporting period, the progress of performance is estimated and revenue recognized.

Revenue for certain prepaid services, including stamps, franking machines, and prepaid envelopes, is recognized based on their estimated usage. Estimated usage is based on statistical models.

Unperformed services are accrued as a contract liability on the balance sheet. Deferred revenue is presented on the balance sheet as a current liability. The Group uses external specialists to develop, assess and update the statistical revenue recognition model.

Commissions for selling stamps to retailers are recognized as an expense when Posti has performed the prepaid service. Accordingly, sales commissions estimated to relate to unused stamps, which are paid in advance to retailers, are recognized as receivables on the balance sheet and recognized as an expense when the related revenue is recognized in net sales.

The Group acts as a principal for outbound international mail and parcel services under a universal service obligation. Revenue is recognized gross, while terminal dues payable to third parties (other postal administrations) are reported as operating costs.

Contract costs

Incremental costs of obtaining a contract, for example, sales commissions, are capitalized if they expect to be recovered. Incremental costs with an amortization period of one year or less are expensed.

Costs to fulfill a contract are capitalized on the balance sheet and recognized as an expense during the contract period if the criteria for capitalization are met. Costs need to relate directly to a contract, generate or enhance resources to be used in satisfying the performance obligations of the contract, and be recoverable. General or administrative costs are not capitalized.

Government grants

Government grants are recognized as income and presented under other operating income when management has reasonable assurance that the grants will be received, and that the Group will comply with all attached conditions. Some investment, product and business development grants are presented in the statement of financial position by deducting the grant from the carrying amount of the asset.

Employee benefits

The Group has several pension plans of which the majority relates to defined contribution plans. For the defined contribution plans, the Group pays contributions to pension insurance plans on a statutory or contractual basis. Contributions are recognized as employee benefit expenses on the income statement when occurred. The Group has no further payment obligations once the contributions have been paid.

The liability recognized in the balance sheet in respect of defined benefit pension plans is the present value of the defined benefit obligation at the end of the reporting period, less the fair value of plan assets. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method.

The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds that are denominated in the

currency in which the benefits will be paid, and that have terms approximating to the terms of the related obligation.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. This cost is included in interest expense in the income statement.

Remeasurement gains and losses arising from experience adjustments and changes in actuarial assumptions are recognized in the period in which they occur, directly in other comprehensive income. More information on the Group's defined benefit pension plans is presented in note [Pension liabilities](#).

Income taxes

Income tax expense in the consolidated income statement includes Group companies' current income tax calculated on their taxable profit for the financial year using the applicable corporate income tax rate for each jurisdiction based on local tax laws enacted or substantively enacted at the balance sheet date, as well as any tax adjustments for previous financial years and changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses.

Deferred taxes are calculated on temporary differences arising between the tax basis of assets and liabilities and their carrying amounts in the consolidated financial statements. The largest temporary differences arise from intangible and tangible assets, defined benefit pension plans, unused tax losses, provisions, and fair value adjustments related to acquisitions. Deferred taxes are determined using the tax rates enacted or substantially enacted by the balance sheet date and which are expected to be applied when the related deferred tax asset is realized, or deferred tax liability is settled. Posti applies the temporary exception not to recognize deferred taxes with regard to Pillar 2 legislation.

A deferred tax asset is recognized to the extent that it appears probable that future taxable profit will be available against which the temporary difference and losses can be utilized.

Deferred tax is not recorded on undistributed profits of subsidiaries, unless the distribution of profits is probable in the foreseeable future and thus causes tax consequences.

The preparation of tax returns, transfer pricing and other tax-related issues may be subject to interpretation and uncertainty. Each uncertain tax treatment is considered separately or together depending on which approach predicts the uncertainty the best way. All these effects of uncertainties are reflected in tax accounting when it is not probable that the tax authorities or courts will accept treatments.

Current and deferred tax is recognized in profit or loss, except to the extent that it relates to items recognized in other comprehensive income or directly in equity. In this case, the tax is also recognized in other comprehensive income or directly in equity, respectively.

Intangible assets

Business combinations and goodwill

The acquisition method of accounting is used to account for all business combinations. The purchase consideration for the acquisition of a subsidiary or business operation comprises the fair values of cash consideration and contingent consideration arrangements. Any contingent consideration for a business combination is estimated by calculating the present value of the future expected cash flows. Contingent consideration is classified as a financial liability and presented under other payables. It is subsequently remeasured at fair value with changes in fair value recognized in profit or loss.

Identifiable assets acquired, and liabilities and contingent liabilities assumed in a business combination, are initially measured at their fair values at the acquisition date. The excess of the purchase consideration over the Group's interest in the fair value of the net identifiable assets acquired is recognized on the balance sheet as goodwill.

After initial recognition, goodwill is carried at cost less any accumulated impairment losses. Goodwill is not amortized but is tested for impairment annually, or more frequently if events or changes in circumstances indicate that the carrying value may be impaired. For the purposes of impairment testing, goodwill is allocated to the cash generating units. The allocation is made to those cash generating units or groups of cash generating units that are expected to benefit from the business combination in which the goodwill arose. For more information on impairment testing, see below Impairment testing and note [Intangible assets](#).

Research and development

Research and development costs are primarily expensed as incurred. Only development costs arising from new significant or substantially improved software products, service applications and enterprise resource planning systems are capitalized as intangible assets. An asset is capitalized only if it is technically and commercially feasible, the Group has the intention and resources to complete the intangible asset and use or sell it, the expenditure attributable to the product during its development can be reliably measured, and it is probable that the development asset will generate future economic benefits. Capitalized development costs are recognized as intangible assets and amortized over the assets' useful lives 3–10 years from the moment that they are ready for use. Material research and development projects are reported as R&D expenses.

Other intangible assets

Separately acquired intangible assets, such as software licenses and applications, are initially recognized at cost. Intangible assets acquired through business combinations, such as customer portfolios, trademarks, acquired technology, are recognized at fair value at the acquisition date comprising the amortizable acquisition cost. Useful lives are reassessed, and adjusted, if necessary if estimates over their useful lives change.

Intangible rights in the balance sheet mainly comprise software solutions and licenses (where Posti has the control) and customer portfolios and trademarks acquired through business combinations. Software as a Service agreements are recognized as an expense or accrued in accordance with IFRIC agenda decision. The Group's intangible rights have finite useful lives, over which period they are amortized.

The expected useful lives are as follows:

Software solutions and licenses	3–15 years
Customer portfolios	5–10 years
Trademarks	3–5 years
Acquired technology	5 years

Property, plant and equipment

Property, plant and equipment (PPE) are carried at cost less any accumulated depreciation and impairment losses. The initial cost of an asset includes the expenditure that is directly attributable to the acquisition of the items such as purchase price, costs of bringing the asset into working condition and installation costs. PPE are depreciated on a straight-line basis over their expected useful lives or, in case of leased right-of-use asset, over the lease term. Land and water are not depreciated. Useful lives are reassessed and adjusted, if necessary, if estimates over their useful lives change.

The Group's PPE comprises land and water areas, production and office buildings and structures, machinery and equipment such as letter and parcel sorting machines, conveyors, vehicles and forklifts as well as other tangible assets consisting of, for example, storage shelves, storage systems and parcel lockers.

The expected useful lives are as follows:

Production buildings	15–50 years
Office buildings	25–40 years
Light structures	5–15 years
Equipment of buildings	3–20 years
Production equipment	3–13 years
Vehicles	3–5 years
Storage shelves and systems	5–13 years
Parcel lockers	3–7 years
Other tangible assets	3–10 years

If an asset under PPE constitutes several items with differing useful lives, each of them is accounted for as a separate asset. In such a case, the cost of replacing the item is recognized as an asset. Otherwise, subsequent costs, such as modernization and renovation project costs, are capitalized if it is probable that the future economic benefits associated with the asset will flow to the Group and the cost of the asset can be measured reliably. Regular repair, maintenance and service costs are expensed as incurred.

Investment property

Investment property refers to land or buildings, or part thereof, that Posti holds for rental income or capital appreciation. Investment property also includes land areas and properties held under development for sale purposes. It is measured at cost less accumulated depreciation and impairment losses. Environmental provisions and possible changes in the estimate affect the value of investment properties. Investment property buildings are depreciated over their useful lives using the straight-line method and land is not depreciated. Impairment losses are recognized in accordance with the principles described under the section Impairment testing.

The expected useful lives are as follows:

Buildings	25–40 years
Equipment of buildings	3–8 years

Impairment testing

Goodwill and intangible or tangible assets not yet in use (for example, capitalized development projects not yet completed) are not subject to amortization and are tested annually for impairment. Testing can be performed more frequently if events or changes in circumstances indicate that the asset might be impaired. Other long-lived assets that are depreciated during the useful life (for example, right-of-use assets) are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use. Value in use refers to estimated future net cash flows from an asset or a cash generating unit, discounted to their present value. An impairment loss is recognized for the amount by which the asset's carrying amount exceeds its recoverable amount.

For purposes of assessing impairment of goodwill, assets are grouped at the lowest level for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash generating units). Posti's cash generating units that form the basis for goodwill impairment testing are presented in note [Intangible assets](#).

For purposes of assessing impairments of investment property, assets form a separate cash-generating unit.

Non-financial assets other than goodwill that suffered an impairment are reviewed for a possible reversal of the impairment at the end of each reporting period.

Leases

Posti makes use of relief exemptions provided by the standard for leases for which the underlying asset is of low value and short-term leases (12 months or less). These leases are not recognized on the balance sheet. Part of rental contracts for premises, where Posti and the lessor both have termination options within 12 months or less, are classified as short-term leases. Some key premises with short-term lease contracts but with longer term use plans are, however, recognized on the balance sheet by using a longer lease term than agreed in the lease contract.

For those leases recognized on the balance sheet, the lease liability is recognized at the present value of the remaining lease payments, discounted using the interest rate implicit in the lease. Where the rate is not available, Posti uses its incremental borrowing rate. Posti defines the rate separately for each significant geographic area, contract term, and asset type.

Posti uses euro interest rate swap rates from the markets. Posti has defined three lease term length range baskets and accordingly three market reference rates are applied. Additional legal entity related margin reflects the financial standing of each lessee in the Group. The leased asset type is also reflected, as the incremental borrowing rate is adjusted downward in lease contracts for premises.

Termination or extension options can be related to a lease contract. The matter is presented below in the chapter Critical accounting estimates and judgments in applying accounting policies.

Cash payments for the principal portion of the lease liability are classified within the cash flow from financing activities and only the payments that reflect interest are presented as cash flows from operating activities. For those leases which are not recognized on the balance sheet, the lease expense is classified within the cash flow from operating activities.

Especially in cases of long-term premise lease contracts, accounting values are subject to changes if the lease contract terms are changed or otherwise Posti makes reassessments to the contents of the lease contract. Changed rental payments, changes in the length of the lease term or changes in the assessment of the lease term or other essential changes are adjusted in accounting in lease liability and right-of-use asset.

Most of the balance sheet value generated from leasing arrangements are lease contracts for premises. These contracts are typically subject to annual lease amount increases. By number of lease contracts, most leases are connected to leased vehicles, in which the monthly lease amount is typically stable during the entire lease term. Vehicle lease contract often include service fee components in addition to capital rent. Service fees are not recognized in balance sheet value of lease contracts but only the pure capital rent is included. Service fees are recognized as incurred.

Inventories

The Group's inventories comprise stamps, packaging materials, retail goods and production material, such as paper and envelopes. Inventories are valued on a weighted average cost basis and carried at the lower of cost or net realizable value. Cost includes all direct expenditure attributable to the inventories. Net realizable value represents the estimated selling price less all estimated costs of completion and costs to be incurred in selling and distribution.

Financial assets and liabilities

Financial assets

The Group classifies its financial assets into the following categories: those measured at amortized cost and those measured at fair value through profit or loss. The classification is based on the Group's business model for managing financial assets and the contractual terms of cash flows. Financial assets, whose business model is to hold the assets until maturity for collection of contractual cash flows where those cash flows solely represent payments of principal and interest, are measured at amortized cost. Other financial assets are measured at fair value through profit or loss.

Financial assets are recognized and derecognized at the settlement date. The Group derecognizes a financial asset when its contractual right to cash flows from the asset has expired or is forfeited, or it

has transferred substantially all risks and rewards outside the Group. Any gain or loss arising from the derecognition of a financial asset is recognized directly in profit or loss and presented in finance income or expenses (or in other operative income or expenses for trade receivables), together with foreign exchange gains and losses.

Financial assets at amortized cost

Financial assets at amortized cost include investments in bonds and money-market investments as well as trade receivables and other receivables. Interest income from these financial assets is included in financial income using the effective interest rate method.

The Group assesses expected credit losses associated with its debt instruments carried at amortized cost on a forward-looking basis. The impairment methodology applied depends on whether there has been a significant increase in credit risk. For low credit risk bond investments, the Group applies a low credit risk exemption, where the loss allowance recognized is limited to 12 months expected credit losses. The changes in loss allowance are presented under other financial expenses.

For trade receivables, the Group applies a simplified loss allowance matrix approach whereby the impairment loss is measured over the life of the asset unless the asset is already written off. Loss allowances are estimated based on a forward-looking model where estimated probabilities of customer default are used in the calculation model. Days of overdue effect the percentage of loss allowance used. A 100 percent loss allowance is recognized for all trade receivables, which are 180 or more days overdue. Write-offs are based on indicators that there is no reasonable expectation of recovery, for example, due to a failure to make contractual payments or bankruptcy. The changes in loss allowance and loss from write-offs are presented in other operating expenses.

Financial assets at fair value through profit or loss

The Group classifies investments in equity instruments as financial assets at fair value through profit or loss. This category includes unlisted shares. Changes in the fair value of investments in equity instruments are recognized in financial income or expenses at each balance sheet date.

Also, derivatives for which hedge accounting is not applied are included in the financial assets at fair value through profit or loss. For these derivatives, realized and unrealized gains and losses from changes in fair values are recognized in the income statement in the period in which they have arisen.

Financial liabilities

The Group classifies its financial liabilities either as financial liabilities at amortized cost or financial liabilities at fair value through profit or loss.

Financial liabilities at amortized cost

Non-derivative financial liabilities are classified as financial liabilities at amortized cost. They are initially recognized at fair value based on the consideration received. Transaction costs are included in the initial carrying amount of financial liabilities. Subsequently, financial liabilities, except for derivative liabilities, are measured at amortized cost using the effective interest rate method.

Financial liabilities at fair value through profit or loss

Financial liabilities at fair value through profit or loss include derivatives for which hedge accounting is not applied. For these derivatives, realized and unrealized gains and losses from changes in fair values are recognized in the income statement in the period in which they have arisen.

Derivative contracts

Derivatives are initially recognized at fair value on the date a derivative contract is entered into and subsequently remeasured to their fair value at each balance sheet date. Gains or losses arising from valuation at fair value is recognized in accordance with the derivative contract's purpose of use.

For certain derivative instruments while entered into for risk management purposes, hedge accounting is not applied. Such derivatives include currency derivatives hedging against foreign exchange risk of currency denominated receivables and liabilities. For these contracts, changes in their fair value are recognized through profit or loss and presented in financial items or other operating income or expenses, depending on the purpose of hedging.

Posti has assessed that the electricity purchase and the price-secured electricity products can be treated as a single accounting unit, and that they are closely linked derivatives that depend on the electricity purchase contract. Accordingly, electricity derivatives have not been presented in the balance sheet at fair value, but the Group has applied the own-use exception provided for in IFRS 9.

Cash and cash equivalents

Cash comprises cash on hand and demand deposits. Cash equivalents consist of other short-term, highly liquid investments that can be easily exchanged for a pre-determined amount of cash, and which are subject to an insignificant risk of changes in value. The money-market investments classified as the Group's cash and cash equivalents have a maximum maturity of three months at the acquisition.

Fair Value Measurement

The Group measures derivatives, investments in equity assets as well as assets and liabilities acquired through a business combination at fair value.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorized within the fair value hierarchy as follows:

Level 1: Fair values are based on the quoted prices of identical asset or liabilities in active markets.

Level 2: Fair values are, to a significant degree, based on data other than quoted prices included in Level 1, but on data that are either directly or indirectly observable for the asset or liability in question. To determine the fair value of these instruments, the Group uses generally accepted valuation models that are, to a significant degree, based on observable market data.

Level 3: Fair values are based on data regarding the asset group or liability that is not based on observable market data.

For assets and liabilities that are recognized in the financial statements on a recurring basis, the Group determines whether transfers have occurred between Levels in the hierarchy by reassessing the categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Provisions and contingent liabilities

A provision is recognized when the Group has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and a

reliable estimate of the amount of the obligation can be made. Provisions for restructuring are recognized when the related, detailed and official plan has been approved and disclosed.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of reporting period. The discount rate used to determine the present value is a pre-tax rate that reflects current market assessment of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognized as interest expense.

Contingent liabilities represent possible obligations whose existence will be confirmed only by the occurrence, or non-occurrence, of one or more uncertain future events not wholly within the control of the Group. Contingent liabilities also include obligations that will most likely not require the fulfillment of a payment obligation or the amount of which cannot be reliably determined. Contingent liabilities are disclosed in the notes to the consolidated financial statements.

Critical accounting estimates and judgments in applying accounting policies

Preparing the consolidated financial statements in compliance with IFRS Accounting Standards requires the Group's management to make certain estimates and judgments in applying accounting policies. These estimates and assumptions are based on the management's best knowledge of current events and circumstances, but the actuals may differ from the estimates and assumptions stated in the financial statements. Areas involving a higher degree of judgment or complexity, and of items which are more likely to be materially adjusted due to estimates and assumptions turning out to be wrong, are disclosed below.

Goodwill impairment testing

Goodwill, as well as other assets, are tested for impairment annually or more often if indicators of potential impairment exist.

The determination of impairments of goodwill and other intangible assets involves the use of estimates that include, but are not limited to, the cause, timing, and amount of the impairment. Impairment, or its reversal, can be based on a large number of factors, such as changes in current competitive conditions, expectations of growth in Posti's businesses, increased cost of capital,

technological obsolescence, discontinuance of services, current replacement costs, prices paid in comparable transactions, and other changes in circumstances that indicate an impairment exists. The identification of impairment indicators, as well as the estimation of future cash flows and the determination of fair values for assets (or groups of assets), require management to make significant judgments concerning the identification and validation of impairment indicators, expected cash flows, applicable discount rates, useful lives, and residual values. When determining the values in use for the cash generating units, additional planning uncertainties are factored in that reflect the risks of macroeconomic development, which could adversely affect future results of operations.

The most significant assumptions in goodwill impairment testing comprise growth in net sales, development of operative result, determination of the discount rate (WACC), and long-term growth rate used after the forecast period.

Uncertainty regarding deferred tax assets

Deferred tax assets are recognized to the extent that it is probable that future taxable amounts will be available to utilize the underlying temporary differences and losses. Significant judgment is required to determine the amount that can be recognized and depends foremost on the expected timing and level of taxable profits as well as potential tax planning opportunities. The judgment relates specifically to tax losses carried forward in some of Posti's foreign subsidiaries and whether these losses can be utilized. Posti assesses at each balance sheet date the expected utilization of deferred tax assets considering the likelihood of (a) expected future taxable profits and (b) positions taken in tax returns being sustained.

When an entity has a history of recent losses, the deferred tax asset arising from unused tax losses is recognized only to the extent that there is convincing evidence that sufficient future taxable profit will be generated. Estimated future taxable profit is not considered as convincing evidence unless the entity has demonstrated the ability to generate significant taxable profit for the current year or there are certain other events providing sufficient evidence of future taxable profit. Uncertainty related to new transactions and events and the interpretation of new tax rules may also affect these judgments.

Provisions

Restructuring provisions are primarily related to the change negotiations conducted in recent years. A significant portion of the long-term personnel expense provisions in the Group's Finnish companies is the employer's liability component within the unemployment insurance contribution towards the Unemployment Insurance Fund.

Land use compensation and environmental liability presented as a provision in the balance sheet includes the part of the liability that meets the criteria of recognition. Total liability related to the development of Eteläinen Postipuisto area needs to be considered together with the environmental liability presented in the other contingent liabilities. Posti's estimate on the total amount and timing of expenses required to fulfill the responsibilities of Posti to clean the area for future use in residential building is subject to significant uncertainties. The cleaning of the area is done together with the City of Helsinki, and discussions are continuous to follow the progress and the changes in the estimates.

Lease term determination and assessments on termination and extension options

If a lease contract does not contain an option clause, Posti will not make judgments on a lease contract extension or early termination. In case the contract includes a termination or extension option, Posti considers all relevant facts and circumstances that create an economic incentive for the lessee to exercise or not to exercise the option, including any expected changes in facts and circumstances from the commencement date until the exercise date of the option. Posti makes a judgment for each lease contract on whether to exercise an option or not, and the related recognition to increase or decrease the accounting lease liability.

Leases and short-term judgment

Posti makes use of the relief exemptions provided by the standard for leases for which the underlying asset is of low value and short-term leases (12 months or less). These leases are not recognized on balance sheet. Part of the rental contracts for premises, where Posti and the lessor both have termination options within 12 months or less, are classified as short-term leases.

Some key premises with short-term lease contracts but with longer term use plans are, however, recognized on the balance sheet by using a longer lease term than agreed in the lease contract.

Changes in standards not yet effective

The Group will apply the new or amended standards as they become effective.

IFRS 18 Presentation and Disclosure in Financial Statements

On April 9, 2024, the IASB published the new IFRS 18 Accounting Standard (effective from January 1, 2027). The standard replaces the current IAS 1 Presentation of Financial Statements, and it amends several other IFRS Accounting Standards, such as IAS 7 Statement of Cash Flows and IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors.

The standard includes:

- new required amounts, subtotals and categories in the income statement,
- new requirements for the provision of information on numbers that describe performance defined by the management, and
- new principles for combining and disaggregating the information presented.

Posti is in the process of determining the impact of applying IFRS 18 on the Group. The Group has prepared a transition plan and is on track to report the first IFRS 18-compliant interim financial statements for the period ending March 31, 2027 and annual financial statements for the period ending December 31, 2027.

The key changes to Posti identified in the preliminary analysis are described in the following paragraphs.

New Income Statement categories

The income statement's result before income tax will include three categories: operating, investing and financing. Below "Operating result", a new subtotal "Result before financing and income tax" will be presented. The new subtotal will include Net income from investment properties and Net income from other investments.

Currently, Net income from investment property is included in the items belonging to the Operating result. As follows, expense and income related to Posti investment property, such as rental income,

possible sale results and depreciation and impairments will be excluded from the Operating result. Currently, the Operating result includes smaller amounts of rental income and related expenses as well as depreciation on the former headquarters (see note Investment Property). In the future Posti expects to recognize results from the sale of, for example, Eteläinen Postipuisto.

Net income from other investments is currently included in finance income. According to IFRS 18 they will be presented in the investing category, before the new subtotal "Result before financing and income tax". It contains income and expenses from investments in debt and equity instruments as well as income from cash and cash equivalents.

Net expense from borrowings will be included in the financing category in Result before income tax. It contains items now reported in Finance expenses, such as expense and income on loans and other instruments used for the Group's financing purposes, as well as interest expense on lease liabilities and defined benefit pension liabilities.

Changes to the presentation of Statement of Cash Flows

The presentation choice on paid interests is removed and those will be presented in cash flow from financing activities (increasing the cash flow from operating activities from the current presentation). Interests received and net income from investment property will be included in cash flow from investing activities (both decreasing cash flow from operating activities).

The presentation of Statement of Cash Flows will start from the Operating result instead of the Result for the period.

Management-defined performance measures

Management-defined performance measures, such as adjusted EBIT and adjusted EBITDA, will be included in the Financial Statements. As a result, reconciliations to the Income Statement IFRS-subtotals will be presented.

Other IFRS Standard or Interpretation changes

Other IFRS Accounting Standards or IFRIC interpretations coming into force in the future which the Group is aware of are not estimated to have a material impact on the Group's Financial Statements.

1. Segment reporting

Posti discloses three reportable segments which consists of four operating segments. The operating segments are defined based on their services, products and markets, and they are managed as separate Business Groups.

Reportable Segment	Operating segment
eCommerce and Delivery Services	eCommerce and Delivery Services
Fulfillment and Logistics Services	Fulfillment and Logistics Services Finland
Fulfillment and Logistics Services	Fulfillment and Logistics Services Sweden
Postal Services	Postal Services

The eCommerce and Delivery Services segment offers parcel delivery services and groupage freight services. Parcel delivery services serves customers in Finland and the Baltic countries, while groupage freight services and value-added services are offered in Finland.

Fulfillment and Logistics Services covers contract logistics and in-house logistics in Finland and Sweden, with a single warehouse in Norway.

Postal Services offers delivery services, multichannel services and digital services, which cover, among others, letters (both corporate and consumer letters), multichannel messaging solutions, newspaper and magazine delivery as well as addressed direct marketing services. Postal Services serves customers nationwide in Finland with a multichannel distribution network.

For Fulfillment and Logistics Services, the operating segments' business in Finland and Sweden have similar economic characteristics, nature of services and customer types, and markets in the Nordic countries. Geographical areas are separate operating segments but are combined into one operating segment in accordance with the aggregation criteria in IFRS 8. The gross margin and EBITDA levels of these two operating segments are similar in relation to net sales. The medium- and long-term financial development trends of the operating segments are similar.

The President and CEO is the chief operating decision maker, responsible for allocating resources to operating segments and the evaluation of the segments' results. During 2025, the chief operating

decision maker primarily used adjusted EBITDA to assess the performance of the operating segments. As a part of the listing process, Posti Group has updated its segment reporting. Both operating result (EBIT) and adjusted operating result (adjusted EBIT) are disclosed by segment. Management also follows EBITDA and adjusted EBITDA.

To enhance the comparability between periods, Posti reports adjusted EBITDA and adjusted operating result (adjusted EBIT), which exclude effects of significant items of income and expenses, which are considered to incur outside the ordinary course of business ("special items"). Special items include restructuring related costs such as employee, facility, contract termination and professional services, impairment losses on assets, impairment on goodwill, gains or losses on sale of shares, real estates or business operations and transaction costs, gains and losses from contingent consideration arising from business acquisitions and costs incurred in the listing of Posti.

Expenses of providing services and other expenses reflect the breakdown of expenses used in internal management reporting. Expenses of providing services contain direct expenses related to operative business transactions. Other expenses contain indirect general and administrative expenses. Expenses of providing services and other expenses amount to the expenses presented in the Consolidated Income Statement on lines materials and services, employee benefits and other operating expenses. Expenses of providing services and other expenses are directed and allocated to the segments based on business transactions and usage of centralized functions.

Other and unallocated consists of centralized Group functions, and items which are not allocated to the reportable segments. Balance sheet items allocated to the segments include non-current and current operating assets and operating liabilities, including non-interest-bearing liabilities and provisions. Other and unallocated includes Group's real estate and ICT related capital expenditure.

Eliminations include intra-group net sales and expenses to reconcile segment reporting to the Posti Group consolidated figures.

Capital employed items allocated to the segments include non-current and current operating assets and liabilities, including non-interest-bearing liabilities and provisions. Operating assets and liabilities

are items the segment uses in its operations or that may be reasonably allocated to the segments. Other and unallocated includes items, which are not allocated to the segments, like investment properties and dividend liabilities. Capital expenditure consists of additions of tangible and intangible assets including additions of right-of-use assets and business acquisitions, and additions to investment properties.

The measurement and recognition principles used in the internal management reporting comply with the Group's accounting principles. Transactions between the segments are carried out at market prices.

Seasonality

The Group's business is characterized by seasonality, and net sales and adjusted EBIT are not accrued evenly throughout the year. The fourth quarter is typically the strongest quarter.

2025

EUR million	eCommerce and Delivery Services	Fulfillment and Logistics Services	Postal Services	Other and unallocated	Eliminations	Group total
Net sales, external	638.5	284.2	524.9	-	-	1,447.6
Net sales, internal	2.3	17.6	4.7	0.1	-24.7	-
Net sales	640.9	301.7	529.6	0.1	-24.7	1,447.6
Other operating income	0.6	1.2	7.1	100.7	-98.1	11.5
Expenses of providing services	-438.8	-204.0	-334.8	-4.8	-9.0	-991.4
Other expenses	-132.2	-67.2	-105.7	-113.9	131.8	-287.2
EBITDA	70.5	31.7	96.2	-18.0	-	180.4
Special items (impacting EBITDA)	-	3.5	4.0	8.6	-	16.0
Adjusted EBITDA	70.4	35.2	100.2	-9.4	-	196.4
EBITDA	70.5	31.7	96.2	-18.0	-	180.4
Depreciation & amortization	-48.3	-40.5	-34.5	-3.7	-	-126.9
Impairment losses	-0.1	-1.0	-	-	-	-1.2
Operating result (EBIT)	22.1	-9.8	61.7	-21.7	-	52.3
Special items (impacting EBIT)	-	4.4	4.0	8.6	-	17.0
Adjusted operating result (adjusted EBIT)	22.0	-5.4	65.8	-13.1	-	69.3
Operating result (EBIT)						52.3
Financial income & expenses						-16.6
Taxes						-12.2
Result for the period						23.5
Investments	32.0	17.7	22.3	103.1	-	175.1
Personnel, end of period	3,254	3,565	6,253	679	-	13,751
Capital employed	259.2	296.9	158.5	82.6	-	797.3

2024

EUR million	eCommerce and Delivery Services	Fulfillment and Logistics Services	Postal Services	Other and unallocated	Eliminations	Group total
Net sales, external	638.1	285.2	598.1	-	-	1,521.4
Net sales, internal	2.8	17.8	4.8	0.1	-25.5	-
Net sales	640.9	303.0	602.9	0.1	-25.5	1,521.4
Other operating income	0.4	3.0	8.9	98.0	-94.5	15.7
Expenses of providing services	-433.0	-202.0	-397.2	-4.9	-4.1	-1,041.2
Other expenses	-137.2	-66.2	-114.7	-105.3	124.1	-299.3
EBITDA	71.2	37.8	99.8	-12.1	-	196.6
Special items (impacting EBITDA)	5.8	0.4	5.1	-0.3	-	11.0
Adjusted EBITDA	77.0	38.3	104.8	-12.5	-	207.6
EBITDA	71.2	37.8	99.8	-12.1	-	196.6
Depreciation & amortization	-45.8	-42.2	-35.6	-3.2	-	-126.7
Impairment losses	-0.3	-1.2	-0.1	-0.3	-	-1.9
Operating result (EBIT)	25.1	-5.6	64.1	-15.6	-	68.0
Special items (impacting EBIT)	5.8	1.6	5.1	-0.3	-	12.2
Adjusted operating result (adjusted EBIT)	30.9	-4.0	69.2	-16.0	-	80.1
Operating result (EBIT)						68.0
Financial income & expenses						-9.0
Taxes						-15.1
Result for the period						43.8
Investments*	40.0	22.7	21.4	99.5	-	183.5
Personnel, end of period	3,333	3,750	6,999	682	-	14,764
Capital employed**	236.6	253.3	109.1	-52.5	-	546.6

*Investments of Other and unallocated 2024 have been restated with EUR 8.7 million related to the exchanges of land areas between Posti and the City of Helsinki and with EUR -1.6 million related to a decrease of estimated environmental provision.

**Capital employed has been restated. Capital employed has been allocated from other and unallocated to reportable segments. Group total has not been changed.

Special items affecting EBITDA and operating result (EBIT)

2025

EUR million	eCommerce and Delivery Services	Fulfillment and Logistics Services	Postal Services	Other and unallocated	Group total
Personnel restructuring	-	2.2	2.1	0.7	5.0
Restructuring costs (other than personnel-related costs)	-	1.0	-	-	1.0
Other special items	-	0.3	2.0	-	2.2
Listing costs	-	-	-	5.9	5.9
Listing incentive	-	-	-	2.0	2.0
Special items (impacting EBITDA)	-	3.5	4.0	8.6	16.0
Impairments	-	0.9	-	-	0.9
Special items (impacting EBIT)	-	4.4	4.0	8.6	17.0

2024

EUR million	eCommerce and Delivery Services	Fulfillment and Logistics Services	Postal Services	Other and unallocated	Group total
Personnel restructuring	5.8	-	5.1	0.2	11.0
M&A related items	-	-	-	-0.5	-0.5
Other special items	-	0.4	-	-	0.4
Special items (impacting EBITDA)	5.8	0.4	5.1	-0.3	11.0
Impairments	-	1.2	-	-	1.2
Special items (impacting EBIT)	5.8	1.6	5.1	-0.3	12.2

Net sales of Fulfillment and Logistics Services

EUR million	2025	2024
Fulfillment and Logistics Services Finland	194.1	201.3
Fulfillment and Logistics Services Sweden	107.7	101.8
Fulfillment and Logistics Services, internal	-0.1	-
Total	301.7	303.0

Geographical areas

The Group operates in the following geographical areas: Finland, Sweden, Norway and the Baltics. Other countries include international postal and parcel business. The net sales of the geographical areas are determined by the geographical location of the Group's external customer. Assets are presented according to their geographical location, and they include non-current assets except Group goodwill, deferred tax assets and financial instruments. As an individual country, only Finland accounts for a significant part of the Group's net sales. The Group's customer base consists of a large number of customers over several market areas, and net sales to any single customer does not represent a significant part of the Group's net sales.

2025

EUR million	Finland	Sweden	Baltics	Other countries	Total
Net sales	1,160.3	138.5	58.1	90.6	1,447.6
Non-current assets	552.3	92.6	30.4	2.7	678.1

2024

EUR million	Finland	Sweden	Baltics	Other countries	Total
Net sales	1,253.3	132.8	41.8	93.4	1,521.4
Non-current assets	495.5	99.7	31.3	0.5	627.1

Revenue streams

EUR million	2025	2024
Sales of services	1,433.4	1,506.8
Sales of goods	14.2	14.6
Total	1,447.6	1,521.4

2. Acquired and divested businesses and discontinued operations

2025

There were no acquisitions, divestments or discontinued operations in 2025.

2024

Posti entered a 10-year strategic partnership with IT and consulting company CGI on development and delivery of digital multichannel messaging in Postal Services. On March 1, 2024, 88 professionals in Finland, Poland, Latvia, and Estonia transferred to CGI.

On May 31, 2024, Fulfillment and Logistics Services Sweden (previously Aditro Logistics) acquired all shares of Cargo Support Holding C.S.H. AB, a Swedish specialist in packaging solutions. The company had net sales of around EUR 2 million and employs 17 people. A goodwill of EUR 1.0 million was recognized in the acquisition. The acquisition was planned to support Posti's strategic targets in Sweden and adds new capabilities and competencies, especially within the industrial segment. Acquisition-related costs of EUR 0.1 million were recognized as other operating expenses. The acquisition did not have a material impact on the Group's Consolidated Income Statement or Balance Sheet.

3. Revenue from contracts with customers

The Group's revenue is mostly generated by the rendering of short-term parcel and mail sorting, delivery services, and warehouse and logistics services. A more detailed description of services provided by operating segments, the disaggregation of revenue and services by operating segment, by customer location and by sale of services or goods is presented in the note [Segment reporting](#). Revenue recognition policies are described in [Accounting policies](#).

Assets and liabilities related to contracts with customers

The Group has recognized the following assets and liabilities related to contracts with customers:

EUR million	2025	2024
Contract assets on terminal dues	3.5	5.2
Other contract assets	10.2	8.4
Contract assets total	13.7	13.6
Contract liabilities on prepaid services	6.3	7.6
Other contract liabilities	5.9	5.1
Contract liabilities total	12.2	12.7

Contract liabilities on prepaid services include deferred revenue for stamps, prepaid envelopes and franking machines held by the customer to be used in future periods. The amount has been determined using statistical models and surveys. The method has been described in more detail in the Accounting policies in the section [Revenue recognition](#).

Offsetting of terminal due assets and liabilities

Contract assets on terminal dues (from other postal administrations) relate to inbound international mail. According to the international multilateral contracts, such as the Universal Postal Convention, the postal operator with a net receivable has the right to receive an advance payment for the estimated annual receivable position (outbound mail liability is deducted).

Therefore, the net receivable position resulting from terminal dues at year-end is materially paid in advance, and the balance sheet position represents the net position with the postal operator counterparty. Where services delivered exceed purchased deliveries and are in excess of the advance received, the position is presented either as a contract asset or a trade receivable depending on whether Posti has the unconditional right to invoice.

The amounts that have been offset in the balance sheet

Terminal due assets	2025	2024
Terminal due assets, gross amount	38.5	40.7
Offset in the balance sheet	-29.0	-30.7
Net amount reported in the balance sheet	9.6	10.0

Terminal due liabilities	2025	2024
Terminal due liabilities, gross amount	34.2	38.7
Offset in the balance sheet	-29.0	-30.7
Net amount reported in the balance sheet	5.3	8.0

As stated above, terminal dues related to international mail are subject to offsetting rules defined in international multilateral contracts, such as the Universal Postal Convention. Terminal dues have been offset in the balance sheet as the net position is settled with the counterparty on an annual basis. These net amounts are presented within trade and other receivables, trade and other payables, and advances received.

Revenue recognized in relation to contract liabilities

Revenue recognized for the period that was included in the contract liabilities at the beginning of the period:

EUR million	2025	2024
Stamps and other prepaid services	7.6	7.9
Other contract liabilities	5.1	2.7
Total	12.7	10.6

Remaining performance obligations

The Group expects to recognize all contract liabilities related to unsatisfied performance obligations within the following financial year.

Assets recognized from costs incurred to fulfill a contract

In addition to the contract balances disclosed above, the Group has also recognized an asset of EUR 0.4 (0.4) million in relation to sales commissions to stamp retailers. This is presented within other assets on the balance sheet and recognized as expense when the related revenue is recognized in net sales.

Payment terms

The revenue is typically invoiced when the performance obligation is satisfied. For stamps, prepaid envelopes and franking machines as well as for sales taking place at retail locations, revenue is invoiced at the time of the purchasing event. The Group follows market practices for payment terms, which most commonly vary between 14 and 45 days. Payment terms on terminal dues related to international mail are in accordance with international multilateral contracts and a settlement system, where prepayments are made during the financial year and final settlement of yearly payables and receivables is performed in the following year.

4. Other operating income

EUR million	2025	2024
Gains on disposals of property, plant and equipment	1.2	0.6
Rental income	1.5	3.7
Rents from investment property	0.5	1.1
Government grants, distribution support of Postal Services	7.0	8.0
Government grants, other	0.3	0.1
Other items	1.0	2.2
Total	11.5	15.7

Rental income consists mostly of rent income from buildings and condominiums owned by Posti. Government grants are for the most part, state grants for newspaper five-day delivery in rural areas, but also grants for transportation equipment investments, energy grants and research and business development grants. Other items include income from the sale of services and materials as well as income from the Posti Messaging business.

5. Materials and services

EUR million	2025	2024
Production materials	24.8	26.8
Subcontracting and external services	102.5	108.2
Mail transport and delivery services	223.2	229.9
Freight and transport	48.7	47.2
Total	399.2	412.2

Subcontracting and external services consist mainly of purchased subcontracting services for production such as freight, forwarding and transport services.

6. Employee benefits

EUR million	2025	2024
Wages and salaries	502.6	528.8
Share-based payments	1.1	-
Pensions, defined contribution plans	80.1	84.5
Other social expenses	31.8	31.3
Total	615.6	644.6

The Group's personnel

	1–12 2025	1–12 2024
Personnel at period-end	13,751	14,764
Finland	11,841	12,925
Other countries of operation	1,910	1,839
Personnel on average, FTE*	11,845	13,095

*Full-time equivalent personnel on average

The decrease in the number of personnel due to the results of change negotiations, as well as a reduced need for seasonal employees caused the decrease in personnel costs. Employee benefit expense includes EUR 5.0 (11.0) million of personnel restructuring costs relating primarily to the restructuring carried out in conjunction with the operational transformation and the Group's profitability improvement programs.

The Group's senior management, different operational management and specialist roles are involved in the cash-settled short-term bonus plan. The bonus is based on the Group's, the unit's and the team's financial and strategic indicators. Posti confirms annually the threshold values for these indicators.

Decisions concerning long-term incentive schemes are made by the Board of Directors on the recommendation of the Personnel Committee. Long-term incentive schemes are rolling 3-year programs, which are settled in cash. Following Posti's listing, rewards under the incentive programs may also be settled in shares, if decided. The schemes include the Leadership Team as well as key

employees per scheme named by the Personnel Committee. Until the listing, the schemes have been implemented in accordance with valid guidelines by the state-owner concerning the remuneration of executive management and follow the Posti's Remuneration Policy.

Information on defined benefit pension plans is presented in the note [Pension liabilities](#).

The pension benefits of the President and CEO and the other members of the Leadership Team are determined in accordance with law and customary practice. The Group has not taken out additional pension insurance policies for the President and CEO or the Leadership Team. The retirement age of the President and CEO is in accordance with the legal target retirement age.

Management remuneration*

EUR million	2025	2024
President and CEO	1.0	1.0
Posti Leadership Team (excl. CEO)	3.5	2.9
Board of Directors	0.4	0.4
Supervisory Board	0.0	0.0
Total	5.0	4.3

*Posti has adopted an performance-based reporting method instead of the previous payment-based method. The method of calculating the figures for the comparison year has also been changed.

President and CEO*

EUR million	2025	2024
Salary**	0.5	0.8
Short-term bonus	0.0	0.2
Long-term incentive	0.0	0.1
Listing incentive, share-based payment ***	0.2	-
Listing incentive, cash-based payment ***	0.3	-
Total	1.0	1.0

*Year 2024 President and CEO remuneration includes Turkka Kuusisto's remuneration, Timo Karppinen's remuneration from March 21, 2024 to July 31, 2024 and Antti Jääskeläinen's remuneration.

**Salary includes fringe benefits, holiday compensations, insurance coverage and possible special incentives. Salary presented in table excludes pension and social security contributions. Costs under the Finnish statutory pension scheme for the President and CEO amounted to EUR - (-) million and for the Posti Leadership Team amounted to EUR 0.4 (0.4) million

***President and CEO received a listing incentive in connection with the offering. The President and CEO stated to subscribe for shares in the personnel offering in an amount corresponding to the net amount of the listing incentive. The net portion used for the share subscription has accounted for as an equity-settled shared-based payment in accordance with IFRS 2, and the portion used for withholding tax has accounted for as a cash-settled arrangement in accordance with IAS 19. For additional information see note [Equity](#) and [Remuneration Report](#).

Posti Leadership Team (excl. CEO)

EUR million	2025	2024
Salary*	2.0	1.9
Short-term bonus	0.0	0.6
Long-term incentive	0.2	0.4
Listing incentive, share-based payment **	0.7	-
Listing incentive, cash-based payment **	0.6	-
Total	3.5	2.9

*Salary includes fringe benefits, holiday compensations, insurance coverage and possible special incentives. Salary presented in table excludes pension and social security contributions. Costs under the Finnish statutory pension scheme for the President and CEO amounted to EUR - (-) million and for the Posti Leadership Team amounted to EUR 0.4 (0.4) million

**Members of the Leadership Team received a listing incentive in connection with the offering. The members of the Leadership Team stated to subscribe for shares in the personnel offering in an amount corresponding to the net amount of the listing incentive. The net portion used for the share subscription has accounted for as an equity-settled shared-based payment in accordance with IFRS 2, and the portion used for withholding tax has accounted for as a cash-settled arrangement in accordance with IAS 19. For additional information see note [Equity](#) and [Remuneration Report](#).

Board of Directors' Remuneration

EUR thousand	2025	2024
Sanna Suvanto-Harsaae (Chair)	77.7	63.6
Jukka Leinonen (Deputy chair)	51.1	42.0
Mervi Airaksinen*	30.6	-
Raija-Leena Hankonen-Nybom	49.3	41.4
Kari-Pekka Laaksonen**	8.2	42.6
Frank Marthaler	41.8	42.0
Tuomas Mäkipeska*	30.6	-
Minna Pajumaa	46.0	37.8
Anni Ronkainen**	8.8	39.0
Stefan Svensson	41.8	38.4
Hanna Vuorela**	8.2	37.8
Satu Ollikainen (Employee Representative)***	8.4	7.2
Total	0.4	0.4

*Member of the Board since March 24, 2025

**Member of the Board until March 24, 2025

***Member of the Board until September 29, 2025. After that Employee Representative in the Board meetings.

Share-based payments

Description of Arrangements

During the financial year, the Company had two share-based payment arrangements, both classified as equity-settled under IFRS 2:

- **Listing incentive:** In connection with the listing, members of the Leadership Team were granted an incentive totalling EUR 2.0 million, the net portion amounting to EUR 0.8 million of which was used to subscribe for Company shares at a 10% discounted price. Under IFRS 2, the share issue and the given discount constitutes an equity-settled share-based payment measured at the grant-date fair value of the shares.
- **Personnel Offering:** In connection with the listing, Group personnel (including the Leadership Team and the Board of Directors) were offered an opportunity to subscribe for Company shares at a 10% discount to the listing price. All offered shares were subscribed. The discount is treated as a share-based payment under IFRS 2.

The persons who participated in either one of the arrangements have undertaken to a lock-up arrangement, which ends, for part of the listing incentive arrangement, 360 days following the first day of trading in the shares, and, for part of the personnel offering, 180 days following the first day of trading in the shares.

Number of Instruments Granted

Shares that were offered through both arrangements were part of a directed share issue totalling 500,000 new shares with the following split between arrangements:

- Shares subscribed through listing incentive: 114,541.
- Shares subscribed through personnel offering: 385,459 of which 55,216 was subscribed by the members of the Leadership Team, 28,201 by the Board of Directors and 302,042 by the rest of the Group employees.

Fair Value Measurement and Key Assumptions

As the arrangements did not include options or vesting conditions, the fair value of the shares granted was determined based on the grant-date market price per share.

- Grant-date fair value: EUR 7.50 per share
- Subscription price in listing incentive and personnel offering: EUR 6.75 per share including discount of EUR 0.75

As the fair value of employee services cannot be reliably measured, under IFRS 2, the share-based payment expense corresponds to the euro amount of the discount multiplied by the number of shares subscribed. As equity-settled arrangements, the fair value is not remeasured after the grant date.

Expense Recognized in Profit or Loss

The following share-based payment expenses were recognized within personnel expenses during the financial year (the corresponding credit entry has been recognized in equity):

- Listing incentive: EUR 0.8 million
- Employee offering: EUR 0.4 million
- Total: EUR 1.1 million

Impact on Equity

The following equity entries were recognized in relation to the share-based payment arrangements:

- Increase in the unrestricted equity fund: EUR 0.8 million.
- Increase in retained earnings: EUR 0.4 million
- Total increase in equity: EUR 1.1 million

As these arrangements are equity-settled, all amounts were recognized directly in equity and no liability was recorded.

7. Other operating expenses

EUR million	2025	2024
Other production expenses	80.3	89.6
ICT operating expenses	62.8	65.7
Short-term and low-value leases of premises, machinery and equipment	28.3	31.3
Facility maintenance	34.4	35.6
Administration, marketing and travel	34.0	35.0
Voluntary employee expenses	18.0	21.0
Losses on disposal of businesses and property, plant and equipment	0.7	-
Other operating items	5.4	5.5
Total	263.9	283.7

Other operating expenses in 2025 include EUR 5.1 million of listing costs. Other production expenses include production vehicle and machinery spare part, maintenance and other expenses, fuels and lubricants and other production related expenses.

Research and development expenditure in 2025 amounted to EUR 2.1 (2.8) million. Research and development expenditure was 0.2% (0.2%) of the Group's total operating expenses. Expenditures included in other operating expenses and employee benefits. Amortizations of capitalized development costs amounted to EUR 10.4 (12.3) million. In 2025, capitalizations to development costs in intangible assets were EUR 10.6 (8.2) million.

Auditor's fees

EUR million	2025	2024
PricewaterhouseCoopers Oy		
Audit*	1.0	1.0
Other services**	1.6	0.1
Total	2.6	1.1

*Audit includes EUR 0.2 (0.1) million audit-related services.

**Other services consist mainly of costs related to the listing.

8. Depreciation, amortization and impairment losses

EUR million	2025	2024
Amortization on intangible assets		
Development costs	10.4	12.3
Intangible rights	7.2	8.1
Total	17.6	20.4
Impairment losses on intangible assets		
Impairment losses on intangible rights	0.0	0.5
Total	0.0	0.5
Depreciation on property, plant and equipment		
Buildings and structures	8.0	7.6
Investment properties	0.1	-
Machinery and equipment	26.4	24.4
Other tangible assets	0.5	0.3
Total	34.9	32.3
Impairment losses on property, plant and equipment		
Impairment losses on machinery and equipment	0.2	0.3
Impairment losses on buildings	0.0	0.0
Total	0.3	0.3
Depreciation on right-of-use assets		
Buildings and structures	47.5	48.2
Vehicles	21.7	21.1
Machinery and equipment	5.2	4.7
Total	74.4	74.0
Impairment losses on right-of-use assets		
Buildings and structures	0.9	1.1
Total	0.9	1.1
Total depreciation, amortization and impairment losses	128.1	128.7

Goodwill is not amortized but is tested for impairment annually and whenever there are indications for impairment.

More information about impairment testing of goodwill is presented in note [Intangible assets](#).

9. Financial income and expenses

Financial income

EUR million	2025	2024
Interest income		
Financial assets at amortized cost	2.2	4.1
Exchange rate gains		
Interest-bearing receivables and liabilities	1.5	0.7
Currency derivatives, non-hedge accounting	0.4	1.6
Other financial income	0.2	-
Total	4.3	6.5

Financial expenses

EUR million	2025	2024
Interest expenses		
Financial lease liabilities at amortized cost	10.5	10.0
Other financial liabilities at amortized cost	8.2	2.6
Exchange rate losses		
Interest-bearing receivables and liabilities	0.1	1.5
Currency derivatives, non-hedge accounting	1.8	0.8
Other financial expenses	0.4	0.5
Total	21.0	15.5

The Group has withdrawn more loans from financial institutions and issued commercial papers. As a result the interest expenses have increased from the comparison year.

10. Income tax

EUR million	2025	2024
Current tax expense	8.0	14.7
Taxes for previous years	0.3	0.2
Deferred tax	3.8	0.2
Total	12.2	15.1

Reconciliation of tax charge at Finnish tax rate (20%)

EUR million	2025	2024
Profit or loss before tax	35.7	58.9
Income tax at Parent Company's tax rate of 20%	7.1	11.8
Difference in foreign subsidiaries tax rates	0.5	-0.3
Non-deductible expenses and other differences	0.6	0.2
Other deductible expense not recognized in income statement	-0.1	-0.1
Tax-exempt income	0.0	-0.2
Adjustments in taxes from previous years	0.3	0.2
Unrecognized deferred tax asset on losses for the period	3.7	3.5
Income tax	12.2	15.1
Effective tax rate	34.1%	25.6%

The Group's effective tax rate 34.1% (25.6%) was particularly impacted by the accumulated losses in Sweden, for which no deferred tax assets were recognized. Income taxes from operations were EUR 8.0 (14.7) million.

Pillar 2 legislation has been enacted in jurisdictions the Group operates beginning of 2024. This legislation is applicable to Posti Group. However, during the reporting period legislation didn't have any impacts to Income taxes because Posti was capable to utilize transitional safe harbors in all its operating jurisdictions. Posti expects to be in a similar situation until 2027 when current transitional safe harbors are to expire.

11. Intangible assets

2025

EUR million	Goodwill	Intangible rights	Development costs	Advances paid and work in progress	Total other intangible assets
Acquisition cost Jan 1	287.4	271.7	96.2	14.1	382.0
Translation differences and other adjustments	0.1	1.3	0.3	0.1	1.7
Additions	-	10.3	10.6	-5.9	15.0
Disposals	-	-2.9	-9.6	-	-12.6
Transfers between items	-	0.6	-	-	0.6
Acquisition cost Dec 31	287.5	281.0	97.4	8.3	386.8
Accumulated amortization and impairment losses Jan 1	-117.3	-240.4	-75.0	-3.4	-318.7
Translation differences and other adjustments	-	-1.1	-0.2	-	-1.3
Amortization for the financial period	-	-7.2	-10.4	-	-17.6
Accumulated amortization on disposals and transfers	-	2.5	9.7	-	12.2
Accumulated amortization and impairment losses Dec 31	-117.3	-246.1	-76.0	-3.4	-325.4
Carrying amount Jan 1	170.1	31.3	21.2	10.8	63.3
Carrying amount Dec 31	170.2	34.9	21.5	4.9	61.3

2024

EUR million	Goodwill	Intangible rights	Development costs	Advances paid and work in progress	Total other intangible assets
Acquisition cost Jan 1	286.4	257.9	100.4	21.7	380.1
Translation differences and other adjustments	-	0.3	-0.2	-	0.2
Acquired businesses	1.0	0.7	-	-	0.7
Additions	-	12.4	8.2	-7.5	13.0
Disposals	-	-5.0	-7.0	-	-12.0
Transfers between items	-	5.3	-5.2	-0.1	-
Acquisition cost Dec 31	287.4	271.7	96.2	14.1	382.0
Accumulated amortization and impairment losses Jan 1	-117.3	-237.7	-69.4	-3.4	-310.4
Translation differences and other adjustments	-	0.6	0.1	-	0.7
Amortization for the financial period	-	-8.1	-12.3	-	-20.4
Impairments	-	-0.2	-0.3	-	-0.5
Accumulated amortization on disposals and transfers	-	5.0	6.9	-	11.9
Accumulated amortization and impairment losses Dec 31	-117.3	-240.4	-75.0	-3.4	-318.7
Carrying amount Jan 1	169.1	20.3	31.1	18.4	69.7
Carrying amount on Dec 31	170.1	31.3	21.2	10.8	63.3

Intangible rights include software solutions and licenses as well as customer portfolios acquired in business combinations. Development costs include capitalized costs on internally generated software. During 2024, the Posti Group definition of research and development was specified. As a result, EUR 5.3 million was transferred from development costs to intangible rights.

Goodwill impairment testing

Goodwill is tested for impairment annually or more often if indicators of impairment exist. Goodwill impairment testing involves the use of estimates and is one of the critical accounting policies where the management makes estimates and judgments. This has been described in Accounting policies under the section Critical accounting estimates and judgments in applying accounting policies.

The allocation of goodwill to the Group's cash-generating units is presented in the table below.

EUR million			
Cash generating unit	Reportable segment	2025	2024
eCommerce and Delivery Services	eCommerce and Delivery Services	74.5	74.5
Fulfillment and Logistics Services Finland	Fulfillment and Logistics Services	59.2	59.2
Fulfillment and Logistics Services Sweden	Fulfillment and Logistics Services	1.0	1.0
Postal Services	Postal Services	35.5	35.5
Total		170.2	170.1

The result of the goodwill impairment testing in 2025

Posti has performed the annual impairment tests for each cash generating units containing goodwill. The Group does not have other intangible assets with indefinite useful life. No impairment losses were recognized based on the goodwill impairment tests.

Impairment testing and sensitivity analysis 2025

The recoverable amount of the CGUs is based on the value-in-use method. The value-in-use is based on forecasted discounted cash flows. Cash flow forecasts are prepared for a three- or five-year period and they are based on Group strategic plans. Forecasts and assumptions about the development of the business environment are in line with the current business structure and approved by the management. The most significant assumptions in goodwill impairment testing comprise growth in net sales, development of operative result, determination of the discount rate (WACC), and long-term growth rate used after the forecast period. Investments are expected to be ordinary replacement investments.

The terminal value beyond the cash flow forecasts is based on a terminal growth rate expectation of 1.5% (1.5%) for eCommerce and Delivery Services and Fulfillment and Logistics Services Finland and Sweden. Posti expects a 1.5% growth rate to simulate potential growth in the addressable markets. For Postal Services, the estimated terminal growth rate used is -14.9% (-13.4%) which is assessed based on forecasted net sales and expenses of Postal Services. Posti anticipates that the decline of traditional postal services will continue and the business will be impacted by the rapid transformation.

Weighted average cost of capital (WACC) before taxes with IFRS16 capital structure, determined for each cash generating unit, has been used as discount rate. Discount rates reflect specific risks relating to the relevant cash generating unit.

Key outcomes and parameters used in testing 2025

Cash generating unit	Value-in-use exceeds carrying amount, EUR million	EBIT margin average	Terminal growth rate	Discount rate, pre-tax	Terminal year EBIT margin
eCommerce and Delivery Services	222.0	4.3%	1.5%	8.1%	6.0%
Fulfillment and Logistics Services Finland	25.0	4.8%	1.5%	7.3%	6.7%
Fulfillment and Logistics Services Sweden	6.9	-0.8%	1.5%	6.8%	3.6%
Postal Services	54.3	8.3%	-14.9%	7.0%	4.4%

A sensitivity analysis is presented below for those cash-generating units where the Group estimates that a reasonably possible change in the key assumptions could cause recognition of an impairment loss. The analysis was done by determining which key parameter values would produce a carrying amount that would equal the value-in-use. The parameters used in the analysis were the discount rate and the terminal year EBIT margin. The analysis was carried out by changing the values of a single parameter while leaving the others constant. The table below indicates the limits within which the carrying amount and value-in-use are equal.

Cash generating unit	Discount rate, pre-tax	Terminal year EBIT margin
Fulfillment and Logistics Services Finland	8.0%	5.6%
Fulfillment and Logistics Services Sweden	7.2%	3.2%

The result of the goodwill impairment testing in 2024

Posti has performed the annual impairment tests for each cash-generating unit containing goodwill. The Group does not have other intangible assets with indefinite useful life. No impairment losses were recognized based on the goodwill impairment tests in 2024.

Impairment testing and sensitivity analysis 2024

The recoverable amount of the CGU's is based on the value-in-use method. The value-in-use is based on forecasted discounted cash flows. Cash flow forecasts are prepared for a three- or five-year period and they are based on Group strategic plans. Forecasts and assumptions about the development of the business environment are in line with the current business structure and approved by the management. The key assumptions influencing the cash flow forecasts are long-term market growth, market positions, and the profitability level. Investments are expected to be ordinary replacement investments.

The terminal value beyond the cash flow forecasts is based on a terminal growth rate expectation of 1.5% (1.5%) for eCommerce and Delivery Services and Fulfillment and Logistics Services Finland and Sweden. Posti expects a 1.5% growth rate to simulate potential growth in the addressable markets. For Postal Services, the estimated terminal growth rate used is -13.4% (-8.4%) which is assessed on the basis of forecasted net sales and expenses of Postal Services. Posti anticipates that the decline of traditional postal services continues and the business is impacted by the rapid transformation.

Weighted average cost of capital (WACC) before taxes with IFRS 16 capital structure, determined for each cash-generating unit, has been used as discount rate. Discount rates reflect specific risks relating to the relevant cash generating unit.

The key outcomes and parameters used in testing 2024

Cash generating unit	Value-in-use exceeds carrying amount, EUR million	EBIT margin average	Terminal growth rate	Discount rate, pre-tax	Terminal year EBIT margin
eCommerce and Delivery Services	370.1	5.9%	1.5%	8.0%	6.5%
Fulfillment and Logistics Services Finland	60.0	4.6%	1.5%	7.1%	6.2%
Fulfillment and Logistics Services Sweden	6.0	0.8%	1.5%	6.5%	4.1%
Postal Services	78.2	8.2%	-13.4%	7.3%	3.7%

A sensitivity analysis is presented below for those cash-generating units where the Group estimates that a reasonably possible change in the key assumptions could cause recognition of an impairment loss. The analysis was done by determining which key parameter values would produce a carrying amount that would equal the value-in-use. The parameters used in the analysis were the discount rate and the terminal year EBIT margin. The analysis was carried out by changing the values of a single parameter while leaving the others constant. The table below indicates the limits within which the carrying amount and value-in-use are equal.

Cash generating unit	Discount rate, pre-tax	Terminal year EBIT margin
Fulfillment and Logistics Services Finland	8.8%	4.6%
Fulfillment and Logistics Services Sweden	6.9%	3.6%

12. Property, plant and equipment

2025

EUR million	Land and water	Buildings and structures	Machinery and equipment	Other tangible assets	Advances paid and work in progress	Total
Acquisition cost Jan 1	40.6	325.0	390.4	12.2	49.5	817.8
Translation differences and other adjustments	-	0.2	1.5	-	-	1.8
Additions	0.8	45.5	44.8	2.0	-40.3	52.8
Disposals	-	-0.7	-10.4	-	-	-11.1
Transfer to investment property	-1.4	-43.6	-	-	-	-45.0
Other transfers between items	-	-0.6	-	-	-	-0.6
Acquisition cost Dec 31	40.1	325.8	426.3	14.2	9.3	815.7
Accumulated depreciation and impairment losses Jan 1	-0.6	-240.5	-304.8	-9.7	-	-555.6
Translation differences and other adjustments	-	-0.2	-0.9	-	-	-1.1
Depreciation for the period	-	-8.0	-26.5	-0.5	-	-34.9
Impairments	-	-	-0.2	-	-	-0.3
Accumulated depreciation on transfer to investment property	-	31.8	-	-	-	31.8
Accumulated depreciation on disposals and transfers	-	1.0	10.8	-	-	11.8
Accumulated depreciation and impairment losses Dec 31	-0.6	-215.9	-321.6	-10.2	-	-548.3
Carrying amount Jan 1	40.1	84.5	85.6	2.5	49.5	262.2
Carrying amount Dec 31	39.5	109.9	104.7	4.0	9.3	267.4

Posti's own new modern logistics warehouse in Järvenpää, Finland, started operations in May 2025. Posti also opened a new logistics center in Tallinn, Estonia, in March 2025. A total of approximately EUR 45.0 million of these construction projects was capitalized on the balance sheet, and the capitalized costs were spread over several years. The projects also involve investments in land, machinery and equipment. Posti's former headquarter properties, with a total book value of EUR 13.2 million, have been transferred to the investment property in December 2025.

2024

EUR million	Land and water	Buildings and structures	Machinery and equipment	Other tangible assets	Advances paid and work in progress	Total
Acquisition cost Jan 1	40.9	322.3	371.4	12.0	14.2	760.8
Translation differences and other adjustments	-	-0.6	-1.3	-0.2	-	-2.1
Additions	-	4.2	30.4	0.3	35.4	70.2
Disposals	-	-0.1	-10.9	-0.1	-	-11.1
Transfer to investment property	-0.3	-	-	-	-	-0.3
Other transfers between items	-	-0.8	0.8	0.2	-	0.3
Acquisition cost Dec 31	40.6	325.0	390.4	12.2	49.5	817.8
Accumulated depreciation and impairment losses Jan 1	-0.6	-233.3	-290.8	-9.5	-	-534.2
Translation differences and other adjustments	-	0.2	0.5	-	-	0.7
Depreciation for the period	-	-7.6	-24.4	-0.3	-	-32.3
Impairments	-	-	-0.3	-	-	-0.3
Accumulated depreciation on disposals and transfers	-	0.2	10.3	0.1	-	10.5
Accumulated depreciation and impairment losses Dec 31	-0.6	-240.5	-304.8	-9.7	-	-555.6
Carrying amount Jan 1	40.3	89.0	80.5	2.5	14.2	226.5
Carrying amount Dec 31	40.1	84.5	85.6	2.5	49.5	262.2

13. Right-of-use assets

2025

EUR million	Buildings	Machinery and other	Vehicles	Total right-of-use assets
Acquisition cost Jan 1	371.5	20.4	111.2	503.1
Translation differences and other adjustments	7.4	0.4	0.1	7.9
Additions	72.4	5.6	19.9	98.0
Disposals	-38.0	-4.7	-17.5	-60.2
Acquisition cost Dec 31	413.4	21.8	113.7	548.8
Accumulated amortization and impairment losses Jan 1	-183.6	-8.2	-52.5	-244.3
Translation differences and other adjustments	-3.1	-0.2	-	-3.3
Depreciation for the financial period	-47.5	-5.2	-21.7	-74.4
Impairments	-0.9	-	-	-0.9
Accumulated depreciation on disposals and transfers	37.6	3.9	16.4	58.0
Accumulated depreciation and impairment losses Dec 31	-197.5	-9.6	-57.8	-264.9
Carrying amount Jan 1	187.9	12.2	58.7	258.8
Carrying amount Dec 31	215.9	12.2	55.8	283.9

Posti has renewed its lease agreements and extended lease terms at several logistics and sorting centers. The amendments to the agreements for the centers located in Tampere, Kuopio, Vantaa and Pirkkala resulted in an increase of EUR 39.5 million in right-of-use assets. In addition, the new lease agreement for the Posti Group Corporation headquarters at Postitalo in central Helsinki creates an addition amounting to EUR 13.3 million.

2024

EUR million	Buildings	Machinery and other	Vehicles	Total right-of-use assets
Acquisition cost Jan 1	363.6	15.0	106.9	485.5
Translation differences and other adjustments	-4.7	0.1	-	-4.7
Acquired businesses	0.5	-	-	0.5
Additions	41.2	10.0	20.2	71.4
Disposals	-30.0	-4.5	-15.8	-50.3
Transfers between items	0.8	-0.2	-	0.6
Acquisition cost Dec 31	371.5	20.4	111.2	503.1
Accumulated amortization and impairment losses Jan 1	-152.3	-7.3	-45.2	-204.8
Translation differences and other adjustments	1.5	0.1	-	1.6
Depreciation for the financial period	-48.2	-4.7	-21.1	-73.9
Impairments	-1.1	-	-	-1.1
Accumulated depreciation on disposals and transfers	16.4	3.8	13.8	34.0
Accumulated depreciation and impairment losses Dec 31	-183.6	-8.2	-52.5	-244.3
Carrying amount Jan 1	211.3	7.6	61.7	280.6
Carrying amount on Dec 31	187.9	12.2	58.7	258.8

14. Investment property

EUR million	2025	2024 restated*
Acquisition cost Jan 1	43.6	26.3
Additions	9.4	26.8
Disposals	-	-9.7
Transfers between items	45.0	0.3
Acquisition cost Dec 31	97.9	43.6
Accumulated depreciation and impairment losses Jan 1	-1.6	-1.6
Depreciation for the period	-0.1	-
Accumulated depreciation on disposals and transfers	-31.8	-
Accumulated depreciation and impairment losses Dec 31	-33.5	-1.6
Carrying amount on Jan 1	41.9	24.6
Carrying amount on Dec 31	64.4	41.9

*Additions and disposals in Investment property have been restated by netting a decrease of EUR -1.6 million in estimated environmental provision to additions from disposals.

Investment property consists of both land areas and properties to be developed for residential and office or commercial use as well as properties outside the normal business. Posti's former headquarter properties, with a book value of EUR 13.2 million, have been transferred to the investment property in December 2025.

The estimated fair value of the investment properties at the reporting date in the current market totals EUR 98.4 (96.6) million. The change in the market outlook and demand, especially in residential construction and new properties, has negatively impacted the fair value of 2025. However, the reported fair value has mainly increased due to a reclassification of the former headquarter property. The fair values are based on appraisals from external real estate agents but updated with new market or other information. The fair values are determined based on reference transactions in the nearby area calculated with the estimated price per square meter and building rights for the intended use for the plot, discussions with construction companies, and received bid levels. 83% of the reported fair

value by the end of 2025 is based on the appraisals of external real estate agents. For a part of its investment properties, Posti follows the income-based value approach to determine the fair value.

The fair value of Eteläinen Postipuisto requires Posti to invest in the cleaning of the area as mentioned in the contingent liabilities. The plots cannot be sold before the cleaning obligation is fulfilled. This is expected to happen in 2026, and therefore, the plot sales preparations are going to be started. The first sales are dependent on the market in 2026 and onwards. Plot sales are expected to be completed within 5–7 years in its entirety. In management's view, the phasing and timing of the plot combination sales may have a positive impact on the fair values.

In 2025, rental income from investment property totaled EUR 0.5 (1.1) million. Maintenance charges and depreciation amounted to EUR 0.3 (0.5) million. Income and expenses include one months' impact of Posti's former headquarters after it was transferred to investment property.

15. Deferred tax assets and liabilities

Changes in deferred tax assets and liabilities are as follows:

Deferred tax assets

2025

EUR million	Jan 1	Translation difference and other changes	Recorded through profit or loss	Recorded through other comprehensive income	Dec 31
Pension obligations	1.1	-	-0.1	-0.1	1.0
Leasing contracts	1.0	-	0.1	-	1.1
Impairment on real estate shares	0.7	-	-	-	0.7
Provisions	2.1	-	-1.0	-	1.0
Unused tax losses	-	-	0.1	-	0.1
Other temporary differences	0.5	-	-0.2	-	0.4
Total	5.5	-	-1.1	-	4.3

2024

EUR million	Jan 1	Translation difference and other changes	Recorded through profit or loss	Recorded through other comprehensive income	Dec 31
Pension obligations	1.9	-	-0.7	-0.1	1.1
Leasing contracts	0.9	-	0.1	-	1.0
Impairment on real estate shares	0.7	-	-	-	0.7
Provisions	0.6	-	1.5	-	2.1
Unused tax losses	0.1	-	-	-	-
Other temporary differences	1.0	-	-0.5	-	0.5
Total	5.2	-	0.4	-0.1	5.5

Deferred tax assets are recognized to the extent that it is probable that future taxable amounts will be available to utilize the underlying temporary differences and losses. Significant judgment is required to determine the amount that can be recognized. This judgment is described in the accounting principles under the section [Critical accounting estimates and judgments in applying accounting policies](#).

On December 31, 2025, the Group had EUR 59.7 (41.1) million in tax losses carried forward and EUR 5.7 (4.4) million in net interest expenses not deducted for tax purposes. No deferred tax asset was recognized due to a history of recent losses. Tax losses and net interest expenses arise from businesses outside Finland. The net interest expenses expire in 2026–2031. The confirmed losses do not expire, but due to business reorganizations, the timing of their utilization is partly restricted.

The Group has restated the amount of unused tax losses reported in the Financial Statements 2024. The restated amount was EUR 65.3 million, including the net interest expenses not deducted for tax purposes of EUR 4.4 million. The restatement had no impact on the Consolidated Income Statement or Balance Sheet.

Deferred tax liabilities

2025

EUR million	Jan 1	Translation difference and other changes	Recorded through profit or loss	Dec 31
Intangible and tangible assets	6.6	-	1.0	7.6
Accumulated depreciation in excess of plan	2.1	-	1.8	3.9
Fair value measurement of intangible and tangible assets in acquisition	1.0	-	-0.2	0.8
Total	9.6	0.1	2.6	12.4

2024

EUR million	Jan 1	Translation difference and other changes	Acquired/ Divested businesses	Recorded through profit or loss	Recorded through other comprehensive income	Dec 31
Intangible and tangible assets	6.0	0.1	-	0.5	-	6.6
Accumulated depreciation in excess of plan	1.8	-	-	0.4	-	2.1
Fair value measurement of intangible and tangible assets in acquisition	1.2	-0.1	0.1	-0.2	-	1.0
Other temporary differences	0.2	-	-	-	-0.2	-
Total	9.1	-	0.1	0.6	-0.2	9.6

A deferred tax liability is recognized on undistributed profits of subsidiaries located in countries where corporate income taxes are applied to distributed dividends, when it is likely that dividends will be distributed in the foreseeable future. On December 31, 2025, Posti had EUR 24.5 (25.2) million in undistributed profits in those countries for which deferred tax liability has not been recognized.

Netting of deferred taxes

2025

EUR million	Jan 1	Translation difference and other changes	Recorded through profit or loss	Dec 31
Lease liabilities, deferred tax asset	53.3	-	5.1	58.4
Right-of-use assets, deferred tax liability	52.3	-	5.0	57.3
Deferred taxes, net	1.0	-	0.1	1.1
Asset retirement obligations, deferred tax asset	2.2	-	-1.2	1.0
Intangible and tangible assets, deferred tax liability	1.6	-	-0.1	1.6
Deferred taxes, net	0.6	-	-1.2	-0.6

2024

EUR million	Jan 1	Translation difference and other changes	Recorded through profit or loss	Dec 31
Lease liabilities, deferred tax asset*	57.7	-	-4.4	53.3
Right-of-use assets, deferred tax liability*	56.7	-	-4.5	52.3
Deferred taxes, net*	0.9	-	0.1	1.0
Asset retirement obligations, deferred tax asset	-	-	2.2	2.2
Intangible and tangible assets, deferred tax liability	-	-	1.6	1.6
Deferred taxes, net	-	-	0.6	0.6

*Lease contract related gross amounts 2024 have been restated and increased. After restating, all Group's lease contract items are included in gross amounts. Restate does not impact to net amount neither balance sheet amount.

Netting of deferred tax assets and deferred tax liabilities has been applied only for lease contract related items as well as for investment property related items.

16. Trade and other receivables

EUR million	2025	2024
Trade receivables	176.3	173.6
Contract assets	13.7	13.6
Accrued income and prepayments	31.4	29.2
Other receivables	5.6	9.1
Total	226.9	225.4

More information on trade receivables is provided in the note [Financial instruments and financial risk management](#).

The largest item under contract assets is EUR 3.5 (5.2) million is accrued terminal due receivables from other postal administrations. Accrued income and prepayments include ordinary sales accruals and prepaid expenses.

Other receivables mainly include credit card receivables from banks and financing companies.

17. Equity

EUR million / pcs	Number of shares (pcs)	Share capital and reserves, EUR million					Total equity
		Share capital	Invested unrestricted equity fund	Other reserves	Translation differences	Retained earnings	
Jan 1, 2025	40,000,000	70.0	-	142.7	-7.2	76.6	282.1
Dividend						-33.0	-33.0
Share issue, personnel offering	385,459		2.6			0.3	2.9
Share issue, share-based payments	114,541		0.8			0.1	0.9
Share issue	500,000		3.4			0.4	3.8
Transaction costs related directly to the share issue, net of tax			-0.1				-0.1
Other changes		-	-	-	0.3	23.8	24.1
Dec 31, 2025	40,500,000	70.0	3.3	142.7	-6.9	67.8	276.9

EUR million	Number of shares (pcs)	Share capital and reserves, EUR million					Total equity
		Share capital	Other reserves	Fair value reserve	Translation differences	Retained earnings	
Jan 1, 2024	40,000,000	70.0	142.7	0.8	-7.2	214.3	420.5
Dividend						-181.8	-181.8
Other changes		-	-	-0.8	0.1	44.1	43.4
Dec 31, 2024	40,000,000	70.0	142.7	-	-7.2	76.6	282.1

Share capital and shareholding

Posti Group Corporation's share capital amounts to EUR 70.0 million for all periods presented. The total number of outstanding shares at the end of the reporting period is 40,500,000 (40,000,000). There is one share class of ordinary shares and all shares carry one vote and equal rights. The shares do not have a nominal value. All issued shares have been paid in full. The Company holds no treasury shares and does not have subordinated loans. The Board of Directors is not authorized to issue shares, stock options, or other rights with entitlement to the Company shares on December 31, 2025.

Invested unrestricted equity fund and directed share issue

The Extraordinary General Meeting of the Company resolved on September 18, 2025 to authorize the Board of Directors of the Company to decide on a directed issue against payment related to the offering so that the number of shares issued may not exceed 500,000 personnel shares. Based on the authorization granted by the Extraordinary General Meeting of shareholders, the Board of Directors resolved on September 29, 2025 to offer for subscription a maximum of 300,000 personnel shares by way of a personnel offer to the personnel of Posti Group. As a result of the personnel offering, the number of the shares might have increased up to 40,300,000 shares, assuming that all the personnel shares offered were subscribed for in full, or in oversubscription up to 40,500,000 shares, assuming that all the additional 200,000 personnel shares offered were subscribed.

The personnel shares were being offered in deviation from the shareholders’ pre-emptive subscription right to employees of Posti in Finland, Sweden, Estonia, Latvia, Lithuania and Norway, to the members of the Board of Directors and the Leadership Team of the Group, and the Company’s personnel fund. The members of the Leadership Team stated that they subscribe for the shares in the personnel offering in an amount corresponding to the total net amount of a cash bonus in connection with the listing. The subscription price of the shares in the personnel offering was EUR 6.75. The price had a 10% discount on the subscription price per share compared to the share sale in the offering. The subscription period for the personnel offering commenced on September 30, 2025 and ended on October 7, 2025. The persons who participated in the personnel offering and the personnel fund upon submitting their subscriptions have undertaken a lock-up arrangement, which ends, for part of the members of the Board of Directors and the Leadership Team, 360 days following the first day of trading in the shares, and, for part of the personnel fund and other personnel of the Group, 180 days following the first day of trading in the shares.

The Board of Directors resolved on October 8, 2025, in accordance with the terms and conditions of the personnel offering, to increase the number of personnel shares from the preliminary maximum of 300,000 to the above-mentioned 500,000 personnel shares due to demand. After the registration of the personnel shares with the Finnish Trade Register as of October 20, 2025, the aggregate number of the shares in Posti Group Corporation is 40,500,000. The new shares confer the same rights as Posti’s other shares, after being recorded in the investors’ book-entry accounts.

The payments made to the Company for the approved personnel share subscriptions was booked in their entirety in the invested unrestricted equity fund. Thus, the Company’s share capital did not increase in connection with the personnel offering. The Company recognized gross proceeds of EUR 3.4 million from the personnel offering, and after deducting transaction costs of the share issue, the Group net proceeds of approximately EUR 3.3 million. The Group received EUR 2.6 million cash proceeds from the personnel offering as the listing incentive of the management was directly used to subscribe shares. A 10% discount on the subscription price per share compared to the share sale in the offering was recorded as a personnel expense in accordance with IFRS 2, and thus had no impact on Posti Group's retained earnings.

Other reserves

The other funds amount to EUR 142.7 million and includes reserves transferred from the share premium to other reserves. The reserve is included in the distributable funds of the Group's Parent Company.

Translation difference

Translation differences include the differences resulting from the translation of foreign units' financial statements and net investments in foreign currencies.

Distributable funds

The distributable funds of the Group's Parent Company Posti Group Corporation:

EUR million	2025	2024
Invested unrestricted equity reserve	3.4	-
Other reserves	142.7	142.7
Retained earnings	89.9	80.3
Profit/loss for the financial period	21.7	42.6
Total	257.6	265.6

Dividend distribution

Posti Group Corporation's Annual General Meeting was held in Helsinki on March 24, 2025. In line with the Board of Directors' proposal, the Annual General Meeting decided to distribute a dividend of EUR 33.0 million based on the year 2024. Half of the dividend was paid on March and the other half on July 2025.

Posti’s Extraordinary General Meeting on December 20, 2024, decided of an additional dividend of EUR 150.0 million The dividend was paid in January 2025.

The Board of Directors proposes the Annual General Meeting a dividend distribution of EUR 34.0 million (0.84 euros per share) for the year 2025. The dividend is proposed to be paid in two installments.

18. Pension liabilities

Main characteristics of the defined benefit pension plans

The Group applies several pension plans in different countries, managed according to the local regulations and practices effective in each country. The Group's defined benefit pension schemes are related to Finnish insured voluntary pension plans. The plans are voluntary plans supplementing statutory pensions. Funded plans are insurance policies and the assets of the plan are part of the investment assets of the insurance company. The insurance covers old age pension, and the level of benefits provided depends usually on the employee's salary level and the length of service.

The Group is exposed to various risks of the defined benefit plans. As the discount rates applied in measuring the defined benefit obligation are determined based on yields of corporate bonds, the Group is exposed to the related interest rate risk. Since the majority of plans entail lifetime benefits to the members, the increase in the life expectancy for pensioners increases the Group's liability. Certain plans are also adjusted to inflation and higher inflation increases the present value of the plan. The majority of the plan assets are not affected by the inflation; consequently higher inflation increases the deficit of the plan.

Defined benefit pension liabilities in the balance sheet

EUR million	2025	2024
Present value of funded obligation	38.6	43.4
Fair value of plan assets	-33.7	-37.7
Deficit	4.9	5.7

Defined benefit pension expenses in the income statement

EUR million	2025	2024
Interest expense	0.1	0.2
Total	0.1	0.2

Statement of comprehensive income

EUR million	2025	2024
Remeasurement gains (-) and losses (+)	-0.4	-0.3

Changes in the present value of the pension obligation

EUR million	2025	2024
Obligation at the beginning of the period	43.4	46.0
Interest expense	1.1	1.5
Paid benefits	-4.7	-4.9
Actuarial gains (-) and losses (+) on changes in financial assumptions	-0.8	1.1
Experience-based gains (-) and losses (+)	-0.4	-0.4
Obligation at the end of the period	38.6	43.4

Changes in the fair value of the plan assets

EUR million	2025	2024
Fair value of the plan assets at the beginning of the period	37.7	37.4
Interest income	1.0	1.3
Paid benefits	-4.7	-4.9
Employer contributions	0.5	2.9
Actual return on plan assets less interest income	-0.8	1.0
Fair value of the plan assets at the end of the period	33.7	37.7

Estimated contributions payable to the defined benefit plans during the next financial period total EUR 0.4 million. The average duration of the defined benefit plan obligation at the end of the reporting period is 7.0 years.

The plan assets are the responsibility of the insurance company and a part of the insurance company's investment assets. The distribution within categories is not possible to provide.

Key actuarial assumptions and sensitivity analysis

	2025	2024
Discount rate (%)	3.0–3.7	2.7–3.1
Future pension increase expectation (%)	2.1–2.2	2.0–2.1

2025

EUR million	Change in assumption	Change in defined benefit liability			
		Increase in assumption	Decrease in assumption		
Discount rate	0.25%	-0.1	-2.8%	0.1	3.0%
Pension increase rate	0.25%	0.6	11.8%	-0.6	-11.5%

EUR million	Increase by one year		Decrease by one year	
Life expectancy at birth	0.5	9.8%	-0.3	-6.0%

2024

EUR million	Change in assumption	Change in defined benefit liability			
		Increase in assumption	Decrease in assumption		
Discount rate	0.25%	-0.2	-2.9%	0.2	3.1%
Pension increase rate	0.25%	0.7	12.1%	-0.7	-11.7%

EUR million	Increase by one year		Decrease by one year	
Life expectancy at birth	0.5	9.6%	-0.5	-8.9%

The above analysis is based on only changing one assumption while holding all other assumptions constant.

19. Provisions

2025

EUR million	Restructuring provision	Land use compensation and environmental provision	Other	Total
Carrying amount Jan 1	5.6	11.0	2.5	19.1
Increase in provisions	1.8	0.9	0.3	3.0
Used provisions	-1.1	-5.8	-1.4	-8.3
Unused amounts reversed	-2.0	-1.2	-0.9	-4.0
Carrying amount Dec 31	4.4	4.9	0.6	9.9

2024

EUR million	Restructuring provision	Land use compensation and environmental provision	Other	Total
Carrying amount Jan 1	3.0	7.3	3.1	13.4
Increase in provisions	7.7	8.7	1.3	17.8
Used provisions	-2.7	-3.4	-1.0	-7.1
Unused amounts reversed	-2.4	-1.6	-0.9	-4.9
Carrying amount Dec 31	5.6	11.0	2.5	19.1

EUR million	2025	2024
Long-term provisions	5.1	8.6
Short-term provisions	4.8	10.5
Total	9.9	19.1

Restructuring provisions

Restructuring provisions are primarily related to the change negotiations conducted in recent years. A significant portion of the long-term personnel expense provisions in the Group's Finnish companies is the employer's liability component within the unemployment insurance contribution towards the Employment Fund.

Land use compensation and Environmental provision

In addition to the environmental liability presented in Other contingent liabilities, Posti has recognized provisions related to land use agreements and environmental liabilities. The corresponding amount and changes have been recorded as additions in Investment properties.

The Group has reestimated the environmental provision related to the cleaning of the surrounding land area of the former Posti Group headquarters and recognized a decrease of EUR 0.3 million in provisions and correspondingly in investment property. The cleaning of the area started at the end of 2024, continued throughout 2025 and is estimated to be completed during 2026. Realized costs and possible changes in the overall estimate affect the amount of the environmental provision and value of investment properties.

Other provisions

Other provisions mainly include litigation and personnel related provisions. In the comparison period provisions also included onerous contracts.

20. Trade and other payables

Other non-current payables

EUR million	2025	2024
Other interest-bearing liabilities	6.0	7.2
Other non-interest bearing liabilities	0.6	0.5
Other accrued expenses	3.2	9.7
Total	9.8	17.3

Current trade and other payables

EUR million	2025	2024
Derivative contracts	0.3	0.1
Trade payables	56.6	72.2
Contract liabilities	12.2	12.7
Advances received	9.5	10.1
Accrued personnel expenses	110.4	118.6
Dividend liability	-	150.0
Other interest-bearing liabilities	1.2	-
Other accrued expenses	27.7	31.5
Other liabilities	41.4	44.9
Current trade and other payables	259.2	440.1

Accrued expenses include estimated payables for terminal due payments to other Postal administrations, totaling EUR 1.8 (3.6) million. The remaining items comprise ordinary accruals of expenses.

21. Financial instruments and financial risk management

Financial assets and liabilities

2025

EUR million	At fair value through profit or loss	Measured at amortised cost	Carrying value	Fair value	Level
Non-current financial assets					
Other non-current investments	1.0		1.0	1.0	3
Non-current receivables		1.8	1.8	1.8	2
Non-current financial assets	1.0	1.8	2.9	2.9	
Current financial assets					
Trade and other receivables		204.9	204.9	204.9	
Investments in quoted bonds		6.2	6.2	6.3	1
Investments in unquoted bonds		1.8	1.8	1.8	2
Current financial assets	-	212.8	212.8	213.0	
Cash and bank		41.4	41.4	41.4	
Cash and cash equivalents	-	41.4	41.4	41.4	
Total financial assets	1.0	256.1	257.1	257.2	
Non-current financial liabilities					
Loans from financial institutions		179.8	179.8	180.1	2
Lease liabilities		229.4	229.4	229.4	
Other non-current payables*	-	6.3	6.3	6.3	
Non-current financial liabilities	-	415.6	415.6	415.8	
Current financial liabilities					
Commercial papers		89.6	89.6	89.7	2
Lease liabilities		67.5	67.5	67.5	
Currency derivatives	0.3		0.3	0.3	2
Trade payables and other liabilities*	-	89.8	89.8	89.8	
Current financial liabilities	0.3	246.9	247.3	247.3	
Total financial liabilities	0.3	662.5	662.8	663.1	

*Other non-current payables include EUR 6.0 (7.2) million and other current liabilities EUR 1.2 (-) million interest-bearing liability to the City of Helsinki related to exchanges of land areas.

2024

EUR million	At fair value through profit or loss	Measured at amortised cost	Carrying value	Fair value	Level
Non-current financial assets					
Other non-current investments	0.8		0.8	0.8	3
Non-current receivables		2.7	2.7	2.7	2
Non-current financial assets	0.8	2.7	3.5	3.5	
Current financial assets					
Trade and other receivables		204.9	204.9	204.9	
Currency derivatives	0.1		0.1	0.1	2
Money market investments		31.9	31.9	31.9	2
Investments in quoted bonds		8.0	8.0	8.1	1
Investments in unquoted bonds		1.8	1.8	1.8	2
Current financial assets	0.1	246.5	246.6	246.8	
Money market investments		5.5	5.5	5.5	2
Cash and bank		56.4	56.4	56.4	
Cash and cash equivalents		61.9	61.9	61.9	
Total financial assets	0.9	311.1	312.0	312.2	
Non-current financial liabilities					
Loans from financial institutions		89.8	89.8	90.0	2
Lease liabilities		202.6	202.6	202.6	
Other non-current payables*		11.0	11.0	11.0	
Non-current financial liabilities	-	303.5	303.5	303.7	
Current financial liabilities					
Lease liabilities		68.6	68.6	68.6	
Currency derivatives	0.1		0.1	0.1	2
Trade payables and other liabilities*		258.1	258.1	258.1	
Current financial liabilities	0.1	326.7	326.8	326.8	
Total financial liabilities	0.1	630.1	630.3	630.5	

Hierarchy levels

Level 1: Fair values are based on the quoted prices of identical asset groups or liabilities in active markets.

Level 2: Fair values are, to a significant degree, based on data other than quoted prices included in Level 1, but on data that can be either directly or indirectly verified for the asset group or liability in question. To determine the fair value of these instruments, the Group uses generally accepted valuation models that are, to a significant degree, based on verifiable market data.

Level 3: Fair values are based on data other than verifiable market data regarding the asset or liability.

The fair values of currency forward contracts are calculated by valuing forward contracts at the present value of the forward rates on the reporting date.

The fair values of investments in money market instruments are based on the market interest rate curves on the reporting date.

The fair values of investments in bonds are based on the quoted market prices on the reporting date (Level 1) or a price based on observable market information such as interest yield and issuer's credit spread (Level 2). The fair values of the loans from financial institutions and lease liabilities are calculated by discounting the forecast cash flows with the market rates on the reporting date. Due to the short-term nature of the trade and other current receivables and trade payables and other current liabilities, their carrying amount is considered to be the same as their fair value.

No transfers between fair value hierarchy levels were made during 2025 or 2024. The Group identifies and recognizes transfers between different levels as the transaction is exercised or at the moment when the parameters change materially.

Reconciliation of Level 3 financial assets

EUR million	2025	2024
Carrying amount Jan 1	0.8	0.8
Profits and losses in income statement	0.2	-
Carrying amount Dec 31	1.0	0.8

Total profits and losses recognized on assets held at the end of the reporting period

EUR million	2025	2024
In financial income and expenses	0.2	-

Financial risk management

Principles of risk management

The target of financial risk management is to secure adequate and competitive financing for executing the Group's operative businesses and strategy and to minimize the effects of market risks in the Group's financial results, financial position and cash flows. The Group aims to identify risk concentrations and hedge against them to the necessary extent. The Group's business involves financial risks, such as market, liquidity, credit and counterparty risks. Of the Group's commodity risks, the price risk related to electricity is monitored actively, and managed with price secured electricity products.

Risk management organization

The Group's financing and financial risk management is centralized in Group Treasury of Posti Group Corporation, in line with the treasury policy approved by the Board of Directors. Group Treasury is responsible for the entire Group's currency, interest rate, liquidity and refinancing risk management in close cooperation with business operations. Business operations are responsible for the identification, management and reporting of the financial risks associated with their operations to Group Treasury. Credit risk related to customer receivables is managed by the sales organizations of the business operations. Posti's real estate function is responsible for managing the price risk of electricity.

Market risks

Foreign currency risk

The goal of currency risk management is to reduce the Group's currency risk to an optimal level as well as improve the transparency of profitability and predictability of financial results. The Group's main currency risks arise from the Swedish Krona and the SDR currency basket, which is used in international terminal dues. The net position arising from the SDR currency basket is not significant. To a lesser extent, the Group is also exposed to the currency risk related to the US dollar.

The Group's transaction risk primarily consists of currency-denominated receivables, payables and commitments. The key principle is to achieve full hedging against the transaction risks in the balance sheet related to financial operations. Unhedged exposure is permitted within the limits specified in the Group's treasury policy.

Loans granted by the Parent Company to subsidiaries are in the subsidiary's domestic currency, in which case the subsidiary has no currency risk arising from financial agreements. The Group may hedge contract based operative cash flows at maximum to 100 percent of the following 12 months cash flows. On the balance sheet dates December 31, 2025, or December 31, 2024, the Group did not have highly probable operative cash flows defined as hedged items or related hedging currency derivatives under hedge accounting. On the balance sheet date, the Group had currency derivatives with a nominal value of EUR 28.3 (28.3) million in total hedging the Group's Swedish krona denominated intra-Group loans. The currency position arising from the SDR currency basket used in international terminal dues is not hedged.

The Group is also exposed to translation risks in connection with net investments in subsidiaries outside the euro area. The objective of translation risk management is to ensure that exchange rate fluctuations do not cause any material changes in the Group's gearing. On the balance sheet date, the Group had not hedged against translation risk of any of its foreign net investments.

Foreign exchange rates

Average rate	2025	2024
SEK	11.064	11.427
NOK	11.719	11.621
SDR	0.837	0.816

Closing rate	2025	2024
SEK	10.822	11.459
NOK	11.843	11.795
SDR	0.858	0.797

A portion of the terminal due agreements associated with the Group's international postal consignments is denominated in Special Drawing Rights (SDR). SDR is the International Money Fund (IMF) basket currency, which value is based on a basket of five currencies: the US dollar, the euro, the Chinese renminbi, the Japanese yen, and the British pound sterling. The IMF reviews the SDR basket regularly to ensure that it reflects the relative importance of currencies in the world's trading and financial system.

Major transaction risk positions

2025, EUR companies

EUR million	SEK	USD	SDR
Working capital*	-0.3	-0.1	0.9
Loans and bank accounts**	28.7	-	
Derivatives	-28.6		
Open position	-0.2	-0.1	0.9

2024, EUR companies

EUR million	SEK	USD	SDR
Working capital*	-0.4	-	0.3
Loans and bank accounts**	23.4	-	
Derivatives	-23.1		
Open position	-0.1	-	0.3

*Includes trade receivables and payables, accruals as well as received and given advance payments.

**Includes cash and cash equivalents, interest-bearing receivables and liabilities.

The sensitivity analysis on currency risk is based on the items denominated in other than the functional currencies of the Group companies on the balance sheet date. The strengthening of the euro by 10 percent against all other currencies would have an impact of EUR -0.1 (-0.7) million on the Group's profit before taxes.

Major translation risk positions

Net investments

EUR million	SEK	NOK	PLN
2025	0.5	0.7	-
2024	6.0	0.9	1.2

The net investment positions have been unhedged on each balance sheet date presented.

Interest rate risk

The Group is exposed to interest rate risks through its investments and interest-bearing liabilities. The goal of interest rate risk management is to minimize financing costs and decrease the uncertainty that interest rate movements cause for the Group's financial result.

According to the treasury policy, the interest rate risk of the debt portfolio is managed by balancing the proportion of the floating and fixed rate debt in the debt portfolio, taking into account the number, maturity and value of the debt instruments as well as market conditions. The proportion of the fixed interest rate debt is to be at minimum 20% of the debt portfolio, including the interest rate derivatives. However, the minimum requirement of the fixed interest rate debt can be deviated with the decision of the Group's CFO. The interest rate risk of the interest bearing financial assets is managed by investing the assets into different investment classes, interest periods and maturities. In addition to diversification, interest rate risks associated with interest-bearing receivables and liabilities can be hedged with interest rate derivatives within the limits defined in treasury policy.

On the balance sheet date, the Group's interest-bearing liabilities amounted to EUR 566.4 (361.1) million and interest-bearing receivables to EUR 49.4 (103.5) million. On the balance sheet date, the Group had long-term floating rate loans totalling EUR 180.0 (90.0) million. There were no hedging instruments related to the loans. In addition, the Group had EUR 89.6 (0.0) million short-term fixed rate commercial papers issued on the balance sheet date.

Floating and fixed interest rate position

2025

EUR million	Floating rate	Fixed rate	Total
Liquid funds	-43.2	-6.2	-49.4
Commercial papers		89.6	89.6
Loans from financial institutions	179.8		179.8
Total	136.6	83.5	220.1

2024

EUR million	Floating rate	Fixed rate	Total
Liquid funds	-58.2	-45.3	-103.5
Loans from financial institutions	89.8		89.8
Total	31.6	-45.3	-13.7

Above figures do not include the interest-bearing liability of EUR 7.2 (7.2) million to the City of Helsinki on the Eteläinen Postipuisto investment property.

The sensitivity analysis on interest rate risk includes interest-bearing investments and loans. An increase of 1 percentage point in the interest rates at the end of the financial period would affect the Group's profit before taxes for the next 12 months by EUR -1.7 (-0.2) million.

Electricity price risk

Electricity price risk management aims to reduce the volatility in the Group's profit and cash flows caused by electricity price fluctuations. The Group employs price-secured electricity products to reduce the price risk related to electricity procurement. The centralized power purchase agreement covers an estimated annual electricity consumption of 61,000 MWh. Approximately 80% of the forecasted consumption for the next two years is hedged; 30% of the forecasted consumption for the third year is hedged. A ten percentage point increase in the electricity price would affect the price of the open position of the centralized power purchase agreement by EUR 0.3 million in 2026–2028.

Derivative contracts

2025

EUR million	Nominal value	Net fair value	Positive fair value	Negative fair value
Currency forward contracts, non-hedge accounting	28.3	-0.3		-0.3

2024

EUR million	Nominal value	Net fair value	Positive fair value	Negative fair value
Currency forward contracts, non-hedge accounting	28.3	-	0.1	-0.1

Offsetting of financial instruments

Derivative assets	2025	2024
Derivative assets, reported as gross amount	-	0.1
Related derivative liabilities subject to master netting agreements	-	0.1
Net amount	-	-

Derivative liabilities	2025	2024
Derivative liabilities, reported as gross amount	0.3	0.1
Related derivative assets subject to master netting agreements	-	0.1
Net amount	0.3	-

Derivative agreements are subject to offsetting in the case of default, insolvency or bankruptcy of the counterparty. Derivative agreements have not been offset in the balance sheet.

Offsetting of terminal due assets and liabilities is presented in Note [Revenue from contracts with customers](#).

Liquidity risk

Liquidity and refinancing risk means that the Group's liquidity reserve is insufficient to cover the Group's commitments and investment possibilities or that the cost of the refinancing or additional financing need is exceptionally high or the needed refinancing or additional financing is not available. The Group places a considerable emphasis on accurate cash management and liquidity planning in order to minimize liquidity risks generated by large daily fluctuations in the Group's cash flows. The liquidity position is monitored on a real-time basis and the adequacy of working capital - taking trade receivables into account - is secured based on cash flow forecasts. The refinancing risk is managed by maintaining the maturity profile of the loans even and sufficiently long-term. In addition to cash and cash equivalents, the Group aims to secure sufficient financing in all circumstances, and has as financial reserves, a syndicated credit facility (committed) of EUR 150.0 million, maturing in 2030, and a non-binding commercial paper program of EUR 200.0 million.

On the balance sheet date, the Group had liquid funds of EUR 49.4 (103.5) million and unused committed credit facilities of EUR 150.0 (180.0) million. Liquid funds include cash and cash equivalents and investments tradable on the secondary market whose tradability is secured by the liquid size of the issue and the creditworthiness of the issuer. In addition, the Group had an unused commercial paper program of EUR 109.5 (200.0) million.

At the beginning of the year 2025, the Group agreed on the loan amount increases of EUR 30.0 million to both its bilateral EUR 60.0 million loan agreements signed in 2024 with other terms remaining unchanged. In 2025, the Group made withdrawals totalling EUR 90.0 million of the loans after which both loans including increases were fully drawn. The loan agreements have a maturity of three years with two one-year extension options. In 2025, the maturity of the other loan was extended by one year. The margins of the loans are linked to sustainability targets: absolute amount of Scope 1 and 2 greenhouse gas emissions and absolute amount of Scope 3 greenhouse gas emissions. According to the terms of the loans, as one of the two sustainability targets was met in 2025 and 2024, there were no adjustments to the loan margins.

In April, the Group signed a new EUR 150.0 million syndicated revolving credit facility which replaced the previous EUR 150.0 million facility. The margin of the facility is linked to the Group's key sustainability targets. The facility agreement has a maturity of five years with two one-year extension options. The revolving credit facility is undrawn on the balance sheet date December 31, 2025.

The covenants associated with the Group's loan agreements are standard terms and conditions that feature limitations on securities given, material changes in business activities, and changes in majority holdings. The Group has met these covenants in 2025 and 2024. On the balance sheet date, the Group's loan agreements do not contain financial covenants.

According to the terms of the bilateral loan agreements signed in 2024, the margins shall be renegotiated if the state ownership falls below 50.1 percent. According to the facility agreement signed in 2025, if the state ownership falls below 50.1 percent, a certain margin increase and a financial covenant net debt/adjusted EBITDA will become effective.

EUR million	2025	2024
Cash and cash equivalents	41.4	61.9
Money market investments and investments in bonds	8.0	41.6
Liquid funds	49.4	103.5

Contractual cash flows from financial liabilities and derivatives including interest payments

2025

EUR million	2026	2027	2028	2029	2030-	Total
Loans from financial institutions	5.4	93.9	91.3			190.6
Commercial papers	90.5					90.5
Lease liabilities	77.9	65.5	45.2	35.4	112.6	336.7
Other non-current liabilities*		1.1	1.1	1.1	3.5	6.7
Trade payables and other current liabilities*	89.8					89.8
Derivatives:						
Currency derivatives, payables	28.6					28.6
Currency derivatives, receivables	-28.3					-28.3
Total	264.0	160.5	137.6	36.6	116.1	714.7

*Other non-current payables include EUR 6.0 (7.2) million and other current liabilities EUR 1.2 (-) million interest-bearing liability to the City of Helsinki related to exchanges of land areas.

2024

EUR million	2025	2026	2027	2028	2029-	Total
Loans from financial institutions	3.1	3.1	91.5			97.8
Lease liabilities*	78.4	61.5	48.8	30.4	93.4	312.6
Other non-current liabilities*		3.2	1.1	3.0	3.7	11.0
Trade payables and other current liabilities*	258.1					258.1
Derivatives:						
Currency derivatives, payables	28.4					28.4
Currency derivatives, receivables	-28.3					-28.3
Total	339.6	67.8	141.4	33.4	97.2	679.4

*Lease liability maturity for 2024 has been restated. This restatement has no effect on Group's Income Statement or Balance Sheet.

The contractual cash flows presented in above tables are not discounted.

Lease liabilities are in fact secured liabilities since, in default of payment, rights to the leased property transfer back to the lessor. Other loans have no security.

Credit and counterparty risk

Pursuant to authorizations given by the Board of Directors, the Group invests its liquid funds in debt instruments and bonds issued by companies, banks and states with good creditworthiness. Posti Group makes derivative contracts only with solvent banks and credit institutions. The credit and counterparty risk related to investing of liquid funds and derivative contracts are managed by the limits set for the counterparties. The assessment method for expected credit losses of investments is described in Accounting principles in section [Financial assets and liabilities](#). During the financial year the Group has not recognized material impairment losses of investments. On the balance sheet date December 31, 2025, the recognized expected credit loss was insignificant.

Trade receivables are subject to only minor credit risk concentrations due to the Group's extensive customer base. Credit losses recognized were EUR 1.2 (1.1) million. The Group applies a simplified provision matrix approach for expected credit losses on trade and rental receivables. Management has estimated the expected credit loss to be immaterial and thus does not recognize expected credit loss on contract assets. Terminal due receivables form a separate category in trade receivables, since the credit losses on terminal due receivables are minor due to offsetting arrangement and customer base and no expected credit loss is recognized. Contract assets amount to EUR 13.7 (13.6) million and terminal due receivables to EUR 6.0 (4.8) million. The Fulfillment and Logistics Services segment takes into account, in its expected credit loss calculation, any collateral provided by the customer, such as goods pledged and stored in Posti's warehouses.

Aging of trade receivables

EUR million	2025	2024
Not yet due	154.7	151.6
1–30 days overdue	15.0	15.5
31–60 days overdue	1.9	2.0
61–90 days overdue	0.6	1.4
91–180 days overdue	0.7	3.2
181– days overdue	4.5	2.3
Trade receivables gross	177.5	176.1
Expected credit loss	-1.2	-2.6
Trade receivables net	176.3	173.6

Capital management

The target of the Group's capital management is to secure financing required by businesses and the Group's ability to operate in capital markets under all circumstances. Although the Group has no public credit rating issued by a credit rating agency, it seeks to maintain a capital structure that would be required for investment grade rating. The Board of Directors assesses the capital structure on a regular basis. The Group's loan agreements do not contain financial covenants.

The Group's target is to pay continuously increasing ordinary dividends, and a payout ratio of at least 60 percent of net income based on the Board of Directors approved dividend policy.

The Group monitors its capital structure by assessing net debt to adjusted EBITDA, financial net debt to adjusted EBITDA and equity ratio.

	2025	2024
Net debt / adjusted EBITDA	2.6x	1.2x
Financial net debt / adjusted EBITDA	1.1x	-0.1x
Equity ratio	24.6%	25.2%

Reconciliation of net debt

2025

EUR million	Interest bearing borrowings	Interest bearing lease liabilities	Interest bearing borrowings total	Liquid funds	Net debt total
Carrying amount on Jan 1	89.8	271.2	361.1	103.5	257.5
Cash flows	179.6	-75.3	104.3	-54.6	158.9
Effect of exchange rate changes	-	5.0	5.0	0.4	4.6
Other non-cash items	-	96.0	96.1	-	96.1
Carrying amount on Dec 31	269.5	296.9	566.4	49.4	517.0
Fair value on Dec 31	269.7	296.9	566.7		

2024

EUR million	Interest bearing borrowings	Interest bearing lease liabilities	Interest bearing borrowings total	Liquid funds	Net debt total
Carrying amount on Jan 1	60.0	290.7	350.8	110.8	240.0
Cash flows	29.8	-72.1	-42.4	-7.8	-34.6
Acquired businesses	-	0.5	0.5	0.7	-0.2
Effect of exchange rate changes	-	-3.4	-3.4	-0.2	-3.2
Other non-cash items	0.1	55.4	55.5		55.5
Carrying amount on Dec 31	89.8	271.2	361.1	103.5	257.5
Fair value on Dec 31	90.0	271.2	361.3		

Net debt and the related figures above do not include the interest-bearing liability of EUR 7.2 (7.2) million to the City of Helsinki related to exchanges of land areas.

22. Lease agreements

The Group leases mainly premises, vehicles and production machinery. The lease terms for premises vary up to more than 10 years. Leased premises consist of postal centers, warehouses, offices, parcel sorting centers, terminals, premises for retail as well as smaller local delivery sites. A typical vehicle lease term is from 3 to 6 years. The vehicle category includes larger and smaller trucks, cars and different vehicles for postal delivery purposes. The machinery category includes significant number of leased warehouse forklifts.

Extension options are included in some of the major premise lease contracts. Posti management reviews lease contracts regularly and Posti has recognized option periods in lease liability for some lease contracts.

Posti's lease contracts do not include variable lease payments, for example, lease payments variable according to net sales. Generally lease contracts do not include lease incentive payments. Leasing contracts for premises are typically bound to the consumer price index and adjusted annually. Leases for vehicles and production machinery are typically with fixed payments for the entire lease contract term. Some lease contracts for real estate and vehicles have clauses that contents of the lease contract can be renegotiated if the Finnish state's direct ownership would be decreased to less than 50% in Posti Group Corporation.

Right-of-use assets

EUR million	2025	2024
Buildings	215.9	187.9
Vehicles	55.8	58.7
Machinery and other	12.2	12.2
Total	283.9	258.8

The specification of right-of-use assets is presented in the note [Right-of-use assets](#).

Lease liabilities

EUR million	2025	2024
Non-current lease liabilities	229.4	202.6
Current lease liabilities	67.5	68.6
Total	296.9	271.2

Lease liabilities maturity

EUR million	2025	2024
Less than 1 year	77.9	78.4
1–5 years	172.7	161.9
More than 5 years	86.0	72.2
Minimum lease payments total	336.7	312.6
Future interest expenses	-39.7	-41.4
Total	296.9	271.2

Lease liabilities maturity for 2024 has been restated. This restatement has no effect on Group's Income Statement or Balance Sheet.

Income statement items for leases

For depreciations, see note [Depreciation, amortization and impairment losses](#).

Interest expense, leases	10.5	10.0
Incomes from subleasing right-of-use assets	0.4	2.6

Lease expenses not recognized in balance sheet

EUR million	2025	2024
Lease expenses in income statement, short-term leases	27.9	30.7
Lease expenses in income statement, low-value asset leases	0.4	0.5
Total	28.3	31.3

Total cash outflow of leases was EUR 112.5 (113.5) million.

Short-term lease expenses include lease contracts valid until further notice that the Group has assessed to not recognize on the balance sheet. Short-term lease expenses also include lease expenses arising from ad hoc leases of vehicles or machinery.

Posti did not have gains or losses arising from sale and leaseback transactions during periods reported.

Posti had no lease expenses due to variable lease payments components.

Lease commitments not recognized in balance sheet

EUR million	2025	2024
Less than 1 year	8.9	10.1
1–5 years	1.7	17.3
More than 5 years	-	13.4
Total	10.6	40.8

Already signed lease agreements that will start in the future are also shown as lease commitments. When the premises have been handed over to Posti, the lease commitments turn into a right-of-use asset and a lease liability.

Leases as lessor

Posti Group also operates as a lessor to external parties. Some office or production premises are leased out in individual cases and Posti has assessed these to be operating leases. Posti Group does not act as a lessor in finance lease contracts.

Lease payment receivables

EUR million	2025	2024
Less than 1 year	1.5	1.2
1–5 years	1.0	1.1
More than 5 years	1.6	1.6
Total	4.1	3.9

23. Commitments and other contingent liabilities

EUR million	2025	2024
Guarantees	8.9	8.8
Total	8.9	8.8

Guarantees have been given for obligations arising in the ordinary course of business of the Group. Guarantees have been given by either financial institutions or Posti Group Corporation on behalf of Group companies. These guarantees have typically been given on behalf of a Group company's contractual payment obligations or for authority requirement, and as a counter guarantee to banks.

Posti has investment commitments of EUR 9.5 million related to lease liabilities and other agreements, the commencement dates of which are after the balance sheet date.

Legal proceedings

In November 2024, the Finnish Data Protection Authority (DPO) issued a decision regarding a complaint filed by an individual consumer customer in July 2018, regarding Posti's electronic mailbox service formerly known as Netposti. The authority's decision focused on onboarding to an electronic mailbox and processing of personal data. According to the authority's view, informing consumer customers about the onboarding and functionality of the mailbox had not been sufficient. In the decision, Posti was ordered an administrative fine of EUR 2.4 million. Posti considered the authority's decision unfounded and the administrative fine unreasonable, and appealed with the Helsinki Administrative Court. On November 3, 2025, the Helsinki Administrative Court issued its decision and reversed the administrative fine in total, but upheld the remark concerning the lack of transparent customer information. The Data Protection Authority has appealed the Helsinki Administrative Court's decision with the Supreme Administrative Court. No provision has been booked for this cause.

Based on complaints by some of Posti's competitors, the Finnish Consumer and Competition Authority (FCCA) has since 2017 investigated Posti's suspected abuse of a dominant market position related to the corporate letter market in Finland. In December 2024 the FCCA issued Posti a draft proposal to the Market Court for imposition of a competition infringement fine. Posti's hearing of the draft proposal is pending. The FCCA has not made any final decisions in the matter, and the draft proposal did not include any amount of the possibly proposed infringement fine, the legal maximum amount of which corresponds to ten percent of the Group's turnover. Posti will defend itself against the allegations, which it considers unfounded and erroneous. The matter is pending at the FCCA. No provision has been booked for this cause.

The Group has not been involved in any other material administrative proceedings, lawsuits or arbitration proceedings (including pending proceedings and proceeding the threat of which the Group is aware of), which may have, or which in the recent past have had, a significant impact on the financial position or profitability of the Group or its subsidiaries. Management is not aware of any factors or circumstances that could reasonably be assumed to lead to material claims against the Company or its subsidiaries.

Other contingent liabilities

The Group has an estimated environmental liability of EUR 3.9 million related to the cleaning of the land areas in the Eteläinen Postipuisto area. The environmental liability includes land exchange and land reception. Remediation activities and cost sharing have been agreed in more detail with the City of Helsinki. The cleaning of the area started at the end of 2024, continued throughout 2025 and is estimated to be completed during 2026. The overall estimate and schedule is revised quarterly based on management's assessment and ongoing discussions with both the City of Helsinki and the contractor. The total costs at the time of completion of the cleaning may affect the land use compensation to be paid to the city. Posti is also responsible for building a parking facility in the Eteläinen Postipuisto area.

Posti was granted distribution support for newspaper delivery by Traficom's decision for the first 12-month support period starting on October 1, 2023, second on October 1, 2024 and third on October 1, 2025. In addition, Posti was ordered to distribute newspapers in certain areas as a public service obligation. In January 2025, Posti applied to Traficom for the remaining portion of the support and reimbursement of costs for implementing the public service obligation. Discussions with Traficom are still ongoing regarding the cost allocation of distribution costs in supported areas to newspapers covered by a government grant. The uncertainty concerns an estimated total of EUR 2.0 million from completed and ongoing support periods. For this temporary distribution support, the VAT treatment has also proven to be unclear in certain respects. Posti has applied for preliminary ruling from the Central Tax Board on the VAT treatment of the distribution support. Currently, Posti recognizes other operating income as VAT exempt.

24. Related party transactions

Parties are considered to be related parties if one party has the ability to control the other party or to exercise significant influence or joint control over the other party in making financial and operational decisions. Posti's related parties include the Parent Company Posti Group Corporation's subsidiaries and its main shareholder, the State of Finland, represented by the Prime Minister's Office. Entities that are controlled or jointly controlled by or are associates of the State of Finland are related parties of Posti. Related parties also include the members of the Board of Directors, the President and CEO, the Posti Leadership Team and the close family members of these individuals and entities that are controlled or jointly controlled by a person identified as a related party. Posti has Group-wide procedures in place to assess potential conflicts of interest, and to ensure that any transactions with related parties can be considered as ordinary course of business, executed at arm's length principle.

The key management consists of the members of the Board of Directors, the President and CEO and members of the Posti Leadership Team.

Transactions with related parties

Transactions between Group companies are eliminated in the Consolidated Financial Statements.

No financial loans have been granted to key management. Posti did not have significant business transactions with key management or their related parties during the periods presented. For key management remuneration, see note [Employee benefits](#).

Posti has business relations with government-related entities. Posti has recognized EUR 7.1 (8.1) million in government grants from Traficom regarding Postal Services distribution support and vehicle acquisition support. Receivables related to previous grant periods total EUR 8.4 (5.2) million. Advances received for ongoing grant period are EUR 2.2 (1.6) million. During the periods presented, Posti did not carry out any other business transactions with these entities that were individually or collectively significant quantitatively or qualitatively.

25. Group companies

The Group's Parent Company is Posti Group Corporation.

Subsidiaries Dec 31, 2025***	Primary reporting segment	Country	Group's holding
Posti Group Suomi Oy	Group functions	Finland	100%
Posti Jakelu Oy	PS	Finland	100%
Posti Palvelut Oy	PS	Finland	100%
Posti Messaging Oy	PS	Finland	100%
Posti Messaging OÜ	PS	Estonia	100%
Posti Messaging SIA	PS	Latvia	100%
Posti Messaging GmbH	PS	Germany	100%
SmartPosti UAB*	eCD	Lithuania	100%
SmartPosti SIA*	eCD	Latvia	100%
Posti Oy	eCD	Finland	100%
Posti Kuljetus Oy	eCD	Finland	100%
SmartPosti OÜ*	eCD	Estonia	100%
Posti 3PL Contract Logistics Oy	FLS	Finland	100%
Posti 4PL Contract Logistics Oy	FLS	Finland	100%
Posti Verkkologistiikka Oy	FLS	Finland	100%
Posti Satamalogistiikka Oy	FLS	Finland	100%
Posti Logistics Management Oy	FLS	Finland	100%
Posti Teollisuusratkaisut Oy	FLS	Finland	100%
Posti Logistiikkaratkaisut Oy	FLS	Finland	100%
Posti 3PL Etelä-Suomi Oy	FLS	Finland	100%
Posti 3PL Pääkaupunkiseutu Oy	FLS	Finland	100%
Posti Logistiikka ja Varastointi Oy	FLS	Finland	100%
Posti Logistics Handling Oy	FLS	Finland	100%
Posti Logistics Warehousing Oy	FLS	Finland	100%
Posti Rakennuslogistiikka Oy	FLS	Finland	100%
Posti Logistics Solutions Supply Oy	FLS	Finland	100%
Posti Logistics Services Oy	FLS	Finland	100%
Posti Logistics Terminal Oy	FLS	Finland	100%
Posti Warehousing Oy	FLS	Finland	100%
Posti Logistics Wholesale Oy	FLS	Finland	100%
Posti Logistics Solutions AB*	FLS	Sweden	100%
Posti Logistics Solutions AS*	FLS	Norway	100%
Posti Logistics Staffing AB*	FLS	Sweden	100%

Subsidiaries Dec 31, 2025***	Primary reporting segment	Country	Group's holding
Posti Logistics Inhouse AB**	FLS	Sweden	100%
Posti Henkilöstöratkaisut Oy	FLS	Finland	100%
Posti Logistiikkaratkaisut Etelä-Suomi Oy	FLS	Finland	100%
Posti Logistiikkaratkaisut Länsi-Suomi Oy	FLS	Finland	100%
Posti Logistiikkaratkaisut Itä-Suomi Oy	FLS	Finland	100%
Posti Logistiikkaratkaisut Keski-Suomi Oy	FLS	Finland	100%
Posti Logistiikkaratkaisut Fast Oy	FLS	Finland	100%
Posti Logistiikkaratkaisut Move Oy	FLS	Finland	100%
Posti Logistiikkaratkaisut Flex Oy	FLS	Finland	100%
Posti Logistiikkaratkaisut Action Oy	FLS	Finland	100%
Posti Logistiikkaratkaisut Support Oy	FLS	Finland	100%
Posti Logistiikkaratkaisut Motion Oy	FLS	Finland	100%
Posti Logistiikkaratkaisut Extra Oy	FLS	Finland	100%
Posti Logistiikkaratkaisut Flow Oy	FLS	Finland	100%
Posti Logistiikkaratkaisut Uusimaa Oy	FLS	Finland	100%
Posti Logistiikkaratkaisut Espoo Oy	FLS	Finland	100%
Posti Logistiikkaratkaisut Helsinki Oy	FLS	Finland	100%
Posti Logistiikkaratkaisut Tuusula Oy	FLS	Finland	100%
Posti Logistiikkaratkaisut Vantaa Oy	FLS	Finland	100%
Posti Logistiikkaratkaisut Craft Oy	FLS	Finland	100%
Posti Logistiikkaratkaisut Works Oy	FLS	Finland	100%
Posti Logistiikkaratkaisut Chain Oy	FLS	Finland	100%
Posti Logistiikkaratkaisut Kilo Oy	FLS	Finland	100%
Posti Logistiikkaratkaisut Vaasa Oy	FLS	Finland	100%
Posti Logistiikkaratkaisut Työmaapalvelut Oy	FLS	Finland	100%
Posti Logistiikkaratkaisut Sigma Oy	FLS	Finland	100%
PS	Postal services		
eCD	eCommerce and Delivery Services		
FLS	Fulfillment and Logistics Services		

*Aditro Logistics in Sweden and Norway was named Posti in March 2025. In the Baltics, the Itella SmartPost brand has changed to SmartPosti in February/March 2025.

**Posti Logistics Solutions AB acquired Coldcup 37927 AB (shell company) in September 2025. Coldcup 37927 AB registered as Posti Logistics Inhouse AB in October 2025.

***Posti Messaging Sp. z o.o. was dissolved and the business was terminated in August 2025.

26. Events after the reporting period

On January 7, 2026, Posti announced plans to restructure its delivery operations and customer service to adapt to declining paper mail volumes and increasing digitalization. The planned changes include organizational restructuring, increased automation in sorting, transfer of certain Posti-owned shops to partner networks, and centralization of customer service. These measures are estimated to reduce approximately 172 permanent positions in total. Posti aims to minimize layoffs by offering voluntary solutions, redeployment opportunities, and training. The changes are intended to improve operational efficiency and ensure the long-term sustainability of services. On February 4, 2026, Posti announced that after the negotiations, the need for reductions was specified to 121 employees.

On January 23, 2026, Posti announced Posti's Shareholders' Nomination Board proposals for the Annual General Meeting 2026. The Nomination Board proposes that the Board of Directors shall consist of seven members and that all current members be re-elected, except for Mervi Airaksinen, who is no longer available for a new term. The Nomination Board further proposes that Sanna Suvanto-Harsaae be elected Chair of the Board and Jukka Leinonen Deputy Chair. The Nomination Board also proposes adjustments to Board remuneration as part of a long-term program intended to bring remuneration levels in line with the market.

On February 2, 2026, Posti announced that Kaj Kulp, M.Sc, MBA, was appointed SVP, Strategy and Business Development and a member of the Posti Group's Leadership Team as of March 1, 2026. He will report to Antti Jääskeläinen, President and CEO of Posti Group. Kulp has worked for Posti since 2012 and Kaj has held management positions in eCommerce and Delivery Services as well as in Postal Services. In his latest role, he was leading Posti's innovations and strategic initiatives.

On February 13, 2026, Posti announced that Posti's Board of Directors approved two new long-term share-based incentive programs, the Performance Share Program (PSP) and the Restricted Share Program (RSP) for Posti's Leadership and selected Key Employees. The first programs PSP 2026–2028 and RSP 2026–2028 will start at the beginning of 2026 and any rewards will be paid in Spring 2029. The Board also decided to convert the rewards from cash to shares for those participants in the LTI 2024–2026 and LTI 2025–2027 plans who also participate in the PSP 2026–2028 and for those any rewards will be paid in spring 2027 and spring 2028. The maximum number of shares to be paid from these programs are approximately 343,000 shares for LTI 2024–2026 (Spring 2027), approx. 389,800

shares for LTI 2025–2027 (Spring 2028), approx. 544,000 shares for PSP 2026–2028 (Spring 2029) and approx. 54,000 shares for RSP 2026–2028 (Spring 2029).

On March 2, 2026, Posti announced that its Board of Directors had resolved to convene the Annual General Meeting to be held on April 15, 2026. The notice to the meeting includes the Board's proposal to distribute a dividend of EUR 0.84 per share in two installments, totaling EUR 34.0 million, based on the confirmed financial statements for 2025. The AGM agenda also includes customary annual items related to governance, remuneration and auditor matters, as well as proposed authorizations for the repurchase of the company's own shares and for share issuances. Registration for the AGM can be done at the company website at posti.com/en/investors/agm/2026.

Parent Company's Financial Statements (FAS)

Income Statement of the Parent Company

EUR	Note	2025	2024
Net sales	1	11.4	11.8
Other operating income	2	0.1	0.1
Personnel expenses	3	-4.7	-7.0
Depreciation, amortization and impairment losses	4	-0.2	-0.2
Other operating expenses	5, 6	-18.7	-15.2
Operating profit/loss		-12.2	-10.5
Financial income and expenses	7	-9.8	-5.6
Profit/loss before appropriations		-22.0	-16.1
Group contributions	8	51.0	71.0
Profit/loss before income tax		29.0	54.9
Income tax	9	-7.4	-12.4
Profit/loss for the financial period		21.7	42.6

Balance Sheet of the Parent Company

EUR million	Note	Dec 31, 2025	Dec 31, 2024
Assets			
Non-current assets			
Intangible assets	10	1.9	2.0
Tangible assets	11	1.5	1.5
Investments	12	514.3	490.9
Total non-current assets		517.6	494.4
Current assets			
Non-current receivables	13	109.8	86.6
Current receivables	14	90.2	93.4
Current investments	15	8.0	41.6
Cash and cash equivalents	16	30.8	51.0
Total current assets		238.8	272.7
Total assets		756.4	767.1

EUR million	Note	Dec 31, 2025	Dec 31, 2024
Equity and liabilities			
Equity	17		
Share capital		70.0	70.0
Invested unrestricted equity reserve		3.4	-
Other reserves		142.7	142.7
Retained earnings		89.9	80.3
Profit/loss for the financial period		21.7	42.6
Total equity		327.6	335.6
Provisions	18	0.3	1.0
Liabilities			
Non-current	20	180.1	90.7
Current	21	248.5	339.8
Total liabilities		428.5	430.4
Total equity and liabilities		756.4	767.1

Cash Flow Statement of the Parent Company

EUR million	2025	2024
Cash flow from operations		
Profit/loss before appropriations	-22.0	-16.1
Adjustments:		
Depreciation and amortization	0.2	0.2
Financial income (-) and expense (+)	3.3	-1.0
Impairment losses on non-current investments	6.5	6.6
Other adjustments	-0.2	-
Cash flow before change in working capital	-12.2	-10.3
Interest-free current receivables, increase (-), decrease (+)	0.1	5.1
Interest-free current liabilities, increase (+), decrease (-)	0.8	-6.1
Interest-free non-current liabilities, increase (+), decrease (-)	-0.6	-0.2
Change in working capital	0.3	-1.1
Cash flow from operating activities before financial items and taxes	-11.9	-11.5
Interests paid	-9.6	-8.0
Interests received	7.3	8.4
Other financial items	-1.1	-
Income tax paid	-13.3	-14.9
Cash flow from financial items and taxes	-16.8	-14.5

EUR million	2025	2024
Cash flow from operating activities	-28.7	-25.9
Investment in Group companies	-18.5	-6.6
Loans granted	-37.5	-74.2
Repayments of loan receivables	4.3	37.4
Sale of current investment	33.7	5.1
Cash flow from investing activities	-18.0	-38.4
Employee share issue	2.9	-
Transaction costs of share issues	-0.1	-
Increases in current loans	308.2	-
Repayment of current loans	-218.6	-60.0
Increases in non-current loans	90.0	89.8
Dividends paid	-183.0	-31.8
Change in Group cash pool	-43.9	-4.6
Group contributions received and paid	71.0	66.3
Cash flow from financing activities	26.5	59.7
Change in cash and cash equivalents	-20.2	-4.6
Cash and cash equivalents at the beginning of the financial period	51.0	55.7
Cash and cash equivalents at the end of the financial period	30.8	51.0

Cash flow from investing activities includes the net cash flow of current investments maturing within more than three months. The change in Group cash pool is presented in the cash flow from financing activities.

Notes to the Parent Company's Financial Statements

General

Posti Group Corporation (business ID 1531864-4) is the Parent Company of Posti Group, domiciled in Helsinki, Finland. Financial statements are prepared in accordance with Finnish accounting and company legislation. For the financial year 2025 financial statements, the Company has changed its presentation of figures from integers to millions of euros. The change has been made to improve the clarity of financial reporting and does not affect the content, comparability, or key financial indicators of the financial statements.

Comparability

The Company refined the presentation of the “Other operating expenses” category disclosed in Note 5 by itemizing rental expenses by type. In 2025, the presentation of rental expenses was further specified by separating lease payments into their own expense category, distinct from other rents. The comparative figures for 2024 have been revised accordingly.

The internal presentation of Note 6 ‘Audit fees’ has also been refined by regrouping items within the Audit and Other services categories. Comparative information for 2024 has been adjusted accordingly.

Revenue recognition and net sales

A major part of Posti Group Corporation's revenues consist of management and administration services rendered to Posti Group's subsidiaries. Revenue is recognized when the service is rendered as agreed. Net sales derive from revenue based on the sale of services net of indirect taxes and exchange rate differences.

Other operating income

Other operating income includes capital gains on the sale of assets and income other than that generated by the sale of services.

Listing costs

The Company's listing costs have been included in the income statement under Other operating expenses.

Valuation of fixed assets

Tangible and intangible assets are carried at historical acquisition cost less accumulated depreciation.

Fixed assets are depreciated on a straight-line basis according to plan. The depreciations are based on expected useful lives, starting from the time items are in use. The common expected useful lives in Posti Group Corporation are as follows:

Immaterial rights and other long-term expenses	3–15 years
Machinery and equipment	3–5 years
Land and water	Not subject to depreciation

Non-current investments are valued at their original acquisition cost. If it is probable that the future revenue on the investment is permanently smaller than the acquisition cost, the difference is recognized as an impairment loss.

Leasing

Lease payments are expensed in the income statement as rental expenses. Lease payments due in future years under lease contracts are presented as off-balance sheet items.

Cash in hand and at banks

Cash and cash equivalents consist of cash on hand, deposits held at call with financial institutions and other short-term, highly liquid investments that can be easily exchanged for a pre-determined amount

of cash and which are subject to an insignificant risk of changes in value. The money market investments classified as the Company's cash and cash equivalents have a maximum maturity of three months at the acquisition.

Pension schemes

Posti Group Corporation's statutory pension coverage is provided by Ilmarinen Mutual Pension Insurance Company. Supplementary pension coverage (for those in long-time service for Post and Telecommunications) is provided by OP Life Assurance Company Ltd.

Income taxes

Income tax includes tax calculated on the profit for the current financial year as well as tax adjustments for previous financial years.

Deferred taxes are calculated using the tax rate effective on the balance sheet date. A deferred tax asset is recognized to the extent that it appears probable that future taxable profit will be available against which the temporary difference can be utilized.

Foreign currency transactions

Transactions denominated in foreign currencies are translated into euros at the exchange rate quoted on the transaction date.

Receivables and liabilities in foreign currencies are translated into euros using the average exchange rate quoted on the balance sheet date by the European Central Bank. The exchange rate gains or losses arising from the business operations are recognized as adjustments of net sales and purchases. The exchange rate gains and losses arising from financial instruments are included in the financial income and expenses.

Financial assets and liabilities

Financial assets

The Company measures its financial assets primarily at acquisition cost or, if their probable fair market value on the balance sheet date is lower, at fair value. In addition, the Company applies the fair value method in accordance with Section 5:2a of the Finnish Accounting Act to those financial assets specifically identified as such.

Financial assets measured at fair value (FAA 5:2a)

- Unlisted shares are included in the balance sheet item Investments.
- Derivative contracts are included in the balance sheet item Financial securities or Current liabilities.

Trade receivables and other receivables are measured at nominal value less any impairment. Money market investments, fixed-term deposits and, where applicable, bonds are measured at acquisition cost or, if their probable fair market value on the balance sheet date is lower, at fair value. Interest income is recognized in financial income on an accrual basis.

An impairment loss is recognized when there is evidence that a receivable is unlikely to be recovered. Impairments and reversals of impairments are presented within Other operating expenses or in financial items.

Financial assets at fair value through profit or loss

The Company measures unlisted shares and derivative contracts at fair value.

Determination of Fair Value

- Unlisted shares: Fair value is determined based on comparable market transactions, market assessments, or an appropriate valuation method. The valuation of unlisted share investments is based on hierarchy level 3.
- Derivatives: Fair value is based on market quotations or commonly used valuation models. The fair value of forward foreign exchange contracts is calculated as the discounted present value of forward rates. The valuation of derivatives is based on hierarchy level 2.

Recognition of Changes in Fair Value

- Changes in the fair value of unlisted shares, as well as realized gains and losses, are recognized in financial income or expenses.
- Changes in the fair value of derivatives are recognized through profit or loss either in financial items or in other operating income/expenses, depending on the purpose of the derivative.
- A fair value reserve is not used.

Financial liabilities

Financial liabilities other than those arising from derivative contracts are measured at nominal value. Liabilities arising from derivative contracts are measured at fair value.

Derivative Contracts and Hedge Accounting

The Company uses derivatives primarily for managing foreign exchange risk. Derivative contracts are initially recognized at fair value and subsequently measured at fair value at each balance sheet date.

The Company does not apply hedge accounting under the Finnish Accounting Act. Consequently, all changes in the fair value of derivatives are recognized through profit or loss either in financial items or in other operating income/expenses, depending on the purpose of the derivative.

Changes in the fair value of currency derivatives related to foreign currency-denominated receivables and liabilities are recognized in the income statement line item to which the hedged cash flow relates.

The fair value of derivatives is determined based on market quotations or commonly used valuation models. The fair value of forward foreign exchange contracts is calculated as the discounted present value of forward rates at the balance sheet date.

1. Net sales by geographical location

EUR million	2025	2024
Finland	11.4	11.8
Total	11.4	11.8

The Company's net sales consists of the Group's internal services. The Company also manages licenses related to Posti Group's information systems.

2. Other operating income

EUR million	2025	2024
Rental income	0.1	0.1
Total	0.1	0.1

3. Personnel expenses

EUR million	2025	2024
Wages and salaries	4.6	6.8
Pension expenses	-	0.2
Other social expenses	0.1	0.1
Total	4.7	7.0

Management remuneration

President and CEO	1.0	1.0
Posti Leadership Team (excl. CEO)	1.4	1.1
Board of Directors	0.4	0.4
Supervisory Board	0.0	0.0
Total	2.9	2.5

Average number of personnel during the financial period

Administrative employees	26	32
Total	26	32

The presentation of the CEO's and the management team members' salaries and remuneration has been changed from a payment-based method to a performance-based method. Prior year numbers have been adjusted to reflect this change, ensuring consistency and comparability across reporting periods.

In connection with the Company's listing and share offering, a listing incentive amounting to EUR 1.5 million were paid to members of the Leadership team.

To recognize employees for their contribution, in 2024 Posti paid an additional bonus installment of EUR 1.5 million to the personnel fund in Finland.

4. Depreciation, amortization and impairment losses

EUR million	2025	2024
Intangible rights	0.2	0.2
Total	0.2	0.2

5. Other operating expenses

EUR million	2025	2024
Rents and leases	0.3	0.2
Leases	0.1	0.1
Personnel related costs	1.5	0.2
Travelling expenses	0.1	0.2
Marketing expenses	1.5	0.4
Entertainment expenses	0.1	-
Office and administrative expenses	6.6	3.5
IT operating costs	8.4	10.4
Materials and services	0.2	0.1
Total	18.7	15.2

In 2025, the presentation of rental expenses was further specified by separating lease payments into their own expense category, distinct from other rents. The comparative figures for 2024 have been revised accordingly.

Other operating expenses include listing-related costs EUR 6.4 million including VAT.

Office and administrative expenses include auditors' remuneration EUR 2.0 million.

6. Auditors' remuneration

EUR million	2025	2024
Audit	0.3	0.3
Other engagements required under the Auditing Act.	0.1	-
Other services	1.6	0.1
Total	2.0	0.3

Other services mainly consist of listing-related costs.

In 2025, the presentation of audit fees was clarified between the Audit and Other Services categories. Comparative information for 2024 has been adjusted accordingly.

7. Financial income and expenses

EUR million	2025	2024
Financial income		
Interest income from Group companies	4.9	5.2
Interest income from others	1.6	3.4
Receivables and liabilities	1.4	0.6
Currency derivatives, non-hedge accounting	0.4	1.6
Other financial income from Group companies	0.8	0.9
Total	9.2	11.8
Financial expense		
Interest expense to Group companies	2.6	5.9
Interest expense to others	7.7	2.2
Receivables and liabilities	-	1.4
Currency derivatives, non-hedge accounting	1.8	0.8
Impairment losses in Group company investments	6.5	6.6
Other financial expenses	0.4	0.5
Total	19.0	17.4
Total financial income and expenses	-9.8	-5.6

The Company's new loan arrangement negotiated in 2024 does not involve interest rate hedges.

8. Group contributions

EUR million	2025	2024
Group contributions received	67.3	84.0
Group contributions distributed	-16.3	-13.0
Total	51.0	71.0

9. Income tax

EUR million	2025	2024
Income tax on group contributions	10.2	14.2
Income tax on business activities	-2.9	-1.9
Change in deferred tax assets	-	0.1
Total	7.4	12.4

10. Intangible assets

EUR million	2025	2024
Development costs		
Acquisition cost Jan 1	-	0.9
Transfers between items	-	-0.9
Acquisition cost Dec 31	-	-
Accumulated amortization Jan 1	-	0.1
Accumulated amortization on transfers	-	-0.1
Accumulated amortization Dec 31	-	-
Book value Dec 31	-	-
Intangible rights		
Acquisition cost Jan 1	5.8	4.9
Transfers between items	0.6	1.5
Disposals	-	-0.5
Acquisition cost Dec 31	6.5	5.8
Accumulated amortization Jan 1	4.4	4.7
Accumulated amortization on transfers	0.2	0.1
Accumulated amortization on disposals	-	-0.5
Amortization for the financial period	-	0.2
Accumulated amortization Dec 31	4.6	4.4
Book value Dec 31	1.9	1.4
Prepayments		
Cost Jan 1	0.6	1.3
Transfers between items	-0.6	-0.6
Cost Dec 31	-	0.6
Book value Dec 31	-	0.6
Total intangible assets	1.9	2.0

In 2024, the Company reclassified activations related to information system licenses from development costs to intangible rights.

11. Tangible assets

EUR million	2025	2024
Land and water		
Acquisition cost Jan 1	0.9	0.9
Acquisition cost Dec 31	0.9	0.9
Book value Dec 31	0.9	0.9
Machinery and equipment		
Acquisition cost Jan 1	0.1	0.1
Acquisition cost Dec 31	0.1	0.1
Accumulated depreciation Jan 1	0.1	0.1
Accumulated depreciation Dec 31	0.1	0.1
Book value Dec 31	-	-
Other tangible assets		
Acquisition cost Jan 1	0.6	0.6
Acquisition cost Dec 31	0.6	0.6
Book value Dec 31	0.6	0.6
Total tangible assets	1.5	1.5

12. Investments

EUR million	2025	2024
Shares in Group companies		
Acquisition cost Jan 1	814.5	793.9
Additions	29.9	20.6
Acquisition cost Dec 31	844.4	814.5
Accumulated impairment losses Jan 1	324.1	317.5
Impairment losses	6.5	6.6
Book value Dec 31	513.8	490.4
Other shares and holdings		
Acquisition cost Jan 1	0.9	0.9
Acquisition cost Dec 31	0.9	0.9
Accumulated impairment losses Jan 1	0.4	0.4
Book value Dec 31	0.5	0.5
Total investments	514.3	490.9

The Company made capital investments in Finnish, Swedish and Baltic subsidiaries. For Baltic subsidiaries, investments were recorded as impaired, as the value of the subsidiary shares is permanently lower than this.

13. Non-current receivables

EUR million	2025	2024
Receivables from Group companies		
Loan receivables	109.6	86.4
Total	109.6	86.4
Receivables from others		
Deferred tax assets	0.2	0.2
Total	0.2	0.2
Total non-current receivables	109.8	86.6

The Company finances Posti Group companies by granting floating rate, market-based loans for investments or other long-term needs at an interest rate of 3.8–4.8%.

All loans are unsecured and will mature in years 2028–2030.

14. Current receivables

EUR million	2025	2024
Receivables from Group companies		
Trade receivables	0.1	0.3
Interest receivables	0.7	1.0
Other receivables, interest-bearing	13.7	4.6
Group contribution receivables	67.3	84.0
Total	81.8	90.0
Receivables from others		
Prepayments and accrued income	8.4	3.5
Total	8.4	3.5
Total current receivables	90.2	93.4
Key items in prepayments and accrued income		
Interest receivables	0.2	0.6
Income tax receivable	5.0	-
Other prepayments and accrued income	3.3	2.9
Total	8.4	3.5

Other receivables from Group companies include cash pool receivables from subsidiaries.

15. Financial instruments and financial risk management

Other long-term investments

2025

EUR million	Carrying value	Fair value	Level
Other non-current investments	0.5	0.5	3

2024

EUR million	Carrying value	Fair value	Level
Other non-current investments	0.5	0.5	3

Other long-term investments are measured at fair value.

The fair value of the investments has not changed during the financial year.

Nominal values and fair values of derivatives

2025

EUR million	Nominal value	Positive fair values	Negative fair values	Fair values, net	Level
Currency forward contracts	28.3	-	-0.3	-0.3	2

2024

EUR million	Nominal value	Positive fair values	Negative fair values	Fair values, net	Level
Currency forward contracts	28.3	0.1	-0.1	-	2

Level 1: The fair values are based entirely on quoted prices for identical assets or liabilities in active markets.

Level 2: The fair values are based to a significant extent on inputs other than quoted prices included in Level 1, but on inputs that are nevertheless observable for the asset or liability, either directly or indirectly.

Level 3: The fair values are based on inputs relating to the asset or liability that are not derived from observable market data.

There were no transfers between hierarchy levels during the years 2025 and 2024.

Fair value changes of EUR -0.3 million have been recorded in the income statement.

Derivative instruments are used for hedging the foreign exchange rate risk and they are valued at the market rates available on the balance sheet date. Currency forward contracts are used to hedge against currency-denominated receivables and payables. Generally, transaction positions arising from subsidiary financing are hedged fully.

The financial risk management of the Company has been described on the Note [Financial instruments and financial risk management](#) of the Consolidated Financial Statements.

The Company follows the Group's treasury policy and risk management principles.

16. Cash and cash equivalents

EUR million	2025	2024
Current investments	-	5.5
Cash and bank	30.8	45.6
Total	30.8	51.0

17. Equity

EUR million	2025	2024
Restricted equity		
Share capital Jan 1	70.0	70.0
Share capital Dec 31	70.0	70.0
Restricted equity total	70.0	70.0
Unrestricted equity		
Invested unrestricted equity reserve Jan 1	-	-
Invested unrestricted equity reserve, addition	3.4	-
Invested unrestricted equity reserve Dec 31	3.4	-
Other reserves Jan 1	142.7	142.7
Other reserves Dec 31	142.7	142.7
Retained earnings Jan 1	122.9	262.1
Dividend distribution	-33.0	-181.8
Retained earnings Dec 31	89.9	80.3
Profit/loss for the financial year Dec 31	21.7	42.6
Total unrestricted equity	257.6	265.6
Total equity	327.6	335.6

Other reserves amount to EUR 142.7 million and include funds transferred from the share premium reserve.

Share capital and shareholding

Posti Group Corporation's share capital amounts to EUR 70.0 million for all periods presented. The total number of outstanding shares at the end of reporting period is 40,500,000 (40,000,000).

Invested unrestricted equity fund and directed share issue

The Extraordinary General Meeting of the Company resolved on September 18, 2025 to authorize the Board of Directors of the Company to decide on a directed issue against payment related to the offering so that the number of shares issued may not exceed 500,000 personnel shares. The subscription price of the shares in the personnel offering was EUR 6.75. The price had a 10% discount on the subscription price per share compared to the share sale in the offering. The subscription period for the personnel offering commenced on September 30, 2025 and ended on October 7, 2025. After the registration of the personnel shares with the Finnish Trade Register as of October 20, 2025, the aggregate number of the shares in Posti Group Corporation was 40,500,000. The new shares confer the same rights as Posti's other shares, after being recorded to the investors' book-entry accounts.

The payments made to the Company for the approved personnel share subscriptions amounting to EUR 3.4 million was booked in their entirety in the invested unrestricted equity fund. Thus, the Company's share capital did not increase in connection with the personnel offering.

Calculation of distributable unrestricted equity

EUR million	2025	2024
Invested unrestricted equity reserve	3.4	-
Other reserves	142.7	142.7
Retained earnings	89.9	80.3
Profit/loss for the financial period	21.7	42.6
Total	257.6	265.6

Posti's Extraordinary General Meeting on December 20, 2024, decided on an additional dividend of EUR 150 million. The dividend was paid by the end of January 2025.

18. Provisions

EUR million	2025	2024
Pension provision	0.3	0.3
Litigation provision	-	0.8
Total	0.3	1.0

19. Deferred tax assets and liabilities

EUR million	2025	2024
Deferred tax assets		
From provision	0.1	0.1
From impairments	0.1	0.1
Total	0.2	0.2

The Company had no deferred tax liabilities at the end of the financial year.

20. Non-current liabilities

EUR million	2025	2024
Loans from financial institutions	179.8	89.8
Other non-current liabilities	0.2	0.9
Total	180.1	90.7

At the beginning of 2025, the Company agreed on the loan amount increases of EUR 30.0 million to both its bilateral EUR 60.0 million loan agreements signed in 2024 with other terms remaining unchanged. In 2025, the Company made withdrawals totalling EUR 90.0 million from the loans, after which both loans, including any increases, were fully drawn. In 2025, the maturity of the other loan was extended by one year.

21. Current liabilities

EUR million	2025	2024
Amounts owed to Group companies		
Trade payables	0.2	-
Group contribution liabilities	16.3	13.0
Other liabilities, interest-bearing	138.2	173.0
Total	154.7	186.0
Amounts owed to others		
Trade payables	0.8	0.4
Commercial papers	89.6	-
Other liabilities	0.9	150.4
Accruals and deferred income	2.4	2.9
Total	93.7	153.7
Total current liabilities	248.5	339.8

EUR million	2025	2024
Key items in other liabilities		
Payroll and related social costs	0.1	0.1
VAT-liability	0.5	0.1
Dividend liability	-	150.0
Other liabilities	0.3	0.1
Total	0.9	150.4
Key items in accruals and deferred income		
Payroll and related social costs	1.0	1.6
Accrued interests	0.7	0.2
Income tax liability	-	1.0
Other accruals and deferred income	0.7	0.2
Total	2.4	2.9

EUR million	2025	2024
Interest-bearing liabilities		
Non-current liabilities	179.8	89.8
Current liabilities	90.6	1.0
Total	270.5	90.8

Other liabilities to Group companies include cash pool liabilities to subsidiaries.

22. Pledged assets, commitments and other liabilities

EUR million	2025	2024
Pledges given for Group companies		
Guarantees	136.5	102.8
Total	136.5	102.8
Lease contracts unpaid amounts		
Payable within one year	0.1	0.1
Payable in later years	-	0.1
Total	0.1	0.1

Guarantees have been given for obligations arising in the ordinary course of the business of the Group. Guarantees have been given by either financial institutions or Posti Group Corporation on behalf of Group Companies. These guarantees have typically been given on behalf of a Group Company's contractual payment obligations or for authority requirement, and as counter guarantee to banks.

Based on complaints by some of Posti's competitors, the Finnish Consumer and Competition Authority (FCCA) has since 2017 investigated Posti's suspected abuse of dominant market position related to the business letter market in Finland. In December 2024, the FCCA issued Posti a draft proposal to the Market Court for the imposition of a competition infringement fine. Posti's hearing of the draft proposal is pending. The FCCA has not made any final decisions in the matter, and the draft proposal did not include any amount for the possibly proposed infringement fine, the legal maximum of which corresponds to ten percent of Posti's Group's turnover. Posti will defend itself against the allegations, which it considers

unfounded and erroneous. Besides Posti Group Corporation, this matter concerns Posti Jakelu Oy, Posti Messaging Oy and Posti Palvelut Oy.

The Company is also party to some other legal proceedings related to its customary business operations. None of these proceedings, separately or collectively, have a material impact on its financial position.

23. Shares and holdings of Posti Group Corporation

Company name and domicile	Number of shares	Ownership %	Book value, EUR million
Group companies			
SmartPosti SIA, Riga	20	100%	0.4
SmartPosti UAB, Vilnius	1,000	100%	1.0
Posti Group Suomi Oy, Helsinki	105,000	100%	202.0
Posti Palvelut Oy, Helsinki	500	50%	0.1
Posti Jakelu Oy, Helsinki	2,538,295	100%	71.5
Posti Messaging Oy, Helsinki	1,000	100%	48.0
Posti Oy, Helsinki	300,000	100%	121.6
Posti Henkilöstöratkaisut Oy, Helsinki	10	100%	4.6
Posti Logistics Solution AB, Stockholm	1,910,200	100%	64.6
Total			513.8
Other companies			
As. Oy Raision Keskuslähiö, Raisio	6,350	9.77%	-
Huhtakeskus Oy, Jyväskylä	328	3.28%	-
Cooperative Vereininging IPC, Amsterdam	5	0.05%	-
Helsinki Venue Oy, Helsinki	19	0.03%	0.2
Kiinteistö Oy Turun Monitoimihalli, Turku	2	0.04%	0.1
Vierumäki Golf Oy, Helsinki	7	0.06%	0.1
Golfsarfvik Oy, Kirkkonummi	1		-
Total			0.5

24. Events after the reporting period

There have been no significant events after the reporting period.

Board of Directors's proposal

Board of Directors' proposal to the Annual General Meeting

According to the Financial Statements for 2025, the Parent Company's distributable funds total EUR 257,648,047.36 of which the profit for the financial year accounts for EUR 21,651,574.51.

No material changes in the Company's financial standing since the end of the financial period, nor does the solvency test, as referred to in Section 13(2) of the Finnish Limited Liability Companies Act, affect the proposed distributable profits.

The Board of Directors proposes to the Annual General Meeting that a dividend of EUR 34,020,000.00, or a dividend of EUR 0.84 per share, be distributed for the financial year 2025 in two installments. EUR 223,628,047.36 will be retained in the shareholders' equity.

Signatures of the Board of Directors’ Report and the Financial Statements

The Financial Statements have been prepared in accordance with the applicable financial reporting regulations and give a true and fair view of the assets, liabilities, financial position and results of the Company and the companies included in its Consolidated Financial Statements. The Board of Directors’ Report contains a true and fair view of the development and results of the business of the Company and the companies included in its Consolidated Financial Statements, as well as a description of the most significant risks and uncertainties and other aspects of the Company’s status. The Sustainability Statement included in the Board of Directors’ Report has been prepared in accordance with the reporting standards referred to in Chapter 7 of the Accounting Act and Article 8 of the Taxonomy Regulation.

Helsinki, March 17, 2026

Sanna Suvanto-Harsaae
Chair of the Board of Directors

Antti Jääskeläinen
President and CEO

The Auditor’s Note

Our Auditor’s Report has been issued today.

Mervi Airaksinen

Raija-Leena Hankonen-Nybom

Helsinki, March 17, 2026

Jukka Leinonen

Frank Marthaler

PricewaterhouseCoopers Oy

Authorized Public Accountants

Tuomas Mäkipeska

Minna Pajumaa

Samuli Perälä
Authorized Public Accountant

Stefan Svensson

Auditor's Report (Translation of the Finnish Original)

To the Annual General Meeting of Posti Group Oyj

Report on the Audit of the Financial Statements

Opinion

In our opinion

- the consolidated financial statements give a true and fair view of the group's financial position, financial performance and cash flows in accordance with IFRS Accounting Standards as adopted by the EU
- the financial statements give a true and fair view of the parent company's financial performance and financial position in accordance with the laws and regulations governing the preparation of financial statements in Finland and comply with statutory requirements.

Our opinion is consistent with the additional report to the Audit, Risk and Sustainability Committee.

What we have audited

We have audited the financial statements of Posti Group Oyj (business identity code 1531864-4) for the year ended 31 December, 2025. The financial statements comprise:

- the consolidated balance sheet, consolidated income statement, consolidated statement of comprehensive income, consolidated statement of changes in equity, consolidated statement of cash flows and notes to the consolidated financial statements, which include material group accounting policy information and other explanatory information
- the parent company's balance sheet, income statement, cash flow statement and notes.

Basis for Opinion

We conducted our audit in accordance with good auditing practice in Finland. Our responsibilities under good auditing practice are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

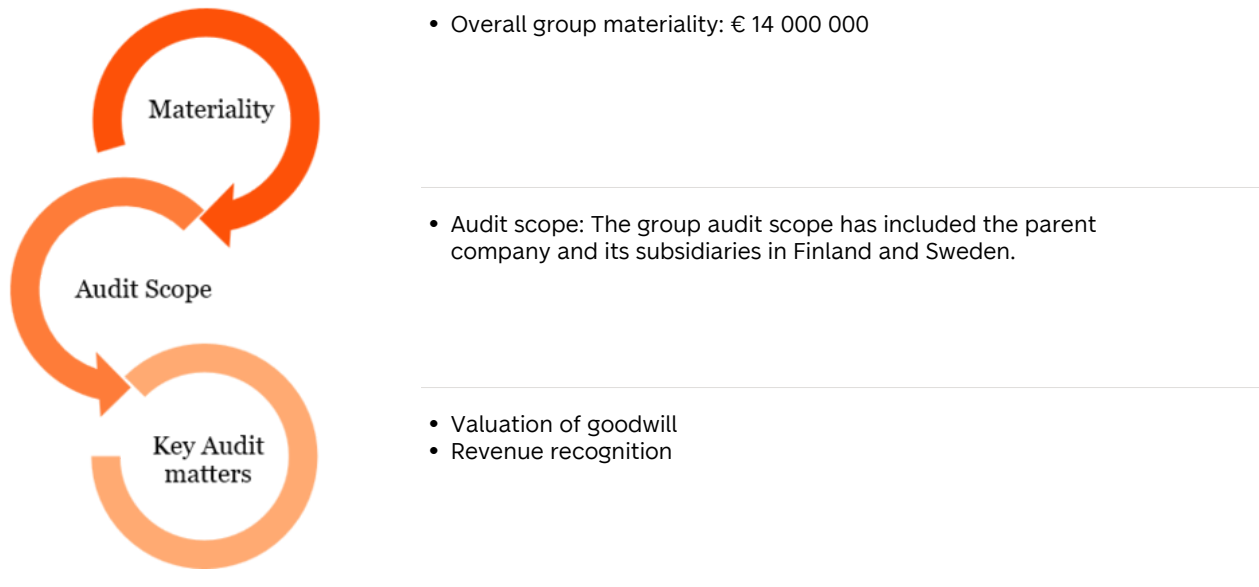
Independence

We are independent of the parent company and of the group companies in accordance with the ethical requirements that are applicable in Finland and are relevant to our audit, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

To the best of our knowledge and belief, the non-audit services that we have provided to the parent company and group companies are in accordance with the applicable law and regulations in Finland and we have not provided non-audit services that are prohibited under Article 5(1) of Regulation (EU) No 537/2014. The non-audit services that we have provided are disclosed in note [Other operating expenses](#) to the Financial Statements.

Our Audit Approach

Overview



As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the financial statements. In particular, we considered where management made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain.

Materiality

The scope of our audit was influenced by our application of materiality. An audit is designed to obtain reasonable assurance whether the financial statements are free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Based on our professional judgement, we determined certain quantitative thresholds for materiality, including the overall group materiality for the consolidated financial statements as set out in the table below. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements on the financial statements as a whole.

Overall group materiality	€ 14 000 000 (previous year € 15 200 000)
How we determined it	Overall group materiality is determined as a percentage of the group's FY2025 net sales.
Rationale for the materiality benchmark applied	We chose net sales as the benchmark because, in our view, it is the appropriate benchmark that users of the financial statements regularly use to evaluate the group's performance.

How we tailored our group audit scope

We tailored the scope of our audit, taking into account the structure of the Group, the accounting processes and controls, and the industry in which the group operates.

The scope included the parent company and its certain subsidiaries in Finland and Sweden. We have predefined the audit focus areas of financial information to each group component. Through the audits of the consolidated subsidiaries as well as the audit procedures carried out at the parent company and group levels, we have obtained a sufficient amount of appropriate audit evidence to provide a basis for our opinion on the consolidated financial statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

Key audit matter in the audit of the group	How our audit addressed the key audit matter	Key audit matter in the audit of the group	How our audit addressed the key audit matter
Valuation of goodwill <i>Refer to Accounting policies and to note 11 in the consolidated financial statements for the related disclosures.</i> At 31 December 2025 the Group's goodwill balance is valued at 170 million euro and is allocated to the Group's four cash-generating units (CGUs). The company tests goodwill for impairment annually or more frequently if there are indications of impairment. In the impairment testing, the recoverable amounts of the cash-generating units have been determined based on value-in-use calculations. These calculations include significant management estimates, the most important of which relate to revenue growth, operating profit development, the determination of the discount rate (WACC), and the long-term growth rate applied to the period beyond the forecast period. The valuation of goodwill is considered a key audit matter due to its significance as well as due to the management judgment involved in the impairment testing.	Our audit procedures included, among others, the following actions: • We tested the methodology applied in the value in use calculation by comparing it to the requirements of IAS 36, Impairment of Assets, and we tested the mathematical accuracy of the calculation; • We evaluated the process by which the future cash flow forecasts were drawn up, including comparing them to strategic plans approved by the Board of Directors; • We tested the key underlying management assumptions, including sales and profitability forecasts, discount rates used and the implied growth rates beyond the forecasted period; • We assessed the adequacy of the disclosures.	Revenue recognition <i>Refer to notes 1 and 3 in the consolidated financial statements</i> Group's revenue is mostly generated by rendering of short-term postal, warehouse and logistics services. Revenue of the performance obligations is recognized either over time or at a point in time, depending on how Posti transfers control to the customer as it satisfies performance obligations of the customer contracts. The occurrence of revenue has been considered a key audit matter in the auditing of the consolidated financial statements due to the significance of revenue to the financial statements.	Our audit procedures included e.g. the following: • We gained an understanding of the nature of the revenue flows and different contractual terms used. • We compared the accounting treatment of a sample of sales transactions to the terms of underlying contracts. • We assessed the Group's accounting policies over revenue recognition. • We tested a sample of sales transactions against incoming cash. • We examined a sample of credit notes issued against relevant background material. • We tested a sample of sales invoices recorded in December 2025 and January 2026 to evaluate that revenue had been recognised in the right period. • For selected accounts receivable balances, we obtained customer confirmations.

We have no key audit matters to report with respect to our audit of the parent company financial statements.

There are no significant risks of material misstatement referred to in Article 10(2c) of Regulation (EU) No 537/2014 with respect to the consolidated financial statements or the parent company financial statements.

Responsibilities of the Board of Directors and the Managing Director for the Financial Statements

The Board of Directors and the Managing Director are responsible for the preparation of consolidated financial statements that give a true and fair view in accordance with IFRS Accounting Standards as adopted by the EU, and of financial statements that give a true and fair view in accordance with the laws and regulations governing the preparation of financial statements in Finland and comply with statutory requirements. The Board of Directors and the Managing Director are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Directors and the Managing Director are responsible for assessing the parent company's and the group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting. The financial statements are prepared using the going concern basis of accounting unless there is an intention to liquidate the parent company or the group or to cease operations, or there is no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with good auditing practice will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with good auditing practice, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the parent company's or the group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of the Board of Directors' and the Managing Director's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the parent company's or the group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the parent company or the group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events so that the financial statements give a true and fair view.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Reporting Requirements

Appointment

We were first appointed as auditors by the annual general meeting on 14 March 2012. Posti Group Plc became a public interest entity in 2025.

Other Information

The Board of Directors and the Managing Director are responsible for the other information. The other information comprises the report of the Board of Directors and the information included in the Annual Report but does not include the financial statements or our auditor's report thereon.

Our opinion on the financial statements does not cover the other information.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. With respect to the report of the Board of Directors, our responsibility also includes considering whether the report of the Board of Directors has been prepared in compliance with the applicable provisions, excluding the sustainability report information on which there are provisions in Chapter 7 of the Accounting Act and in the sustainability reporting standards.

In our opinion, the information in the report of the Board of Directors is consistent with the information in the financial statements and the report of the Board of Directors has been prepared in compliance with the applicable provisions. Our opinion does not cover the sustainability report information on which there are provisions in Chapter 7 of the Accounting Act and in the sustainability reporting standards.

If, based on the work we have performed, we conclude that there is a material misstatement of the other information, we are required to report that fact. We have nothing to report in this regard.

Other statements

We support the proposal that the financial statements are adopted. The proposal by the Board of Directors regarding the distribution of profits is in compliance with the Limited Liability Companies Act. We support that the Supervisory Board and the Board of Directors of the parent company and the Managing Director should be discharged from liability for the financial period audited by us. The Supervisory Board of Posti Group Plc was abolished on 9 October 2025.

Other Statements based on Law

Registration of the income tax report

Our responsibility is to, based on our audit, express an opinion on the registration and publication of the income tax report required in Chapter 7 b of the Accounting Act.

The Board of Directors and the Managing Director are responsible for the registration and the publication of the income tax report.

In our opinion, the company has not been obliged to register and publish an income tax report referred to in Chapter 7 b of the Accounting Act for the financial year immediately preceding the financial year.

Helsinki, 17 March 2026

PricewaterhouseCoopers Oy

Authorised Public Accountants

Samuli Perälä

Authorised Public Accountant (KHT)

Assurance Report on the Sustainability Statement

(Translation of the Finnish Original)

To the Annual General Meeting of Posti Group Oyj

We have performed a limited assurance engagement on the group sustainability report of Posti Group Oyj (business identity code 1531864-4) that is referred to in Chapter 7 of the Accounting Act and that is included in the report of the Board of Directors for the reporting period 1 January –31 December 2025.

Opinion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the group sustainability report does not comply, in all material respects, with

- 1) the requirements laid down in Chapter 7 of the Accounting Act and the sustainability reporting standards (ESRS), and
- 2) the requirements laid down in Article 8 of the Regulation (EU) 2020/852 of the European Parliament and of the Council on the establishment of a framework to facilitate sustainable investment, and amending Regulation (EU) 2019/2088 (EU Taxonomy).

Point 1 above also contains the process in which Posti Group Oyj has identified the information for reporting in accordance with the sustainability reporting standards (double materiality assessment).

Our opinion does not cover the tagging of the group sustainability report with digital XBRL sustainability tags in accordance with Chapter 7, Section 22, Subsection 1(2), of the Accounting Act, because sustainability reporting companies have not had the possibility to comply with that

requirement in the absence of requirements for the tagging of sustainability information in the ESEF regulation or other European Union legislation.

Basis for Opinion

We performed the assurance of the group sustainability report as a limited assurance engagement in compliance with good assurance practice in Finland and with the International Standard on Assurance Engagements (ISAE) 3000 (Revised) “Assurance Engagements Other than Audits or Reviews of Historical Financial Information”.

Our responsibilities under this standard are further described in the Responsibilities of the Authorised Group Sustainability Auditor section of our report.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Matter

We draw attention to the fact that the group sustainability report of Posti Group Oyj that is referred to in Chapter 7 of the Accounting Act has been prepared and assurance has been provided for it for the first time for the reporting period 1 January – 31 December 2025. Our opinion does not cover the comparative information that has been presented in the group sustainability report. Our opinion is not modified in respect of this matter.

Authorised Group Sustainability Auditor's Independence and Quality Management

We are independent of the parent company and of the group companies in accordance with the ethical requirements that are applicable in Finland and are relevant to our engagement, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

The authorised group sustainability auditor applies International Standard on Quality Management ISQM 1, which requires the authorised sustainability audit firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director of Posti Group Oyj are responsible for:

- the group sustainability report and for its preparation and presentation in accordance with the provisions of Chapter 7 of the Accounting Act, including the process that has been defined in the sustainability reporting standards and in which the information for reporting in accordance with the sustainability reporting standards has been identified,
- the compliance of the group sustainability report with the requirements laid down in Article 8 of the Regulation (EU) 2020/852 of the European Parliament and of the Council on the establishment of a framework to facilitate sustainable investment, and amending Regulation (EU) 2019/2088, and for
- such internal control as the Board of Directors and the Managing Director determines is necessary to enable the preparation of a group sustainability report that is free from material misstatement, whether due to fraud or error.

Inherent Limitations in the Preparation of a Sustainability Report

In reporting forward-looking information in accordance with ESRS, management of the Company is required to prepare the forward-looking information on the basis of assumptions that have been disclosed in the sustainability report about events that may occur in the future and possible future actions by the Group. Actual outcomes are likely to be different since anticipated events frequently do not occur as expected.

Responsibilities of the Authorised Group Sustainability Auditor

Our responsibility is to perform an assurance engagement to obtain limited assurance about whether the group sustainability report is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our opinion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of the group sustainability report.

Compliance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised) requires that we exercise professional judgment and maintain professional skepticism throughout the engagement. We also:

- Identify and assess the risks of material misstatement of the group sustainability report, whether due to fraud or error, and obtain an understanding of internal control relevant to the engagement in order to design assurance procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group's internal control.
- Design and perform assurance procedures responsive to those risks to obtain evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Description of the Procedures That Have Been Performed

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. The nature, timing and extent of assurance procedures selected depend on professional judgment, including the assessment of risks of material misstatement, whether due to fraud or error. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our procedures included for example the following:

- We interviewed the company's management and the individuals responsible for collecting and reporting the information contained in the group sustainability report at the group level and in subsidiaries, as well as at different levels and business areas of the organization to gain an understanding of the sustainability reporting process and the related internal controls and information systems.
- We familiarised ourselves with the background documentation and records prepared by the company where applicable, and assessed whether they support the information contained in the group sustainability report.
- We performed site visit at the company's head office in Helsinki and site in Vantaa.
- We assessed the company's double materiality assessment process in relation to the requirements of the ESRS standards, as well as whether the information provided about the assessment process complies with the ESRS standards.
- We assessed whether the sustainability information contained in the group sustainability report complies with the ESRS standards.
- Regarding the EU taxonomy information, we gained an understanding of the process by which the company has identified the group's taxonomy-eligible and taxonomy-aligned economic activities, and we assessed the compliance of the information provided with the regulations.

Helsinki 17 March 2026

PricewaterhouseCoopers Oy

Authorised Sustainability Auditors

Samuli Perälä

Authorised Sustainability Auditor

Independent auditor's report on the ESEF financial statements of Posti Group Oyj (Translation of the Finnish Original)

To the Board of Directors of Posti Group Oyj

We have performed a reasonable assurance engagement on the financial statements 743700DOHLQIENKTC391-2025-12-31-fi.zip of Posti Group Oyj (business identity code 1531864-4) that have been prepared in accordance with the Commission's regulatory technical standard for the financial year 1.1.2025-31.12.2025.

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director are responsible for the preparation of the company's report of the Board of Directors and financial statements (the ESEF financial statements) in such a way that they comply with the requirements of the Commission's regulatory technical standard. This responsibility includes:

- preparing the ESEF financial statements in XHTML format in accordance with Article 3 of the Commission's regulatory technical standard
- tagging the primary financial statements, notes and company's identification data in the consolidated financial statements that are included in the ESEF financial statements with iXBRL tags in accordance with Article 4 of the Commission's regulatory technical standard and
- ensuring the consistency between the ESEF financial statements and the audited financial statements.

The Board of Directors and the Managing Director are also responsible for such internal control as they determine is necessary to enable the preparation of ESEF financial statements in accordance with the requirements of the Commission's regulatory technical standard.

Auditor's independence and quality management

We are independent of the company in accordance with the ethical requirements that are applicable in Finland and are relevant to the engagement we have performed, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

The auditor applies International Standard on Quality Management (ISQM) 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Auditor's responsibilities

Our responsibility is to, in accordance with Chapter 7, Section 8 of the Securities Markets Act, provide assurance on the financial statements that have been prepared in accordance with the Commission's regulatory technical standard. We express an opinion on whether the consolidated financial statements that are included in the ESEF financial statements have been tagged, in all material respects, in accordance with the requirements of Article 4 of the Commission's regulatory technical standard.

Our responsibility is to indicate in our opinion to what extent the assurance has been provided. We conducted a reasonable assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000.

The engagement includes procedures to obtain evidence on:

- whether the primary financial statements in the consolidated financial statements that are included in the ESEF financial statements have been tagged, in all material respects, with iXBRL tags in accordance with the requirements of Article 4 of the Commission's regulatory technical standard and
- whether the notes and company's identification data in the consolidated financial statements that are included in the ESEF financial statements have been tagged, in all material respects, with iXBRL tags in accordance with the requirements of Article 4 of the Commission's regulatory technical standard and
- whether there is consistency between the ESEF financial statements and the audited financial statements.

The nature, timing and extent of the selected procedures depend on the auditor's judgment. This includes an assessment of the risk of a material deviation due to fraud or error from the requirements of the Commission's regulatory technical standard.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Opinion

Our opinion pursuant to Chapter 7, Section 8 of the Securities Markets Act is that the primary financial statements, notes and company's identification data in the consolidated financial statements that are included in the ESEF financial statements of Posti Group Oyj 743700DOHLQIENKTC391-2025-12-31-fi.zip for the financial year 1.1.2025-31.12.2025 have been tagged, in all material respects, in accordance with the requirements of the Commission's regulatory technical standard.

Our opinion on the audit of the consolidated financial statements of Posti Group Oyj for the financial year 1.1.2025-31.12.2025 has been expressed in our auditor's report dated 17.3.2026. With this report we do not express an opinion on the audit of the consolidated financial statements nor express another assurance conclusion.

Helsinki 17 March 2026

PricewaterhouseCoopers Oy
Authorised Public Accountants

Samuli Perälä
Authorised Public Accountant (KHT)

Key Figures

In addition to IFRS-based performance measures, Posti Group discloses Alternative Performance Measures as additional information to financial measures presented in the Consolidated Income Statement, Consolidated Balance Sheet, Consolidated Statement of Cash Flows and in the notes disclosures. Management believes that adjusted performance measures provide meaningful supplemental information to both management and stakeholders regarding the business performance. Adjusted EBITDA and adjusted operating result (adjusted EBIT) are also essential Key Figures in Posti Group’s management reporting.

Calculation and use of Key Figures

Key figure	Definition	Reason for the use
Operating result (EBIT)	Operating result (EBIT) as presented in the Consolidated Income Statement.	Operating result (EBIT) reflects the result generated by the Group's business activities excluding financing and taxes.
Operating result (EBIT) margin, %	Operating result (EBIT) as percentage of net sales.	
EBITDA	Operating result excluding depreciation, amortization and impairment losses.	Management uses EBITDA to track the underlying profitability excluding non-cash capital expenses of the Group's core business operations.
EBITDA margin, %	EBITDA as percentage of net sales.	
Special items	Special items are defined as significant items of income and expenses which are considered to incur outside the Group's ordinary course of business. Special items include restructuring related costs such as employee, facility, contract termination and professional services, impairment losses on assets, impairment on goodwill, gains or losses on sale of shares, real estates or business operations and transaction costs, gains and losses from contingent consideration arising from business acquisitions and costs incurred in the listing of Posti.	Special items which are not directly related to Group's normal recurring activities are reported separately, in order to assess the performance and comparability between reporting periods of its core business operations.

Key figure	Definition	Reason for the use
Adjusted operating result (adjusted EBIT)	Operating result (EBIT) excluding special items.	Adjusted operating result (adjusted EBIT), growth in adjusted operating result (adjusted EBIT), adjusted EBITDA and related margins are presented in addition to operating result (EBIT) and EBITDA to reflect underlying business performance and to enhance comparability from period to period. Posti believes that these adjusted performance measures provide meaningful supplemental information by excluding items outside the ordinary business, which reduce comparability between the periods.
Growth in adjusted operating result (adjusted EBIT), %	Growth of adjusted operating result (adjusted EBIT) compared to previous period.	
Adjusted operating result (adjusted EBIT) margin, %	Adjusted operating result (adjusted EBIT) as percentage of net sales.	
Adjusted EBITDA	EBITDA excluding special items.	
Adjusted EBITDA margin, %	Adjusted EBITDA as percentage of net sales.	
Capital employed	Non-current assets less deferred tax assets plus inventories and trade and other receivables. Balance sheet assets less other non-current liabilities, less advances received, less provisions, less defined benefit pension obligations, less trade and other payables.	Capital employed presents the total investment in the Group's business operations and it is used to calculate return on capital employed.
Return on capital employed (12 months rolling), %	Operating result (EBIT) (12 months rolling) Capital employed (average of opening and closing balance of the previous 12 months)	
Equity ratio, %	Total equity Total assets - advances received	The equity ratio indicates the relative proportion of equity used to finance the Group's assets which helps to monitor the indebtedness of the Group.

Key figure	Definition	Reason for the use
Interest-bearing borrowings	Non-current and current interest-bearing borrowings, (including loans from financial institutions and commercial papers) and lease liabilities.	Component of a net debt measure.
Liquid funds	Cash and cash equivalents, money market investments and investments in bonds.	Component of a net debt measure.
Net debt	Interest bearing borrowings - liquid funds.	Net debt is a liquidity measure used by management to monitor the Group's ability to pay its debts in the short term.
Net debt / adjusted EBITDA (12 months rolling)	$\frac{\text{Net debt}}{\text{Adjusted EBITDA (12 months rolling)}}$	This measure is an indicator of the Group's indebtedness in relation to its operational financial performance. This measure is also one of Posti's mid-term financial targets.
Financial net debt / adjusted EBITDA (12 months rolling)	$\frac{\text{Net debt - leasing liabilities}}{\text{Adjusted EBITDA (12 months rolling)}}$	This measure is an indicator of the Group's indebtedness excluding leasing liabilities in relation to its operational financial performance.
Payout ratio, %	$\frac{\text{Dividend per share} \times 100}{\text{Earnings per share}}$	This measure is an indicator of the relationship between the dividend and the earnings, that is, what proportion of its profit is distributed to shareholders.
Dividend yield, %	$\frac{\text{Dividend per share} \times 100}{\text{Share price at the end of the period}}$	This measure is an indicator of the relationship between dividend per share and the share price.
Price/earnings ratio (P/E ratio)	$\frac{\text{Share price at the end of the period}}{\text{Earnings per share}}$	This measure is an indicator of the ratio between the share price and earnings per share, indicating the share's payback period based on the closing price and current earnings.
Operative free cash flow	Cash flow from operating activities as presented in the Group's Consolidated Statement of Cash Flows less purchase of intangible assets and property, plant and equipment and payments of lease liabilities as presented in the Group's Consolidated Statement of Cash Flows.	Operative free cash flow provides information about the Group's ability to generate cash from its operations after investments available for repaying debt or paying dividends.

Key figure	Definition	Reason for the use
Investments	Additions to intangible assets and property, plant and equipment including additions to right-of-use assets, business acquisitions comprising of total amount of purchase considerations and additions to investment properties.	Investments show how much is invested in operational, lease and strategic projects to maintain service production capabilities and support growth of the business.
Personnel on average, FTE	Full-time equivalent personnel on average in reporting period.	Personnel on average provides information about the overall staff size of the Group and FTE reflects the total number of working hours of all employees. The Group believes that this provided information can be useful when analyzing workforce costs, productivity or staffing needs.

Reconciliation of Key Figures

EUR million	2025	2024
Operating result (EBIT)	52.3	68.0
Depreciation & amortization	126.9	126.7
Impairment losses	1.2	1.9
EBITDA	180.4	196.6
Personnel restructuring	5.0	11.0
Restructuring costs (other than personnel-related costs)	1.0	-
M&A related items	-	-0.5
Other special items	2.2	0.4
Listing costs	5.9	-
Listing incentive	2.0	-
Special items (impacting EBITDA)	16.0	11.0
Adjusted EBITDA	196.4	207.6

EUR million	2025	2024
Operating result (EBIT)	52.3	68.0
Personnel restructuring	5.0	11.0
Restructuring costs (other than personnel-related costs)	1.0	-
M&A related items	-	-0.5
Other special items	2.2	0.4
Listing costs	5.9	-
Listing incentive	2.0	-
Impairments	0.9	1.2
Special items (impacting operating result (EBIT))	17.0	12.2
Adjusted operating result (adjusted EBIT)	69.3	80.1

EUR million	2025	2024
Operating result (12 months rolling)	52.3	68.0
Capital employed, beginning of the period	546.6	668.1
Capital employed, end of the period	797.3	546.6
Return on capital employed, %	7.8%	11.2%

EUR million	2025	2024
Total equity	276.9	282.1
Total assets	1,140.0	1,138.1
Advances received	15.8	17.7
Equity ratio, %	24.6%	25.2%

EUR million	2025	2024
Interest bearing borrowings	566.4	361.1
Liquid funds + debt certificates	-49.4	-103.5
Net debt	517.0	257.5

EUR million	2025	2024
Net debt	517.0	257.5
Adjusted EBITDA (12 months rolling)	196.4	207.6
Net debt / adjusted EBITDA	2.6x	1.2x

EUR million	2025	2024
Net debt	517.0	257.5
Lease liabilities	-296.9	-271.2
Adjusted EBITDA (12 months rolling)	196.4	207.6
Financial net debt / adjusted EBITDA	1.1x	-0.1x

EUR million	2025	2024
Cash flow from operating activities	111.2	148.6
Purchase of intangible assets	-15.0	-13.0
Purchase of property, plant and equipment	-57.8	-66.4
Payments of lease liabilities	-75.3	-72.1
Operative free cash flow	-37.0	-2.9

EUR million	2025	2024
Additions to intangible assets	15.0	13.0
Additions to property, plant and equipment	52.8	70.2
Additions to right-of-use assets	98.0	71.4
Additions to investment property	9.4	26.8
Business acquisitions	0.0	2.1
Investments	175.1	183.5

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Corporate Governance Statement

Introduction

This statement describes the governance structures, practices and policies that Posti Group Corporation (“Posti” or the “Company”) applies in order to ensure the independence and integrity of decision-making as well as the appropriate controls related to it.

Posti's Corporate Governance Statement is prepared according to the Finnish Corporate Governance Code 2025, issued by the Securities Market Association on June 4, 2024, and in force since January 1, 2025. The Finnish Corporate Governance Code is available on the website of the Securities Market Association at www.cgfinland.fi/en.

Corporate governance at Posti is based on the Finnish laws and applicable lower-level regulation, the Company's Articles of Association, and the written charters of the Board of Directors and its Committees, as well as the charter of the Shareholders' Nomination Board.

Posti has been listed on Nasdaq Helsinki stock exchange since October 10, 2025. Posti's industrial sector, according to the Industry Classification Benchmark (ICB), is Industrial Goods and Services. The State of Finland through the Ownership Steering Department of the Prime Minister's Office of the Finnish Government is the majority owner in Posti with a total of 65.83% of the shares on December 31, 2025. The total number of shareholders at Posti is 16,099 (December 31, 2025).

This Corporate Governance Statement has been reviewed by the Audit, Risk and Sustainability Committee of Posti's Board of Directors. The statement is published as a separate, unaudited report released in connection with the Financial Statements and the Board of Directors' Report. Posti prepares Consolidated Financial Statements and Interim Reports in accordance with the International Financial Reporting Standards (IFRS), as adopted by the EU. Posti's Sustainability Statement 2025, prepared in accordance with the EU's Corporate Sustainability Reporting Directive for fiscal year 2025, is disclosed in the Board of Directors' Report alongside the Financial Statements and are available for download on Posti's website.

Governing bodies

Posti's governance model includes the General Meeting with the highest decision-making power; the Board of Directors with its Committees (Audit, Risk and Sustainability Committee, Personnel Committee and Strategy Committee), responsible for the proper organization and supervision of operations; and the President and CEO, responsible for operational management supported by the Leadership Team.

Posti's governance also includes the Shareholders' Nomination Board which has the task of preparing a proposal on the Board composition and remuneration for the General Meeting's decision. In addition, Posti has an informal Stakeholder Advisory Council appointed by Posti's Board of Directors to maintain and promote dialogue with the Company's key stakeholders.

General Meeting of the Shareholders

The General Meeting of Shareholders is the highest decision-making body of Posti.

Each shareholder has the right to propose items to be included on the agenda of the General Meeting, to participate in the General Meeting, and to exercise their power of decision in matters belonging to the General Meeting by law, as stipulated in the Finnish Companies Act. Each share entitles the holder to one vote. In accordance with the Finnish Companies Act, a shareholder also has the right to ask questions concerning the matters discussed at the General Meeting of Shareholders. Shareholders wishing to propose items for the General Meeting agenda should submit their proposals in writing to Posti by the disclosed deadline, including a clear description of the item and supporting materials if necessary. By the end of each financial year, Posti discloses the date by which a shareholder may propose items to be addressed in the following Annual General Meeting ("AGM") on its AGM website.

The resolutions in the General Meeting of Shareholders are primarily made by a simple majority of votes. These include decisions on the adoption of the Financial Statements, distribution of dividends, and discharging members of the Board of Directors, the President and CEO, and their Deputy from liability. Discharging from liability means formally releasing Board members and executives from responsibility for actions taken during the previous financial year. The meeting also elects members of the Board of Directors, the external auditor, and the sustainability reporting assurance provider, as well as determines their remuneration.

In accordance with the Finnish Companies Act and Posti's Articles of Association, a notice to convene the General Meeting of Shareholders is issued by the Board of Directors. The notice must be issued no earlier than two months and no later than three weeks before the date of the General Meeting of Shareholders by publishing the notice on the Company's web site. However, the notice must be issued at least nine days before the record date of the General Meeting referred to in Chapter 5, Section 6a of the Companies Act. The AGM shall be held once a year, and by the end of June at the latest. An Extraordinary General Meeting of Shareholders ("EGM") must be held whenever the Board of Directors deems it necessary, or when it is otherwise required by law to convene such a meeting.

The Annual General Meeting makes decisions in matters assigned in the Companies Act and the company's Articles of Association, for example:

- adopts of the Parent Company Financial Statements and Consolidated Financial Statements;
- decides on the use of the profit shown on the balance sheet and on the distribution of dividend;
- discharges the members of the Board of Directors and the President and CEO and his/her Deputy from liability;
- reviews the Remuneration Report and makes an advisory resolution on the Remuneration Policy every fourth year at minimum;
- decides on the remuneration of the members of the Board of Directors;
- decides on the number of members of the Board of Directors;
- elects the Chair, Deputy Chair and Members of the Board of Directors;
- decides on the remuneration of the external auditor and the sustainability reporting assurance provider; and
- elects the external auditor and the sustainability reporting assurance provider.

General meetings in 2025

Posti's Annual General Meeting 2025 was held on March 24, 2025. All 40,000,000 shares and votes were represented. The meeting adopted the 2024 Financial Statements and discharged the members of the Board of Directors, Supervisory Board, as well as the President and CEO and his Deputy from liability for the financial year. In line with the Board of Directors' proposal based on the Company's dividend policy, the Annual General Meeting decided to distribute a dividend of EUR 33 million in the aggregate, and payable in two installments during 2025. The first installment was paid on March 31, 2025, and the second on July 31, 2025. The Annual General Meeting was attended by representatives of the State of Finland, the Chair of the Board of Directors, the President and CEO, the Company's other operative management, and the statutory auditor.

Posti held two Extraordinary General Meetings in 2025 as preparation for the public listing of its shares. On September 4, 2025, the Extraordinary General Meeting approved the transfer of Posti shares in the book-entry system. On September 18, 2025, Extraordinary General Meeting approved the filing of the listing application with the Helsinki Stock Exchange, the listing prospectus as well as the employee offering and updated Posti's Articles of Association in line with the public listing.

Shareholders' Nomination Board

The Shareholders' Nomination Board was established, and its Charter was approved by the Posti Extraordinary General Meeting on September 18, 2025. The purpose and task of the Shareholders' Nomination Board is to prepare and present proposals to the General Meeting of Shareholders relating to remuneration of the Board of Directors, the number of its members, and the composition of the Board of Directors. In addition, the Shareholders' Nomination Board identifies possible successor candidates for Board members. The Shareholders' Nomination Board also interviews the employee representative candidates selected by the employees and appoints the employee representative entitled to attend the meetings of the Board of Directors.

According to the Charter of the Shareholders' Nomination Board, the three largest shareholders of the Company are each entitled to appoint one member to the Shareholders' Nomination Board. The identification of the largest shareholders is based on holdings recorded in the shareholders' register maintained by Euroclear Finland Ltd. on the first banking day in June each year. If a shareholder declines to appoint a representative, the right passes to the shareholder with the next highest

number of votes as recorded on the record date.

The members of the Shareholders' Nomination Board are appointed annually, with their term of office expiring upon the election of the next Shareholders' Nomination Board. The members of the Shareholders' Nomination Board should have the knowledge, qualifications and experience relevant with its duties and obligations. The members must be independent of the Company. They are not entitled to any remuneration from the Company for their duties as a member of the Shareholders' Nomination Board.

The Chair of the Company's Board of Directors serves as an expert to the Shareholders' Nomination Board without the right to vote. The Chair of the Board of Directors shall convene the Shareholders' Nomination Board to its first meeting, which shall elect its Chair by majority vote from amongst its members. The Shareholders' Nomination Board shall convene at the notice of its Chair. The Shareholders' Nomination Board may also engage the services of an external consultant in its search for suitable candidates for the Board of Directors or for evaluation of the remuneration of the Board of Directors.

The Shareholders' Nomination Board shall submit its proposals to the Board of Directors no later than January 31 each year, and the Chair presents the proposals to the General Meeting.

Shareholders' Nomination Board in 2025

As decided by the Extraordinary General Meeting on September 18, 2025, the three largest shareholders entitled to appoint one member to the Shareholders' Nomination Board in 2025, were determined based on holdings recorded on November 17, 2025. The exceptional timing was due to commencement of the public listing of Posti's share as from October 10, 2025.

In November 2025, the following persons were appointed to the Posti Shareholders' Nomination Board:

- Maija Strandberg, Director General, Prime Minister's Office, Ownership Steering Department (Chair);
- Annika Ekman, EVP, Investments, Ilmarinen Mutual Pension Insurance Company, and
- Erkka Kohonen, Senior Portfolio Manager, Varma Mutual Pension Insurance Company.

Sanna Suvanto-Harsaae, Chair of the Board of Directors served as expert to the Shareholders' Nomination Board. The Shareholders' Nomination Board convened twice prior to January 31, 2026, and the attendance rate of the meetings was 100%.

Board of Directors

Overview

Posti's General Meeting elects members of the Board of Directors and appoints its Chair and Deputy Chair. The Board of Directors is composed of five to ten members. The term of office for members of the Board of Directors is one year, and it ends at the close of the following Annual General Meeting.

At the Annual General Meeting 2025, nine members were elected to the Board of Directors. Sanna Suvanto-Harsaae was elected to continue as Chair, and Jukka Leinonen to continue as Deputy Chair. One elected member, Satu Ollikainen, employee representative, stepped down from Board membership but continued as employee representative with the right to attend Board meetings starting October 2025.

As per a pre-determined schedule, the Board convenes circa ten times a year. In addition, the Board convenes as necessary. All meetings are documented in serially numbered minutes. The President and CEO, Chief Financial Officer and General Counsel, as secretary to the Board of Directors, attend Board meetings on a regular basis.

The Board conducts an annual self-evaluation of its operations and working methods. The purpose of this evaluation is to assess the performance of the Board during the year and to identify ways to further develop the Board's working practices and performance for the future.

Diversity principles

For the Board of Directors to discharge its duties in the most effective manner and considering Posti's business needs, the Board must be highly qualified and sufficiently diverse to have complementing viewpoints presented in the Board. Highly important criteria are the educational and professional backgrounds of the individual candidates, as well as their local and international experience, customer understanding and proven performance, as well as high ethical standards. In this manner, the Board composition in full represents a wide diversity of competencies and qualifications set for a public company. It also promotes good corporate governance and efficient supervision of the Company's management and promotes open discussion and independent decision-making.

Posti's principle is also to have both female and male genders represented on the Board. On December 31, 2025, Posti's Board of Directors consisted of four female members (50%) and four male members (50%), which fulfilled the requirement set to government-owned companies by the Council of State and the Corporate Governance Code 2025. The Board of Directors considers that its diversity principles were implemented in 2025.

Independence

The Board of Directors evaluates its members' independence on an annual basis and re-evaluates it as necessary. On December 31, 2025, all Board members other than Minna Pajumaa, who is a civil servant at the Ownership Steering Department of the Prime Minister's Office, are independent of the shareholders. All Board members are independent of the Company.

Responsibilities

The duties of Posti's Board of Directors are determined in the Companies Act and the Articles of Association, as well as in the Board's Charter and certain Posti policies, approved by the Board of Directors. The Charter lays out the Board of Directors' key responsibilities and working principles.

Accordingly, the Board is, among other things, responsible for:

- approving the strategy and annual plan for Posti Group upon the CEO's proposal, and monitor the implementation thereof;
- appointing and, if required, dismissing the CEO, deciding on the terms of employment of the CEO;
- confirming the Company's organizational structure based on the CEO's proposal;
- based on the CEO's proposal, approving appointment of the members of the Leadership Team and resolving their remuneration, and resolving the outlines of the Group's remuneration, bonus and incentive schemes;
- approving the Remuneration Policy;
- deciding on issues of major significance or importance (e.g., significant investments; significant business acquisitions, divestments and closures of operations) or which are extraordinary in relation to the quality and

scope of the business, as per the decision-making limits decided by the Board;

- at least annually reviewing the key risks relating to Posti Group's operations and the risk management system of Posti Group;
- monitoring Posti Group's financial performance and approve interim, half-year and full-year financial reports and statements, and statutory sustainability-related reports;
- approving the Company's dividend policy and submitting a dividend proposal to the Annual General Meeting;
- approving Posti Group's most significant policies and rules of procedure, including confirmation of principles of the internal control system;
- together with the Company's statutory auditors, reviewing and considering audit-related matters, and respectively with the sustainability reporting assurance provider reviewing and considering the sustainability assurance matters;
- preparing a proposal for the Annual General Meeting on the election of the statutory auditor and the sustainability reporting assurance provider; and
- approving the principles for donations to charity.

Board of Directors in 2025

On December 31, 2025, Posti Board of Directors was composed of the following members:



Sanna Suvanto-Harsaae
 Board Chair

Board Professional
 B.Sc. (Business Administration)
 b. 1966, female, Finnish and Danish citizen

Member of the Board since 2020
 Chair of the Personnel Committee
 Chair of the Strategy Committee

Shareholding in the Company on December 31, 2025:
 3,955 shares

- Relevant work history:
- CEO of Reckitt Benckiser AS
 - Director of Marketing and Business Development at Synoptik International Retail
 - European Marketing Manager at Procter & Gamble Europe

- Positions of trust:
- Board Chair: Finnair Plc, BoConcept AS, Orthex Corporation, N'Age AS, Nordic Pet Care Group AS and Awardit AB

- Past positions of trust:
- Chair of the Board of Directors of Altia Plc, TCM Group A/S, Babysam AS, Paulig Ltd, Footway Group AB and SATS Group
 - Vice Chair of the Board of Directors of Anora Group Plc and Harvia Plc
 - Member of the Board of Directors of Broman Group/ Motonet Oy, Elopak AS, SAS Group (Scandinavian Airlines), Clas Ohlson AB, Swedish Match AB and Jetpak Sverige



Jukka Leinonen
 Deputy Chair

Board Professional
 M.Sc. (Eng.)
 b. 1962, male, Finnish citizen

Member of the Board since 2022
 Member of the Strategy Committee
 Member of the Personnel Committee

Shareholding in the Company on December 31, 2025:
 8,011 shares

- Relevant work history:
- Various executive roles at TeliaSonera/Sonera AB
 - Member of the Group Executive Team and Business Director of Nordics at Telenor ASA
 - President and CEO and Senior Vice President, Corporate Business at DNA Plc

- Positions of trust:
- Board Chair: Lassila & Tikanoja plc, Pihlajalinna plc

- Past positions of trust:
- Chair of the Board of Directors: DNA Plc, Ficom ry
 - Board Member: Altia Plc, Palta ry



Mervi Airaksinen
 Board Member

Chief Business Officer
 M.Sc. (Econ.)
 b. 1980, female, Finnish citizen

Member of the Board since 2025
 Member of the Audit, Risk and Sustainability Committee

Shareholding in the Company on December 31, 2025:
 990 shares

- Relevant work history:
- Chief Business Officer of Microsoft in Northern and Eastern (current)
 - CEO of Microsoft Oy
 - CEO of Oy IBM Finland Ab
 - CEO of Cisco Systems Finland and the Baltic countries
 - CEO of ALSO Finland Ltd
 - Service Manager at Elisa Corporation
 - Development Manager at GNT Holding Oy

- Positions of trust:
- Board Member: Otava Ltd, National Emergency Supply Agency

- Past positions of trust:
- Chair of the Board of Directors: Ficom ry, Learning Intelligence Group LIG Oy
 - Vice Chair of the Board of Directors: Editra Group Plc, Amcham Finland
 - Board Member: Vincit Plc, the YTK Unemployment Fund, Yepzon Oy, Prevett Oy, University of Vaasa



Raija-Leena Hankonen-Nybom
 Board Member

Board Professional
 M.Sc. (Econ.), APA-certificate
 b. 1960, female, Finnish citizen

Member of the Board since 2020
 Chair of the Audit, Risk and Sustainability Committee
 Member of the Strategy Committee

Shareholding in the Company on December 31, 2025:
 4,450 shares

Relevant work history:

- Various executive roles at KPMG Oy Ab, including the CEO, Head of Audit and Head of Financial Services Group, in addition to chairing the Board of Directors
- Lead Audit Partner for various large companies in the financial, industrial, and commercial sectors

Positions of trust:

- Board Member: Hiab Corporation, Metsä Board Corporation, Helsinki Deaconess Institute Foundation, Savonlinna Opera Festival Ltd

Past positions of trust:

- Board Member: Danske Bank, Municipality Finance Plc



Frank Marthaler
 Board Member

Board Professional
 Lic.oec. HSG
 b. 1964, male, Swiss citizen

Member of the Board since 2018
 Member of the Audit, Risk and Sustainability Committee

Shareholding in the Company on December 31, 2025:
 4,395 shares

Relevant work history:

- CEO of Swiss Post Solutions and a member of the executive management
- Director of Strategic Account Management and Director of Group Sales Committee at Swiss Post
- Involved with various start-up companies focusing on digitization processes in Switzerland and Germany

Positions of trust:

- Board Member: Aletsch Bahnen AG, Faigle AG, Parashift AG
- Board Chair: T Supplies Holding AG
- Board Vice Chair: 3 T Supplies AG

Past positions of trust:

- Board Member: CR Kommunikation AG, Trendcommerce Group AG, H-Clearing AG, Legal Claims Holding AG



Tuomas Mäkipeska
 Board Member

CFO
 M.Sc. (Econ.)
 b. 1978, male, Finnish citizen

Member of the Board since 2025
 Member of the Audit, Risk and Sustainability Committee

Shareholding in the Company on December 31, 2025:
 4,395 shares

Relevant work history:

- CFO of Kemira Oyj*
- Senior Advisor of YIT Corporation
- CFO of YIT Corporation
- Senior Vice President, Facility Services Segment, Interim President and CEO, Group CFO, Vice President, Renewable Energy Sources Segment, and Business Development Director at Lassila & Tikanoja plc
- Management Consultant at Deloitte Ltd
- Project Manager at Fiskars Corporation
- Market Analyst at Rieter Automotive Management AG.

Positions of trust:

- Supervisory Board member: Elo Mutual Pension Insurance Company

*In November 2025, it was announced Tuomas Mäkipeska's appointment as CFO of Kemira Oyj as from April 1, 2026.



Minna Pajumaa
 Board Member

Government Ownership Steering Department,
 Senior Financial Counsellor
 M.Sc. (Econ.), CEFA
 b. 1963, female, Finnish citizen

Member of the Board since 2019
 Member of the Personnel Committee
 Member of the Strategy Committee

Shareholding in the Company on December 31, 2025: –

Relevant work history:

- Senior Financial Counsellor of the Government Ownership Steering Department (current)
- Senior Financial Adviser at the Government Ownership Steering Department
- Client Executive, Structured Corporate Finance, and other positions at HSH Nordbank AG
- Vice President, Export and Project Finance of Skandinaviska Enskilda Banken AB
- Various positions at Finnish Export Credit Ltd

Positions of trust:

- Board Member: Veikkaus Ltd

Past positions of trust:

- Board Member: Finnair Plc, Gasum Oy



Stefan Svensson
 Board Member

COO
 M.Sc. (Eng.)
 b. 1980, male, Swedish citizen

Member of the Board since 2023
 Member of the Personnel Committee

Shareholding in the Company on December 31, 2025:
 3,461 shares

Relevant work history:

- Nelly NLY AB, COO (current)
- Logistics and After-sales Manager at NetOnNet AB
- Logistics and IT Manager at Focus Nordic AB
- Logistics Consultant at Proflow AB

Positions of trust:

- Board Member: Nelly NLY AB, Nelly Denmark ApS



Satu Ollikainen
 Employee Representative
 (not Board member)

Posti Group National Chief Shop Steward
 b. 1970, female, Finnish citizen

Shareholding in the Company on December 31, 2025:
 1,978 shares

Relevant work history:

- Posti Group: National Chief Shop Steward
- Member of Posti Group's Board of Directors and an employee representative from 2020 until September 25, 2025
- Various other positions at Posti Group

Positions of trust:

- Vice Chair of the Board of Directors of the Finnish Post and Logistics Union, PAU

Board member meeting participation in 2025

Member	Attendance at meetings	%
Sanna Suvanto-Harsaae, Chair	14/14	100
Jukka Leinonen, Deputy Chair	14/14	100
Mervi Airaksinen*	12/12	100
Raija-Leena Hankonen-Nybom	14/14	100
Kari-Pekka Laaksonen**	1/2	50
Frank Marthaler	14/14	100
Tuomas Mäkipeska*	12/12	100
Satu Ollikainen***	13/14	93
Minna Pajumaa	13/14	93
Anni Ronkainen**	2/2	100
Stefan Svensson	14/14	100
Hanna Vuorela**	2/2	100

In 2025, the number of meetings held by the Board of Directors was 14, two of which were held before the Annual General Meeting 2025 and 12 thereafter. The attendance rate at Board of Directors' meetings in 2025 was 95%.

*As of March 24, 2025

**Until March 24, 2025

***Until September 25, 2025 as Board Member

Other Posti Board of Directors members during 2025:

Kari-Pekka Laaksonen, CEO, Samskip Holding BV, Posti Board Member since 2021, acted as Board Member until the end of the Annual General Meeting 2025.

Anni Ronkainen, Board Professional, Posti Board Member since 2023, acted as Board Member until the end of the Annual General Meeting 2025.

Hanna Vuorela, Vice President, Strategy and Business Development, Uponor Corporation, Posti Board Member since 2020, acted as Board Member until the end of the Annual General Meeting 2025.

Board’s committees

The Board appointed in its constitutive meeting on March 26, 2025, three permanent committees to assist in its work: the Audit, Risk and Sustainability Committee, the Personnel Committee and the Strategy Committee. The tasks of the committees are laid out in their respective written Charters. The committees prepare matters entrusted to them for the Board of Directors’ decision. The Chair of the Committee convenes the committee as required and reports to the Board on the Committee’s work on a regular basis in the following Board meeting.

Audit, Risk and Sustainability Committee

The Board of Directors elects three to four members to the Audit, Risk and Sustainability Committee. The members shall have the qualifications necessary to perform the responsibilities assumed by the committee, which include, among others:

- overseeing and reviewing the Company’s financial reporting system, Financial Statements and Interim Financial Reports;
- considering the Sustainability Statement and other non-financial matters and oversight of the sustainability reporting;
- monitoring and reviewing the effectiveness of the internal control systems, internal audit and risk management policies;
- monitoring and reviewing of the related party transactions;
- overseeing the statutory audit and assurance of the Sustainability Report, as well as considering the audit report and possible audit minutes, the report on assurance of the Sustainability Report as well as the additional Audit, Risk and Sustainability Committee report prepared by the auditor;

- preparing a proposal for the appointment of the auditor and the sustainability reporting assurer;
- assessing the independence of the auditor, and ensuring oversight of the additional services offered by them; and
- steering and monitoring the activities of the Chief Compliance Officer and the Internal Auditor.

In its constitutive meeting on March 26, 2025, the Board of Directors resolved that the members of the Audit, Risk and Sustainability Committee are Raija-Leena Hankonen-Nybom (Chair), Mervi Airaksinen, Frank Marthaler and Tuomas Mäkipeska.

Audit, Risk and Sustainability Committee meeting participation in 2025

Member	Attendance at meetings	%
Raija-Leena Hankonen-Nybom	6/6	100
Mervi Airaksinen*	5/5	100
Kari-Pekka Laaksonen**	1/1	100
Frank Marthaler	6/6	100
Tuomas Mäkipeska*	5/5	100
Hanna Vuorela**	1/1	100

In 2025, the number of meetings held by the Audit, Risk and Sustainability Committee was six, one of which was held before the Annual General Meeting 2025 and five thereafter. The attendance rate at Audit, Risk and Sustainability Committee meetings in 2025 was 100%.

*As of March 26, 2025
 **Until March 24, 2025

Personnel Committee

The Board of Directors elects three to four members to the Personnel Committee. The members shall have the qualifications necessary to perform the responsibilities assumed by the committee, which include, among others:

- monitoring employees’ occupational health and safety and the related company activities;
- preparing decisions concerning the appointments and remuneration of the President and CEO, his/her Deputy and the executive management;
- preparing the outlines of the Group’s remuneration, bonus and incentive schemes, and ensuring that they are fair and competitive;
- preparing the Remuneration Policy and Remuneration Report;
- participating in succession planning and monitoring the development of key potentials; and
- monitoring employee satisfaction and related company activities.

In its constitutive meeting on March 26, 2025, the Board of Directors decided that the members of the Personnel Committee are Sanna Suvanto-Harsaae (Chair), Jukka Leinonen, Minna Pajumaa and Stefan Svensson.

Personnel Committee meeting participation in 2025

Member	Attendance at meetings	%
Sanna Suvanto-Harsaae, Chair	9/9	100
Jukka Leinonen	9/9	100
Minna Pajumaa	9/9	100
Anni Ronkainen**	2/2	100
Stefan Svensson*	7/7	100

In 2025, the number of meetings held by the Personnel Committee was nine, two of which were held before the Annual General Meeting 2025 and seven thereafter. The attendance rate at Personnel Committee meetings in 2025 was 100%.

*As of March 26, 2025
 **Until March 24, 2025

Strategy Committee

The Board of Directors elects three to five members to the Strategy Committee. The members shall have the qualifications necessary to perform the responsibilities assumed by the committee, which consist of consideration and preparation of the Company’s strategic decisions, such as:

- acquisitions or divestments requiring the Board’s approval or being otherwise strategically significant;
- other significant strategic transactions or measures, including significant changes in the business portfolio, being subject to Board approval;
- regular reviews of the Company’s strategy to the Board; and
- proposals for significant amendments to the Company’s strategy or its implementation.

In its constitutive meeting on March 26, 2025, the Board of Directors decided that the members of the Strategy Committee are Sanna Suvanto-Harsaae (Chair), Raija-Leena Hankonen-Nybom, Jukka Leinonen and Minna Pajumaa.

Strategy Committee meeting participation in 2025

Member	Attendance at meetings	%
Sanna Suvanto-Harsaae, Chair	10/10	100
Raija-Leena Hankonen-Nybom	10/10	100
Jukka Leinonen	10/10	100
Minna Pajumaa	10/10	100

In 2025, the number of meetings held by the Strategy Committee was 10, two of which were held before the Annual General Meeting 2025 and eight thereafter. The attendance rate at Strategy Committee meetings in 2025 was 100%.

Stakeholder Advisory Council

Based on the Board of Directors resolution, the Company has a Stakeholder Advisory Council which is not a corporate body recognized by the Finnish Companies Act and it does not have any decision-making power.

According to the Charter the Stakeholder Advisory Council approved by the Board of Directors, the Stakeholder Advisory Council aims to maintain and promote dialogue with the Company’s key stakeholders to advance Posti’s interests, brand, and reputation. The Stakeholder Advisory Council serves as a bridge between Posti and its stakeholders, providing insights and recommendations on strategic matters that impact the Company’s long-term success.

The Stakeholder Advisory Council consists of eight (8) to fifteen (15) members, including the Chair and Deputy Chair, all of whom are appointed by Posti’s Board of Directors. The composition of the Stakeholder Advisory Council is intended to reflect the structure of the Company’s key stakeholders as well as expertise in the Company’s industry and operating environment. The members are elected for four-year terms reflecting the term of the Finnish Parliament and ending at the close of Posti’s Annual General meeting held in the final year of the term.

Stakeholder Advisory Council in December 31, 2025

As from its establishment on October 10, 2025, the Stakeholder Advisory Council had the following members: Mia Laiho (Chair), Paula Werning (Deputy Chair), Tiina Elo, Timo Furuholm, Tomi Immonen, Aleksi Jäntti, Milla Lahdenperä, Anders Norrbäck, Jorma Piisinen, Mika Riipi, Päivi Räsänen ja Timo Suhonen. Their term will last until the end of the Annual General Meeting 2026. They received a meeting fee of EUR 800 (Chair), EUR 600 (Deputy Chair), and EUR 500 (member) as decided by the Posti Board of Directors.

The Company had a Supervisory Board from the start of the year until October 9, 2025, the members of which were elected by the Annual General Meeting 2025. The Supervisory Board was removed as a result of an amendment of the company’s Articles of Association in connection with the public listing of the Company’s share.

Attendance in the Stakeholder Advisory Council meeting in 2025

Member	Born	Education	Main occupation	Meeting attendance / No of meetings
Mia Laiho, Chair	1976	Doctor of Medicine (MD), Specialist Degree in Medicine	Member of Parliament	1/1
Paula Werning, Deputy Chair	1976	Nurse	Member of Parliament	1/1
Tiina Elo	1971	Master of Agricultural and Forestry Sciences	Member of Parliament	1/1
Timo Furuholm	1987	Student of Social Sciences	Member of Parliament	0/1
Tomi Immonen	1966	Officer's qualification	Member of Parliament	1/1
Aleks Jäntti	1974	Officer's qualification	Member of Parliament	1/1
Milla Lahdenperä	1974	Doctor of Philosophy	Member of Parliament	1/1
Anders Norrbäck	1963	Master of Agricultural and Forestry Sciences	Member of Parliament	0/1
Jorma Piisinen	1960	Grammar School	Member of Parliament	0/1
Mika Riipi	1975	Master of Administrative Sciences	Member of Parliament	1/1
Päivi Räsänen	1959	Licentiate of Medicine	Member of Parliament	1/1
Timo Suhonen	1974	Vocational School	Member of Parliament	1/1

President and CEO and the Leadership Team

President and CEO

The President and CEO is responsible for the Group’s operative management in accordance with the Companies Act and the instructions and directions issued by the Board of Directors. The President and CEO is appointed and, if necessary, dismissed by the Board of Directors, which also determines the terms and conditions and remuneration of the President and CEO. The same applies to the Deputy Managing Director.

President and CEO and the Leadership Team in 2025

On December 31, 2025, the President and CEO, and the Posti Leadership Team was composed of, as follows:



Antti Jääskeläinen
 President and Chief Executive Officer

b. 1972, male, M.Sc. (Eng.), M.Sc. (Econ.), MBA, Finnish citizen

 Joined Posti in 2024
 Member of the Posti Group Leadership Team since 2024

 Shareholding in the Company on December 31, 2025:
 71,202 shares

- Relevant work history:**
- Executive Vice President and a member of the UPM Group Executive Team, Senior Vice President, EMEA at UPM Raflatac
 - Interim Executive Vice President at UPM Communication Papers
 - Senior Vice President, Head of Global Operations, Chief Development Officer and a member of the Group Executive Board at Amer Sports
 - Various management roles at Stora Enso in Finland, Sweden and the UK
 - Engagement Manager and Associate at McKinsey & Company
 - Business Operations Manager at Nokia Networks
 - Financial Analyst at Enso Group
- Positions of trust:**
- Board Member: Vaisala Corporation, Ilmarinen Mutual Pension Insurance Company, Palta ry



Timo Karppinen
 CFO, Deputy Managing Director

b. 1964, male, M. SSc. Finnish citizen

 Joined Posti in 2021
 Member of the Posti Group Leadership Team since 2021

 Shareholding in the Company on December 31, 2025:
 28,348 shares

- Relevant work history:**
- Interim CEO during 2024 at Posti Group Corporation
 - CFO of DNA Plc
 - Executive Director, Corporate Planning and Strategy at Ponsse Plc
 - CFO of Nokia North America, Nokia Asia-Pacific and Nokia China
- Positions of trust:**
- Board Member and Chair of the Audit Committee: Lindex Group Plc, Luotea Plc
 - Board Member: IPK Hockey Oy



Peter Ervasalo
 SVP, Fulfillment and Logistics Services Sweden

b. 1970, male, BBA (Marketing), Finnish citizen

 Joined Posti in 2024
 Member of the Posti Group Leadership Team since 2024

 Shareholding in the Company on December 31, 2025:
 9,237 shares

- Relevant work history:**
- Managing Director of DHL Express Sweden
 - Managing Director and Marketing & Sales Director of DHL Express Finland
 - Area General Manager at TNT Finland
 - Managing Director of GLS Finland
 - Sales Director of UPS Finland, UPS Sweden and UPS Norway



Yrjö Eskola
SVP, Postal Services

b. 1972, male, M.Sc. (IEM), Finnish citizen

Joined Posti in 2013
Member of the Posti Group Leadership Team since 2015

Shareholding in the Company on December 31, 2025:
14,736 shares

- Relevant work history**
- Senior Vice President, Operations, Interim CIO, Vice President, Logistics Development, and Director, Strategic Development Programs at Posti Group
 - General Manager, at Nokia Komárom Ltd Hungary
 - Director, Global Supply Management at Nokia Mobile Phones, Nokia Corporation
 - Director, EMEA Logistics at Nokia Mobile Phones, Nokia Corporation
 - Various other management roles in EMEA Logistics and Sourcing & Procurement organization at Nokia Mobile Phones, Nokia Corporation



Sakari Kiiskinen
SVP, Fulfilment and Logistics Services Finland

b. 1973, male, Studies in Food Sciences (Food economics, major marketing), Finnish citizen

Joined Posti in 2019
Member of the Posti Group Leadership Team since 2020

Shareholding in the Company on December 31, 2025:
12,276 shares

- Relevant work history**
- Interim Head of Fulfilment and Logistics Services Finland (before Transval)
 - Director, Head of People Solutions Business Unit, Transval at Posti Group
 - Deputy Managing Director and several management positions at Suomen Transval Group Oy
 - Several positions at Suomen Transval Oy



Jani Koivu
SVP, eCommerce & Delivery Services
(since December 1, 2025)

b. 1977, male, M.Sc, BA, Finnish citizen

Employed by Posti Group since 2025
Member of Posti Group Leadership Team since 2025

Shareholding in the Company on December 31, 2025: –

- Relevant work history**
- Managing Director and member of the Kamux Group Executive Team of Kamux Suomi Oy
 - Managing Director and member of the Tech Data Nordic Executive Team of Tech Data Finland Oy
 - Director, Mobile & Consumer Business and member of the Nordic Executive Team of Tech Data Nordics & Baltics
 - Business Director and member of the European Executive Leadership Team of Brightstar Europe (Nordics & Baltics)
 - Several other senior leadership roles in commercial management, logistics and B2B services across Finland and various European markets



Petteri Naulapää
SVP, ICT and Digitalization

Senior Vice President, ICT and Digitalization
b. 1968, male, M.Sc. (Eng.), Finnish citizen

Joined Posti in 2018
Member of the Posti Group Leadership Team since 2018

Shareholding in the Company on December 31, 2025:
9,710 shares

- Relevant work history**
- CIO of Stockmann Plc
 - CIO of Vaisala Corporation
 - Director, Dynamics AX solutions at Digia Plc



Anna Salmi

SVP, People, Communications and Sustainability

b. 1979, female, M.Sc. (Econ.), Finnish citizen

Joined Posti in 2021
Member of the Posti Group Leadership Team since 2021

Shareholding in the Company on December 31, 2025:
9,716 shares

Relevant work history

- Senior Vice President, Brand, Communications and Sustainability at Posti Group
- Chief Digital Officer, Chief Customer Officer and Director, Digital Retail at Stockmann Plc
- Head of Business and Head of Sales & Marketing at Aurinkomatkat Oy
- Director, Digital Marketing and Director, Internal Sales & Loyalty Marketing, Commercial Manager and Sales Manager at Finnair Plc
- Marketing Manager at Oy Ebookers Finland Ltd

Positions of trust

- Member of the Board: Esperia Care Group Oy
- Member of the Supervisory Board: LocalTapiola General Mutual Insurance Company
- Board Chair: Posti Group Corporation Occupational Well-being Foundation



Kaarina Ståhlberg

SVP, Legal and M&A

b. 1966, female, Master of Laws (Helsinki), LL.M. (Columbia University), Finnish citizen

Joined Posti in 2016
Member of the Posti Group Leadership Team since 2017

Shareholding in the Company on December 31, 2025:
10,738 shares

Relevant work history

- Independent legal advisor
- General Counsel and a member of the Management Team at Fortum Corporation
- Vice President, Assistant General Counsel at Nokia Corporation
- Attorney-at-law at three law firms in Finland

Positions of trust

- Board Member and Chair of the Audit Committee: Vaisala Corporation, Aspo Plc

Past positions of trust:

- Board Member: Kesko Corporation

Changes in the Posti Group Corporation Leadership Team
Arttu Hollmérus, M.Sc. (Econ.), joined Posti in 2019, and acted as Leadership Team member and SVP, eCommerce and Delivery Services from 2020 until August 14, 2025.

Kaj Kulp, acting SVP, eCommerce and Delivery Services and Leadership Team member from August 14, 2025 until November 30, 2025.

In November 2025, Posti announced that Jani Koivu, MSc BA, was appointed as SVP, eCommerce & Delivery Services and member of the Leadership Team as from December 1, 2025.

In November 2025, Posti announced that Kaarina Ståhlberg, SVP, Legal and M&A, General Counsel would leave the Company at the end of February 2026, to take on new positions outside Posti.

In February 2026, Posti announced that Kaj Kulp, M.Sc, MBA, was appointed as SVP, Strategy and Business Development and member of the Leadership Team as from March 1, 2026.

The Leadership Team

Posti's Leadership Team assists the President and CEO in the Group's operative management. It also prepares and considers matters for consideration by the Board of Directors. The most essential matters considered in the Leadership Team are the Group's strategy and annual planning, business and sales planning and follow-up, business acquisitions and other business-related investments and plans, including future competence, technology and offering planning.

The Leadership Team is chaired by the President and CEO. The Leadership Team includes the following senior executives: Chief Financial Officer (1), Heads of Business Groups

(4), Heads of key supporting functions (ICT and Digitalization; Legal, M&A and Innovations; as well as People, Communications and Sustainability) (3).

The Chief Financial Officer (CFO) is responsible for managing Posti's finances and control systems, including Group accounting and Financial Statements, as well as treasury, taxation, procurement, Group wide strategy and risk management processes. The Heads of the Business Groups are responsible for the leadership, sales, profitability, operations, business development and customer relations in their respective Business Group.

The Heads of key supporting functions are respectively responsible for accelerating Posti's digital transformation and managing ICT resources effectively; for the legal matters, M&A transactions and Innovations Group wide; as well as for people strategy and processes, and communications and sustainability support when implementing Posti's strategy.

Remuneration

The Annual General Meeting decides on remuneration and their criteria for members of the Board of Directors and its Committees. The Board of Directors is responsible for deciding the remuneration of the President and CEO and his/her Deputy as well as the members of the Leadership Team. The President and CEO's and his/her Deputy's benefits are described on Posti's website.

The Remuneration Report for 2025, prepared in accordance with the Corporate Governance Code that entered into force in 2025, will be published as a separate report in connection with the Financial Statements and the Board of Directors' Report, and the information will also be available on Posti's website.

Other Corporate Governance

Values

Posti has Group wide values underlying all its operations, including governance.

Posti's values are:

Reliable: We are a transparent partner and employer and communicate openly. We keep our promises and take ownership also when the unexpected happens.

Respectful: We take responsibility for our people, the planet and that we do meaningful things. We feel proud of who we are and what we do together. We respect our colleagues, customers and partners.

Progressive: We continuously improve our competencies and business to better serve our customers. We are curious and open to change and want to be proactive frontrunners.

Compliance at Posti

Code of Conduct

The Code of Conduct, as part of the overall governance structure, includes the standard guidelines to comply with responsible and ethical practices and procedures in all Posti's operations. The Code of Conduct is complemented by various policies and guidelines.

The Code of Conduct was renewed in 2025, as well as the mandatory e-Learning module. During 2024-2025, a total of 81% of all Posti employees had completed the e-Learning module on the Code of Conduct. In addition, Posti has a separate Supplier Code of Conduct in place, and the Company expects its business partners to act responsibly and to comply with the requirements set forth therein.

Compliance management

The compliance management system in Posti is centralized as to its planning and oversight but decentralized as to its implementation. The compliance management system consists of various activities, standards and processes, the primary task of which is to support the Board of Directors and the operative management to ensure that Posti Group as a whole complies with laws and regulations as well as applicable

Posti policies, rules and guidelines. Those activities include, e.g., a notification channel for reporting suspected malpractice or misconduct, continuous training of employees and the sanctions compliance processes.

Insider administration

The Posti Group complies with the Posti Group Corporation Insider Guidelines, Finnish legislation, EU regulation, including the provisions of Regulation (EU) No 596/2014 of the European Parliament and of the Council on market abuse (Market Abuse Regulation, "MAR"), the rules and guidelines of Nasdaq Helsinki Ltd, the guidelines of the European Securities and Markets Authority (ESMA) and the Financial Supervisory Authority, and the Finnish Corporate Governance Code.

A list covering the members of the Board of Directors and the Managers (CEO, CFO, Heads ((SVP)) of BGs) defined in Posti Insider Guidelines, as well as their closely associated persons, is maintained by the Company, and these persons are obligated to notify Posti and the Financial Supervisory Authority of all transactions they have made with Posti's shares or other related financial instruments.

In addition, insider management maintains a list of the Company employees and other persons who have regular access to the Group's unpublished financial information on the basis of their position, duties and access rights (financial information recipients).

Managers and financial information recipients must not trade in Posti's shares or other related financial instruments during the 30-day period (closed window) preceding publication of the interim report, half-year financial report or financial statements, nor on the date of their publication (30+1).

In addition, project-specific insider lists are maintained of persons involved in insider projects. Persons entered in a project-specific insider list must not trade in Posti's shares or other related financial instruments during the project.

All of the above persons shall be informed in writing of their inclusion on the list and of their status and obligations in that regard. The Company also organizes training and provides advice for them.

The Group's General Counsel is responsible for the guidance and supervision of insider matters in Posti Group. Lists on managers and financial

information recipients as well as project-specific insider lists are maintained in Posti's legal affairs.

Any actions that violate Posti Group Corporation Insider Guidelines or suspected violations thereof should be reported, depending on the suspected breach, either directly to the General Counsel or the Chief Compliance Officer, or alternatively, by using the anonymous notification channel available.

Related party transactions

Posti has Group wide procedures in place to assess potential conflicts of interest and to ensure that any transactions with related parties are executed in an ordinary course of business and at arm's-length on a continuous basis.

Posti continuously maintains a record of its related parties. Agreements, if any, with related parties not meeting the above requirements are subject to review and approval by the Audit, Risk and Sustainability Committee. Further information is disclosed in the notes to the Financial Statements.

Internal control

Internal control is part of Posti Group's corporate governance, and it is embedded into the Group's day-to-day operations. The main purpose is to provide reasonable assurance for the achievement of organizational objectives with regards to efficiency of operations, reliability of internal and external reporting, and compliance with applicable laws, regulations and internal policies.

It helps the organization to understand the risks related to achieving the above-mentioned objectives and how to manage risks to an acceptable level. Posti Group's corporate culture, governance and the approach to internal control create together the basis for internal control process. The President and CEO of Posti Group is responsible for the establishment of an internal control system within the Group.

The Heads of the Business Groups and Group Functions are responsible for organizing internal control within their area of responsibility.

The internal control in Posti Group is based on the Committee of Sponsoring Organizations (COSO) Internal Control framework. The international COSO framework in Posti includes the following components:

1. Control environment

Posti Board of Directors provides attention and direction by establishing governance structures, authorities and responsibilities which facilitate the implementation of the Group's objectives. The Group's policies and guidelines establish the frame for internal control. Integrity, ethical values and competence of Posti's personnel are the foundation for Posti's control environment.

2. Risk assessment

Internal controls are defined based on risk identification and assessment. The risk identification and assessment are performed systematically in accordance with the Posti Group Risk Management Policy. In the risk assessment the identification of the internal and external risks is performed. Assessment of compliance and fraud risk is also part of this process.

3. Control activities

Control activities are based on documented process descriptions and identified risks. Control activities are performed at all levels of the organization and are embedded to day-to-day activities. Activities include (among others) verifications, approvals, performance reviews, segregation of duties, controls on IT systems and access rights as well as safeguarding Posti's assets, including its brand.

4. Information and communication

The management ensures that internal control objectives and responsibilities are communicated to the personnel and that personnel are adequately trained on internal control matters. Internal control status, and any control defects identified, are timely and regularly reported according to the reporting lines, flowing down, across and up the organization. The CFO and the Group Internal Audit report regularly on the state and efficiency of internal control to the Audit, Risk and Sustainability Committee.

5. Monitoring

Posti's internal control system and its performance over time is assessed via a monitoring process. Monitoring is performed both on a continuous basis and through separate evaluations that include internal and statutory audits, and other audits such as quality system audits.

Posti's management performs ongoing monitoring as part of its supervisory activities. The business management and group support functions are responsible for ensuring that all required controls are designed and monitored, and relevant laws and regulations and internal policies are complied with. The operational managers within the organization manage process risks and ensure that control activities

are performed. The Group Compliance function supports the management in the monitoring of the policies. The Group Finance function ensures that reporting (external and internal) related controls are designed and implemented and that those are monitored.

The Audit, Risk and Sustainability Committee assures and assesses the adequacy and effectiveness of Posti's internal control and risk management. The Internal Audit function performs regular audits of Group legal entities, businesses, and support functions in accordance with its annual plan approved by the Audit, Risk and Sustainability Committee. In addition, Posti's statutory auditor and other assurance providers, such as the IT system auditor and the quality auditor, conduct their evaluations of Group's internal controls.

Risk management

The Group's risk management covers all Group operations and is an integral part of Posti's strategy, business planning and other processes. Risk identification, analysis and planning of management measures are carried out regularly, applying an assessment of risk probability and impact. Regular risk reviews are carried out in order to ensure the appropriateness and continuous development of risk management.

The Heads of the Business Groups and Heads of Group Functions are responsible for identifying key risks and implementing sufficient controls. Each employee is also responsible for implementing appropriate risk management processes and reporting identified risks to their superior or other line management. There are specific instructions on reporting risks endangering safety, security, Posti's business or customer relations, or compliance issues.

The Board of Directors reviews Posti Group's key risks, the risk management system and Posti's level of risk appetite at least once a year. The Audit, Risk and Sustainability Committee is responsible for monitoring and evaluating the adequateness and efficiency of Posti's risk management process as well as internal control systems and for assessing Posti Group's key risks in connection with the financial reporting. The President and CEO, together with the CFO, ensure that the principles and processes of risk management are embedded in Posti's management system and control and reporting processes.

Internal audit

Posti Group Internal Audit provides independent, risk-based assessment, assurance and advisory services designed to add value and improve Posti's operations. It helps Posti to accomplish its objectives by bringing a

systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control and governance processes. Internal audits are conducted in accordance with the Internal Audit's rolling annual plan approved by the Board's Audit, Risk and Sustainability Committee. Internal Audit also oversees the correct actions decided by the management, and reports on the monitoring results to Posti Leadership Team and the Audit, Risk and Sustainability Committee.

The Head of Posti Group Internal Audit reports administratively to the President and CEO and functionally to the Audit, Risk and Sustainability Committee. The function's own resources and external experts are used in the execution of the audits.

External audit

The authorized public accountancy firm PricewaterhouseCoopers Oy was re-elected at the Annual General Meeting 2025 as Posti's auditor, with Samuli Perälä M.Sc. (Econ.), APA as the principal auditor. The AGM 2025 also resolved to elect sustainability audit firm PricewaterhouseCoopers Oy as the Company's sustainability reporting assurance provider, with Samuli Perälä M.Sc. (Econ.), APA, as principally responsible sustainability reporting assurer. The term of office of the auditor as well as the sustainability reporting assurance provider is

one financial year until the close of the following Annual General Meeting.

In 2025, the auditor was paid EUR 1.0 million for audit services. In addition, the auditor was paid EUR 1.6 million in 2025 for other services.

Auditor's fees

EUR million	2025	2024
Audit*	1.0	1.0
Other services**	1.6	0.1

*Audit includes EUR 0.2 (0.1) million audit-related services.
 **Other services consist mainly of costs related to the listing.

Remuneration Report

Introduction

This is the 2025 Remuneration Report for Posti Group Corporation (hereinafter “Posti” or the “Company”). It describes the remuneration paid to members of the Board of Directors, the President and Chief Executive Officer (CEO) and the Deputy Managing Director of Posti Group during the year 2025. Unless otherwise indicated in the individual context, the references to CEO shall also mean a reference to the Deputy Managing Director. What is said about the CEO in this Remuneration Report, shall also apply to possible Deputy Managing Director.

The report has been prepared by the Personnel Committee, chaired by Sanna Suvanto-Harsaae, in accordance with the Finnish Corporate Governance Code 2025, which conforms to the requirements of the EU Second Shareholder Rights Directive, as well as in accordance with legislation with which the Directive has been implemented in Finland. The report will be presented at the 2026 Annual General Meeting of Posti for an advisory shareholder vote.

In line with responsible remuneration governance, input from Posti's key stakeholders are considered. This includes shareholders and their representatives, investors and proxy advisors, employees, regulators and other societal stakeholders. Posti takes into account their views in remuneration governance and when evaluating the effectiveness, fairness and transparency of Posti's remuneration structures.

In conformity with the Corporate Governance Code, the remuneration of the other members of Posti Group's Leadership Team than the CEO and Deputy Managing Director is presented on the website posti.com/en/investors/remuneration.

Posti remuneration approach and the link to sustainability

The Posti remuneration philosophy is designed to support the achievement of our strategic goals and to reward proven results and excellent performance aligned with Posti strategy, culture, and values.

Its purpose is to attract and retain the best talent and teams while motivating them to deliver results and drive the development of Posti.

The target setting of the short- and long-term incentive plans reflects Posti's strategic priorities. In accordance with Posti's Remuneration Policy, in addition to a fixed salary, short-term and long-term incentives are applied to the CEO, with targets based on financial and strategic indicators that promote sustainable, long-term shareholder value.

Sustainability is a key strategic priority for Posti and is embedded in the company's short- and long-term incentive programs. Work safety and reducing accident frequency are part of the short-term incentive program and apply to all employees participating in the program, ensuring that safety remains a shared responsibility across the organization. Posti's greenhouse gas emissions target, validated by the Science Based Targets initiative, is included in the Posti management's long-term incentive program. Employee engagement is also part of the long-term incentive program and it is measured twice a year in Posti's employee survey. Using the Engagement Index, we monitor and strengthen our personnel's commitment and motivation to their work and organization.

We believe that incorporating sustainability targets into our short- and long-term incentive programs will underpin responsible business practices, enhance long-term value creation and ensure that our success benefits all stakeholders; employees, customers, shareholders and the society.

Remuneration highlights from 2025

As in previous years, the remuneration of all personnel has been targeted on timely remuneration for good performance.

“We delivered resilient results in 2025 despite challenging market conditions. This achievement reflects the hard work and dedication of all Posti employees. We succeeded in further improving operational efficiency and demonstrated innovation in reaching our goals as a team. We also

continued to recognize and reward the excellent performance of our employees in operations,” says Sanna Suvanto-Harsaae, Chair of the Board of Directors of Posti Group.

The third quarter in 2025 marked a historic milestone for Posti, as the Company was listed on the official list of Nasdaq Helsinki. As part of the listing, a personnel offering was arranged in which Posti issued 500,000 new shares. The subscription price was set at 10 percent below the public share sale. Employees in Finland, Sweden, Estonia, Latvia, Lithuania, and Norway—as well as members of the Board of Directors, the Leadership Team, and Posti’s personnel fund—were eligible to participate in the offering.

“It has been encouraging to see that over 1,100 Posti employees chose to participate in the personnel share offering and become shareholders. With this broader base of employee ownership, our personnel’s role in shaping Posti’s future is further strengthened. The listing provides us with a solid foundation for continued growth and development as we move forward together” Suvanto-Harsaae adds.

Application of Remuneration Policy in 2025

The Remuneration Policy amended in 2025, reflects the public listing of Posti’s shares in Nasdaq Helsinki in October 2025. Consequently, the maximum cap of the variable payment in total for the CEO was increased from 120% to 200% and the long-term incentives may also be payable in shares. The Remuneration Policy amendment in 2025 was approved by an advisory vote by the Extraordinary Shareholders meeting in September 2025.

The remuneration of the Board of Directors, the CEO and the Deputy Managing Director in the financial year 2025 was in accordance with the amended Remuneration Policy. No amounts were recovered during the financial year. In line with the policy, the Board exercised its discretion to make one-time upward adjustments on the grounds of the CEO transition to the outcomes of the 2024 short-term incentive for the CEO and Deputy Managing Director as described later in the document. The short-term incentive of the year 2024 was paid in 2025.

Remuneration and company performance over the last five financial years

	2021	2022	2023	2024	2025
Chair of the Board of Directors, EUR	79,800	75,000	67,200	63,600	77,700
Deputy Chair of the Board of Directors, EUR ¹	52,200	48,600	56,318	42,000	51,100
Other Members of the Board of Directors, average EUR	34,918	33,327	31,159	35,775	27,370
Members of the Board of Directors, Total EUR	411,340	382,500	403,948	391,800	402,500
President and CEO, EUR ²	910,993	990,271	903,473	1,003,321	1,214,322
Deputy Managing Director, EUR ³	-	-	-	620,605	884,383
Posti employee, average EUR ⁴	36,981	38,091	39,126	40,385	42,525
Net sales, EUR million	1,595.0	1,651.6	1,586.1	1,521.4	1,447.6
Adjusted operating result, EUR million	59.8	58.9	66.4	80.1	69.3
Adjusted EBITDA, EUR million	181.6	183.8	197.7	207.6	196.4

¹ Jukka Leinonen since April 3, 2023. Per Sjödelld until April 3, 2023.
² Antti Jääskeläinen since August 1, 2024. Timo Karppinen as Interim CEO since March 21, 2024, until July 31, 2024.Turkka Kuusisto until March 20, 2024.
³ Timo Karppinen Deputy Managing Director since August 1, 2024. Interim CEO since March 21, 2024, until July 31, 2024. Remuneration paid during the time in the Interim CEO position was EUR 210,525.
⁴ Posti’s total employee benefits deducted by pensions and other social expenses and divided by amount of full-time equivalent personnel.

Board of Directors Remuneration and Supervisory Board Remuneration 2025

Board of Directors Remuneration

The Board of Directors is responsible for the management of the Company and the proper organization of its operations. Remuneration for the Board of Directors is approved annually at the Annual General Meeting (AGM) of shareholders.

Starting from AGM 2026, AGM will decide on the Board remuneration based on a proposal submitted by the Shareholders' Nomination Board. As before the Listing, the AGM decision on Board remuneration will cover the period extending to the following year's AGM.

For their term of office from AGM 2025 until AGM 2026, the Board members received a monthly fee (based on their role) and an additional meeting attendance fee. In connection with the Listing, Posti personnel including the Leadership team and the Board of Directors were offered an opportunity to subscribe for Company shares at a 10% discount to the listing price. The Board of Directors subscribed 28,201 shares through the personnel offering. The benefit received by the Board of Directors in the form of discount in the subscription price was EUR 21,151. The Board members did not receive other benefits from Posti.

Remuneration in EUR payable to Board members determined at the 2025 AGM

EUR	Remuneration/month	Remuneration/meeting*
Chair of the Board of Directors	4,400	600
Deputy Chair of the Board of Directors	2,600	600
Member of the Board of Directors	2,200	600
Member of the Committee	-	600
Committee Chair other than Chair of the Board of Directors or Deputy Chair of the Board of Directors	2,600	600

*Meeting fee for other than domestic on-site meetings will be paid in double, i.e., EUR 1,200 per meeting.

Board of Directors Remuneration 2025

EUR	Monthly remuneration, total	Meeting fees: Board of directors	Meeting fees: Committee	Total
Sanna Suvanto-Harsaae (Chair) Strategy Committee (Chair) Personnel Committee (Chair)	51,300	13,200	13,200	77,700
Jukka Leinonen (Deputy Chair) Strategy Committee Personnel Committee	30,700	9,000	11,400	51,100
Mervi Airaksinen (since March 24, 2025) Audit, Risk and Sustainability Committee (since March 24, 2025)	19,800	7,800	3,000	30,600
Raija-Leena Hankonen-Nybom Audit, Risk and Sustainability Committee (Chair) Strategy Committee	30,700	9,000	9,600	49,300
Kari-Pekka Laaksonen (until March 24, 2025) Audit, Risk and Sustainability Committee (until March 24, 2025)	6,400	1,200	600	8,200
Frank Marthaler Audit, Risk and Sustainability Committee	26,200	12,000	3,600	41,800
Tuomas Mäkipeska (since March 24, 2025) Audit, Risk and Sustainability Committee (since March 24, 2025)	19,800	7,800	3,000	30,600
Minna Pajumaa Personnel Committee Strategy Committee	26,200	8,400	11,400	46,000
Anni Ronkainen (until March 24, 2025) Personnel Committee (until March 24, 2025)	6,400	1,200	1,200	8,800
Stefan Svensson Personnel Committee	26,200	11,400	4,200	41,800
Hanna Vuorela (until March 24, 2025) Audit, Risk and Sustainability Committee (until March 24, 2025)	6,400	1,200	600	8,200
Satu Ollikainen (until September 25, 2025) Employee Representative		8,400		8,400

Supervisory Board Remuneration

Until the Listing, Posti Group had a governance model in which the management of the Company was supervised by the Supervisory Board. The remuneration of the Supervisory Board was approved annually at the AGM. Supervisory Board members received a fixed fee based on meeting attendance and they did not receive other benefits from the Company.

Meeting compensation in EUR payable to Supervisory Board members determined at the AGM in 2025 was:

EUR	Fixed fee/meeting
Chair of the Supervisory Board	800
Deputy Chair of the Supervisory Board	600
Member	500

Supervisory Board members do not receive other benefits from Posti.

The term of the Supervisory Board members who were elected by AGM 2025 ended on October 9, 2025 in connection with the Listing and no meeting fees accrued for its members thereafter. Between AGM 2025 and the end of their term, the members of the Supervisory Board were paid the following fees in total:

Supervisory Board Remuneration 2025

EUR	Fixed fee/meeting
Aleksi Jäntti	500
Anders Norrback	500
Jorma Piisinen	500
Mia Laiho, Chair	800
Milla Lahdenperä	500
Mika Riipi	500
Paula Werning, Deputy Chair	600
Sari Tanus	500
Tiina Elo	500
Timo Furuholm	500
Timo Suhonen	500
Tomi Immonen	500

Remuneration of the President and CEO and Deputy Managing Director in 2025

The Board of Directors decides on the remuneration of the President and CEO and the Deputy Managing Director based on the proposal of its Personnel Committee.

The President and CEO's and the Deputy Managing Director's variable pay earning opportunity is based on a combination of short-term and long-term targets which are balanced between long-term value creation and efficient achievement of short-term goals. Founded on the principles described in the Introduction above, the target setting of the President and CEO's and the Deputy Managing Director's variable pay is designed to support the achievement of Posti's strategic goals and sustainability strategy, to maximize shareholder value creation in the long term and to reward for excellent performance.

In the financial year 2025, the President and CEO's and the Deputy Managing Director's remuneration consisted of a fixed salary (including fringe benefits) and variable pay. Variable pay may be based on short-term and long-term incentive plans. Until the Listing, the maximum amount of paid variable compensation in relation to fixed salary was determined based on the Finnish state's remuneration guidelines applicable at any given time and was until the Listing capped at 120% of annual base salary. At target level, paid variable compensation equalled to 50% of annual base salary. The President and CEO has no supplementary pension. In connection with the Listing, the Board of Directors decided that the maximum amount of paid variable compensation is capped at 200% of annual base salary (100% at the target level).

The President and CEO and the Deputy Managing Director along with the other members of Posti Group's Leadership Team received a cash bonus in connection with the personnel offering, which was arranged in connection with the Listing (the "Listing Incentive"). The Listing Incentive was a one-off plan related to the completion of the Listing and had one cliff vesting criterion as a condition for the payment of the reward: the successful completion of the Listing. The amount of the reward paid based on the plan both for the President and CEO and the Deputy Managing Director was 100 percent of the regular annual base salary of April 1, 2025. The payment of Listing Incentive was conditional on the completion of the personnel offering and the Listing. The President and CEO and the Deputy Managing Director had stated that they were to use the net amount of the Listing Incentive for share

subscription in the personnel offering. Further details of the amount paid as Listing Incentive have been presented in the table on the following page.

The President and CEO and the Deputy Managing Director made share subscriptions in the personnel offering. The subscription price in the personnel offering was 10% lower than the sales price in the public share sale in connection with the Listing. This discount in the subscription price constituted a non-taxable benefit to the Company's personnel in Finland to the extent they subscribed shares in the personnel share offering. The President and CEO subscribed a total of 71,202 shares in the personnel offering, of which 29,029 shares were subscribed with the Listing incentive proceeds. The benefit received by the President and CEO in the form of discount in the subscription price was EUR 53,402. The Deputy Managing Director subscribed total of 28,348 shares in the personnel offering, of which 21,722 shares were subscribed with the Listing incentive proceeds. The benefit received by the Deputy Managing Director in the form of discount in the subscription price was EUR 21,261.

The principles and rules regarding remuneration of the President and CEO also apply to the Deputy Managing Director except that after the Listing the variable pay earning opportunity of the President and CEO and the Deputy Managing Director have been differentiated in accordance with normal market-based practice and as described below.

Throughout the financial year 2025 and continuing on the publication date of this Remuneration Report, Antti Jääskeläinen serves as the President and CEO and Timo Karppinen as the Deputy Managing Director while also serving as the CFO of Posti Group.

In 2025:

- President and CEO Antti Jääskeläinen was paid a total remuneration of EUR 1,214,322. The relative proportion of fixed pay was 40.6% and variable pay 59.4%. The fixed pay includes a base salary and benefits while variable pay included short- and long-term incentives and a one-off Listing Incentive.
- Deputy Managing Director Timo Karppinen was paid a total remuneration of EUR 884,383. The relative proportion of fixed pay was 35.6% and variable pay 64.4%. The fixed pay includes a base salary and benefits while variable pay included short- and long-term incentives and a one-off Listing Incentive.

The composition of the President and CEO’s and the Deputy Managing Director’s remuneration paid in, and payable based on, the financial year 2025 are further illustrated in the following tables.

Total remuneration of the President and CEO and the Deputy Managing Director 2025

EUR	Fixed salary including fringe benefits, holiday pay and insurance benefits*	Short-term bonus related to 2024 performance	Listing incentive**	Long-term incentive relating to performance in 2022–2024	Total
Antti Jääskeläinen	493,282	162,531	510,300	48,209	1,214,322
Timo Karppinen	314,983	146,411	327,600	95,389	884,383

*During 2025 Antti Jääskeläinen and Timo Karppinen changed part of their holiday bonus to time-off
 **Antti Jääskeläinen and Timo Karppinen had stated that they were to use the net amount of the Listing Incentive for share subscription in the personnel offering. Antti Jääskeläinen subscribed 29,029 shares and Timo Karppinen 21,722 shares with Listing incentive proceeds in the personnel offering. The subscription price in the personnel offering was 10% lower than the sales price in the public share sale in connection with the Listing as described on the previous page.

Remuneration of the President and CEO and Deputy Managing Director paid in 2025

Short-term incentive target setting and outcome for the year 2024 paid to the President and CEO and Deputy Managing Director in 2025

Performance measures		Weight	Performance outcome (% of maximum)
Financial measures	Group adjusted EBITDA	70%	79.8%
	Group net sales	20%	0.0%
Sustainability measures	Group accident frequency rate (LTA0)	10%	0.0%
Total		100%	55.8%*

*The formulaic outcome under the plan was 33.5% of annual base pay. The bonus paid to the President and CEO Antti Jääskeläinen for 2024 performance from August 1, 2024, to December 31, 2024, was adjusted to 80.0% of annual base pay for the same period. This one-time adjustment was approved by the Board, who have the discretion to adjust the bonus in exceptional circumstances. For Deputy Managing Director Timo Karppinen the formulaic outcome was also 33.5% of annual base pay and the bonus paid was adjusted to 40.5% in recognition of additional responsibilities during the CEO transition, as approved by the Board.

Listing incentive target setting and outcome paid to the President and CEO and Deputy Managing Director in 2025

One-off plan, separate from the annual short-term incentive plan

Performance measures	Weight	Achieved or Not Achieved
Cliff vesting criterion: Completion of the Listing	100%	Achieved

Long-term incentive paid to the President and CEO and Deputy Managing Director in 2025

The long-term incentive paid in 2025 is based on the monetary long-term incentive plan (LTI) 2022–2024.

Performance measures		Weight	Performance outcome (% of maximum)
Financial measures	Profitability (EPS)	50%	42.5%
Sustainability measures	Greenhouse gas emissions*	20%	100.0%
	Employee engagement	15%	33.3%
Customer related measures	Customer satisfaction	15%	6.7%
Total		100%	47.2%**

*Greenhouse gas emission target covers Scope 1 and 2 emissions
 **Antti Jääskeläinen participated in the LTI 2022–2024 plan for year 2024 and monetary outcome is prorated to reflect participation.

Remuneration of the President and CEO and Deputy Managing Director in 2026

Short-term incentive accrued to the President and CEO and Deputy Managing Director in 2025 but payable in 2026

Performance measures		Weight	Performance outcome (% of maximum)
Financial measures	Group adjusted EBITDA	70%	0.0%
	Group net sales	20%	0.0%
Sustainability measures	Group accident frequency rate (LTA0)	10%	37.5%
Total		100%	3.8%

Long-term incentive reward accrued to the President and CEO and Deputy Managing Director payable in 2026

The long-term incentive reward accrued and payable in 2026 is based on the monetary long-term incentive plan (LTI) 2023-2025.

Performance measures		Weight	Performance outcome (% of maximum)
Financial measures	Profitability (EPS)	50%	22.9%
Sustainability measures	Greenhouse gas emissions*	20%	100.0%
	Employee engagement	15%	33.3%
Customer related measures	Customer satisfaction	15%	5.6%
Total		100%	37.3%**

*Greenhouse gas emission target covers Scope 1 & 2 emissions

**Antti Jääskeläinen participated in the LTI 2023–2025 plan for years 2024–2025 and monetary outcome is prorated to reflect participation.

Outstanding long-term incentives granted to the President and CEO and the Deputy Managing Director

The outstanding long-term incentives granted are set out in the table below. Following Posti's Listing, rewards under the incentive programs may also be settled in shares. The Board has resolved that the LTI 2024–2026 and LTI 2025–2027 rewards for the President and CEO and the Deputy Managing Director will be settled in shares. Under the new Performance Share Plan (PSP 2026–2028) participants may receive Posti Group shares as a reward, subject to the achievement of performance targets set by the Board.

As described earlier, the variable compensation in Posti Group is capped at 200% of annual base salary. Effective from 2026, the President and CEO’s and Deputy Managing Director’s variable pay maximum has been updated to conform to this pay cap level. Due to this change the absolute total shareholder return (aTSR) has been added as a performance measure to the LTI 2024–2026 and LTI 2025–2027 plans.

Plan	Measures	Weight CEO ⁴	Weight Deputy Managing Director ⁴	Earning opportunity	Year of payment	Payment method
LTI 2024–2026 Performance period 2024–2026	Profitability (EPS)	41%	45%	Antti Jääskeläinen: 48 600 shares ² (gross) ³	2027	Shares
	Greenhouse gas emissions ¹	11%	12%	Timo Karppinen: 27 500 shares ² (gross) ³		
	Customer satisfaction	11%	12%			
	Employee engagement	11%	12%			
	Absolute total shareholder return (aTSR)	25%	18%			
LTI 2025–2027 Performance period 2025–2027	Profitability (EPS)	33%	38%	Antti Jääskeläinen: 60 700 shares ² (gross) ³	2028	Shares
	Greenhouse gas emissions ¹	9%	10%	Timo Karppinen: 32 500 shares ² (gross) ³		
	Customer satisfaction	9%	10%			
	Employee engagement	9%	10%			
	Absolute total shareholder return (aTSR)	40%	31%			
PSP 2026–2028 Performance period 2026–2028	Absolute total shareholder return (aTSR)	40%	40%	Antti Jääskeläinen: 73 000 shares ² (gross) ³	2029	Shares
	Cumulative EPS	40%	40%	Timo Karppinen: 39 000 shares ² (gross) ³		
	Greenhouse gas emissions ¹	10%	10%			
	Employee engagement	10%	10%			

¹ Greenhouse gas emission target covers Scope 1 and 2 emissions in LTI 2024–2026 and LTI 2025–2027. In PSP 2026–2028 Greenhouse gas emission target covers Scope 1, 2 and 3.

² The Board of Directors after the Listing converted the cash-based earning opportunity allocation in this long-term incentive plan to a share allocation.

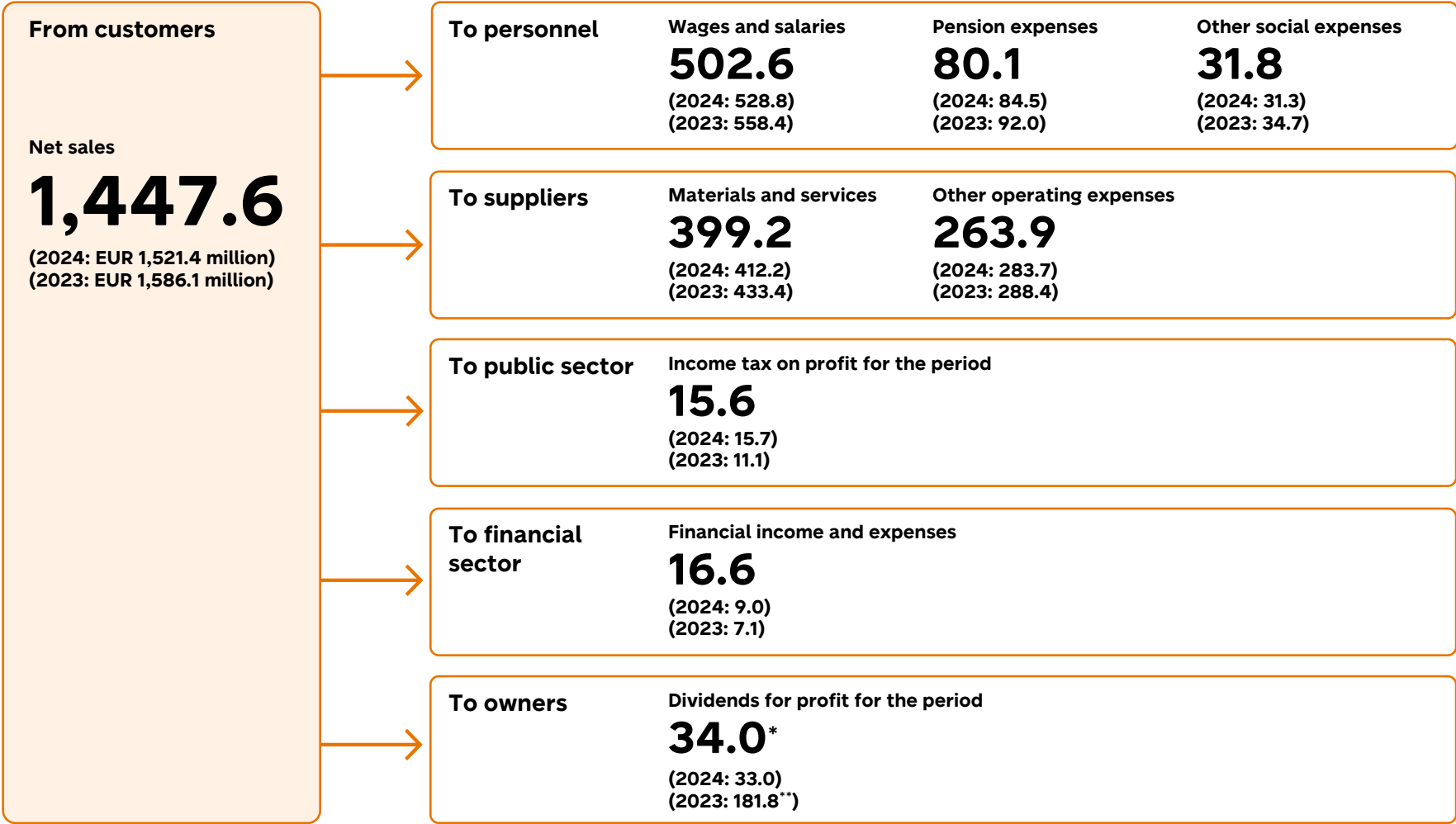
³ Gross earning from which the payroll tax is withheld and the net paid in shares.

⁴ The presented weightings are rounded, which may cause the total to differ from 100%.

Tax Footprint and Income Tax Report

In its reporting of taxes per country, Posti adheres to the country-specific tax reporting guidelines for companies of which the state is the majority shareholder, provided by the Ownership Steering Department of the Prime Minister's Office on June 7, 2022. This report also includes the main information required in the income tax report referred to in Chapter 7 b of the Accounting Act. The disclosures in this report are reported in accordance with the IFRS accounting principles.

This is a voluntary published Income Tax Report which does not meet all disclosure requirements for the public country-by-country report. The Income Tax Report in accordance with the Accounting Act (Chapter 7 b) to be later available at posti.com.



* Board of Directors' proposal to the Annual General Meeting.
 ** The dividend of EUR 31.8 million and extra dividend of EUR 150.0 million decided on December 20, 2024.

Tax strategy

All companies in the Group are committed to operating responsibly and to meeting all obligations and requirements defined by applicable legislation in each country. Posti Group companies pay their taxes in the countries in which their actual business operations take place. All taxes are to be paid on time, without delay. The Group's long-term target is to ensure that the Group's effective tax rate is at the same level as the corporate income tax rate applicable in Finland at any given time.

According to the Group's tax strategy, taxation is always a consequence of business operations, which means that tax solutions must also be based on business needs. Posti does not practice tax planning that would aim to artificially decrease the Group's taxable income. In tax-related issues, the Group operates within the framework of legislation and legal practice in planning the taxable profit of Group companies. The available methods can include the utilization of tax losses accumulated in a subsidiary or the granting of group contributions, for example. In transfer pricing between Group companies, Posti always aims to ensure that the prices are at arm's length. To clarify taxation practices, some situations may involve contacting the tax authorities for either verbal guidance or a written decision on the taxation treatment of the planned action.

Management of tax-related issues

The management of tax-related issues is centralized to the Group Finance unit, which is responsible for managing and monitoring the Group's tax-related issues. Decisions related to taxation are made at the Group level. Significant matters of principle are presented to the parent company's Board of Directors for decision-making. The Group's CFO reports on taxation-related issues to the Audit, Risk and Sustainability Committee of the Board of Directors. The key task in the management of tax-related issues is to ensure that all Group companies comply with the regulations of tax legislation in all countries of operation. Tax risk management is part of the Group's risk management process. To meet all compliance requirements in taxation, regular tax training is held and written instructions have been prepared where necessary. Tax reporting has certain key controls to ensure that the reported information is accurate and correct.

Principles observed in tax reporting

Posti reports its tax footprint openly and transparently. The Group highlights potential decisions by the tax authorities and appeals concerning decisions by the tax authorities when such decisions and appeals have a material impact on the Group's tax position.

The information representing the tax footprint is based on data collected from the Group's accounting systems. Amounts denominated in currency other than euro have been translated to euros. Balance sheet amounts have been translated using the exchange rate of the balance sheet date and all other amounts have been translated using the average rate of the financial year. Taxes refer to taxes or tax-like fees paid to public sector entities, whether they are paid or remitted by the company. The nature and amount of taxes vary significantly from country to country. Taxes payable refers to taxes paid by the Group companies that are, as a rule, expensed in the Company's financial statements. Taxes remitted refers to taxes or fees collected by the companies that are remitted to tax recipients, often on behalf of parties other than the company itself. The information is provided on a payment-specific basis, in that it relates to payments remitted to tax recipients during the reporting period.

Countries where Posti has no operations are excluded from reporting, even if the Group has a company in that country. In these countries, such as Germany, Posti's companies pay limited or no income taxes. The tax footprint provides information on an unconsolidated basis according to the country of location of the company. In 2025, the Group had operations in six countries. Posti does not have any operations or companies in countries classified as tax havens, where the

corporate income tax rate is significantly lower than the Finnish corporate tax rate. More detailed information about the companies included in the report is provided in Consolidated Financial Statement's note [Group companies](#).

The Group's tax position

The Group's effective tax rate was 34.1% (25.6%). The effective tax rate is calculated based on accrual-based income taxes and changes in deferred taxes. The effective tax rate was particularly impacted by the accumulated losses in Sweden, for which no deferred tax assets were recognized.

The Group's accrual-based income taxes for the financial year, excluding the effect of changes in deferred taxes, amounted to EUR 8.0 (14.7) million.

Posti Group does not have any pending tax disputes in Finland or its other countries of operation.

The Pillar 2 minimum income tax system for international groups of companies came into effect in Finland at the beginning of 2024. The regulations apply to Posti Group in all its operational countries. Due to transitional safe harbors, the new regulation did not have any impacts on Posti's income tax positions during 2025.

Group's country-by-country tax reporting

2025, EUR million	Finland	Sweden	Estonia	Lithuania	Latvia	Norway	Poland
Net sales, other operating income and financial income from unrelated parties	1,320.2	105.0	20.3	9.8	4.8	3.3	-
Net sales, other operating income and financial income from Group companies	849.9	12.0	15.1	9.6	6.6	-	-
Net sales, other operating income and financial income, total	2,170.1	117.0	35.5	19.3	11.4	3.3	-
Result before taxes	35.1	-16.0	-0.7	-2.5	-1.9	-0.1	-
Accrued income taxes, current year	8.0	-	-	-	-	-	-
Income taxes paid	15.6	-	-	-	-	-	-
Received public support	7.1	0.2	-	-	-	-	-
Tangible assets excluding cash and cash equivalents	501.2	88.5	20.5	4.1	2.7	2.8	-
Stated capital by the end of the financial year	526.2	-	0.2	7.5	8.8	-	-
Accumulated earnings by the end of the financial year	161.2	-5.3	23.5	-3.8	-5.2	0.7	-
Number of personnel by the end of the financial year (full-time-equivalent)	10,008	854	353	191	111	18	-

2024, EUR million	Finland	Sweden	Estonia	Lithuania	Latvia	Norway	Poland
Net sales, other operating income and financial income from unrelated parties	1,402.4	101.4	21.8	8.9	5.7	3.2	-
Net sales, other operating income and financial income from Group companies	875.9	8.9	14.5	8.8	6.2	0.1	0.6
Net sales, other operating income and financial income, total	2,278.2	110.3	36.3	17.7	12.0	3.3	0.7
Result before taxes	63.6	-14.3	1.2	-2.6	-1.0	-0.2	-
Accrued income taxes, current year	14.7	-	-	-	-	-	-
Income taxes paid	15.7	-	-	-	-	-	-
Received public support	8.1	0.1	-	-	-	-	-
Tangible assets excluding cash and cash equivalents	444.5	94.8	20.0	4.4	2.4	0.6	-
Stated capital by the end of the financial year	499.0	-	0.2	7.5	5.8	-	13.7
Accumulated earnings by the end of the financial year	175.1	-0.2	24.2	-4.8	-3.4	0.9	-12.5
Number of personnel by the end of the financial year (full-time-equivalent)	11,085	877	374	166	127	16	-

The Group has restated the amount of net sales, other operating income and financial income, and accumulated earnings at the end of financial year 2024.

Taxes to be paid by category

2025, EUR million	Finland	Sweden	Estonia	Lithuania	Latvia	Norway	Poland	Total
Income taxes	15.6	-	-	-	-	-	-	15.6
Employer taxes	8.3	12.4	2.4	0.1	0.8	0.1	-	24.1
Environment taxes	9.0	0.4	-	0.1	-	-	-	9.5
Real estate taxes	3.8	-	-	-	-	-	-	3.9
Other taxes	1.7	-	-	-	-	-	-	1.7
Total	38.4	12.8	2.5	0.2	0.8	0.1	-	54.8

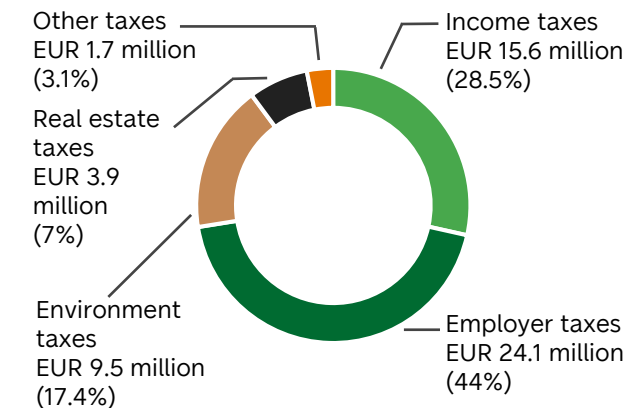
2024, EUR million	Finland	Sweden	Estonia	Lithuania	Latvia	Norway	Poland	Total
Income taxes	15.7	-	-	-	-	-	-	15.7
Employer taxes	5.7	11.3	2.1	0.1	0.8	0.1	-	20.0
Environment taxes	9.6	0.5	-	0.1	-	-	-	10.2
Real estate taxes	3.8	-	-	-	-	-	-	3.8
Other taxes	1.6	-	-	-	-	-	-	1.6
Total	36.3	11.8	2.1	0.2	0.8	0.1	-	51.4

Remitted taxes by category

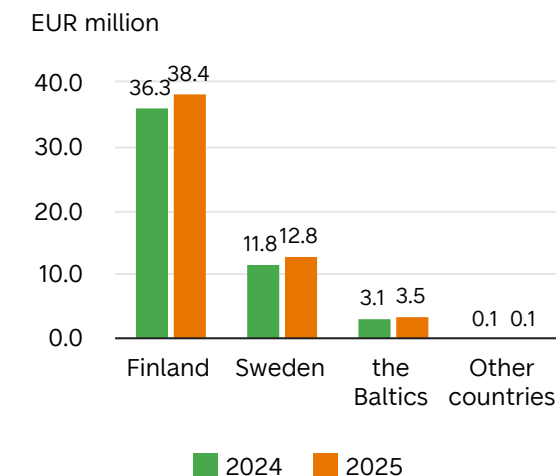
2025, EUR million	Finland	Sweden	Estonia	Lithuania	Latvia	Norway	Poland	Total
Value added taxes, net	126.6	9.8	0.5	-0.7	-0.5	0.4	-	136.0
Salary taxes	83.8	9.3	3.4	0.8	0.3	0.2	-	97.9
Other taxes	0.1	-	0.1	0.9	0.4	-	-	1.5
Total	210.5	19.1	4.1	1.0	0.1	0.5	-	235.4

2024, EUR million	Finland	Sweden	Estonia	Lithuania	Latvia	Norway	Poland	Total
Value added taxes, net	140.2	9.1	-0.4	-1.0	-0.9	1.2	-	148.2
Salary taxes	85.3	8.5	3.3	0.9	0.6	0.2	-	98.8
Other taxes	0.1	-	0.1	1.0	0.4	-	-	1.6
Total	225.6	17.6	3.0	0.9	0.1	1.4	-	248.6

Taxes to be paid by category, total EUR 54.8 million (% of total)



Taxes to be paid by geographical area, EUR 54.8 million



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