estafeta®

SUSTAINABILITY Report







2025

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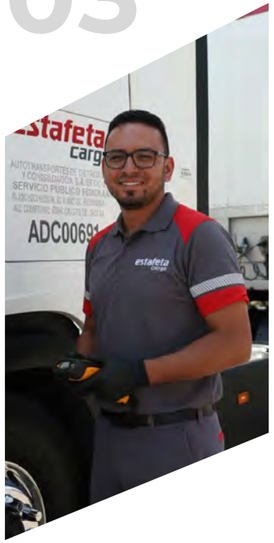
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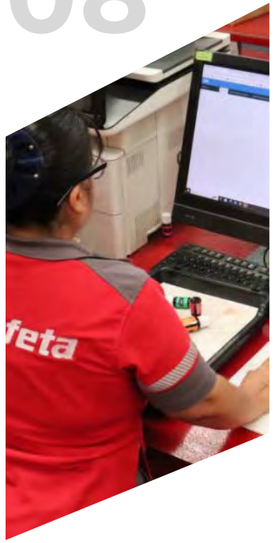
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This document constitutes the 13th Sustainability Report of Estafeta Mexicana, S.A. de C.V., presenting the company's key Environmental, Social, and Governance (ESG) results and commitments for the period from January 1 to December 31, 2025. The data presented, derived from our internal management systems, covers all of our operations throughout the country.

We prepared this report based on the Global Reporting Initiative (GRI) standards, the Sustainability Accounting Standards Board (SASB) criteria for the Road Transportation sector (TR-RO), and the Mexican Sustainability Reporting Standards (*Normas de Información de Sostenibilidad,* NIS). We also reaffirm our commitment to the Ten Principles of the United Nations Global Compact and the Sustainable Development Goals (SDGs). It should be noted that the content of this report has not undergone an independent external verification process.

Our highest governance body plays a crucial role in overseeing and validating this sustainability report. In it, we present our material topics, as well as the initiatives and achievements under the four pillars of our Sustainability Model.

Ownership and Legal Structure: Variable-Capital Stock Corporation (*Sociedad Anónima de Capital Variable*)

Industry: Logistics

Activity: Logistics, courier and parcel delivery services

Coverage: National and international (we reach 220 countries)

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HIGHLIGHTED **RESULTS**

Organization profile

Operational growth of over 6%.

We reduced wait times for customer service by implementing our Voice Bot, "Beatriz."

We achieved 95% automated support, up from 89% in 2024; only 5% of interactions required an agent.

The Chat Bot's NPS increased to 84%, up 1% compared to 2024.

We were recognized as the **"CX Innovator of the Year"** by CallMiner LISTEN 2025 for our innovative Voice Bot, "Beatriz."

Our organization

We handled 269 reports through *Estafeta Contigo*, a 10% decrease compared to 2024.

We conducted 100% of our operations within an ethical and anti-corruption framework

We delivered 5,673 hours of sustainability training, with 1,305 hours dedicated to women and 4,368 hours to men.

We provided 29,570 hours of ethics and anti-corruption training, which averages 1.6 hours per employee.

We worked with over 190 suppliers of which 32% are local or regional and 68% are national.

Our people

We increased our workforce by 7.6% reaching 13,751 employees.

384 employees advanced professionally through internal promotions.

We invested over $28 million Mexican pesos in training, delivering 274,775 hours of instruction.

We reduced workplace accidents by 12% and road accident injuries by 86.5% compared to 2024.

Women hold **36% of leadership** positions.

Our communities

We benefited 808 people through CASCE, a 32.5% increase compared to 2024.

178 individuals earned their basic education certificates through our partnership with the IEEA.

1,706 hours of volunteer work with 329 employees participating in 24 initiatives.

1,592 trees planted in partnership with ProMéxico Indígena and GreenHug.

We benefited over 8,000 people through 31 in-kind donations

Our logistics network dispatched humanitarian aid to Guerrero and Oaxaca supported the removal of sargassum in Cancún, and facilitated the transport of educational materials in Mérida.

Our planet

Through EnBio®, we offset 10,753 tCO_2e, the highest result since the program's launch in 2022 (+5.6% vs. 10,180 in 2024). Between 2022 and 2025, we accumulated 39,571 tCO_2e.

We operated a fleet consisting of **35 electric vehicles and 10 electric bicycles.**

We achieved over 95% alignment between planning and operational execution with more than 97% adherence to planned fuel consumption.

We retreaded 2,753 tires through the Michelin/ Bandag program and managed over 14.4 tons of electronic waste, thereby avoiding the consumption of 96,330 kWh, 602 m^3 of water, and 506 kg of CO_2.

We measured the carbon **footprint of all domestic and international shipments for our client Amazon.**

MESSAGE FROM *the president & CEO*

GRI 2-22

At Estafeta, we believe that logistics has the power to transform much more than just supply chains. Each delivery represents an opportunity to build trust, drive our customers' growth, and contribute to Mexico's development. That conviction guides our strategy and also shapes our understanding of sustainability.

Throughout 2025, we continued to strengthen a vision where business growth and value creation for our stakeholders go hand in hand. We know that operating responsibly is not just another goal; it is the foundation for building a resilient, competitive company that is prepared to meet the challenges of a constantly evolving environment.

This report reflects the efforts of thousands of employees who, every day, turn our values into actions. We made progress in strengthening a people-centered culture, fostering increasingly safe and inclusive work environments, expanding our positive impact on communities, and continuing to incorporate environmental criteria that allow us to measure, manage, and reduce the impacts of our operations.

We also continued to strengthen our governance model, convinced that ethics, transparency, and accountability are essential to building trust and forging lasting relationships with customers, suppliers, partners, authorities, and shareholders.

At Estafeta, we understand that sustainability is not achieved through isolated actions but through consistent decisions embedded in every process, every investment, and every service we offer. That is why we continue to innovate, collaborate, and evolve to meet the expectations of a world that demands increasingly efficient and responsible logistics solutions.

I want to thank our employees, customers, suppliers, partners, and communities for joining us on this journey. Your trust drives us to continue building a company that connects people and businesses, creating shared value for present and future generations.



Jens P. Grimm
President & CEO
Estafeta Mexicana, S.A. de C.V.

ORGANIZATION *profile*

GRI 2-1, 2-2, 2-6, 2-28, 416-1, 418-1



DESCRIPTION OF THE ORGANIZATION

Estafeta Mexicana, S.A. de C.V. is a Mexican company with over four decades of experience driving logistics forward in the country. Throughout our history, we have evolved to offer comprehensive solutions that connect people, businesses, and communities, leveraging innovation, technology, and increasingly efficient and responsible operations.

Our mission to unite all of Mexico guides every decision we make. That is why we operate with a firm commitment to our customers, employees, and communities, prioritizing safety, compliance, operational excellence, and the ability to adapt to ever-changing environments. These principles strengthen our competitiveness and enable us to create economic, social, and environmental value in a sustainable manner.

Our Strategic Horizon

MISSION

To provide courier services, parcel delivery and logistics solutions that meet exceptional quality and service standards, supported by a vast air and ground transport network, a state-of-the-art technology platform and highly skilled, customer-oriented employees.

VISION

To be Mexico's premier strategic partner for logistics solutions.

HIGHER **PURPOSE**

"Bringing people together and connecting businesses is what drives us."

VALUE

SAFETY

We safeguard the integrity of our people, our customers, their shipments, and the community.

JOY OF SERVING

We honor our promises, we find solutions, we are agile, we are available, and we go above and beyond.

HUMAN-CENTERED SPIRIT

We are a team of integrity, conducting ourselves with respect, trust, humility, and fairness to make a difference in the community.

EFFICIENCY: LESS IS MORE

We operate responsibly and with discipline, optimizing resources to fulfill our commitments.

CONNECTING WITH THE FUTURE

We are agile in the face of change. We make available all our potential and resources to transform ourselves.

OUR OPERATIONAL CAPACITY

Over **7,000** ground vehicles

Over **2,400 service points nationwide** including company-owned, those under concession, or through strategic partners

Over **13,700** employees

We reach over **220 countries**

10 electric bikes

6 Cargo Aircraft Boeing 737-400

Operational Growth **of 6.6%**

3 logistics HUBS San Luis Potosí, Tinaja, Veracruz, and Mexico City

Coverage in **31,455** zip codes

Over **173 million** shipments handled

134 Operations Centers

12 Air Stations

1 bonded warehouse in San Luis Potosí

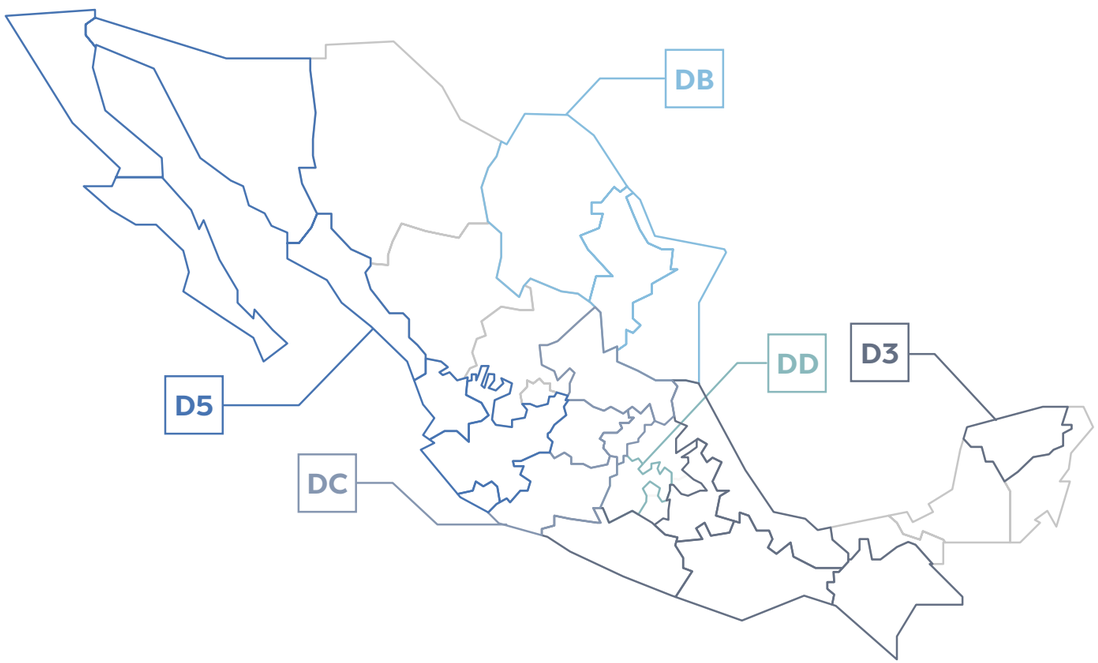
6 strategic warehouse TULE, SMO I, SMO III, Azcapopark, Monterrey, Guadalajara

35 electric vehicles

NATIONAL **PRESENCE**

GRI 2-1

DISTRICT 3	**CVA** Cuernavaca	**MID** Mérida	**OAX** Oaxaca	**PUE** Puebla	**TGZ** Tuxtla Gutiérrez	**VER** Veracruz
DISTRICT 5	**COL** Colima	**CUL** Culiacán	**GDL** Guadalajara	**HMO** Hermosillo	**LAP** La Paz	**TIJ** Tijuana
DISTRICT 8 Interchange centers (CI)	**CI SLP** San Luis Potosí	**CI TIN** Tinaja, Veracruz	**CI MEX** Ciudad de México			
DISTRICT C	**LEN** León	**MLM** Morelia	**QRO** Querétaro	**SLP** San Luis Potosí		
DISTRICT B	**MTY** Monterrey	**NLD** Nuevo Laredo	**TRC** Torreón			
DISTRICT D	**MEX** Ciudad de México					



GROUP **COMPANIES**

GRI 2-2

To comprehensively meet our customers' needs, we have integrated various business units that collaborate closely within a framework of operational synergy.

estafeta® Estafeta Mexicana S.A. de C.V.

estafeta® Centros de Intercambio de Carga Exprés Estafeta S.A. de C.V

estafeta® Soluciones Logísticas

MITES

estafeta® cargo

estafeta® Supply Chain

estafeta® Mensajería Metropolitana, S.A. de C.V.

ADC AUTOTRANSPORTES DE DISTRIBUCIÓN Y CONSOLIDACIÓN S.A. de C.V. Servicio Público Federal

TRA TRANSLOGÍSTICA S.A. de C.V. Servicio Público Federal

TT TRANSPORTADORA TERRESTRE S.A. de C.V. Servicio Público Federal



SERVICE **PORTFOLIO**

GRI 2-1, 2-6

To provide comprehensive coverage across all stages of the supply chain, we have a logistics ecosystem that includes courier services, parcel delivery, freight transport, warehousing, distribution, and reverse logistics. This portfolio includes specialized services and is designed to precisely meet the needs of our customer base, both nationally and internationally.

International Shipping and *Freight Forwarding*

INTERNATIONAL SHIPPING

- **Global Express**
  Air delivery of documents and parcels to over 220 countries and territories.
- **USA Economy**
  Ground delivery of documents and parcels to the United States
- **Merkalink**
  Imports to Mexico with charges billed to the recipient. C2C, B2C, B2B.
- **Crossborder**
  Import and freight for online stores, marketplaces, and 3PLs.

FREIGHT FORWARDING

We are part of the world's largest network of freight forwarders.
Our specialized team offers a range of multimodal transport solutions for all types of shipments:

- Maritime, ground, air, customs clearance, air freight.
- Specialized services: Hot Shots, Hand Carrier, and Charter.

National Distribution

We offer courier and parcel delivery solutions nationwide, tailoring our resources and infrastructure to meet each customer's specific needs.

OUR GUARANTEES:

- Air service
  12:30 PM
  Next business day before noon.

- Next Day
  Open delivery time from 9:00 AM to 6:00 PM.

- Ground Service
  Two Days
  Open delivery time from 9:00 AM to 6:00 PM.

  Ground
  3 to 5 business days with open delivery time from 9:00 AM to 6:00 PM.

Reverse Logistics

We offer a strategic solution to manage product returns from the end customer back to the manufacturer or distributor.

Big Ticket Service

We offer specialized handling for large items that, due to their volume and weight, require different handling during transportation and customer service.

Product Category:

- Appliances
- Furniture
- Mattresses
- Televisions
- Ride-on toys
- Bicycles
- Recreational items.

Supply Chain

Main services:

- Storage
- VAS, UVA
- Fulfillment
- In-house Courier and Parcel distribution network
- In-house and outsourced FTL distribution network
- In-house LTL distribution network
- In-house Spare Parts specialized distribution network
- In-house Local Distribution specialized network
- In-house Big Ticket network
- In-house Cross-Dock network
- Reverse Logistics
- WMS (Warehouse Management System)
- Value-added services (labeling, kit assembly, special packaging, kitting, etc.)
- Specialized logistics by verticals
- Automotive
- Direct Sales
- Textiles and Footwear
- Retail
- Marketplace
- Financial
- Consumption
- Hi-Tech
- Industrial
- Government
- Pharma
- 3PL

CUSTOMER **EXPERIENCE**

Customer experience is a key topic for our organization, directly linked to transparency, service quality, and building trust. In 2025, we transformed our service model, shifting from an information-based approach to one focused on meeting needs and managing expectations through artificial intelligence and advanced analytics.

Omnichannel Ecosystem

Our service ecosystem combines traditional and digital channels, ensuring continuous availability for all customer profiles.

Digital Channels (available 24/7, in Spanish and English):

"Beatriz" Voice Bot
800 378 2338

Chat Bot
WhatsApp
+52 55 5270 8300

Website
https://www.estafeta.com

Social media
LinkedIn, Facebook, Instagram, TikTok

Specialized Support Channels:

Phone
800 378 2338

WhatsApp
+52 55 5270 8300

Business hours:
Monday to Friday
9:00 AM to 6:00 PM
Saturday
9:00 AM to 1:00 PM



Thanks to the implementation of artificial intelligence and the optimization of our service processes, we have achieved improvements in the customer experience:

Zero-minute wait times.
We reduced wait times from an hour and a half (2024) to zero minutes in 2025, thanks to our Voice Bot, which can handle over 100 simultaneous interactions.

95% automated support.
Currently, only 5% of requests require a human agent, allowing the team to focus on cases that need specialized analysis. In 2024, this percentage was 11%.

Real-time translation.
We implemented automated translation to handle calls in English without the need for bilingual staff, expanding our customer service capacity without increasing our workforce.

Large Language Models (LLM).
We incorporated natural language understanding technology into the Voice Bot to reduce friction in the pickup scheduling flow, making the experience more streamlined and straightforward for the customer.

Automated service reports.
Customers can generate service reports for shipments marked as delivered (not received, damaged, or stolen) directly through the Voice Bot or Chat Bot, without human intervention, with 24/7 support.

Improved branch location.
We redesigned the branch search process so that the system automatically identifies the nearest locations based on the zip code and displays them on an interactive map.

Data-Driven Management

We implemented advanced analytics tools, such as Text Analytics, that allow us to monitor over 10,000 Chat Bot interactions per month. This replaces sample-based analysis with full coverage, enabling us to identify opportunities for improvement in real time.

CSAT[1] (Customer Satisfaction Score)

Support channel	2024	2025
Telephone agent	95%	95%

NPS[2] (Net Promoter Score)

Support channel	2024	2025
Chat bot	83%	84%

Main Reasons for Contact

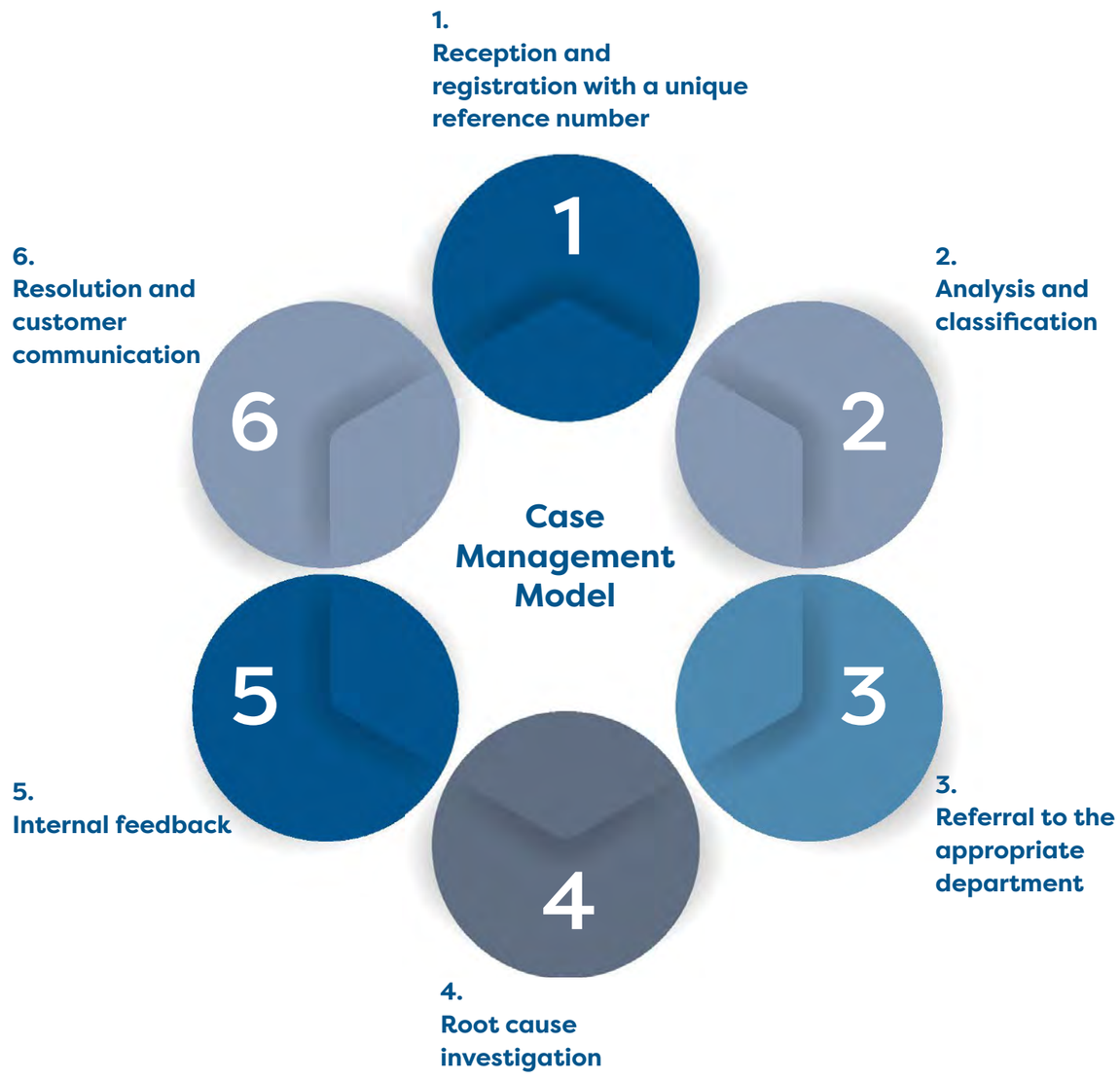
Reason	Solution	Calls in 2024	Calls in 2025
Shipment tracking and visibility	Detailed and timely information	625,120	671,251
Pickup rescheduling	Order tracking	57,004	52,512

1 CSAT (Customer Satisfaction Score): We ask our customers to rate their satisfaction on a scale of 1 to 5. We classify those who give us high scores (4 or 5) as Promoters, those who give us low scores (1 or 2) as Detractors, and those who give us a moderate score (3) as Passives or Neutrals.
Our final CSAT represents the percentage of customers who rated us 4 or 5 out of the total responses received.
We interpret these ranges as follows:
Less than 65% (Critical/Low): We detect significant dissatisfaction with our service or product.
66% to 80% (Acceptable): We see an average result, although we identify opportunities to improve our service experience.
81% to 90% (Good/Desirable): This reflects consistent service and a mostly satisfied customer base.
Over 90% (Excellent/World-Class): We have achieved an optimal level of satisfaction and retention.

2 NPS (Net Promoter Score): We use this scale (from 1 to 5) to assess the likelihood that our customers will recommend our services. We classify those who give us high scores (4 or 5) as Promoters, those who give us low scores (1 or 2) as Detractors, and those who give us a moderate score (3) as Passives. We calculate our final NPS by subtracting the percentage of detractors from the percentage of promoters. This allows us to accurately measure our ability to generate recommendations and build customer loyalty. NPS = (% Promoters - % Detractors) / 100.

Case Management Model

We have a standardized case management model that ensures traceability and effective resolution:



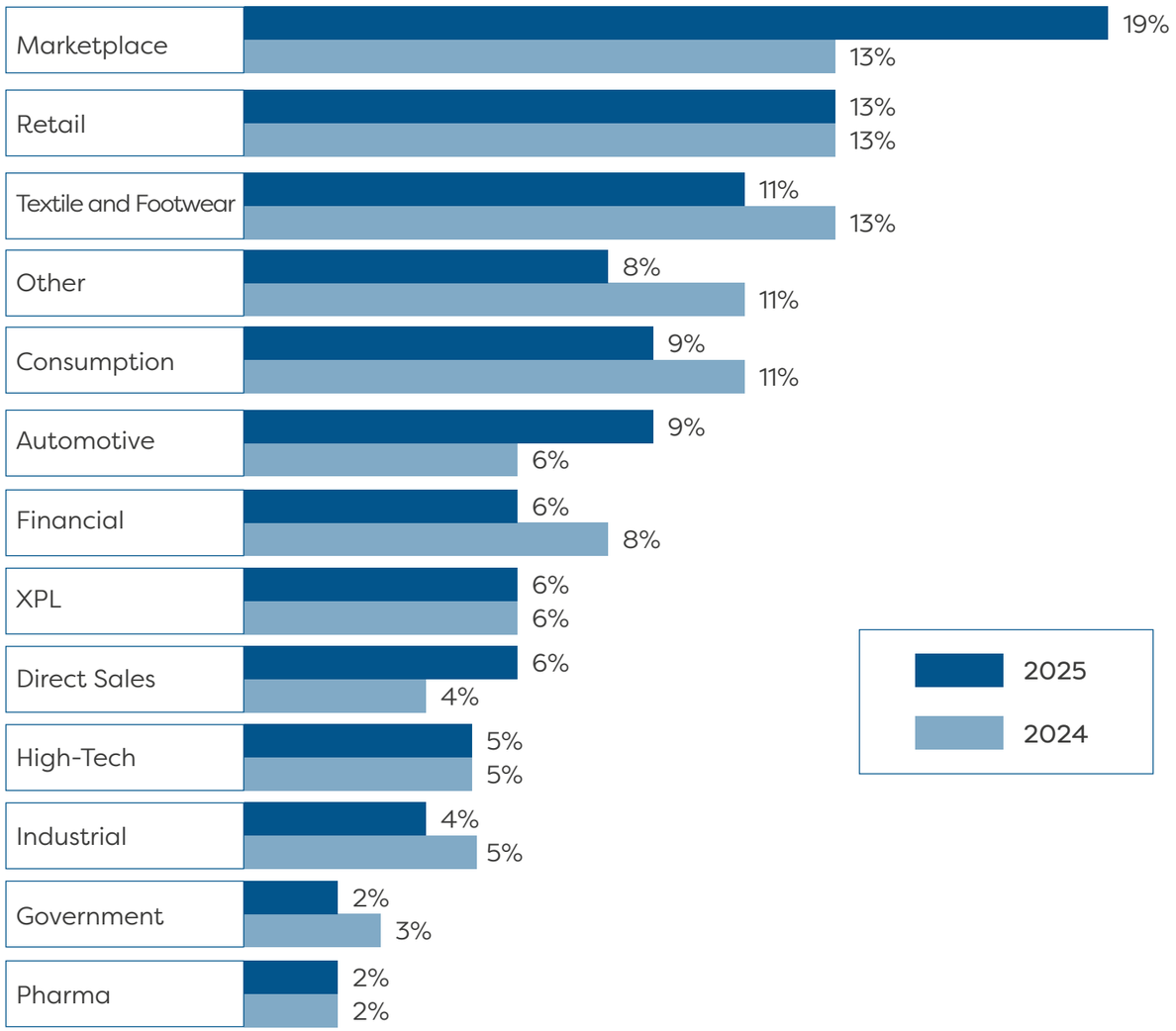
First contact time: Less than 24 hours
Resolution time: 48 hours maximum

OUR CUSTOMERS

GRI 416-1, 418-1

We hold a significant position in the Mexican market. Our service strategy focuses on two types of customers: occasional customers and account holders. We segment them based on their purchase volume, business lines, and the industry they belong to.

Share by Industry





We drive growth in sectors like marketplace and retail by strengthening e-commerce and meeting the rising demand for our last-mile logistics solutions. At the same time, for industries such as automotive, hi-tech, and pharma, we continue to offer specialized services that meet the highest standards of safety and traceability. Our business strategy focuses on strengthening the vertical integration of our services and developing solutions tailored to the specific needs of each industry. This allows us to enhance our customers' experience and build long-term business relationships.

At every stage of our operations, the integrity and well-being of our customers are our top priority. To ensure this, we have implemented secure delivery processes, identity verification mechanisms, and operational protocols that meet international standards, complemented by constant monitoring of our fleet. Similarly, we ensure the confidentiality of information through rigorous privacy controls, acting in full compliance with the provisions of the Mexican Federal Law on the Protection of Personal Data Held by Private Parties (*Ley Federal de Protección de Datos Personales en Posesión de los Particulares,* LFPDPPP).

What our customers say...

Along the way, we have needed to adjust our processes. In Estafeta, we found a logistics partner that works—one that handles unexpected situations by exercising the judgment to elevate the conversation and escalate matters when circumstances require it. Having a clear pricing structure and visibility at every operational level allows us to make decisions and plan our future direction based on data tailored to that scenario.

Director of Operations / Fintech Sector

AWARDS, DISTINCTIONS, AND CERTIFICATIONS

GRI 2-28

At Estafeta, we recognize that external endorsement of our practices reflects our commitment to operational excellence and corporate responsibility.

AEO (Authorized Economic Operator) Certification

Granted by the Tax Administration Service (*Servicio de Administración Tributaria, SAT*), it enhances the security of the foreign trade logistics chain for Mensajería Metropolitana, S.A. de C.V. and Centro de Intercambio de Carga Expres Estafeta, S.A. de C.V.

CTPAT (Customs-Trade Partnership Against Terrorism) Certification

A voluntary supply chain security program led by U.S. Customs and Border Protection (CBP) for Mensajería Metropolitana, S.A. de C.V. and Autotransportes de Distribución y Consolidación, S.A. de C.V.

IATA (International Air Transport Association)

Estafeta Carga Aérea, S.A. de C.V. holds an active license to transport goods by air. In 2025, our air carrier completed the IATA certification process, solidifying our position in the international air cargo market.

IOSA (IATA Operational Safety Audit)

An international assessment system for evaluating air transport operations management and control systems, granted by IATA to Estafeta Carga Aérea, S.A. de C.V.

NMX-CC-9001-IMNC-2015 / ISO 9001:2015

Quality Management System for Estafeta Soluciones Logísticas, S.A. de C.V. at the San Martín Obispo Park I and III, Monterrey, Azcapotzalco, and Tule warehouses.

Transporte Limpio (Clean Transportation)

Awarded by the Mexican Ministry of Environment and Natural Resources *(Secretaría de Medio Ambiente y Recursos Naturales, SEMARNAT)* for the excellent environmental performance of federal trucking companies *Autotransportes de Distribución y Consolidación, S.A. de C.V.*; *Transportadora Terrestre, S.A. de C.V.*; and *Translogística, S.A. de C.V.*

"CX Innovator of the Year" Award

During the LISTEN 2025 international conference, organized by CallMiner, Estafeta was recognized for its leadership in interaction analysis applied to "Beatriz," its cutting-edge voice assistant.

"Empresa Segura" (Safe Company) Certification

Certification awarded by the Mexican National Association of Private Transportation *(Asociación Nacional de Transporte Privado, ANTP)* for best practices in transportation, safety, and operational efficiency.

National Award for Safe and Healthy Work Environments (*Entornos Laborales Seguros y Saludables*, ELSSA)

The Mexican Social Security Institute *(Instituto Mexicano del Seguro Social, IMSS)* recognized 37 Estafeta workplaces for implementing strategies to prevent accidents, reduce chronic illnesses, and improve the quality of life for their employees.

INDUSTRY **PARTNERSHIPS**

GRI 2-28

At Estafeta, we value collaboration and institutional exchange as key drivers for sustainability in logistics. That is why we maintain an active presence in the sector's leading associations and chambers:

- American Chamber of Commerce of Mexico, A.C. *(AMCHAM)*
- Mexican Association of Logistics Operators *(Asociación de Operadores Logísticos de México, AOLM)*
- International Air Transport Association (IATA)
- Mexican Association of Freight Forwarders *(Asociación Mexicana de Agentes de Carga, AMACARGA)*
- Mexican Courier and Parcel Association *(Asociación Mexicana de Mensajería y Paquetería, AMMPAC)*
- Mexican Direct Selling Association *(Asociación Mexicana de Venta Directa, AMVD)*
- Mexican Online Selling Association *(Asociación Mexicana de Venta Online, AMVO)*
- Mexican Association of Human Resources Management *(Asociación Mexicana en Dirección de Recursos Humanos, A.C., AMEDIRH)*
- National Association of Private Transportation *(Asociación Nacional de Transporte Privado, ANTP)*
- Canadian Chamber of Commerce in Mexico *(Cámara de Comercio del Canadá en México, CANCHAM)*
- Franco-Mexican Chamber of Commerce and Industry *(Cámara de Comercio e Industria Franco Mexicana, CCIFM)*
- Chamber of the Transformation Industry of Nuevo León *(Cámara de la Industria de Transformación de Nuevo León, CAINTRA)*
- German-Mexican Chamber of Industry and Commerce *(Cámara Mexicano-Alemana de Comercio e Industria, CAMEXA)*
- National Chamber of Air Transport *(Cámara Nacional de Aerotransportes, CANAERO)*
- National Chamber of Freight Transport *(Cámara Nacional de Autotransporte de Carga, CANACAR)*
- Mexican Competitiveness Center *(Centro de Competitividad de México, CCMX)*
- International Federation of Freight Forwarders Associations *(Federación Internacional de Asociaciones de Transitarios, FIATA)*
- World Cargo Alliance *(WCA)*

OUR *Organization*

GRI 2-6, 2-9, 2-10, 2-11, 2-13, 2-15, 2-16, 2-22, 2-23, 2-24, 2-25, 2-26, 2-29, 3-1, 3-2, 3-3, 203-2, 204-1, 205-3, 408-1, 409-1, 418-1, NIS C.1, C.2, C.3, C.5, C.6, C.7, C.8



SUSTAINABILITY **MODEL**

GRI 2-22, 3-1, 3-2, 3-3, **NIS** C.5

Our Sustainability Model is the strategic framework through which we incorporate environmental, social, and governance (ESG) criteria into our decision-making processes and business management. This model guides our actions to create sustainable value, strengthen our competitiveness, and meet our stakeholders' expectations.

It is structured around four pillars that reflect our sustainability priorities and drive initiatives across the entire organization.





Materiality matrix

In 2024, we updated our materiality analysis through a structured process that considered the sustainability context in which Estafeta operates nationwide. To accomplish this, we analyzed relevant trends and best practices in the logistics industry, as well as the media landscape and the experiences of our stakeholders. We integrated information from both internal and external sources to identify the material topics that guide our sustainability strategy.

The prioritization of the identified topics was based on two key factors: the relevance attributed to them by our stakeholders and the magnitude of their impact—whether current or potential—on the company's operations.

Through this exercise, we classified material topics based on their ability to mitigate organizational risks or their strategic value to Estafeta's sustainable growth.

Our highest governance body is responsible for the ongoing validation and oversight of this analysis, as well as the resulting sustainability roadmap. This strategic direction ensures that the company's approach is consistent with its mission, values, and Higher Purpose, solidifying sustainability as a guiding principle in corporate governance at the highest level.

Significant material topics to mitigate risks

- Corporate Citizenship
- Labor Standards
- Climate Change

Estafeta Projects

- Materiality Analysis
- Sustainability Model
- Risk Management
- Digitization and Process Optimization

Priority material topics to be addressed by the strategy

- Customer Service and Product
- Professional Development
- Innovation and Technology
- Ethics and Transparency
- Local Communities

Estafeta Projects

- Profitable Customer Relationships
- Quality Service, increase customer confidence
- PUDOS
- Regulatory Compliance
- Estafeta›s Codes of Ethics and Conduct
- Policies and Processes

Moderate material topics for ongoing monitoring

- Diversity and Inclusion
- Value Chain
- Philanthropy (donations and volunteering)
- Satisfaction and Commitment
- Human Rights
- Waste Management
- Road Safety Education
- Economic Performance
- Occupational Health and Safety
- Water Footprint
- Cybersecurity (data privacy)
- Employee Financial Security

Estafeta Projects

- Diversity, Equity, and Inclusion Committee
- Supplier Standardization
- NOM 035
- Estafeta Volunteering
- In-Kind Donations
- Data Governance
- Personal Data Protection Policy
- Road Safety Committees
- Internal Environmental Compliance Audits
- Integrated Waste Management Plan
- Carbon Footprint Committee

Major material topics for stakeholder engagement

- Business Purpose and Strategy
- Carbon Footprint
- Environmental Education
- Risk and Crisis Management
- Eco-efficient Operations
- Environmental Management
- Environmental Compliance

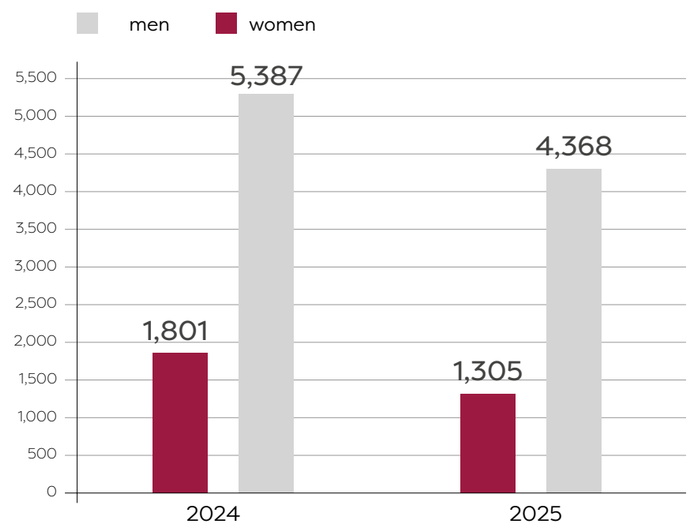
Estafeta Projects

- Environmental Education
- EnBio®
- Green Shipments
- Customer Carbon Footprint

Sustainability training

Sustainability training is part of the onboarding process for new talent joining Estafeta. Through this training, we promote awareness of our Sustainability Model and reinforce an understanding of its internal and external impact. In this way, we strengthen a culture based on responsibility, ethics, and a commitment to sustainable development.

Training hours by gender





Total hours nationwide

2024 — **7,188** hours

2025 — **5,673** hours



Stakeholders

GRI 2-29

Through communication and engagement with our stakeholders, we gather insights that inform our materiality analysis and enable us to make informed decisions.

Stakeholders	Impact	Communication and Participation Mechanisms
Clients	Direct	• Grievance submission via website: www.estafeta.com/contacto • Customer satisfaction surveys • Social media and web content • Bots • WhatsApp (+52) 55 5270 8300 • Traditional channels (+52) 55 5270 8300 and (800) 3782 338 • Multichannel/Omnichannel Platform • Digital media
Employees	Direct	• *"Estafeta Contigo"* Whistleblowing channel www.lineadedenuncia.com/estafetacontigo (800) 0624 729 • estafetacontigo@lineadedenuncia.com • Feedback via PADDE • *Orienta PAE* Estafeta Helpline • Internal communication announcements and dashboards • Corporate Social Network
Shareholders	Direct	• Board Meetings • Sustainability Report • Financial Report
Franchises	Direct	• Monthly Meetings • Newsletters • Bulletins
Suppliers	Indirect	• On-site Visits • Periodic Meetings • Supplier Selection, Evaluation and Development Process



Stakeholders	Impact	Communication and Participation Mechanisms
Government	Indirect	• Meetings with Chambers and Business Bodies • Participation in Forums and Committees
Community	Indirect	• Semiannual Meetings • Participatory Diagnosis in Communities • Estafeta Academic and Socio-Cultural Centers
Civil Society Organizations	Indirect	• Publication of Calls for In-Kind Donations • Email • *Fundación* Estafeta
Competitors	Indirect	• Participation in Trade Fairs, Forums and Industry Events

CORPORATE GOVERNANCE **STRUCTURE**

GRI 2-9, 2-10, 2-11, 2-13, 2-15, **NIS** C.1, C.2, C.3

Our corporate governance structure is designed so that accountability, transparency, and sustainability guide every decision, from the Board of Directors down to day-to-day operations.

Board of Directors

Estafeta's Board of Directors is composed of proprietary and independent directors, in accordance with applicable law. Its composition includes the participation of at least one female director.

The Chair of the Board of Directors also serves as the Chief Executive Officer. To strengthen oversight and ensure proper management of potential conflicts of interest, the organization has specialized committees and external auditors who continuously review company operations.

The Board of Directors holds quarterly meetings where reports are presented on risks, business performance, regulatory compliance, sustainability, and the management of the economic, social, and environmental impacts of Estafeta Group companies.

Estafeta Committees

As part of our governance structure, the Board of Directors relies on specialized committees that strengthen oversight of strategic issues and contribute to compliance with our codes, policies, and processes. These bodies monitor key issues, assess risks, and promote decision-making based on ethics, transparency, and corporate responsibility.

Management Committee	**Audit Committee**	**Operations Committee**
Ethics Committee	**Road Safety Committee**	**Data Governance Committee**
Social Responsibility Committee	**Carbon Footprint Committee**	**Business Continuity Committee**



ETHICS, COMPLIANCE, AND ANTI-CORRUPTION

GRI 2-16, 2-23, 2-24, 2-25, 2-26, 205-3, **NIS** C.6

Our organizational culture is built on business ethics as its central pillar. Our team's integrity, along with our institutional codes, processes, and policies, reinforces our firm commitment to regulatory compliance and building relationships based on mutual trust with our stakeholders.

Ethics and integrity

Our regulatory framework sets forth the values, principles, and standards of conduct that guide the decision-making and behavior of our employees, managers, suppliers, and business partners. It also defines guidelines for preventing and managing conflicts of interest, combating corruption, ensuring fair treatment, and complying with applicable laws.

This framework consists of the following documents:



Estafeta's Code of Ethics and Conduct,
applicable to employees and managers.

Supplier Code of Ethics and Conduct
intended for suppliers and business partners.

Both documents are available on our sustainability website and apply across all of Estafeta's operations and business units in Mexico.

Ethics and Compliance training

We train all our employees upon their hiring and on a regular basis. Our programs include modules on ethics and integrity, anti-corruption and transparency, conflicts of interest, responsible use of resources, and reporting mechanisms.

Throughout 2025, we also conducted training sessions on compliance topics. These included a specialized program on preventing sexual and workplace harassment, which was introduced for the first time that year. Meanwhile, our Legal Department provided specialized training on copyright, terms and conditions, and legal notices applicable to our marketing materials.

Training hours on ethical behavior and anti-corruption guidelines and practices

29,570 Total hours nationwide	**5,013** Hours for women	**24,557** Hours for men
1.6 Average hours per employee	**1.5** Average hours for women	**1.6** Average hours for men

Corruption risk assessment

We have a comprehensive approach to preventing, identifying, and managing corruption risks, based on:

1. A Code of Ethics and Conduct that identifies risks of corruption, bribery, and conflicts of interest.
2. Anti-corruption guidelines and policies developed by the Legal and Compliance department.
3. Risk analysis across the value chain, particularly in interactions with suppliers and authorities.
4. Corporate reporting channels as early detection mechanisms.
5. Mandatory training to identify and mitigate risks in day-to-day operations.



Whistleblowing channel: *Estafeta Contigo*

Estafeta Contigo is the institutional mechanism for confidentially reporting any violations of the Code of Ethics and Conduct, internal policies, or applicable laws. The channel is operated by an external provider and is available 24/7 through four contact options. It guarantees confidentiality, optional anonymity, and the principle of non-retaliation.

Phone line:	**800 0624 729**
Voicemail:	**800 0624 729**
Email:	**estafetacontigo@lineadedenuncia.com**
Website:	**www.lineadedenuncia.com/estafetacontigo**

In 2025, we received 269 reports through our Estafeta Contigo Whistleblowing channel, which we reviewed and addressed in accordance with our institutional procedures. Our Ethics Committee is composed of the Human Resources, Finance, and Internal Audit Departments, and it meets monthly.

Topics reported via the *Estafeta Contigo* reporting line

Tema	2021	2022	2023	2024	2025
Labor	246	281	265	204	188
Assets and Property	29	16	22	17	12
Third-Party Relations	12	18	14	31	23
Customer Service	20	19	42	14	15
Sale of Shipping Guides	12	1	1	4	0
Health, Safety, and Environment	5	14	1	11	5
Harassment	8	13	9	9	13
Shipment Theft	8	8	13	5	7
Deliveries and Pickups	0	5	15	4	6
TOTAL	**340**	**375**	**382**	**299**	**269**

DATA GOVERNANCE AND INFORMATION SECURITY

GRI 2-9, 2-23, 2-24, 418-1, **NIS** C.7, C.8

Our Data Governance model defines the roles, responsibilities, and oversight mechanisms needed to ensure that information is managed with criteria for quality, integrity, traceability, and responsible use. Through a governance structure and specialized committees, we align data management with the business's strategic objectives and strengthen decision-making based on reliable information.



Key achievements in 2025

Consolidating **master data management** management to enhance the quality, consistency, and availability of information.

Strengthening information traceability to support transparency and decision-making.

Standardizing data-driven management processes and criteria.

Fostering a **data-driven culture** through training and awareness initiatives.

Making progress in adopting **principles for the responsible use of artificial intelligence,** with a focus on data quality, traceability, and governance.

Information security

Information protection is a key component of our governance strategy. In 2025, we bolstered our cybersecurity capabilities through preventive controls, authentication mechanisms, continuous monitoring, and business continuity plans to safeguard the availability, integrity, and confidentiality of information.

We also strengthened personal data protection through measures that minimize the exposure of sensitive information in operations, and we promoted a culture of cybersecurity through training and awareness campaigns aimed at all employees.

Our processing of personal data is governed by internal policies and the Privacy Notice, which can be viewed at https://www.estafeta.com/aviso-de-privacidad, in compliance with the Mexican Federal Law on the Protection of Personal Data Held by Private Parties *(Ley Federal de Protección de Datos Personales en Posesión de los Particulares, LFPDPPP)* and other applicable provisions.

RESPONSIBLE **SUPPLY CHAIN**

GRI 2-6, 203-2, 204-1, 408-1, 409-1

Choosing our suppliers wisely is also a way to create value in the communities where we operate. Our strategic supplier base within **Strategic Procurement Management** in 2025 includes:



Relationship with suppliers

Our relationship with suppliers is based on ethics, compliance, and sustainability. To establish a business relationship, all suppliers must sign the **Supplier Code of Ethics and Conduct** and a conflict of interest declaration. The Code outlines commitments regarding human rights, including the prohibition of child labor, forced labor, and any form of labor abuse or exploitation.

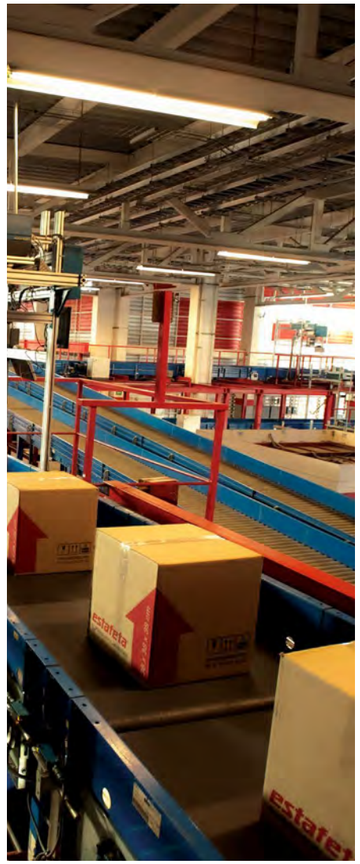
As part of the onboarding process, we conduct a due diligence assessment through a **Request for Information (RFI),** which considers financial, compliance, environmental, and social aspects to identify and manage risks. In addition, when appropriate, we check international sanctions lists as part of our compliance controls.

Eligibility criteria

When selecting suppliers, we consider criteria such as technical capability, regulatory compliance, environmental and social performance, as well as the adoption of best practices and sustainability-related certifications. When the nature of the service requires it, confidentiality agreements are entered into to protect the information and data shared.

International operations and suppliers

In our international operations, we prioritize working with suppliers that demonstrate responsible practices and have recognized sustainability assessments or certifications. All international suppliers must adhere to the Supplier **Code of Ethics and Conduct** as a requirement for establishing a business relationship.



OUR *people*

GRI 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 404-1, 404-2, 404-3, 405-1, SASB-TR-RO-320 a.3, TR-RO-000.C, NIS B.1, B.3, B.4, B.5



ESTAFETA **CULTURE**

GRI 2-7, 404-3, SASB TR-RO-000.C, NIS B.4

8 DECENT WORK AND ECONOMIC GROWTH

Every shipment carries the commitment, energy, and pride of over 13,000 people who make it possible. Our Fuerza Roja (Red Force) is the identity of those who, day in and day out, connect people and businesses across Mexico. In 2025, our workforce grew as a human response to the expanding demand for logistics. It was the decision to invest in our internal talent, in ongoing training, in the health of those who keep us moving, and in the safety of those who represent us on every route.

Recognizing our people is an essential part of our culture. That is why we have initiatives that promote the achievement of objectives and alignment with our values: our ***Reconocimiento Trimestral R3*** (R3 Quarterly Recognition) and ***Héroes con Valor*** (Heroes with Value). Through these programs, we drive continuous improvement, strengthen a sense of belonging, and foster a culture where performance is recognized and valued.

R3 RECONOCIMIENTO TRIMESTRAL

Reconocimiento Trimestral R3

Each quarter, corporate and district management recognize employees whose performance and achievement of goals have made a difference. This recognition sends a clear message: effort is seen, acknowledged, and celebrated.

150

employees recognized
for their outstanding performance and achievement of objectives.

HÉROES CON VALOR

Héroes con Valor - Biannual

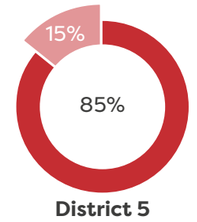
Every six months, our colleagues themselves nominate those who uphold our values and exceed expectations. In 2025, this peer recognition remained one of the most powerful ways to reaffirm our identity as a team.

116

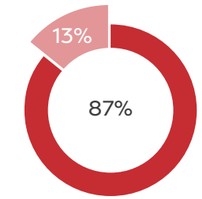
employees recognized
for exceeding expectations in their daily roles.

Geographic distribution of talent

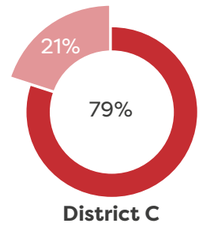
The people who make up Estafeta are the driving force behind our operations. Their presence in different states across Mexico allows us to stay close to our customers, strengthen operational coordination, and respond quickly to each region's needs, thereby ensuring operational continuity.



District 5



District 3



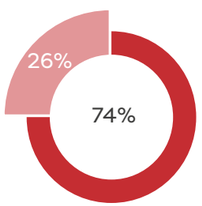
District C



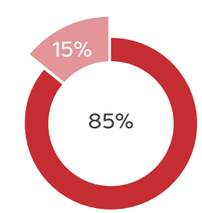
Male



Female



Regional Mex



District B

District 5				
	Regional	**Male**	**Female**	**Total**
COL	Colima	210	48	258
CUL	Culiacán	299	47	346
GDL	Guadalajara	799	127	926
HMO	Hermosillo	291	43	334
LAP	La Paz	56	13	69
TIJ	Tijuana	206	41	247
	TOTAL	**1,861**	**319**	**2,180**

District 3				
	Regional	**Male**	**Female**	**Total**
CVA	Cuernavaca	450	74	524
MID	Mérida	410	73	483
PUE	Puebla	432	66	498
TGZ	Tuxtla Gutiérrez	285	30	315
VER	Veracruz	512	74	586
OAX	Oaxaca	124	21	145
	TOTAL	**2,213**	**338**	**2,551**

District C				
	Regional	**Male**	**Female**	**Total**
LEN	León	266	67	333
MLM	Morelia	220	43	263
QRO	Querétaro	415	104	519
SLP	San Luis Potosí	962	273	1,235
	TOTAL	**1,863**	**487**	**2,350**

Regional MEX		
Male	**Female**	**Total**
3,760	1,345	5,105

District B				
	Regional	**Male**	**Female**	**Total**
MTY	Monterrey	673	134	807
NLD	Nuevo Laredo	280	37	317
TRC	Torreón	380	61	441
	TOTAL	**1,333**	**232**	**1,565**

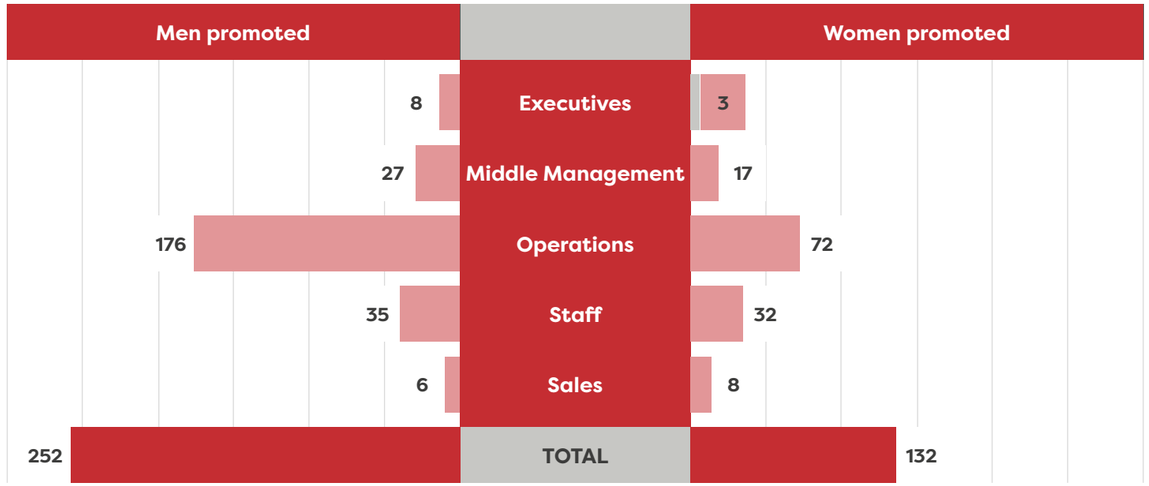
At Estafeta, we believe that business growth translates into opportunities for people. That is why we maintain a strategy focused on creating formal employment, prioritizing permanent hiring and the development of stable labor relations.

The steady growth of our workforce in 2025 reflects the strength of our operations and our commitment to continuing to build a work environment that fosters professional development, diversity, and talent retention.

	2023		2024		2025	
	Estafeta Employee	Outsourcing	Estafeta Employee	Outsourcing	Estafeta Employee	Outsourcing
Indefinite contract						
Men	7,965	0	9,360	0	9,260	0
Women	2,103	0	2,353	0	2,531	0
Fixed-term contract						
Men	2,471	0	937	0	1,770	0
Women	233	0	123	0	190	0
Internship or Professional Apprenticeship						
Men	3	0	1	0	0	0
Women	1	0	0	0	0	0
TOTAL	**12,776**		**12,774**		**13,751**	

Promotions

In 2025, we carried out 384 internal promotions, fostering opportunities for growth and mobility within the organization. Each promotion is managed through the Salary Administration Policy, which sets out clear, objective, and equitable criteria based on each employee's performance, leadership potential, and competencies, thereby leveraging internal talent as a driver of growth.



Performance evaluation and feedback

We foster a culture of continuous learning where dialogue and feedback contribute to professional development. Through the Estafeta Self-Service, Performance, and Development Platform *(Plataforma de Autoservicio, Desempeño y Desarrollo Estafeta, PADDE)*, we promote formal feedback processes that enable leaders and employees to identify opportunities and reinforce behaviors aligned with our values.

1 At the start of each month, employees set their monthly goals in line with their department's priorities.

2 These goals are sent to the immediate leader, who reviews them, adjusts them as needed, and provides formal approval to ensure efforts are focused on the right indicators.

3 Once the operational month is over, an evaluation phase begins.

4 The employee analyzes their results, while the leader validates their achievement. This step ensures transparency when finalizing the evaluation.

5 To formally conclude the process, the leader must enter feedback comments into the platform.

Percentage of employees who received feedback



[1] Directors, Managers, and the Board are consolidated into the executive tier.

DIVERSITY, EQUITY, AND INCLUSION

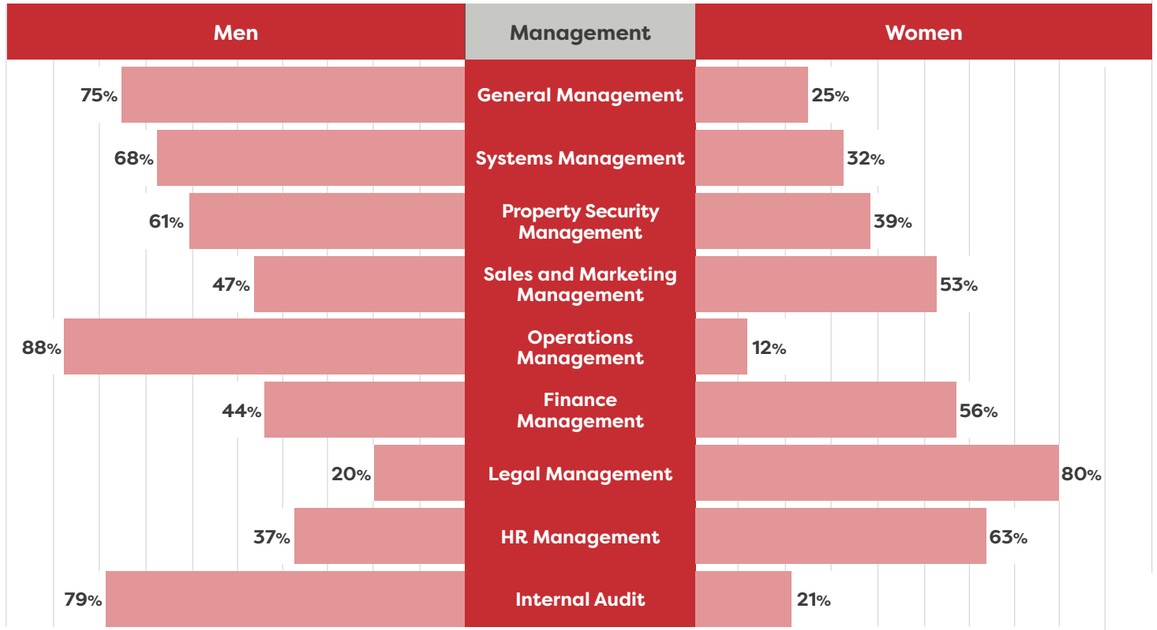
GRI 405-1, NIS B.1

At Estafeta, we recognize that the diversity of our people contributes to strengthening the organization and achieving our objectives. The diverse experiences, knowledge, and perspectives of our people enrich decision-making, drive innovation, and strengthen our ability to adapt. That is why we foster an inclusive culture based on respect, equal opportunities, and the participation of all individuals, promoting collaborative work environments where each member of our Fuerza Roja can grow and contribute their talents.

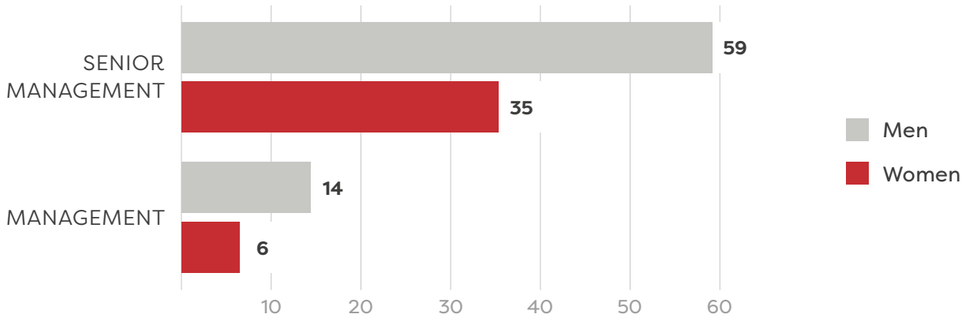
Generational Diversity		
Generation	**Male**	**Female**
Centennials	9.5%	2.3%
Millennials	54.0%	14.3%
Generation X	16.4%	3.0%
Baby Boomers	0.3%	0.1%
TOTAL	**80.2%**	**19.8%**



Distribution by gender and management level



Women in management and leadership



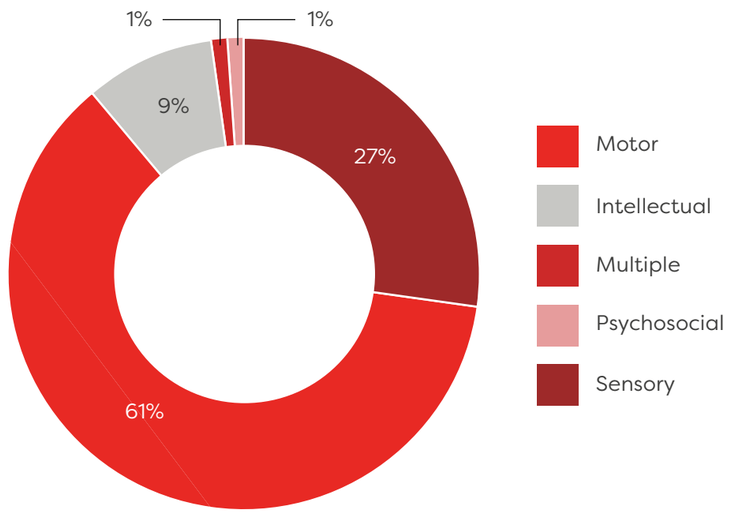
Women held 36% of leadership positions[2] in 2025, reflecting Estafeta's commitment to enhancing diversity at decision-making levels and creating equitable opportunities for talent development.

[2] Considering senior management and leadership positions.

Talent with disabilities

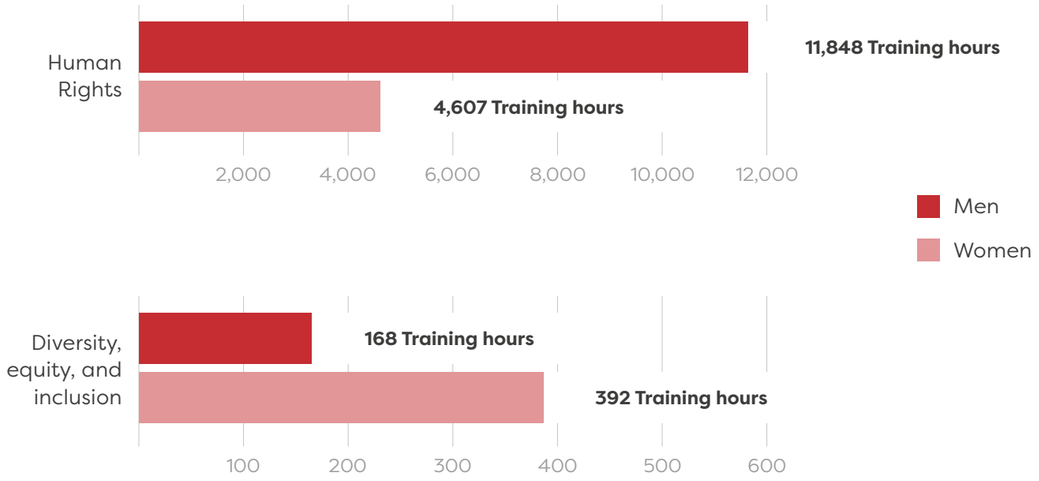
We promote workplace inclusion as a key element in building diverse teams and strengthening equal opportunities. Through inclusive recruitment processes, we promote the hiring of individuals with disabilities across various areas of the organization, contributing to the creation of decent employment and the development of accessible and respectful work environments.

Disability	Men	Women
Intellectual	7	0
Motor	39	6
Multiple	1	0
Psychosocial	1	0
Sensory	16	4



The diversity of our people is a key element in Estafeta's sustainable growth.

With the aim of consolidating an organizational culture based on respect, inclusion, and equal opportunities, throughout the year we strengthened the training of our teams on Human Rights and Diversity, Equity, and Inclusion topics, delivering over 16,000 hours of instruction.





OCCUPATIONAL HEALTH AND SAFETY

GRI 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8,
SASB TR-RO-320 a.3, NIS B.5

Management system

Caring for our people is the foundation of safe, sustainable, and humane logistics. In 2025, we strengthened our Occupational Health and Safety Management System *(Sistema de Gestión de Seguridad y Salud en el Trabajo, SST)* through a preventive approach, regulatory compliance, and continuous improvement, making progress in aligning with international standards such as ISO 45001.

The system incorporates processes for identifying, assessing, and managing occupational risks at operations centers, air stations, and points of sale. These are complemented by training programs, emergency response teams, incident investigations, and operational controls aimed at reducing accidents and fostering a culture of prevention. Its management operates under a centralized model with regional execution, enabling coordinated efforts among the organization's different departments:



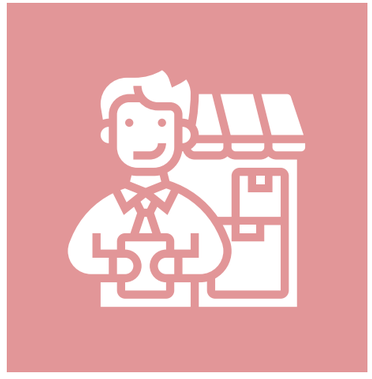
The management system operates nationwide and covers all workplaces:



Operations Centers



Districts Regional



Points of Sale



Air Stations

In 2025, we achieved regulatory compliance levels of 80% to 90% at critical operations centers and handled 60 inspections by authorities, all of which concluded without significant findings.

Preventive occupational risk management

Preventive risk management is part of our approach to occupational health and safety. To this end, we apply risk identification and assessment methodologies tailored to the nature of our logistics operations, including distribution centers, ground transportation, and air cargo operations.

The assessment uses specialized tools and processes, including a risk matrix, safety walkthroughs, ergonomic analyses, incident investigations, and operational indicator monitoring. This enables us to prioritize control measures and enhance employee protection.

Risk category	Description	Key mitigation measures
Operational accidents	Risks associated with daily operations and equipment handling.	Engineering controls, operating procedures, training, use of PPE, and medical monitoring.
Road risks	Events that may affect safety during driving and transportation.	Training, road audits, and prevention campaigns.
Work-related fatigue	Impairments to performance and attention resulting from physical or mental fatigue.	Medical monitoring, prevention campaigns, a mental health support program for employees, training, and operating procedures.
Ergonomic risks	Injuries resulting from physical exertion, repetitive movements, or improper posture.	Training, medical monitoring, and prevention campaigns.
Handling special materials	Risks associated with goods that require specific handling procedures.	Operating procedures, training, use of PPE, and engineering controls.
Risks associated with air cargo	Risks associated with managing goods and operations in airport environments.	Operating procedures, training, use of PPE, and medical monitoring.

In 2025, we managed to reduce accidents by 12% compared to 2024, reinforcing our approach to risk prevention and management.

Safety culture

Having well-prepared personnel is essential to building a strong and sustainable safety culture. Throughout 2025, we promoted the development of skills that enable proactive risk management, strengthen safe decision-making, and foster shared responsibility for the care of people and operations through:

29,203
hours of occupational Health and Safety training

157
occupational health and safety Committees and Emergency Response Teams

175
prevention **campaigns** nationwide

37
workplaces with the Safe and Healthy Work Environments (*Entornos Laborales Seguros y Saludables*, ELSSA) distinction





To strengthen our emergency response capabilities, we conduct regular drills and maintain action protocols aligned with the Internal Civil Protection Program and applicable regulations. These drills cover various scenarios, including evacuations, fires, medical emergencies, handling special materials, and operational contingencies. This allows us to assess the readiness of our teams and reinforce a preventive culture throughout the organization.

Our strategy incorporates accessibility and inclusion criteria for individuals with disabilities or reduced mobility through accessible evacuation routes, support brigade members, and procedures tailored to different needs.

Employee participation is a key element in risk prevention and management. Through Occupational Health and Safety Committees, emergency response teams, preventive reports, and incident investigations, we promote the timely identification of hazards and the implementation of corrective and preventive actions.

Throughout 2025, we made progress in implementing a digital channel using QR codes for reporting unsafe acts and conditions. This facilitated risk communication, streamlined response, and strengthened the traceability of corrective and preventive actions.

This preventive approach also helped strengthen our regulatory compliance. Strengthening internal audits, operational controls, document monitoring, and preventive mechanisms allowed us to maintain alignment with applicable regulations and reinforce the resilience of our operations.

While these advances reflect Estafeta's commitment to the safety and well-being of individuals, we recognize opportunities to continue strengthening our performance. The main challenges identified include consolidating the comprehensive Health, Safety, and Environment *(Seguridad, Salud y Medio Ambiente, SSMA)* model; strengthening environmental indicators; enhancing the robustness of waste and chemical management; integrating environmental criteria into infrastructure and operations; and evolving toward an increasingly predictive and preventive, data-driven approach.

We recognize these challenges as part of our continuous improvement process and our evolution toward more sustainable, resilient management that aligns with international best practices.

Occupational Health Monitoring

Our Occupational Health team is present in various regions across the country, providing direct care to 25% of our Operations Centers and regional care to the rest of our facilities. They operate with a preventive approach nationwide, promoting timely care for our employees' health and well-being through the following actions:

Pre-enrollment and periodic medical examinations

Occupational health care

Disability management

Epidemiological surveillance

Health promotion program

With indicators such as:

- Accident rate
- Lost days
- Work-related disabilities
- Medical evaluation coverage
- Epidemiological trends
- Primary health care

Occupational health and climate change

We recognize that climate change-related phenomena pose real risks to our employees' health, especially in a sector with nationwide logistics operations. Therefore, we identify the main risks and implement actions to mitigate them.

Risks	Mitigation Actions
Heat waves Water scarcity	Protocols for extreme temperatures Hydration campaigns
Extreme weather events Floods and heavy rainfall	Civil Protection preventive plans Critical infrastructure assessment
Vector-borne diseases Cardiovascular Conditions	Epidemiological surveillance Periodic medical examinations

Caring for our people is the daily decision to ensure that each employee returns home healthy, safe, and with the satisfaction of having contributed to our purpose.



PROGRAMA DE *ATENCIÓN A EMPLEADOS*

GRI 403-3, 403-6

Caring for the physical, emotional, and financial health of our employees is part of our commitment to fostering positive work environments. Throughout 2025, we continued to strengthen access to our *Programa de Atención a Empleados* (Employee Care Program), the *Línea de Ayuda Estafeta* (Estafeta Hotline), through which we offer specialized guidance and confidential support in various areas of employees' personal and professional lives. This initiative complements our efforts to manage psychosocial risk factors and helps foster a culture of well-being, support, and prevention.

Phone line:
800 999 2233

Oriéntame:
www.orientame-me.com

In 2025:

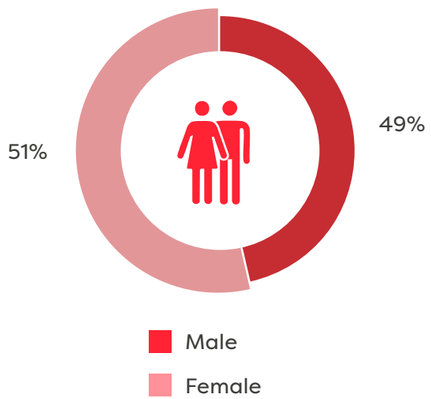
4,203
people
used the service

42%
yearly usage

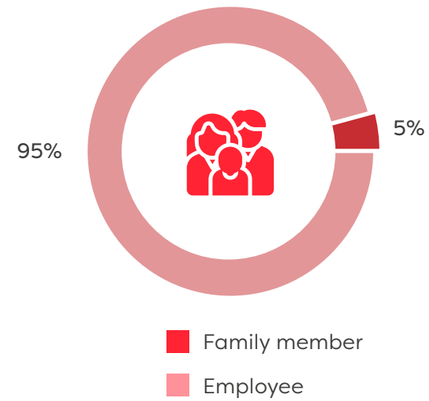
2,324
people trained via webinars, a 45% increase compared to the number of attendees in 2024

22
internal posts

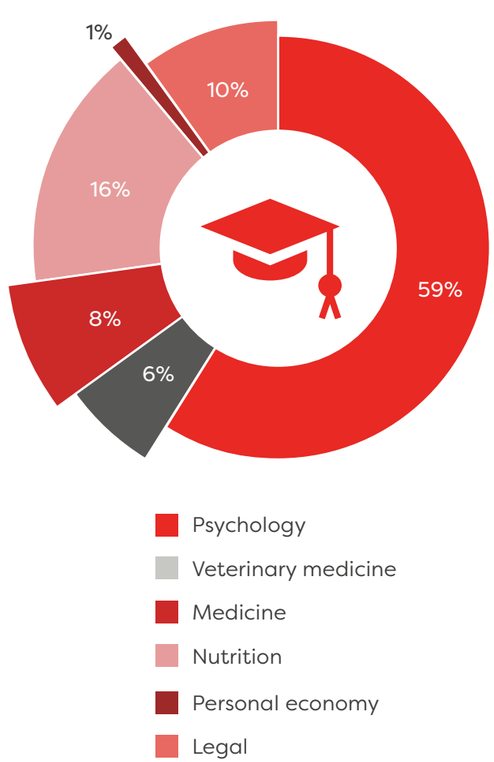
Percentage of use by gender



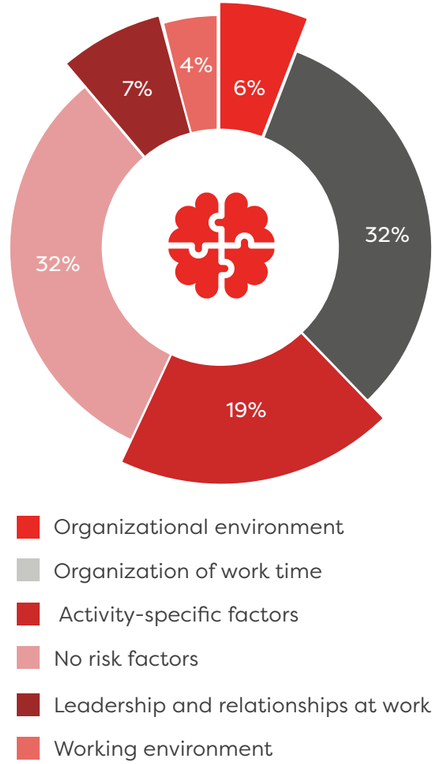
Type of user



Use by field



Psychosocial risk factors by category



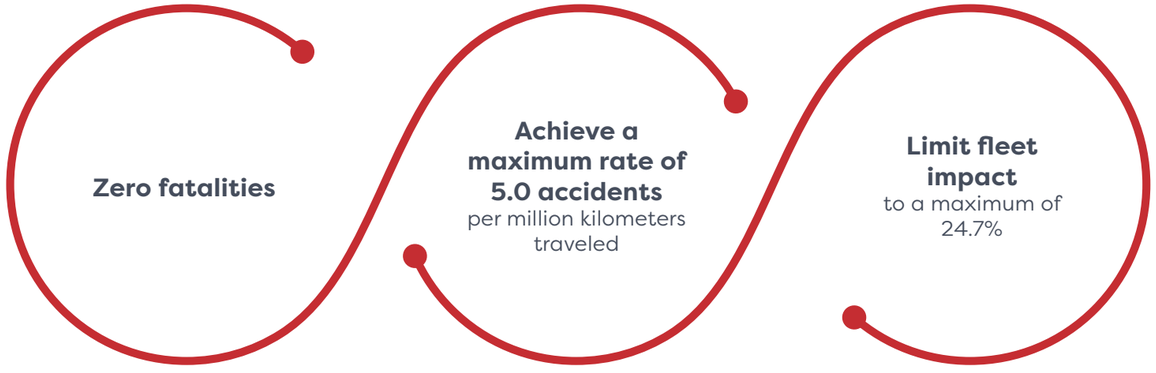
ROAD **SAFETY**

GRI 403-2, SASB TR-RO-320 a.3

3 GOOD HEALTH AND WELL-BEING

Managing the risks associated with mobility is a priority for Estafeta. Through our *Programa Institucional de Seguridad Vial* (Institutional Road Safety Program), we promote a comprehensive approach that combines awareness-raising, training, monitoring, and continuous improvement to strengthen a culture of safe driving, encourage responsible habits, protect the well-being of our employees, and contribute to the safety of the communities where we operate. Our actions are aligned with the objectives of the Second Decade of Action for Road Safety 2021–2030 and contribute to the efforts led in Mexico by the National Council for Accident Prevention *(Consejo Nacional para la Prevención de Accidentes, CONAPRA)*, aimed at reducing deaths and injuries caused by traffic incidents.

To track the program's performance, we have a Road Safety Scorecard *(Cuadro de Mando de Seguridad Vial)*. Through it, we monitor strategic indicators and set goals that guide our preventive actions and continuous improvement. Key objectives include:



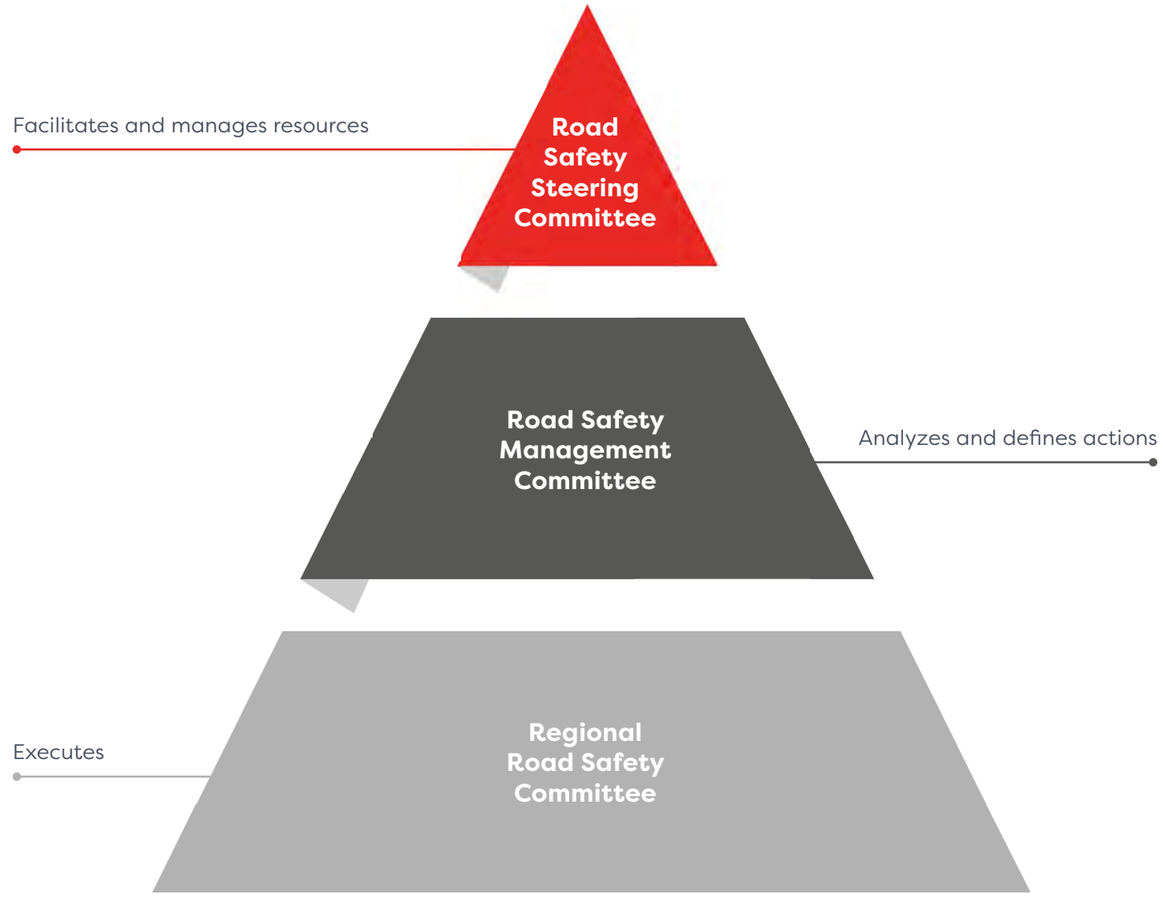
This approach is strengthened by the Specialized Road Safety Committees, which are responsible for continuously monitoring accident indicators and preventive performance across all regions of the country.

Analyzing this information allows us to identify trends, address the main causes of accidents, and define preventive actions that help reduce risks and improve our road safety performance.

Thanks to the Road Safety Committees, there was an 86.5% decrease in road accident injuries compared to 2024.

Road governance structure

We have three levels of Committees that ensure the program's implementation and compliance, with a presence in 34 regions nationwide.



Ongoing monitoring and evaluation are key tools for strengthening our road safety management. Through the Road Audit department, we conduct performance analyses, field reviews, and indicator monitoring. This enables us to identify areas for improvement, prevent risks, and reinforce best driving practices in our operations.

In 2025, the following were carried out:

1,700
road **audits**

Over
38,782
hours of Road Safety **training**

281
drivers trained in safe driving through the road simulator

4,357
Total staff trained

3%
women trained

97%
men trained

8.9
Average hours per employee

5.5
Average hours for women

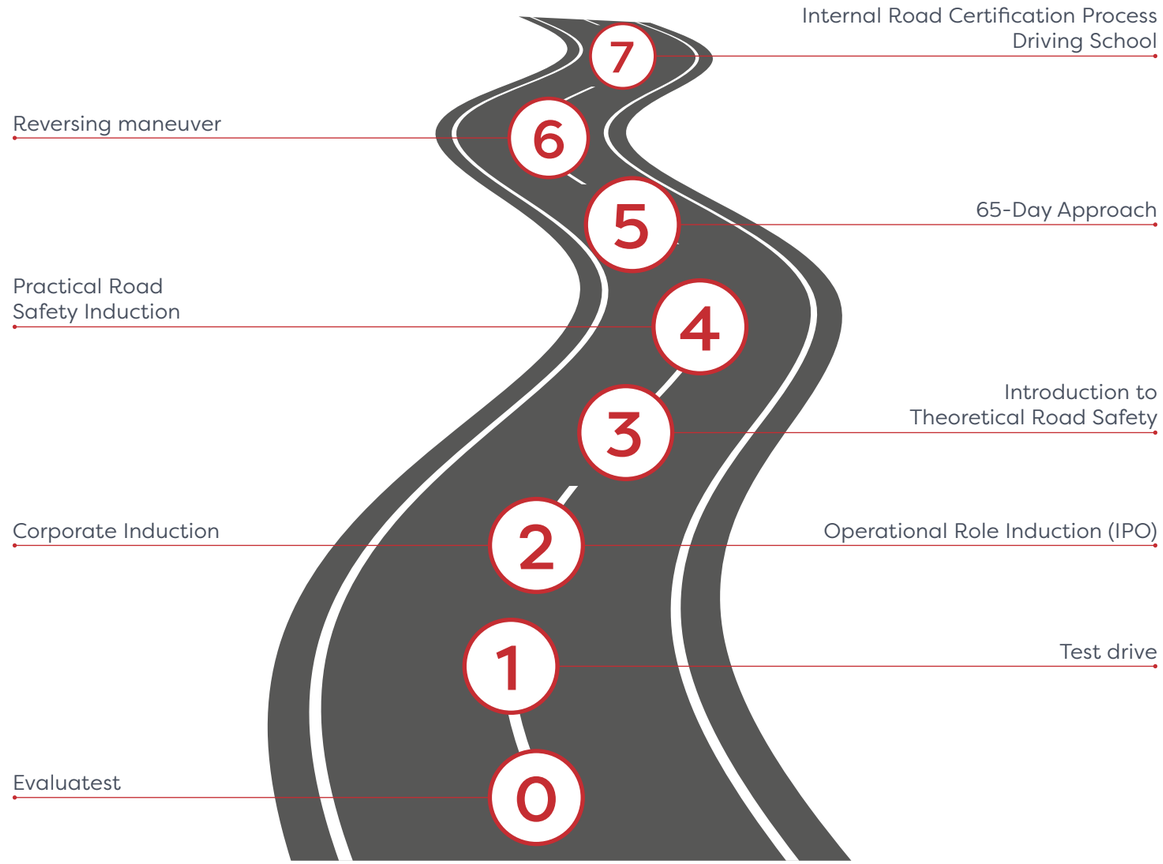
9
Average hours for men

Driver training

Our driver training program includes key stages that ensure each operator has the necessary tools to drive responsibly:

- We evaluate 100% of candidates for operator positions, ensuring we select the right individuals from the start.
- Theoretical and practical induction training covering topics such as interacting with traffic, the human factor, health, and road signage.
- A road audit 65 days after hiring to verify the correct application of the knowledge acquired.
- Reverse maneuvering practice after one year with the company, addressing the main cause of recorded accidents.
- Training through the Road Simulator *(Simulador Vial)*, a key tool for learning driving strategies in controlled and safe conditions. Since its implementation, it has been used in multiple cities across the country and has helped promote operators to the position of driver.

Training route for foreign and last mile drivers



Our ongoing improvement in road safety performance is also reflected in our participation in evaluation and recognition programs that promote industry best practices. As part of this commitment, we regularly participate in the National Road Safety Award (*Premio Nacional de Seguridad Vial*) from the National Association of Private Transportation (*Asociación Nacional de Transporte Privado, ANTP*), an initiative that promotes excellence in road safety management and recognizes the outstanding performance of transportation companies and their operators.

In 2025, we earned the Empresa Segura (Safe Company) Certification for our *Centro Logístico Norte in Monterrey*. This achievement stems from implementing our Programa Institucional de Seguridad Vial (Institutional Road Safety Program) and meeting high standards in risk prevention.

Additionally, 57 operators were recognized for their performance as safe drivers, reflecting their commitment to responsible driving and the preventive culture we foster throughout the organization. Of these 57 operators:

22
took
first place

22
took
second place

13
took
third place

These achievements stem from a comprehensive strategy that combines leadership, training, indicator monitoring, and continuous improvement to bolster road safety across our entire operation.







Ruta Cero

In 2025, we transformed our *Evento Bienestar* (Wellness Event) into Ruta Cero (Route Zero), an initiative that reinforces Estafeta's commitment to the goal of zero accidents and recognizes operators who went a full year without any accidents.

Through 83 events nationwide, 10,998 attendees—including operators and their families—gathered at various locations across the country. This solidified the event as a platform for recognizing and fostering a culture of prevention that extends beyond the workplace.

During these gatherings, we also express our appreciation to the families, whose support is crucial in promoting adequate rest, healthy eating, and emotional well-being. This significantly contributes to our operators performing their duties in optimal conditions and returning home safely.



At Estafeta, we believe that road safety is a shared responsibility. That is why Ruta Cero recognizes not only the commitment of those who drive, but also the role of families as essential allies.

TRAINING AND DEVELOPMENT

GRI 404-1, 404-2

Investing in the development of our people means investing in the quality of our service. In 2025, we allocated over 28 million Mexican pesos to training programs focused on strengthening technical, commercial, and leadership skills, aligned with the company's growth strategy, operational efficiency, and customer focus.



274,775
Total hours
nationwide

55,501
Training hours
for women

219,274
Training hours
for men

24.2
Average hours
per employee

24.6
Average hours
per female employee

23.9
Average hours
per male employee

Training hours by personnel department

Personnel department	In-person		Virtual	
	Men	Women	Men	Women
Management	183	65	81	53
Managers	4,575	2,323	1,632	722
Middle Management	12,371	4,111	9,481	3,106
Operations	65,591	2,108	80,133	6,160
Administrative	6,565	3,491	21,618	14,221
Commercial	7,854	7,763	9,193	11,379
Total	**97,138**	**19,861**	**122,136**	**35,641**



Strategic development programs

At Estafeta, we promote training programs that strengthen our employees' technical, commercial, and leadership skills. Each program addresses specific business needs and helps improve individual performance, teamwork, and organizational results.



Certificación Comercial Estafeta (CCE)

The Estafeta Commercial Certification *(Estafeta Commercial Certification, CCE)* aims to develop sales leaders with a strategic, results-oriented, and customer-focused vision. The program strengthens the skills needed to develop more efficient, disciplined, and consultative sales processes, fostering a comprehensive understanding of the business and building long-term relationships with customers.

In 2025, 304 employees—including sales managers, commercial executives, and Key Account Managers (KAMs)—participated in the first block of the certification, contributing to increased sales and the achievement of commercial objectives.

As part of our commitment to innovation, continuous learning, and the connection between academia and industry, we established a partnership with Universidad TecMilenio. This allowed participants in the commercial certification to receive academic validation for the skills they developed, enabling 13 employees to complete the full program at that university.



«I did it! This certification gave me hands-on experience in structuring and executing solutions effectively. That is the real goal: to offer our customers well-designed and well-executed solutions. I thank everyone who was part of this process and the team I continue to learn from every day.»

Armando Martínez Cortés
Sales executive
CCE Participant

Inducción al Puesto Operativo (IPO)

The Operations Position Induction *(Inducción al Puesto Operativo, IPO)* facilitates the integration of employees into their roles by developing the knowledge, skills, and guidelines necessary to perform their activities in accordance with Estafeta's operational standards.

This program is designed for operational employees, support staff, middle managers, and managers, boosting productivity from the start of their careers within the organization and contributing to the achievement of operational indicators.

*In 2025, **5,324** employees received Inducción al Puesto Operativo (IPO).*

Certificación de Líderes Operativos de Estafeta (CLOE)

The Estafeta Operational Leaders Certification *(Certificación de Líderes Operativos Estafeta, CLOE)* develops the leadership skills of middle managers and managers in last-mile operations, strengthening operational discipline, process standardization, and results-oriented team management.

The program combines theoretical training, practical application, and the development of improvement projects implemented in the workplace, yielding measurable benefits in operational quality and performance indicators.



"The program was incredibly dynamic. It encourages us to maintain discipline, strengthen communication, and foster an openness to change. It also encourages a commitment to sharing this knowledge with work teams, fostering greater sensitivity and responsiveness. I'll conduct activities within the operation to apply what I've learned."

Loera Zavalza Héctor Ricardo
Last-Mile Operations Coordinator
16 years of service

470 certified operations leaders.

Certificación Líder Operativo Cargo (CLOC)

The Cargo Operational Leader Certification *(Certificación Líder Operativo Cargo, CLOC)* is designed to strengthen the leadership skills of those responsible for international operations, promoting process standardization, operational discipline, and continuous improvement in line with Cargo's operational principles.

Like CLOE, it incorporates a practical component through the development of improvement projects applied to operations, fostering more efficient and results-oriented management.

89 certified operations leaders in federal freight trucking.



OUR *communities*

GRI 203-2, 413-1



At Estafeta, we firmly believe that our responsibility extends beyond simply connecting shipments. We are committed to connecting people, opportunities, and causes that have a positive impact on society.

Being part of the Fuerza Roja (Red Force) means sharing a common purpose: using our skills, talent, and commitment to contribute to the well-being of communities.

CENTRO ACADÉMICO Y SOCIOCULTURAL DE ESTAFETA

GRI 203-2

The Estafeta Academic and Sociocultural Center *(Centro Académico y Sociocultural de Estafeta, CASCE)* continued to be a space that promotes learning, community, and social participation. Through this center, we promote educational, cultural, and integration initiatives in two formats: in-person, benefiting nearby communities and employees in San Luis Potosí, and CASCE *en Movimiento*, an initiative aimed at bringing virtual and in-person workshops to employees and their families who cannot attend the CASCE in person. This model allows us to break down the distance barrier and deliver meaningful learning to our people, no matter which region of Estafeta they are in.

Throughout the year, we benefited 808 people through both formats.



Beneficiary distribution

In-person format

	2024			2025		
Type of beneficiary	**Men**	**Women**	**Total**	**Men**	**Women**	**Total**
Employees	0	1	**1**	58	45	**103**
Employees' family	4	0	**4**	0	2	**2**
Community	50	166	**216**	68	154	**222**
Civil society organizations	6	9	**15**	7	2	**9**
Volunteer teachers	3	17	**20**	4	20	**24**
Total	**63**	**193**	**256**	**137**	**223**	**360**

CASCE en Movimiento virtual format

	2024			2025		
Type of beneficiary	**Men**	**Women**	**Total**	**Men**	**Women**	**Total**
Employees	117	173	**290**	152	226	**378**
Employees' family	30	34	**64**	30	40	**70**
Community	0	0	**0**	0	0	**0**
Civil society organizations	0	0	**0**	0	0	**0**
Volunteer teachers	0	0	**0**	0	0	**0**
Total	**147**	**207**	**354**	**182**	**266**	**448**

Training hours provided through CASCE

We know that knowledge is a driving force for transformation. That is why, throughout the year, we provided over 28,000 hours of training, fostering continuous learning, skills development, and the creation of value for both our employees and the community.

	Training hours	
Format	**2024**	**2025**
Virtual	1,156	1,628
In-person	23,752	27,263
Total	**24,908**	**28,891**

CASCE en Movimiento graduates

CASCE *en Movimiento* saw 448 people participate in virtual sessions, with 212 of them successfully completing one of the workshops offered. The programs covered key topics such as Mexican Sign Language (LSM), nutrition, mental health, and road safety, fostering the development of knowledge and habits that contribute to well-being, inclusion, and safety.

Total graduates

Workshop	Men	Women
Mexican Sign Language	16	42
Healthy nutrition	10	18
Summer camp: Road safety	27	23
Mental health	25	51
Total	**78**	**134**

As part of this initiative, volunteer instructors led workshops for employees in San Luis Potosí, right in their workplaces. These sessions addressed topics related to emotional detachment and eating habits, helping to enhance personal well-being and build healthier, more resilient teams—all without the need to travel to CASCE.

Workshops held in work areas

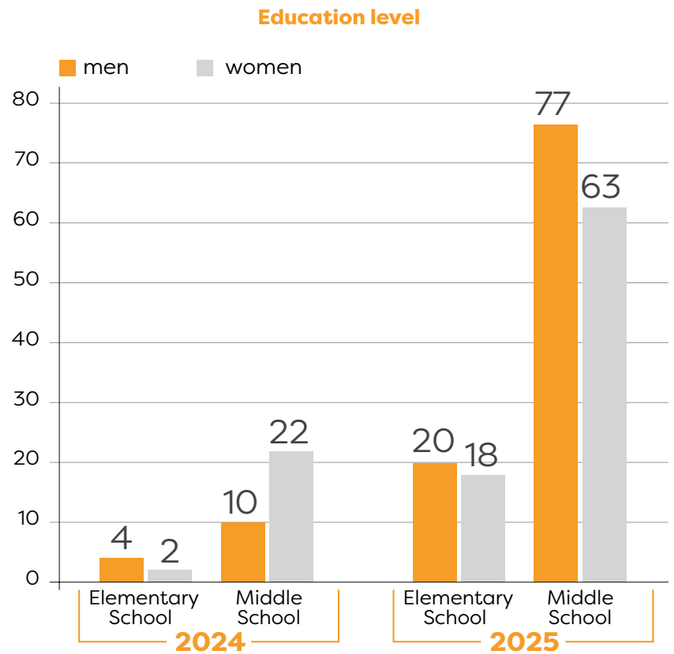
Topic	Benefited department	Men	Women	Total
Eating habits	Sales Bonded Facility Operations	54	28	82
Emotional detachment	Sales Interchange Center Air Cargo	0	17	17
			Total	**99**

99 employees benefited from CASCE en Movimiento right at their workplaces in San Luis Potosí.

Education

One of our strongest commitments is to expand access to formal education. Through our partnership with the *Instituto Estatal de Educación para Adultos* (IEEA), 178 individuals earned their basic education certificates in 2025, helping to reduce the educational gap.







Entrepreneurship

We believe in the power of entrepreneurship to propel life projects forward. That is why, through CASCE's artisan markets, we provide participants with a dedicated platform to display and sell their creations, using our own workplaces as a showroom.

In 2025, we held four markets, directly benefiting 60 people and generating an average income of $7,565.00 MXN per event. Workshops for fashion jewelry, resin, candles, salts, patchwork, soaps, and textiles remained the most active in this space.

Inclusion

The CASCE is also a space that promotes inclusion. In partnership with *Asociación Pro-Personas con Parálisis Cerebral (APAC)*, we continue to engage their members in workshops for fashion jewelry making, crafts, and theater, creating opportunities for learning, expression, and social interaction.

As part of this partnership, our volunteer instructors received specialized training from APAC, enhancing their knowledge and skills to lead activities with a focus on inclusion, respect, and attention to each participant's needs.

APAC beneficiaries:

- **2** women
- **7** men
- **9** family members



Environmental care

At the CASCE, we promote initiatives that combine environmental education with healthy lifestyles. Thanks to our partnership with Plantifor, we maintain our garden where we grow seasonal vegetables like chili peppers, tomatoes, and corn, as well as aromatic plants such as lavender, rue, and rosemary. The community benefits from the harvest, which is used in cooking workshops. This reinforces learning about sustainable production, healthy eating, and responsible resource use.

75 kilograms of seasonal vegetables harvested in partnership with Plantifor.

	VEGETABLE OR PLANT (tomato, chili, corn, carrot)		AROMATIC AND USEFUL PLANTS (purslane, rosemary, lavender, mallow)	
	2024	2025	2024	2025
Jan - Mar	0 kg	9 kg	0 kg	7.4 kg
Apr - Jun	15 kg	4.5 kg	0 kg	10.8 kg
Jul - Sept	19 kg	9.8 kg	0 kg	12.8 kg
Oct - Dec	8 kg	6.5 kg	0 kg	14.2 kg

Communication and publications

With the support of our volunteers, we posted 33 entries on the company's internal social network to commemorate key dates such as International Obesity Day, World Water Day, and International Sign Language Day, among others.

We produced 10 videos for the *Miércoles Saludables* (Healthy Wednesdays) series and 25 videos in Mexican Sign Language. These were created by employees who completed the relevant workshop, demonstrating their commitment to inclusive workplaces.

CASCE academic programs

EDUCATIONAL

- *Instituto Estatal de Educación para Adultos*
- English Language
- Music – Guitar
- Book Club
- Fitness
- Personal Guidance
- Mexican Sign Language
- Kung Fu
- Ballroom Dancing

ENTREPRENEURSHIP

- Crafts using recycled materials
- Pattern-Making and Sewing
- Patchwork
- Crafts
- Baking
- Fashion Jewelry
- Resin
- Knitting
- Photography



LOCATION:
Calzada de Guadalupe 455, Barrio de San Sebastián, C.P. 78000, San Luis Potosí, Mexico.

VOLUNTEERING

GRI 413-1

Our *Fuerza Roja* gives its time, talent, and commitment to the communities where we operate. Through corporate volunteering, the people who make up Estafeta turn our values into concrete actions that have a positive impact on society.

Throughout 2025, we strengthened this culture of solidarity through corporate volunteering, campaigns, and internal fundraisers. These initiatives mobilized employees from various departments and regions across the country to support causes related to the environment, education, health, animal welfare, and community development.



We achieved:

1,706 hours of volunteer work

329 volunteers

166 women

163 men

24 events held

17 benefited institutions

estafeta Voluntario

Our volunteers dedicated 1,706 hours to promoting environmental, educational and social initiatives through 24 events, strengthening the well-being of the communities where we operate.

Throughout the year, we organized numerous volunteer days in collaboration with civil society organizations. The following initiatives represent some of the most significant efforts undertaken in 2025 and reflect the diversity of causes we support.

CRUZ ROJA MEXICANA

Blood donation with our partner, the Red Cross

25 donors, resulting in 75 beneficiaries

Reforestation with *ProMéxico Indígena* and GreenHug

1,592 trees planted

Improving educational spaces

500 children and young people benefited through Proyecto DUQ

Road safety education, promoting safe mobility habits

+100 beneficiaries from the organizations Acéptame como Soy, A.C. in Oaxaca, Asociación Pro-Personas con Parálisis Cerebral in San Luis Potosí, and Curso de Verano Estafeta





Our people's commitment is also reflected in the collection and fundraising campaigns we ran throughout the year. Thanks to the voluntary participation of employees from various departments and regions, these fundraisers made it possible to channel resources, donations, and materials to organizations addressing priority needs.

455 toys and candies

50 kg of food

5 packages of school supplies

10 personal hygiene **kits**

365 kg of plastic caps

+ $20,000 Mexican pesos raised for the annual fundraisers of the organizations *Un Kilo de Ayuda*, A.C. and *Aquí Nadie Se Rinde*, I.A.P.

+ $5,000 Mexican pesos raised through cause-related sales for *Fundación Dar y Amar* DAYA, I.A.P. and *Fondo para la Paz*, I.A.P.

Creating value for society also means inspiring our people to participate, learn, and contribute to the collective well-being.

DONATIONS

As a logistics company, we have a unique responsibility and opportunity to ensure that what passes through our hands reaches those who need it most.

Through our in-kind donation program, we repurpose unclaimed products, keeping them out of landfills. Through a transparent process of evaluation, classification, and delivery, we donate these products to legally constituted institutions, where they continue to benefit individuals and communities. This way, we turn potential waste into an opportunity to create social and environmental value.

We transform abandoned cargo, extending its useful life and reducing waste generation while creating value for communities.

In 2025, we accomplished the following:

31 donations of over 100 pallets

+ 8,000 people benefited

18 foundations benefited

Ciudades beneficiadas





"Estafeta›s support represents hope in difficult times, hugs that reach across distances, and the certainty that we are not alone in this fight. Thank you for believing, for being there, and for helping enable more families to move forward with courage. Because when we come together with empathy and love, we are reminded that, together, no one gives up."

Luz María Monroy
Donations Manager
Aquí Nadie Se Rinde, A.C

Accessible logistics: mobilizing aid

When an emergency occurs, what is needed most is speed and coordination. That is exactly what we do every day. That is why, at Estafeta, we have developed specific protocols to act quickly and efficiently in crisis situations, mobilizing humanitarian aid in partnership with *Fundación* Estafeta and various partner organizations.



In 2025, we provided support through:

Transporting 21 pallets in partnership with the *Centro Nacional de Apoyo para Contingencias Epidemiológicas y Desastres*, A.C. (CENACED) to the state of Guerrero and to Pinotepa Nacional, Oaxaca, benefiting the organizations *Cáritas Guerrero*, *Guerrero Primero*, and *Organización Socpinda, A.C.*

5 platforms with machinery for removing sargassum in Cancún.

1 pallet containing educational materials for the *Congreso Nacional de Estudiantes* (National Student Congress) in Mérida, organized by *Fundación Jesús García Figueroa, A.C.*.

Each delivery represents the certainty that our network has purpose, and that our Fuerza Roja is ready to respond when it is needed most.

OUR *planet*

GRI 302-1, 302-3, 302-4, 303-5, 305-1, 305-2, 305-3, 305-4, 305-5, 305-6, SASB TR-RO-110a.1, NIS A.1, A.2, A.3, A.4, A.7





Caring for the planet is part of how we approach our operations. Behind every shipment are decisions that influence our environmental performance, which is why we continuously strive to integrate efficiency, innovation, and responsibility into our operations.

Throughout 2025, we strengthened our environmental management by taking action to better understand our impact, encourage efficient resource use, promote responsible water use, expand transportation alternatives with lower environmental impact, and develop infrastructure projects that contribute to more efficient operations.

These advances are the result of our team's commitment. They optimize routes, keep the fleet in top condition, improve our operations centers, and promote a culture of environmental responsibility through their daily activities, driving continuous improvement in our operations.



GREENHOUSE **GAS INVENTORY**

GRI 305-1, 305-2, 305-3, 305-4, 305-5, 305-6 SASB TR-RO-110a.1 NIS A.1, A.2, A.3

We have been monitoring our GHG emissions for over a decade. This history of environmental measurement enables us to rigorously evaluate our performance and transform data into strategies that advance decarbonization efforts.

In 2025, we maintained the regional breakdown of our carbon footprint and integrated all three emission scopes, following the GHG Protocol standard:

The increase in total emissions in 2025 is primarily attributable to the growth of operational activity, the expansion of the measurement scope, and improved data traceability; two additional Scope 3 categories under the GHG Protocol (outsourced transport and leased assets) were included.

SCOPE 1[1]
Direct emissions (fleet)

2024 161,515.57 tCO_2e

2025 175,382.95 tCO_2e

SCOPE 2[2]
Electricity

2024 6,008.02 tCO_2e

2025 6,177.89 tCO_2e

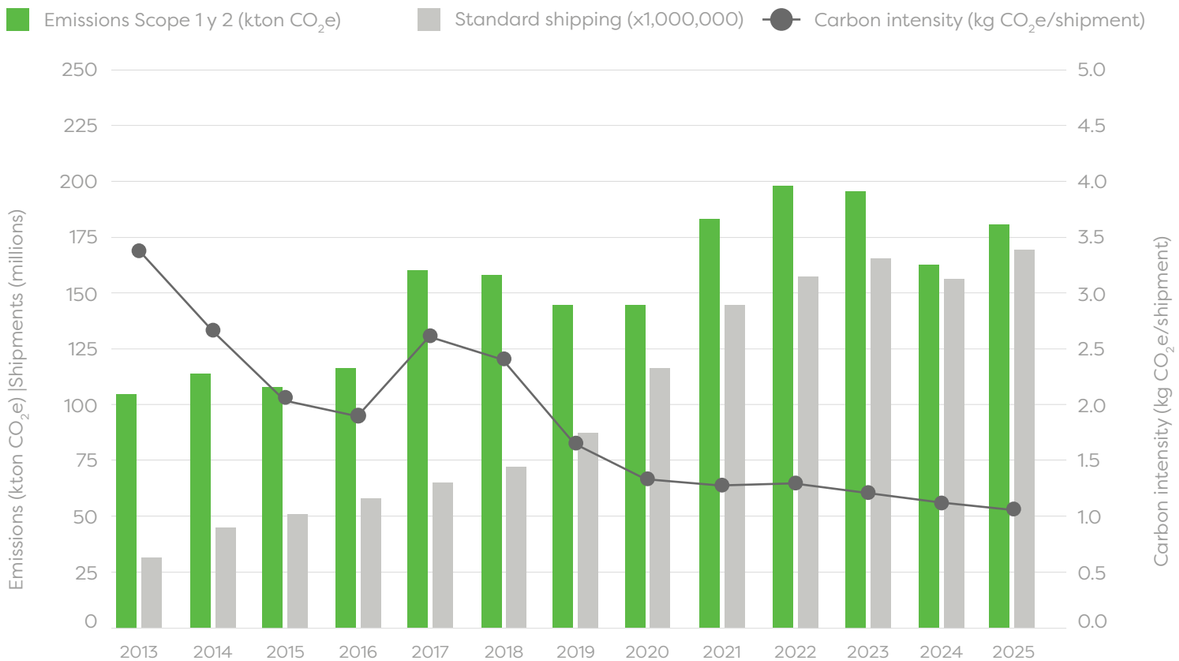
SCOPE 3[3]
Value Chain

2024 38,656.06 tCO_2e

2025 54,556.89 tCO_2e

[1] Scope 1: Direct emissions from fuel use in our own fleet, including diesel, gasoline, jet fuel, and LPG.
[2] Scope 2: Indirect emissions from the electricity consumed at our facilities.
[3] Scope 3: External emissions linked to our value chain, including subcontracted transportation.

Emissions efficiency history



	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Emissions Scope 1 + 2 kton CO_2e	103.53	110.00	105.05	113.73	167.30	166.95	144.83	144.75	178.14	193.28	193.37	167.52	181.56
Carbon intensity kg CO_2e/shipment	3.32	2.60	2.07	1.92	2.54	2.32	1.69	1.21	1.23	1.24	1.16	1.03	1.05
Shipments delivered emitting one ton of CO_2e	302	384	484	522	393	431	590	829	813	804	865	970	952

For the second consecutive year, we estimated emissions intensity under the Global Logistics Emissions Council (GLEC) framework. This indicator relates the emissions generated by our transportation activities to the cargo moved and the distances traveled, allowing us to assess the environmental efficiency of our logistics operations.

Emission intensity is calculated by dividing total transportation emissions by transportation activity, expressed in ton-kilometers.

	2024	Variation	2025
Total emissions	206,179,646,987.11 gCO_2e	+14.52%	236,117,721,366.38 gCO_2e
Transportation activity	859,873,940,723 ton-km	+239.19%	2,916,634,943,377 ton-km
Emission intensity	0.24 g CO_2e/ton-km	-66.25%	0.081 g CO_2e/ton-km tonnes transported × kilometers traveled.

For every ton of goods transported over one kilometer, we generated 0.081 g of CO_2 equivalent in 2025. This result allows us to compare our performance with the previous year and monitor the environmental efficiency of our transportation operations.

Measuring the carbon footprint of Amazon shipments

A significant step forward during this period was the introduction of a measurement platform covering 100% of the national and international services provided to Amazon. This tool, certified under ISO 14083:2023 and the GLEC V3 framework, analyzes variables such as distance traveled, vehicle type, performance, and fuel used. This enhances the traceability and accuracy of each shipment's carbon footprint.

With this analytical capability, we strengthen our position as a transparent logistics partner committed to continuous improvement based on data, evidence, and environmental responsibility.



ENERGY

GRI 302-1, 302-3, 302-4, NIS A.4

7 AFFORDABLE AND CLEAN ENERGY

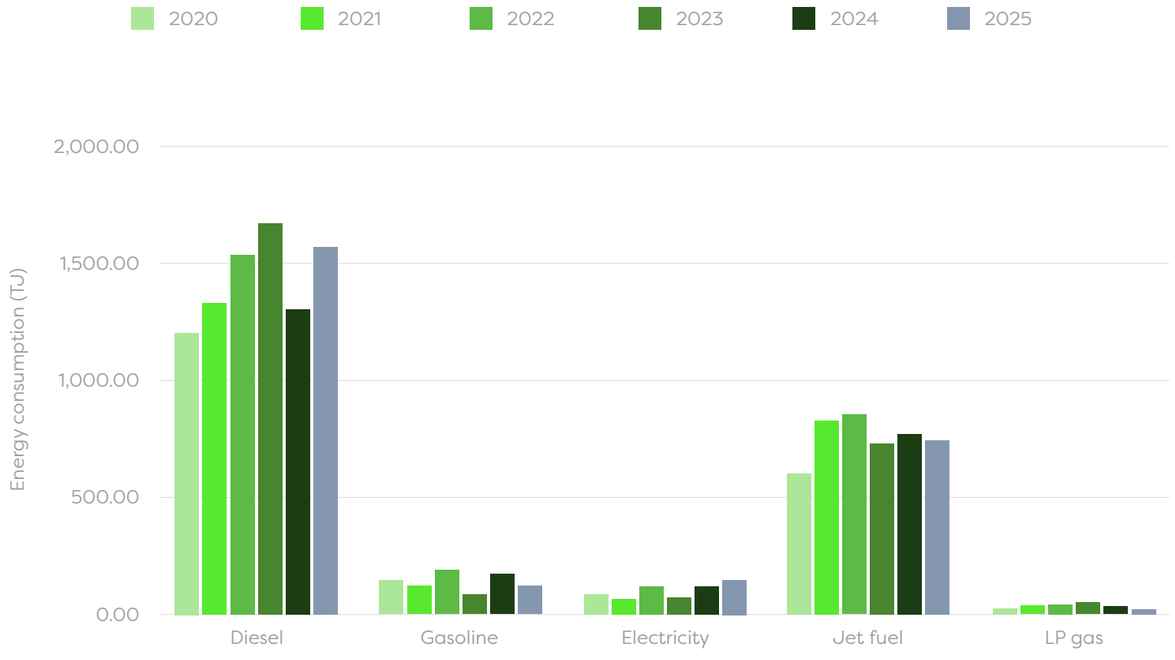
Responsible management of energy resources is a cross-cutting focus of our logistics operations. We continuously monitor our electricity and fuel consumption across all our facilities to identify opportunities for optimization, enhance operational efficiency, and reduce our environmental impact.

Energy consumption 2024-2025

Energy source	Energy consumed (GJ) 2024	Energy consumed (GJ) 2025
Diesel	1,308,474.2	1,517,862.59
Gasoline	69,069.640	67,660.28
Electricity	48,713.30	50,090.98
Jet fuel	799,784.71	773,975.25
LP Gas	10,049.90	10,293.64
Total Consumption (GJ)	2,236,091.82	2,419,882.73



Historical performance of key sources



Fuel consumption	2020	2021	2022	2023	2024	2025
Diesel	1,236.96	1,402.27	1,575.41	1,678.86	1,308.47	1,517.87
Gasoline	70.90	68.46	76.47	56.27	69.07	67.67
Electricity	37.10	28.84	31.76	56.18	48.71	50.10
Jet fuel	663.08	869.13	880.32	767.78	799.78	773.98
LP gas	10.65	13.28	15.84	15.88	10.05	10.29

The increase in energy consumption in 2025 aligns with the growth of logistics operations during the year. Diesel accounts for the largest relative increase, linked to the expansion of the company's own fleet, whereas jet fuel consumption decreased compared to the previous year.

Energy intensity

Energy intensity allows us to link the energy used to the transportation activity performed. Analyzing consumption relative to volume and distance traveled allows us to identify opportunities to improve the efficiency of our logistics processes. This enables us to make decisions aimed at reducing energy consumption per unit transported.

***Note:** The reduction from 2.60 to 0.81 kJ per tonne-kilometer is due to significant growth in transport activity during 2025—driven by a higher volume of transported cargo—rather than a decrease in absolute energy consumption. To ensure comparability between periods, the 2024 baseline was recalculated to include both federal road freight transport kilometers and those associated with last-mile delivery.

2024		2025
2,236,091,829,847.37 kJ	**Energy consumed**	**2,369,841,840,440.70 kJ**
859,873,940,723	**Transportation activity**	**2,916,634,943,377 ton-km**
2.60 kJ per ton-kilometer	**=**	**0.81 kJ per ton-kilometer**



***Note:** Transport activity in 2025 varies primarily due to the increase in the mass transported.

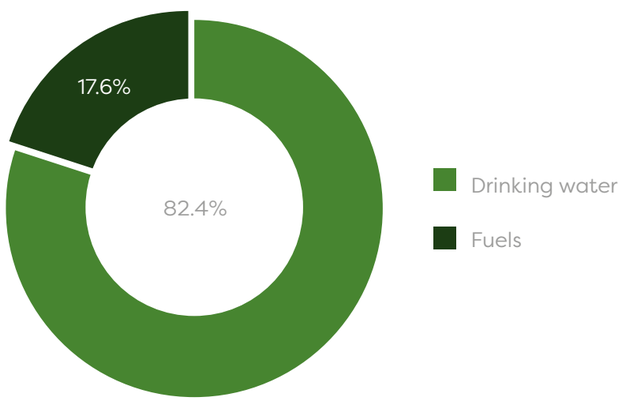
WATER **FOOTPRINT**

GRI 303-5, NIS A.7

Understanding how much water we use directly and indirectly in our operations is an essential part of our commitment to the responsible use of natural resources. In this report, we considered water consumption at our facilities and estimated the water usage associated with the life cycle of our fuels, including production, refining, and supply processes.

2024	2025
Drinking water on our facilities	**Drinking water on our facilities**
58,776.62 m^3	71,871.45 m^3
Indirect water consumption associated with fuels	**Indirect water consumption associated with fuels**
13,836.15 m^3	15,391.10 m^3
Total	**Total**
72,612.77 m^3	87,262.55 m^3

Consumption of potable water and water used in the fuel supply chain in 2025.



SUSTAINABLE MOBILITY AND ENVIRONMENTAL MANAGEMENT

GRI 305-1, 305-3, SASB TR-RO-110a.1

Our operation moves millions of shipments across the country each year. Transportation is one of the most important components of our operations and a key area of environmental management.

The transition to logistics with a lower environmental impact is a key part of our sustainability management strategy. Therefore, we develop initiatives that combine innovation, operational efficiency, and emission reduction in our operations and infrastructure.



Operational efficiency

At Estafeta, we are constantly working to ensure that every shipment takes the best possible route. As part of this vision, we developed a comprehensive catalog of connections for the first mile and the middle mile. Using geospatial analysis solutions and advanced planning models, we optimized territory and route configurations to respond quickly to business needs.

This development has allowed us to better consolidate delivery zones and assign routes more intelligently, reducing unnecessary travel and increasing the effective operating time of our vehicles. As a result, we have reduced the distance traveled per delivery, optimized fleet utilization, and decreased fuel consumption and associated emissions. We did this while taking into account the different origins, destinations, frequencies, and service levels within our network.

Key achievements include:

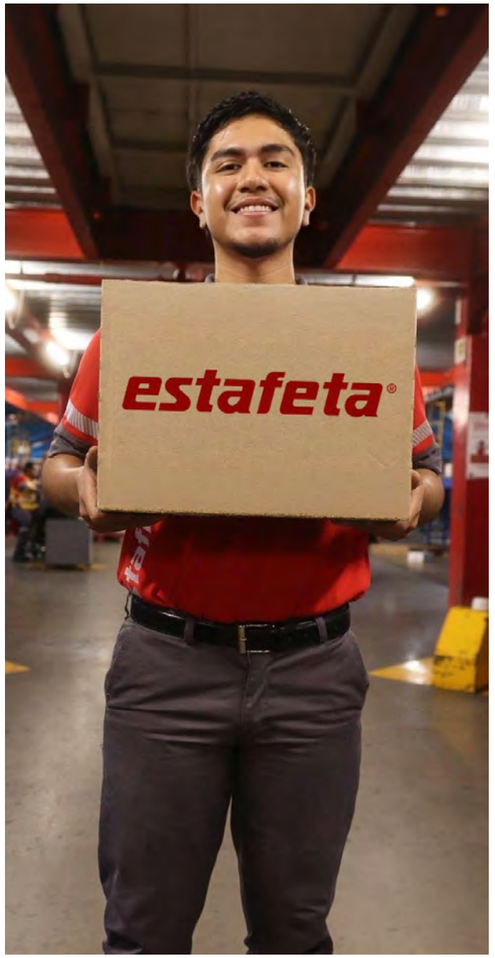
Better utilization of transportation capacity and operational resources.

Reduced reliance on external providers, limiting their involvement to specific network needs.

Enhanced responsiveness to volume increases, changes in demand, and other external factors.

Over 95% alignment between planning and operational execution.

Efficient control of fuel consumption, with over 97% adherence to the plan.



Fleet renewal and efficiency

We renew units and perform preventive maintenance as part of our operational management to maintain our fleet's performance and improve fuel efficiency. This implementation involved replacing older vehicles with efficient units featuring clean technologies and meeting EURO VI and EPA 10 standards.

Tractor unit

% of EPA 10 units	% of EURO VI units	% of EURO VI or EPA 10 units
31%	29%	60%

Truck

% of EPA 10 units	% of EURO VI units	% of EURO VI or EPA 10 units
32%	4%	36%

Van

% of EPA 10 units	% of EURO VI units	% of EURO VI or EPA 10 units
0%	12%	12%

Electric mobility infrastructure

We have a growing fleet of **35** electric vehicles, supported by a charging infrastructure installed at our facilities. This enables us to support the daily operation of these vehicles and advance our transition toward lower-impact transportation alternatives.



PUDOS Network

By consolidating shipments at strategic points, we reduce the number of trips and bring our service closer to where people are. Our Pick Up and Delivery Options (PUDOS) network remains a solution that contributes to more efficient and responsible logistics operations.

In 2025, we handled **650,867 shipments** through PUDOS, marking a 20.22% **increase** compared to 2024.

Our network reached **1,426 locations** including service points and convenience stores. **We expanded our coverage** by launching new locations and ensuring **proper training** on how to use the *Aliados App* and execute operations.

We invite sending brands to use these locations as a **valuable solution** that enhances their customers' experience.

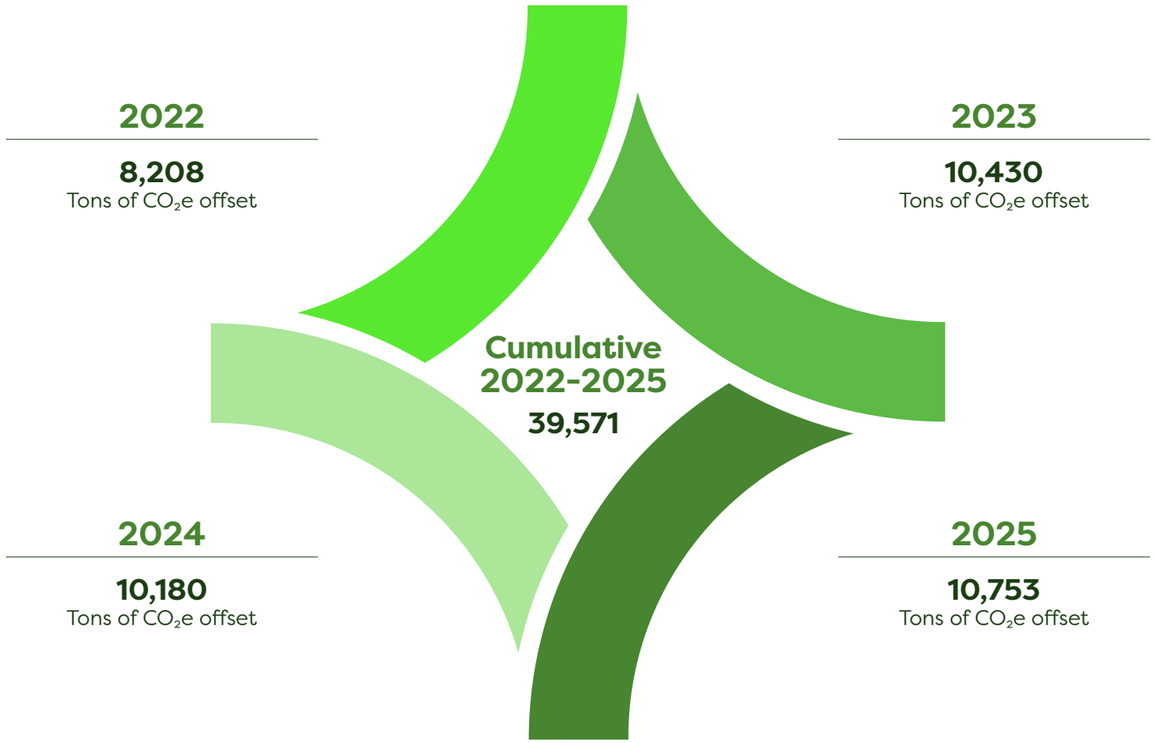
Through this model, we concentrate pickups and deliveries at strategic points, enabling a more efficient and accessible last-mile operation for our customers.

We handle over 37,000 pickups annually, averaging 10 items per pickup, thereby reducing the environmental impact per shipment.

enBio®

EnBio® allows our customers to voluntarily contribute to offsetting the emissions associated with their shipments. The funds raised through these contributions are used to purchase certified carbon credits, including those linked to projects carried out by the I*ntegradora de Comunidades Indígenas y Campesinas de Oaxaca, A.C.* (ICICO).[4]

In 2025, EnBio® offset **10,753 tons of CO_2e**, the highest annual result recorded by the program since its launch in 2022. The continuation of EnBio® expands the options available to our customers for participating in offsetting actions related to their shipments.



Over the 2022–2025 period, these individual decisions combined have resulted in 39,571 tons of CO_2e offset.

[4] *The Integradora de Comunidades Indígenas y Campesinas de Oaxaca, A.C.* (ICICO) is an organization made up of indigenous and farming communities in Oaxaca. It promotes and supports projects related to carbon capture, forest management, environmental services, and biodiversity monitoring, all under a community governance model.

Transporte Limpio

We voluntarily participate in the ***Transporte Limpio*** (Clean Transportation) program for federal freight trucking, spearheaded by the Ministry of Environment and Natural Resources *(Secretaría de Medio Ambiente y Recursos Naturales, SEMARNAT)*. This initiative promotes the adoption of best practices to boost energy efficiency and reduce emissions of greenhouse gases and air pollutants in the land transportation sector.

As part of this commitment, we implement initiatives focused on optimizing routes, monitoring vehicle performance, performing preventive maintenance on units, training operators in efficient driving, and continuously evaluating technologies that help improve the operational and environmental efficiency of our operations.

Participation in this program allows us to strengthen our environmental management processes by measuring and monitoring indicators related to fuel consumption and emissions associated with our logistics activities. This enables data-driven decision-making and the identification of opportunities for continuous improvement.

Energy efficiency in operations

In 2025, we implemented the following initiatives at our operations centers:

- Variable-frequency drives for conveyor belt motors: This technology reduces electricity consumption by up to 56% during motor startup, one of the highest consumption peaks in package sorting operations.
- Installation of thermal insulation materials on the walls of operational buildings to reduce heat transfer from metal roofs and improve conditions inside the operations centers.



RESOURCE EFFICIENCY

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

At Estafeta, we recognize that what we generate is also our responsibility. That is why we promote strategies of reuse, recycling, and refurbishment. These strategies allow us to reduce waste, extend the useful life of materials, and operate in a more circular manner.

Tire reuse

In line with our commitment to the circular economy, we promote tire retreading as a way to extend the useful life of resources and reduce waste associated to logistics operations.

Through our collaboration with Michelin and Bandag, we retreaded 2,753 tires in 2025—1,567 of which were part of the Michelin program—achieving a reduction of 41.4 tonnes of CO_2. This practice maximizes material utilization, promotes more efficient resource use, and reinforces our sustainability-focused approach to fleet management.



Electronic waste

We recognize the importance of preventing environmental impacts associated with the improper disposal of electronic equipment at the end of its useful life. For this reason, we have internal processes for controlling and decommissioning assets. We identify obsolete or out-of-service electronic equipment to channel it to recycling and recovery programs run by specialized providers. We first implement protocols to protect and securely delete the information contained on the devices, ensuring compliance with our information security policies.

In 2025, we processed 14,485.98 kilograms of electronic equipment, which is equivalent to saving:

96,330 kWh

602 m^3 of water

506 kg CO_2

CONTENT INDEX GRI

Statement of Use:

Estafeta Mexicana, reporting period from January 1 to December 31, 2025.

GRI 1 used:

GRI 1: Foundation 2021

GRI STANDARD	GRI	CONTENTS	SECTION	PAGE	COMMENT
GRI 1 FOUNDATION 2021					
GRI 2 GENERAL DISCLOSURES 2021					
1. The organization and its reporting practices					
GRI 2: General Disclosures 2021	2-1	Organizational details	Scope of the Report National Presence Service Portfolio	4, 12, 16, 18	
	2-2	Entities included in the organization's sustainability reporting	Scope of the Report National Presence	4, 12, 17	
	2-3	Reporting period, frequency and point of contact	Scope of the Report	4	
	2-5	External verification	Scope of the Report	4	
2. Activities and workers					
GRI 2: General Disclosures 2021	2-6	Activities, value chain and other business relationships	Service Portfolio Responsible Supply Chain	18, 43	
	2-7	Employees	Estafeta Culture	46	
3. Governance					
GRI 2: General Disclosures 2021	2-9	Governance structure and composition	Corporate Governance Structure Data Governance and Information Security	38, 42	
	2-10	Nomination and selection of the highest governance body	Corporate Governance Structure	38	
	2-11	Chair of the highest governance body	Corporate Governance Structure	38	
	2-13	Delegation of responsibility for managing impacts	Corporate Governance Structure	38	
	2-14	Role of the highest governance body in sustainability reporting	Scope of the Report	4	
	2-15	Conflicts of interest	Corporate Governance Structure	38	
	2-16	Communication of critical concerns	Ethics, Compliance, and Anti-Corruption	39	
4. Strategy, policies and practices					
GRI 2: General Disclosures 2021	2-22	Statement on sustainable development strategy	Message from the President & CEO	10, 32	
	2-23	Policy commitments	Ethics, Compliance, and Anti-Corruption Data Governance and Information Security	39, 42	
	2-24	Embedding policy commitments	Ethics, Compliance, and Anti-Corruption Data Governance and Information Security	39, 42	
	2-25	Processes to remediate negative impacts	Ethics, Compliance, and Anti-Corruption	39	
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	2-28	Membership associations	Awards, Distinctions, and Certifications Industry Partnerships	26, 28	

GRI STANDARD	GRI	CONTENTS	SECTION	PAGE	COMMENT
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5. Stakeholder engagement					
GRI 2: General Disclosures 2021	2-29	Approach to stakeholder engagement	Stakeholders	36	
GRI 3 MATERIAL TOPICS					
GRI 3: Material Topics 2021	3-1	Process for determining material topics	Sustainability Model	32	
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	3-3	Management of material topics	Sustainability Model	32	
TOPIC STANDARDS					
GRI 200 ECONOMIC STANDARDS					
GRI 203: Indirect Economic Impacts 2016	203-2	Significant indirect economic impacts	Responsible Supply Chain Estafeta Academic and Sociocultural Center	43, 78	
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Responsible Supply Chain	43	
GRI 205: Anti-corruption 2016	205-3	Confirmed incidents of corruption and actions taken	Ethics, Compliance, and Anti-Corruption	39	
GRI 300 ENVIRONMENTAL STANDARDS					
GRI 302: Energy 2016	302-1	Total energy consumption within the organization	Energy	97	
	302-3	Energy intensity	Energy	97	
	302-4	Reduction of energy consumption	Energy	97	
GRI 303: Water and Effluents 2018	303-5	Water consumption	Water Footprint	100	
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Greenhouse Gas Inventory Sustainable Mobility and Environmental Management	93, 101	
	305-2	Energy indirect (Scope 2) GHG emissions	Greenhouse Gas Inventory	93	
GRI 305: Emissions 2016	305-3	Other indirect (Scope 3) GHG emissions	Greenhouse Gas Inventory Sustainable Mobility and Environmental Management	93, 101	
	305-4	GHG emissions intensity	Greenhouse Gas Inventory	93	
	305-5	Reduction of GHG emissions	Greenhouse Gas Inventory	93	
	305-6	Emissions of Ozone-depleting substances (ODS)	Greenhouse Gas Inventory	93	
GRI 400 SOCIAL STANDARDS					
GRI 403: Occupational Health & Safety 2018	403-1	Occupational health and safety management system	Occupational Health and Safety	55	
	403-2	Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety Road Safety	55, 64	
	403-3	Occupational health services	Occupational Health and Safety Employee Care Program	55, 62	
	403-4	Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety	55	
	403-5	Worker training on occupational health and safety	Occupational Health and Safety	55	
	403-6	Promotion of worker health	Occupational Health and Safety Employee Care Program	55, 62	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety	55	
	403-8	Workers covered by an occupational health and safety management system	Occupational Health and Safety	55	
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Training and Development	70	
	404-2	Programs for upgrading employee skills and transition assistance programs	Training and Development	70	
	404-3	Percentage of employees receiving regular performance and career development reviews	Estafeta Culture	46	
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Diversity, Equity and Inclusion	51	

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GRI 400 SOCIAL STANDARDS					
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GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Responsible Supply Chain	43	
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Volunteering	85	
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	Our Customers	24	
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Our Customers Data Governance and Information Security	24, 42	

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A. Environmental	A.3	Scope 3 GHG Emissions	Greenhouse Gas Inventory	93
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A. Environmental	A.7	Water consumption	Water Footprint	100
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B. Social - Human Capital	B.3	Training hours	Training and Development	70
B. Social - Human Capital	B.4	Employee performance reviews and career development	Estafeta Culture	46
B. Social - Human Capital	B.5	Occupational health and safety management	Occupational Health and Safety	55
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C. Corporate Governance	C.3	Independent supervisory body	Corporate Governance Structure	38
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C. Corporate Governance	C.7	Information Security	Data Governance and Information Security	42
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ESTAFETA'S SUSTAINABILITY MODEL IS ALIGNED WITH THE FOLLOWING **SDG TARGETS AND GLOBAL COMPACT PRINCIPLES**

Human Rights / Labor Standards

2 ZERO HUNGER	2.1	By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round.
3 GOOD HEALTH AND WELL-BEING	3.4	By 2030, reduce by one third premature mortality from non- communicable diseases through prevention and treatment and promote mental health and well-being.
	3.5	Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol.
	3.6	By 2020, halve the number of global deaths and injuries from road traffic accidents.
4 QUALITY EDUCATION	4.3	By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.
	4.4	By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship.
	4.6	By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy.
	4.7	By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.
	4.a	Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all.
5 GENDER EQUALITY	5.1	End all forms of discrimination against all women and girls everywhere.
	5.2	Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.
	5.5	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life.
8 DECENT WORK AND ECONOMIC GROWTH	8.1	Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7% gross domestic product growth per annum in the least developed countries.
	8.2	Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labor-intensive sectors.
	8.5	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.
	8.7	Take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labor, including recruitment and use of child soldiers, and by 2025 end child labor in all its forms.
	8.8	Protect labor rights and promote safe and secure working environments of all workers, including migrant workers, particularly women migrants, and those in precarious employment.
10 REDUCED INEQUALITIES	10.2	By 2030, empower and promote the social, economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, or economic or other status.
	10.3	Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.

Environment

6 CLEAN WATER AND SANITATION	6.4	By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.
	6.6	By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes.
	6.a	By 2030, expand international cooperation and capacity-building support to developing countries in water- and sanitation-related activities and programs, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies.
7 AFFORDABLE AND CLEAN ENERGY	7.2	By 2030, increase substantially the share of renewable energy in the global energy mix.
	7.3	By 2030, double the global rate of improvement in energy efficiency.
11 SUSTAINABLE CITIES AND COMMUNITIES	11.6	By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.
	11.7	By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, particularly for women and children, older persons and persons with disabilities.
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	12.2	By 2030, achieve the sustainable management and efficient use of natural resources.
13 CLIMATE ACTION	13.3	Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.
15 LIFE ON LAND	15.2	By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally.

Anti-corruption

	8.1	Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7% gross domestic product growth per annum in the least developed countries.
	8.2	Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labor-intensive sectors.
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	8.8	Protect labor rights and promote safe and secure working environments of all workers, including migrant workers, particularly women migrants, and those in precarious employment.
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	9.2	Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries.
	9.4	By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.
10 REDUCED INEQUALITIES	10.2	By 2030, empower and promote the social, economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, or economic or other status.
	10.3	Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	16.2	End abuse, exploitation, trafficking and all forms of violence against and torture of children.
17 PARTNERSHIPS FOR THE GOALS	17.14	Enhance policy coherence for sustainable development

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