



2024 Sustainability Report

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Message from the CEO

With this 2024 Sustainability Report, Astara re-affirms its position as a purpose-driven global mobility company, embedding sustainability at the core of its business strategy and creating value as a trusted partner for clients, OEMs, society and planet.

The progress detailed throughout this report reflects the growing maturity of our ESG governance model, and our ability to stay agile and forward-looking, aligning operations with long-term impact objectives, even in a challenging business environment.

As we continue to grow and transform, we remain focused on expanding access to sustainable mobility, strengthening strategic partnership with stakeholders across the value chain, and investing in people and technology.

Guided by a science-aligned transition plan, we are fully committed to achieving Net Zero — including Scopes 1, 2, and 3 — with full transparency. We will continue advancing our sustainability roadmap with the same ambition and rigor, ensuring that our actions today drive meaningful progress toward a more resilient, fair, and low-carbon economy.

IGNACIO ENCISO MERINO
CHIEF EXECUTIVE OFFICER

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Executive Summary

1.

2024 Sustainability journey in a nutshell

2024 has been marked by political, economic, and industry-specific uncertainties, which led some customers to postpone new vehicle purchases. Despite this challenging macroeconomic environment, **Astara’s revenue stabilized, reaching nearly €5 billion.** These results reflect **a business model that combines resilience and long-term vision,** driven by innovation, strategic partnerships, and a clear commitment to the Ten Principles of the United Nations Global Compact (UNGC) and its Sustainable Development Goals (SDGs), across the 19 countries where we operate.

Astara is firmly **committed to** making **electric mobility** more accessible, sustainable, and connected. We remained a **preferred partner for OEMs,** contributing to the expansion of electrified vehicles leading manufacturers in new countries, and reinforcing key alliances to scale up charging infrastructure, particularly in Belgium and Chile. Internally, **we grew our employee fleet electric¹ share from c.30%, to 62% by the end of 2024.**

FERNANDO PARDILLO ANTON
GLOBAL HEAD OF SUSTAINABILITY

1. Counting battery electric and plug-in hybrid vehicles



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Through Astara Move, we **expanded our subscription-based solution to Portugal and Switzerland**, bringing flexible and low-emission mobility options to more users. These efforts reflect a comprehensive approach, we are **decarbonizing our own operations while actively contributing to the development of a more mature electromobility ecosystem**, market by market.

As a proactive member of EV100 — the Climate Group’s global initiative to accelerate the transition to zero-emission transport — we welcome its 2025 relaunched structure, which introduces greater flexibility to accommodate the diverse realities of regional markets and vehicle segments.

Our commitment to sustainability is grounded in strategy and data. Anticipating upcoming regulations, we **completed our double materiality assessment**, identifying 49 material impacts, risks, and opportunities — now at the core of our sustainability roadmap. For the first time, **we also calculated our full Scope 3 emissions**, improving visibility across our value chain and allowing us to define a robust, data-driven pathway toward a low-carbon economy. These milestones marked a turning point for Astara, reinforcing our commitment to transparency. **We are strengthening our commitment to achieving net zero emissions — including Scopes 1, 2, and 3 — by 2045**, supported by a credible and science-aligned transition pathway.

From an infrastructure perspective, in 2024 we invested in strengthening the internal capabilities that supports our long-term sustainability ambitions. **We integrated platforms to manage large-scale employee data and enhance supply chain visibility.** These tools allow us to monitor ESG criteria, adapt to regulatory changes, and maintain agility and efficiency across our operations. At the same time, we equipped our people with the skills needed to navigate an increasingly complex and fast-changing business environment, reinforcing our culture of continuous learning. This commitment was reflected in our **LinkedIn Learning engagement, where Astara was recognized as a high performer**, achieving 79% engagement rate surpassing the IT sector average of 73%. This demonstrates our ongoing investment in foundations that will sustain our growth.

Looking ahead, 2025 will present an even more complex geopolitical and economic scenario, where sustainability will increasingly act as a differentiating factor. In this context, Astara will continue to advance its sustainability efforts to generate long-term value for the business.



The Astara Chile office

2024 Sustainability Highlights

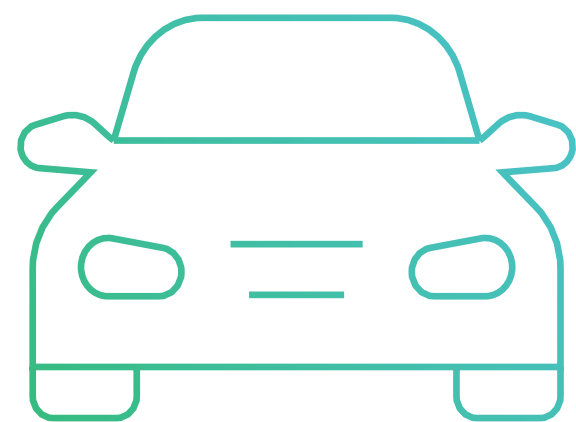
BUSINESS OVERVIEW

€5B

of revenue, proving resilience in a challenging macro-economic environment.

10%

BEVs sold (20k units)



41 brands in 19 countries

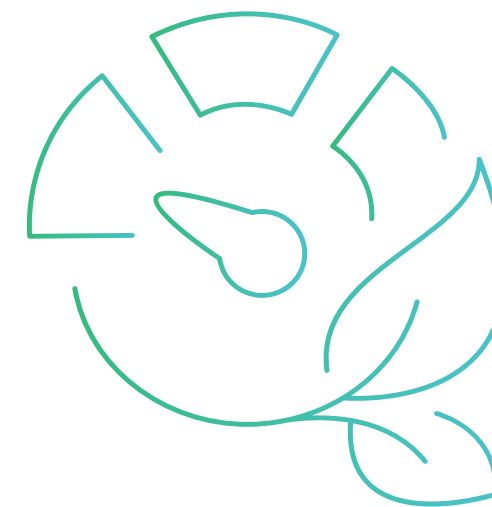
ENVIRONMENT

New targets aligned with science-based pathway:

- **Net Zero by 2045** (Scopes 1, 2 & 3).
- **42% absolute reduction** (Scope 1 & 2) and **50% emissions intensity reduction by 2035** (Scope 3), supported by a decarbonization plan covering Astara's own operations and the value chain.

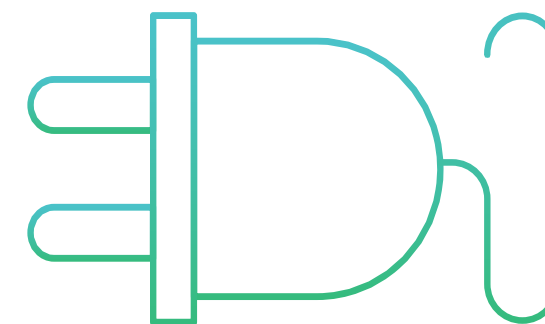
-18%

GHG emissions vs. 2023 (Total: 6.628 tCO₂e)²



62%

Employee fleet electrified³

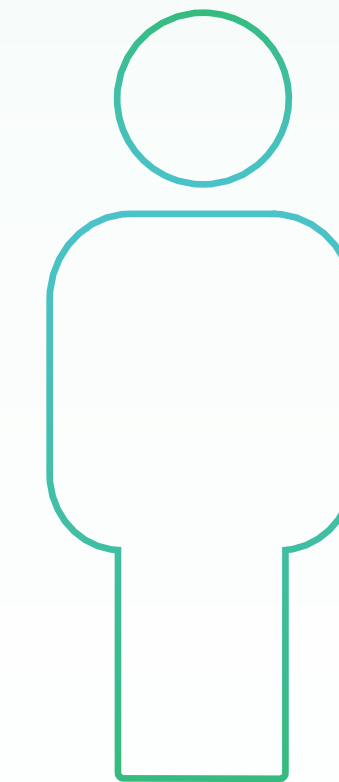


80%

Renewable energy in our facilities; solar projects in Spain & Chile.



SOCIAL



~3,000 Employees

52 Nationalities 31% Women



Nashira Project (Colombia) second-life EV batteries powering a vulnerable women-led community.

RECOGNITIONS: PEOPLE & CULTURE



- **LinkedIn Learning:** Astara was recognized as a high performer, achieving 79% engagement rate — surpassing the IT sector average of 73%.
- **Astara Mobility Challenge:** Double Gold at the ICE Awards 2025 for employee engagement and communicating corporate culture.

². considering only Scope 1 & 2 emissions

³. sum of BEV (Battery Electric Vehicles) and PHEV (Plug-in Hybrid Electric Vehicles)



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- 2.3.** Double Materiality:
Understanding Our Sustainability Priorities
- 2.4.** Strategy:
Connecting Business Ambition with Sustainable Impact

2.



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General Information

2.1. About this Report

#BP-1

General basis for preparation of the sustainability statement

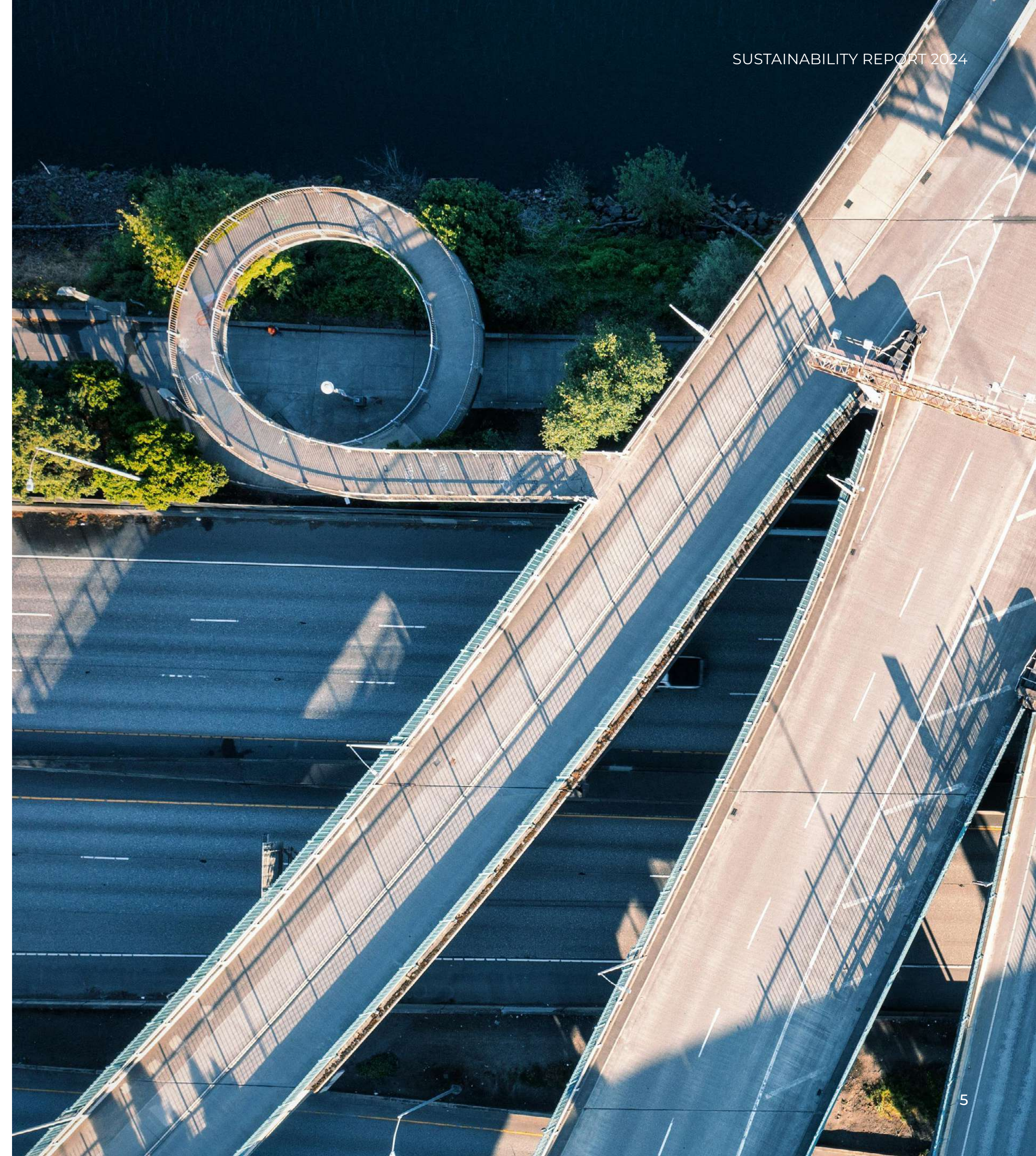
This 2024 Sustainability Report outlines the progress Astara has made in advancing our sustainability strategy, following a double materiality approach.

#BP-2

Disclosures in relation to specific circumstances

As part of our efforts to strengthen our environmental and social responsibility, Astara has decided to adapt the structure and content of this report to reflect internationally recognized ESG reporting standards.

This report has been prepared with reference to the European Sustainability Reporting Standards (ESRS) and is aligned with the Ten Principles of the United Nations Global Compact (UNGC) and the Sustainable Development Goals (SDGs). We have also incorporated the ESRS–CDP correspondence table, published on 18 March 2025, to increase transparency of our climate-related disclosures, our most material topic. Additionally, we include a mapping table aligned with the Sustainable Finance Disclosure Regulation (SFDR), facilitating access to relevant information for investors. It highlights the foundations that support the company's strength and growth, based on a sustainable market positioning across all corporate levels.



For better readability of the 2024 figures, we have prepared an Excel sheet with our quantitative data available for download. Access our quantitative data, and reporting indexes through [this link](#).

Unless otherwise indicated, the data in this report corresponds to the period from 1 January to 31 December 2024. The reporting boundary, scope, and time horizon definitions are consistent with those used in our consolidated financial statements. Accordingly, “short-term” refers to the current year, “medium-term” spans one to five years, and “long-term” extends beyond five years.

The disclosures herein cover Astara’s operations globally, including upstream and downstream elements of our value chain.

Our emissions inventory for the 2024 calendar year has been externally assured by SGS . Further details are available in the chapter “[Measuring Our Climate Impact: Emissions Down, Efficiency Up](#)”, where we disclose our full carbon footprint. No restatements of previously published sustainability data were made during the reporting period.

→ For a more detailed overview of all legal entities under Astara’s operational control, please refer to: [List of Astara Legal Entities \(Tab N°1\)](#)

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2.2. Sustainability Governance

2.2.1. Leading with Purpose: Governance Behind the Wheel

#GOV-1
The role of the administrative, management and supervisory bodies

Sustainability governance at Astara is led by our cross-functional **Sustainability Committee**, which plays a key role in overseeing the design, implementation, and monitoring of the Group’s sustainability strategy. The committee meets twice a year and reports directly to the CEO, who reports to the Board of Directors, ensuring alignment between the sustainability roadmap and the company’s broader strategic direction.

Its primary objective is to supervise the effective implementation of the sustainability strategy and ensure compliance with the key commitments outlined in the Sustainability Corporate Policy, which guides our approach across all regions and functions.

The Committee reflects a gender-diverse and interdisciplinary composition, drawing on executive and functional leaders from across the business. It is composed of 64% men and 36% women. It combines strategic oversight with deep operational knowledge in areas such as environmental management, compliance, human resources, finance, risk, innovation, and business operations.

Sustainability Committee’s members:

MEMBER	EXECUTIVE	GENDER	FUNCTION
Chief Executive Officer (CEO)	✓	Male	Leads the committee and ensures the integration of sustainability into the corporate strategy.
Chief Financial Officer (CFO)	✓	Male	Steers financial resources to drive business growth and sustainable finance.
Chief People & Sustainability Officer	✓	Female	Directs the execution of the sustainability strategy.
Chief Legal & Compliance Officer	✓	Female	Ensures compliance best practices, including anti-corruption and bribery.
Chief Strategy & Transformation Officer	✓	Male	Enables technologies for ESG data capture and quality assurance.
Chief Innovation Officer	✓	Male	Aligns innovation, sustainability, and technology across the organization.
Chief Operating Officer Latam (COO)	✓	Male	Acts as a regional pillar to ensure and share best practices across Latin America.
Global Sustainability Director		Male	Drives the implementation of the sustainability strategy and actions.
Global Talent and Culture Director		Female	Heads people and talent, enhancing Astara’s positive impact on its workforce.
Global Risks and Internal Control Director		Male	Manages risks and internal control, including climate-related risks.
Senior Sustainability Analyst		Female	Supports the execution of the sustainability strategy and processes.

2.2.2. From Strategy to Execution

#GOV-3
Integration of sustainability related performance in incentive schemes

At Astara, sustainability is embedded into day-to-day operations and performance management. This integration is led by the **Chief People & Sustainability Officer**, who ensures that sustainability is treated as a transversal pillar across all areas of the business.

In 2024, **74% of Astara employees had goals linked to sustainability**, demonstrating how sustainability-related performance is embedded into the broader employee annual performance assessment scheme evaluation system. Among company executives, 50% had sustainability linked objectives incorporated into their annual performance plans, reinforcing top level accountability and alignment with the Group’s long-term ESG roadmap.

This structure ensures that sustainability is not managed in isolation, but rather as an essential dimension of business success, aligned with our mission to lead the transformation toward a more efficient, responsible, and inclusive mobility ecosystem, firmly advancing towards a zero-emission model.



2.2.3. Data Governance in Action

#GOV-5
Risk management
and internal controls
over sustainability
reporting strategy

At Astara, data governance is a critical enabler of transparent, consistent, and reliable sustainability reporting. In 2024, we continued to strengthen the systems and controls that underpin the collection, validation, and consolidation of ESG data across our global operations.

The Sustainability Committee is responsible for approving the Sustainability Report, with oversight supported by a robust internal control environment. Sustainability data is collected in a decentralized manner, but governed by a common methodology defined by the Corporate Sustainability Team. Regional teams provide data according to standardized protocols, which are then validated and consolidated through centralized systems.

To enhance the accuracy, traceability, and accountability of our sustainability disclosures, Astara collaborates with several key technology partners:

Sustainability Technology Enablers



Workiva
Provides an integrated platform that enhances efficiency in risk management, covering tax, internal controls, and audit, and strengthens the management of both financial and sustainability data.



Workday
Manages all employee-related data, ensuring that human capital metrics are consistent, coherent, and updated in real-time.

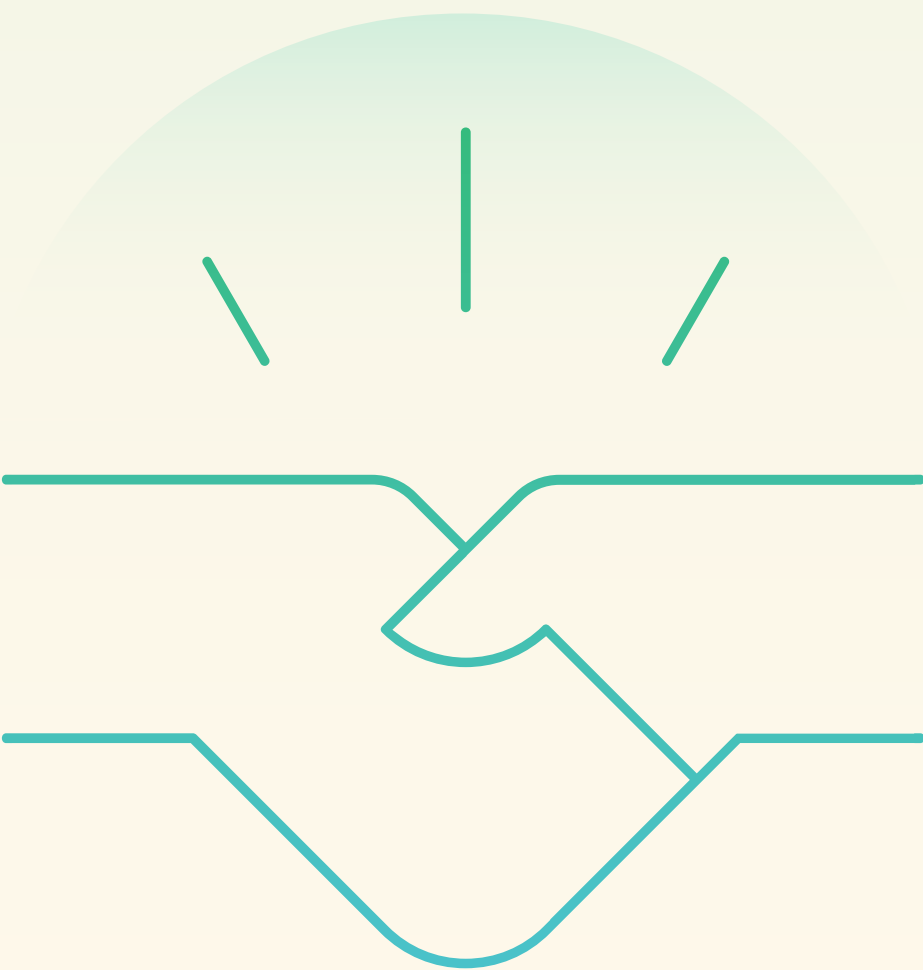


Net Zero Cloud (Salesforce)
Tracks and centralizes data on carbon footprint, water consumption, and waste generation. It improves environmental data traceability and supports data-driven decision-making.



Fullstep
Facilitates sustainable procurement by monitoring ESG performance across our supplier network, helping integrate sustainability criteria into supply chain management.

Together, these platforms support the standardization and reliability of ESG reporting, ensuring that our sustainability disclosures are well-grounded, verifiable, and aligned with evolving regulatory expectations, including the European Sustainability Reporting Standards (ESRS).



SUCCESS STORY

Technology-Driven People Governance for a Sustainable Future

In just nine months, and following Workday’s Launch methodology, we successfully implemented 19 processes across all countries — achieving an unprecedented transformation of our People function.

This project was not only a technology implementation but also a complete reinvention of HR. We designed new global processes from the ground up, harmonized local practices, and redefined how our teams work, make decisions, and engage in people management.

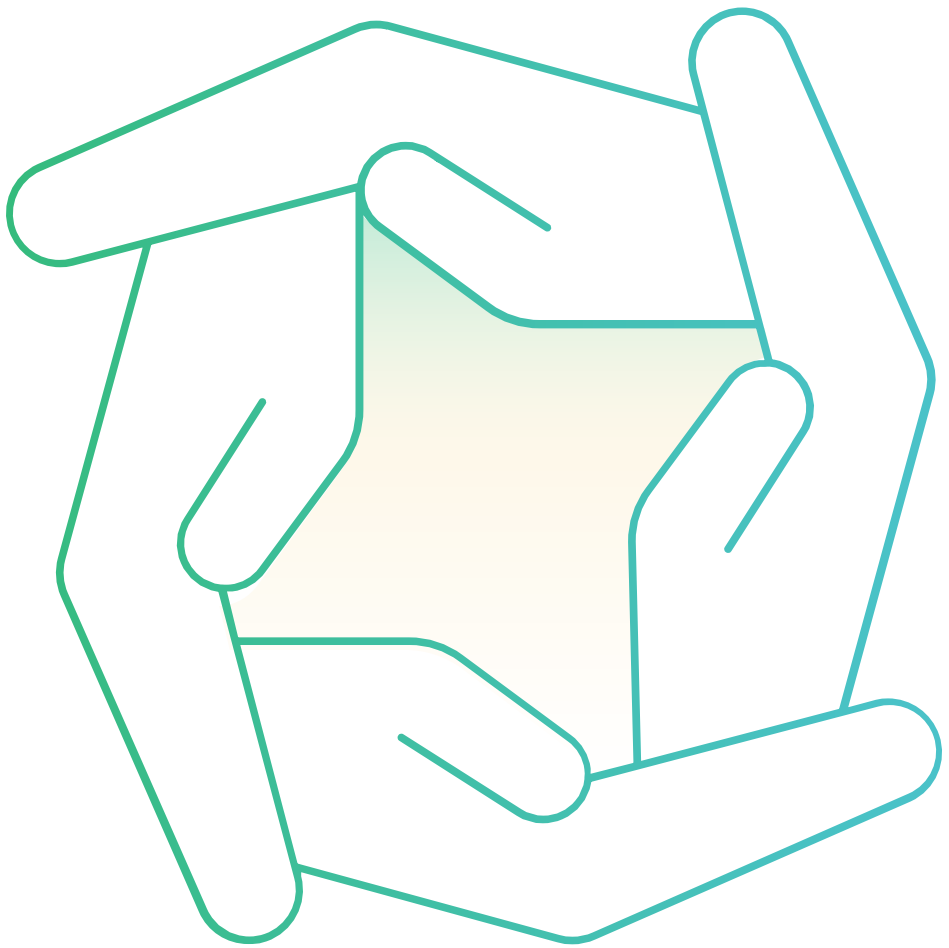
Our HCM has been instrumental in driving our vision of becoming “One Company.” Centralizing talent management on a single platform has enabled us to deliver a simple, efficient, and transparent experience — from recruitment to continuous development. Today, **around 90% of employees use People Station each month, consolidating it as a critical tool for organizational growth and efficiency.**

We have also embedded a data-driven mindset into the People function, allowing us to measure and demonstrate the real business impact of our actions.

Some key achievements include:

- **Talent Acquisition:** We now track response times, hiring manager satisfaction, cultural fit of the talent. We evaluate every stage of the process, including the experience of non-selected candidates, to reinforce our position as a strategic business partner.
- **Onboarding:** New employees benefit from a seamless digital and human onboarding experience, accelerating integration and connection with Astara’s culture.
- **Leadership:** Managers are empowered as owners of their teams’ development, with leadership effectiveness tracked through integrated KPIs.
- **Organizational visibility:** 100% of our organizational structure is updated in real time, with org charts accessible to all teams — improving global visibility and collaboration.
- **Performance culture:** Goal-setting has been standardized and made visible, with at least 90% of employees required to have objectives registered in Workday to ensure alignment with business strategy.

With this new Human Capital Management (HCM) system powered by Workday, we have not just digitalized processes — we have redefined what it means to lead, attract, and develop talent in a global organization, turning the People function into a true driver of business impact and boosting team productivity.



2.3. Double Materiality: Understanding Our Sustainability Priorities

2.3.1. Setting the Foundation: How We Identified What Matters Most

#IRO-1:
Description of the process to identify and assess material impacts, risks and opportunities

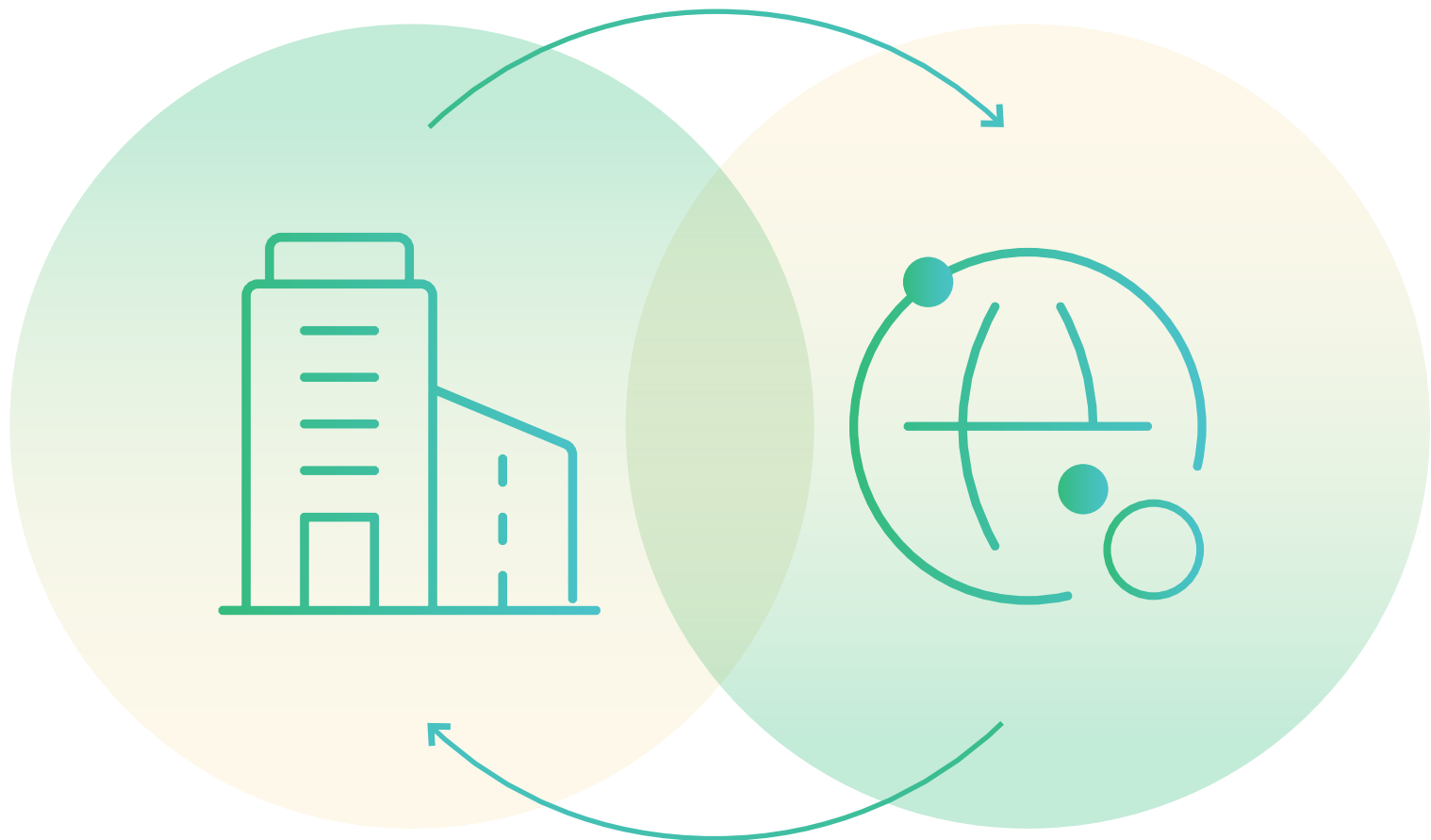
In 2024, Astara reinforced its commitment to sustainability by anticipating regulation, and conducting a comprehensive **double materiality assessment**, the cornerstone of the Corporate Sustainability Reporting Directive (CSRD – Regulation (EU) 2022/2464). **This exercise served as the foundation for updating our sustainability strategy and setting clear ESG priorities across the Group.**

Supported by Deloitte, the assessment built on the materiality analysis originally performed in 2022. It incorporated internal documents, industry benchmarks, and sector-specific risks, ensuring a holistic and forward-looking approach. The scope of the analysis included all of Astara’s business lines and geographies, as well as upstream and downstream elements of our value chain.

A total of 120 sustainability-related topics were identified, covering environmental, social, and governance dimensions. These were classified following the double materiality principle:

IMPACT MATERIALITY (INSIDE-OUT):

The actual and potential impacts of our business activities on people and the environment.



FINANCIAL MATERIALITY (OUTSIDE-IN):

How sustainability-related risks and opportunities affect Astara’s financial performance, position, and strategy.

METHODOLOGY

Each item was assessed using a structured methodology that included:

- Severity, likelihood, and time horizon for impacts.
- Financial magnitude, probability, and stakeholder relevance for risks and opportunities.

The process involved consultations with internal teams and external stakeholders, and was validated by Astara’s cross-functional Sustainability Committee to ensure alignment with our business context and industry realities.

To support consistent decision-making, the methodology incorporated three dimensions:

- **Scale:** intensity and significance of the impact across business lines.
- **Scope:** geographic reach and stakeholder groups affected.
- **Remediability:** capacity to reverse or mitigate the impact.

The final prioritization was subject to expert review and **formally approved by the Sustainability Committee.**

2.3.2. Key Results of the Double Materiality Assessment

ESRS 2 #IRO-1:
Description of processes to identify and assess material biodiversity and ecosystem-related impacts, risks and opportunities

#IRO-1:
Description of the process to identify and assess material impacts, risks and opportunities

#IRO-2
Materiality determination and coverage in the sustainability statement

#GOV-2
Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies

The 2024 double materiality assessment led to the identification of **49 material Impacts, Risks, and Opportunities (IROs)**, formally validated by Astara's Sustainability Committee.

These IROs are directly linked to the company's business model and strategic ambitions and are distributed as follows:



These findings were consolidated into **11 material sustainability topics**, shaping the structure of this report and reinforcing consistency across Astara's environmental, social, and governance performance:

Double Materiality Results Assessment (11 Topics)

ENVIRONMENTAL TOPICS	Climate change (mitigation and adaptation)
	Pollution
	Circular economy and waste management
	Water consumption management
SOCIAL TOPICS	Employee working conditions
	Working conditions of employees in the value chain
	Personal safety of consumers and/or end-users
	Access to products and services
	Privacy
GOVERNANCE TOPICS	Corporate culture
	Prevention and detection of bribery and corruption

Among all topics, **climate change was ranked as the most critical**. It reflects both the environmental and financial implications of Astara's operations and informs our most ambitious sustainability objectives, from carbon footprint reduction and fleet electrification, to the promotion of zero-emission solutions across our customer base.

Additionally, based on the outcomes of the IRO mapping and sector-specific context analysis, **biodiversity and impacts on affected communities were not considered material for Astara's business model**. This determination is aligned with the nature of our operations and has been documented in accordance with the applicable ESRS requirements.

This report presents a complete table summarizing each material IRO, its nature, description, and current or expected effects on our value chain, strategy, and financial performance. Please see the following pages for detailed information.

Astara’s Material Impacts, Risks, and Opportunities

#IRO-2 Materiality determination and coverage in the sustainability statement

E1 CLIMATE CHANGE

TYPE OF IMPACT, RISK/OPPORTUNITY	DESCRIPTION	EFFECTS (CURRENT AND EXPECTED)
Climate change adaptation		
Positive impact	Adaptation to climate change through sustainable mobility solutions, such as usership programs or Astara Intelligence projects.	Current effect of promoting zero-emission mobility and more efficient vehicle use.
Opportunity	Greater access to financing due to a lower climate impact.	Expected positive effect from improved business financing conditions.
Risk	Potential changes in government policies, subsidies, or regulations related to electric vehicles and energy sources, which may affect the financial viability of investments.	Potential negative financial effect on Astara and its value chain.
Risk	Adjustments in industry costs structure due to higher costs for manufacturers, transition to new powertrains, inflation, and increased competition.	Current negative financial effect on Astara.

TYPE OF IMPACT, RISK/OPPORTUNITY	DESCRIPTION	EFFECTS (CURRENT AND EXPECTED)
Climate change mitigation		
Positive impact	Contributing to climate change mitigation by setting decarbonization targets, offsetting emissions, electrifying employee fleets, and using renewable energy at Astara sites.	Positive current effect on the environment by reducing the carbon footprint of Astara's operations.
Positive impact	Contribution to reducing the carbon footprint of customers by offering electric vehicles through B2B and B2C sales.	Positive current impact on the environment by reducing the carbon footprint of Astara's end customers.
Positive impact	Decreased environmental footprint by increasing the efficiency of operations and decreasing the consumption of resources required to provide services to customers.	Positive current impact on the environment by reducing resource consumption in Astara's operations.
Positive impact	Reduction of pollution from Astara Intelligence projects in cities is achieved by conducting a thorough environmental impact assessment beforehand.	Expected positive impact on the environment and air quality in cities.
Negative impact	Contribution to climate change through greenhouse gas emissions as a result of supplier processes such as raw material procurement, transportation, and logistics.	Negative current effect on the environment caused by upstream operations.
Risk	Risk of increased operating costs, manufacturing disruptions and production delays in the value chain due to climate change, such as droughts, water shortages and limits on water use.	Expected negative financial effect on Astara's operation and its upstream and downstream.
Risk	Reputational damage from failure to meet carbon reduction targets.	Potential negative financial effect on Astara's operation.
Risk	Reputational risk arising from the absence of Scope 3 in the carbon footprint calculation.	Potential negative financial effect on Astara's operation.

Astara’s Material Impacts, Risks, and Opportunities

#IRO-2 Materiality determination and coverage in the sustainability statement

E2 POLLUTION

TYPE OF IMPACT, RISK/OPPORTUNITY	DESCRIPTION	EFFECTS (CURRENT AND EXPECTED)
Air Pollution		
Positive impact	Reducing air pollution by replacing old cars with new cars that produce less pollution and run more quietly.	Positive current effect on the environment and air quality in cities.

E3 WATER CONSUMPTION MANAGEMENT

TYPE OF IMPACT, RISK/OPPORTUNITY	DESCRIPTION	EFFECTS (CURRENT AND EXPECTED)
Water consumption		
Positive impact	Water savings through the installation of environmentally friendly water recycling systems that reuse water from previous washings, thus minimizing the need for fresh water.	Positive current effect on the environment by reducing resource consumption at Astara and downstream operations.
Positive Impact	Reduced water contamination due to water treatment prior to discharge.	Positive current effect on the environment due to water treatment at Astara and downstream operations.
Negative Impact	High water use during vehicle manufacturing processes.	Negative current effect on upstream operations.

E4 CIRCULAR ECONOMY AND WASTE MANAGEMENT

TYPE OF IMPACT, RISK/OPPORTUNITY	DESCRIPTION	EFFECTS (CURRENT AND EXPECTED)
Resource flows related to products and services		
Positive impact	Pollution prevention and environmental protection by managing resource outflows in an environmentally responsible manner and diverting waste from landfills and incinerators.	Positive current effect on the environment at the Astara operation and downstream.
Negative Impact	Extensive use of raw materials (metal, plastics, others) in the production processes of vehicle manufacturing. Resource flows related to products and services.	Current negative effect on upstream operations.
Waste		
Negative Impact	Generation of hazardous waste, negatively impacting the environment due to the lack of recyclability of vehicle materials such as steel, engines and batteries.	Current negative environmental impact on Astara's operations and upstream operations.
Opportunity	Improvement of Astara's management by proposing integrated solutions in the circular economy, responding to the needs and expectations of stakeholders.	Expected positive financial impact on Astara's operations.
Risk	Reputational risk due to lack of control over waste generation in the supply chain, which may result in the disclosure of negative supplier information affecting Astara.	Potential negative financial impact on upstream and downstream supply chain operations.

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#IRO-2 Materiality determination and coverage in the sustainability statement

S1 EMPLOYEES’ WORKING CONDITIONS

TYPE OF IMPACT, RISK/OPPORTUNITY	DESCRIPTION	EFFECTS (CURRENT AND EXPECTED)
Working conditions		
Positive impact	Fostering a culture of pay equity and meritocracy by establishing the performance-based compensation model.	Positive current effect on Astara’s workers.
Positive impact	Increasing employee satisfaction by establishing relationships with unions and workers’ councils, ensuring that employee concerns are addressed and working conditions are improved.	Positive current effect on Astara’s workers.
Positive impact	Improving the physical well-being of employees by implementing comprehensive health and safety measures that prioritize their protection and general well-being and reduce absenteeism (e.g. ergonomic management systems).	Positive current effect on Astara’s workers.
Positive impact	Ensure employee satisfaction and well-being by providing and maintaining good working conditions that prioritize employee comfort, protection, flexibility and work-life balance.	Positive current effect on Astara’s workers.
Risk	Reputational and financial risk associated with a high turnover rate resulting in a lack of retention and attraction of talent needed to meet Astara’s strategic ambitions.	Potential negative financial effect on Astara’s operations.
Risk	Lack of attraction of new talent in regions with high employment rates may hinder the implementation of an effective business plan.	Potential negative financial effect on Astara’s operations.

TYPE OF IMPACT, RISK/OPPORTUNITY	DESCRIPTION	EFFECTS (CURRENT AND EXPECTED)
Equal treatment and opportunities for all		
Positive impact	Promote an environment of diversity that fosters fair and safe conditions in all operations through the implementation of policies, actions and objectives.	Positive current effect on Astara’s employees.
Positive Impact	Empower women by increasing female representation through specific, gender-focused initiatives such as Women at Astara.	Positive current effect on Astara’s employees.
Positive Impact	Employee retention and satisfaction are improved through investments in skills enhancement and retraining.	Positive current effect on Astara’s employees.
Opportunity	Strengthen Astara’s competitiveness by continuously training employees through upgrading and learning to adapt to new technologies and processes.	Expected positive financial effect on Astara’s operations.

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S2 LABOR CONDITIONS OF EMPLOYEES IN THE VALUE CHAIN

TYPE OF IMPACT, RISK/OPPORTUNITY	DESCRIPTION	EFFECTS (CURRENT AND EXPECTED)
Working conditions		
Positive impact	Improving working conditions and reducing absenteeism by implementing effective measures to improve employee health and safety.	Positive current effect on workers in Astara's value chain.
Positive Impact	Promoting respect for the Universal Declaration of Human Rights and non-discrimination by protecting workers' rights through the endorsement of a Supplier Code of Conduct applicable to the entire supply chain.	Positive current effect on upstream and downstream operation.
Equal treatment and opportunities for all		
Negative Impact	Poor working conditions in supply chains (e.g., low wages, unsafe working environments).	Expected negative impact on workers in Astara's value chain.

S4 CUSTOMERS AND END-CONSUMERS

TYPE OF IMPACT, RISK/OPPORTUNITY	DESCRIPTION	EFFECTS (CURRENT AND EXPECTED)
Social inclusion of customers and end-consumers		
Opportunity	To increase the customer base by meeting society's growing demand and expectations for accessible and sustainable mobility solutions.	Expected positive financial impact on Astara's operations.

TYPE OF IMPACT, RISK/OPPORTUNITY	DESCRIPTION	EFFECTS (CURRENT AND EXPECTED)
Impacts related to information for clients and end-consumers		
Positive Impact	Improve end-consumers' knowledge and safety by providing resources and accurate information to enable them to make well-informed decisions about safe driving practices, vehicle availability, pricing and policies.	Positive current effect on Astara's end customers.
Positive Impact	Improve confidence by informing end-consumers about how their data is collected, used and stored, while ensuring that their personal information is kept secure and confidential through robust data protection measures.	Positive current effect on Astara's end customers.
Risk	Legal sanctions, loss of customer confidence and reputational damage due to lack of protection of user data, which can lead to breaches.	Potential negative financial effect on Astara and downstream operations.
Personal safety of customers and end-consumers		
Positive Impact	Ensure the safety of end-consumers by providing new vehicles that are equipped with innovative safety measures.	Positive current effect on Astara's end customers.
Positive Impact	Improve and expand mobility by providing greater access to vehicles through user-friendly applications, making transportation more accessible and generating a positive impact by democratizing access to sustainable mobility solutions.	Positive current effect on Astara's end customers.

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G1 BUSINESS CONDUCT

TYPE OF IMPACT, RISK/OPPORTUNITY	DESCRIPTION	EFFECTS (CURRENT AND EXPECTED)
Corporate culture		
Positive impact	Ensure responsible and high-level management of the sustainability strategy through the creation of a structured and multidisciplinary Sustainability Committee.	Positive current impact on people and the environment.
Opportunity	Enhance Astara's reputation with a good analysis of ESG ratings, which can also lead to greater accessibility to financing.	Expected positive financial impact on Astara's operations.
Risk	Damage to Astara's public image, which may lead to a decrease in demand, loss of potential investments and termination of contracts with business partners due to an infringement of competition law.	Potential negative financial effect on Astara's operations.
Risk	Risk of non-compliance with international and local regulations which may result in sanctions and fines for Astara.	Potential negative financial effect on Astara's operations.
Corruption and bribery		
Positive Impact	Improve employee development and awareness through corruption and bribery prevention training, while building trust with regulators, authorities, customers and employees through the implementation of an anti-bribery and anti-corruption policy.	Positive current effect on Astara employees.

TYPE OF IMPACT, RISK/OPPORTUNITY	DESCRIPTION	EFFECTS (CURRENT AND EXPECTED)
Whistleblower protection		
Negative Impact	Lack of trust among employees due to inadequate whistleblower protection, which discourages employees from reporting wrongdoing, allowing unethical practices.	Potential negative impact on Astara.

2.4. Strategy: Connecting Business Ambition with Sustainable Impact

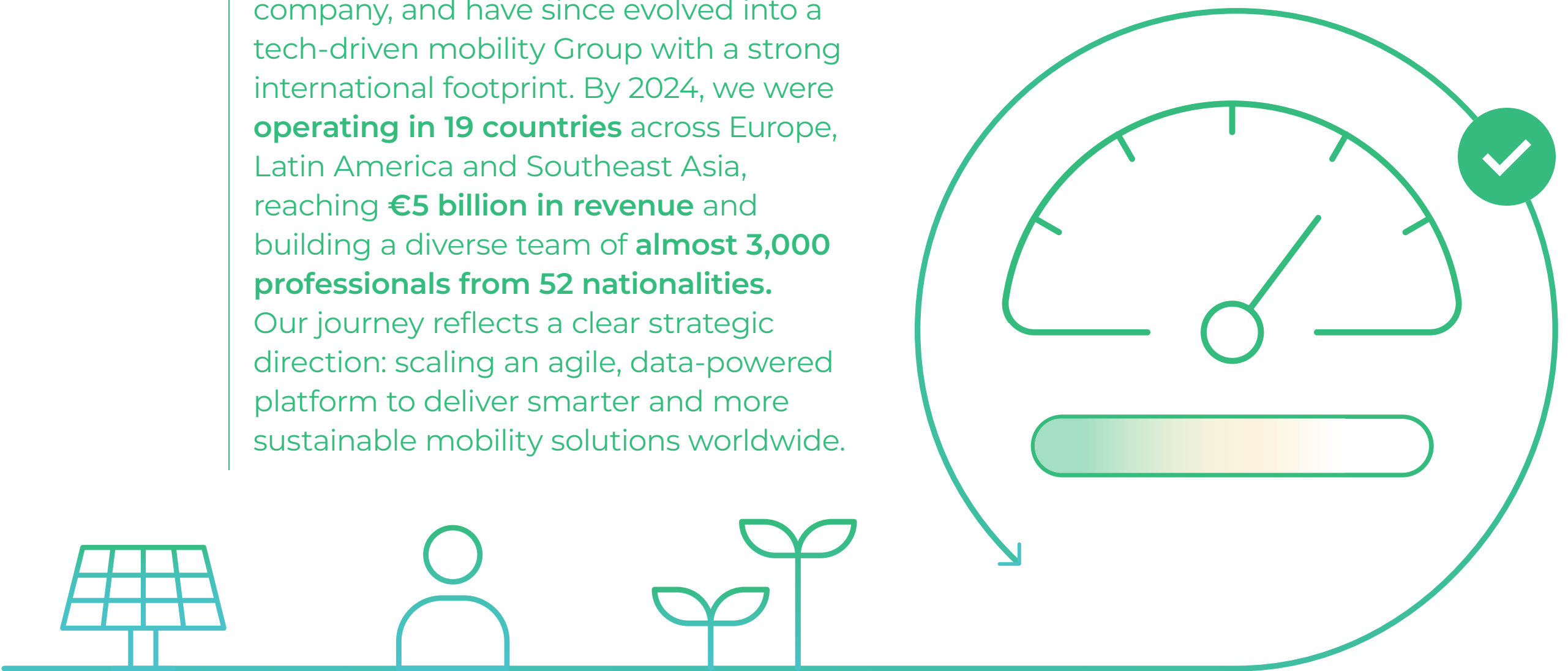
2.4.1. Moving Forward with Purpose

#SBM-1
Strategy, business model and value chain

Astara is an open mobility company driven by a clear purpose: to make mobility smarter, more sustainable, and more accessible to everyone. We tailor our offering to the maturity of each market, combining ownership, subscription, and connectivity models, powered by data and supported by our own digital platform.

We started in 1979 as a car distribution company, and have since evolved into a tech-driven mobility Group with a strong international footprint. By 2024, we were **operating in 19 countries** across Europe, Latin America and Southeast Asia, reaching **€5 billion in revenue** and building a diverse team of **almost 3,000 professionals from 52 nationalities**. Our journey reflects a clear strategic direction: scaling an agile, data-powered platform to deliver smarter and more sustainable mobility solutions worldwide.

Our vision is to lead the transition toward flexible, data-driven and low-emission mobility. We believe that innovation and sustainability must go hand in hand with people-centric solutions. This ambition is reflected in everything we do, from digitalizing the customer experience to transforming our vehicle lifecycle model with circular solutions.



Our Core Essence: We Are...



Innovative

Our approach transforms mobility by weaving it with digital advancement, sustainability, and innovation, leading the design of green, connected, and intelligent mobility.



Courageous

At Astara, sustainability strategy has become a pivotal cornerstone of our decision-making process, reshaping our business operations to contribute to climate change mitigation.



Human

We foster a culture where individuals are encouraged to embody Astara's values through their work, seeking to align employee and business ambitions nurturing a cycle of mutual growth and success.



Open-minded

Embracing diverse perspectives, we are dedicated to transforming future urban transit, valuing collaboration with clients, employees, partners, and stockholders to seize opportunities and tackle challenges.

2.4.2. A Global Mobility Ecosystem

#SBM-1
Strategy,
business model
and value chain

Whether someone is looking to buy a vehicle or explore more flexible options like subscription, Astara delivers an innovative approach, and wide range of smart mobility solutions designed to meet individual needs:

ASTARA



Our colleague from the Astara Peru team



Ownership

Astara is a global leader in the sale of passenger and light commercial vehicles. We represent over **41 official brands** and operate through a network of 3,200 independent dealers in **19 countries**. The buying experience is fully personalized, available both online and in person, and includes new, 0-km and used vehicles. In 2024, we sold **197.002 new vehicles** and **8.159 used ones**.



Subscription

Astara Move is redefining personal and corporate mobility with fully digital vehicle and fleet services. Customers can subscribe to a car in just three minutes via our website or app, choosing flexible monthly plans that include usage, insurance, taxes, maintenance, and roadside assistance. Launched in Spain, the service expanded to Portugal and Switzerland in 2024. The fleet **grew 59% in one year**, reaching 2.398 vehicles.

Advisory & Data Services

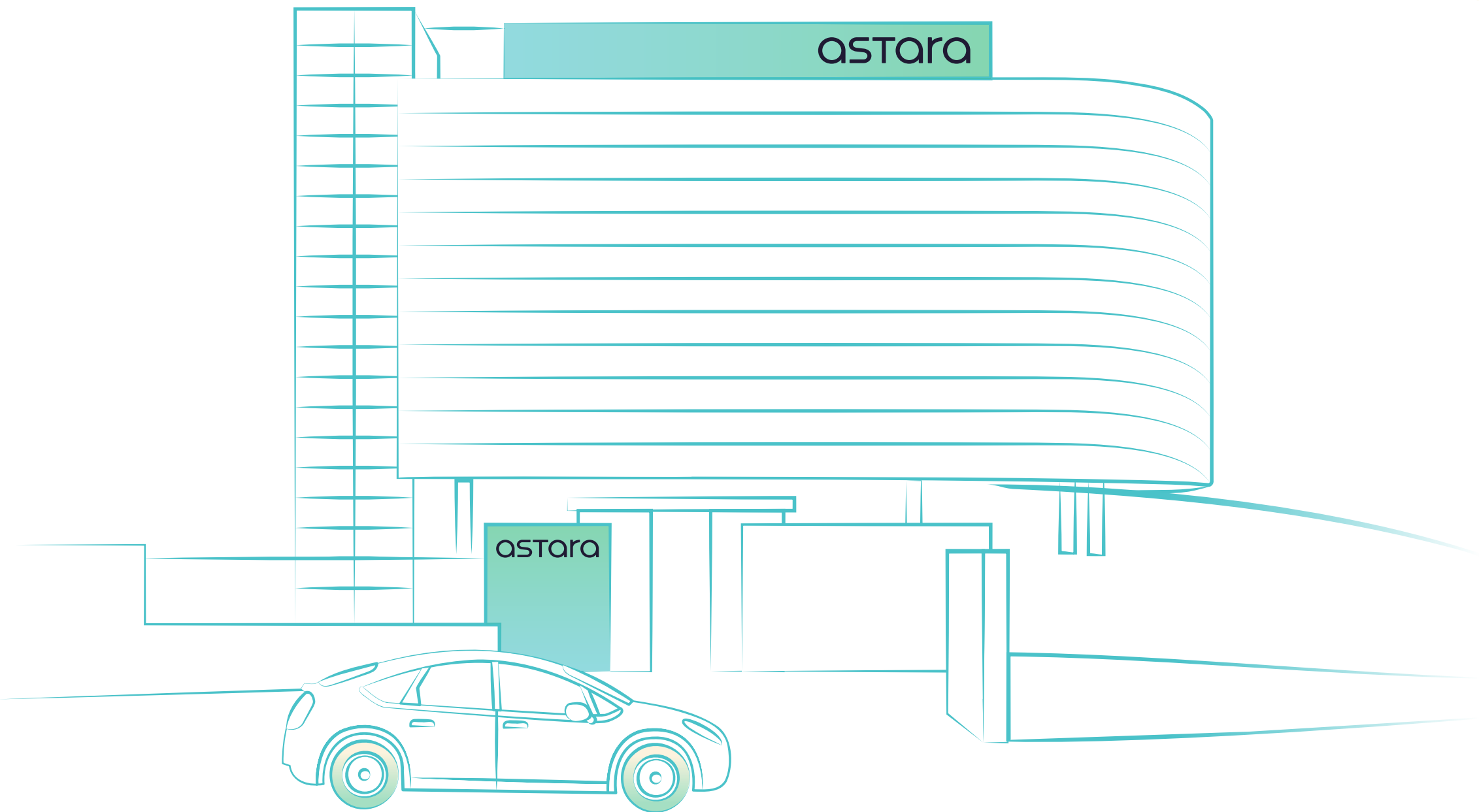
Astara also helps companies and public authorities reimagine mobility. Our services range from urban mobility consulting, vehicle connectivity solutions, and real-time data analytics to strategic mobility insights. Always focused on sustainability, we help design the mobility systems of tomorrow, efficient, data-informed, and built around people and planet.

2.4.3. A Global Presence Powered by Local Expertise

#SBM-1
Strategy, business
model & value chain

With headquarters located in Spain, Astara operates in **19 countries** across three continents, Europe, Latin America, and Southeast Asia, structured into regional hubs to better respond to local market dynamics while leveraging global synergies.

This decentralized model enables us to be both globally consistent and locally relevant, reinforcing our value proposition through an integrated ESG lens.



List of Countries (by Continent) where Astara Operates	
EUROPE	Austria Belgium Czech Republic Finland Germany Luxembourg Netherlands Poland Portugal Slovakia Spain Sweden Switzerland
LATIN AMERICA	Argentina Bolivia Chile Colombia Peru
SOUTHEAST ASIA	Philippines

2.4.4. At the Heart of the Mobility Value Chain

#SBM-1
Strategy, business model and value chain

Astara operates at both the midstream and downstream stages of the automotive value chain, adding value from vehicle acquisition to end-user experience. We act as a key intermediary between leading global manufacturers and our customers, whether individuals, companies, or public institutions, offering a wide array of services that include vehicle distribution, subscription, and mobility consulting.



2.4.5. Understanding Our Stakeholders

#SBM-2
Interests and views
of stakeholders

Astara’s business spans multiple mobility solutions, each involving diverse stakeholder ecosystems. Understanding their roles, expectations, and influence is key to delivering value across our operations.



Our colleagues from the Astara Switzerland team

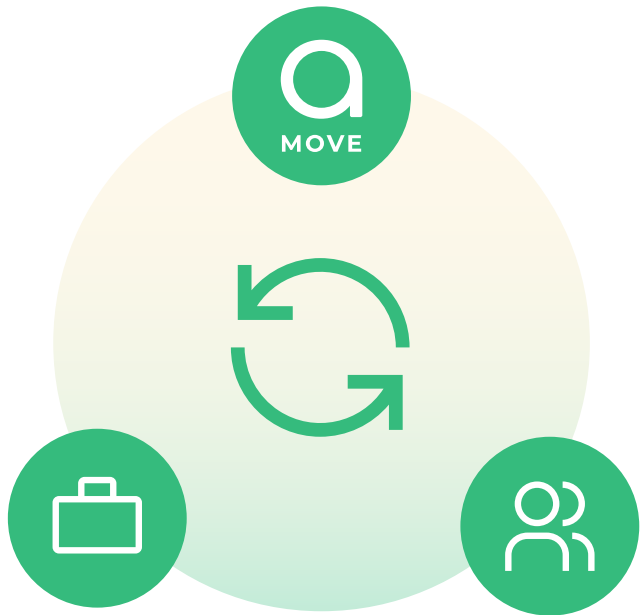
STAKEHOLDERS IN THE VEHICLE OWNERSHIP MODEL

- Automotive manufacturers**
Our strategic partners, whose brands we represent across regions.
- Logistics providers**
Manage the transportation of vehicles and parts from production sites to dealers.
- Dealerships**
Both independent and Astara-owned, they serve as the final link between brands and customers.
- After-sales service providers**
Support the lifecycle of vehicles through maintenance, repairs, and parts replacement.
- End customers**
Whether individuals, companies, or public institutions, they are key stakeholders in our retail model, shaping demand, expectations, and the evolution of our services.



STAKEHOLDERS IN THE SUBSCRIPTION MODEL

- Astara Move leverages the B2B infrastructure to offer flexible access to mobility. Key stakeholders include:
 - Individual users**
Customers who subscribe to vehicles under flexible usage terms.
 - Companies**
Organizations that integrate subscription-based mobility solutions into their operations.



STAKEHOLDERS IN ADVISORY & DATA SERVICES

- In this segment, Astara provides consulting and tech-driven insights to:
 - Public institutions and city governments**
Collaborate with us to design urban mobility strategies and sustainable transport solutions.
 - Private companies**
Seek our expertise in vehicle connectivity, smart fleet management, and mobility market trends.



CROSS-CUTTING
STAKEHOLDERS

Beyond individual business lines, Astara maintains strategic relationships with entities essential to our long-term success:

Financial institutions

Facilitate funding and leasing solutions for both the company, dealers, and end customers.

Marketing agencies

Help position our brands and reach customers effectively.

Regulatory authorities

Influence how we adapt our business to evolving sustainability and mobility policies.

Professional service firms

Provide support in governance, compliance, risk management, and strategic development.

The Planet

Recognized as a silent stakeholder due to its direct connection with the viability of our operations and the well-being of society.



FOUNDATIONAL
STAKEHOLDERS

Some stakeholders are core to everything we do:

Employees

The driving force behind our transformation and growth.

Customers

Both B2B and B2C clients who shape our innovation and service delivery.

Shareholders

Bergé & Co., Mitsubishi and Algeciras Corporation, which play a decisive role in shaping Astara's strategic direction.



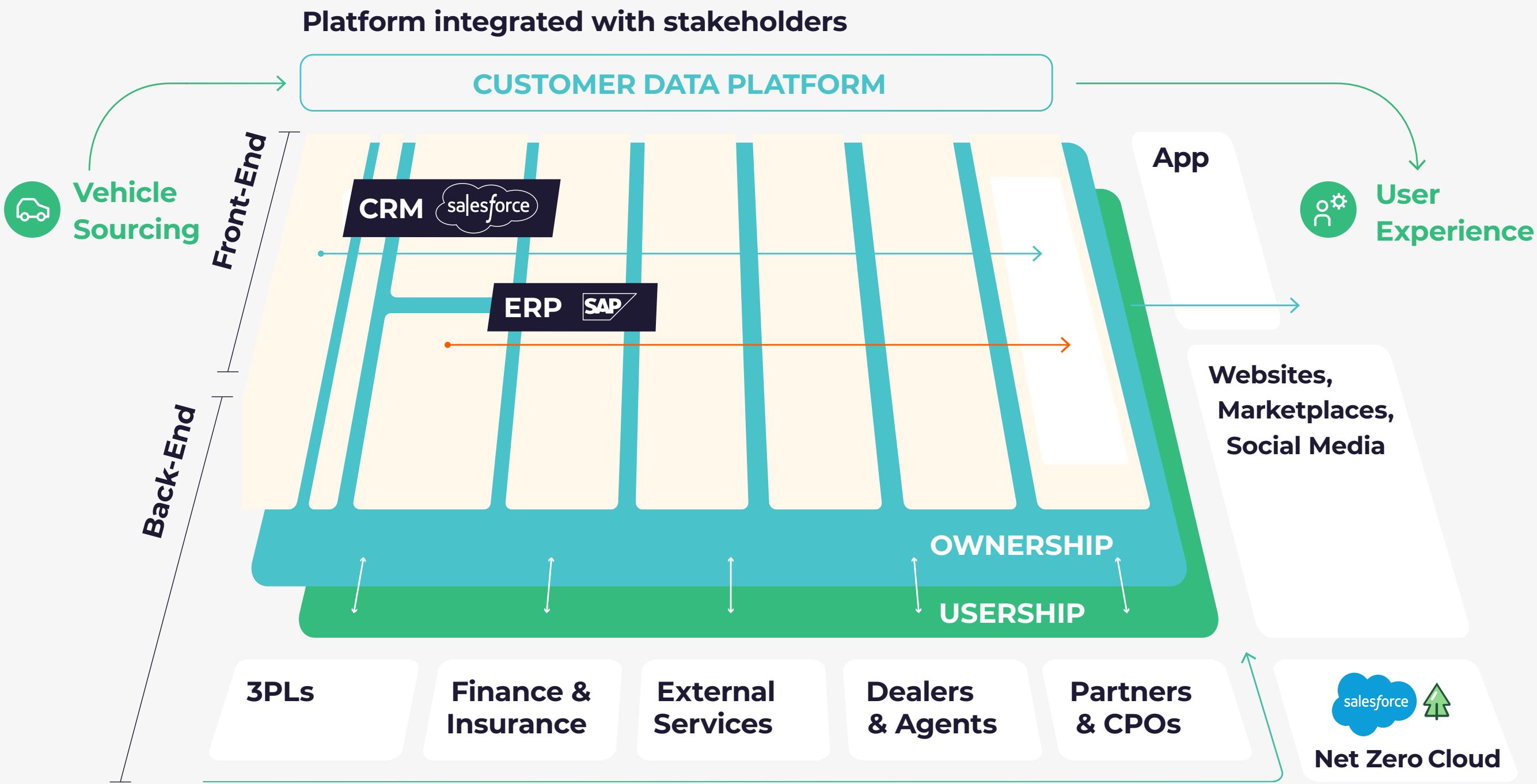
2.4.6. Fueled by Technology

At the heart of Astara’s evolution lies a powerful digital backbone, **Astara Platform**, our proprietary operational ecosystem. It integrates our entire value chain, connecting internal processes with partners, suppliers, and customers across markets.

From sourcing and distribution to vehicle delivery and customer interaction, Astara Platform synchronizes back-end operations with front-end experiences. This allows us to deliver seamless and personalized mobility services while ensuring real-time traceability, operational efficiency, and a seamless customer journey.

By interacting directly with customers through our digital channels, we gain insights into their mobility preferences and behaviors. This data helps us tailor solutions and enhance decision-making, while also improving our own sustainability metrics, from fleet electrification to logistics optimization.

Astara Platform:
Value Chain & Operational
Ecosystem



Our Commitment to Intelligent Mobility

Beyond operations, our technological capabilities extend to specialized products that reflect our commitment to intelligent mobility:



ASTARA CONNECT

Our connected vehicle platform, enabling businesses and users to access real-time insights, optimize mobility usage, and reduce emissions and costs.



SMART DATA SERVICES

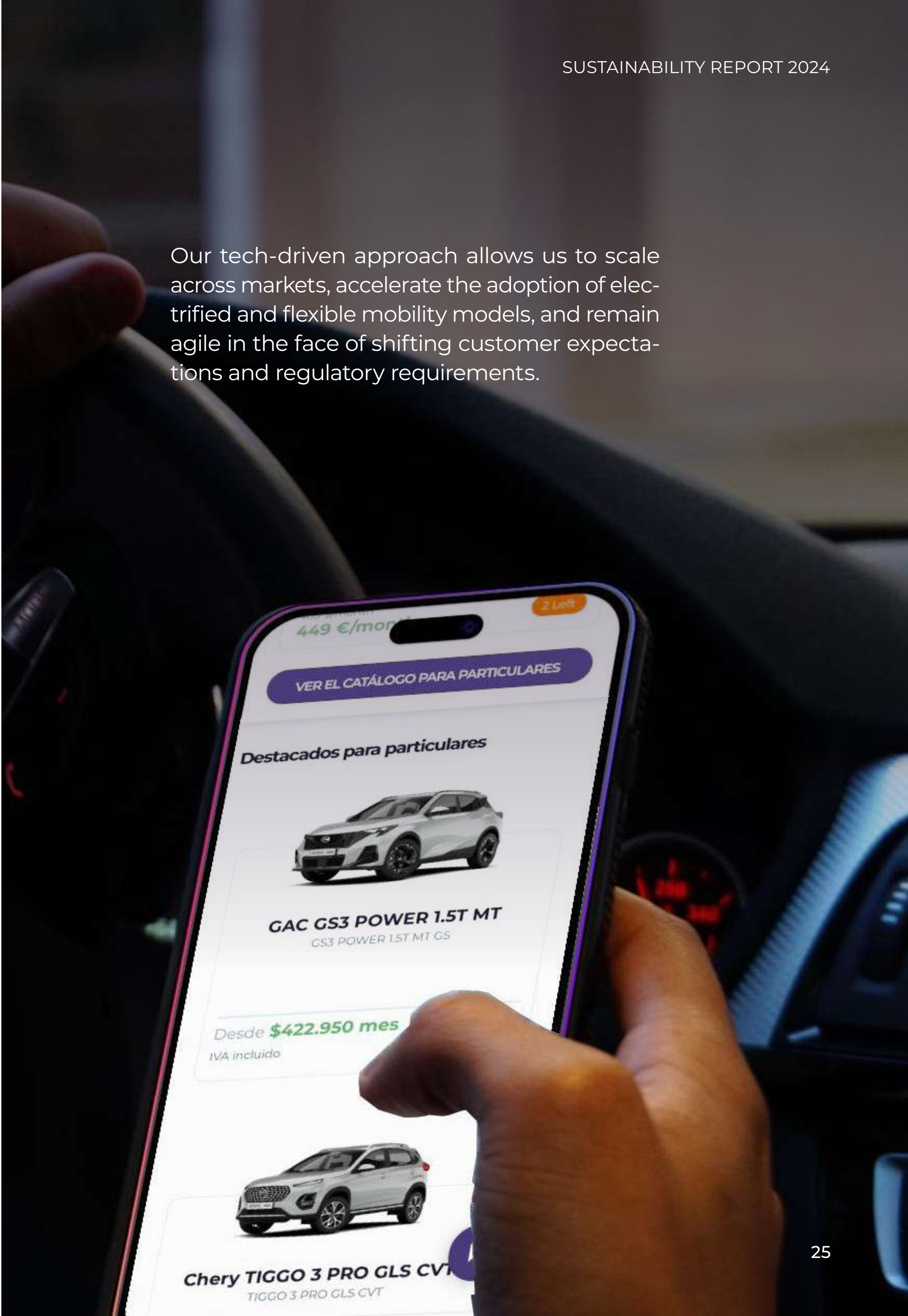
Through advanced analytics, we support public and private organizations in understanding market trends, forecasting demand, and redesigning mobility strategies.



URBAN MOBILITY DESIGN

We work with cities and governments to develop smarter, more sustainable urban mobility models.

Our tech-driven approach allows us to scale across markets, accelerate the adoption of electrified and flexible mobility models, and remain agile in the face of shifting customer expectations and regulatory requirements.



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2.4.7. Strategic Priorities for Sustainable Growth

Astara is evolving to meet the major shifts that are reshaping mobility globally. Our ambition is clear: to be a leading force in the transition toward accessible, intelligent, and low-emission transportation.

To deliver on this vision, we focus on three strategic industry trends that shape both customer expectations and business opportunities:

Our colleague from the Astara Peru team

Strategic Industry Trends



ON-DEMAND AND FLEXIBLE MOBILITY

As users demand instant, frictionless access to mobility, we are developing scalable, pay-per-use models that integrate digital and physical experiences.



ELECTRIFICATION AND ENERGY TRANSITION

We are partnering with top EV-focused manufacturers and charging point operators (CPOs) to accelerate electric vehicles adoption and enhance the infrastructure for zero-emission mobility.



DIGITALIZATION AND CONNECTED SERVICES

Our connected vehicle platforms and advisory services empower individuals, cities, and companies with data-driven tools to improve mobility decisions and environmental performance.

These strategic priorities guide our investments, partnerships, and innovation roadmap, reinforcing our role as a partner of choice for public and private stakeholders seeking smarter mobility ecosystem solutions.



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2.4.8. Driving Strategic Change Through Action

#SBM-3
Material
impacts, risks
and opportunities
and their interaction
with strategy and
business model

To deliver on our vision of shaping the mobility of tomorrow, Astara has established a clear roadmap centered on **three strategic levers**: our business model, our operational excellence, and our culture. Each lever supports a concrete set of actions that aim to position Astara as a forward-looking, agile, and responsible mobility partner in all our geographies.

In all areas, we align our actions with the Global Goals of the United Nations Global Compact (UNGC), and the commitments outlined in our Corporate Sustainability Policy. **We see sustainability** not as a separate track, but **as a lever for innovation, value creation, and resilience**.

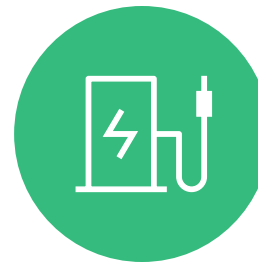
CLIMATE GROUP
EV100

WE SUPPORT



I. Business Model Transformation

We are accelerating the shift toward electrified and user-centric mobility (10% in BEV sales in 2024). This includes actively partnering with leading EV-focused manufacturers and charging point operators (CPOs), scaling our subscription offering, and expanding our advisory and data services to help public and private entities reimagine their mobility ecosystems. Through our distribution network and digital platforms, we deliver smart, connected, and sustainable vehicle solutions tailored to local contexts.



II. Operational Excellence and Impact Reduction

We are committed to Net Zero (Scopes 1, 2 & 3) by 2045. To this end, we are electrifying our employee fleet, sourcing renewable energy for all corporate sites, and enhancing waste and water management practices.

Public commitments such as our participation in the **EV100 initiative** reinforce our accountability: we aim to transition over 1.200 vehicles to electric by 2030 and deploy charging infrastructure for employees and clients. In 2025, based on the reviewed EV100 targets, Astara will update its commitment in line with the new EV100 goals.



III. People-centered Culture

We foster a diverse, inclusive, and purpose-driven workplace. Our people are our strongest asset, and we invest in their growth through continuous learning, reskilling, upskilling and meaningful opportunities. We are committed to building a global team that reflects the communities we serve and advances equity in all forms.

Our workplace engagement goals, such as **achieving 33% female representation** and an **eNPS score above 50 by 2027**, are integral to our corporate strategy.



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- 3.1.** Integrated Climate Strategy:
Transition, Resilience and Risk Management
- 3.2.** Powering Smarter:
Our Progress On Energy Efficiency
- 3.3.** Reducing Emissions Beyond Carbon:
Our Contribution to Pollution Prevention
- 3.4.** Making Every Drop Count:
Water Efficiency and Recycling
- 3.5.** From Waste to Value:
Our Circular Approach to Resource Use

3.



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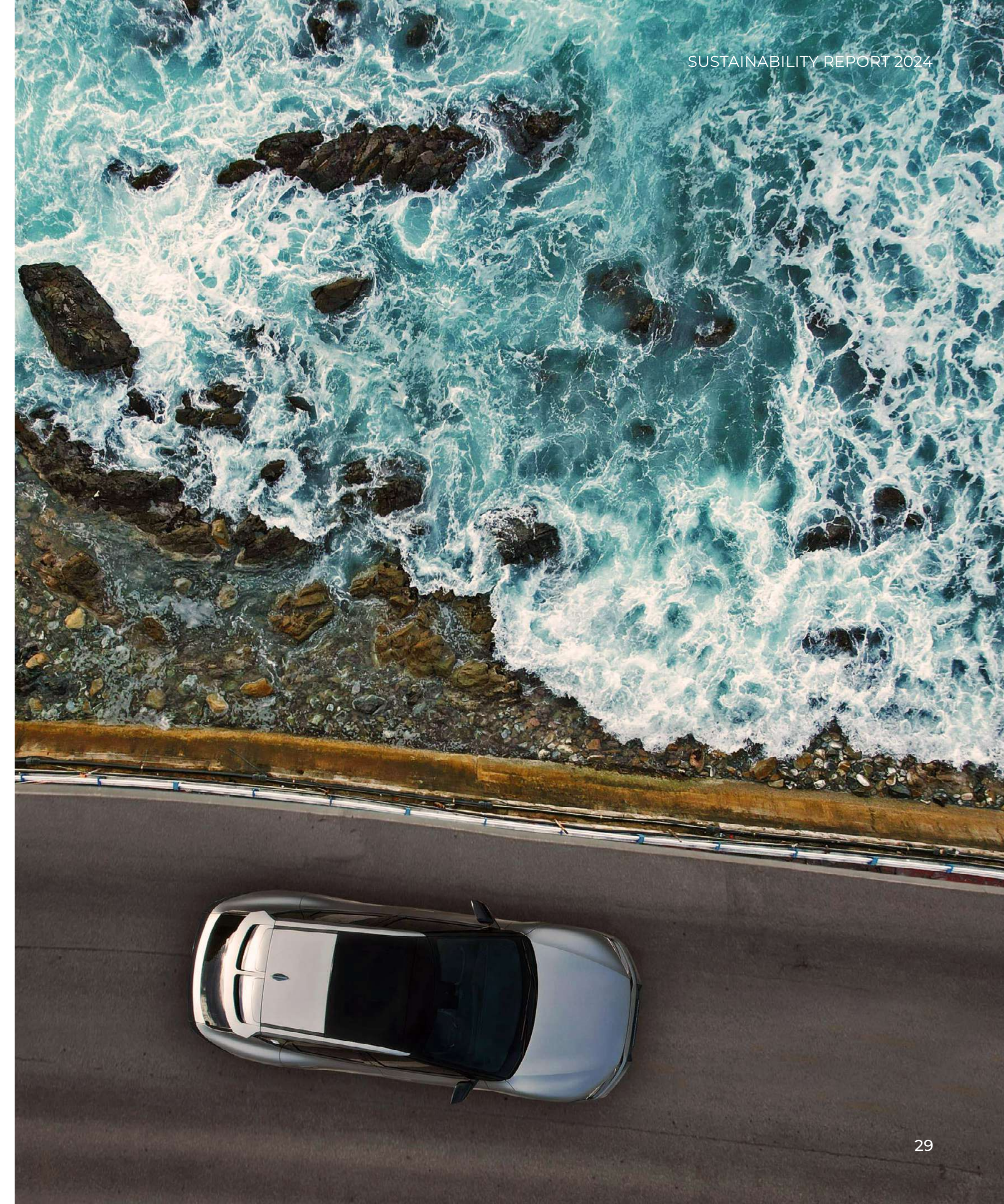
Environment

3.1. Integrated Climate Strategy: Transition, Resilience and Risk Management



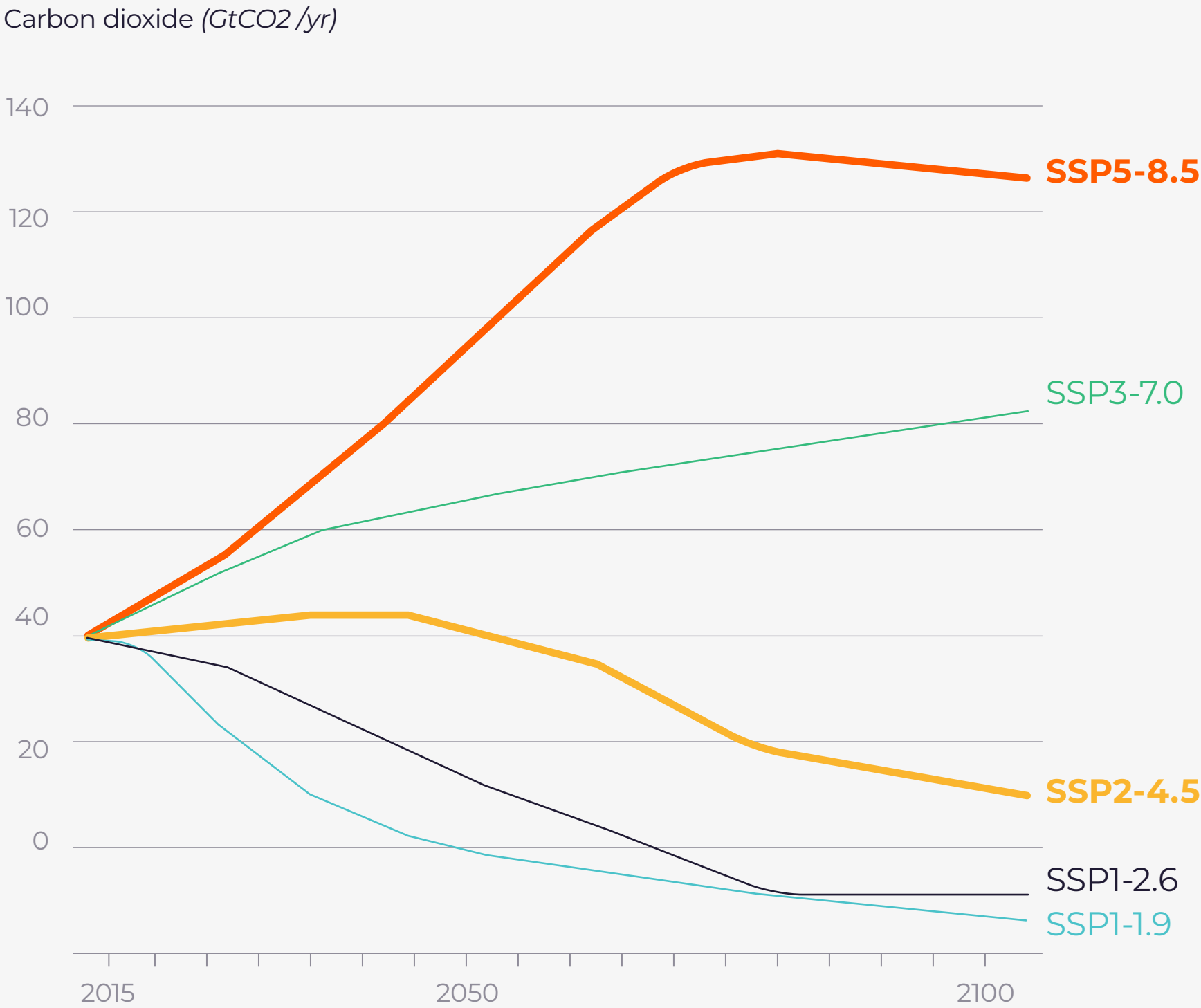
Astara operates in a sector responsible for nearly 23% of CO₂ equivalent emissions globally, according to the International Transport Forum. As such, **fighting climate change is not only a global priority, it is a core pillar of our business strategy**, fully aligned with the European Green Deal and the EU's target to cut greenhouse gas emissions by 90% by 2050 (compared to 1990 levels).

As the cornerstone of its Net Zero climate strategy, Astara partnered with Transcendent, a specialized consultancy in climate change and social impact, to build a deep understanding of the company's operational exposure and to develop a science-based decarbonization plan. This partnership reinforces Astara's long-term resilience and competitiveness in a rapidly evolving mobility landscape.



Future Annual Emissions of Co₂ across Five Illustrative Scenarios

#E1-1
Transition plan for climate change mitigation



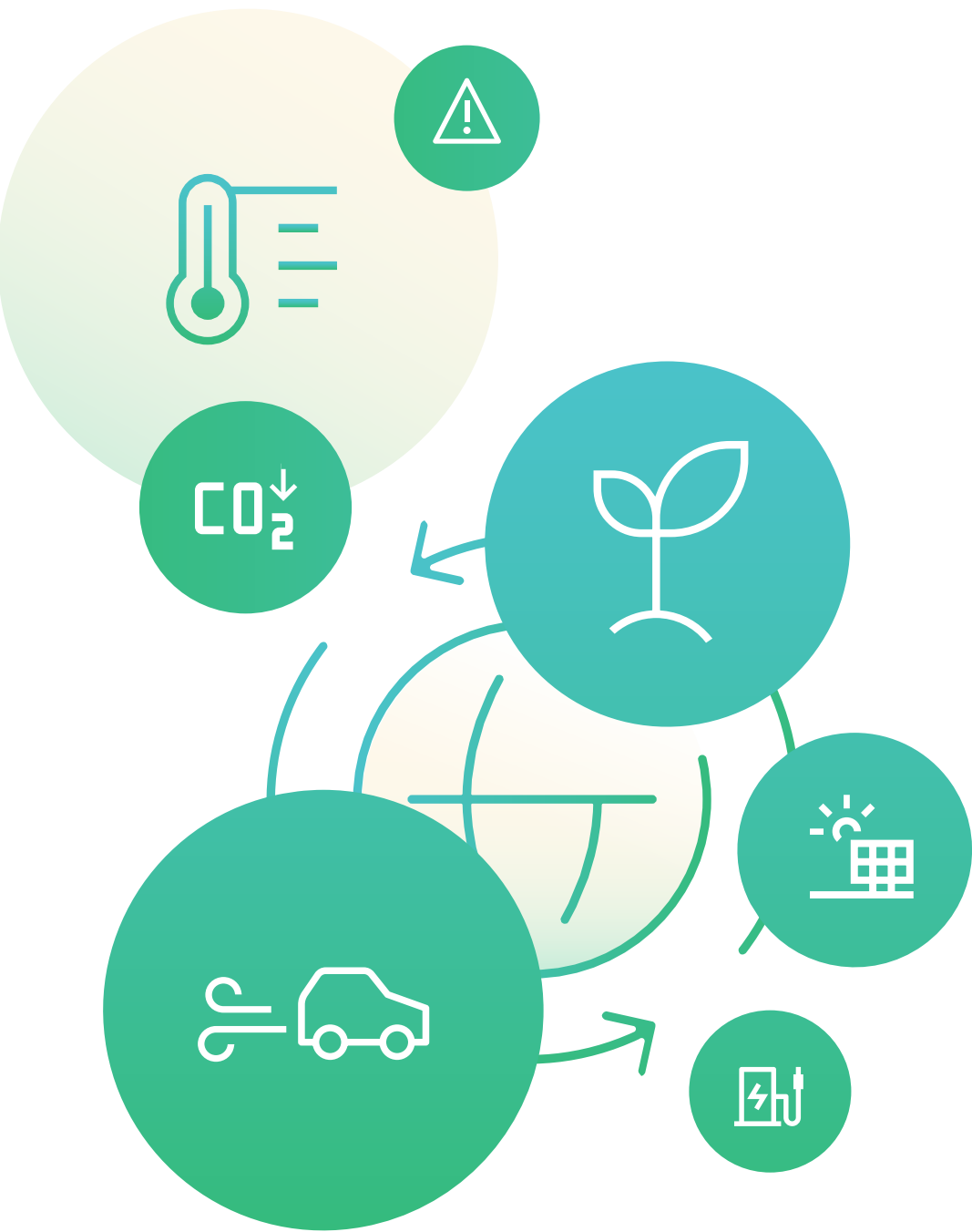
Source: IPCC

To evaluate potential climate-related impacts, **Astara conducted a comprehensive climate risk assessment aligned with Astara’s Enterprise Risk Management framework and the Task Force on Climate-related Financial Disclosures (TCFD) recommendations.** The analysis incorporated two science-based scenarios from the IPCC:

- **SSP2 4.5:** Moderate emissions, projecting a global temperature rise of 2.1–3.5 °C by 2100. In this scenario, emissions follow a “middle-of-the-road” path—rising until mid-century then declining—with no major policy or technological shifts. This trajectory escalates health, economic, and social risks, stressing the need for urgent adaptation.
- **SSP5-8.5:** High emissions, assuming continued reliance on fossil fuels and a temperature increase of 3.3–5.7 °C by 2100 (best estimate ~4.4 °C) above pre-industrial levels. In this scenario, economic growth is rapid and predominantly fueled by fossil resources. This scenario drives severe health, economic, and social risks, demanding urgent global action.

The climate related-risk assessment covered 72 strategic facilities across 16 countries, representing approximately 87% of Astara’s turnover. The evaluation considered both own operations and key upstream and downstream assets across Astara’s value chain.

Each location was assessed for exposure, historical climate patterns, and expert evaluation, covering short-, medium-, and long-term time horizons. All risks were evaluated by likelihood and severity across two main categories — **Physical** and **Transition risks**.



UNEP FI Methodology: Seven Key Climate-Related Physical Risks

-  **FLOODING**
-  **EXTREME PERCIPITATION**
-  **DROUGHT STRESS**
-  **WILDFIRE**
-  **HURRICANES & TYPHOONS**
-  **SEA LEVEL RISE**
-  **TROPICAL CYCLONES**

 Critical risks

#E1-1
Transition plan
for climate change
mitigation

Physical Risks

Based on the UNEP FI methodology, seven climate-related physical risks were assessed. **Three risks were identified as critical:** Flooding, Extreme Precipitation, and Drought Stress.

- 1. Flooding:** May cause damage to vehicle inventory and disrupt logistics operations in Chile, under both SSP2 4.5 and SSP5 8.5 scenarios.
- 2. Extreme Precipitation:** May obstruct access and impact vehicles integrity in Chile, Bolivia, and Switzerland, under SSP2 4.5 and SSP5 8.5.
- 3. Drought Stress:** May affect operations dependent on water (vehicles cleaning) in Chile, Spain, and Peru, under SSP5 8.5 only.

Adaptation Measures for Physical Risks

Aligned with the recommendations of our insurance partners:

- Flooding**
Implementation of effective drainage systems to manage high volumes of water.

Facilities are strategically located away from rivers and coastlines, significantly reducing flood exposure.

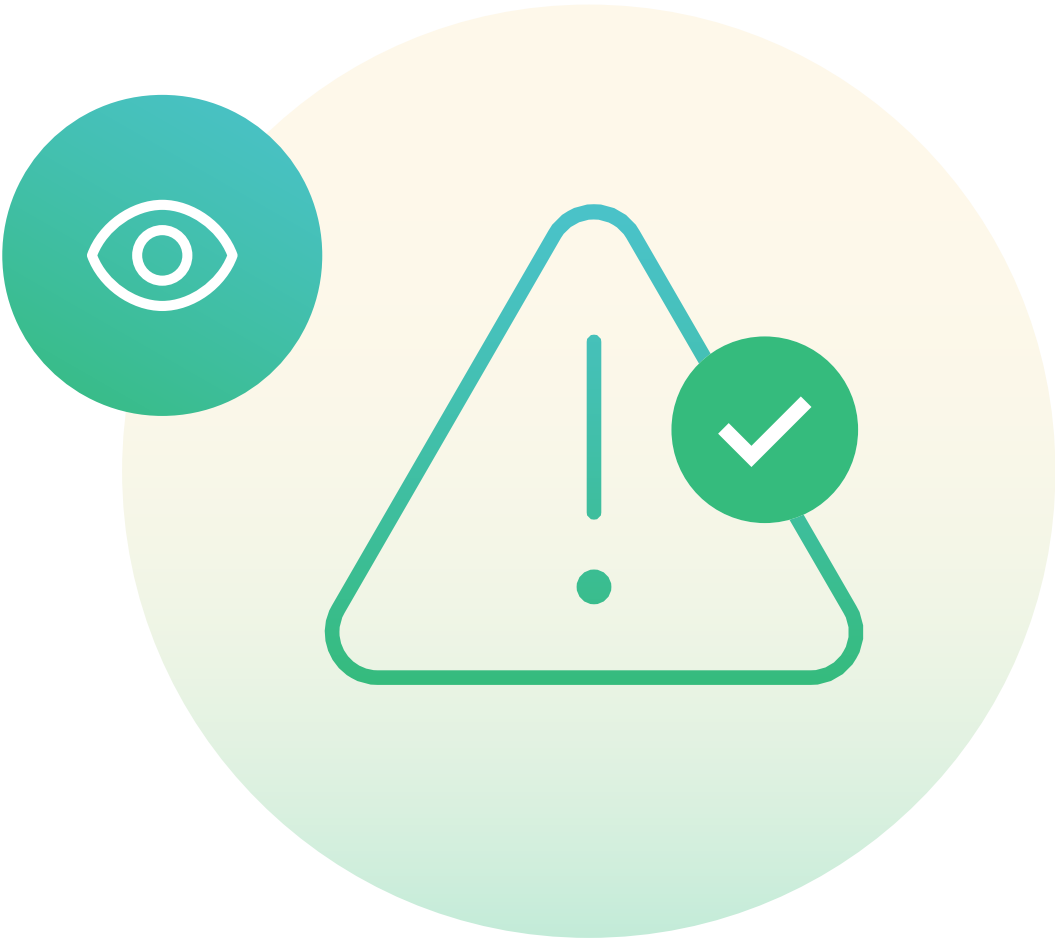
Adoption of a vehicle storage time reduction strategy, importing vehicles more closely aligned with market demand.
- Extreme Precipitation**
Use of covered storage structures to protect vehicles from hail, snow, and other extreme weather, mitigating potential operational and financial losses.
- Drought Stress**
Installation of water recycling systems at car cleaning facilities, using non-potable wells as a contingency source.

Tanker-based contingency supply to ensure water availability during extended dry periods.

#E1-1
Transition plan
for climate change
mitigation

Transition Risks

While 10 transition risks were identified that could potentially affect Astara’s business in the medium term, **only four of them represent a significant risk:** industry costs adjustments; limit access to green financing; scarcity & cost of raw materials; and low carbon R&D competition. Astara has the capabilities to address these risks in a proactive way in order to ensure the resilience of its business model.



UNEP FI Methodology:
Ten Key Climate-Related Transitional Risks

 INDUSTRY COSTS ADJUSTMENTS	 GHG EMISSIONS PRICING & PENALTIES
 LIMIT ACCESS TO GREEN FINANCING	 RISING REGULATORY PRESSURE
 SCARCITY & COST OF RAW MATERIALS	 STRICTER ICE VEHICLE RESTRICTIONS
 LOW CARBON R&D COMPETITION	 CHANGING CONSUMER PREFERENCES
 GREENWASHING RISKS	 LOWER BEV AFTERSALES REVENUE

 Critical risk  High risk

Transition Risks: Evaluation Results and Conclusions

#E1-1: Transition plan for climate change mitigation

RESULTS

GHG EMISSIONS PRICING AND PENALTIES

RISING REGULATORY PRESSURE

STRICTER ICE VEHICLES RESTRICTIONS

CHANGING CONSUMER PREFERENCES & TRENDS

LOWER BEV AFTERSALES REVENUE

GREENWASHING RISKS AND LOSS OF TRUST

LIMIT ACCESS TO GREEN FINANCING

INCREASED SCARCITY & COST OF RAW MATERIALS

LOW CARBON MOBILITY TECHNOLOGIES R&D ACCELERATING COMPETITION

INDUSTRY COSTS STRUCTURE CHANGES

CONCLUSIONS

In general, Astara is not directly subject to carbon pricing schemes or penalties due to its role as a distributor. In cases where penalties could apply, we are able to avoid them by leveraging Astara’s broad portfolio of electrified vehicles. Increases in operating costs (e.g., logistics) are expected to be gradual.

Despite adaptation costs, given Astara’s proactive approach and broad product portfolio of electrified vehicles Astara is in the position to comply.

Low impact by gradual EV transition due to Astara’s inherent ability to adapt its product mix to evolving policy, consumer preferences and market shifts.

Considering Astara’s constant product offering adaptation as demand fluctuates, and gradual EV penetration, the impact is low.

Limited impact as after-sales accounts for ~10% of Astara’s current business and can be complemented by other value added services like charging.

Given Astara’s transparent and rigorous approach when addressing environmental claims, this risk is expected to be low.

Financial sector is increasingly offering preferential credit lines linked to decarbonization and sustainable KPIs. Strengthening our sustainability performance enables us to turn this into an opportunity.

This risks is likely but indirect for Astara. EV costs’ ongoing reduction can increase affordability for clients and improve margins for distributors/OEMs in the medium term.

Limited exposure as a car distributor when adapting its business model to support new technologies effectively.

The shift towards electric vehicles (EVs) involves higher initial production costs, which may temporarily impact margins for manufacturers and distributors. However, we view this as a transitional phase, with expected improvements as economies of scale, technological advancements, and operational efficiencies are realized. Astara’s proactive adaptation to this evolving market positions us for long-term growth and aligns with increasing demand for sustainable mobility, ultimately enhancing our competitiveness.

3.1.1. Tackling Climate Change with a Decarbonization Roadmap

#E1-2
Policies related to climate change mitigation and adaptation

#E1-4
Targets related to climate change mitigation and adaptation

Astara’s climate risk assessment provided a comprehensive view of risks and opportunities, strengthening our climate strategy. It directly informed the creation of a **science-based decarbonization plan, supported by a data-driven model to guide us towards Net Zero.**

How the decarbonization plan was developed:

- We analyzed and prioritized decarbonization levers across our own operation and value chain, evaluating their impact on total emission and Astara’s ability to influence Scope 1, 2, and 3 emissions.
- Based on automotive sector benchmarking, we identified best-in-class decarbonization strategies.
- Levers were evaluated against criteria like relevance, feasibility (including strategic alignment), and timing (short-, medium-, long-term).
- We assessed both environmental impact (emissions reduction) and financial implications—covering CAPEX, OPEX, and potential cost savings.

Enablers of this Transition:

- The Sustainability Committee ensures that the sustainability strategy, including climate change actions, advances in a rapid and effective way.
- The Sustainability Corporate policy sets out the expected principles and behaviors, applicable to both Astara and its third parties.
- Deployed a cross-functional team and budget dedicated to sustainability.
- Integrated climate-related risks into our corporate risk management framework.
- Committed financial and technical resources to implement impactful decarbonization measures.

2035

Short-term Target:
42% Absolute Reduction (Scopes 1 & 2)
50% Emissions Intensity Reduction (Scope 3)
(base year: 2022)

2045

Long-term Target:
Net Zero (Scopes 1, 2 & 3)
(base year: 2022)

#E1-3
Actions and
resources in
relation to climate
change policies

SCOPE 1 & 2

42%

Absolute Reduction
by 2035

(base year: 2022)

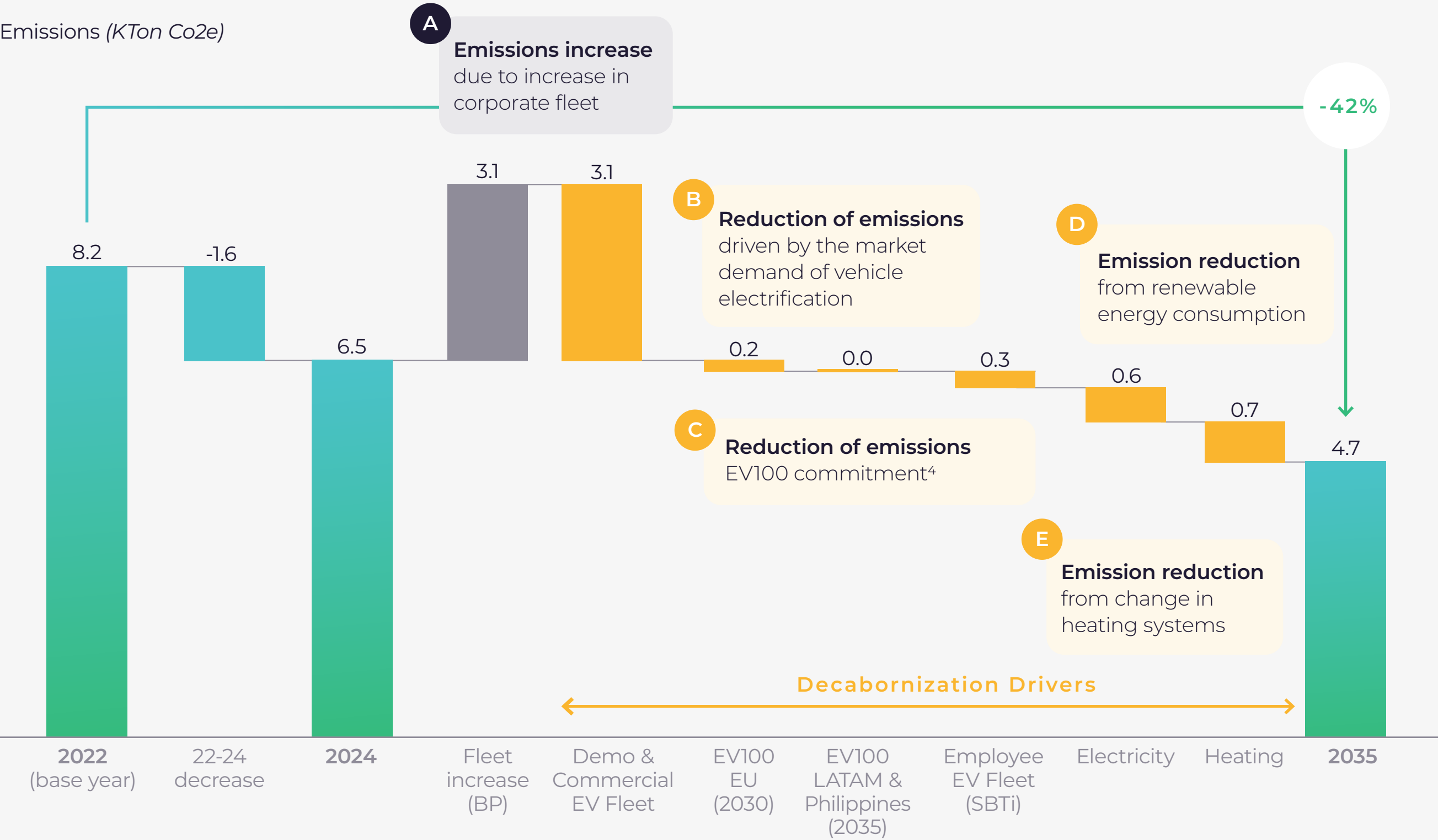


Electrification of the employee corporate fleet: Increasing the share of battery electric vehicles (BEV) to improve efficiency and reduce emissions across our operations.



Adoption of renewable energy: Expanding the use of clean energy across operations to reach 100% of renewable energy by 2027.

Near-Term Emissions Reduction Path
(Scope 1 & 2)



4. 100% electric new fleet for 2030 in Europe and 2035 for the rest countries

Note: Data refers to more than 95% of Scope 1 and 2 emissions to ensure alignment with science-based criteria, excluding cooling-related emissions.

#E1-3
Actions
and resources
in relation
to climate
change policies

SCOPE 3

50%

Emissions Intensity Reduction by 2035

(base year: 2022)



Scope 3 emissions reduction: Implementing strategies to reduce indirect emissions across our value chain, focusing on product lifecycle impacts and promoting BEV adoption among our customers. This aligns with the automotive industry’s natural evolution towards electrification and efficiency, allowing us to adapt without requiring excessive investments.

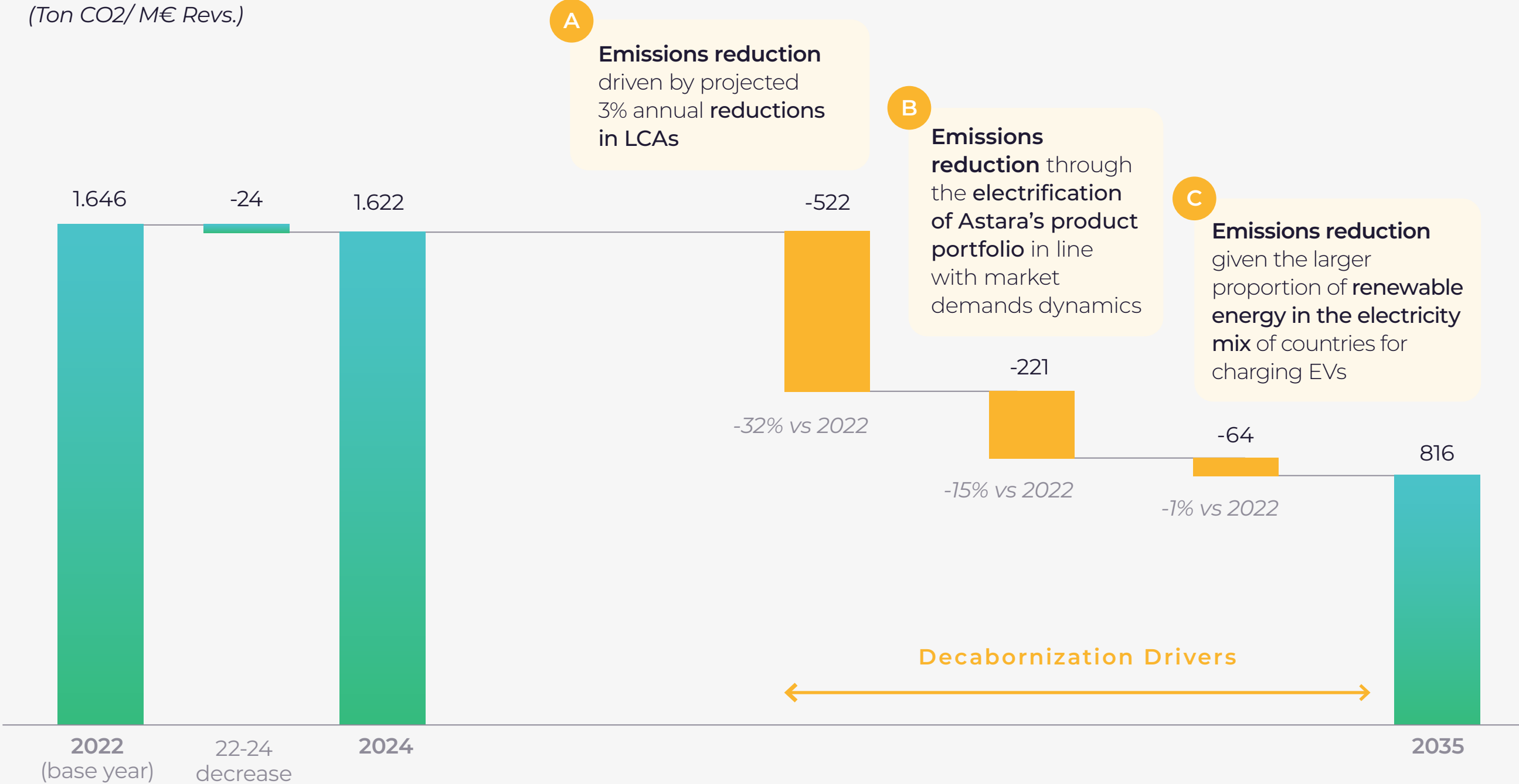


Charging infrastructure: Scaling up employees’ EV charging points and developing agreements with Charging Point Operators (CPOs) to serve end-customers.

As part of our climate change approach, we have set a target to reduce emissions as close to zero as possible. Any remaining emissions will be balanced through carbon offsetting applied as needed in the medium- or long-term.

Near-Term Emissions Reduction Path (Scope 3)

(Ton CO2/ M€ Revs.)



Note: The Scope 3 intensity target is calculated considering these three categories. It differs from the carbon intensity metric used in the carbon footprint inventory, which reflects total Scope 3 emissions.

→ **Scope 3 decarbonization targets** apply to 97% of Scope 3 emissions, focusing on the most material Scope 3 categories — specifically, 97.4% from category 3.1 (Purchased Vehicles) and 100% from categories 3.11 (Use of sold products and 3.12 (End-of-life treatment of sold products).

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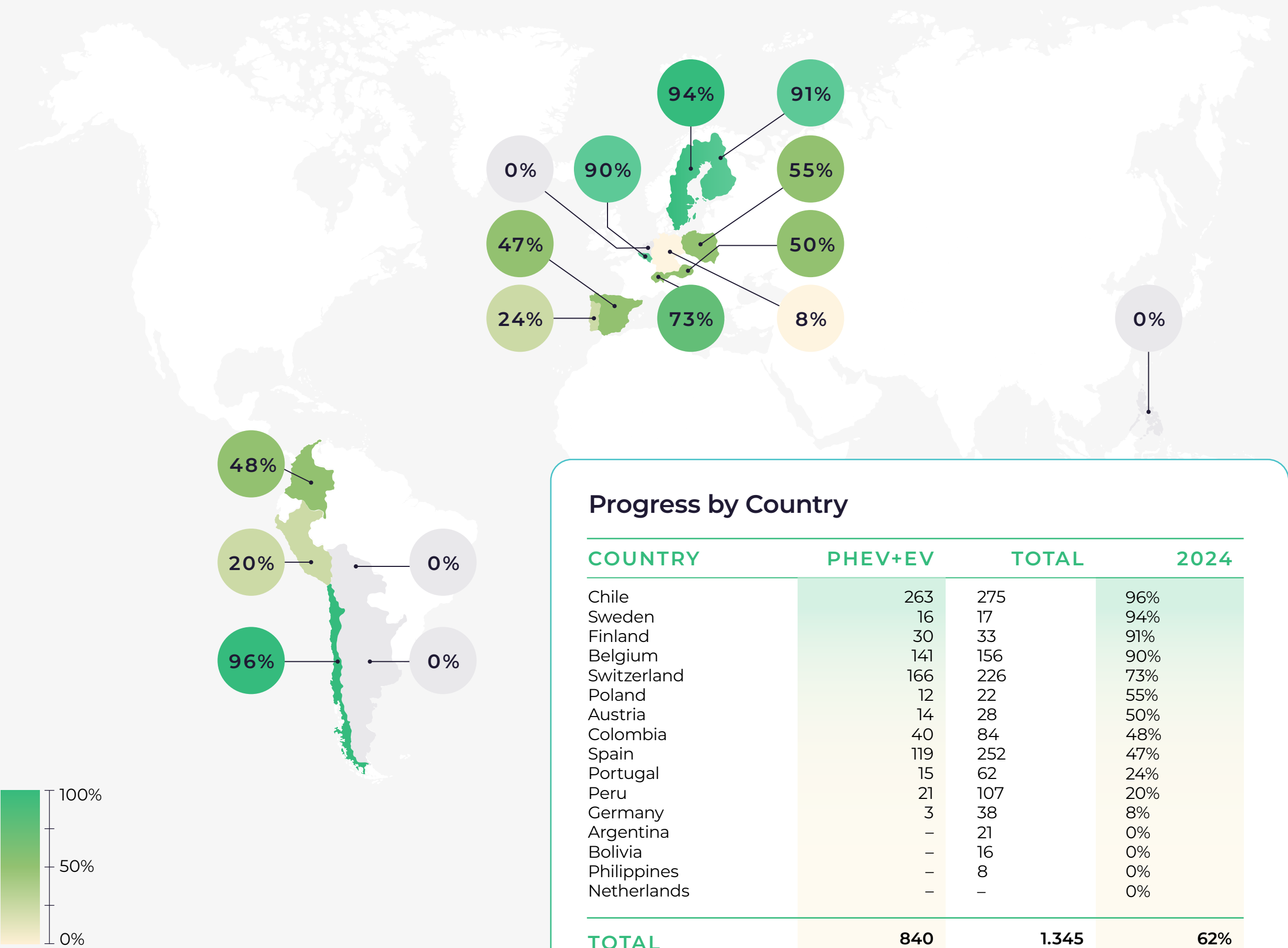
3.1.2. Operational Transformation:
Leading by Example

#E1-3
Actions and
resources in relation
to climate change
policies

At Astara, we believe that meaningful change begins at home. In 2024, under the leadership of the Global Head of Sustainability, we set a clear operational target: to electrify 45% of our employee corporate fleet. By year-end, we had surpassed that goal: **62% of our employee corporate fleet was BEV or PHEV, representing a 107% increase compared to 2023, when electrified vehicles represented 30%.**

To enable this transition, we installed 91 charging points across our offices and reinforced partnerships with charge point operators in countries such as **Chile, Belgium, and Spain**. In parallel, we scaled up the EVxperience program, a hands-on initiative designed to dispel myths and encourage electric vehicle use among employees. This program will continue in key markets throughout 2025 to accelerate our transition.

Employee Fleet Electrification Progress
(Country Snapshot)



Note: data as of year-end 2024

SUCCESS STORY

Empowering Customers with 100% Renewable Charging

Since 2022, Astara entered into a strategic partnership with Eneco eMobility, a pioneer in sustainable energy solutions, to accelerate the transition to electric mobility across Belgium, the Netherlands, and Luxembourg. This collaboration enables Astara to offer a seamless and high-quality electric mobility experience to our customers, combining vehicle delivery with integrated charging infrastructure and green energy services. Under this agreement, Eneco eMobility manages the end-to-end process of integrating electric vehicles into customers’ homes and businesses. Services include:

- **Assessment of electrical infrastructure** at the customer’s residence or facility.
- **Selection and installation** of smart charging stations equipped with load-balancing technology.
- **Provision of international charging cards** free of subscription fees.
- **Full administrative and financial support**, including reimbursement for electricity used in company cars.

The partnership ensures that all charging is powered by 100% renewable electricity sourced from Eneco’s wind and solar assets, aligning with Astara’s decarbonization strategy and commitment to sustainable innovation.

Performance Highlights

	2023	2024
CARDS ACTIVATED	2.2K	4.3K
CHARGING SESSIONS STARTED	15.9K	46.7K
kWh CHARGED (ALL RENEWABLE)	351K	1.1M



Astara and Eneco eMobility partnership

Business Model Evolution Towards Sustainability

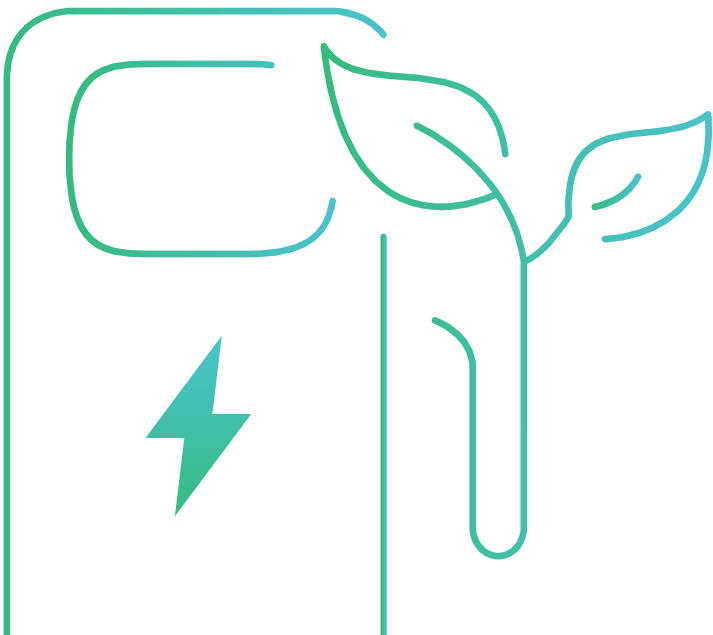
ESRS 2 #SBM-3
Material impacts, risks and opportunities and their interaction with strategy and business model

I. Business Strategy: Expanding Electric Mobility Solutions

Electrification is a core pillar of Astara’s commercial strategy. Beyond internal transformation, we are embedding electric vehicle into our purchase, subscription, and advisory services, supporting customers in their own transition toward low-emission mobility.

In 2024, Astara sold **10% Battery Electric Vehicles (BEVs)** of its total vehicle sales, **meaning 20k zero emissions new vehicles on the road.**

Our approach includes building partnerships with charging operators, identifying and leveraging public incentive programs, and offering solutions that make electric mobility more accessible and cost-efficient. These initiatives allow us to create shared value for clients while aligning with regulatory and market trends.



II. Subscription Model

Astara’s subscription based mobility model is inherently aligned with our sustainability goals. By offering flexible access to vehicles based on actual needs, this model extends the useful life of each car and promotes more efficient resource utilization.

Customers can subscribe to a vehicle for a period that suits their lifestyle, with services such as maintenance, insurance, taxes, connected vehicle features, and roadside assistance included.

This model **lowers the entry barrier to electric mobility, offering users a flexible and affordable alternative to ownership.** By eliminating concerns about battery condition, future resale value, and long-term maintenance, subscriptions reduce the uncertainty traditionally associated with EV ownership.

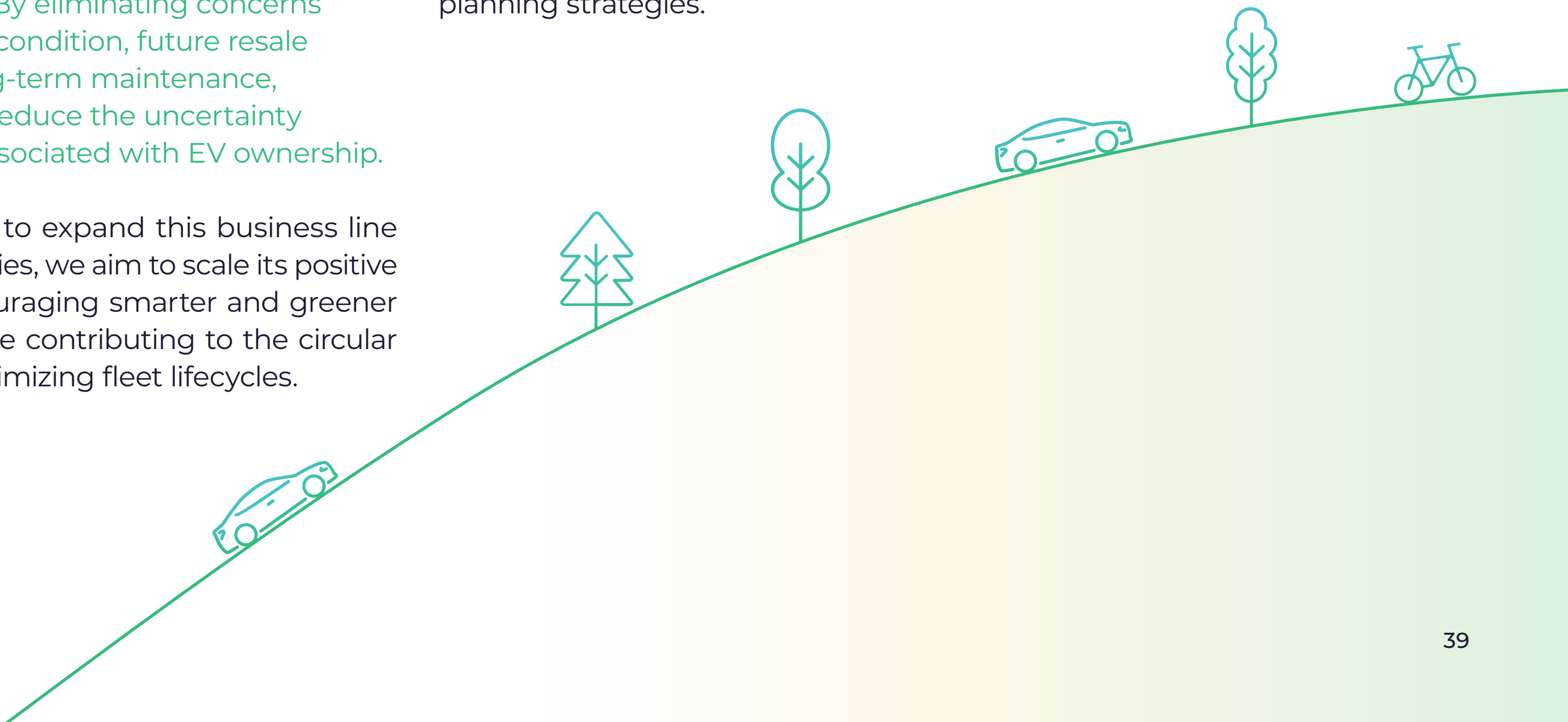
As we continue to expand this business line across geographies, we aim to scale its positive impact by encouraging smarter and greener vehicle use, while contributing to the circular economy by optimizing fleet lifecycles.

III. Advisory Services

Through our Advisory business line, Astara helps cities, companies, and communities reduce their carbon footprint by implementing data-driven, low-carbon mobility solutions.

By analyzing mobility patterns, user flows, and transportation needs, **we provide tailored recommendations** that optimize route planning, vehicle use, and modal choices, **resulting in lower emissions and improved system efficiency.**

Our proprietary digital tools and consulting services support clients in transitioning to more sustainable transport models, aligned with their local climate goals and urban planning strategies.



SUCCESS STORY

BI-637, Bizkaia

ESRS 2 #SBM-3
Material impacts, risks and opportunities and their interaction with strategy and business model

#E1-3
Actions and resources in relation to climate change policies

In Spain, Astara worked on the mobility analysis of the BI-637, located in Bilbao, to tackle persistent congestion issues and enhance traffic flow. By studying the underlying causes of bottlenecks, conducting a thorough diagnosis of network performance, and characterising travel demand patterns, Astara identified key pressure points contributing to delays and excessive emissions.

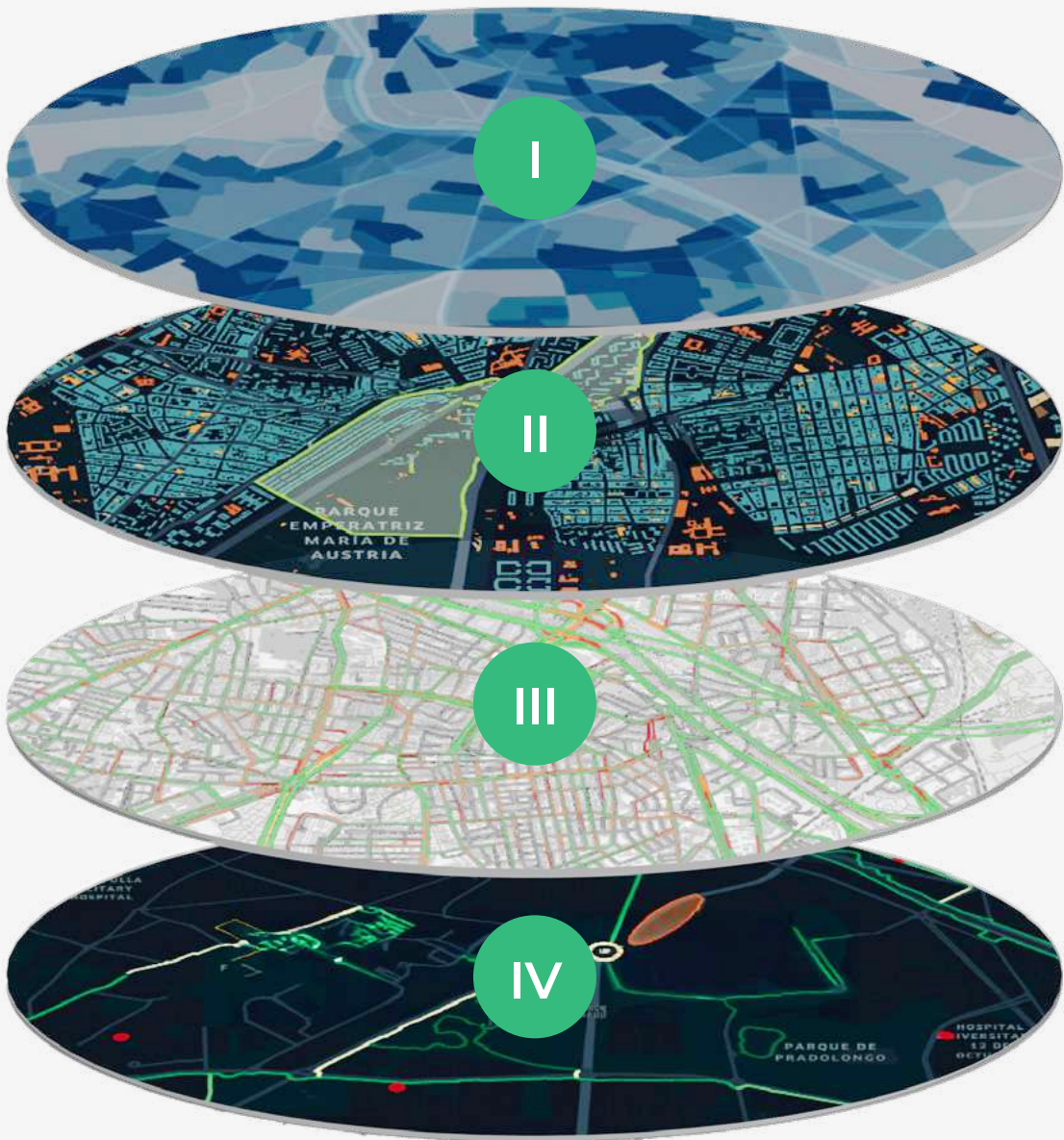
Potential solutions were proposed to optimise traffic management and infrastructure use, aiming to reduce journey times and lower CO₂ emissions. Preliminary estimates suggest that implementing these measures could cut CO₂ emissions by several hundred tonnes annually, demonstrating how data-driven mobility strategies can deliver both environmental benefits and improved commuting experience for citizens.

This initiative showcases how smart urban mobility planning can deliver tangible environmental outcomes while improving daily life for citizens.

MULTI-LAYER ANALYSIS

This approach enables us to gain insights into various observed mobility patterns while also optimizing the overall analysis process

- I. Residential Population
- II. Cadastre data
- III. Traffic Status
- IV. Mobility Infrastructure



Astara Advisory: Multilayer Analysis Model

3.1.3. Measuring Our Climate Impact: Emissions Down, Efficiency Up

#E1-6
Gross Scopes 1, 2, 3 and Total GHG emissions

At Astara, we believe that what gets measured gets managed. That’s why we are committed to tracking our greenhouse gas (GHG) emissions with precision and transparency, not just to report numbers, but to guide our action in line with our transition pathway toward a low-carbon economy.

To strengthen our CO₂e management, we also calculate Scope 3 emissions, which account for 99.9% of our total footprint, while Scopes 1 and 2 combined represent only 0.1%. All scopes are measured in accordance with the GHG Protocol guidelines. We calculate and manage these emissions using Salesforce’s Net Zero Cloud (NZC) system.

SCOPE 1 AND 2

Our **Scope 1 emissions** include direct emissions from our own vehicles and operations (such as fuel combustion and refrigerant losses), while **Scope 2** covers indirect emissions from purchased electricity and energy. **Astara’s scope 1 accounts for 90% of total scope 1 and 2.**

Although Scope 1 and 2 emissions make up just 0.1% of our carbon footprint, in 2024, we achieved a **remarkable 18% reduction in total GHG emissions** compared to 2023. This success resulted from targeted efforts in fleet electrification, clean energy sourcing, and local decarbonization levers.

MONITORING PROGRESS METRICS

- **Scope 1:**
carbon intensity dropped by 12% (vs. 2023)
- **Scope 2:**
market-based intensity fell by 49% (vs. 2023)

To monitor progress more effectively, we also track two internal performance indicators:

- **gCO₂e/km**, which measures emissions from our corporate fleet per kilometer driven
- **gCO₂e/kWh**, which tracks emissions per kilowatt-hour of electricity used in our facilities

In both cases, our operations became significantly cleaner in 2024:

- **Fleet emissions were cut by 30% per km**
- **Electricity-related emissions dropped by 54% per kWh**

These improvements are not just statistical; they reflect a transformation in how we operate, more efficiently, more responsibly, and with greater climate awareness.

SCOPE 3

This year marks the first time Astara has calculated its Scope 3 emissions, providing a comprehensive view of our value chain impact. The gross majority of Astara’s carbon footprint is attributed to Scope 3, which accounts for 99.9% of total CO₂e emissions. This is mainly associated with the high environmental impact of the production of vehicles sold and the energy consumption associated with their use throughout their entire lifecycle:

72.1%

of **overall emissions** derive from the **use of sold vehicles (category 3.11).**

24.3%

from the **production phase of vehicles acquired by Astara (category 3.1) .**

Together these categories account for 96.4% of total Scope 3 emissions. Hence, although **remaining Scope 3 categories** linked to Astara’s value chain sum 297.219 tCO₂e, these **are not significant** in relative terms, representing 3.6% of total Scope 3 emission.

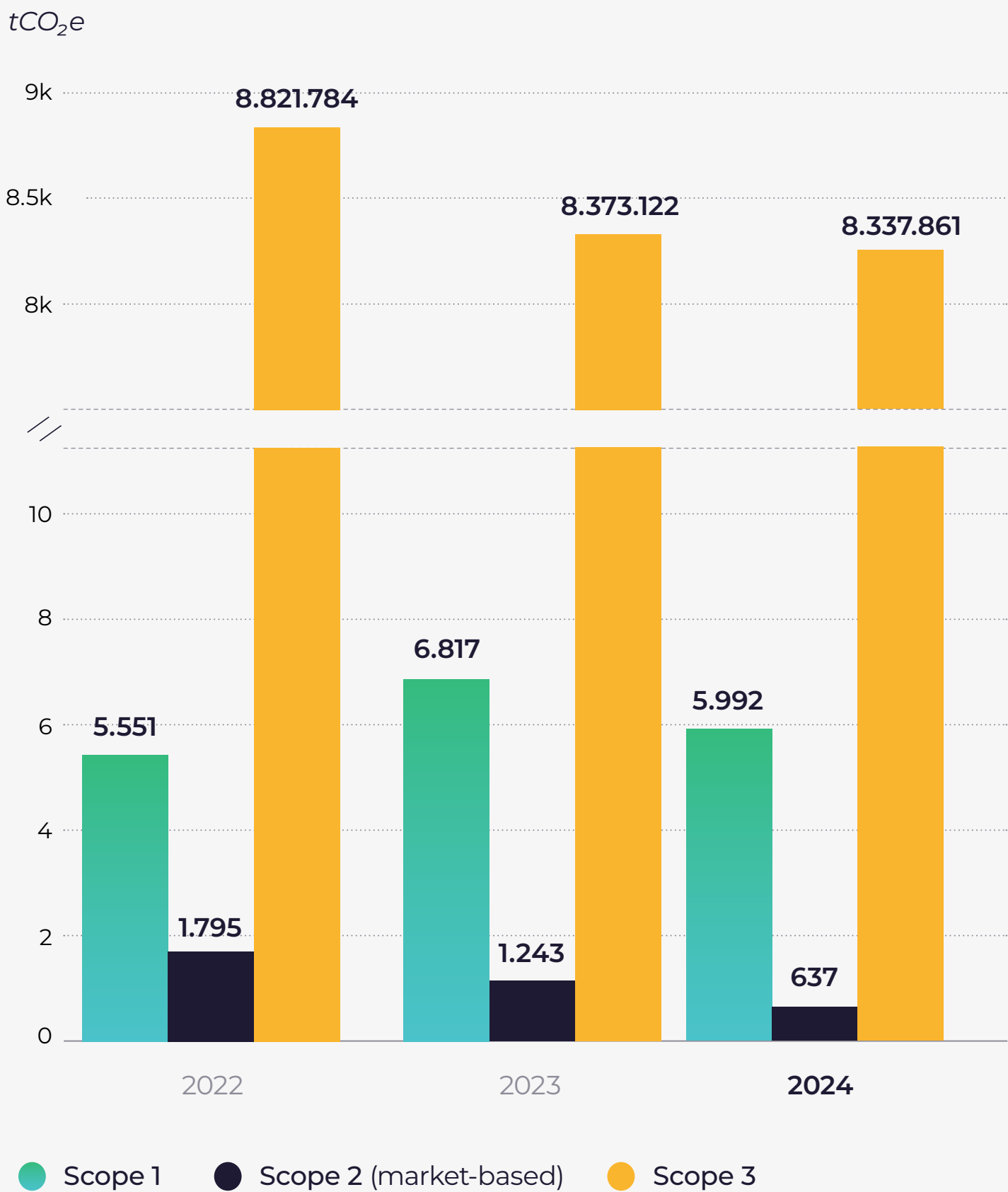
#E1-6
Gross Scopes 1, 2,
3 and Total GHG
emissions

Scope 3 Emissions:
Breakdown

SCOPE 3	TmCO ₂ e	%
Goods & Services purchased	2.026.165	24.3%
Capital goods	2.809	0.0%
Fuel & energy-related activities	2.039	0.0%
Upstream transport	147.462	1.8%
Waste generated in operations	63	0.0%
Business travel	3.211	0.0%
Employee commuting	4.523	0.1%
Upstream leased assets	29	0.0%
Downstream transportation	25.047	0.3%
Use of sold products	6.014.477	72.1%
End-of-life treatment of sold products	106.791	1.3%
Downstream leased assets	5.245	0.1%
TOTAL	8.377.861	100%

Note: 2022 and 2023 GHG emissions for Scope 3 categories 3.1, 3.11, and 3.12 are high level estimates.

Total Emissions Evolution
(by Scope and Year)



→ For more information, please refer to:
Table 'GHG Emissions – Performance
Overview' (Tab N°2)

GHG Emissions Results⁵

The 2024 carbon footprint was externally assured by SGS. [Click here](#) to access the assurance report.

Carbon Intensity⁶ — Scope 1, 2 & 3
(tCO₂eq/€):

- 2024: 1.669
- 2023: 1.612
- 2022: 1.919

The growing share of electric vehicles (EVs) in Astara's sales mix is expected to contribute to a **progressive reduction in Scope 3 emissions** over time.

5. GHG emissions from Scope 3 for 2022 and 2023 were calculated using high-level estimates for this report, as not all categories were assessed and emission factors were not fully updated for 2024.

6. Astara also used the SBTi Land Transport guidelines as a reference to ensure alignment with market best practices.

3.2. Powering Smarter: Our Progress on Energy Efficiency

#E1-5
Energy
consumption
and mix

Astara’s energy strategy is centered on reducing dependence on fossil fuels while improving operational efficiency. In 2024, we achieved a major breakthrough **by doubling at the end of the year the share of renewable energy in our facilities: from 38% in 2023 to 80% in 2024.** This shift directly supported our climate targets and reflects our commitment to decarbonize the energy we consume.

In total terms, **renewable energy consumption rose by 30%**, reaching 8,042 MWh in 2024. At the same time, non-renewable energy consumption decreased by 4.8%, from 28,193 MWh to 26,849 MWh. This change in energy mix was one of the key drivers behind the reduction in Scope 2 emissions reported in the climate section of this report.



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SUCCESS STORIES

Powering Our Sites with Clean Energy

#E1-5
Energy consumption and mix

In 2024, Astara reached 100% renewable electricity sourcing in five countries: **Germany, Finland, Austria, Sweden, and Switzerland**. Meanwhile, Spain and Portugal initiated the transition to green electricity, and operations in Argentina, Chile, Peru, and Colombia sourced renewable energy through International Renewable Energy Certificates (I-REC).

In Spain, Astara conducted an energy audit in accordance with Royal Decree 56/2016, which transposes EU Directive 2012/27/UE on energy efficiency. The audit covered six key sites, totaling 1,194,798 kWh of electricity consumption. For all locations, an action plan was defined to improve efficiency through lighting upgrades, HVAC optimization, energy monitoring systems, and expanded use of renewables.

At our Spanish headquarters, we are reinforcing our commitment to renewable energy through two on-site photovoltaic installations: one on the rooftop and another on parking lot canopies.

With a combined nominal capacity of 60 kW, the system was commissioned in July 2023. Since then, the installations have produced over 113,400 kWh of clean electricity, of which more than 75,000 kWh — **approximately 66% — have been consumed directly on-site**, significantly reducing our reliance on grid electricity and actively supporting our decarbonization efforts.

In Chile, as part of our operational decarbonization strategy, in 2023, Astara implemented a rooftop photovoltaic system at our logistics center in Noviciado, Chile. This solar installation has an estimated generation potential of 300 MWh per year.

During 2024, the solar plant produced a total of 224,527 kWh of renewable energy, covering approximately 29% of the site's total electricity consumption, which amounted to 765,721 kWh over the same period.

→ For more information, please refer to: Table 'Energy Performance Indicators' (Tab N°3)

The Noviciado solar plant has thus become a key tool in reducing Scope 2 emissions and advancing Astara's broader decarbonization commitments.



3.3. Reducing Emissions Beyond Carbon: Our Contribution to Pollution Prevention

#E2-2
Actions and resources related to pollution

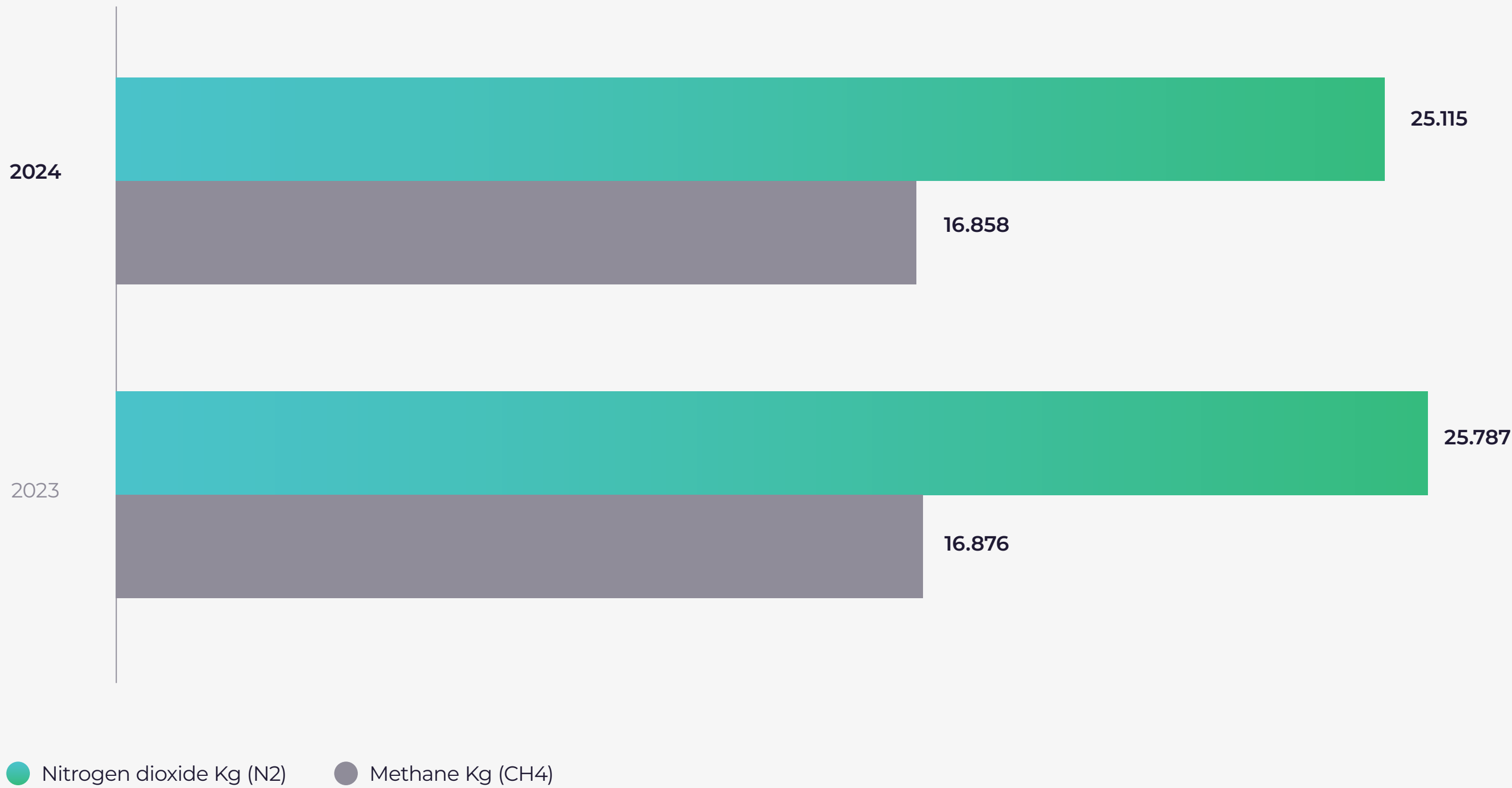
Pollution has been identified as a material topic for Astara through our double materiality assessment, primarily due to our positive contribution to reducing air pollution across the mobility value chain. **By replacing older, more polluting vehicles with newer and more efficient models, some of them electric, Astara contributes to lower emissions of air pollutants** and a quieter, less disruptive urban environment.

This impact is seen both in our direct operations and downstream, as customers increasingly adopt cleaner technologies through our products and services.



Evolution of Nitrogen Dioxide and Methane Emissions

#E2-2
Actions and
resources related
to pollution



During the reporting period, Astara recorded relevant emissions of non-CO2 greenhouse gases of its employee corporate fleet, as well as heating and cooling systems, in accordance with GHG Protocol guidelines:

- **Nitrous oxide (N₂O):** 25.115 kg
- **Methane (CH₄):** 16.858 kg

In the upcoming years, Astara will conduct a gap analysis against the indicators established under Regulation (EU) 2022/2464, with the objective of strengthening our pollution performance monitoring and ensuring alignment with sector benchmarks and regulatory expectations.



3.4. Making Every Drop Count: Water Efficiency and Recycling

#E3-2
Actions and resources related to water and marine resources

#E3-4
Water consumption



At Astara, water is not only a resource, it is a shared responsibility. Although our operations are not highly water-intensive, 83% of our water use is concentrated in the vehicle cleaning process prior to delivery to dealers and end customers. This gives us a direct lever to reduce water impact both in our own activities and downstream.

Our colleagues at Astara Chile's Pre-Delivery Inspection (PDI) area

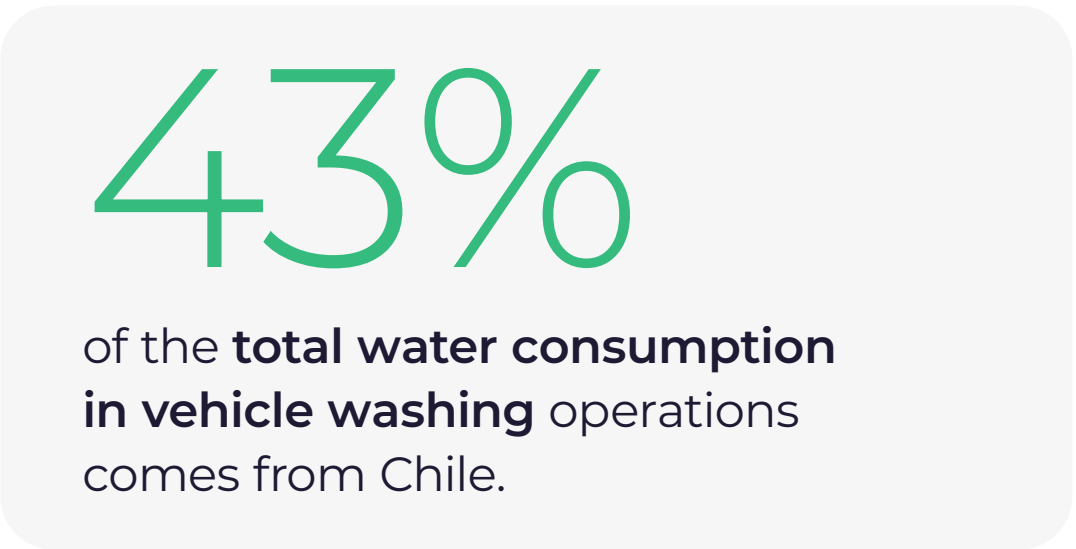
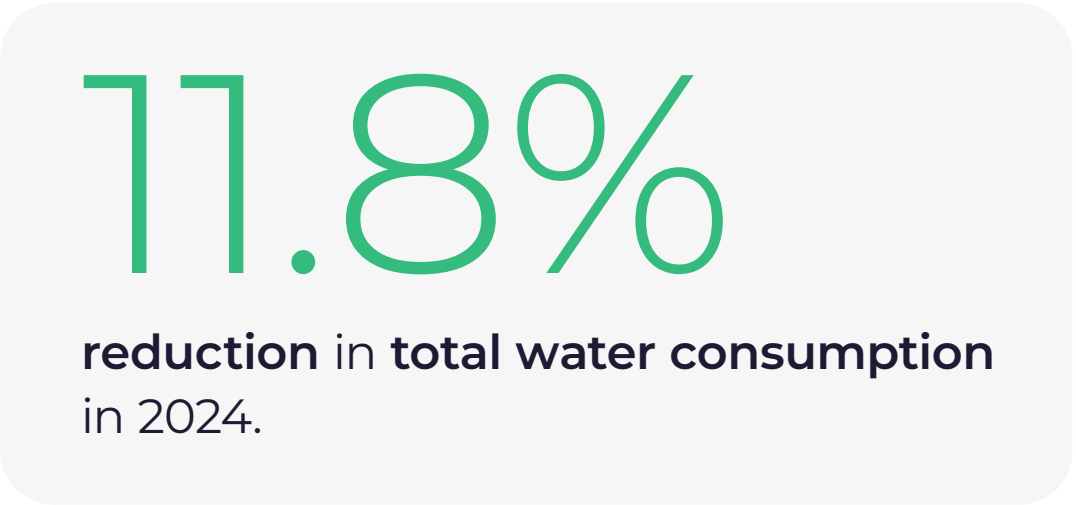
3.4.1. 2024 Results: Tangible Reductions and Smarter Use

Astara's water comes from three main sources:

- 69% from municipal supply networks
- 31% from groundwater (wells)
- 0.15% from bottled water (mainly for offices and client-facing areas)

The largest consumers of water in vehicle washing operations are **Chile, Peru, Spain, Bolivia,** and **Portugal**, which together account for 98% of Astara's total water use. Among these, **Chile alone represents 43% of the total**, largely driven by logistics operations, which are more water-intensive.

In 2024, Astara achieved a **11,8% reduction in total water consumption**, from 77,00 ML in 2023 to 67,90 ML, despite stable business activity levels, reflecting efficiency gains and targeted interventions at key sites.



→ For more information, please refer to: Table 'Water Consumption Performance results' ([Tab N°4](#))

SUCCESS STORY

Closing the Loop on Water Use

In 2024, Astara implemented a closed-loop water recycling system at its logistics center in Chile, our main source of water consumption. This system significantly reduced water withdrawals by 10% compared to 2023, and by 30% compared to 2022. The project showcases the potential of localized innovation to deliver both environmental and operational benefits, particularly in water-stressed regions.



These efforts are part of our broader strategy to enhance resilience to water risks and reduce our footprint in areas of high stress. In 2025, we will define quantitative water targets based on consolidated performance data from the recycling system.



Water recycling facility at Astara Chile

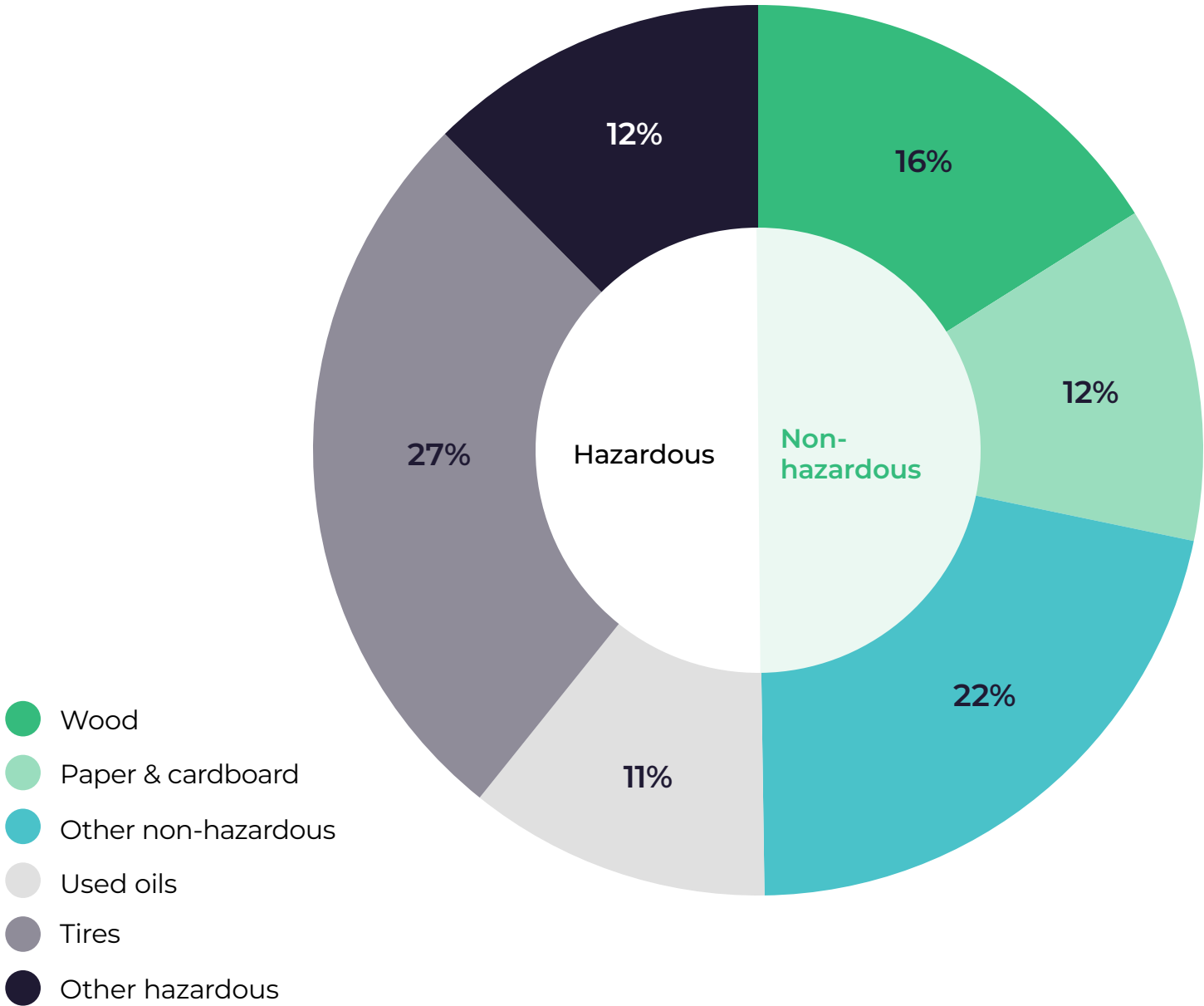
3.5. From Waste to Value: Our Circular Approach to Resource Use

#E5-5
Resource outflows



At Astara, the principles of circular economy are not aspirational, they are operational. From waste minimization and responsible material flows to new business models that extend the life of vehicles and parts, circularity is an integral part of our sustainability strategy.

Waste Management Performance Results (2024)



3.5.1. Turning Waste Into Value: Our Global Footprint

In 2024, **64% of our waste was originated from logistics and technical operations**, including pre-delivery inspections, maintenance, storage of vehicles and parts, and selected after-sales services. The remaining **36% was generated in office environments**.

The countries with the highest waste volumes were Chile, Spain, Colombia, Belgium, Peru, Bolivia, and Portugal, largely driven by retail operations, all of which are strategic markets where Astara has deployed targeted circular initiatives.

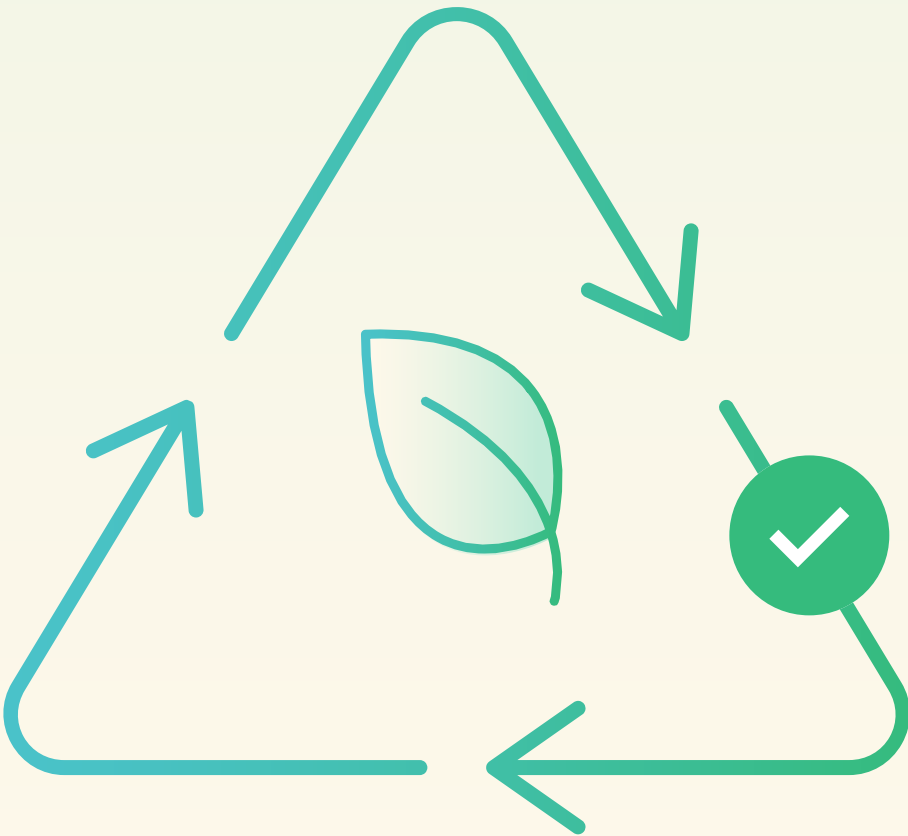
We apply circular economy principles to the full vehicle lifecycle, prioritizing waste prevention, recycling, reuse, and remanufacturing of parts, such as batteries. Specific provisions are in place to ensure the safe and efficient recycling of batteries at the end of their life. We also promote circular business models, including used vehicle sales and subscription-based mobility, to maximize resource efficiency and reduce environmental impact.

In 2024, Astara managed 1,507.69 tonnes of waste, diverting 73% to recycling and reducing landfill disposal to just 22%. These efforts significantly lower our environmental footprint and reinforce our commitment to a circular economy.

5.5.1.1. Governance and Standardization

In 2024, we established waste management targets for hazardous and non-hazardous waste across all operating countries. We aligned our classifications with the European List of Waste (LoW) and incorporated environmental responsibility criteria, including waste-related questions, into our FullStep supplier assessment.

These measures support our ambition of embedding circularity into all levels of the value chain.



Circular Thinking: Managing Waste for a Sustainable Future

#E5-2
Actions and resources related to resource use
and circular economy

Europe and Chile

Unified waste management through specialized partners such as Resiter **in Chile**. This ensures compliance with local waste regulations and supports data centralization and traceability.

In Spain, Astara participates in the **national End-of-Life Vehicle (ELV) program** through authorized partners, ensuring environmentally responsible vehicle disposal in compliance with Royal Decree 1383/2022. Additionally, Astara Spain’s KGM Auto, Automax España, S.L., and B&M Automóviles España, S.A. facilities were **audited by TÜV**, demonstrating our commitment to responsible end-of-life vehicle management.

In Portugal, Astara collaborates with VALORCAR, the **country’s authorized end-of-life vehicle (ELV) waste management system**, to ensure the proper collection, dismantling, and recycling of vehicles in line with national regulations.

Colombia

In collaboration with **Sistema Verde**, we managed multiple types of waste, including **541 batteries, 13.422 recycled packaging and, 51.942 tires**, most of which were **recycled or repurposed in the cement industry**, contributing to circular material flows.

Bolivia

Through our alliance with **FUNDARES** (a non-profit supported by the Santa Cruz Chamber of Industry, Commerce and Tourism – CAINCO), we identified **local opportunities to improve waste management and support vulnerable families**. In 2024, we collected 2.3 tons of cardboard, 0.2 tons of paper, and 0.1 tons of plastic, helping advance both circular practices and social welfare. Beyond waste collection, the initiative plays a key role in fostering a culture of environmental responsibility, encouraging long-term engagement in sustainable waste management.

Argentina

Recyclable materials generated from operations, including plastic bottle caps, **were donated** to the **Garrahan Children’s Hospital**. These materials were monetized to support the hospital’s activities, demonstrating how recycling can serve environmental and social causes simultaneously.

→ **For more information, please refer to:**
Table ‘Waste Management Performance Results’ (Tab N°5)



SUCCESS STORY

Reusing Batteries: Recharging a Community in Colombia

In 2024, Astara launched a circularity initiative in Nashira, Colombia, focused on battery reuse. A second-life PHEV battery was integrated into a solar-powered energy system to support the community kitchen, powering refrigeration equipment and enabling safe food storage. This project demonstrates how repurposed electric vehicle batteries can provide clean, reliable energy in vulnerable communities, extending the battery lifecycle while supporting sustainability goals.

→ **For more information regarding this project, please [click here](#)**



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Our colleagues from the Astara Chile office

Social

- 4.1. Our People:
Building a Purpose-Driven Team
- 4.2. Putting Customers and End-Users First
- 4.3. Driving Positive Impact in Local Communities

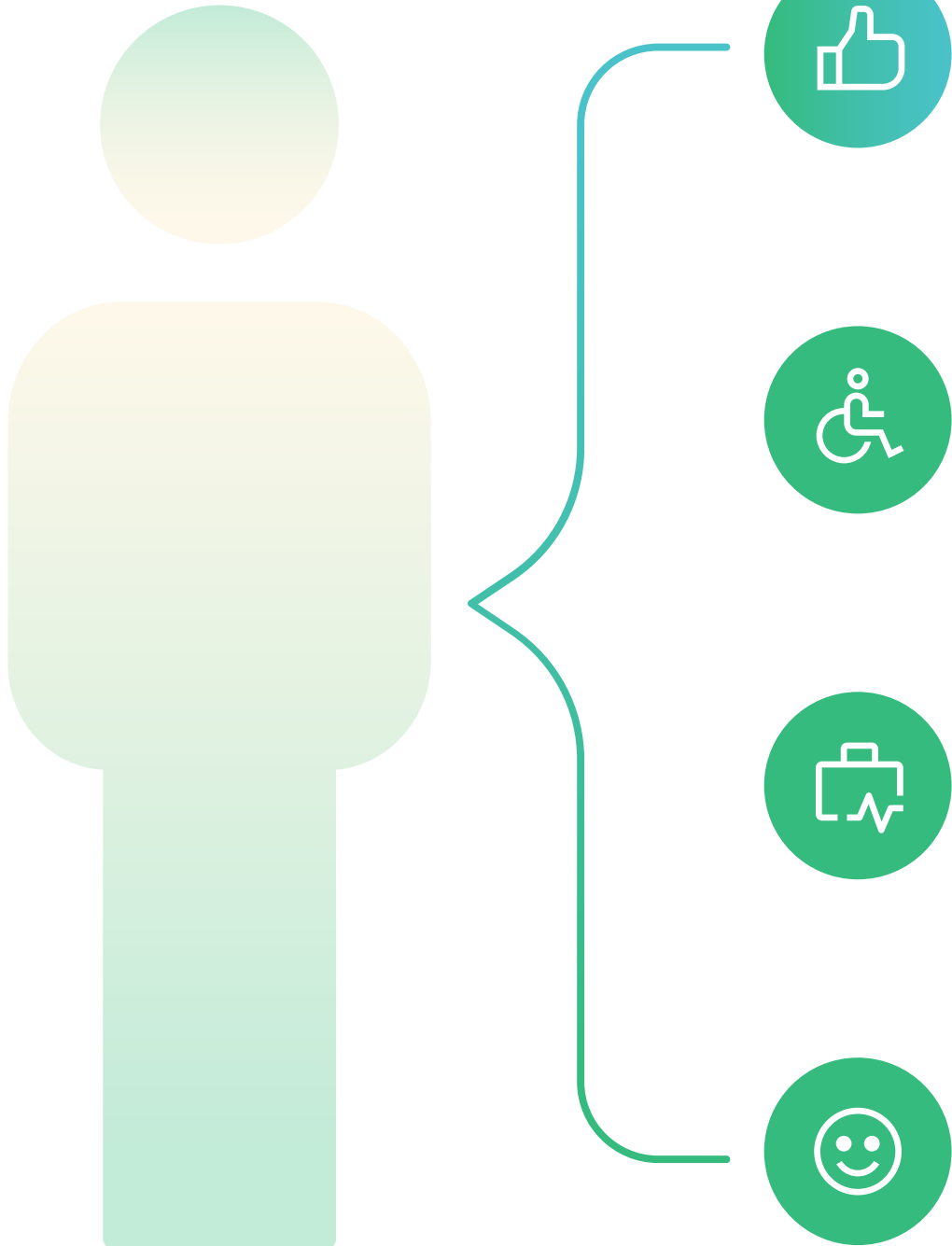
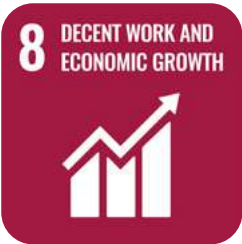
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4.1. Our People: Building a Purpose-Driven Team

4.1.1. People-First by Design

#ESRS S1
Own workforce

#ESRS 2 SBM-3
Material impacts, risks & opportunities and their interaction with strategy & business model



→ **Fostering a positive work environment**

We promote a respectful, collaborative culture where every voice matters. Our annual global engagement survey helps us track progress, identify areas for improvement, and shape action plans based on real employee feedback.

→ **Promoting diversity, equity, and inclusion**

Astara is proud to be a multicultural company, with 52 nationalities represented across our teams. We uphold equal opportunities for all, regardless of gender, age, background, or abilities. DE&I initiatives are co-led by employee groups that help us translate values into action.

→ **Supporting professional development**

We promote a culture of continuous learning from day one, offering global onboarding and development programs tailored to each career stage.

→ **Promoting holistic well-being**

We care for the physical, mental, emotional, and social health of our people through global and local initiatives designed to foster resilience and balance.



Our colleagues from Astara's headquarters

4.1.2. Who We Are: a Snapshot of Astara’s Workforce

#S1-4
Actions on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions

#S1-6
Characteristics of the undertaking's employees

#S1-9
Diversity metrics

In 2024, Astara’s global workforce reached almost 3.000 people, representing 52 nationalities and a broad generational spectrum.

Generational diversity is one of our key strengths:

15%
of employees are under 30.

64%
of employees are between 30-50.

21%
of employees are over 50.

Gender diversity remained stable in 2024, with women representing 31% of Astara’s workforce, the same share as in 2023. While the overall proportion remained unchanged, there was notable progress in the quality of employment: 89% of women employed in 2024 held permanent contracts, a 7 point increase compared to the previous year. Conversely, the share of women under temporary contracts decreased from 12% to 7%, and those in part-time roles declined to 4%. These shifts reflect Astara’s ongoing efforts to foster stable, long-term employment opportunities for women.

To ensure consistency and mobility across regions, Astara operates with five clearly defined professional categories: executive, middle management, technical/coordinator, administrative, and operational roles. This classification supports transparent development pathways and performance alignment throughout the Group.

Our employment model combines long-term stability with operational flexibility. While permanent full-time contracts remain the norm, we also leverage on temporary, part-time, and training contracts, particularly in regions where flexibility supports early-career entry or senior talent retention.

In 2024, employee turnover increased from 12% to 21%, while churn rose from 6% to 10%. These figures reflect the pressures of a complex market environment and deliberate internal efforts to boost productivity, advance digitalization, and ensure the right talent is in the right roles. As part of this transformation, we are transitioning from lower-alignment or underperforming profiles to highly qualified professionals who bring fresh skills, diverse experiences, and innovative thinking. We continue to monitor these dynamics to ensure they strengthen our long-term talent strategy and drive organizational success.

- For more information, please refer to:
- Table ‘Workforce distribution by country, gender, age, and professional category – 2024’ (Tab N°6)
 - Table ‘Workforce by gender, country, age, and type of contract – 2024 and 2023’ (Tab N°7)
 - Table ‘Annual average of Astara’s employment contracts by gender and age – 2024 and 2023’ (Tab N°8)
 - Table ‘Annual average of employee contracts by professional category – 2024’ (Tab N°9)



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4.1.2.1. Rookies: Onboarding through Engagement

Engagement starts on day one. Our global onboarding program, Rookies, is designed to guide new hires through their first steps at Astara by immersing them in our culture, vision, and operating model.

In 2024 the program received an overall satisfaction rating of 4.4 out of 5, reflecting its strong impact on onboarding employee experience.

Rookies is a key enabler of our culture, instilling our core values: a passion for learning, creative thinking, and teamwork. It offers a **360-degree onboarding experience**, from tools and systems to culture and networking, ensuring a smooth and consistent integration process across all regions. The journey begins with core content, such as Astara’s policies, including Astara’s strategic materials. This is followed by a series of team-led meetings to provide a comprehensive overview of role-specific tasks and responsibilities. Each new employee also participates in one-on-one sessions with their manager, allowing for an in-depth understanding of the team’s goals and expectations.

To support continuous learning and smooth integration, each rookie is paired with a Buddy—a peer who provides guidance on company culture, tools, and day-to-day questions. Additionally, a dedicated session on Pay for Performance ensures that every new employee understands Astara’s compensation model transparently. Upon completing the program, participants receive a Rookie digital badge as recognition of their onboarding journey.



Our colleagues from the Astara Switzerland office

4.1.3. Nurturing Talent Through Lifelong Learning

#S1-4
Actions on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions

4.1.3.1. Learning as a Strategic Pillar

At Astara, we believe our people are our most valuable asset. Hiring top talent is essential to achieving our goals and driving long-term success.

To ensure alignment with our corporate values, we have developed a Global Talent Acquisition Handbook. This serves as a comprehensive guide for our People Teams, Hiring Managers, and Recruiters involved in the recruitment process.

The handbook harmonizes our approach to attracting talent, promotes consistency across all stages of recruitment, and ensures that the people we bring into the organization reflect Astara’s strategic objectives and core values.

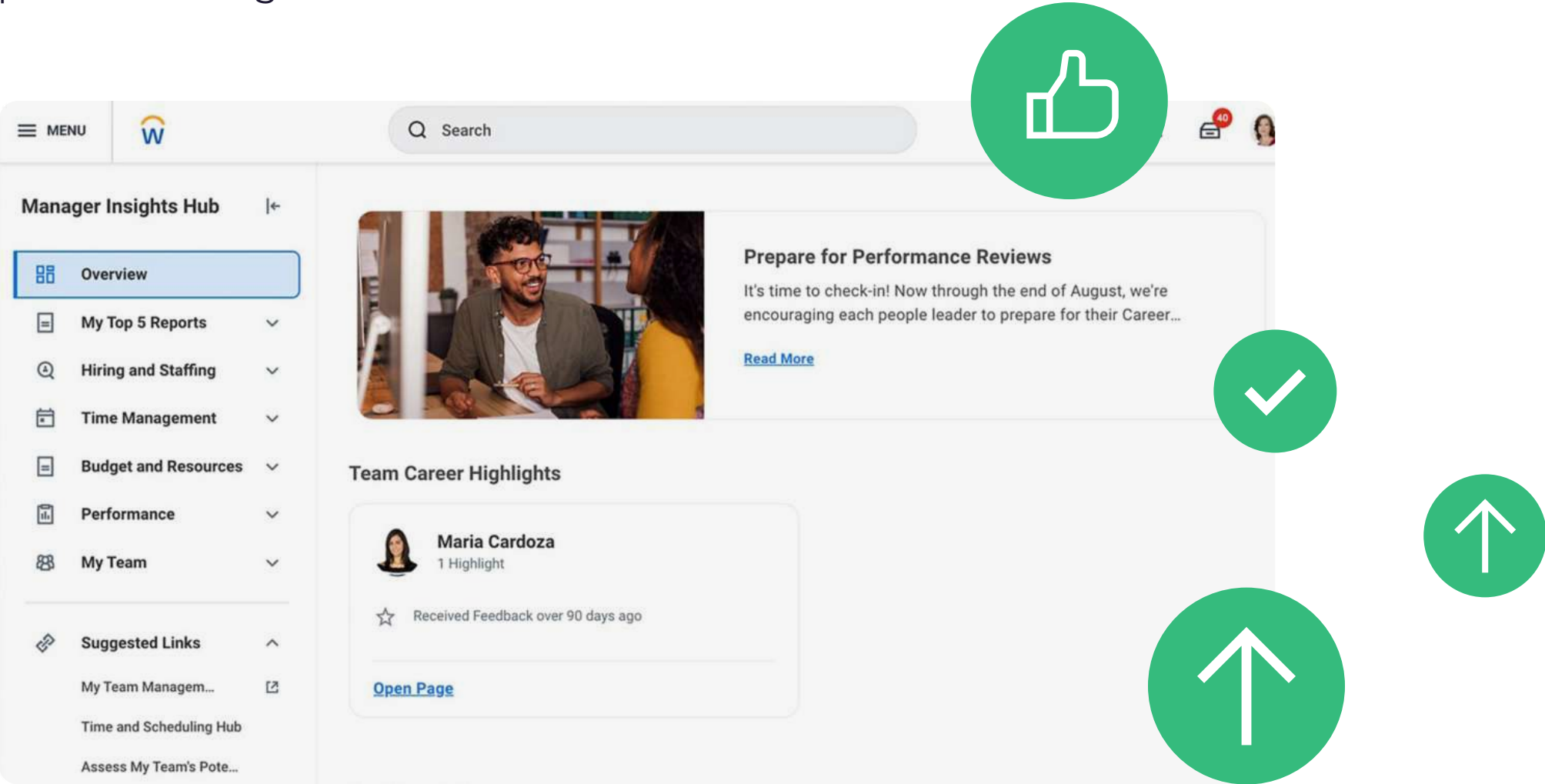
Beyond hiring, we are committed to continuous development. At Astara, we believe that learning is a key driver of our long-term strategy and a cornerstone of employee engagement. We foster a culture where learning is self-driven, continuous, and aligned with both individual aspirations and business evolution. This culture is reinforced through open dialogue, regular feedback channels, and proactive listening practices embedded in our Individual Performance Model.

Astara’s Performance Model

Astara’s performance model is designed to balance results and behaviours, ensuring that both what employees achieve (“WHAT”) and how they achieve it (“HOW”) are valued equally. Each employee sets 2–6 SMART goals, jointly agreed with their manager, and progress is assessed transparently through Workday. In line with our value of Innovation and the behaviour of fostering a digital mindset, we incorporated artificial intelligence tools to support employees in adopting and mastering the definition of SMART objectives.

The behavioural component evaluates how consistently employees embody Astara’s values across nine key areas, applying a multiplier to their performance score to reinforce the importance of aligned behaviours.

In 2024, over 90% of employees completed the full performance cycle, self-assessment, peer feedback, and formal reviews. They shared more than 2,300 feedback comments and defined 2,500 development actions globally. This process empowers our employees to take ownership of their growth and reinforces Astara’s learning culture.



4.1.3.2. Astara & Beyond: Our Learning Ecosystem

Astara & Beyond is our global learning ecosystem built around the 70-20-10 model. This approach encourages employees to take ownership of their development through a balanced mix of learning experiences:



To support this approach, **Astara & Beyond is reinforced by LinkedIn Learning** and four pathways to continuously boost our employees' learning journeys:

- **LinkedIn Learning:**
Leading training platform that offers access to over 50.000 updated courses, specifically tailored to meet the diverse needs of every business area
- 1. **Astex Program**
(English and Spanish)
- 2. **Local-language programs**
- 3. **Local trainings**

As part of our data-driven approach, Astara also measures the return on investment (ROI) of its training programs. We have developed a cost-effectiveness algorithm to evaluate our initiatives based on key indicators such as attendance, achievement of learning objectives, learning pace, and level progression. In 2024, this analysis determined that our global language program is highly cost-effective and delivers a high return on investment—evidence that our investment in learning drives measurable value for both employees and the business.

Looking ahead to 2025, Astara will roll out a Global Training Framework to align employee development with business priorities across all countries. It will set transparent, harmonized criteria for training access, ensuring consistency and strategic impact. In parallel, a Global Leadership Program will boost team performance and engagement.



4.1.3.3. Results that Reflect a Learning Culture

As a result, by the end of 2024, we reached a total of 97,054 training hours, representing a **114% increase compared to 2023**, when we achieved 45,290 hours.

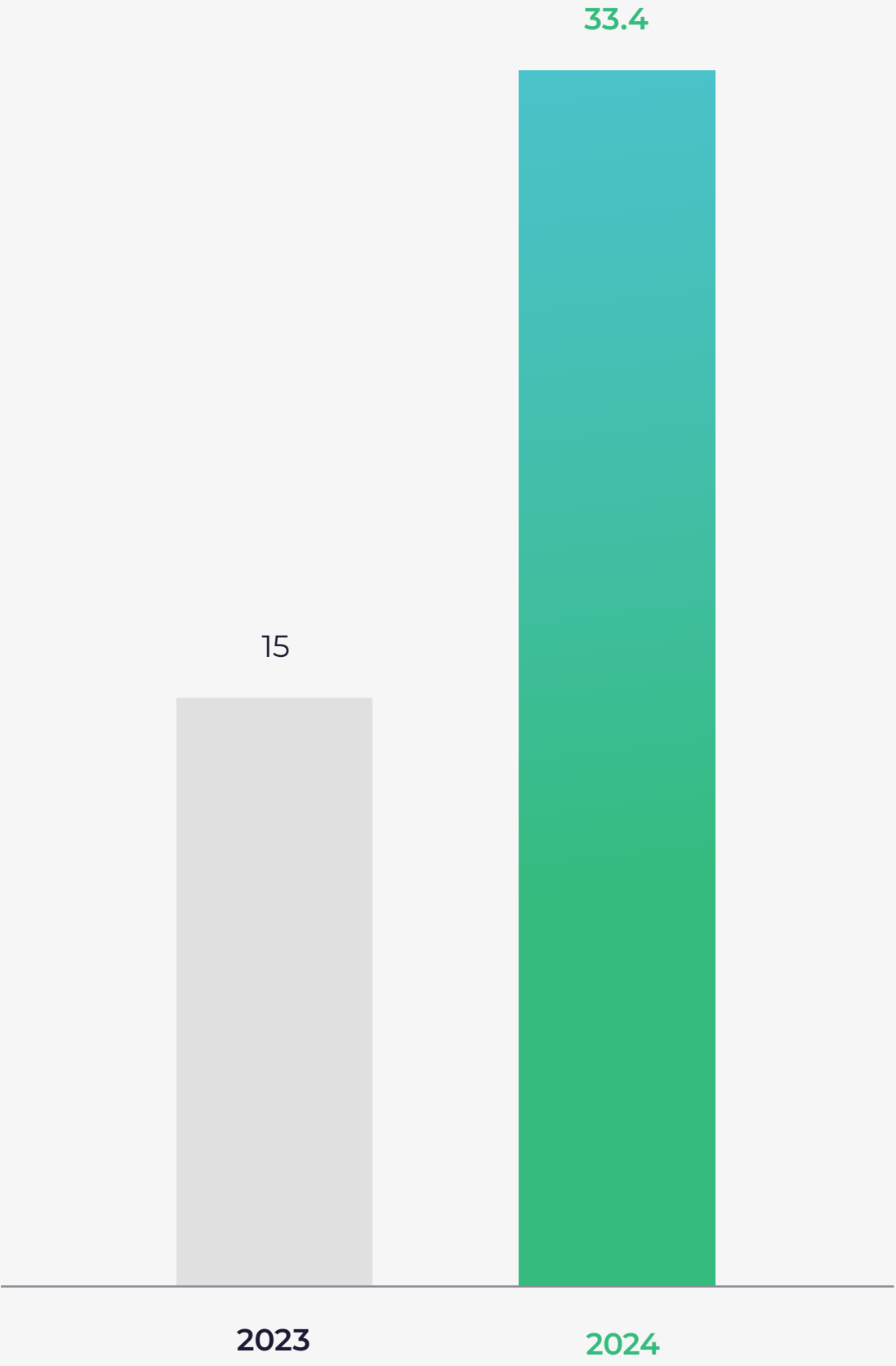
This remarkable progress translated into an average of 33.4 training hours per employee in 2024, more than double the industry benchmark of 13.7 hours, according to ATD 2024, “2024 State of the Industry: Talent Development Benchmarks and Trends”, the annual most relevant report of the Association for Talent Development (ATD). In 2023, Astara’s average stood at 15 hours, reflecting Astara’s accelerated investment in people development.

The most significant growth in training hours occurred in the middle management and technical coordinator categories, which recorded increases of 160% and 130% respectively. This upward trend also extended to the operational (+109%) and administrative (+53%) teams, while executive training grew by 17%. These results highlight Astara’s focus on strengthening both strategic capabilities and technical expertise across all levels of the organization.

This significant leap reflects the maturity of a learning culture embedded across the organization, supported by expanded digital platforms, greater accessibility, and the allocation of dedicated training time within the workday.

→ **For more information, please refer to:**
Table ‘Training Hours by Professional Category — 2024 and 2023’ ([Tab.N°10](#))

Average Learning Hours
per Employee



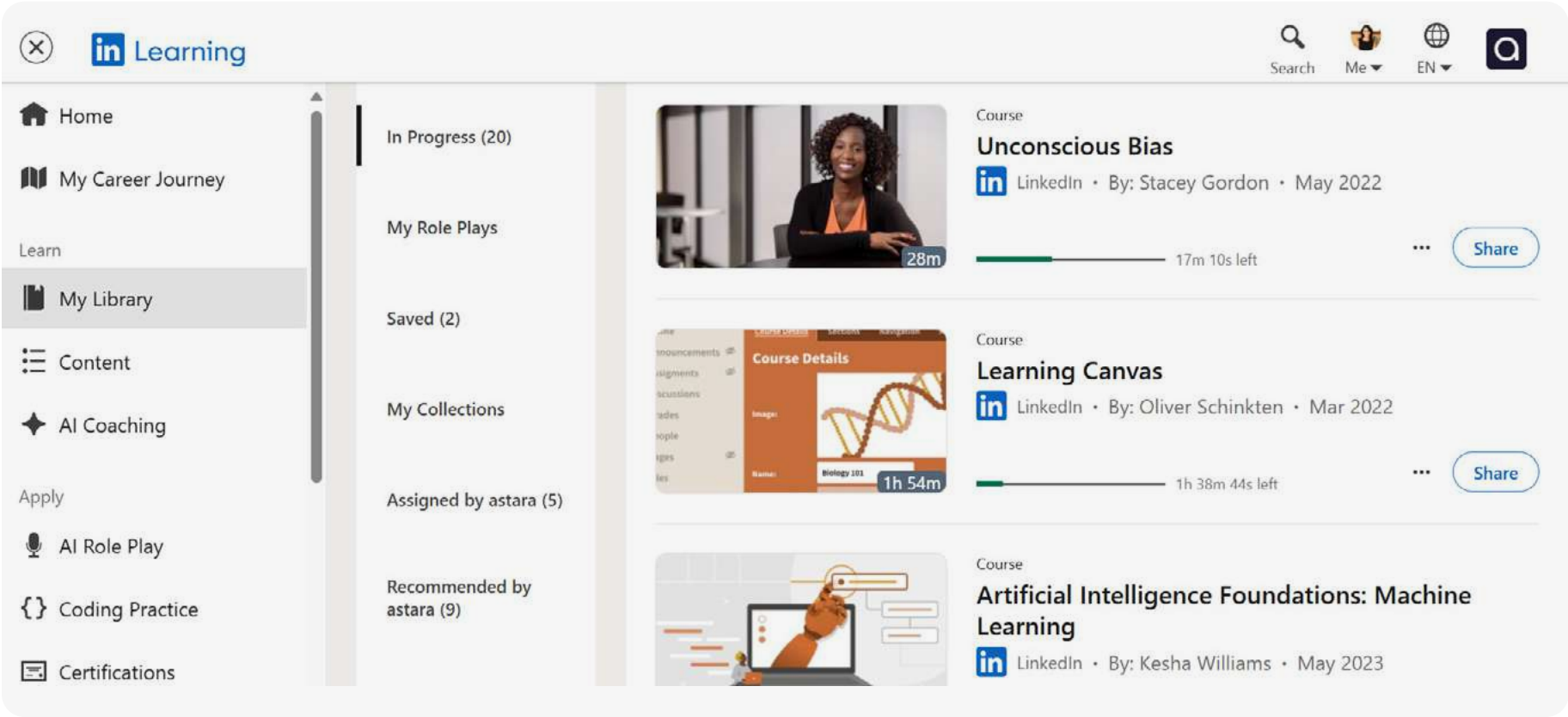
Our colleagues from the Astara Switzerland office

SUCCESS STORIES

Empowering People Through Training

- **Learning Fridays:** Astara sets aside dedicated time for employees to invest in their development, reinforcing our commitment to growth and a learning mindset. As part of this initiative, nine LinkedIn Learning pills aligned with our nine behaviors were launched, achieving 44% employee engagement, a highly competitive rate given our largely operational workforce.
- A core compliance module was embedded into onboarding, covering data protection, cybersecurity, and internal regulations. Throughout the year, these were complemented by short, targeted learning capsules as part of the 2024 Compliance Training Plan.
- In several countries, employees participated in diversity and inclusion workshops, deepening awareness around unconscious bias and inclusive leadership.
- ESG-focused courses were recommended to employees, ensuring a smooth and consistent integration process across all regions.
- In 2024, our efforts were recognized with a **“High Performer”** distinction on the LinkedIn Learning platform, achieving an impressive 79% engagement rate — notably **surpassing the IT sector benchmark of 73%.**

This performance reflects the strong learning culture we are fostering, and our ability to empower people through digital tools that support upskilling and career growth.



4.1.4. Building a Workplace Where Everyone Belongs

#S1-4
Actions on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions

#S1-5
Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

4.1.4.1. Diversity as a Foundation for Growth

At Astara, diversity, equity, and inclusion (DE&I) are more than values, they are foundational to our identity and growth. With operations in 19 countries and a workforce representing 52 nationalities, we see industrial background, cultural and generational diversity as a competitive advantage.

We are committed to cultivating a workplace where everyone feels respected, valued, and empowered to thrive, regardless of gender, origin, race, sexual orientation, religion, or ability.



Our DE&I commitments are embedded across our policies, including Code of Ethics, Human Rights Corporate Policy, Sustainability Corporate Policy, and anti-harassment protocol, and are reflected in concrete targets:



33%

Achieve **33% female representation** by 2027.



10

Deploy our **(En)abled program** for disability inclusion in 10 countries by 2027.

We are committed to promoting internal mobility among our employees by sharing job openings internally. Our internal recruitment team ensures that all job vacancies are published with complete details, allowing employees to access and explore new opportunities within the organization. All vacancies created in Workday are automatically posted on LinkedIn. To extend our impact across the value chain, we assess supplier DE&I practices through a vendor accreditation questionnaire —evaluating inclusive governance, female representation, and pay equity.



Our colleagues from the Astara Switzerland office

#S-10
Adequate wages

#S1-16
Compensation metrics (pay gap and total compensation)

4.1.4.2. Fair Pay, Equal Opportunity

We believe equitable compensation is essential to a just and motivating work environment. Our **“Pay for Performance”** model ensures that remuneration aligns with individual results, team contribution and strategic priorities, including ESG goals.

This structured and transparent approach to performance assessment and compensation has also helped reduce the gender pay gap.

Despite the challenging business scenario, Astara stabilized the gender pay gap at 23% in both 2024 and 2023 – representing 3% points improvement compared to 26% in 2022. This figure is calculated across gender, age and professional level, and reflects progress toward more inclusive reward structures.



4.1.4.3. DE&I in Motion: Employee-led Initiatives

To turn policy into action, we empower our people through four Social Squads – employee-led working groups: Women, (En)abled, Social Challenges and Well-being – each sponsored by senior leaders and entrusted with budgets and decision-making authority. These groups operate under the common purpose of **“One Company, One Brand, One Team”**, promoting inclusive culture and meaningful social impact across all functions and levels of the organization.



I. WOMEN EMPOWERMENT

In line with our goal of achieving 33% female representation by 2027, we recognize that the mobility sector remains male-dominated. Yet, our Corporate Talent Acquisition team is raising the bar by ensuring we attract the best talent for every role while driving meaningful progress on diversity.

Before initiating any recruitment process, our team engages with managers to assess their needs, including the gender composition of their teams. This is not about setting quotas but about fostering awareness and supporting managers in building more diverse teams. Thanks to this proactive approach, we are close to achieving gender parity in Peru and Chile, with Chile being one of our largest operations. We are seeing strong female representation in new hires, with women accounting for over 40% of recruits in Corporate, People, Finance, and Legal functions.



Gender Parity				
		NEW HIRES	WOMEN	MEN
PERU		92	49%	51%
CHILE		93	48%	52%
	CORPORATE	PEOPLE (HR)	FINANCE	LEGAL
GENDER BALANCE ACROSS FUNCTIONAL AREAS	51%	73%	55%	40%

SUCCESS STORIES

Gender Equity in Action: Cross-Country Highlights

By the end of 2024, women represented 31% of Astara’s workforce, a significant step toward our goal of achieving 33% female representation by 2027. Through cross-country initiatives, we aim to strengthen belonging and advance gender equity. Highlights include:

- In Spain, Portugal, Switzerland, Finland, Sweden, Chile, Peru, Bolivia, Colombia and Argentina, women’s breakfasts were held to foster belonging and exchange ideas. During these sessions, results from the global gender survey were shared, and good practices were discussed.
- A data-driven talk on the value of gender-diverse teams in business was delivered by Miriam Izquierdo, CEO of Fundación Mujer Forward.
- Spain implemented an Equality Plan, since 2023, to promote equal treatment and opportunities between men and women.
- In Colombia, we partnered with Volvo to solar-power a women-led eco-village in Valle del Cauca, supporting a vulnerable community of women through access to clean energy and sustainable development opportunities.(For detailed information, please refer to the ‘Circular Thinking: Managing Waste for a Sustainable Future’ chapter in this report).
- In Poland, Astara participated in the “Women’s Fleet: Women in Automotive” conference, creating a space for exchange and empowerment in the automotive sector.
- In Spain, unconscious bias training was rolled out via LinkedIn Learning Platform.

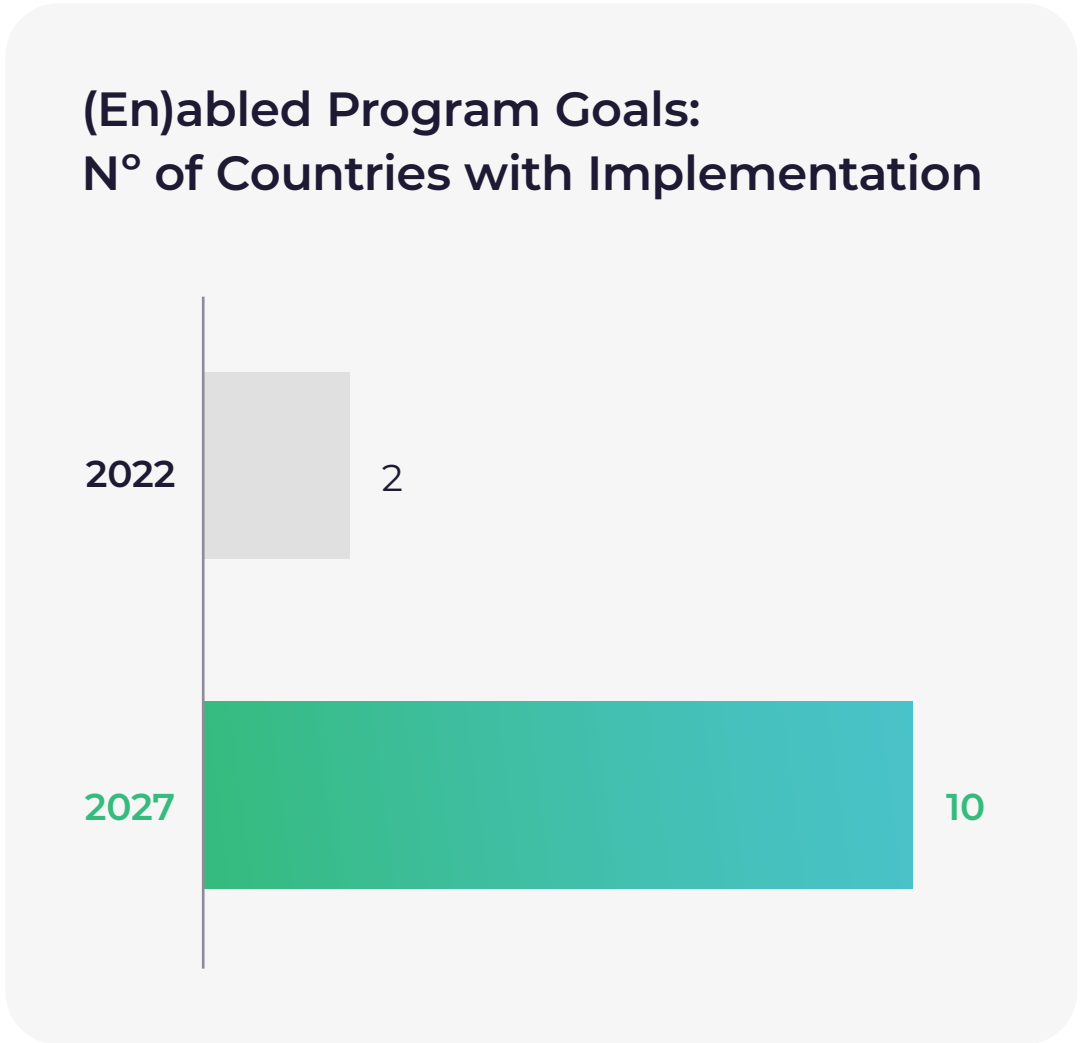
#S1-12
Persons with
disabilities

II. DISABILITY INCLUSION:
THE (EN)ABLED PROGRAM

Our (En)abled program aims to promote the inclusion of people with disabilities in the workplace. In 2024, we conducted a survey within People teams to better understand the current landscape in our workforce. The percentage of employees identified with a disability was below 1%, reflecting local legal restrictions on disclosure and varying national regulations

People with disabilities at Astara

- 2024: 16
- 2023: 14



→ For more information, please refer to:
Table 'People with disabilities at Astara
—2024, 2023' (Tab N°11)

Despite these barriers, **Astara is committed to** improving disability inclusion and aims to **implement the (En)abled Program in 10 countries by 2027.**



SUCCESS STORIES

Enabling Opportunities:
Building an Inclusive Future

Since 2013, Astara Chile has had a formal program dedicated to people with disability. To date, more than 70 people have participated in this program, and 8 of them currently work at Astara's warehouse. As a result, in Chile, warehouse turnover dropped from 56% to 22%, while employee loyalty increased from 4.84 to 7.2. Additionally, in partnership with Santa Teresa de Ávila School, we celebrated the Certification Ceremony of the Disability Inclusion Program, recognizing six young graduates from the 2024 cycle with Chile Valora certifications and launching the 2025 cycle with nine new participants.

- In the Philippines, donation campaigns and awareness drives supported disability-focused NGOs.
- Awareness activities were also held in Spain, Argentina, Portugal, Belgium and Germany.
- In Switzerland, volunteers participated in Cybathlon, an event promoting assistive mobility technologies.
- In Spain, we partnered with inclusive hospitality leader Ilunion, where over 40% of staff have disabilities.

III. EMPLOYEE-LED AND EMPLOYEE-FOCUSED SOCIAL INITIATIVES

Our Squa also drive community engagement through localized initiatives with real social value:

- In Belgium and Peru, our colleagues took part in beach clean-up activities. These initiatives supported environmental protection, reinforced our team's commitment to sustainability, encouraged responsible habits, and fostered a culture of positive impact by leading through example.
- In Argentina, Astara demonstrated how mobility can drive meaningful change by supporting two powerful initiatives. Together with **Qualia and its "Visión de Cambio" program**, we provided an **All-new Sportage and a Carnival, enabling the team to travel over 4,800 km to deliver free eye care and donate 576 pairs of glasses to vulnerable communities in Chaco.**
- In response to severe floods in Valencia (DANA), we activated several support measures: we provided company vehicles to affected employees' families, matched donations to the Red Cross, and redirected our Christmas gift budget to fund emergency relief efforts.



The **global Astara Mobility Challenge** encouraged over 1,000 employees in 19 countries to shift towards sustainable commuting, **saving 10,094 kg of CO₂e** and leading to the planting of 1,089 trees in Argentina, one per participant. **In June 2025, Astara proudly received two Gold recognitions at the prestigious ICE Awards in London, hosted by Communicate magazine.**

These awards highlight our commitment to meaningful internal communication and to bringing our corporate purpose and culture to life. We were honored for our engagement initiative **Astara Mobility Challenge** in the following categories:

- **Best Engagement of Corporate Purpose**
- **Best Communication of Corporate Culture**

This recognition reinforces the impact of initiatives that bring our purpose, **"Move. It's your right,"** to life, demonstrating that sustainability is integral to our employee experience.



Our colleague from Astara's headquarters

#S1-15
Work-life balance
metrics

IV. EMPLOYEE WELL-BEING:
“ASTARA CARES”

We recognize that our people thrive when they feel well, physically, mentally and emotionally. A supportive work environment fosters not only individual fulfillment but also collective success. In 2024, we strengthened **Astara Cares**, our global well-being initiative, reinforcing our commitment to a workplace where employees feel valued and empowered.

To ensure real impact and global alignment, we created an international, cross-functional squad dedicated throughout the year to optimizing our well-being program, with the support of external experts from Korn Ferry.

This programme promotes holistic wellness by:

- Developing actions with real, measurable impact on quality of life.
- Aligning all well-being efforts globally while adapting them to local needs.
- Establishing clear metrics to identify what works, scale best practices, and continuously improve.

Astara Cares reflects our belief that employee well-being is essential not only to retention and engagement, but to the long-term sustainability of our business.



Our colleagues from the Astara Colombia office

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4.1.5. Prioritizing Health, Safety, and Ethical Work Environments

4.1.5.1. A Localized Approach to a Global Priority

At Astara, protecting the health and safety of our employees is a core priority and a fundamental pillar of our organizational culture.

Given the geographic diversity of our operations, we follow a decentralized approach that rigorously adheres to the specific legal requirements of each country in which we operate. 100% of our countries conduct employee health and safety risk assessment ensuring protocols are both locally compliant and contextually relevant.

Where necessary, Astara develops **health and safety emergency action plans**, as is the case in Chile. The Chilean plan covers all workplaces and includes specific procedures for the logistics center. It also defines the responsibilities of employees trained as emergency monitors at Astara Chile.

Furthermore, in Chile, Astara has implemented a **proactive system** for reporting health and safety risks or incidents. This system operates via a **QR code**, allowing any employee, contractor, or stakeholder present on our premises to submit a report quickly and easily.

Reinforcing this proactive approach, the initiative complements the efforts of of Astara Chile’s Health and Safety Committee, composed of 12 members, including permanent and alternate representatives, whose purpose is to ensure that our Chilean colleagues have the appropriate tools to perform their work safely and effectively. The actions implemented cover both employees and non-employees.

This Committee received a **Bronze Category recognition** from **Mutual de Seguridad**, a platform created by the Chilean government to promote road safety in a responsible, engaging, and interactive way.

We strive to go beyond compliance by promoting best practices across all our sites, fostering a shared culture of prevention, responsibility and continuous improvement. Our internal framework supports local teams in implementing high standards and exchanging knowledge and practices that enhance safety and well-being globally.



Our colleague from our parts distribution center at Astara Chile

SUCCESS STORIES

Training of Employees on Safe Management of Hazardous Substances

Astara ensures that all employees involved in operations with hazardous substances and electric vehicle components receive appropriate and structured training, tailored to national regulatory requirements. Training programs are delivered locally in each country to address specific legal frameworks and operational needs, while aligning with Astara’s global safety standards.

- In Portugal, training on the safe management of hazardous substances is embedded in technical guidance for working with electric vehicles and battery systems.
- In Finland, employees receive structured instruction on high-voltage battery safety, including emergency procedures, technical protocols, and compliance with EU regulations.
- In Colombia, Astara implements OEM-designed training programs for after-sales staff, with a focus on electric vehicle safety and hazardous materials handling. Additionally, engineers are certified to train the local network in full compliance with current safety standards.

→ In Spain, training activities are formally documented and tracked, covering occupational health and safety, product handling, and warehouse procedures. One example is our Lexus dealership, which conducted training on environmental emergency measures for its employees.



These efforts form part of Astara’s internal control and compliance system, ensuring that employees in safety-critical roles are properly trained and consistently meet the highest safety and environmental standards.





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#S1-14
Health and safety
metrics

4.1.5.2. Monitoring Safety Performance

In 2024, the number of reported absenteeism hours increased to **198.455**, up from **91.364** in 2023, which represents an increase of **117%**.

The rise is primarily attributed to enhanced accuracy in reporting rather than a deterioration of working conditions. Specific spikes in some operations were also linked to structural factors, such as an increase in maternity leaves and long-term medical absences. Despite this, absenteeism rate remained within industry norms.

Importantly, no occupational diseases were reported across the Group in either 2023 or 2024, reflecting the robustness of our workplace health safeguards.



**occupational diseases reported
in 2023 and 2024**

For more detailed metrics, please refer to:

→ [Table 'Absenteeism hours — 2023, 2024' \(Tab N°12\)](#)

Our colleague from one of our workshops at Astara Chile

#S1-2
Processes for
engaging with
own workforce
and workers'
representative
about impacts

#S1-3
Processes to
remediate negative
impacts and
channels for own
workforce to raise
concerns

4.1.5.3. Employee Voice: from Concerns to Action

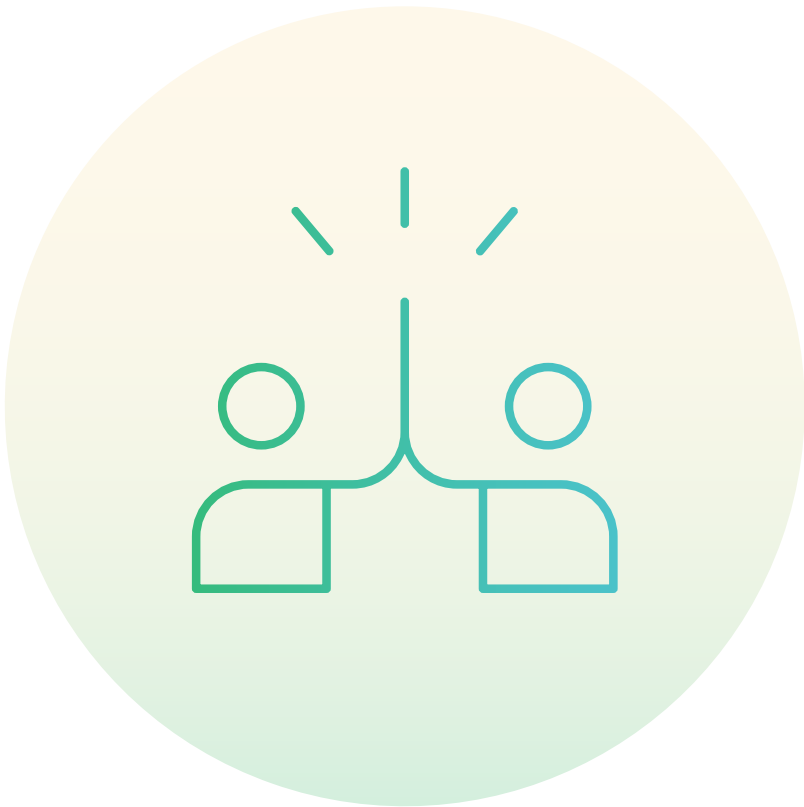
Astara uses Peakon Employee Voice
as a tool to monitor employee
satisfaction within our company

Our engagement survey is divided into four sections: **Employee Engagement, Diversity, Equity & Inclusion, Health & Well-being, and Transformation & Change.** In 2024, for the first time, we included a specific question regarding sustainability strategy to hear our employees' views on this topic.

Astara is committed to achieving
an **eNPS score above 50 by 2027.**

In 2024, Astara's eNPS moved from 46 in 2023 to 32, reflecting both the realities of a challenging market and our cultural transformation towards One Company, One Brand, One Team. This trend aligns with broader sector dynamics, as the industry benchmark also declined by 8 points (from 47 to 39), highlighting the growing complexity and evolving employee expectations across organizations.

Even in this context, Astara continues to perform above the sector average (27) and remains within the "Good" range on the benchmark provider's scale. Positioned near the sector median (27–39) and **within the top 25% of comparable companies**, our results demonstrate both resilience and competitiveness during a pivotal moment of change.



This journey has strengthened our focus on **building trust, belonging, and engagement — essential to sustaining alignment and growth over the long term.** Alongside the annual survey, we deploy targeted and local surveys on key topics such as gender diversity and internal communications, enabling us to listen more closely and respond with actions that foster a positive, inclusive culture. Each country reviews its results and defines action plans to drive continuous improvement at the local level.

As part of our broader commitment to transparency and accountability, Astara also provides an Ethics Channel for employees and third parties.

→ For more information, please refer to the [‘Ethics Channel: a tool for transparency and accountability’ section of this report.](#)



Our colleagues at the Switzerland office

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4.1.6. Work-Life Balance: Creating Space for People to Thrive

#S1-11
Social Protection

4.1.6.1. A Holistic View of Well-Being

At Astara, we understand that performance and fulfilment go hand in hand. That’s why we promote a work environment where physical, emotional, social, and financial well-being are supported with intention and care.

Our commitment starts with universal health coverage—100% of our workforce benefits from health insurance, reflecting our vision of social protection as a fundamental right, not a benefit.

Beyond that, we foster policies that allow each person to find balance between professional goals and personal priorities.



Our partners at Astara’s headquarters

SUCCESS STORY

Beyond Benefits: Caring for Our People

#S1-15
Work-life balance metrics

Astara offers benefits in accordance with local regulations and standards, in most cases, goes beyond these requirements.

- In Chile, Astara provides vehicle purchase and vehicle renting benefits extended to family members, in line with the company's internal policy.
- In Colombia, our colleagues promote a holistic approach to pet well-being.
- In Belgium, Astara offers a highly competitive benefits package that reflects our commitment to employee well-being and talent retention. Beyond a strong fixed and variable remuneration structure, the package includes meal and eco vouchers, a company car with a fuel or international charging card, comprehensive group and hospitalization insurance. Employees also benefit from 26 annual leave days and a purchasing power premium convertible into additional time off.

- In Switzerland, working mothers are legally entitled to at **least 14 weeks of maternity leave**, during which they receive compensation through the income compensation scheme. Additionally, Swiss labor law establishes a **16-week protection period** following childbirth. At Astara, we go beyond the legal minimum by providing **16 weeks of fully paid maternity leave**, matching the full protection period with paid time off.

Regarding paternity leave, following a 2020 referendum, Swiss legislation grants **two weeks of paid paternity leave** (equivalent to 10 working days) within six months of a child's birth, also financed through the income compensation scheme (EO). We exceed this legal requirement by offering **15 working days of paid paternity leave**, providing additional time for new Swiss parents to bond with their newborn and support their families during this important life moment.

These approaches reflect Astara's commitment to promoting a caring and family-friendly workplace, aligned with our values of well-being and inclusion.



Our colleagues at the Switzerland office

4.1.6.2. Joining Forces to Promote Mental Health

In October 2023, Astara Spain joined a pioneering coalition called **Fundamentales**, a business alliance focused on improving mental health in the workplace.

This initiative aims to promote meaningful actions that enhance employee well-being and generate broader societal impact.

As part of this alliance, self-assessment indicators and guidelines were developed to help companies diagnose how their policies and working dynamics promote mental health. The initiative aligns with Astara's long-term vision of being an organization that prioritizes care and empathy as drivers of performance.

4.1.6.3. Flexible work and Digital Disconnection

Our hybrid work model includes the possibility of **remote working**, combined with a flexible schedule policy that empowers employees to adapt working hours to their circumstances.

This model is built on mutual trust and shared responsibility.

To prevent digital overload, we also enforce a digital disconnection policy that safeguards time for rest, vacation and personal life. This approach reinforces boundaries between work and leisure, contributing to healthier, more sustainable working habits.

SUCCESS STORIES

Well-being Beyond the Workplace

- Spain & Chile: A wellness program offering annual gym memberships and enrolment coverage, promoting physical activity as a key pillar of mental well-being.
- Chile, Peru & Argentina: Access to a 24/7 psychological support hotline for all employees, ensuring immediate and confidential support for mental health concerns whenever needed.
- Argentina & Colombia: A dedicated program that celebrates special dates, hosts health evaluations during “Health and Safety Week”, and encourages participation in volunteer activities — fostering a sense of belonging, purpose, and emotional connection.

These initiatives reflect our commitment to creating a supportive work environment where employees feel cared for and empowered to thrive both personally and professionally.

4.1.7. Dialogue that Builds Trust and Respect

#S1-8

Collective bargaining coverage and social dialogue

4.1.7.1. A Localized and Open Approach to Labor Relations

At Astara, we believe that dialogue is the cornerstone of a healthy work environment. We maintain transparent, respectful and constructive relationships with our teams in all countries.

Our model is flexible and context-sensitive: each local team ensures compliance with national labor legislation while upholding shared global values, dignity, fairness and inclusion. Rather than a one-size-fits-all approach, we prioritize internal channels that encourage direct communication, active listening, and swift resolution of concerns.

This culture of open exchange and mutual respect reinforces employee engagement and helps us adapt to the diverse realities of our workforce. It also contributes to a stable, motivated and collaborative environment that supports long-term sustainability.

As a result of this approach, the percentage of employees covered by collective bargaining agreements increased in 2024, **reaching 52%, compared to 45% in 2023**. This reflects a broader reach of formalized labor relations across our operations.

→ For more information, please refer to: **Table 'Employees covered by collective agreements by country — 2024, 2023' (Tab N°13)**



Our colleague from the Astara Switzerland office

4.2. Putting Customers and End-Users First

4.2.1. Commitment to Customer Experience

#ESRS S4
Consumers and end-users

#SBM-3
Material impacts, risks and opportunities and their interaction with strategy and business model

At Astara, delivering exceptional customer experiences is a strategic priority. We work to ensure that our services are accessible, responsive and tailored to the evolving needs of all users, upholding our promise of quality, safety and trust. This consumer-focused approach reinforces Astara’s brand commitment and business differentiation across markets.

Our consumer and end-user base spans several key groups:

- Retail dealerships, who purchase vehicles for resale and are supported by Astara’s distribution and after-sales services.
- End customers, who acquire vehicles from Astara’s dealership network and interact with our commercial and after-sales support.
- Astara Move subscribers, who use our mobility services.
- Public institutions and private companies, who use our advisory services.



Across these segments, we maintain a consistent focus on product integrity, service excellence and responsive engagement.



4.2.2. Listening, Responding, Improving

#S4-2
Processes for engaging with consumers and end-users about impacts

#S4-3
Channels for raising concerns and remediating negative impacts

We maintain **dedicated and easily accessible channels** to engage with our customers and manage feedback efficiently. These include:

- Brand-specific websites managed by Astara Platform, where users can submit queries or feedback via contact forms.
- Customer service phone lines, providing real-time support for queries and incidents.
- Dedicated email addresses for more tailored assistance.
- Consistent monitoring of Customer NPS surveys across all brands and markets in which we operate.

All interactions are managed through **Astara Platform**, including a centralized incident and customer engagement system, which operates directly or in collaboration with external customer service partners. This structure allows us to adapt to local customer needs while maintaining a consistent level of service.

→ **For more information, please refer to:**
Table 'Number of complaints received from consumers — 2024', (Tab N°14)

In 2024, Astara received **56 consumer complaints**, a figure consistent with 2023 levels. All complaints are being handled, and **13% have already been resolved through amicable settlements or mutual agreements.**



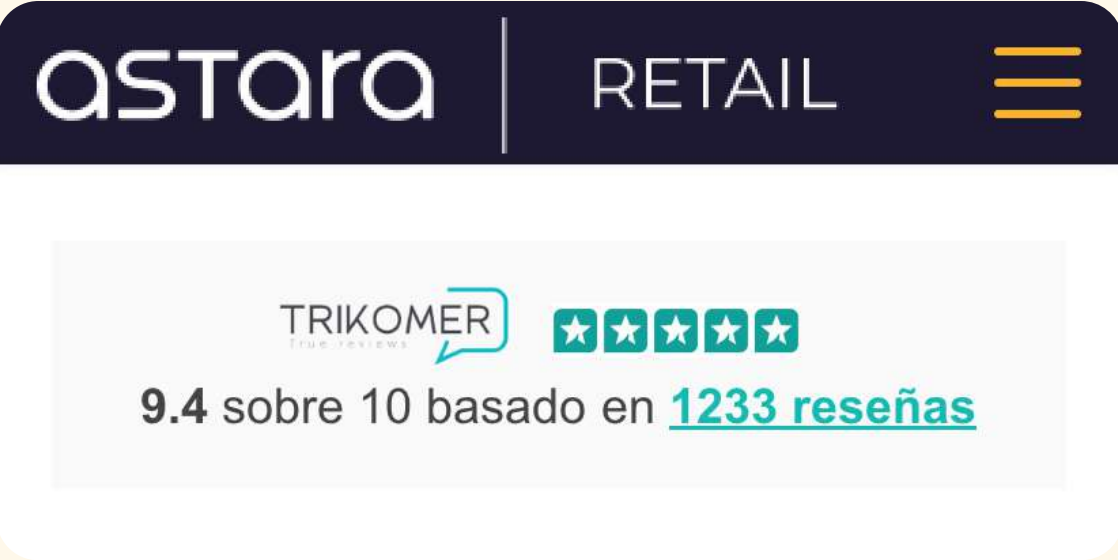
SUCCESS STORIES

Awards that Reflect Our Commitment to Excellence

In 2024, Astara earned multiple prestigious recognitions for business excellence and customer experience.

- Hyundai Belux won Gold at the Automotive CX Awards in Antwerp for its outstanding EV customer journey.
- In Spain, Mitsubishi Motors awarded Astara for Business Excellence.
- Astara Finland received the “Kaizen Master” recognition from Mitsubishi as part of its Business Excellence Awards.

These accolades reflects Astara’s strong focus on digitalization, continuous improvement, and operational excellence — key drivers in enhancing customer value and advancing our sustainability ambitions.



4.2.3. Prioritizing Safety across the Value Chain

#S4-4
Actions on material impacts and effectiveness

As a leader in the mobility sector, Astara works closely with Original Equipment Manufacturers (OEMs) to ensure that the vehicles we distribute meet the highest safety standards. While vehicle responsibility lies primarily with OEMs, Astara only partners with reputable brands that comply with all local safety regulations and hold the necessary certifications and approvals prior to delivery.

Astara plays a crucial coordination role between OEMs, dealership networks and end customers, especially in the area of post-sales safety management. This includes overseeing maintenance and repair services and efficiently managing vehicle recalls and warranties. In the event of a recall, Astara acts swiftly, informing dealers and customer, coordinating with affected consumers, and liaising with local authorities when required.

These actions are governed centrally by Astara’s Global After-Sales Department, ensuring consistency, transparency and a customer-first approach in every market where we operate.

Astara is deeply committed to promoting responsible after-sales practices that enhance vehicle longevity, safety, and environmental performance.

→ Extending Product Lifetime and Improving Customer Experience

Preventive maintenance campaigns are conducted in all countries where Astara operates. Additionally, all vehicles are delivered with printed and digital maintenance instructions, including QR codes and service booklets, to help clients take proactive care of their vehicles, whether through Astara or independently. Furthermore, Astara seeks to promotes extended warranties and maintenance-included programs to enhance the overall customer experience.

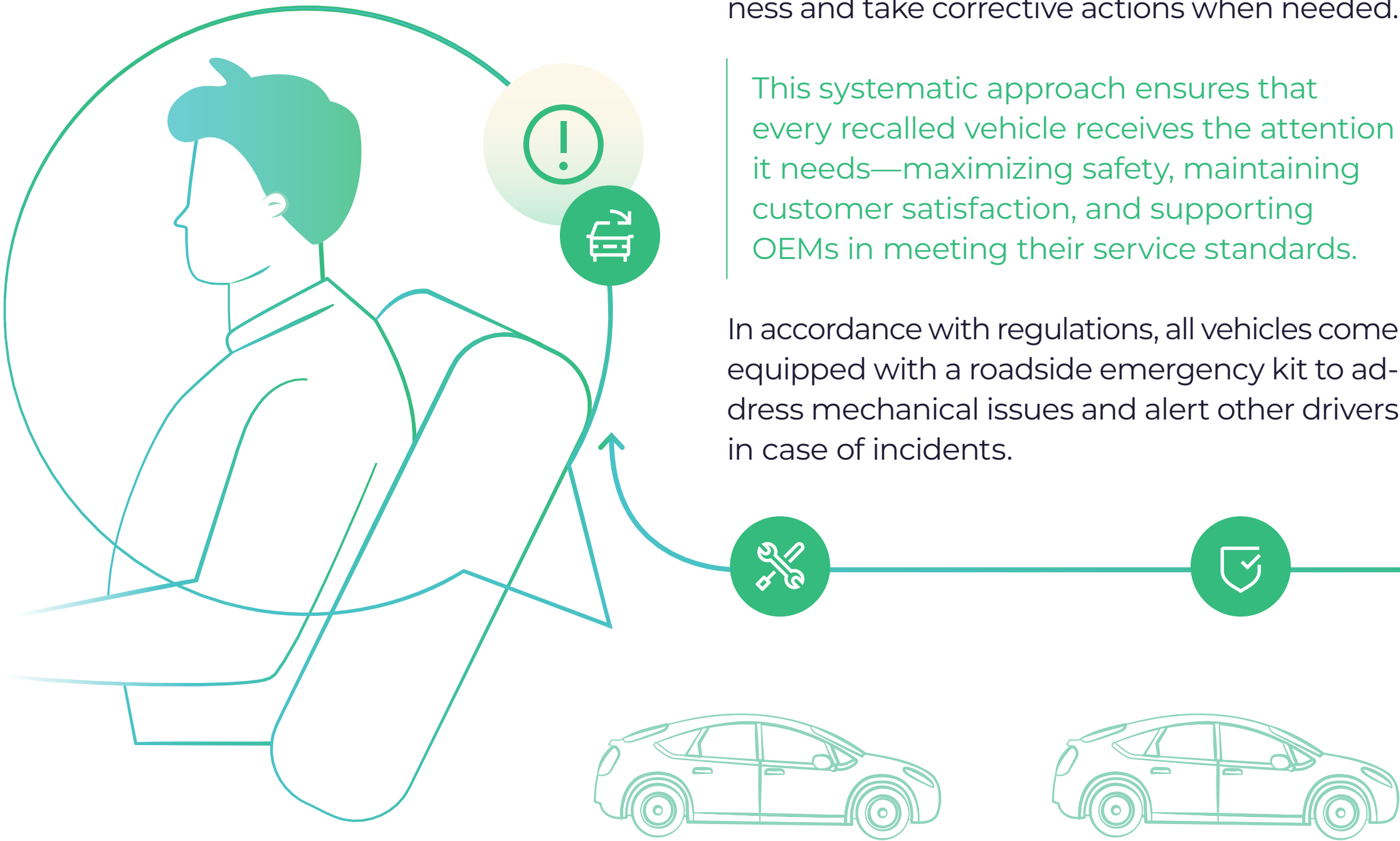
→ Emergency Preparedness and Road Safety

At Astara, we partner closely with OEMs to ensure top-tier recall performance, driving customers back to dealerships and workshops promptly and efficiently. Our recall management process includes proactive outreach via text messages, certified letters, phone calls, mobile app alerts, and follow-up reminders, designed to remind and encourage clients to schedule service appointments.

We provide monthly reporting on recall completion rates, enabling us to monitor effectiveness and take corrective actions when needed.

This systematic approach ensures that every recalled vehicle receives the attention it needs—maximizing safety, maintaining customer satisfaction, and supporting OEMs in meeting their service standards.

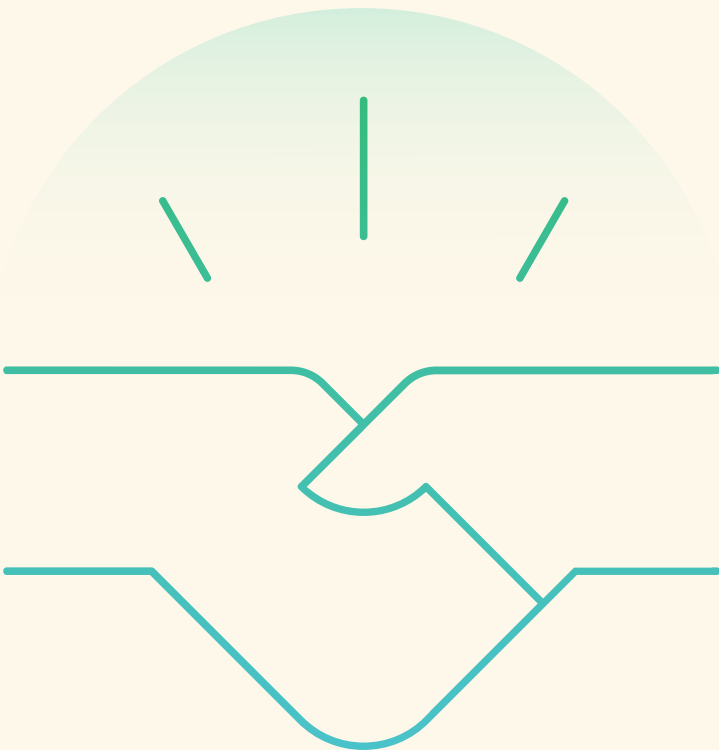
In accordance with regulations, all vehicles come equipped with a roadside emergency kit to address mechanical issues and alert other drivers in case of incidents.



SUCCESS STORIES

From the Workshop to the Road: Safety First

- In Spain, Astara provides official emergency response sheets to local services such as firefighters, as required by national legislation for EV safety. More than just meeting legal requirements, Astara works hand in hand with stakeholders to ensure employees and customer safety.
- In Colombia, all workshops are equipped with spill control kits, and staff receive training in hazardous substance management in line with local regulations.
- In Bolivia, formal recall and warranty training sessions were conducted for the dealer network to strengthen response procedures.



Our colleague from one of our workshops at Astara Chile

4.2.4. Transparency Data Practices

#S4-2
Processes for
engaging with
consumers and
end-users about
impacts

Astara is committed to ensuring that its customers are fully informed about how their personal data is collected, used, and protected.

In compliance with the Principle of Data Quality established by Article 5 of the General Data Protection Regulation (GDPR, Regulation (EU) 2016/679), Astara applies a unified protocol across all Group entities acting as data controllers to guarantee transparency and data security.

Since 2017, Astara has implemented an **Information Security Incident Management Policy**, regularly updated and overseen by the Cybersecurity Committee, ensuring swift detection, reporting, and resolution of any incidents that could affect customer data.

To further guarantee the security and privacy of customer information, Astara conducts regular data protection and information security audits.

All Astara websites provide clear and accessible information tailored to customers, including:

- **General Terms:** outlining the obligations of users and conditions related to services, pricing, and payments;
- **Legal Notice:** presenting essential details about the website owner and legal aspects such as cookie policies and intellectual property rights;
- **Privacy Policy:** explaining how customer data is collected, managed, and protected, and providing links to supervisory authorities for complaint submission;
- **Cookies Policy:** describing the use of cookies and how customers can manage their preferences.



INFORMATION SECURITY AUDITS

In 2024, audits were carried out in eight countries, covering 42% of Astara's global operations. Conducted by a specialized firm. These audits verify compliance with GDPR and local data protection regulations.

The audit results confirmed that Astara meets all legal requirements and highlighted areas for continuous improvement in data governance and security. Action plans have been established to implement recommendations and ensure ongoing protection of customer data.

Through these measures, Astara reinforces its commitment to building trust with customers by safeguarding their personal information and aligning its practices with the highest standards of corporate responsibility.



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4.3. Driving Positive Impact in Local Communities

4.3.1. Understanding Our Role in the Community

Although “impacts on local communities” was not identified as a material topic in our 2024 double materiality assessment, Astara recognizes the importance of **contributing positively to the ecosystems where we operate.**

Our business interacts with diverse environments, and we see every market as an opportunity to create shared value, socially, economically and environmentally.

That’s why we have committed to reporting voluntarily on our current efforts and outlining the foundations of our community impact strategy.



The Nashira project in Colombia

4.3.2. Laying the Foundations of Our Community Impact Strategy

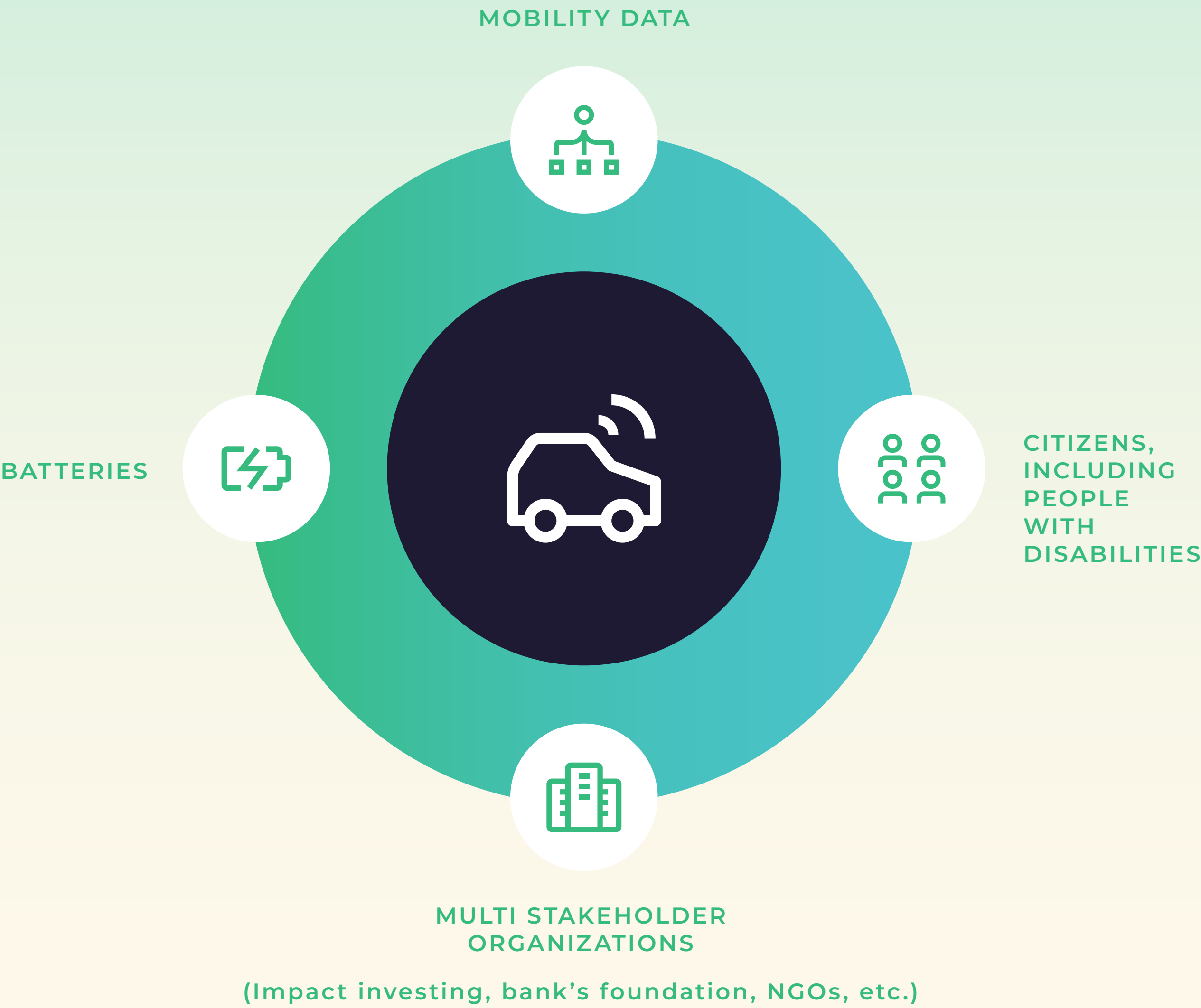
In 2024, we took the first steps toward building a structured approach to Corporate Social Responsibility (CSR), focusing on how mobility can drive inclusion and environmental progress, as follows:

a) Transforming Batteries into Engines of Social Progress

We are partnering with leading automotive brands to develop innovative second-life uses for electric vehicle batteries.

b) Empowering Communities through Accessible Mobility

We aim to collaborate with NGOs and mission-driven organizations to bring **mobility solutions to underserved groups and communities**. By expanding transportation access, especially in vulnerable or low-density areas, we seek to remove barriers to mobility, improving quality of life and enabling new opportunities for people who need it most.



SUCCESS STORY

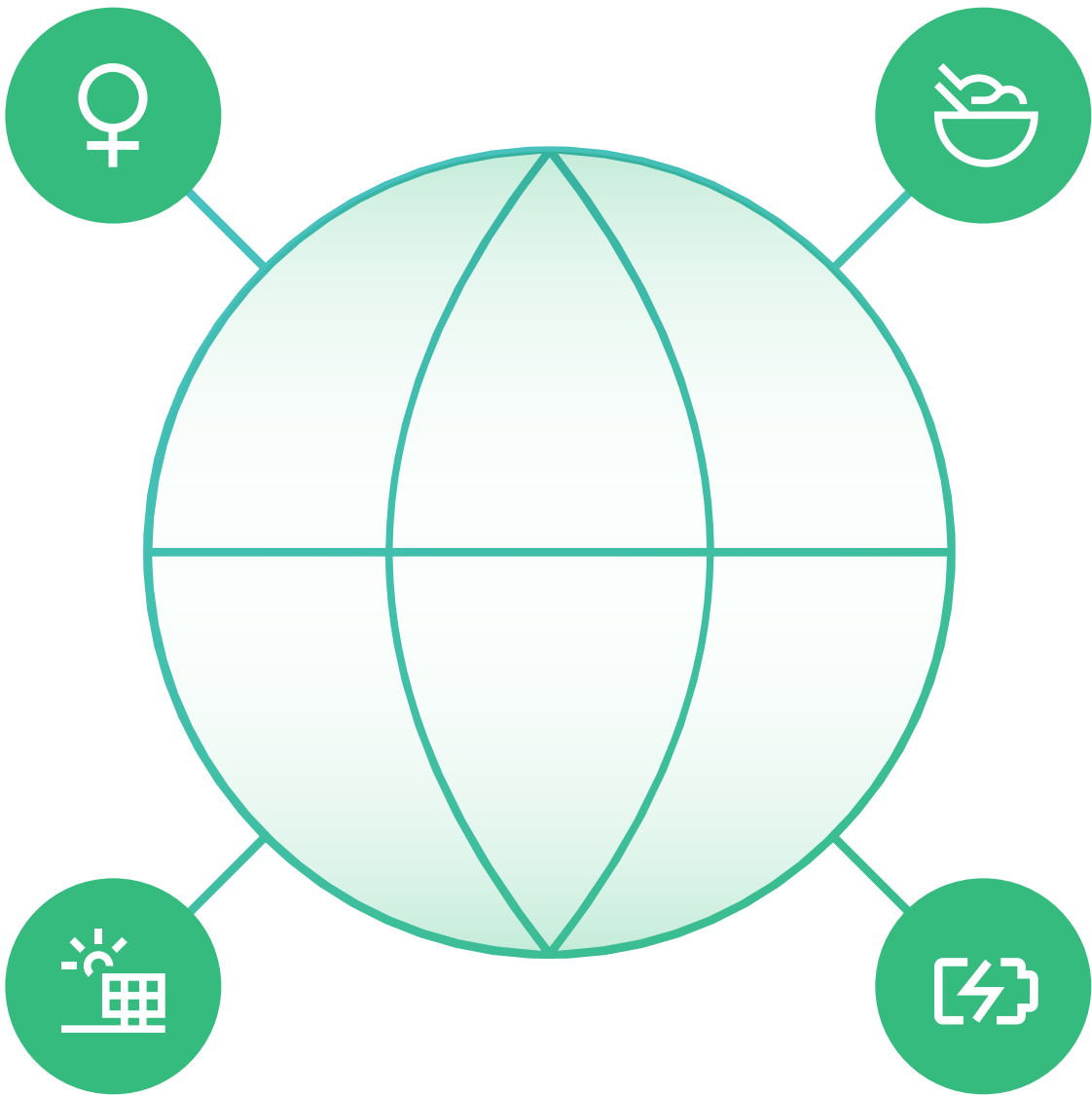
Reusing Batteries:
Recharging a Community
in Colombia

In 2024, Astara launched a flagship circularity project in Nashira, an ecovillage in Valle del Cauca (Colombia) where many families face economic vulnerability and 85% of households are led by women. A second-life PHEV battery was installed as part of a solar-powered energy system for the community kitchen, helping power refrigeration equipment and enabling safe food storage.

This initiative improved the daily lives of residents and extended economic opportunities: the kitchen now supports external meal delivery and generates additional income. Local women were trained as electrical installers as part of the project, building new employment opportunities for the community.

→ Explore Nashira by clicking [here](#)

This effort contributes to the social development of communities, while advancing in decarbonization and aligning with our broader circular economy ambitions, reducing waste, optimizing resource use, and supporting long-term sustainability goals.



The Nashira project in Colombia

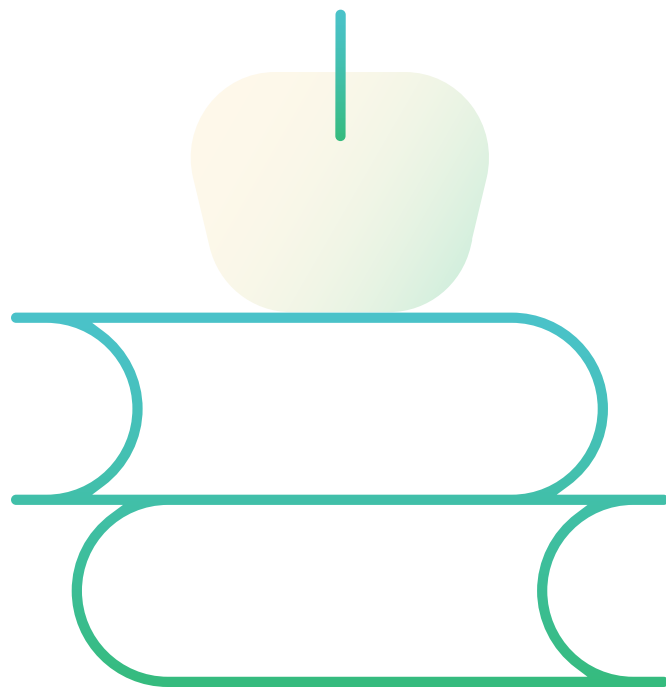


Our colleagues in Chile during a training session with Fundación Chile Dual

c) Building Electromobility Skills through Education

In Chile, in partnership with Fundación Chile Dual, Astara supported the training of 15 technical high school teachers in electromobility. Over two days, educators received specialized instruction from experts at Astara's facility in Pudahuel, equipping them with knowledge to prepare students for the growing demand in electric vehicle technology. This initiative helps bridge the gap between education and industry, fostering skills that will be essential as Chile transitions toward sustainable mobility. Further information, please [click here](#).

Starting in 2025, we will advance our efforts within the CSR framework expanding our initiatives and empowering employees to contribute, and engaging our value chain to reinforce our purpose-driven mission.



Supporting Local Foundations

In parallel with these strategic pillars, Astara made financial contributions totaling **€478.224** to a range of non-profit organizations and foundations in the countries where we operate.

These donations supported initiatives in areas such as health, education, environmental protection, and social inclusion, reflecting our commitment to responding to local needs and fostering positive community impact. The contributions were distributed across projects in Europe, Latin America, and Southeast Asia.

Latin America received the largest share of contributions, accounting for approximately 80% of total donations. Our support in the region focused on community development, education, healthcare and social cohesion, particularly in Chile, Peru, Argentina, and Colombia. Southern Europe represented 14%, with initiatives in Spain and Portugal aimed at biomedical research, cultural preservation and humanitarian assistance. The remaining 6% was allocated to organizations in Western, Central and Northern Europe, as well as Southeast Asia.

Through these efforts, Astara reaffirms its commitment to creating positive social impact by supporting trusted organizations that work directly with local communities.

→ For more information, please refer to: Table 'Contributions to foundations and other non-profit entities made by Astara', (Tab N°15)



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The Astara Switzerland office

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- 5.1. Fostering Ethical Leadership and Responsible Conduct
- 5.2. Integrated Risk Management:
Strengthening Governance through ESG Foresight
- 5.3. Preventing Corruption and Bribery:
A Zero-Tolerance Approach
- 5.4. Upholding Human Rights across Our Operations

5.

5.1. Fostering Ethical Leadership and Responsible Conduct

5.1.1. Governance Structure and Oversight Mechanisms

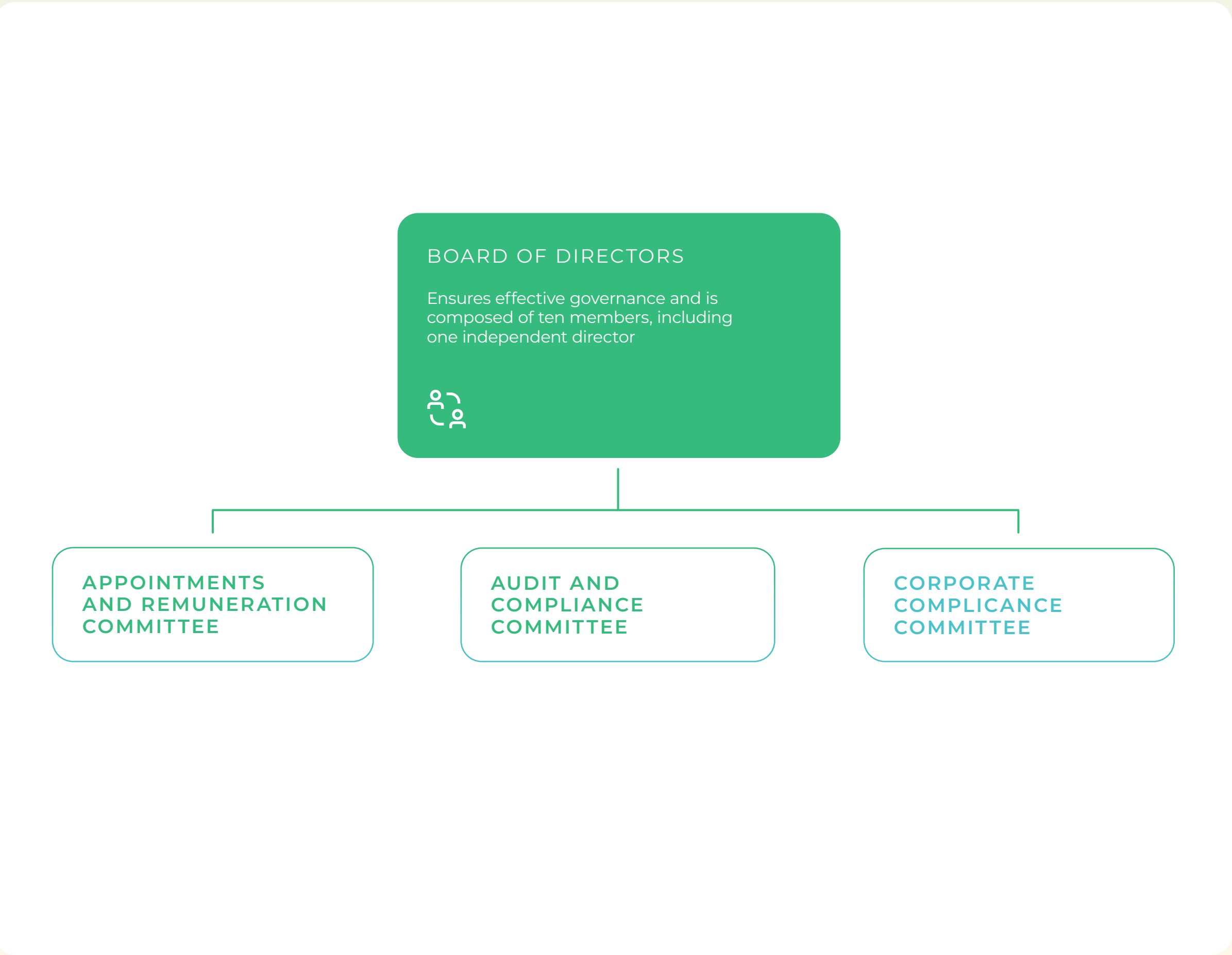
#ESRS 2 GOV-1
The role of the administrative, supervisory and management bodies

Astara’s governance structure is led by a Board of Directors composed of ten members, including one independent director. To ensure effective oversight, the Board is supported by three key bodies:

- **Appointments and Remuneration Committee**
- **Audit and Compliance Committee**
- **Corporate Compliance Committee, which oversees the implementation and monitoring of the company’s Compliance System.**

Each of these committees operates under its own internal regulations and meets regularly, with formal records kept of all sessions. This structure ensures accountability, reinforces integrity, and reflects Astara’s commitment to high governance standards across all operations.

To ensure effective oversight, the Board is supported by three key bodies:



5.1.2. Promoting a Culture of Integrity and Responsible Business Conduct

#G1-1
Corporate culture and Business conduct policies and corporate culture

#S1-1
Policies related to own workforce

#S1-3
Processes to remediate negative impacts and channels for own workforce to raise concerns

At Astara, ethical conduct is deeply embedded in our organizational DNA. We foster a culture of integrity, transparency, and shared responsibility, supported by a comprehensive Compliance System. Our policies, available in Spanish and English on our website, and in all the languages of the countries where we operate via our internal portal, include:

 **Code of Ethics**
Establishes the core principles that guide relationships with stakeholders, based on respect, honesty and professionalism.

 **Data Protection Corporate Policy**
Ensures compliance with personal data regulations and outlines organizational safeguards to protect privacy rights.

 **Human Rights Corporate Policy**
Expresses our commitment to fundamental rights in alignment with ILO principles and extends these expectations to our supply chain.

 **Sustainability Corporate Policy**
Articulates our long-term vision for creating social and environmental positive impact, managing ESG risks, and engaging stakeholders.

 **Whistleblower Protection Corporate Policy**
Establishes clear procedures and guarantees protection from retaliation for individuals who report violations.

 **Astara's Suppliers Code of Conduct**
Defines the ethical, social and environmental standards that all our suppliers must meet. It also encourages them to extend these principles across their own supply chains.

 **Anti-Corruption and Anti-Bribery Corporate Policy**
Establishes guidelines for corruption prevention, assigns relevant roles and responsibilities, and defines key elements for its governance, reinforcing Astara's commitment to zero tolerance of corrupt practices.

The Corporate Compliance Committee monitors implementation, evaluates effectiveness, and ensures continual updates in line with emerging risks.

5.1.2.1. Ethics Channel: a Tool for Transparency and Accountability

As part of our commitment to ethical governance, Astara maintains a confidential Ethics Channel accessible to both employees and external stakeholders. This mechanism enables the reporting of suspected breaches of internal policies or legal requirements and serves as a cornerstone of our compliance framework.

Astara ensures adequate protection by guaranteeing the confidentiality of whistleblowers' identities—as well as any third parties mentioned— and ensuring a no-retaliation policy for those reporting suspected misconduct at Astara. In 2024, ten cases were reported through the Ethics Channel. Each case was investigated rigorously and resolved in accordance with internal protocols. No incidents of sexual harassment or human rights violations were identified. These results not only underscore the maturity of our compliance culture, but also reinforce the effectiveness of our internal controls and our commitment to safeguarding human dignity across all operations.

By providing a secure and transparent channel for raising concerns, Astara continues to foster a respectful, accountable, and ethically responsible environment throughout its value chain.

5.1.3. Building Trust with Responsible Supply Chain Management

#G1-2
Management
of relationships
with suppliers

Our supplier relationships are built on trust, quality, and ethical alignment. In 2024, Astara enhanced supply chain governance by launching a compliance questionnaire through the FullStep platform, mandatory for supplier approval.

The assessment covers:

- Environmental practices, such as the existence of environmental policies, certifications, waste and water management systems, and efforts to promote sustainability throughout the upstream value chain.
- Social responsibility and gender equality, aligned with Astara's diversity equity and inclusion framework.

Astara's Supplier Code of Conduct reinforces our expectations for conduct across the supply chain. This Code is aligned with Astara's corporate values and Code of Ethics and requires all suppliers to uphold these commitments across their own supply chains.

Every supplier of the Astara Group must respect the Universal Declaration of Human Rights and

the conventions that support it, as well as the recommendations of the **International Labour Organization (ILO)** regarding workers' rights in the performance of their activities.

In logistics, we work with specialised suppliers to ensure the timely and reliable transport of vehicles and spare parts. While cost is a factor, we prioritize quality and punctuality to guarantee an excellent customer experience.

To ensure financial rigor, all payments follow a structured approval process, managed via SAP. Local finance teams oversee transactions to ensure punctual payments. In cases of delay, teams proactively contact suppliers to agree on new terms, thereby avoiding missed deadlines and reinforcing trust.

This integrated approach to supplier management supports operational efficiency, strengthens stakeholder confidence, and reinforces our standards of integrity and responsibility across the value chain.

If a breach of the Supplier Code of Ethics is identified, Astara reserves the right — depending on the severity — to terminate the contract or purchase order and reassess the supplier's classification within the Astara Group.



5.2. Integrated Risk Management: Strengthening Governance through ESG Foresight

Astara integrates risk governance into its strategic and operational decision-making through a dual bottom-up and top-down approach. This enables the company to anticipate, assess, and mitigate risks effectively across all levels. We implement the “three lines of defense” model:

- **First line:** operational risk management
- **Second line:** corporate risk and internal control functions
- **Third line:** internal audit

The Audit and Compliance Committee oversees risk governance, with active involvement from the CEO and CFO. Our risk catalogue, aligned with COSO ERM 2017, is updated annually and feeds into the Corporate Risk Map. Risks are classified by origin (internal/external) and grouped into eight categories: strategic, operational, financial, compliance, technology, people, reporting, and environment. Each risk is assessed based on its **probability and impact**, using financial, reputational, legal and human-related criteria.

In 2024, the risk catalogue was updated to include **44 risks**, **34%** of which are ESG-related. This evaluation supported the identification of **11 key risks** for the **double materiality assessment** that now underpins Astara’s sustainability strategy.

Astara’s climate change risk assessment and decarbonization plan will feed into the next update of the corporate risk map and reinforce Astara’s long-term commitment to operational resilience, ESG integration, and sustainable value creation.



KEY ESG-RELATED RISKS AND MITIGATION STRATEGIES INCLUDE:

- Regulatory compliance risks** (data protection, competition, tax, fraud): internal controls are in place to avoid legal penalties.
- Regulatory change risk:** ongoing regulatory monitoring ensures timely adaptation of business strategies.
- Data protection failures:** employees receive regular training to minimize data breaches.
- Country risk** (legal, environmental, economic instability): operations are diversified geographically, and macro environments are monitored.
- Errors in ESG integration across operations:** a Sustainability Committee oversees implementation and alignment.
- M&A risk:** comprehensive due diligence is carried out for all mergers and acquisitions.
- Client credit risk:** standardized procedures for client assessments are applied
- Revenue loss from EV growth:** post-sales services are adapted to EV trends and customer needs.
- Margin pressure:** pricing and cost strategies are regularly reviewed.
- Remote work adaptation:** digital tools and support are provided to sustain productivity and employee wellbeing.
- Workplace accidents:** country-level training and safety protocols are reinforced.
- Financial and sustainability reporting errors:** Astara uses the Workiva platform to enhance consistency, reliability, and traceability of reporting, while assigning clear roles and responsibilities.
- Reporting deadline breaches:** defined accountability and monitoring mechanisms ensure deadlines are met.
- Physical risks from extreme weather events:** Astara’s climate risk assessment is described in our Environment chapter. For detailed information, please [click here](#).
- Transition risks from decarbonization:** ongoing tracking of policies and actions supports adaptation to a low-carbon economy. For detailed information, please [click here](#).

5.3. Preventing Corruption and Bribery: A Zero-Tolerance Approach

#G1-3
Prevention and detection of corruption and bribery

At Astara, we maintain a zero-tolerance policy towards corruption and bribery.

This commitment is formalized through our **Anti-Corruption and Anti-Bribery Corporate Policy**, which sets the framework for identifying, preventing and addressing corrupt practices across our global operations. The policy defines key responsibilities, governance structures and preventive measures to ensure compliance at all organizational levels.

Our commitment goes beyond national regulations. Astara adheres to international standards such as the **U.S. Foreign Corrupt Practices Act (FCPA) and the OECD — Convention on Combating Bribery of Foreign Public Officials in International Business Transactions**, reinforcing our ambition to operate with the highest integrity globally.

5.3.1. Risk-based Controls and Due Diligence

To prevent corruption effectively, Astara has established a set of robust controls, procedures and systems based on risk assessment.

These mechanisms aim to detect and mitigate risks related to bribery and financial misconduct, including interactions with both domestic and foreign public officials.

- Third-party payments are closely monitored, ensuring that invoices reflect contracted amounts and that funds are transferred only to verified bank accounts held by the corresponding business partners.
- Cash payments are strictly prohibited, with enforcement aligned with applicable legal thresholds.
- All supplier and partner payments must correspond to services or goods duly received and authorized, with prior validation of agreed-upon prices and contract terms.

In addition, **anti-corruption clauses** are systematically included in all contracts signed with third parties, reinforcing compliance expectations from the outset of any partnership.

5.3.2. Integration in Procurement and Supplier Onboarding

Astara’s anti-corruption framework extends to the supply chain. As part of our supplier approval process, we implemented a **compliance questionnaire via our FullStep purchasing platform**.

Suppliers must disclose any adverse references related to corruption or money laundering to be eligible for onboarding.

This mechanism strengthens our due diligence process and reinforces our commitment to working only with partners that share our integrity and compliance standards.



#G1-4

Confirmed incidents of corruption and corrective actions taken

5.3.3. Awareness and Capacity Building

Astara recognizes that compliance begins with people. Our **2024 Compliance Training Plan** includes dedicated content on the **prevention of corruption and money laundering**, reinforcing awareness across the organization and ensuring that employees understand their role in upholding ethical business practices.

These trainings are part of a broader learning ecosystem and are delivered in **accessible, engaging formats** to maximize reach and effectiveness. In 2024, we developed and shared a set of **infographics, explanatory videos**, and **knowledge checks** covering key topics in business ethics, including anti-corruption and anti-bribery practices.

As a result,
74% of employees
completed
the ethics test.

→ **For more information, please refer to:**
Table 'Completion of the Compliance Training Plan rates per country' ([Tab N°16](#))

5.3.4. Accounting and Financial Controls

Astara enforces a comprehensive set of internal financial controls to detect and prevent irregularities. These include:

- All bank accounts used must be registered under official Group accounts.
- Invoices are only approved when linked to authorized and delivered goods or services.
- Verification of payee identity before authorizing payments.
- No approval of unauthorized or undocumented payments.

These measures ensure alignment between contractual obligations, operational execution and financial documentation, reducing exposure to corruption risks and financial misreporting.



5.3.5. Performance:
Zero Incidents Reported

In 2024, Astara recorded zero confirmed cases of corruption or bribery.

This outcome reflects the effectiveness of our preventive systems and our organizational culture of ethical conduct and transparency.

We continue to review and enhance our controls regularly to adapt to evolving risks and regulatory developments, ensuring that Astara remains a trustworthy and responsible global business.

5.4. Upholding Human Rights across Our Operations

#GOV4
Statement on
due diligence

Astara is committed to respecting human rights as recognized in the **Universal Declaration of Human Rights**, the **Fundamental Principles and Rights at Work of the International Labour Organization (ILO)**, and the **United Nations Global Compact**, as well as any documents that may update or complement these frameworks.

This commitment is formalized through our Human Rights Corporate Policy, which sets out the responsibilities of Astara, its subsidiaries and employees in relation to national and international human rights standards, particularly in the context of our business activities.

Oversight of this policy is entrusted to the **Corporate Compliance Committee** or its equivalent in each jurisdiction where Astara operates, ensuring local accountability and global consistency.

Human rights principles are integrated into our internal policies and in our relationships with third parties, including contractors, suppliers, and business partners. These principles emphasize **business ethics, equal treatment, and fair working conditions**.

Astara is strongly committed to upholding the principles established in the ILO’s core conventions. We recognize and respect the right of all

employees to freely associate and to engage in collective bargaining, in accordance with the applicable legal frameworks in each country where we operate. We actively foster an open and transparent dialogue culture, which encourages mutual collaboration and the advancement of employees’ rights and needs.

We are also dedicated to promoting **equal opportunities** and maintaining an **inclusive workplace**, free from any form of discrimination on the basis of gender, origin, religion, sexual orientation, disability, or any other personal condition, as detailed in previous sections.

Furthermore, Astara applies a **zero-tolerance approach to any form of forced or compulsory labor**, ensuring that all employees work freely and voluntarily across all our operations.

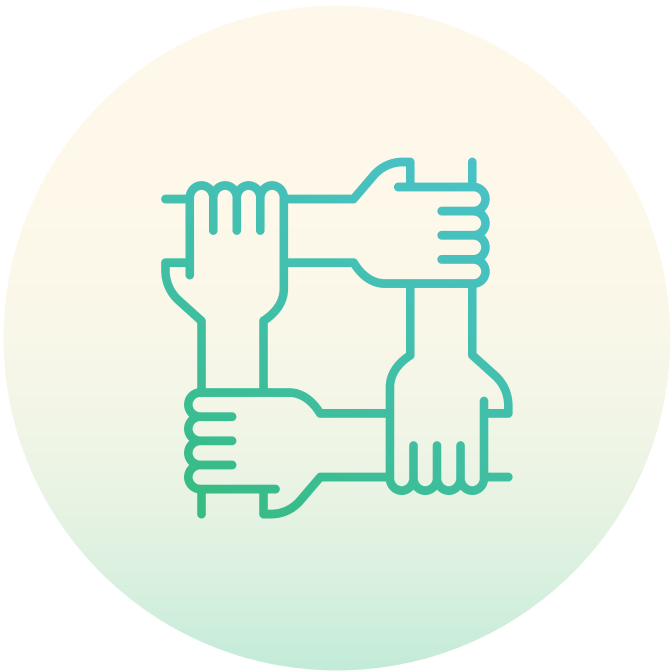
Our commitment to the ILO’s fundamental principles is not only a legal obligation but a reflection of Astara’s core values of **respect, integrity, and sustainability**. We continue to strengthen our practices to ensure that human rights are respected across every aspect of our business.



#S1-17
Incidents,
complaints and
severe human
rights impacts

5.4.1. Human Rights Performance Results

In 2024, as in 2023,
no human rights-related incidents were reported
at Astara. This reinforces
the effectiveness of
our internal culture and
systems in upholding
ethical standards across
the organization.



Our colleagues from Astara's headquarters

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6.

Astara’s ESRS Voluntary Disclosure

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	BP-2	Disclosures in relation to specific circumstances	7
	GOV-1	The role of the administrative, management and supervisory bodies	9
	GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	14
	GOV-3	Integration of sustainability-related performance in incentive scheme	10
	GOV-4	Upholding Human Rights across our operations	
	GOV-5	Risk management and internal controls over sustainability reporting	11
	IRO-1	Description of the process to identify and assess material impacts, risks and opportunities	13-14
	IRO-2	Materiality determination and coverage in the sustainability statement	14-19
	SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	29
ESRS E1 Climate Change	SBM-1	Strategy, business model and value chain	21-23
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	E1-1	Transition plan for climate change mitigation	32-35
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	E1-3	Actions and resources in relation to climate change policies	37-40
	E1-4	Targets related to climate change mitigation and adaptation	36
	E1-5	Energy consumption and mix	45-46
	E1-6	Gross Scopes 1, 2, 3 and Total GHG emissions	43-44
	E2-2	Actions and resources related to pollution	47-48
ESRS E2 Pollution			
ESRS E3 Water & Marine Resources	E3-2	Actions and resources related to water and marine resources	49
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ESRS E4 Biodiversity	ESRS 2 IRO-1	Description of processes to identify and assess material biodiversity and ecosystem-related impacts, risks and opportunities	14
ESRS E5 Resource Use and Circular Economy	E5-2	Actions and resources related to resource use and circular economy	52
	E5-5	Resource outflows	51
ESRS S1 Own Workforce	ESRS 2 SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	54

TOPIC	ESRS CODE	DESCRIPTION	PAGE
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	S1-3	Processes to remediate negative impacts and channels for own workforce to raise concerns	70, 86
	S1-4	Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	55-66
	S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	61
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	S1-9	Diversity metrics	55
	S1-10	Adequate wages	62
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	S1-16	Compensation metrics (pay gap and total compensation)	62
	S1-17	Incidents, complaints and severe human rights impacts	92
	S2-1	Policies related to value chain workers	86
ESRS S2 Value chain workers	S2-3	Processes to remediate negative impacts and channels for value chain	86
	S4-2	Processes for engaging with consumers and end-users about impacts	77, 80
	S4-3	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	77
	S4-4	Taking action on material impacts on consumers and end- users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	78-79
ESRS S4 Consumers and end-users			
ESRS G1 Business Conduct	ESRS 2 GOV-1	The role of the administrative, supervisory and management bodies	85
	G1-1	Corporate culture and Business conduct policies and corporate culture	95
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	G1-3	Prevention and detection of corruption and bribery	89
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Note: This report has been prepared with reference to the European Sustainability Reporting Standards (ESRS).



Astara’s SFDR Voluntary Disclosure

SFDR				REPORTED DATA		ASTARA'S COMMENT	MATERIAL TOPIC
TOPIC	INDICATORS	PARAMETER	UNIT	2024	2023		
Greenhouse gas emissions	GHG emissions	Scope 1 GHG emissions	tCO2e	5.992	6.817	—	Climate Change
	GHG emissions	Scope 2 GHG emissions	tCO2e	Location-based: 1.832 Market-based: 637	Location-based: 2.569 Market-based: 1.243	—	Climate Change
	GHG emissions	Scope 3 GHG emissions	tCO2e	8.337.861	8.373.122	—	Climate Change
	GHG emissions	Total GHG emissions	tCO2e	Location-based: 8.345.685 Market-based: 8.344.490	Location-based: 8.382.508 Market-based: 8.381.182	For more information, please check Tab N° 3	Climate Change
	Carbon footprint	Carbon footprint	tCO2e	Market-based: 8.344.490	Market-based: 8.381.182	—	Climate Change
	GHG intensity of investee companies	GHG intensity of investee companies	tCO2e/Million EUR of revenue	1.669	1.612	—	Climate Change
	Exposure to companies active in the fossil fuel sector	Share of investments in companies active in the fossil fuel sector	Monetary	0	0	As a vehicle distributor, we focus on selling vehicles and providing mobility-related services, with no direct operations in fossil fuel production or supply.	Climate Change
	Share of non-renewable energy consumption and production	Share of non-renewable energy consumption and non-renewable energy production of investee companies from non-renewable energy sources compared to renewable energy sources, expressed as a percentage of total energy sources	%	74%	81%	The 2023 figure (60%) reflects the prior criteria; the 2023 KPI was updated to 81% under the SFDR-aligned methodology.	Climate Change
	Energy consumption intensity per high impact climate sector	Energy consumption in GWh per million EUR of revenue of investee companies, per high impact climate sector	GWh/ Million EUR of revenue	0,007	0,007	Sector G: Wholesale/ retail/ repair of vehicles – Energy consumption intensity	Climate Change
Biodiversity	Activities negatively affecting biodiversity-sensitive areas	Share of investments in investee companies with sites/ operations located in or near to biodiversity-sensitive areas where activities of those investee companies negatively affect those areas	EUR	Not material	Not material	Biodiversity impacts not considered material following IRO mapping and sectoral analysis; aligned with ESRS requirements	Not material
Water	Emissions to water	Tonnes of emissions to water generated by investee companies per million EUR invested, expressed as a weighted average	Metric tonne	No availability	No availability	We are enhancing our GHG emissions measurement to evaluate and report them the near future	Pollution
Waste	Hazardous waste and radioactive waste ratio	Tonnes of hazardous waste and radioactive waste generated by investee companies per million EUR investee companies per Million EUR invested expressed as a weighted average	Metric tonne	757	715	—	Circular economy and waste management

Note: This report includes the mapping table aligned with the Sustainable Finance Disclosure Regulation (SFDR), facilitating access to relevant information for investors.

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Astara’s SFDR Voluntary Disclosure

SFDR				REPORTED DATA		ASTARA'S COMMENT	MATERIAL TOPIC
TOPIC	INDICATORS	PARAMETER	UNIT	2024	2023		
Social and employee matters	Violations of UN Global Compact principles and Organisation for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises	Share of investments in investee companies that have been involved in violations of the UNGC principles or OECD Guidelines for Multinational Enterprises	#	0	0	Not involved in violations of the UNGC principles or OECD Guidelines for Multinational Enterprises.	Corporate culture
	Lack of processes and compliance mechanisms to monitor compliance with UN Global Compact principles and OECD Guidelines for Multinational Enterprises	Share of investments in investee companies without policies to monitor compliance with the UNGC principles or OECD Guidelines for Multinational Enterprises or grievance /complaints handling mechanisms to address violations of the UNGC principles or OECD Guidelines for Multinational Enterprises	-	0	0	Astara's Compliance Framework includes a Code of Ethics, Anti-Corruption Policy, Data Protection Policy, and Human Rights Policy. Through our Ethical Channel, stakeholders can report concerns confidentially. All reports are investigated in line with our policies, ensuring protection against retaliation and alignment with UNGC principles and OECD Guidelines.	Corporate culture
	Unadjusted gender pay gap	Average unadjusted gender pay gap of investee companies	%	23%	23%	Despite the challenging business scenario, Astara stabilized the gender pay gap at 23% in both 2024 and 2023 – representing 3% points improvement compared to 26% in 2022.	Employee working conditions
	Board gender diversity	Average ratio of female to male board members in investee companies, expressed as a percentage of all board members	%	10%	0%	—	Corporate culture
	Exposure to controversial weapons (anti-personnel mines, cluster munitions, chemical weapons and biological weapons)	Share of investments in investee companies involved in the manufacture or selling of controversial weapons	Monetary	0	0	Astara does not have exposure to controversial weapons.	Not material

Note: This report includes the mapping table aligned with the Sustainable Finance Disclosure Regulation (SFDR), facilitating access to relevant information for investors.

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Astara’s Voluntary Disclosure on TCFD, CDP & ESRS Interoperability Disclosure

TCFD		CDP		ASTARA'S ESRS VOLUNTARY DISCLOSURE		
DISCLOSURE FOCUS AREA	DESCRIPTION	QUESTION	DESCRIPTION	QUESTION	DESCRIPTION	ASTARA'S COMMENT
Governance	Describe the board's oversight of climate-related risks and opportunities	4.1.2	Identify the positions (do not include any names) of the individuals or committees on the board with accountability for environmental issues and provide details of the board's oversight of environmental issues	—	—	In 2024, Astara did not have a designated board-level committee for environmental issues Oversight was integrated within the Sustainability Committee
	Describe management's role in assessing and managing climate-related risks and opportunities	4.3.1	Provide the highest senior management-level positions or committees with responsibility for environmental issues	E1-1	Transitional plan for climate change mitigation	The Sustainability Committee is the highest-level committee with responsibility for sustainability, including climate change topics
Strategy	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term	2.1	How does your organization define short-, medium-, and long-term time horizons in relation to the identification, assessment, and management of your environmental dependencies, impacts, risks, and opportunities?	IRO-1	Description of the process to identify and assess material impacts, risks and opportunities	—
	Describe the impact of climate related risks and opportunities on the organization's businesses, strategy, and financial planning	3.1	Provide details of the environmental risks identified which have had a substantive effect on your organization in the reporting year, or are anticipated to have a substantive effect on your organization in the future			—
	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	5.1.2	Provide details of the outcomes of your organization's scenario analysis	E1-4	Targets related to climate change mitigation and adaptation	—
Risk Management	Describe the organization's processes for identifying and assessing climate-related risks	2.2.2	Provide details of your organization's process for identifying, assessing, and managing environmental dependencies, impacts, risks, and/or opportunities	IRO-1	Description of the process to identify and assess material impacts, risks and opportunities	—
	Describe the organization's processes for managing climate-related risks					
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management					
Metrics and Targets	Disclose the metrics used by the organization to assess climate related risks and opportunities in line with its strategy and risk management process	7.5.3.1	Provide details of your absolute emissions target(s) and progress made against those targets	E1-4	Targets related to climate change mitigation and adaptation	—
		7.5.3.2	Provide details of your emissions intensity targets(s) and progress made against those targets(s)			
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	7.6	What were your organization's gross global Scope 1 emissions in metric tons CO2e?	E1-6	Gross Scopes 1, 2, 3 and Total GHG emissions	—
		7.7	What were your organization's gross global Scope 2 emissions in metric tons CO2e?			
		7.8	Account for your organization's gross global Scope 3 emissions, disclosing and explaining any exclusions			
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	7.5.4.3	Provide details of your net-zero target(s);	E1-4	Targets related to climate change mitigation and adaptation	—

Source: [ESRS_E1_IG3-CDP_2024_mapping.xlsx](#)

Note: This report includes the ESRS–CDP correspondence table (18 March 2025) to increase transparency in Astara's climate-related disclosures, our most material sustainability topic. It aligns our voluntary disclosure with former TCFD recommendations, CDP, and ESRS.

MOVE.
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