

2025 Sustainability Report



IGNACIO ENCISO MERINO
CHIEF EXECUTIVE OFFICER

Message from the CEO

2025 has been a year of operational focus and consistent execution for Astara. In a complex and evolving mobility landscape, we have prioritized efficiency, strengthened our core operations, and reinforced the fundamentals that support profitable growth.

Sustainability remains a key pillar of value creation for the company. As a global specialized mobility distributor, with the majority of our emissions generated across the lifecycle of the vehicles we commercialize, our approach is clear: to improve what we directly manage while actively influencing our value chain through partnerships, data, and strategic alignment, anchored in and guided by the Ten Principles of the United Nations Global Compact (UNGC) and contributing to the Sustainable Development Goals (SDGs) across the countries where we operate.

During the year, we enhanced operational efficiency, accelerating the transition towards renewable energy, improving emissions intensity, and optimizing resource use across our markets.

These efforts reflect a disciplined approach to performance, where sustainability and efficiency go hand in hand, contributing to cost optimization, resilience, and long-term competitiveness.

Our people remain central to this transformation. We continue to foster a diverse and inclusive organization, creating an environment where talent can grow, perform, and contribute to the company's long-term success across all our markets.

At the same time, we strengthened our sustainable finance strategy as a lever to support the transformation of our business.

We will continue to execute our strategy with consistency, advancing towards our Net Zero 2045 ambition, reinforcing our resilience, and positioning Astara to capture the opportunities emerging from the transition to sustainable mobility.

Contents

1. Executive Summary	2. General Information	3. Environmental	4. Social	5. Governance	6. Appendix
	<ul style="list-style-type: none">2.1 About this Report2.2 Sustainability Governance2.3 Strategy	<ul style="list-style-type: none">3.1 Climate Change3.2 Climate Risk Analysis3.3 Astara's Emissions Performance3.4 Transforming our Energy Mix3.5 Pollution Management3.6 Water Management3.7 Waste Management and Circular Operations	<ul style="list-style-type: none">4.1 Driving Performance Through Talent4.2 Community Impact4.3 Commitment to Customer Experience4.4 Information Security & Data Protection	<ul style="list-style-type: none">5.1 Fostering Ethical Leadership and Responsible Conduct	



A large billboard for Astara is the central focus of the image. The billboard is dark with the word 'astara' in a large, white, lowercase sans-serif font. Below it, the slogan 'For the love of movement' is written in a smaller, white, lowercase sans-serif font. In the bottom right corner of the billboard, the website 'astara.com' is visible. The billboard is supported by a metal structure with several spotlights. The background is a clear blue sky. On the right side of the image, there is a blurred view of a building's window frame.

astara

For the love of movement

astara.com

01.

Executive Summary



FERNANDO PARDILLO
GLOBAL HEAD OF SUSTAINABILITY

Sustainability as a Lever for Value Creation

2025 was marked by macroeconomic volatility and increasing regulatory uncertainty. In this context, Astara adopted a disciplined and proactive approach, turning complexity into an opportunity to strengthen a sustainability strategy fully aligned with the business and focused on value creation.

Our 2025–2026 sustainability roadmap is structured around four strategic pillars: accessing sustainable finance, supporting business growth, improving efficiency, and strengthening social impact. This approach embeds sustainability into the core levers of performance.

In financing, we reached a key milestone with the development of Astara’s Sustainable Finance Framework, supported by a Second Party Opinion from Moody’s. This strengthens our ability to align financial resources with ESG objectives, enhancing access to competitive financing and supporting the transition towards electrified mobility.

In business growth, we are expanding the availability of battery electric vehicles (BEVs) and increasing their share within our overall sales mix. In Q4 2025, BEVs accounted for 13% of our wholesale volume.

This transition in our commercial portfolio is a key driver of our decarbonization strategy, translating business decisions into measurable climate outcomes. In 2025, we achieved a 28% reduction in Scope 1 and 2 emissions vs. 2022, remaining on track to reach our –42% target by 2035. Scope 3 emissions intensity¹ decreased by 14% vs. 2022, reflecting the structural characteristics of our business model and reinforcing the importance of continued engagement across our value chain. While this remains a key area of focus, we are addressing it through a consistent, data-driven, and proactive approach aligned with our Net Zero strategy.

1. Scope 3 decarbonization targets apply to 95% of Scope 3 emissions, focusing on the most material Scope 3 categories: 3.1 (Purchased Vehicles), 3.11 (Use of sold products) and 3.12 (End-of-life treatment of sold products).

At the same time, market conditions for the large-scale adoption of BEVs continue to strengthen, driven by improving cost competitiveness, expanding charging infrastructure, a broader range of available models, and evolving energy price dynamics, supporting the continued acceleration of this transition.

Efficiency, data quality, and governance remain critical enablers. In 2025, we strengthened our data management, enhancing consistency across our operation. At the same time, we advanced our energy transition, with 86% of renewable energy in our buildings.

In parallel, we participated in the EcoVadis ESG rating assessment for the first time, achieving a score of 56/100, outperforming the global average (48th percentile) among over 130,000 companies rated. This marks a solid baseline for our continuous improvement journey.

Social impact continues to evolve alongside our business.

In 2025, we maintained our flagship inclusion initiative for people with disabilities in Chile, while advancing in our second-life battery programme delivering tangible community impact. Key milestones included supporting community kitchens in Palmira and extending access to energy to a school in Cauca. These initiatives reinforce our conviction that Astar's social impact is intrinsically linked to our business model, contributing to inclusive and responsible growth across more than 2,800 employees worldwide.

Looking ahead, 2026 will be a year of execution: leveraging sustainable finance to support business growth, accelerating operational efficiency, and scaling impact through initiatives closely linked to our core activities. Through this integrated approach, sustainability will continue to act as a driver of resilience, competitiveness, and long-term value creation.



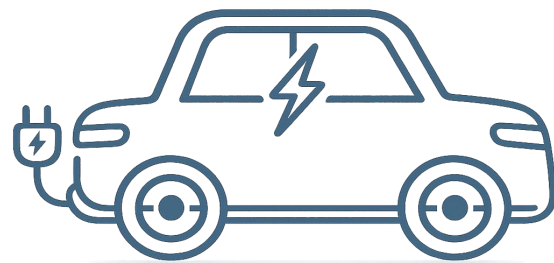
2025 Sustainability Highlights

BUSINESS OVERVIEW

€5B
of net revenue¹

10.5%
BEV sales share

c.220k
vehicles sold



ENVIRONMENT

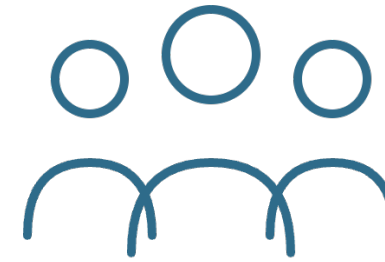
-28%
Scope 1 & 2 emissions since 2022

-14%
Scope 3 emissions intensity² since 2022

28% BEV Corporate fleet³ 86% Renewable Energy

- **Net Zero by 2045** (Scope 1, 2 & 3) vs. 2022.
- **42% absolute reduction** (Scope 1 & 2) by 2035.
- **50% emissions intensity reduction⁴** (Scope 3) by 2035.

SOCIAL



31%
Women vs. 18% automotive sector average⁵

50+ Nationalities

2,800+
Employees

- **Astara ReCharge+** Second-life EV battery programme bringing clean energy access to vulnerable women-led communities and schools in Colombia.

GOVERNANCE

EcoVadis ESG rating assessment

56/100
Good



75%
Compliance training completion rate

- **Sustainable Finance Framework & SPO rated by Moody's** Use of Proceeds (Very Good) + Sustainability-Linked (Good)



MOVE It's your right!

1. Net revenue corresponds to the figure reported in Astara's 2025 Consolidated Annual Accounts and excludes revenue from discontinued operations. All other data in this report includes discontinued operations. Therefore, economic intensity metrics have been calculated based on total revenue including discontinued operations (€5,500 million). For more information, please refer to Astara's 2025 Consolidated Annual Accounts.
 2. Economic intensity (tCO₂e/M€).
 3. Corporate Vehicle Fleet includes Commercial Cars: Vehicles used for promotional purposes. And Employee Cars: Vehicles provided to employees as a benefit.
 4. Scope 3 decarbonization targets apply to 95% of Scope 3 emissions, focusing on the most material Scope 3 categories: 3.1 (Purchased Vehicles), 3.11 (Use of sold products) and 3.12 (End-of-life treatment of sold products).
 5. Deloitte & Automotive News. Diversity, Equity, and Inclusion in Automotive Study.

02.

General Information

- 2.1** About this Report
- 2.2** Sustainability Governance
- 2.3** Strategy

2.1 About this Report

#BP-1
Basis for preparation of the sustainability statement

This 2025 Sustainability Report outlines the progress Astara has made in advancing its sustainability strategy, following a double materiality approach.



This report has been prepared with reference to the Draft Simplified 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 (Carbon Disclosure Project) correspondence table, published on 18 March 2025, to enhance the transparency of our climate-related disclosures, which represent 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. The report highlights the foundations that support the company's strength and growth, based on a sustainable market positioning across all corporate levels.

To improve the readability of the 2025 data, Astara has prepared an Excel file with all quantitative data, available for download [here](#).

Unless otherwise indicated, the data in this report corresponds to the period from 1 January to 31 December 2025. 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 global operations, including upstream and downstream elements of its value chain.

Astara's carbon emissions inventory for the 2025 calendar year has been externally assured by SGS. In 2025, 2024 Scope 2 heating emissions were restated to reflect previously unreported district heating data from Poland.

Metric (t CO ₂ e)	Reported 2024	Restated 2024	Difference
Poland - Heating	0,0	40,1	+40,1
Scope 2 – Heating	8,1	48,2	+40,1
Scope 2 – Total	636,7	676,8	+40,1

Further details are available in Astara's Carbon Emissions Footprint Report, [available here](#).

For more information, please refer to [the Astara's legal entities table - 2025 \(Tab N°1\)](#).



2.2 Sustainability Governance

2.2.1. Sustainability Committee Composition

#GOV-1

The role of the administrative, management and supervisory bodies in relation to sustainability

Sustainability governance at Astaro 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 70% men and 30% women. It combines strategic oversight with deep operational knowledge in areas such as environmental management, compliance, people, finance, risk, innovation, and business operations.

MEMBER	GENDER	FUNCTION
Chief Executive Officer	Male	Leads the Committee and ensures the integration of sustainability into the corporate strategy.
Chief Financial Officer	Male	Steers financial resources to drive business growth and sustainable finance and directs the execution of the sustainability strategy.
Chief People Officer	Female	Heads people and talent, enhancing Astaro's positive impact on its workforce.
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 Operating Officer Europe	Male	Acts as a regional pillar to ensure and share best practices across Europe.
Chief Operating Officer Latam	Male	Promotes the alignment and exchange of best practices across Latin America.
Global Head Sustainability	Male	Drives the implementation of the sustainability strategy and actions.
Global Head Risks and Internal Control	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. ESG Data Governance & Internal Control Framework

#GOV-4
Risk management and internal controls over sustainability reporting


At Astara, ESG data governance is structured as an internal control framework designed to ensure the integrity, consistency, and auditability of sustainability data.

In 2025, we further strengthened our internal control environment by enhancing data collection, validation, and consolidation processes across all operations.


Technology-enabled control environment

 Workiva – ESG reporting, internal control, and audit support.

 Workday – Human capital data management.

 Net Zero Cloud (Salesforce) – Environmental data tracking and consolidation.

 Fullstep – Supplier ESG performance and procurement controls.

 SAP – Primary source for emissions-related financial data.

This integrated framework ensures reliable, comparable, and decision-useful ESG information, strengthening internal control and enabling transparent and compliant disclosures.



2.3 Strategy: Driving sustainable mobility through innovation, efficiency and value creation

2.3.1. Astar's Purpose

At Astar, we believe mobility is a key driver of economic and social progress. Our purpose as an efficient distributor is to generate value across the value chain for manufacturers, customers, and financial partners by offering competitive brands, flexible financing solutions, and a comprehensive service and distribution network.

This integrated approach enables us to deliver accessible, efficient, and increasingly sustainable mobility solutions designed to improve people's everyday lives.

2.3.2. Values

Astar is driven by innovation and efficiency as core enablers of transformation. Through data-driven decision-making and a proprietary operational excellence model, we continuously enhance the effectiveness and efficiency of our automotive distribution business.

People are at the center of this transformation. We foster a culture that promotes talent, collaboration, commitment, and recognition across all markets.

We approach future challenges with courage and a forward-looking mindset, embracing disruption, collaboration, and diversity of thought to accelerate the transition toward more sustainable mobility.



2.3.3. Integrated Business Model

#SBM-1
Strategy, business
model and value
chain

Astara operates a global, asset-light distribution model, combining scale, local market expertise, and advanced technological capabilities.

This positioning enables the company to adapt to diverse market dynamics while consistently delivering value across its operations.

Its integrated mobility offering is structured around three core pillars, each contributing to the transition toward more sustainable and efficient mobility:



OWNERSHIP

Expanding Electric Mobility Solutions

Astara is a global leader in passenger and light commercial vehicle sales, **representing around 40 brands through 3,200+ dealers across 19 countries**, with a fully personalized buying experience across digital and physical channels — covering new, zero-km, and used vehicles.

In 2025, Astara's sales reached 219,964 units, representing a 12% increase compared to the previous year, with BEVs accounting for more than 10% of total sales.

The company actively partners with charging operators and supports public incentive programs to make electric mobility more accessible and cost-efficient.



FLEXIBLE RENTING

Enabling Accessible and Efficient Mobility

Astara's flexible renting model allows customers to access a vehicle entirely digitally, with subscriptions completed in minutes via its website or app.

Monthly plans cover usage, insurance, taxes, maintenance, and roadside assistance.

Operating in Spain, Portugal, Switzerland and Chile, the fleet grew by 4.5% year-on-year, reaching 3,396 vehicles in 2025.

The model supports sustainability by enabling more efficient vehicle use, extending lifecycles, and reducing the environmental impact of ownership, while also alleviating customer concerns around battery performance, resale value, and maintenance costs.



ADVISORY

Data-Driven Mobility Solutions

Through its Advisory business line, **Astara helps cities, companies, and institutions cut their carbon footprint by analyzing mobility patterns, user flows, and transportation needs** to deliver tailored recommendations on route planning, vehicle usage, and modal choices.

Its proprietary digital tools and consulting capabilities guide clients toward sustainable mobility models aligned with their climate and urban goals, positioning Astara at the center of the mobility value chain, driving efficiency, sustainability, and long-term value creation.

2.3.4. Astara's 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. The company acts as a key intermediary between leading global manufacturers and customers, whether individuals, companies, or public institutions, offering a wider array of services that include vehicle distribution, flexible renting, and advisory.



UPSTREAM Trusted Partners for Sourcing

Astara acquires vehicles and spare parts through Distribution agreements from major International Automotive manufacturers.

These goods are transported via sea, rail, road, or air, depending on the origin and destination, by top-tier logistics providers.

MIDSTREAM Logistics and Last-Mile Optimization

Once in the target market, they are stored in logistics centers or compounds managed by our local partners – or, in some cases, directly operated by us – until ready for sale or delivery.

When ready, vehicles and spare parts are distributed to Astara's authorized dealer network, which includes both independent and company-owned dealerships. Transport is coordinated by vehicle logistics firms contracted by Astara. This stage is critical to ensuring operational efficiency, brand integrity, and a seamless customer journey.

DOWNSTREAM Multi-channel Customer Engagement

Vehicles are sold to end customers through our physical and digital channels, either directly or via our dealers.

In the case of flexible renting, Astara contracts directly with individual users or businesses, offering a fully digital experience tailored to evolving mobility needs.

Understanding Our Stakeholders

#SBM-2
Interests and views of stakeholders

Astara operates across multiple mobility solutions, each shaped by diverse stakeholder ecosystems. Mapping their roles, expectations, and influence is essential to delivering value throughout our operations.

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, shaping demand, expectations, and the evolution of our services.

STAKEHOLDERS IN THE FLEXIBLE RENTING MODEL

Flexible renting leverages the B2B infrastructure to offer tailored access to mobility. Key stakeholders include:

Individual users

Customers who subscribe to vehicles under flexible usage terms.

Companies

Organizations that integrate flexible renting-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.

#SBM-2
Interests and views
of stakeholders

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.



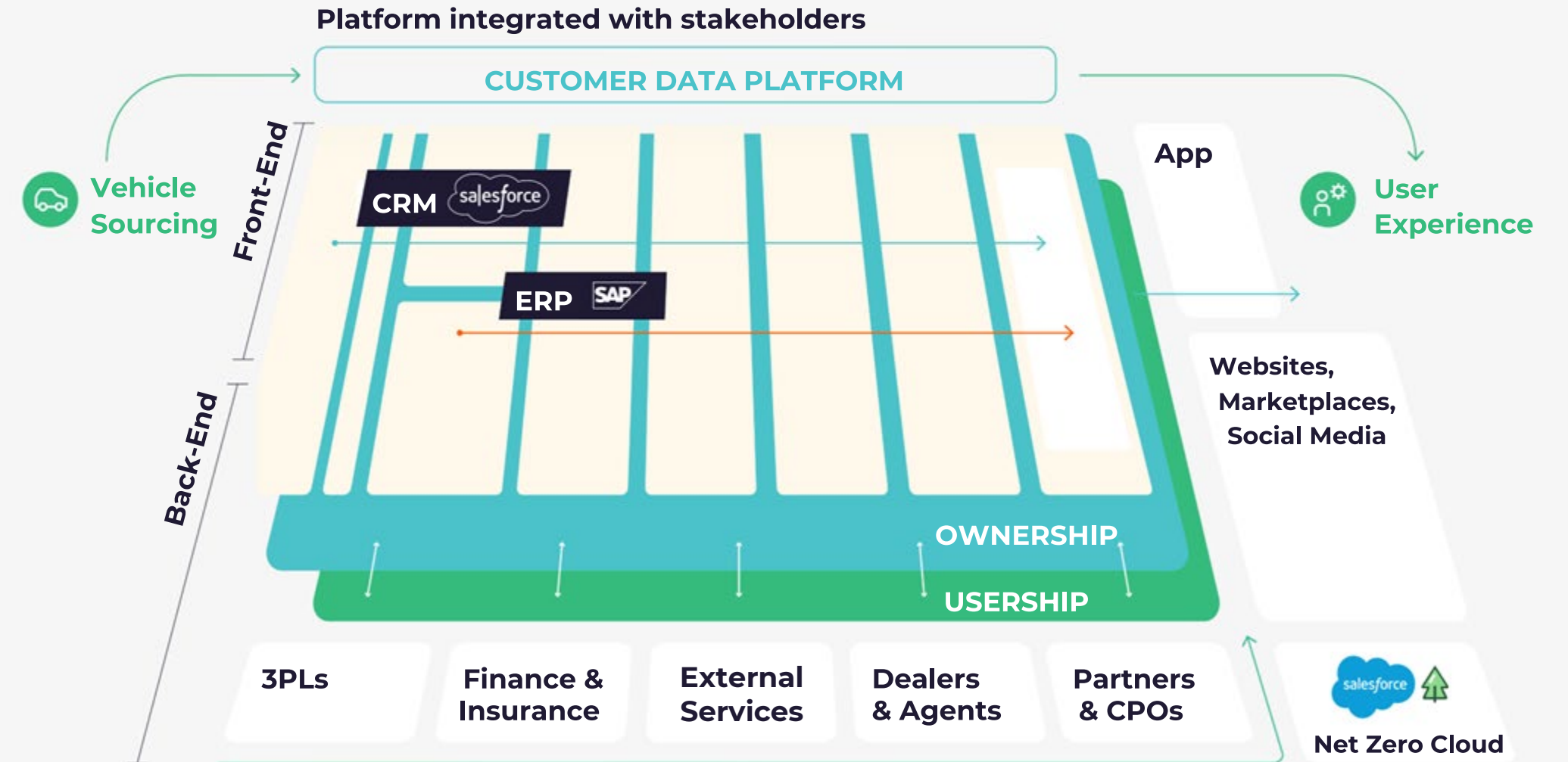
2.3.5. Fueled by Technology

Astara's evolution is powered by a robust digital backbone – Astara Platform, our proprietary operational ecosystem. It brings together our entire value chain, bridging internal processes with partners, suppliers, and customers across all markets.

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

Through direct interaction with customers via our digital channels, we gain valuable insights into their mobility preferences and behaviours – data that allows us to tailor solutions, sharpen decision-making, and strengthen our own sustainability metrics, from fleet electrification to logistics optimization.

Astara Platform: Value Chain & Operational Ecosystem



2.3.6. Sustainability as a Strategic Driver

Sustainability is fully embedded in Astara's business model and acts as a key driver of growth, efficiency, and long-term value creation.

Astara captures opportunities from the transition to low-carbon mobility while actively managing climate-related risks across its operations and value chain. Its double materiality approach identifies climate change as the most material topic, guiding capital allocation and strategic priorities in alignment with the United Nations Global Compact (UNGC).

Business Model Transformation



Astara is accelerating the transition toward electrified and user-centric mobility. This includes expanding its portfolio of electric vehicles, strengthening partnerships with manufacturers and charging infrastructure providers, and lowering entry barriers to adoption through flexible renting models.

Operational Excellence



The company is focused on improving operational efficiency while reducing its environmental footprint. Key priorities include fleet electrification, energy efficiency, and increasing the use of renewable energy, supporting its Net Zero 2045 ambition.

People, Data and Capabilities



Astara leverages data, digital capabilities, and talent to enhance decision-making and drive efficient execution, supporting long-term performance and the transition to a low-carbon business model.



2.3.7. Sustainable Finance



Sustainable Finance as a Strategic Enabler

In 2025, Astara began developing its Sustainable Finance Framework to better align its financing strategy with its climate transition and business growth ambitions, with the launch expected in the first quarter of 2026.

The Framework provides a structured and credible approach to access sustainable financing, linking financial resources to the decarbonisation of operations and the evolution of its mobility offering.

It channels investment toward key business priorities, including electric mobility, energy efficiency, and renewable energy, directly supporting Astara's transition to a low-carbon mobility ecosystem and reinforcing its competitive positioning in a rapidly evolving market.

The Framework covers both:

-  Green financing, focused on funding eligible projects such as electric mobility, energy efficiency, and renewable energy; and
-  Sustainability-linked financing, where financial conditions of the business funding are directly tied to the achievement of key sustainability targets.




This approach enables Astara to directly link financial performance with climate action, transforming regulatory and market pressures into opportunities for innovation, growth, and differentiation.

To ensure credibility and alignment with investor expectations, the Framework has been independently validated by Moody's Ratings through a Second-Party Opinion (SPO), confirming its alignment with leading market standards, including the ICMA and LMA principles, and its contribution to the Paris Agreement's well-below 2°C trajectory.

The allocation of proceeds, financed projects, and associated environmental impacts will be disclosed on an annual basis through this Sustainability Report, ensuring full traceability and accountability to investors and stakeholders.

Key Performance Indicators (KPIs)

Astara has defined a set of core KPIs aligned with its Decarbonisation strategy and business model

KPI	TARGET	DEADLINE
 BEV sales share	20% of total retail vehicles sold	2030
 Scope 1 & 2 emissions	-42% absolute reduction (base 2022) Paris-Aligned	2035
 Scope 3 intensity	-50% intensity (tCO ₂ e/M€) (base 2022) Paris-Aligned	2035

These indicators reflect the most material drivers of Astara's environmental impact and are directly linked to its transition toward a more sustainable mobility offering, reinforcing sustainability as a driver of financial performance and long-term value creation.

2.3.8. Structuring Sustainability Priorities Through Double Materiality

#IRO-1

Description of the process to identify and assess material impacts, risks and opportunities

In 2024, Astara reinforced its sustainability commitment by anticipating regulation and conducting a comprehensive double materiality assessment, the cornerstone of the Corporate Sustainability Reporting Directive (CSRD - EU Regulation 2022/2464).

This exercise served as the foundation for updating sustainability strategy and establishing clear ESG priorities.

With Deloitte's support, the assessment built on materiality analysis originally performed in 2022, incorporating internal documents, industry benchmarks, and sector-specific risks. The scope covered all Astara business lines and geographies, including upstream and downstream value chain elements.

A total of 120 sustainability-related topics were identified, covering environmental, social, and governance dimensions, classified according to 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 risk 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.

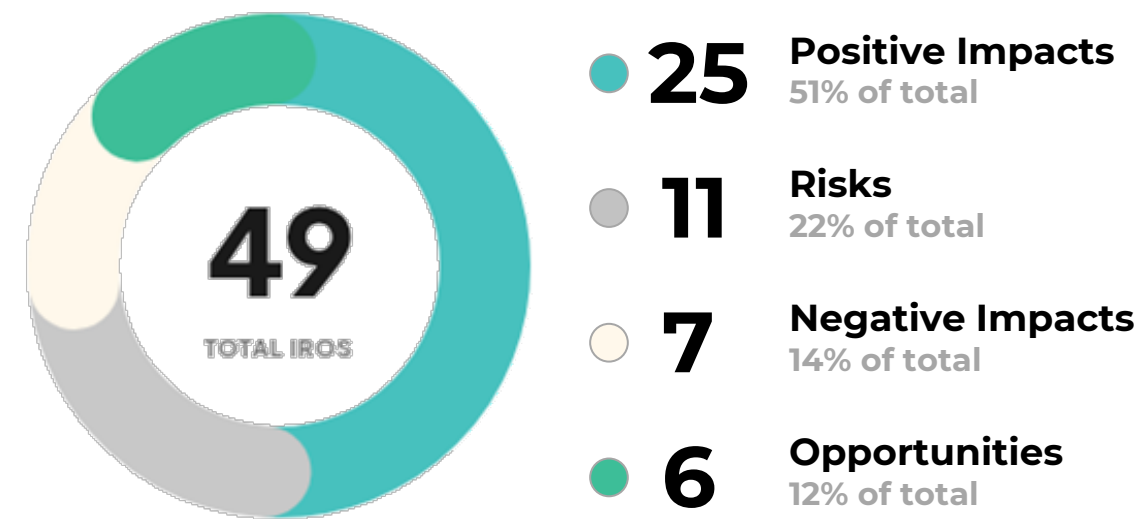
The final prioritization was subject to expert review and formally approved by the Sustainability Committee.

Key Results of the Double Materiality Assessment

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

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

Material ESG Priorities Identified

Climate change was ranked the most critical topic, reflecting both environmental and financial implications of Astara's operations and informing ambitious sustainability objectives: from carbon footprint reduction and fleet electrification to zero-emissions solutions across our customer base.

Based on IRO mapping and sector-specific analysis, Biodiversity and Impacts on affected communities were not considered material to Astara's business model. This determination aligns with our operational nature and applicable ESRS requirements.

Adapting Double Materiality to Evolving Regulatory Expectations

In 2025, regulatory developments, including the CSRD “stop-the-clock” mechanism, led to adjustments in implementation timelines across the market. Astara proactively monitored these changes, ensuring continued alignment with evolving regulatory expectations.

In 2026, Astara will update its Double Materiality Assessment to reflect regulatory simplifications, methodological refinements, and increased market maturity.

Astara's Material Impacts, Risks, and Opportunities

E1 CLIMATE CHANGE

#IRO-2
Material impacts, risks and opportunities and disclosure requirements included in the sustainability statement

#E1-2
Identification of climate-related risks and scenario analysis

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-emissions 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 - climate related transition risk	Potential changes in government political 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 - climate related transition 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 Decarbonisation 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 cause by upstream operations.
Risk - climate-related physical 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 - climate related transition risk	Reputational damage from failure to meet carbon reduction targets.	Potential negative financial effect on Astara's operation.
Risk - climate related transition 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
Material impacts, risks and opportunities and disclosure requirements included 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.

Astara's Material Impacts, Risks, and Opportunities

S1 EMPLOYEES' WORKING CONDITIONS

#IRO-2
Material impacts, risks and opportunities and disclosure requirements included in the sustainability statement

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.

Astara’s Material Impacts, Risks, and Opportunities

#IRO-2
Material impacts, risks and opportunities and disclosure requirements included in the sustainability statement

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 operations.
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.

Astara's Material Impacts, Risks, and Opportunities

#IRO-2
Material impacts, risks and opportunities and disclosure requirements included in the sustainability statement

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.

03.

Environmental

- 3.1** Climate Change
- 3.2** Climate Risk Analysis
- 3.3** Astar's Emissions Performance
- 3.4** Transforming our Energy Mix: Efficiency and Renewable Progress
- 3.5** Pollution Management: Monitoring and Reducing Operational Emissions
- 3.6** Water Management: Driving efficiency across operations
- 3.7** Waste Management and Circular Operations

3.1 Climate Change

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

#E1-4

Policies related to climate change mitigation and adaptation



#E1-9

GHG removals and GHG mitigation projects financed through carbon credits



Astara's emissions profile is fundamentally shaped by its asset-light distribution model, where most of the environmental impact lies beyond its direct operational control.

In practice, this means that most of the company's emissions are not generated by its own activities, but across the lifecycle of the vehicles it distributes. As a result, approximately 99.9% of total emissions are generated across the value chain (Scope 3), primarily driven by:

-  The use of sold vehicles, representing 69% of total emissions.
-  The production of purchased vehicles, accounting for 25%.

Together, these two categories account for 94% of Astara's total Scope 3 emissions. This concentration clearly indicates where the company's most material climate impacts, and therefore its main decarbonisation levers, are located.

By contrast, emissions from Astara's own operations (Scope 1 and 2), such as energy consumption and corporate fleet, represent a limited share of the total footprint. While these emissions remain important for operational efficiency and cost management, they are not the primary drivers of climate-related risk.

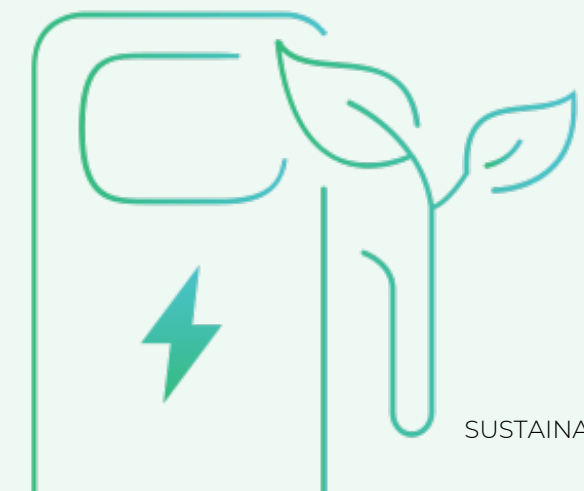
This structural footprint directly informs Astara's climate strategy, aligned with the [Sustainability Corporate Policy](#).

Rather than focusing only on internal reductions, the company prioritizes value chain engagement as its main decarbonisation pathway. This includes helping the transition towards low- and zero-emission vehicles, working closely with OEM partners, and supporting customer adoption across its markets.

At the same time, Astara continues to reduce its operational emissions through electrifying its vehicle fleet, energy efficiency measures and increased sourcing of renewable electricity.

This dual approach, combining operational improvements with value chain transformation, underpins Astara's Net Zero 2045 strategy. In line with best practices, Astara prioritises direct decarbonisation measures, with carbon offsetting considered only for residual emissions.

The strategy is aligned with the European Green Deal and supports the EU's ambition to reduce greenhouse gas emissions by 90% by 2050 (vs. 1990 levels), while positioning the company to respond to evolving regulation, market dynamics and increasing climate expectations from financial stakeholders.



3.2 Climate Risk Analysis

#E1-1
Transition plan for climate change mitigation

#E1-2
Identification of climate-related risks and scenario analysis

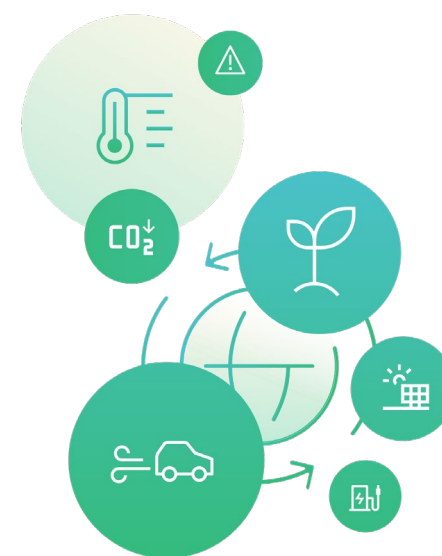
Astara's climate risk assessment is a core component of its Net Zero 2045 strategy and is fully integrated into its Enterprise Risk Management framework.

The analysis follows the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and is based on two IPCC climate scenarios (SSP2-4.5 and SSP5-8.5), representing moderate and high emission pathways.

→**SSP2-4.5:** Moderate emissions, projecting a global temperature rise of 2.1–3.5°C by 2100. Emissions follow a “middle-of-the-road” trajectory, rising until mid-century and then declining, with limited policy or technological disruption.

→**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). This scenario implies severe environmental, economic and social impacts.

The assessment covers 72 key sites across 16 countries, representing approximately 87% of total revenue, including both own operations and critical value chain assets. Risks were assessed across short-, medium- and long-term horizons based on likelihood and potential impact and are classified into physical and transition risks.



3.2.1. Physical Risks

#E1-1
Transition plan for climate change mitigation

#E1-2
Identification of climate-related risks and scenario analysis

#E1-3
Resilience in relation to climate change

Astara assessed seven climate-related physical risks, following the UNEP Finance Initiative methodology, of which three were identified as critical: flooding, extreme precipitation and water 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 and risk mitigation for physical risks

To mitigate these risks, Astara has implemented targeted measures aligned with our insurance partners and risk management best practices:

→ 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.

UNEP FI Methodology: Seven Key Climate-Related Physical Risks



FLOODING



EXTREME PRECIPITATION



DROUGHT STRESS



WILDFIRE



HURRICANES & TYPHOONS



SEA LEVEL RISE



TROPICAL CYCLONES

Critical risks

3.2.2. Transition Risks

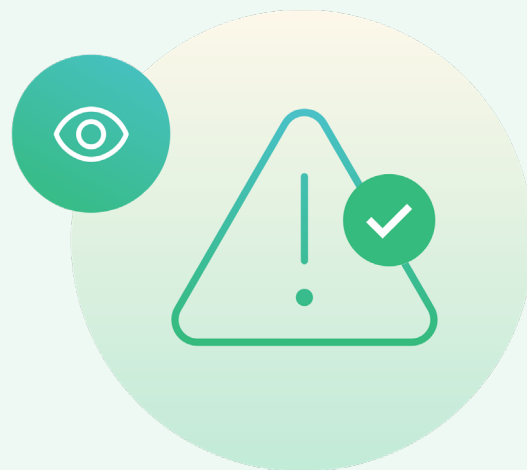
#E1-1
Transition plan for climate change mitigation

#E1-2
Identification of climate-related risks and scenario analysis

#E1-3
Resilience in relation to climate change

#E1-10
Internal carbon pricing

Astara has identified ten transition risks, of which five are considered material in the medium term, reflecting their potential financial and strategic impact. A detailed overview of the assessment and corresponding responses is provided in the adjacent table.



Overall, Astara's exposure to climate-related risks is mitigated by its flexible business model, diversified portfolio and proactive strategic approach, enabling the company to navigate the transition towards a low-carbon economy with resilience.

TRANSITION RISK	MATERIALITY	STRATEGIC POSITIONING
Industry cost adjustments		The transition towards electrified vehicles may temporarily impact cost structures across the value chain, including higher production and logistics costs. Astara's flexible, asset-light model and diversified portfolio position the company to adapt efficiently and maintain competitiveness over time.
GHG emissions pricing and penalties		Astara's direct exposure to carbon pricing mechanisms is limited , in line with its asset-light distribution model. Potential indirect impacts (e.g. logistics costs) are expected to be limited and manageable . Consequently, the company has not implemented an internal carbon pricing mechanism, as it is not currently considered a material management tool, while continuing to monitor evolving regulations and manage its carbon footprint to reduce future exposure across relevant geographies.
Limited access to green finance		As financial institutions increasingly link capital allocation to sustainability performance, access to green financing may become more selective. Astara's progress in Decarbonisation and its Sustainable Finance Framework positions the company to turn this risk into a strategic financing opportunity.
Scarcity & Cost of raw materials		Increasing demand for critical materials linked to electrification may drive price volatility. While this risk is indirect for Astara, continued improvements in EV cost efficiency are expected to mitigate long-term impacts on affordability and margins.
Low carbon R&D competition		Accelerated innovation in low-emission technologies is expected to intensify competition. Astara's multi-brand distribution model and ability to adapt its product mix enable it to remain competitive in a rapidly evolving market.
Rising regulatory pressure		Increasing regulatory requirements are not expected to significantly impact Astara, given its proactive compliance approach and diversified portfolio of electrified vehicles, within a regulatory environment that continues to evolve in scope and implementation across markets.
Stricter ICE vehicle restrictions		The impact is expected to be low, supported by the gradual EV transition and Astara's ability to adapt its product mix in line with regulatory developments.
Changing consumer preferences and trends		Astara continuously adapts its product offering to evolving demand patterns, with increasing electrification mitigating potential shifts in consumer behaviour.
Lower BEV after-sales revenue		The impact is limited, as after-sales represents a relatively small share of the business (~10%) and can be complemented by value-added services such as charging solutions.
Greenwashing risks		This risk is considered low due to Astara's robust governance framework and transparent management of environmental claims.

Critical Risk High Risk

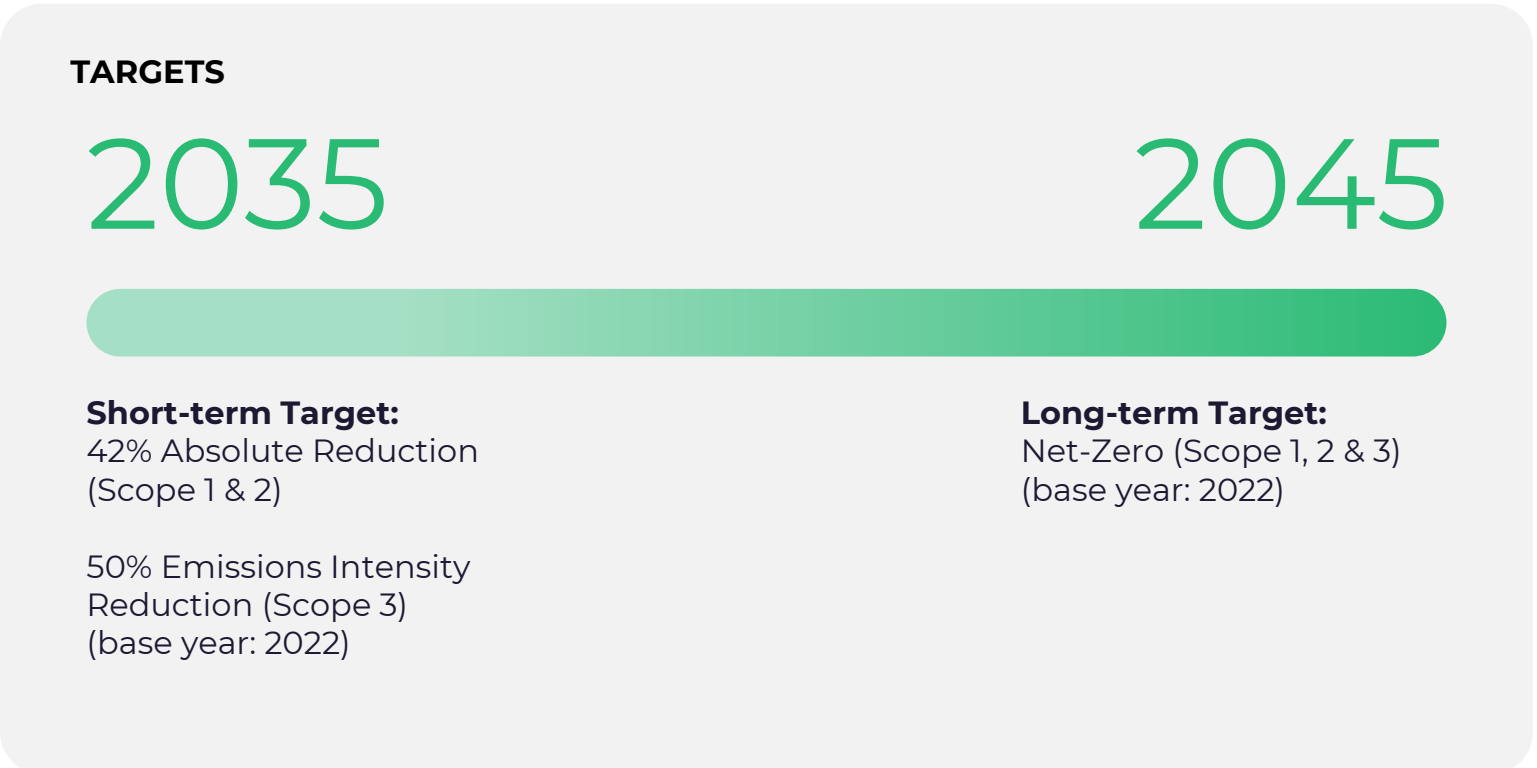
3.2.3. Transition Plan and Decarbonisation Pathway

#E1-1
Transition plan for climate change mitigation

#E1-6
Targets related to climate change

Astara’s transition plan is directly informed by its climate risk assessment and is designed to align its business model with climate mitigation and adaptation objectives. It is supported by the company’s Sustainable Finance Framework, enabling access to capital aligned with its decarbonisation ambitions.

The plan is structured around a clear decarbonisation pathway towards Net Zero 2045, ensuring alignment between operational execution, commercial strategy and capital allocation.



Key decarbonisation levers

#E1-1

Transition plan for climate change mitigation

To achieve Net Zero 2045 targets, Astara focuses on the following strategic levers:



Electrification of corporate fleet
Increasing the share of low-emission vehicles, including BEVs and transitional PHEVs.



Renewable energy adoption
Expanding the use of renewable electricity across operations, with a target of 100% by 2027.



Scope 3 reduction strategies
Driving emissions reductions across the value chain, including product portfolio transformation and customer adoption.



Charging Infrastructure deployment
Supporting the transition to electric mobility through partnerships and collaboration on charging infrastructure.

Governance and implementation enablers

The execution of the transition plan is supported by a robust governance framework:



Sustainability Committee overseeing strategy execution.



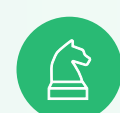
[Sustainability Corporate Policy](#) applicable across Astara and its value chain.



Cross-functional sustainability team with a dedicated budget.



Integration of climate risks into enterprise risk management.



Allocation of financial and technical resources to support decarbonisation initiatives.

Methodological approach

The decarbonisation plan was developed through a structured process, including:

1. Identify reduction levers

Identification and prioritization of emission reduction levers across operations and value chain.

2. Benchmark

Against automotive sector best practices.

3. Evaluate

Evaluation based on relevance, feasibility and time horizon.

4. Asses Impact

Assessment of environmental and financial impacts — CapEx, OpEx and savings potential.

Decarbonisation Targets Tracking

SCOPE 1 & 2


-42%
Reduction
by 2035

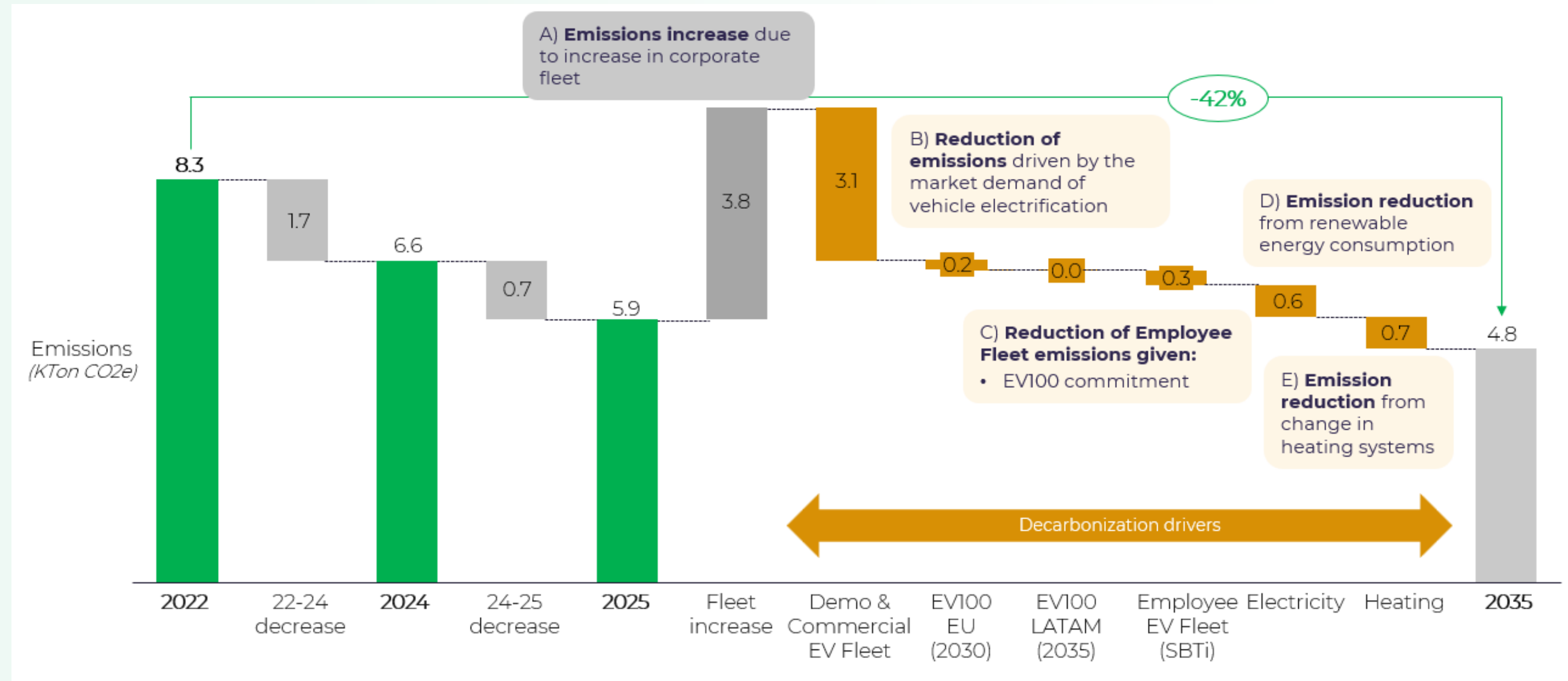
#E1-1
Transition plan for climate change mitigation

#E1-5
Actions and resources in relation to climate change mitigation and adaptation

#E1-6
Targets related to climate change

Main Drivers:

-  Fleet Electrification.
-  Renewable Electricity Adoption.



Note: 100% electric new fleet for 2030 in Europe and 2035 for Latam.

Decarbonisation Targets Tracking

SCOPE 3

-50%
Intensity
Reduction by 2035

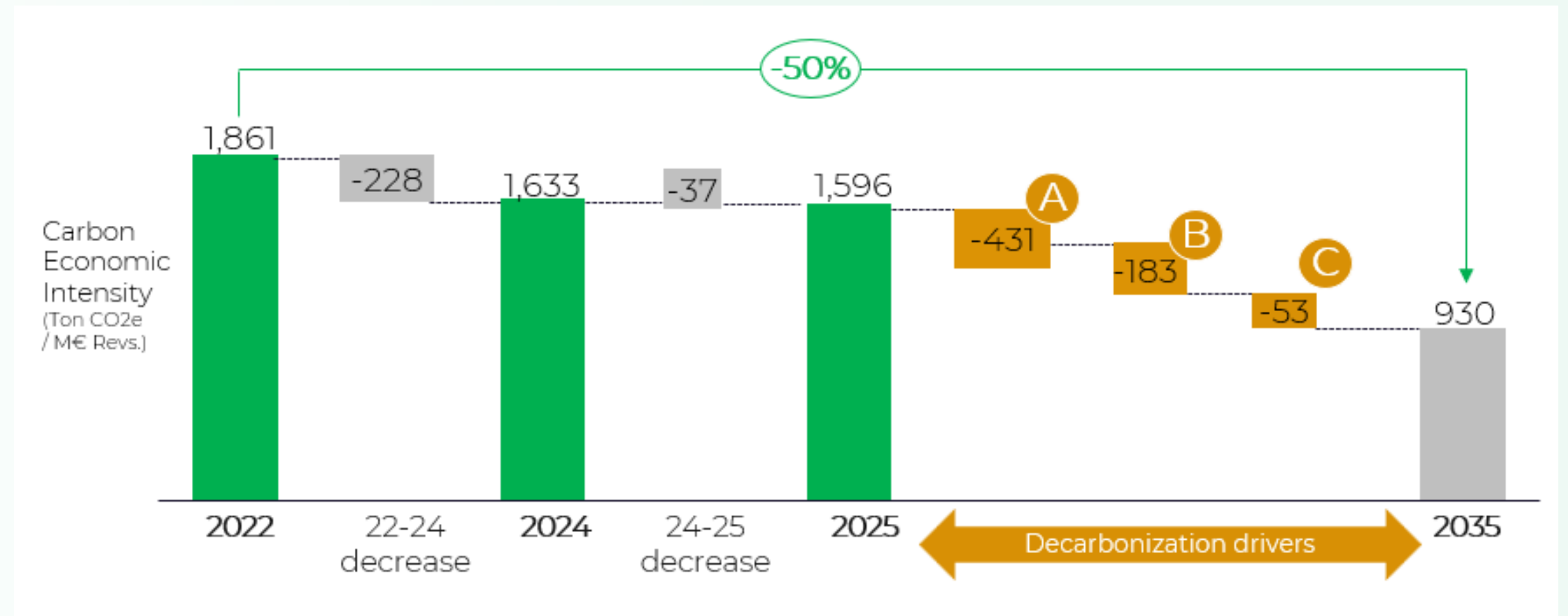
#E1-1
Transition plan for climate change mitigation

#E1-5
Actions and resources in relation to climate change mitigation and adaptation

#E1-6
Targets related to climate change

Main Drivers:

- A** Decrease in emissions driven by projected 3% annual reductions in LCAs.
- B** Reduction of emissions through the electrification of Astara's product portfolio in line with market demand dynamics.
- C** Reduction of emissions given the larger proportion of renewable energy in the electricity mix of the countries for charging EVs.



Strengthening Decarbonisation Tracking:

In 2025, Astara introduced absolute Scope 3 emissions as a complementary KPI, improving alignment with long-term Net Zero targets.

-13.4% By 2035
+2.5% Currently vs. 2022

Note: Scope 3 decarbonization targets apply to 95% of Scope 3 emissions, focusing on the most material Scope 3 categories: 3.1 (Purchased Vehicles), 3.11 (Use of sold products) and 3.12 (End-of-life treatment of sold products).

3.3 Astara's Emissions Performance

3.3.1. Carbon Footprint Results

SCOPE 1 & 2

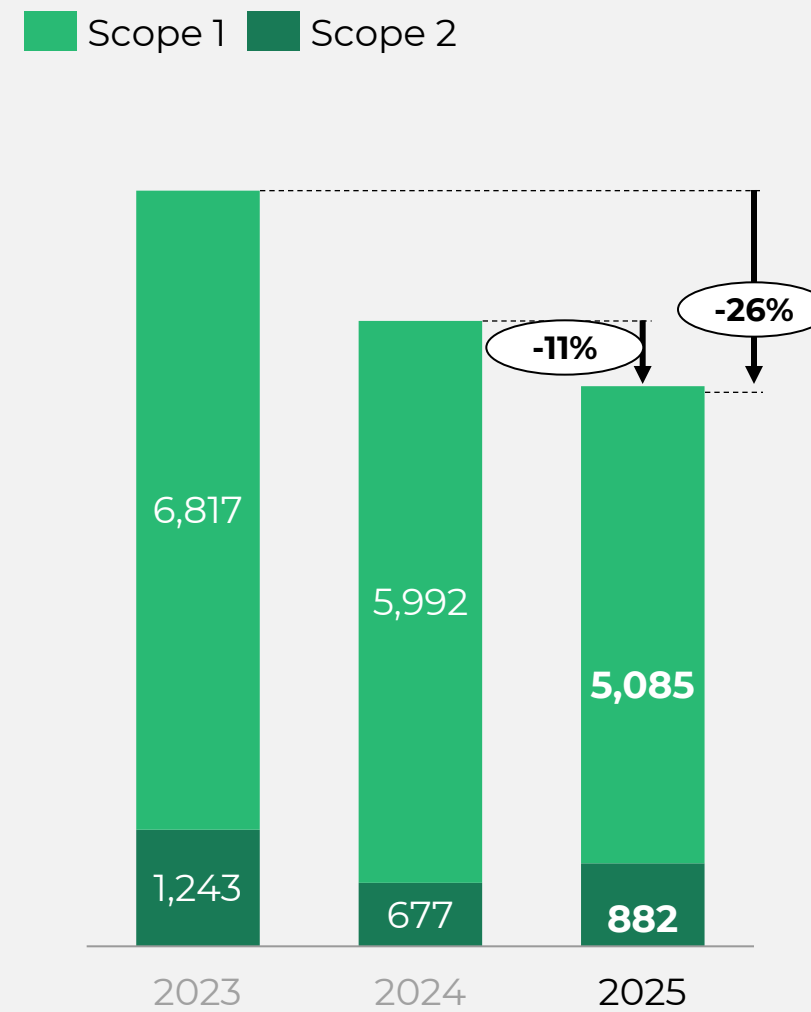
#E1-8
Gross Scope 1, 2, 3
and Total GHG
emissions

In 2025, Astara's carbon emissions inventory was externally assured by SGS. The full report is available [here](#).

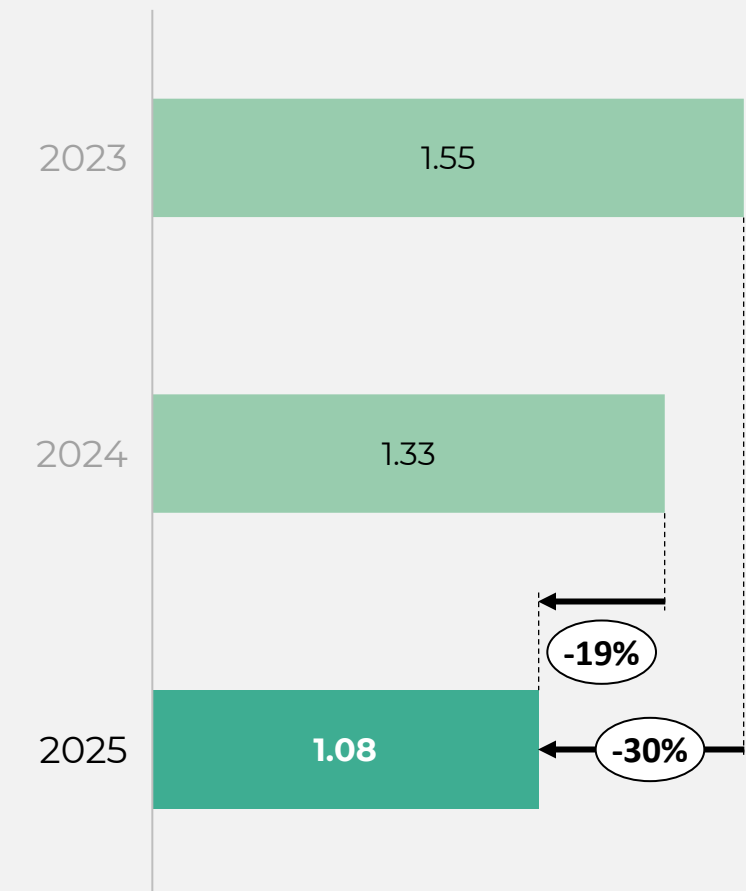
In 2025:

- **Scope 1 and 2 emissions** reached 5,967 tCO₂e, representing a 26% reduction (vs. 2023) and 11% (vs. 2024), reflecting the impact of fleet electrification and renewable energy adoption.
- These results were achieved while continuing to enhance data quality and reporting practices, including improved PHEV fuel consumption data and a refined approach to EV charging emissions accounting.

Total Emissions Evolution, Scope 1 & 2
(Ton CO₂e - by scope and year)



Scope 1 & 2 Emissions Intensity
(Ton CO₂e / €M - by scope and year)



For more information, please refer to the [GHG Emissions: Performance Overview table – 2025 - 2022 \(Tab N°2\)](#).

Scope Performance Breakdown

Scope 1 – Operations and fleet

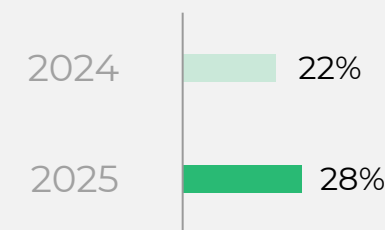
#E1-8
Gross Scope 1, 2, 3
and Total GHG
emissions

#E1-5
Actions and
resources in relation
to climate change
mitigation and
adaptation

81.8%

Scope 1 emissions
driven by **Corporate
Vehicle Fleet⁽¹⁾**

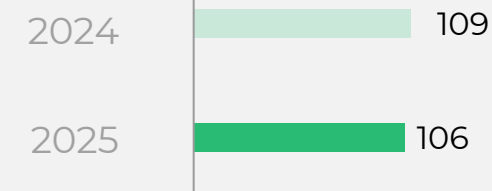
BEV share in corporate fleet



15.8%

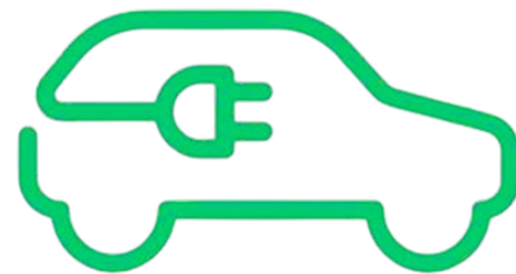
Scope 1 Emissions
driven by **Heating**

Corporate Fleet Emissions per Km (gCO₂e/km)



2.4%

Scope 1 emissions
driven by **Cooling**



COUNTRY	BEV CORPORATE FLEET	
	2025	2024
Argentina	0%	0%
Austria	47%	46%
Belgium	40%	35%
Bolivia	3%	2%
Chile	29%	20%
Colombia	34%	23%
Finland	52%	26%
Germany	31%	54%
Netherlands	67%	80%
Peru	9%	9%
Philippines	6%	0%
Poland	5%	8%
Portugal	19%	11%
Spain	24%	13%
Sweden	43%	19%
Switzerland	50%	41%
TOTAL	28%	22%



Corporate fleet electrification across markets

Fleet electrification remains one of Astara’s main operational decarbonisation levers. Country-level performance varies depending on fleet composition, infrastructure readiness and market maturity, with the strongest progress observed in Germany, Finland, Switzerland, Chile and Spain.

As a signatory of the EV100 initiative, Astara continues advancing the electrification of its corporate fleet across its markets. In 2025, Astara’s BEV Corporate Fleet-weighted average electrification rate reached 28%, versus 22% in 2024, reflecting the growing share of BEVs across the company’s operations.

Note: From 2025 onwards, the electrification metric reflects the BEV average fleet composition throughout the year and includes both Commercial Cars and Employee Cars. In previous years, only Employee Cars (BEV and PHEV) were considered, based on a year-end snapshot. Under the revised methodology, the restated 2024 figure is 22%; the previously reported figure of 62% covered Employee Cars only and is not directly comparable.

(1) Corporate Vehicle Fleet includes:
Commercial Cars: Vehicles used for promotional purposes.
Employee Cars: Vehicles provided to employees as a benefit.



Scope 2 – Purchased Energy

#E1-8
Gross Scope 1, 2, 3
and Total GHG
emissions

57%

Scope 2 emissions driven by
Electricity Consumption

#E1-5
Actions and
resources in relation
to climate change
mitigation and
adaptation

36%

Scope 2 Emissions driven by
Electric Vehicle fleet

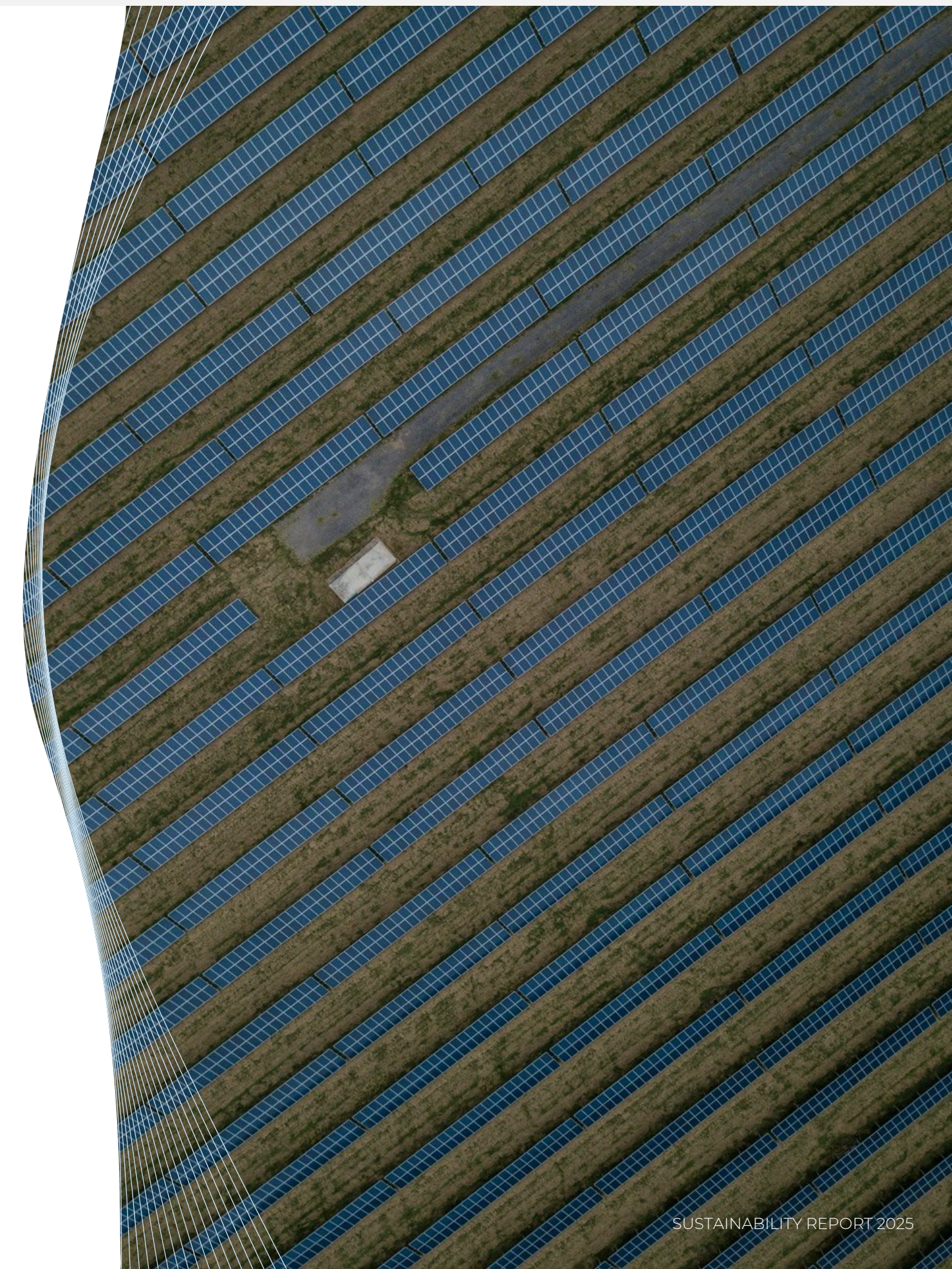
7%

Scope 2 Emissions driven by
Heating

This progress was supported by certified renewable electricity procurement and on-site renewable energy generation. In Argentina, Chile, Peru and Colombia, the use of International Renewable Energy Certificates (I-RECs) contributed to an electricity emissions intensity of 49.02 gCO₂e/kWh.

In 2025, Astara reached 100% renewable electricity sourcing in 10 countries.

In 2026, Astara will continue to leverage on-site renewable generation as a key decarbonisation lever, while assessing opportunities to further expand solar capacity across its operations.



3.3 Astar's Emissions Performance

Carbon Footprint Results

3.3.1.

SCOPE 3

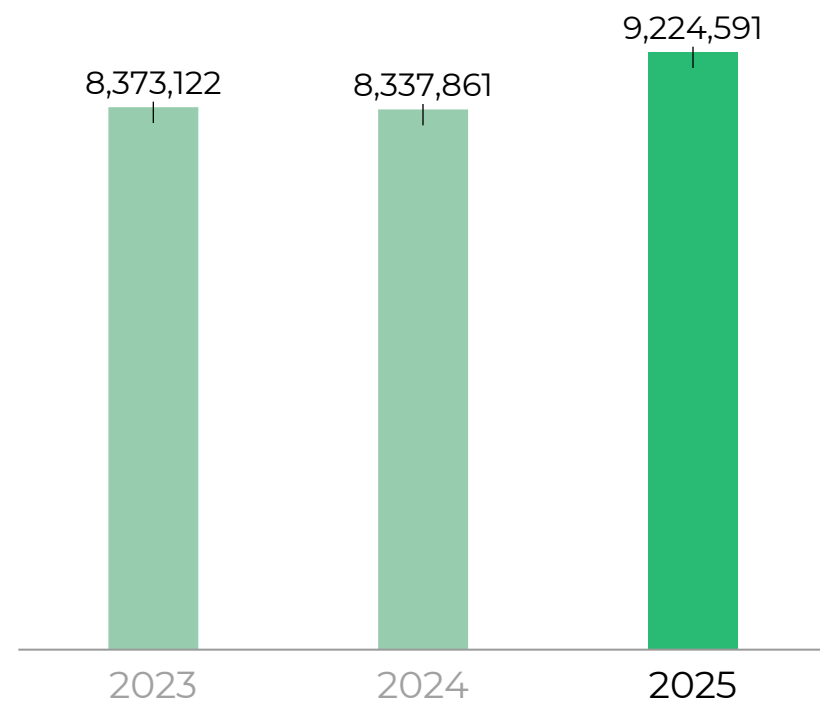
In 2025:

→ **Scope 3 emissions** reached 9.2 million tCO₂e, reflecting increased vehicle sales volumes associated with business growth. Categories 3.11 – Use of sold products and 3.1 – Purchased goods and services represented 94% of total Scope 3 emissions.

→ **Scope 3 emissions composition** accounts for 99.9% of total emissions, with Categories 3.11 - Use of sold products (69%) and 3.1- Purchased goods and services (25%) as well as Other (7%) representing the most dominant categories.

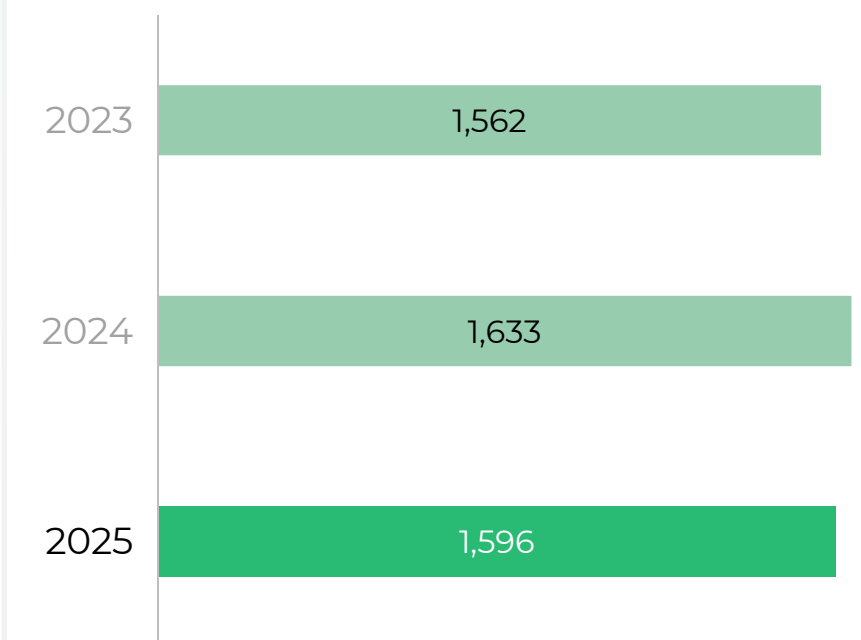
#E1-8
Gross Scope 1, 2, 3
and Total GHG
emissions

Total Emissions Evolution, Scope 3
(by year – Ton CO₂e)



	2025	
	Ton CO ₂ e	%
Scope 3	9,224,591	99.9%
3.1 Goods and services purchased	2,286,087	25%
3.2 Capital goods	1,661	0%
3.3 Fuel and energy-related activities	1,366	0%
3.4 Upstream transport	388,669	4%
3.5 Waste generated in operations	39	0%
3.6 Business travel	3,085	0%
3.7 Employee commuting	4,226	0%
3.8 Upstream leased assets	0	0%
3.9 Downstream transportation	34,989	0%
3.11 Use of sold products	6,358,020	69%
3.12 End-of-life treatment of sold products	134,332	2%
3.13 Downstream leased assets	11,983	1%
3.15 Investments	134	0%

Scope 3 Emissions Intensity (3.1, 3.11 and 3.12)
Ton CO₂e / €M

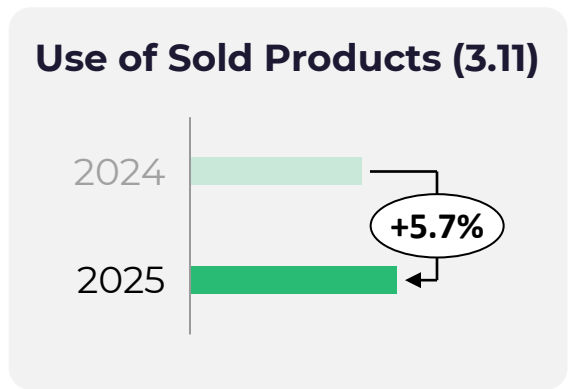
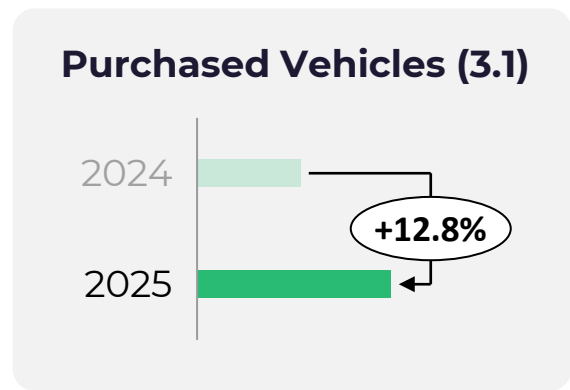


#E1-8
Gross Scope 1, 2, 3
and Total GHG
emissions

#E1-5
Actions and
resources in relation
to climate change
mitigation and
adaptation

Scope 3 – Value Chain Emissions

Scope 3 emissions remains the **most material component** of Astara’s footprint and are primarily driven by the Lifecycle of Vehicles



In 2025:

- Absolute emissions increased due to business growth, with vehicle sales rising by 12% compared to 2024.
- Intensity improved due to electrification of vehicles sold.

Growth increases emissions, but electrification improves efficiency. Looking ahead, carbon intensity is expected to decline further, driven by electrification trends and the continued implementation of Astara’s decarbonisation strategy.

SUCCESS STORY

Enabling charging infrastructure for customers

As part of its Scope 3 decarbonisation strategy, Astara supports the transition to electric mobility by improving customer access to charging infrastructure across its key markets.

Since 2022 in Belgium, the Netherlands and Luxembourg; in 2023 in Chile; and in 2025 in Colombia, Astara has established strategic partnerships with leading charging providers to deliver integrated electromobility solutions.

These partnerships combine vehicle distribution with charging and energy services, enabling a more seamless customer experience through:

- Installation of home charging solutions
- Access to public charging networks
- Operational support services

In Europe, all charging delivered through these partnerships is powered by 100% renewable electricity.

By combining vehicle delivery with charging infrastructure and energy solutions, Astara improves access to electromobility and supports the transition to a low-carbon economy.

Looking ahead:

Astara plans to progressively expand this partnership model to additional countries, leveraging strategic collaborations to scale charging infrastructure and accelerate the adoption of electric mobility across its markets.


SUCCESS STORY


#E1-5
Actions and resources in relation to climate change mitigation and adaptation


Enabling Customer Decarbonisation Through Data and Mobility Solutions


Through Astara Connect Mobility service, the company provides digital tools and data-driven solutions that enable both individual drivers and corporate fleets to measure, understand and reduce the environmental impact of their mobility.

The offering combines four integrated services:

- 

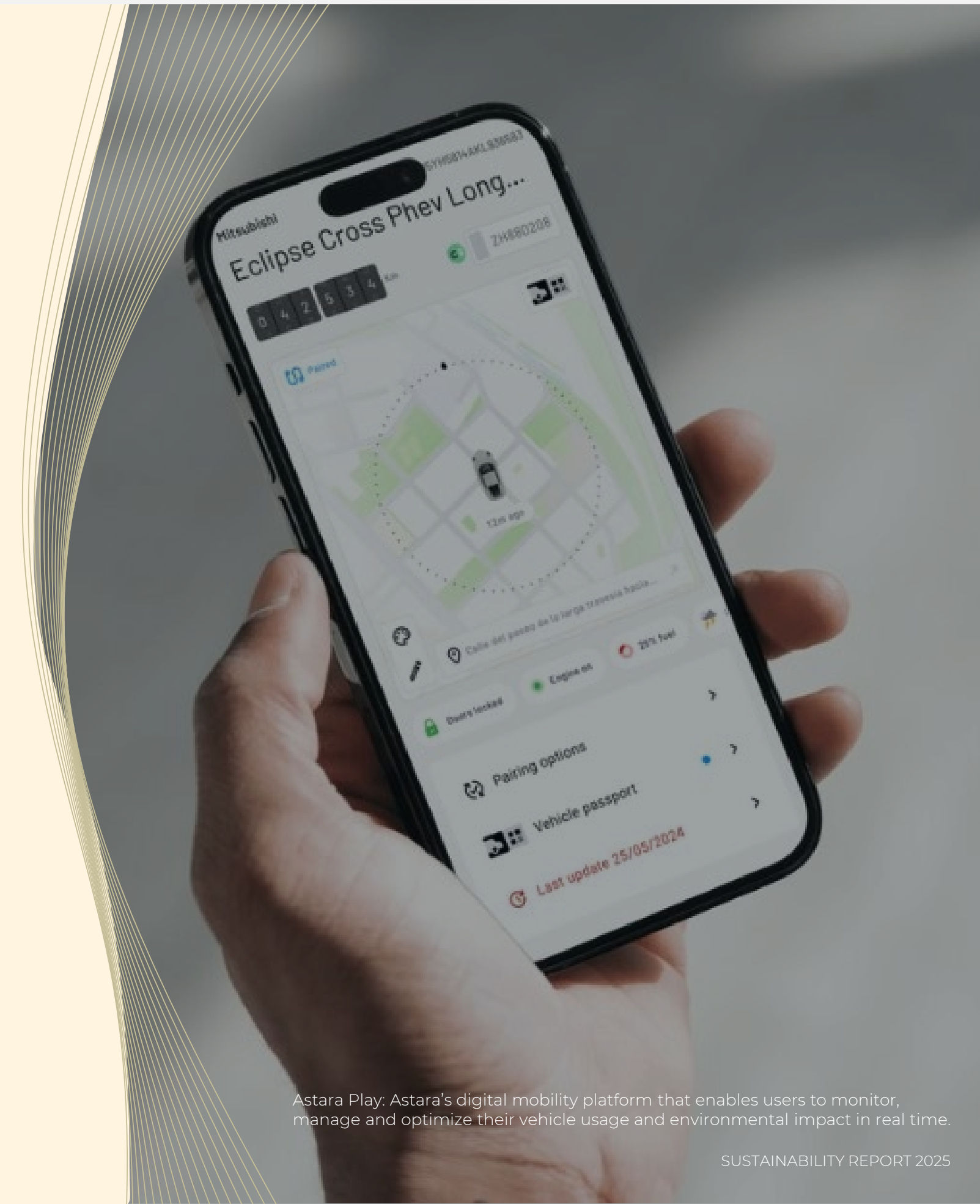
Fleet optimization: real-time CO₂ tracking, fuel consumption and total cost of ownership (TCO) analysis to support electrification decisions.
- 

Shared mobility solutions: carpooling and route optimization tools, with potential emissions reductions of up to 30% per trip.
- 

Driving efficiency tools: trip-level insights to improve driving behaviour and reduce fuel consumption.
- 

Energy transition advisory: AI-based recommendations for electric vehicle adoption based on real driving patterns.

These tools provide customers with detailed environmental indicators, including emissions per trip, efficiency scoring and electrification potential, enabling more informed and sustainable mobility decisions. By embedding environmental advocacy into its product offering, Astara positions itself not only as a vehicle distributor, but as an active enabler of low-carbon mobility across its markets.



Astara Play: Astara's digital mobility platform that enables users to monitor, manage and optimize their vehicle usage and environmental impact in real time.



#E1-5
Actions and resources in relation to climate change mitigation and adaptation

SUCCESS STORY

Driving Scope 3 Reductions through Supplier Collaboration

Astara is progressively partnering with suppliers aligned with its long-term decarbonisation objectives. In Switzerland, this approach is illustrated through the introduction of a returnable packaging system within after-sales operations, developed in collaboration with a logistics partner.

The initiative aims to improve efficiency, reduce damage rates, and lower packaging and disposal costs, while simultaneously decreasing material consumption and associated emissions. By replacing single-use cardboard packaging with reusable containers, the system optimizes distribution flows and enhances process reliability through digital tracking and monitoring.

This operational improvement translates into measurable environmental impact, including the avoidance of at least 10 tonnes of cardboard annually and a reduction of up to 1.5 tonnes of CO₂ emissions per year.

At the same time, the initiative demonstrates strong business value. With a payback period of around six months, the solution delivers both cost savings and operational benefits, reinforcing its scalability across other markets.

This case illustrates how supplier engagement and operational innovation contribute to Astara's decarbonisation strategy, delivering measurable emissions reductions while supporting efficiency and scalability across the value chain.

Overall, Astara remains on track to achieve its decarbonisation targets, supported by strong operational performance and a clear strategic focus on value chain transformation. This positions the company to deliver long-term emissions reductions while sustaining business growth.

3.4 Transforming our Energy Mix: Efficiency and Renewable Progress

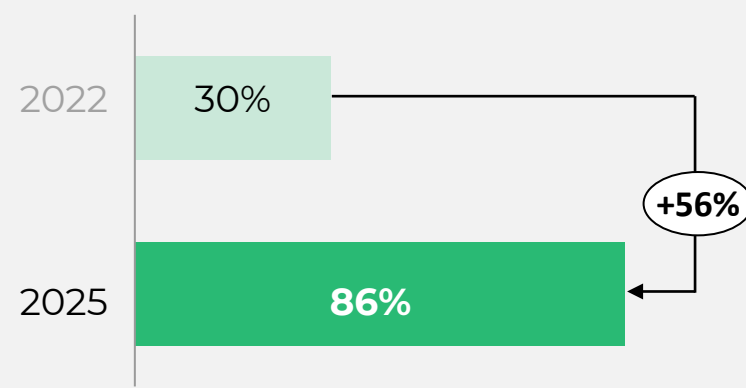
#E1-7
Energy consumption and mix

Astara's energy performance is managed across two complementary dimensions. On one hand, we track the share of renewable electricity consumed in our buildings, where we have direct operational control and can accelerate the transition. On the other, we monitor renewable energy across total energy consumption, which includes fuels and other energy sources beyond electricity. This distinction provides a more comprehensive view of our progress in decarbonizing operations while improving overall energy efficiency.

3.4.1. Renewable Energy Progress in our facilities

Energy efficiency and renewable electricity sourcing are key levers in reducing Scope 2 emissions and improving operational performance.

Renewable Energy Share Over Time



Renewable electricity accounted for 86% of Astara's building electricity consumption in 2025, up from 30% in 2022, keeping us on track to achieve our 2027 target of 100% renewable energy.

For more information, please refer to [the Energy Performance Indicators results table – 2025-2023 \(Tab N°3\)](#).

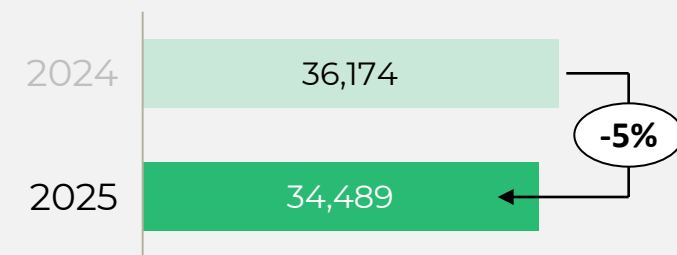


3.4.2. Total Energy Consumption (All Sources)

#E1 – 7
Energy consumption and mix

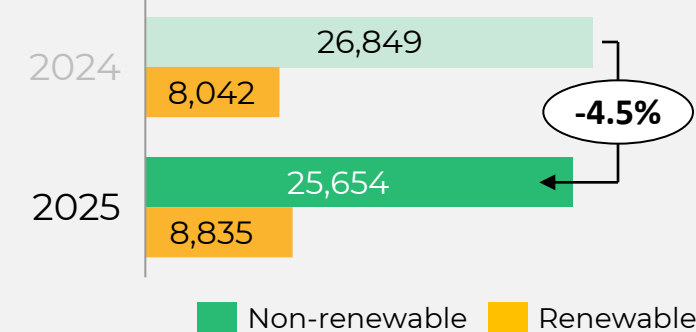
In 2025, Astara strengthened its energy performance through improved efficiency and more effective energy management.

Total Energy Consumption (MWh)



The decrease was mainly driven by increased efficiency in our vehicle fleet across all markets, reflecting sustained progress in the company's decarbonisation pathway.

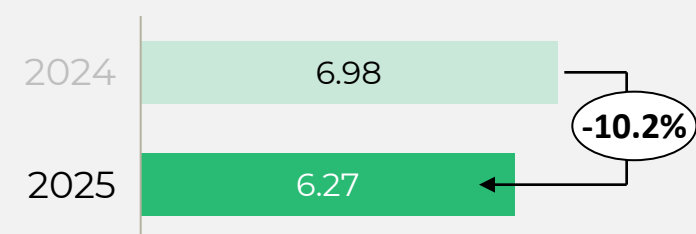
Energy Mix (MWh)



As a result, renewable energy represented 25.62% of total energy consumption in 2025.

The decrease in energy intensity demonstrates more efficient energy use relative to business activity.

Energy Intensity (MWh/€m)



SUCCESS STORY

Spain: Energy Efficiency On-Site Solar Generation

In Spain, Astara conducted an energy audit in accordance with Royal Decree 56/2016, which transposes EU Directive 2012/27/EU on energy efficiency in 2024. The audit covered six key sites, representing total electricity consumption of 1,194,798 kWh.

Based on the audit results, an initial action plan was defined, including lighting upgrades, HVAC optimization, energy monitoring systems and greater use of renewable electricity. Astara is currently refining this action plan to assess implementation progress and identify further efficiency opportunities.

Since 2023, Astara's Spanish headquarters has been equipped with photovoltaic installations located on the rooftop and parking canopies. In 2025, the system generated 64,220 kWh of renewable electricity,

with a self-consumption rate of approximately 98%, demonstrating a highly efficient integration of on-site renewable generation.

Excess electricity exported to the grid remains minimal, at around 276 kWh, highlighting the strong alignment between generation and on-site energy demand.

Chile: Solar Generation at Logistics Centre

In Chile, Astara implemented a rooftop photovoltaic system at its Noviciado logistics centre in 2023, with an estimated generation potential of 300 MWh per year. In 2025, the solar plant generated 276,594.08 kWh of renewable energy, representing approximately 35% of the plant's total electricity consumption.

3.5 Pollution Management: Monitoring and Reducing Operational Emissions

#E2-1
Policies related to pollution

#E2-2
Actions and resources related to pollution

#E2-4
Pollution of air, water and soil

As a vehicle distributor, Astar's direct contribution to air pollution is limited compared to manufacturing activities, while the renewal of vehicle fleets contributes to reducing emissions through the introduction of newer, more efficient technologies, aligned with the [Sustainability Corporate Policy](#).

Scope 2 and Scope 3 emissions are reported in CO₂e, with all greenhouse gases aggregated and no separate disclosure of non-CO₂ gases.

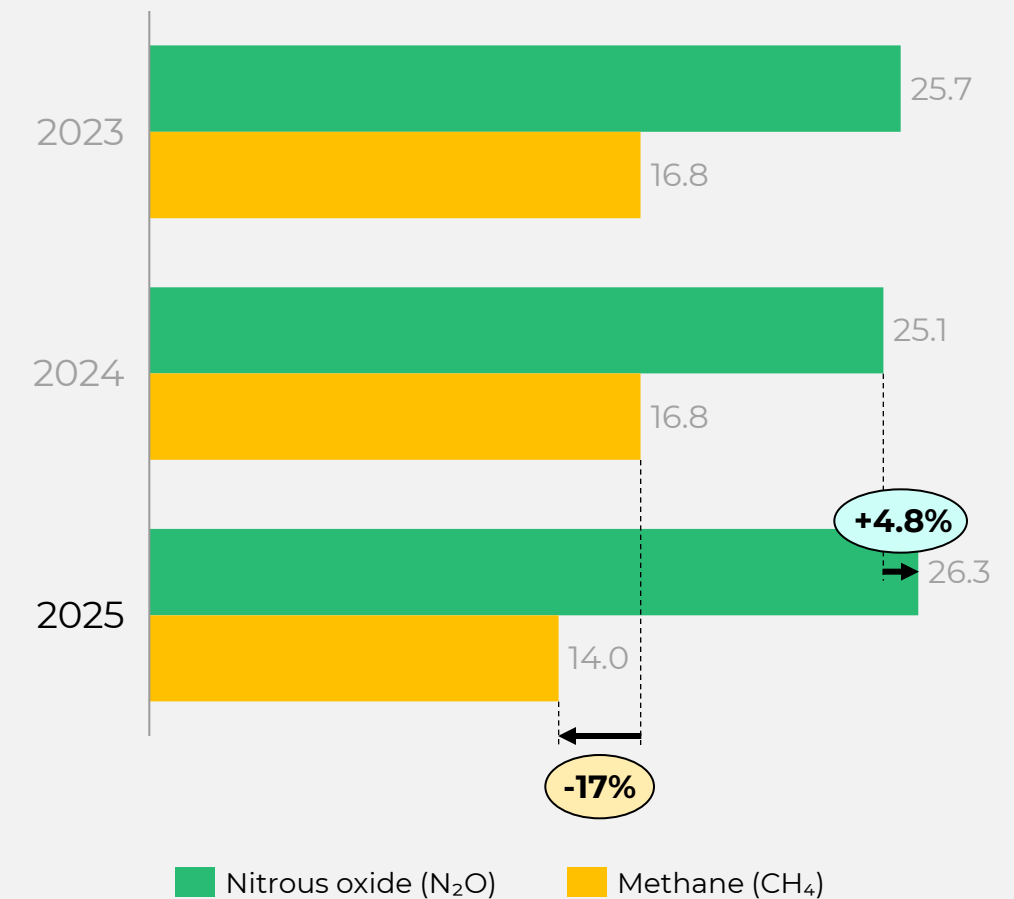


Operational Performance: Pollutant Emissions

In 2025, total Scope 1 pollutant emissions decreased by 3.8%, continuing a downward trend driven by improved fleet management and energy practices.

- 17% reduction in methane (CH₄) emissions, reflecting sustained improvements over the past three years.
- +4.8% increase in N₂O emissions, mainly driven by data quality improvement from heating consumption sources.

Evolution of Nitrous Oxide and Methane Emissions
Tons CO₂e



Despite increased operational activity, total pollutant emissions declined, demonstrating improved efficiency in emissions management.

3.6 Water Management: Driving efficiency across operations

#E3-1 Policies related to water

#E3-4 Water metrics



At Astaro, water is managed as a key operational resource under the [Sustainability Corporate Policy](#). Although overall water intensity remains low, 83% of total consumption is linked to vehicle cleaning activities prior to delivery to dealers and end customers, highlighting a significant opportunity to improve operational efficiency and reduce water-related impacts across both operations and downstream activities.



3.6.1. Operational Performance: Water Efficiency Results

Astaro sources water primarily from municipal supply networks, groundwater (wells), and, to a lesser extent, bottled water for office and customer-facing areas. Over the past two years, the company has optimized its water sourcing strategy to improve efficiency and reduce environmental pressure.

Between 2024 and 2025, groundwater extraction decreased by 24.5%, from 21.10 ML to 15.92 ML, reducing reliance on local aquifers.

At the same time, the share of water sourced from municipal networks increased from 69% to 79%, reflecting a deliberate shift toward more controlled and regulated supply systems.

Evolving of supply sources

2024

Municipal network



2025

Municipal network



+10 pp municipal →

#E3-2
Actions and resources related to water

Total water consumption increased in absolute terms due to business growth and higher vehicle throughput across key markets. However, efficiency improvements were maintained through enhanced operational practices and more effective sourcing decisions.

Water use is highly concentrated in Chile, Peru, Spain, Bolivia, and Portugal, accounting for 88% of total consumption in vehicle washing operations. Within this footprint, Chile stands out as the primary driver, representing 52% of total consumption.

These improvements are reflected in the following key indicators:

24.5%

Reduction in groundwater extraction (from 31% to 20%), easing pressure on local aquifers.

<1%

Of water from bottled sources, used exclusively in offices and customer-facing areas.

Governance and Standardization of Water Management

To scale these improvements, Astara established a cross-regional approach to water management in 2025, bringing together teams from Chile, Spain, and Peru.

This initiative enabled benchmarking of consumption patterns, identification of best practices in vehicle washing and facility management, and the development of standardized operational guidelines.

As a result, two key deliverables were defined: a standardized water procedure for day-to-day operations and a Group-level Water framework for retail activities, guided by Astara's [Sustainability Corporate Policy](#). The framework is currently in the approval phase and will be implemented in 2026, enabling consistent monitoring and reinforcing efficiency standards across Astara's operations.

SUCCESS STORY

Water Recycling: Improving Efficiency in High-Consumption Operation

To further reduce water consumption in high-impact operations, Astara implemented a closed-loop water recycling system in 2024 at its logistics center in Chile, the company's main water-consuming site. In 2025, the pre-delivery recycling plant processed 1,618 m³ of water, reducing final water consumption to 806 m³, which represented a 50% reduction by year-end.



3.7 Waste Management and Circular Operations

#E5-1

Policies related to resource use and circular economy

#E5-2

Actions and resources related to resource use and circular economy

#E5-5

Resource outflows



Astara's approach to waste management is governed by its [Sustainability Corporate Policy](#), which sets the principles for resource efficiency, waste reduction and material recovery across all operations.

Waste is primarily generated through operational and office-based activities and is concentrated in key markets including Chile, Spain, Colombia, Belgium, Peru, Bolivia and Portugal, reflecting the scale of operations in these regions.

To address this impact, Astara applies a global framework aligned with circular economy principles, focusing on minimizing waste generation, extending the lifecycle of materials and components, and prioritizing recovery over disposal.

Across all operations, waste is segregated by stream in line with local regulations, employees are trained on reduction and sorting, and authorized providers ensure proper collection, treatment and recycling.

Practices also include component reuse, battery recycling through certified partners, and lifecycle extension via maintenance and repair.

At Group level, waste classification aligns with the European List of Waste (LoW), ensuring consistency across markets. In parallel, environmental criteria, including waste management, are integrated into supplier assessments through the FullStep platform, extending these principles across the value chain.

65%

From **operational activities** (pre-delivery inspection, vehicle maintenance, storage and after-sales services)

35%

From **office-based activities**

3.7.1. Waste Generation and Treatment Performance

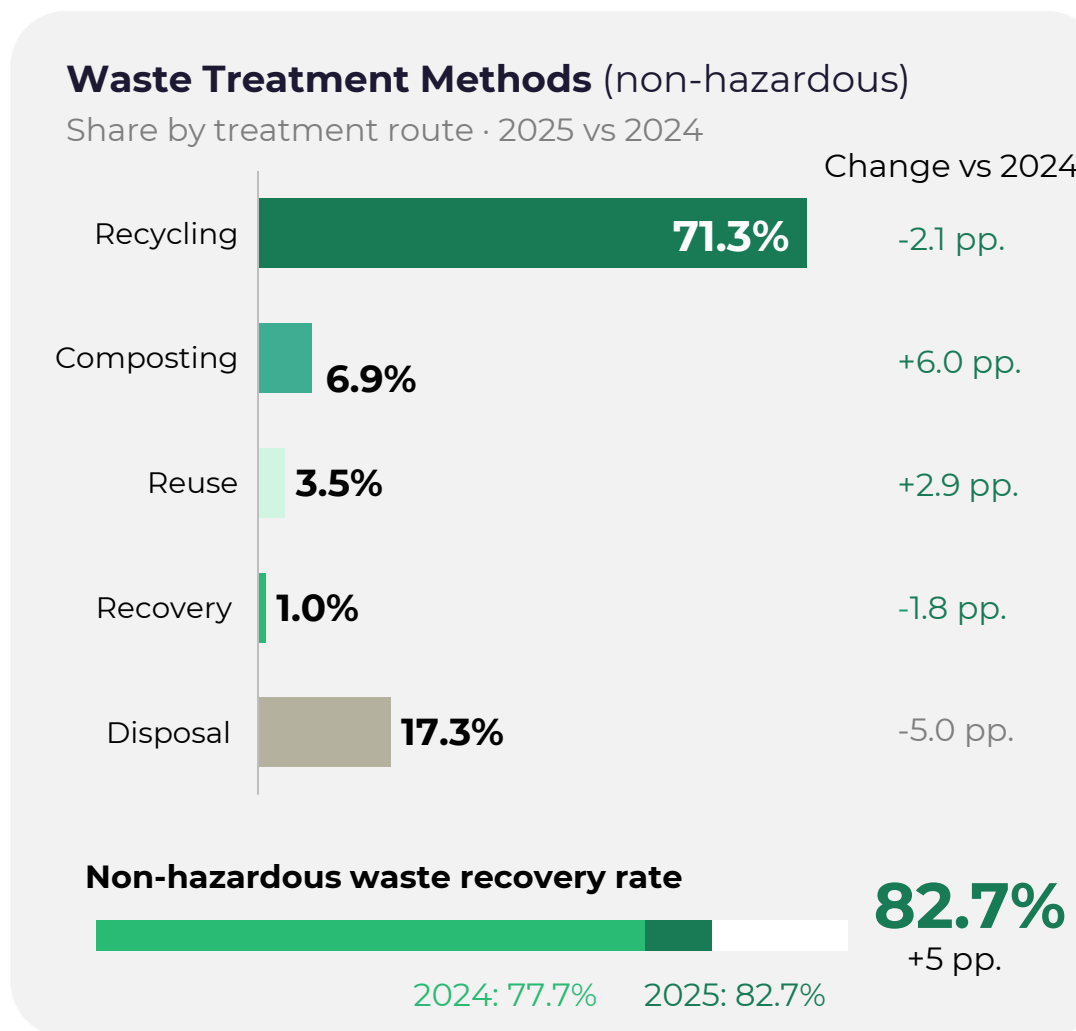
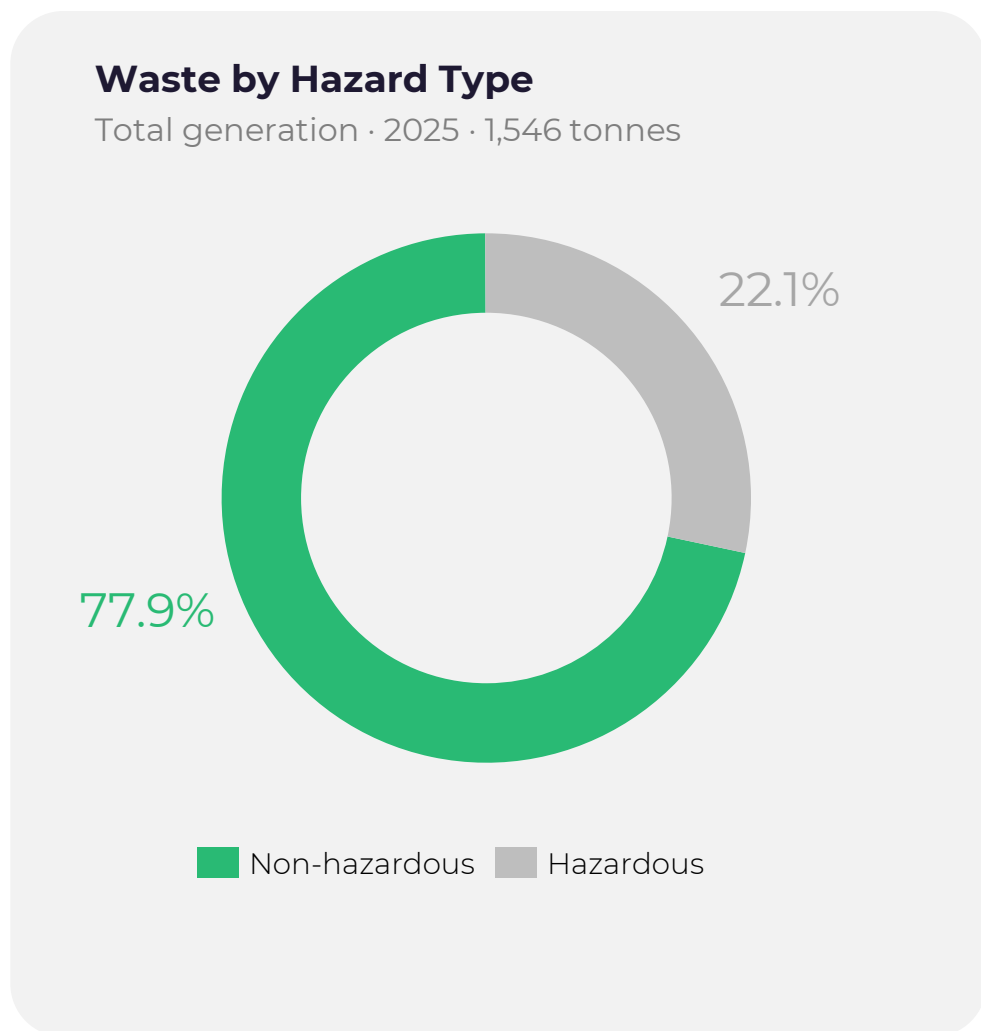
#E5-5
Resource outflows

In 2025, waste generation remained stable compared to 2024, reaching a total of 1,546 tonnes.

The recovery rate of non-hazardous waste increased from 77.7% in 2024 to 82.7% in 2025, driven by improved segregation practices, expanded recycling partnerships and enhanced employee awareness across key markets. Hazardous waste continued to be managed exclusively through authorized providers, in compliance with applicable regulations.

Recycling remained the primary treatment route in 2025. Composting and reuse increased compared to the previous year, while disposal decreased, reflecting a progressive transition towards higher-value waste treatment pathways and reduced reliance on disposal.

Performance is centrally monitored through consolidated data, enabling the tracking of waste generation and treatment trends across markets and supporting continuous improvement actions.



In 2025, Astara introduced waste intensity per vehicle sold as a new performance indicator, linking waste generation directly to business activity. With total waste generation of 1,546 tonnes and 219,964 vehicles sold, waste intensity stood at 7.03 kg per vehicle sold.

This metric will serve as the baseline for tracking efficiency improvements in future reporting periods and will support the definition of reduction targets aligned with Astara's circular economy ambitions.

Astara will continue strengthening its approach by prioritizing waste reduction at source, increasing recycling rates, and expanding circular initiatives across key operations.

For more information, please refer to the [Waste Management Performance results-2025-2023 \(Tab N°5\)](#).

3.7.2. Implementation Across Markets: From Compliance to Circular Practices

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

Astara implements targeted initiatives across its markets, addressing key operational impacts while progressively strengthening circular practices.

Material recovery and recycling partnerships

In several countries, Astara collaborates with specialized partners to enable the recovery and reintegration of materials into the value chain.



In Chile, waste management is centralized, enabling the recovery of materials such as cardboard, plastics, metals, tyres and used oil at scale.



In Colombia, recycling and recovery practices cover batteries, packaging and tyres, including their reuse in industrial applications such as cement production.



In Peru, recycling practices are supported by external providers and reinforced through employee training programmes.

Note: Examples across key markets.

SUCCESS STORY

Closed-Loop Management of High-Voltage Batteries in Switzerland

In Switzerland, Astara operates a structured collection and recycling programme for high-voltage vehicle batteries, ensuring compliant end-of-life management. In April 2025, Astara formalized a partnership with LIBREC, a certified battery recycling specialist, which acts as the primary recycling partner for batteries from vehicles placed on the market.

In warranty cases, batteries are returned directly to the OEM in accordance with manufacturer requirements. The reverse logistics process is coordinated between dealers, Astara and LIBREC, ensuring safe collection, compliant transport and appropriate recycling handling. According to publicly available data, LIBREC's recycling process achieves up to a 97% material recovery rate, supporting the recovery of valuable components and reducing reliance on virgin materials.



LIBREC recycling plant in Switzerland.

End-of-Life Vehicle (ELV) and Extended Producer Responsibility (EPR)

#E5-2

Actions and resources related to resource use and circular economy

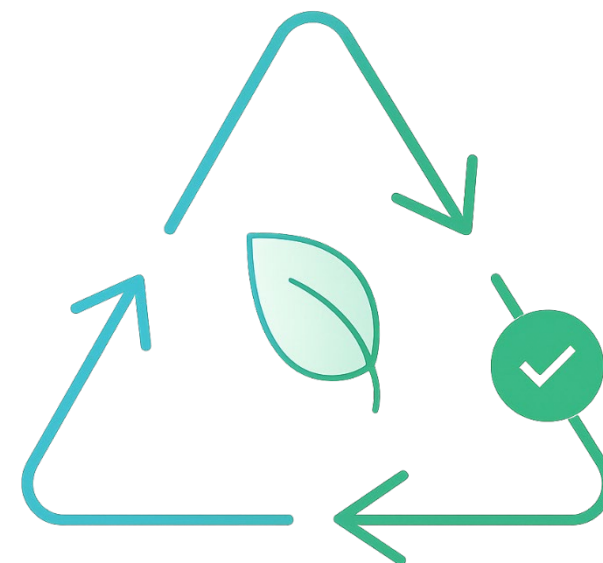
Astara ensures responsible vehicle disposal through structured systems aligned with regulatory requirements and circular recovery processes, as illustrated by key country examples, including Spain and Portugal:



In Spain, Astara participates in the national ELV programme through TÜV-audited facilities, ensuring compliant vehicle disposal and material recovery.



In Portugal, collaboration with VALORCAR enables vehicle collection, dismantling and recycling in line with national requirements.



SUCCESS STORY

Structured End-of-Life Vehicle (ELV) and EPR System in Poland

In Poland, Astara fulfils its Extended Producer Responsibility (EPR) obligations through a long-standing partnership with Scholz Recycling Polska Sp. z o.o., which coordinates a nationwide network of 48 authorized dismantling stations.




Each region is served by three dismantling partners, guaranteeing accessible end-of-life vehicle disposal and recycling nationwide. The network has been operational since 2017, with 19 dismantlers active since inception and 8 additional stations incorporated in 2025, reinforcing system coverage and operational continuity.

All entities operate under regulated conditions for vehicle depollution, component recovery and material recycling. This system is complemented by battery recycling managed through Biosystem.

Circular initiatives with community engagement




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

In some markets, waste management practices are combined with initiatives that generate additional local value.

-  In Bolivia, collaboration with FUNDARES enables the recovery of materials such as paper, cardboard and plastics, integrating recycling practices with community-based initiatives.
-  In Argentina, recyclable materials are transferred to Fundación Garrahan, supporting material recovery through structured recycling programmes.
-  In Colombia, second-life batteries from plug-in hybrid vehicles (PHEVs) are repurposed to provide energy access in vulnerable communities and schools, extending the lifecycle of critical components through practical reuse.

Reduction of material impact through alternative input

In addition to waste treatment, Astara focuses on reducing material impact at source through the use of more sustainable inputs.

-  In Spain, the Lexus dealership has used 100% eco-friendly soap in its car wash facilities since 2020. In addition, it has implemented a digital system to support mechanics in managing daily workshop operations, eliminating the need for paper-based processes. The dealership has also replaced single-use plastics with reusable covers, contributing to waste reduction.
-  In Colombia, the use of biodegradable products is promoted across maintenance and service processes. Currently, some authorised dealerships use products with up to 90.8% biodegradability.
-  In Chile, yuca-based sacks are used for the internal transport of waste and selected materials within after-sales warehouse operations. This initiative supports the reduction of conventional plastic use, promotes biodegradable alternatives, and improves material handling practices.



04.

Social

- 4.1** Driving Performance Through Talent
- 4.2** Community Impact
- 4.3** Commitment to Customer Experience
- 4.4** Information Security & Data Protection

4.1 Driving Performance Through Talent

#S1-5
Characteristics of
the undertaking's
employees



At Astara, we believe that attracting and developing the best people is essential to delivering consistent business results. Our culture is designed to translate engagement into performance, aligning people, strategy and execution across all geographies.

We foster an environment where shared values strengthen accountability and collaboration, enabling our teams to deliver consistent results across all markets in which we operate.

As of year-end 2025, Astara employed 2,868 professionals representing more than 50 nationalities. We place people at the center of our organisation, fostering a values-driven culture that promotes talent, collaboration, engagement and recognition.

For more information, please refer to the:

- [Workforce distribution by country, gender, age, and professional category table – 2025-2023 \(Tab N°6\).](#)
- [Workforce by gender, country, age, and type of contract table – 2025-2023 \(Tab N°7\).](#)
- [Annual average of workforce contracts by gender and age table – 2025-2023 \(Tab N°8\).](#)
- [Annual average of employee contracts by professional category– 2025-2024 \(Tab N°9\).](#)

4.1.1. Workforce Structure and Composition

Astara's workforce reflects a balanced and intergenerational structure, that supports operational performance while enabling knowledge transfer between experienced professionals and emerging talent. This structure provides clarity in roles, responsibilities and career progression across all geographies.

To ensure consistency across markets, Astara operates with five professional categories: Executive, Middle Management, Technical/Coordinator, Administrative and Operational roles.

15%

Under **30 years old**

63%

Between **30-50 years old**

22%

Over **50 years old**

4.1.2. Governance, Ethics and People Policies




#S1-1
Policies related to own workforce

#S1-2
Engagement with own workforce and workers' representatives, existence of channels for own workforce to raise concerns or needs and approaches to remedy

#S1-16
Incidents of discrimination and other human rights incidents

Astara's approach to people management is grounded in a robust governance framework that ensures ethical conduct, equal opportunities and respect for human rights (see Governance chapter for further detail).

Our DE&I strategy acts as a strategic enabler of performance and is structured around five pillars:

-  Culture
-  Recruiting
-  Engagement and retention
-  Advancement
-  Leadership accountability

These principles are embedded across corporate policies, including the Code of Ethics, Human Rights Policy, Sustainability Corporate Policy, Anti-Harassment Protocol, Data Privacy Policy, among others.

An Ethics Channel is available to employees and third parties, ensuring that concerns related to discrimination or harassment are reported, investigated and remediated through formal procedures.

In 2025, all concerns related to discrimination or harassment were reported, investigated and addressed in accordance with established grievance procedures.

4.1.3. Diversity, Equity and Inclusion

#SI-3
Actions and resources
related to own
workforce

At Astara, diversity, equity and inclusion is embedded across the entire employee lifecycle: from recruitment and selection to development and day-to-day collaboration. We focus on building teams that reflect the markets in which we operate, while fostering a culture of respect, inclusion, and accountability.

Creating a strong sense of belonging is essential to ensure engagement, performance, and retention. Our ambition is to provide a consistent employee experience where people can grow and contribute, and where Astara is recognized as a solid and reliable place to work throughout their professional journey.

Non-Discrimination in Recruitment and Career Development

Astara ensures equal opportunities through transparent and merit-based recruitment processes, supported by the Global Talent Acquisition Handbook. Our approach is designed to create a fair and consistent candidate experience across all markets.

From the outset, recruitment frameworks are structured to ensure that all candidates are treated fairly, regardless of gender, race, sexual orientation, disability or any other personal characteristic. Selection processes are based on objective criteria, focusing on skills, experience and alignment with the role.

To reinforce this approach, we use recruitment tools that support objective assessment and help minimize bias in decision-making. In parallel, recruiters receive guidance and training to identify and mitigate unconscious bias, ensuring that hiring decisions are grounded in merit and organizational fit.

Transparency and consistency are key principles throughout the process, enabling us to build diverse teams while maintaining high standards in talent selection across all geographies. As a result, structured job descriptions and merit-based selection processes are implemented across countries beyond compliance regulation.



Zero Tolerance for Harassment

#S1-3
Actions and resources related to own workforce

Creating a safe and respectful workplace is a non-negotiable priority at Astaro.

We have established a formal protocol to prevent, identify and address sexual and gender-based harassment across all entities and work-related contexts.

The protocol defines clear procedures for reporting, investigation and resolution, including precautionary and disciplinary measures, where applicable. It ensures protection against retaliation and provides support to affected individuals.

This framework is supported by preventive, procedural and reactive measures, including global awareness and training initiatives on workplace harassment prevention across operations. Oversight is provided by the Corporate Compliance Committee.

SUCCESS STORY

Strengthening the Protocol Through Training and Awareness

In Chile, Astaro complements its global compliance training with an annual session for all employees focused on preventing workplace harassment.

The training covers the legal definitions of sexual and workplace harassment, key elements such as consent and abuse of power, common behaviors and risk situations (such as verbal, physical, and digital misconduct), and the distinction between harassment and standard workplace conflicts. It also reinforces internal reporting procedures and employees' rights, strengthening awareness, early identification, and a culture of respect and accountability across the operation.

Social Squads

#S1-3

Actions and resources related to own workforce

To further embed diversity, equity and inclusion across the organization, Astara has established dedicated employee squads that promote these principles in a structured and practical way. These squads focus on key areas of the employee experience including gender equity, inclusion of people with disabilities, social impact, and employee wellbeing ensuring that diversity is actively integrated into daily operations and decision-making.



Women

Dedicated to advancing gender equity by supporting the development, attraction, and retention of female talent across key career stages.



(En)abled

Aimed at strengthening inclusion of people with disabilities through awareness, accessibility, and equal career opportunities.



Social Challenges

Designed to foster employee engagement while increasing Astara's positive impact in the communities where it operates.



Well-being

Committed to promoting employee health and well-being by sharing and scaling best practices across markets.

Throughout 2025, Astara's Squads were reviewed to assess how they could deliver greater impact for both employees and business challenges. In 2026, a restructuring of the Squads is planned.



Diversity, Equity and Inclusion panel discussion at Astara Chile.

Diversity and Inclusion Metrics

#S1-8
Diversity metrics

#S1-11
Persons with disabilities

#S1-15
Remuneration metrics

In 2025, Astara continued to make progress in building a more diverse and inclusive workforce, strengthening both representation and employment quality across its operations.

Gender Diversity

31%

Women in workforce
+13pp vs industry average

93%

Of women in **permanent roles**
+4pp vs 2024

In 2025, women represented 31% of the total workforce, significantly above the automotive sector average (~18%).

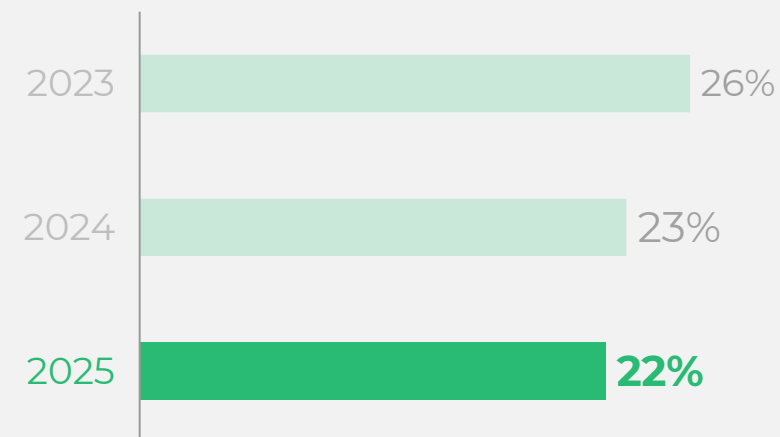
Employment quality also improved, with 93% of women holding permanent contracts (vs. 89% in 2024), reinforcing job stability and long-term career opportunities.

At leadership level, women represented 22% of management positions in both 2024 and 2025, highlighting a stable pipeline and the opportunity to further advance gender balance at senior levels.

Gender Pay Gap

Astara also continued to reduce its gender pay gap, from 26% in 2023 to 22% in 2025, reflecting a gradual structural shift towards a more balanced workforce and more equitable representation across roles.

Gender pay gap reduced by 4pp since 2023



-4 pts. since 2023

Inclusion Diversity

Astara promotes the inclusion of people with disabilities as part of its broader commitment to diversity.

+21%

Increase in employees with disabilities since 2023

In 2025, 17 employees with disabilities were part of the workforce across Chile, Spain, Switzerland and Bolivia. Building on this foundation, the company aims to expand its disability inclusion programs to 10 countries by 2027.

For more information, please refer to the [hiring of people with disabilities table – 2025-2023 \(Tab N°11\)](#).

SUCCESS STORY

Employee Development and Women's Participation in Practice.



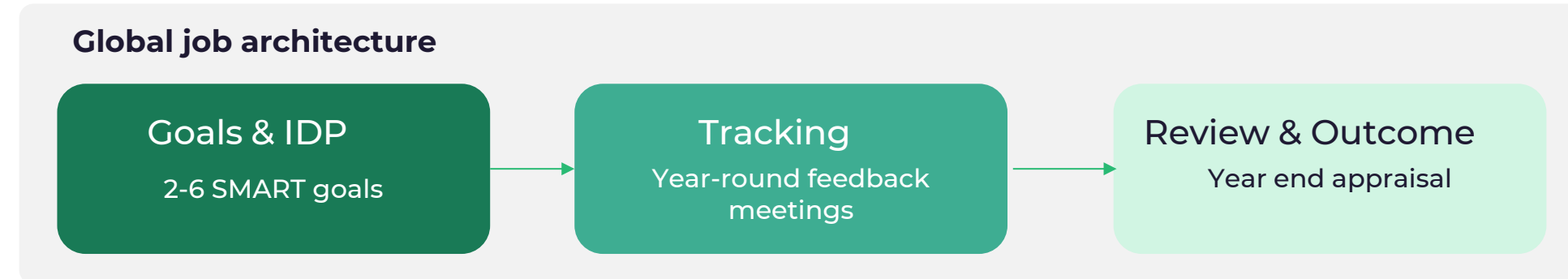
Performance and Career Growth

#S1-3
Actions and resources related to own workforce

#S1-9
Adequate wages

#S1-12
Training and skills development metrics

At Astara, performance management aligns employee development with business priorities through continuous feedback, goal-setting, and career progression.



Astara’s people model is designed to attract, develop and retain talent by aligning performance management, career development and compensation.

Performance management balances results (“what”) and behaviours (“how”), with employees setting 2–6 SMART goals aligned with business priorities. Progress is tracked through Workday, ensuring transparency and accountability. In 2025, over 80% of employees completed the full performance cycle, including self-assessment, peer feedback and formal reviews.

All employees define Individual Development Plans (IDPs), focused on building new skills and supporting career progression. Internal mobility is promoted through transparent job postings and equal access to opportunities across the organisation.

Career development is underpinned by a global job architecture integrated into performance management processes.

Compensation is designed to reinforce performance and ensure market competitiveness. Astara’s Job Leveling methodology, based on the Willis Towers Watson framework, defines salary bands aligned with market benchmarks and local requirements. The pay-for-performance model links compensation to individual contribution and business results.

Together, these elements create a consistent, performance-driven employee value proposition that supports engagement, development and long-term retention.



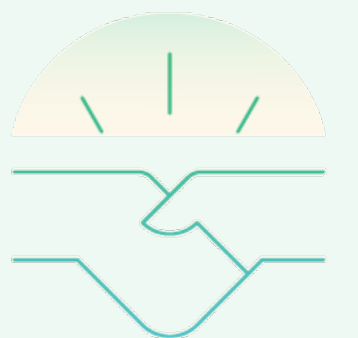
Rewarding Performance to Support Retention

In 2025, employee turnover and churn remained stable, at 21% and 10%, respectively.

These figures reflect the continuous 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 qualified professionals focused on operational efficiency and innovation.

We continue to monitor these dynamics to ensure they strengthen our long-term talent strategy and drive organisational success.



Learning as a Driver of Career Development

#SI-3
Actions and resources related to own workforce

At Astaro, our learning approach is based on the 70-20-10 framework, recognizing that the majority of development happens through experience and interaction:

#SI-12
Training and skills development metrics

70-20-10 framework

- 
70% Experiential learning
Through on-the-job challenges and real business situations.
- 
20% Social learning
Through collaboration, feedback and knowledge sharing.
- 
10% Formal learning
Through structured training programs.

To support this approach, Astaro provides access to global learning platforms such as LinkedIn Learning, language programs and technical training tailored to local market needs.

Together, these tools enable employees to build relevant skills while adapting to the evolving demands of the mobility sector.

2025 results

93%

Training coverage

2,662

Employees trained

42,221

Training hours delivered

In 2025, we have refocused and streamlined our training strategy, resulting in an average of 24 training hours per employee across 2024 and 2025. This evolution reflects a shift from volume-based training to a more efficient, targeted approach aligned with business needs and performance outcomes.

Looking ahead

Looking ahead to 2026, the renewal of the Training Plan will enable a more rigorous identification of training needs.

This process will guide the learning offer towards specific strategic objectives by area and department, ensuring a more targeted approach aligned with the company's priorities and the challenges that will shape its evolution in the coming years.

For more information, please refer to the [training hours by professional category - 2025-2023 \(Tab N°10\)](#).

4.1.4. Employee Well-being and Working Conditions

#S1-3
Actions and resources related to own workforce

#S1-13
Health and safety metrics

Astara recognizes that employee well-being is directly linked to performance, engagement and long-term retention.

Ensuring comprehensive health protection across all operations

In 2025, 100% of employees were covered by health protection systems, either through corporate insurance or national schemes across all operations, with family coverage provided in selected markets.

Beyond compliance, Astara complements statutory coverage through structured, country-level benefit schemes, ensuring consistent global standards of quality and coverage while adapting to local regulatory and workforce needs.

These programs typically include complementary insurance, preventive care, mental health support and, where relevant, benefits that extend to employees' families and support networks, reflecting our commitment to overall quality of life and sustained engagement.



- **Chile**
Complementary health, dental and life insurance coverage, employees' families can benefit from preferential conditions for vehicle purchase and rental.
- **Colombia**
Preventive medical check-ups, psychological support and family benefits, such as life and pet insurance.
- **Poland**
Comprehensive corporate health insurance, including preventive care and telemedicine.
- **Switzerland**
Benefits go beyond regulatory requirements, including extended care and nursing leave (an additional 7 working days beyond the statutory 3 days), as well as child and education allowances.

Note: Examples across key markets. Coverage applies to 100% of employees globally



Astara's Poland Team at the Polish Women's Sailing Championships, Sopot

Enabling Flexible Work Models to Support Performance and Well-being

#S1-3
Actions and resources related to own workforce

#S1-10
Social protection

#S1-14
Work-life balance metrics

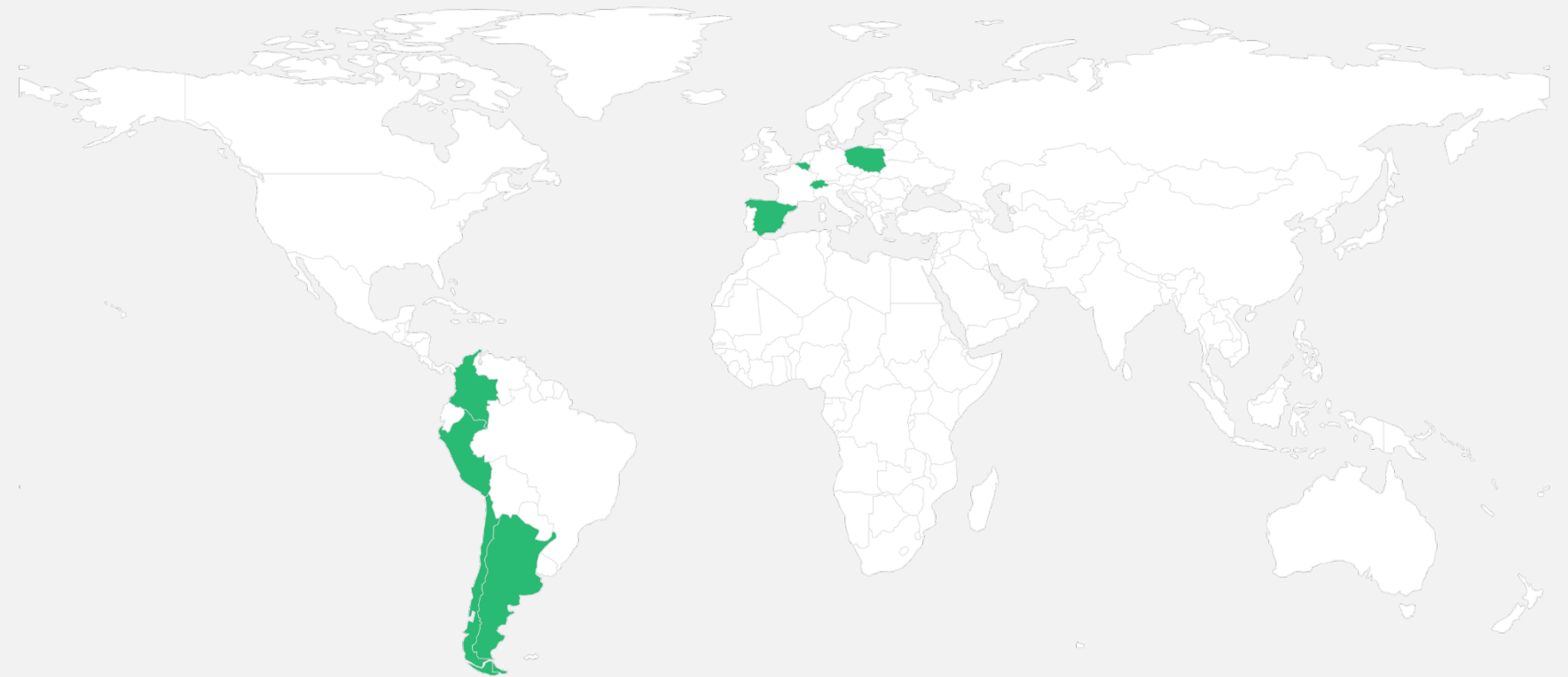
Aligned with Astara's employee well-being approach, the company promotes flexible working arrangements, including hybrid work models, remote work options and flexible schedules, adapted to local regulations and operational needs.

These practices aim to support work-life balance, enhance productivity and foster employee engagement across all markets.

In addition, digital disconnection practices are implemented across our operation to ensure adequate rest periods and protect employees' work-life balance, in line with Astara's Technological Media Use Policy.



Country Snapshot



- **Chile, Argentina, Colombia and Peru:** Hybrid work models with flexible schedules and well-being initiatives including gym benefits and "Health and Safety Week".
- **Spain:** Flexible working hours with comprehensive benefits: life insurance, flexible remuneration, medical support, physiotherapy, wellness activities, access to EV charging at no cost, parking and additional leave.
- **Belgium:** Employees benefit from a competitive package including meal and eco vouchers, company car, insurance, and additional leave supporting well-being and retention.
- **Poland:** Employees benefit from flexible arrangements including work abroad (2x/year). Monday-Thursday schedule with shorter Friday. Benefits: medical, dental, life insurance, company cars and holiday allowances.
- **Switzerland:** Flexible arrangements plus enhanced parental benefits: extended paid maternity and paternity leave beyond legal requirements.

Balancing Working Time, Overtime and Employee Well-being

#S1-3
Actions and resources related to own workforce

#S1-14
Work-life balance metrics

Working time, overtime and rest periods are managed in accordance with applicable local labour regulations and, where relevant, collective agreements.

Astara ensures that working time practices are consistently monitored at country level to guarantee compliance, protect employee well-being and support sustainable workforce management.

Overtime is compensated either financially or through time off in lieu (TOIL), depending on local legal requirements and internal policies. In addition, rest periods and breaks are enforced in line with applicable legislation to safeguard employee health and work-life balance.

These practices are supported by formal policies, digital time-tracking systems and country-level controls:



Overtime compensation: provided through enhanced pay (typically 1.25x–2x the standard hourly rate, depending on country, conditions and collective agreements) or via TOIL, widely applied in several European countries (e.g. Spain, Belgium, Finland).



Overtime limits: aligned with local legal thresholds (e.g. Spain: ~80 hours/year; Poland: ~150 hours/year).



Rest periods: minimum daily and weekly rest periods enforced in line with local legislation.



Time tracking systems: digital tools (e.g. Buk Asistencia in Chile, Workday in Switzerland) ensure accurate recording and monitoring of working hours.

Note: Examples across markets.

SUCCESS STORY

Working Time Management and Operational Efficiency

Working time at Astara Chile is centrally monitored through the Buk Asistencia system, ensuring consistent tracking of attendance, overtime and working patterns across all operations, in line with local labor regulations.

In 2025, 84% of employees recorded their attendance through the system, while the remaining 16% correspond to executive or trust-based roles not subject to direct time control. All employees have access to the platform for team management purposes.

The system enables the monitoring of key indicators such as overtime hours and associated costs, providing centralized visibility and supporting data-driven decision-making at area level. This approach allows the identification of inefficiencies, the implementation of corrective actions and the formalization of structural adjustments where needed.

As a result, Astara has strengthened its ability to manage working time responsibly, reducing overtime volumes and associated costs in Chile. This contributes not only to improve operational efficiency, but also to better working conditions and enhanced work-life balance for employees.

4.1.5. Employee Health and Safety

#S1-3

Actions and resources related to own workforce

Protecting employee health and safety is a priority across all Astara operations and is embedded within our global governance framework.

Employee risk management approach

Astara aims to ensure that health and safety risks are systematically identified, assessed and managed across its operations. In line with applicable local legislation, entities conduct periodic risk assessments covering employees and operational activities.

This approach is reinforced by internal governance frameworks, including the Astara People Policy and the Code of Conduct, which establish minimum standards, roles and responsibilities for health and safety management across all geographies.

Risk assessments are conducted at local level but follow a consistent approach based on:

-  Identification and evaluation of workplace hazards.
-  Definition and implementation of preventive and corrective measures.
-  Regular monitoring and updates of risk matrices.
-  Integration of employee feedback and participation mechanisms.
-  Support from certified external occupational risk prevention providers, where applicable.
-  Emergency preparedness is ensured through formal emergency and evacuation plans, complemented by regular drills and training.

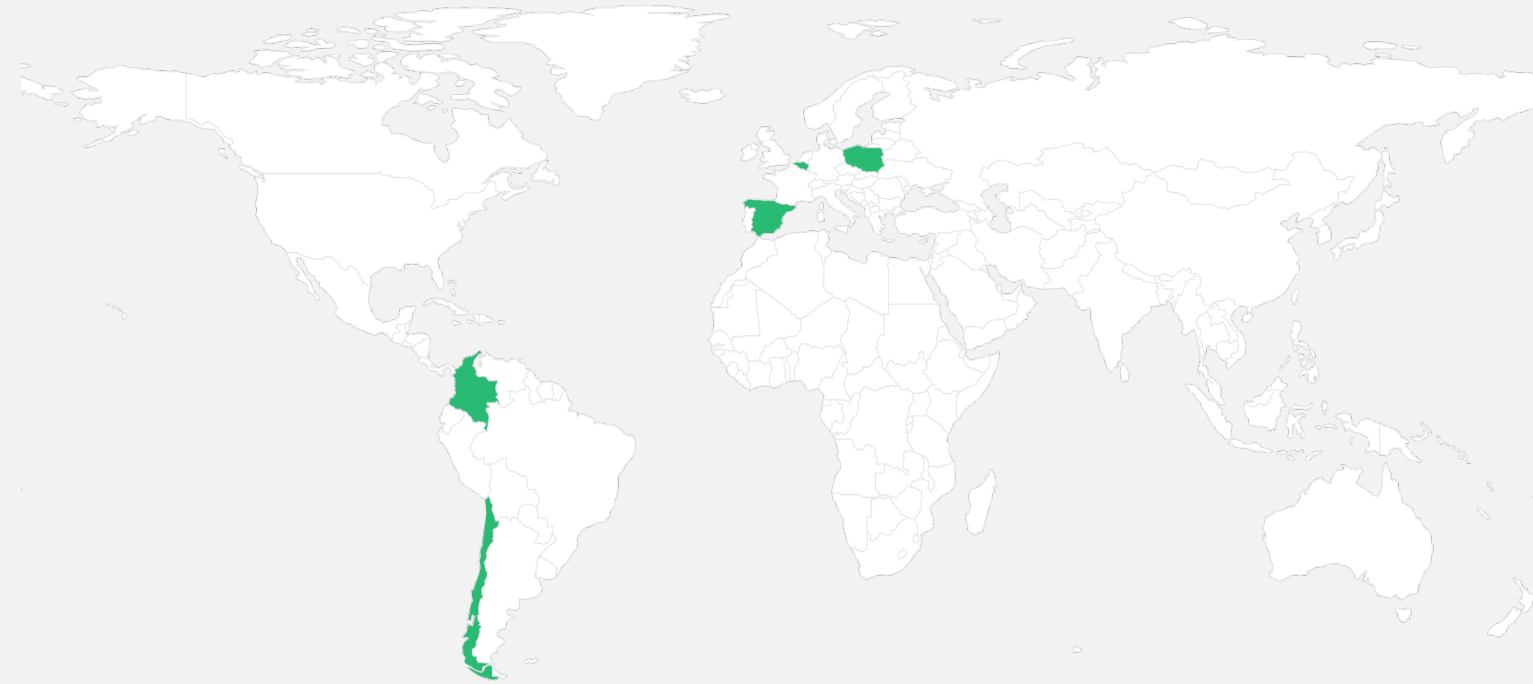


Pre-Delivery Inspection (PDI) at Chilean facilities

#S1-3
Actions and resources
related to own
workforce

#S1-13
Health and safety
metrics

Country Snapshot



- **Chile:** Risk management is structured around formal risk matrices and supported by a Health and Safety Committee, which oversees corrective action plans and digital, QR-based incident reporting systems, enabling real-time monitoring and continuous improvement.
- **Colombia:** A formal and documented Health & Safety risk assessment process (IPER) is implemented, covering 100% of employees and operational areas. The process includes systematic identification of key risk categories and is validated through site inspections, employee participation, external expert support and oversight by Health and Safety Committees.
- **Belgium:** Health and safety risk management is supported through collaboration with an accredited external prevention service, ensuring regulatory compliance, risk evaluation and implementation of preventive measures.
- **Spain:** Comprehensive health and safety assessments are conducted in partnership with an external provider, combining employee questionnaires, medical check-ups and qualitative feedback to identify risks and define targeted action plans.
- **Poland:** Structured health and safety procedures are implemented, including formal risk assessments, documented evacuation plans and periodic emergency drills to ensure preparedness and compliance with local regulations.

Preventive Health and Early Risk Detection

Beyond risk identification and mitigation, Astara places strong emphasis on preventive health measures, aiming to anticipate risks and protect employee well-being before incidents occur.

In line with local regulatory requirements, Astara promotes preventive actions related to occupational health risks across its operations, including repetitive strain injuries (RSI) and other work-related conditions, where applicable. These measures are complemented by structured health monitoring programs and employee participation mechanisms, ensuring early detection of potential health issues and continuous improvement of working conditions.

Extending preventive health measures for third party workers

Astara's [Suppliers Code of Conduct](#) sets out the expected behaviour for Astara's non-employee workers and other contracted parties which outlines key topics that are important to the company, such as working hours, work-related accidents, etc.




Employee health and safety training and prevention

#S1-3
Actions and resources related to own workforce
#S1-13
Health and safety metrics

At Astara, training is a key lever to prevent incidents and strengthen a proactive health and safety culture across all operations.

Our approach is risk-based, ensuring that training programs are tailored to the specific operational risks identified in each market. This enables employees not only to comply with safety requirements, but to actively contribute to safer workplaces.

Core training areas include:

-  Onboarding safety training to ensure all employees understand key risks from day one.
-  Emergency response and first aid to enhance preparedness and reduce incident impact.
-  Ergonomic programs to prevent work-related injuries and support long-term well-being.

Training is continuously adapted to evolving operational needs. In particular, Astara ensures that employees involved in operations with hazardous substances and electric vehicle components receive structured and role-specific training, aligned with national regulatory requirements and global safety standards.



How we deliver safety in practice

#S1-3

Actions and resources related to own workforce



This approach is supported by documented training programs, third-party involvement and performance monitoring across key markets:

- Belgium: designated employees (industrial helpers) receive certified first aid training with annual refreshers and lead evacuations; additional fire safety and evacuation training is regularly reinforced.
- Chile: H&S training is embedded in onboarding processes, ensuring 100% employee coverage. All employees receive initial induction and safety training aligned with operational risks.
- Colombia: H&S training is integrated into the Occupational Health & Safety Management System (SG-SST), covering all employees through an annual plan. In 2025, 99.07% of planned training activities were executed, with a 97.5% internal audit compliance score. Training includes emergency response, first aid, fire safety and road safety (PESV), supported by certified trainers and OEM-designed programs for electric vehicle safety.
- Finland: structured training in high-voltage battery safety, including emergency procedures, technical protocols and EU compliance.
- Poland: H&S training is conducted periodically, starting on the first day of employment and followed by refresher sessions within 12 months (or 6 months for managerial roles). Risk assessments are formally documented and communicated to all employees, with role-specific risks assigned by the Health & Safety Inspector. These risks are integrated into training, and employees formally acknowledge their understanding.
- Portugal: training on the safe management of hazardous substances is embedded in technical guidance for working with electric vehicles and battery systems, ensuring alignment with regulatory and operational requirements.
- Spain: training activities are formally documented and tracked, covering occupational health & safety, product handling and warehouse procedures. Specific initiatives include training on environmental emergency measures in dealership operations (e.g. Lexus facility).
- Switzerland: employees performing safety-related functions receive dedicated training delivered in collaboration with external experts, including topics such as electric vehicle handling and workplace safety compliance.



Warehousing operation in Chile



Pre-Delivery Inspection (PDI) at Chilean facilities

Delivering safer operations year after year

#SI-3
Actions and resources related to own workforce

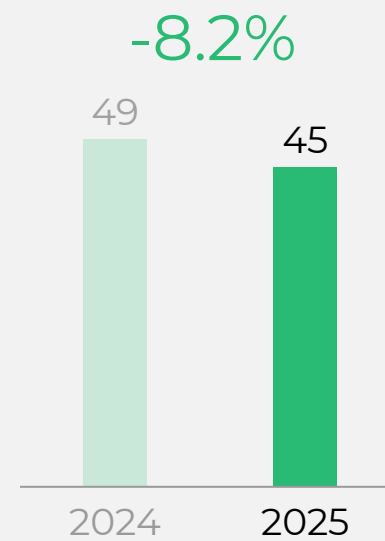
#SI-13
Health and safety metrics

Astara continues to strengthen its safety performance, reflecting the effectiveness of its prevention-focused approach and the progressive consolidation of a strong health and safety culture across operations.

In 2025, the company recorded zero fatalities and zero occupational diseases, maintaining a solid baseline in critical safety indicators.

Workplace Accidents

Numbers

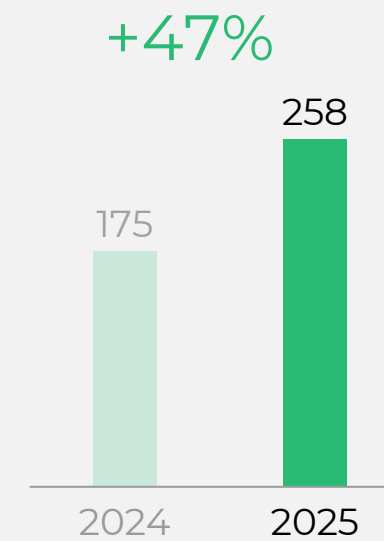


The reduction in workplace accidents reflects tangible progress in risk mitigation and operational safety.

These results highlight Astara's continuous efforts to move beyond compliance, embedding prevention, awareness and accountability into daily operations and reinforcing a culture of safety across all markets.

Absenteeism due to Health & Safety incidents

Days



Reported absenteeism days rose 47% versus 2024, reflecting stronger data capture following the Workday deployment.

For more information, please refer to the [number of days lost to work-related injuries, fatalities, and ill health table – 2025 – 2023 \(Tab N°12\)](#).

4.1.6. Employee Dialogue and Representation

#S1-3
Actions and resources related to own workforce

#S1-7
Collective bargaining coverage and social dialogue

#S1-10
Social protection

Astara promotes open, transparent and structured dialogue with employees across all geographies, fostering trust, engagement and alignment with business objectives.

Collective bargaining coverage remained stable in both 2025 and 2024 at 52%, with strong representation in key markets such as Spain, Chile and Portugal. This reflects Astara's commitment to respecting labour rights and maintaining constructive relationships with employee representatives regarding health and safety, working hours, adequate wages, career management, training and diversity.

52%

Collective Bargaining Coverage
in 2024 & 2025

Listening to Our People

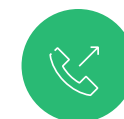
Employee engagement is continuously monitored through a combination of digital tools and formal feedback mechanisms, ensuring that employee voice is systematically captured and translated into action:



Corporate event surveys: Conducted after internal events to gather employee feedback, helping identify strengths and areas for improvement in engagement initiatives.



Employee performance cycle: one-to-one conversations between employees and managers (see Talent Development and Performance chapter).



Ethics Channel: Provides a formal and confidential mechanism for employees and other stakeholders to raise concerns or report potential misconduct (see Ethical chapter for further details).



Engagement survey: Enables regular feedback collection on employee engagement, diversity and inclusion, health and well-being, and transformation and change, providing insights at both global and local levels. Results are used to define and track action plans, supporting continuous improvement in the employee experience.

For more information, please refer to the [employees covered by collective bargaining agreements by country – 2025-2023 \(Tab N°13\)](#).



Diversity, Equity and Inclusion panel discussion at Astara Chile

4.2 Community Impact

Astara is building a community impact model rooted in two convictions: that sustainable mobility can unlock opportunity in underserved communities, and that the transition to electromobility requires investing in skills today.

Supporting Local Foundations

In 2025, Astara reaffirmed its commitment to community engagement, directing €375k across 40 organizations in seven countries — focusing investment where social impact is most meaningful. Aligned with a year of operational discipline, resources were concentrated to maximize reach and effectiveness across key markets.

~375k €

Total contributed

40

Organizations

7

Countries

For more information, please refer to the [contributions to foundations and other non-profit entities – 2025-2024 \(Tab N°14\)](#).

Impact by region

→ Latin America – 89%

Chile leads as primary recipient, supporting 12 organizations across education, healthcare, environmental conservation, and sports. Peru, Colombia, and Argentina have deepened their local engagement in areas such as food security, rehabilitation, childhood cancer support, ocean conservation, and early childhood education.

→ Southern Europe — 10%

Spain and Portugal directed resources toward disability inclusion, biomedical research, child welfare, and cultural preservation. Poland contributed to family welfare and healthcare fundraising.



Nashira project in Valle del Cauca, Colombia, providing reliable energy access to a community kitchen through a solar-powered system using a second-life PHEV battery

2025: pausing to grow with impact

In 2025, rather than scaling prematurely, we chose to pause and assess, evaluating how to expand with the depth and intentionality that genuine social impact requires. This meant examining the feasibility of replicating our model in additional countries, identifying the right partners, and ensuring that future initiatives deliver measurable, lasting outcomes rather than isolated actions.

What lies ahead

Our ambition is to evolve from individual projects into a connected, scalable community impact model, increasingly aligned with Astar's core business. This means prioritizing initiatives linked to mobility, electrification and circularity, deepening strategic partnerships, expanding to new projects, and empowering Astar employees to contribute directly.

SUCCESS STORY

Chile

A standout example is Chile, where since 2013 Astar has implemented a structured disability inclusion program aligned with its diversity and inclusion strategy. Through this initiative, more than 76 individuals have participated, contributing to measurable improvements in employee retention and engagement, including a reduction in warehouse turnover from 56% to 22% and an increase in employee loyalty from 4.84 to 7.2.

This approach is reinforced through partnerships with educational institutions, such as Santa Teresa de Ávila School and Fundación Educacional Chile Dual, supporting employability pathways and training over 1,520 technical educators in electromobility.

Colombia

Aligned with our ambition to connect social impact and core business, in 2024 we launched our flagship Nashira project in Valle del Cauca, Colombia. By deploying a second-life PHEV battery within a solar-powered system, the initiative enabled reliable energy access for a community kitchen, supporting food preservation, income generation and local resilience. The project also included technical training for local women, creating new employment opportunities.

Building on this model, in early 2026 we expanded the initiative within Cauca, extending the solution to an additional community kitchen in Palmira and a school in the region, further strengthening access to energy, food and education. This initiative contributes to local development, supports communities with limited access to reliable electricity, and fosters long-term social progress by promoting education and food security.



Labour Inclusion Programme ceremony in Chile





4.3 Commitment to Customer Experience

#S4-2

Engagement with consumers and end-users, existence of channels for consumers and end-users to raise concerns or needs and approaches to remedy

At Astara, we focus on delivering a consistent and high-quality customer experience across all markets by ensuring that our services are accessible, responsive, and operationally effective throughout the vehicle lifecycle.

Our customers include:

-  Retail dealers who purchase vehicles for commercialization.
-  End customers acquiring vehicles through our dealer network.
-  Users of Astara Move mobility service.
-  Public institutions and private companies using our advisory services.

These stakeholders are supported through Astara's integrated mobility solutions, delivered both directly and in collaboration with value chain partners.



4.3.1. Vehicle Inspection and Pre-Delivery Controls

#S4-3

Actions and resources related to consumers and end-users

Astara implements a structured and multi-stage vehicle inspection process to ensure safety, quality, and compliance before vehicles reach end customers. The process consists of two main stages:

1. Initial inspection at stockyard

Upon arrival, each vehicle undergoes a computerized diagnostic check to verify that all critical systems—such as airbags and electronic components—are functioning correctly.

2. Pre-Delivery Inspection (PDI) at dealership level

Prior to delivery, vehicles are inspected following standardized technical procedures defined by each OEM, ensuring that all systems, functionalities, and physical conditions meet required standards. Each brand applies its own inspection checklist, typically structured in three components:



General vehicle information: Including model, engine type, transmission, registration date, and mileage.



Technician accountability: ensuring traceability and governance of the inspection process.



Technical checklist: covering system activation, mechanical and physical inspections, as well as finalization and cleaning.

This process ensures that vehicles are delivered in full compliance with safety and quality standards, reinforcing customer trust and reducing the likelihood of post-delivery incidents.



4.3.2. Safeguarding Customer Health and Safety

#S4-3

Actions and resources related to consumers and end-users

As a specialized distributor, Astara acts as a key operational link between OEMs, dealer networks, and end customers, ensuring that safety standards are consistently implemented throughout the distribution and after-sales phases.

While vehicle design, manufacturing, and homologation remain under the responsibility of OEMs, Astara ensures alignment by partnering exclusively with manufacturers that meet applicable safety regulations and certification requirements in each market.

This approach is complemented by a strong focus on the execution and coordination of safety-related processes across its operations, led by the Global After-Sales Department, which oversees:



Maintenance and repair operations across dealer networks.



Warranty management processes.



Recall campaigns and customer notification protocols.

Extending Product Lifetime and Service Efficiency

Astara promotes a proactive approach to vehicle maintenance to enhance safety, performance, and product longevity. Across all countries:

- Preventive maintenance campaigns are implemented.
- Vehicles are delivered with clear maintenance guidance (printed and digital formats, including QR codes and service booklets).
- Customers are encouraged to follow recommended service intervals and care routines.

Additionally, extended warranty and maintenance-included programs are promoted to:

- Improve cost predictability for customers.
- Increase adherence to maintenance schedules.
- Enhance overall service experience.

This approach supports both operational efficiency in after-sales services and a more sustainable product lifecycle.

Additionally, all vehicles delivered by Astara are equipped with car manuals and a roadside emergency kit ("road kit"), providing essential tools to manage common roadside incidents, including mechanical failures, accidents, and first-aid situations. The kit also enables drivers to signal hazards to other road users, contributing to safer driving conditions for both drivers and passengers.

Recall campaigns and customer notification protocols

#S4-3

Actions and resources related to consumers and end-users

Astara operates a structured recall management system designed to maximize achievement rates and minimize customer risk across all markets.

The system combines processes standardized by OEMs with local execution to ensure timely and effective responses and is supported by a multi-channel communication approach — including SMS, phone calls, certified letters, mobile app notifications, and follow-up reminders — to proactively engage customers and facilitate prompt service scheduling.

Performance is monitored monthly through recall completion indicators, enabling early identification of gaps and corrective actions at market level, while ensuring alignment with OEM service standards.

Country Snapshot



- **Bolivia:** Targeted training for dealer networks on recall and warranty procedures.
- **Colombia:** All workshops are equipped with spill control kits, and staff receive training in hazardous substance management in compliance with local regulations.
- **Spain:** Provision of official emergency response sheets for EVs to public authorities, in line with regulatory requirements.
- **Portugal:** Maintenance service contracts supported through partnerships.
- **Poland:** Safety recalls are managed in accordance with OEM guidelines and national legislative requirements. Customer data is accessed through central vehicle registration databases, allowing for direct communication via registered letters requesting workshop visits. Where applicable, local authorities are also informed, ensuring full regulatory compliance and traceability throughout the process.

4.3.3. Complaint Management and Customer Feedback

#S4-2

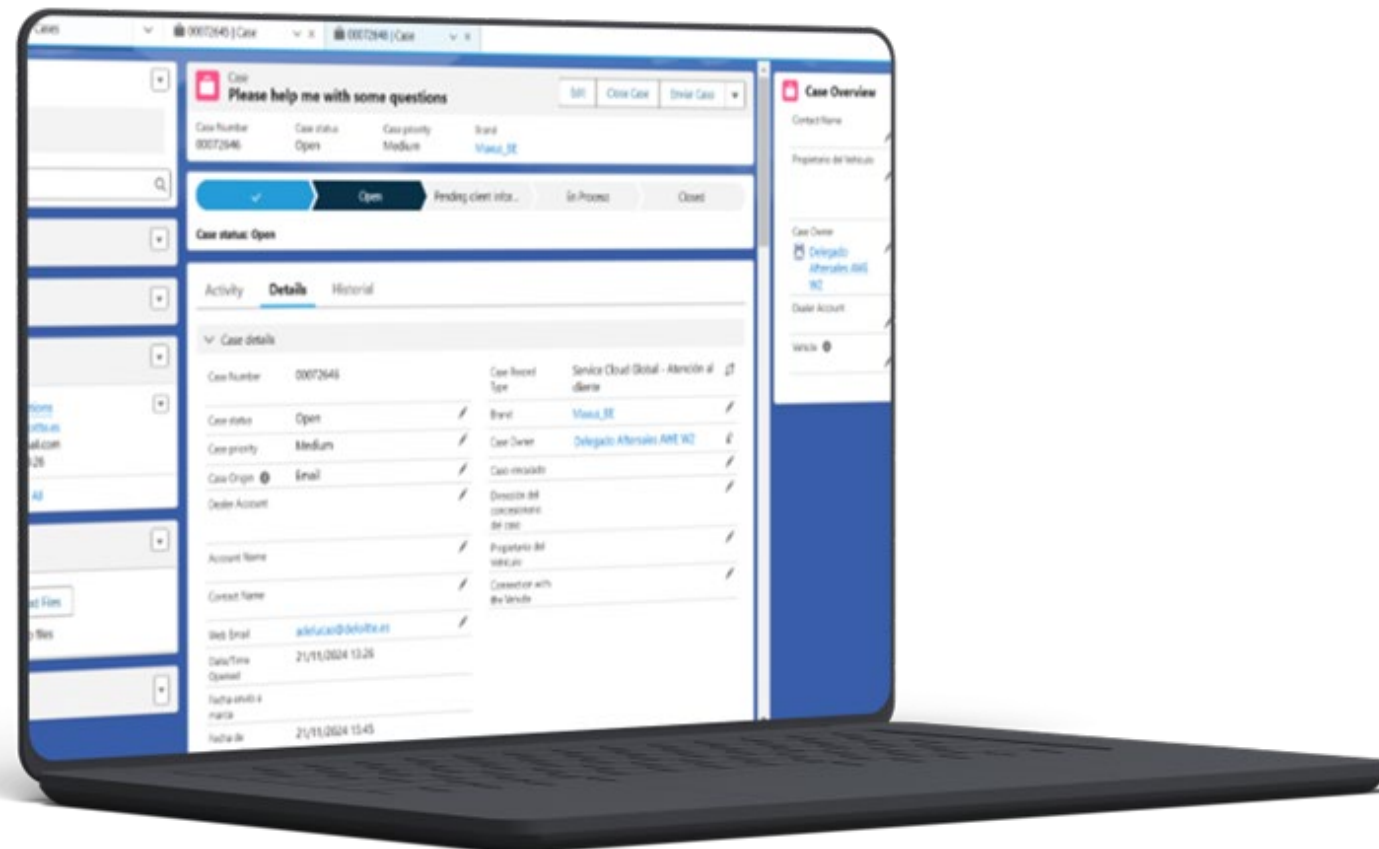
Engagement with consumers and end-users, existence of channels for consumers and end-users to raise concerns or needs and approaches to remedy

Astara manages customer interaction and incident processes across all markets.

Customers can access support through multiple channels, including dealerships, brand-specific websites (contact forms), customer service phone lines, and dedicated email addresses. All interactions are recorded and managed, ensuring response processes, performance monitoring, and the identification of recurring issues and improvement areas.

Customer feedback is further monitored through NPS surveys across all geographies, supporting continuous improvement of service quality and customer experience.

We continue to enhance our internal processes through improved complaint tracking, root cause analysis, and resolution efficiency, reinforcing our commitment to delivering a high-quality customer experience.



Astara Platform – customer interaction and incident management system

4.4. Information Security & Data Protection

At Astara, safeguarding information is integral to responsible business operations. Information security and data protection are managed through a governance framework combining policies, technical controls, employee awareness, and continuous monitoring to protect the confidentiality, integrity, and availability of data across operations.

This approach is designed to mitigate key risks identified in our double materiality assessment, including potential legal sanctions, loss of customer trust, and reputational damage resulting from data breaches or inadequate protection of personal information, which may also have adverse financial impacts on our operations and value chain.

4.4.1. Governance & Policy Framework

Astara's Data Protection and Information Security framework is integrated into its risk management and compliance system, supporting alignment with regulatory requirements and business objectives.

The [Data Privacy Policy](#), approved by the Board of Directors, establishes the principles for responsible data management and is reinforced through the Code of Conduct and the Information Security Incident Management Policy.

Cybersecurity oversight is conducted by the Cybersecurity Committee, with controls and incident management processes regularly monitored to support the continuous improvement of the control environment.



4.4.2. Cybersecurity Infrastructure & Risk Management

Astara applies a risk-based cybersecurity framework designed to protect its operations and sensitive information. This framework is supported by a network architecture aligned with security best practices.

Endpoints are safeguarded through advanced security controls. Vulnerability management processes are implemented to proactively identify and address risks, while security logs are centralized to support monitoring and incident detection capabilities with continuous oversight.

Information security risk assessments are conducted periodically. When vulnerabilities are identified, corrective actions are implemented, including system updates, patch management, and strengthened access controls. The effectiveness of these measures is monitored constantly by Cybersecurity Head, supporting continuous improvement.

Reporting Channels & Incident Response

In the event of a security incident, Astara's Incident Response Plan governed by the Cybersecurity Committee activates clear procedures for detection, categorization, escalation, resolution, and reporting. In 2025, Astara recorded no material or reportable information security incidents across its global operations.

Data Retention, Consent & Transparency

Astara complies with the GDPR Principle of Data Quality (Article 5), with a formalized data retention protocol governing all group entities.

All Astara websites provide transparent information to stakeholders through General Terms, Legal Notices, Privacy Policies, and Cookie Policies with user-managed consent preferences.

Stakeholder consent for data processing, sharing, and retention is managed in accordance with applicable regulations.

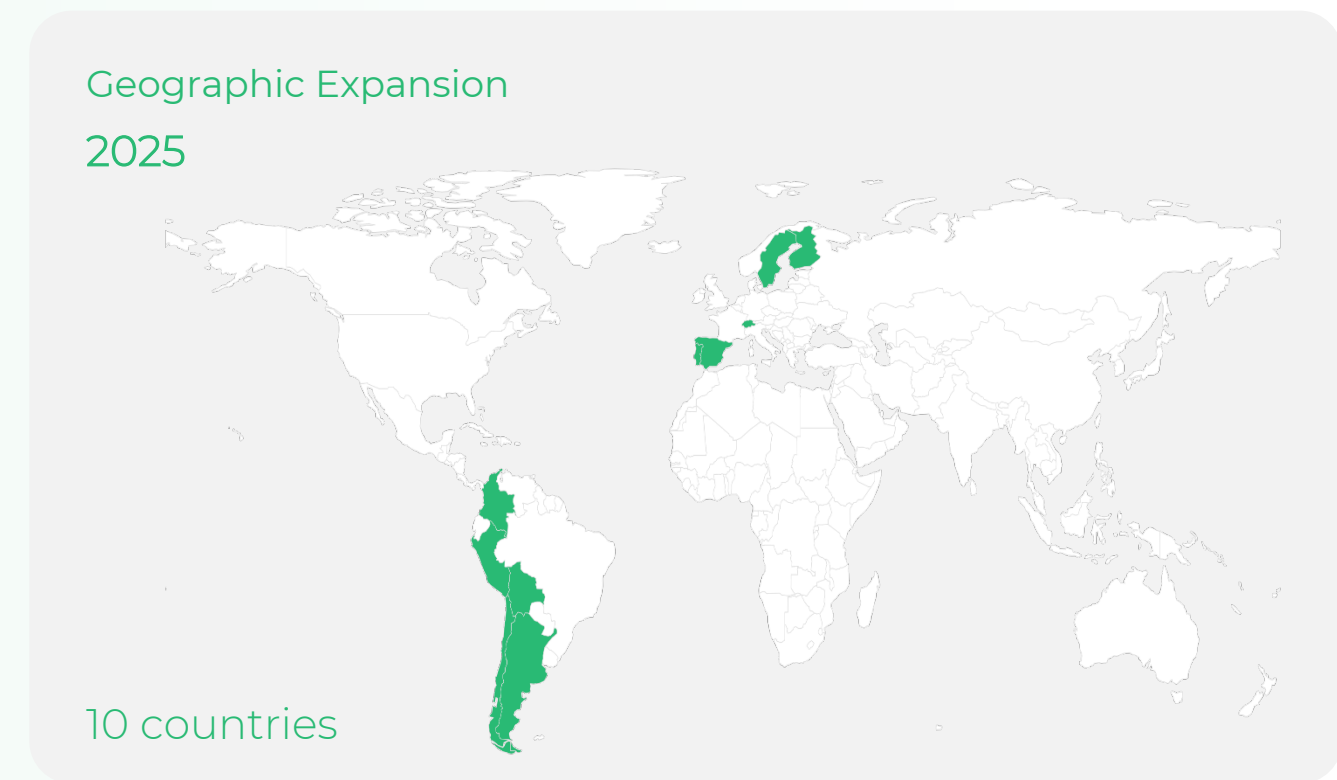
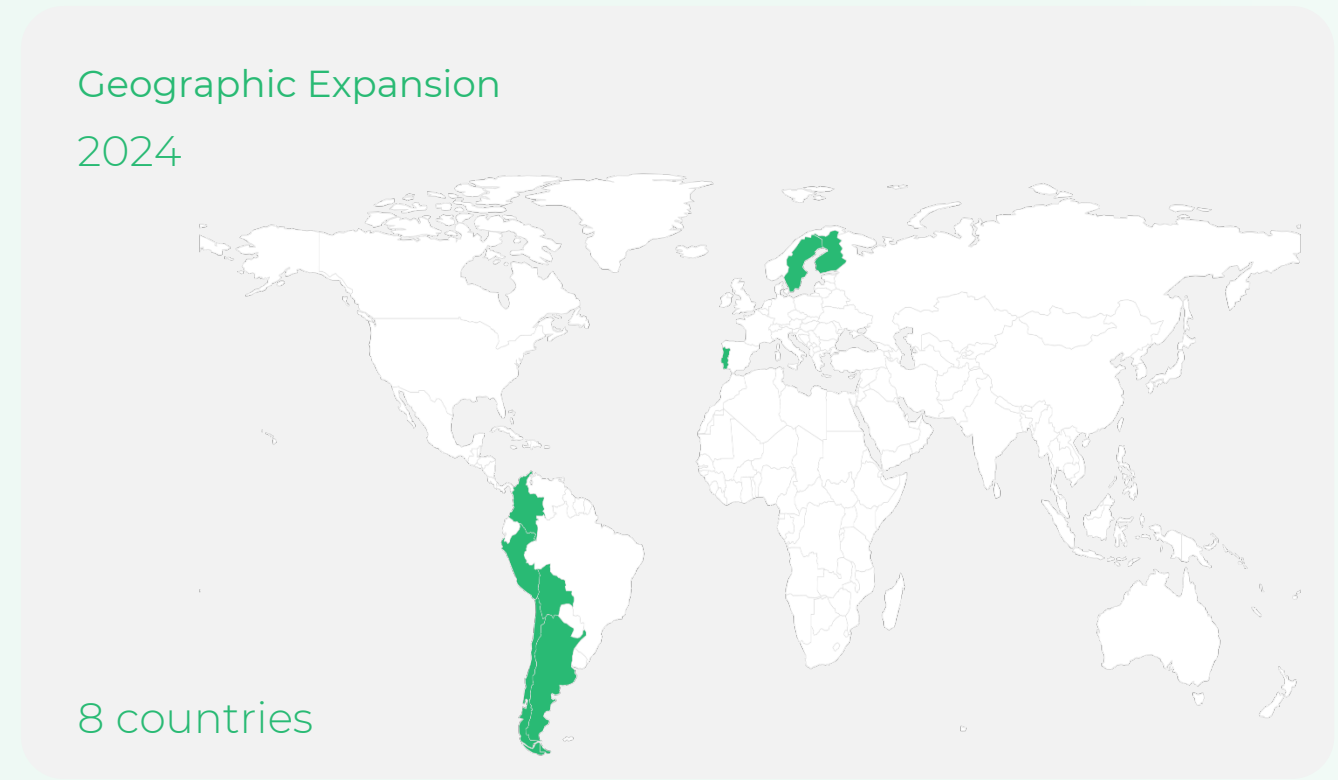
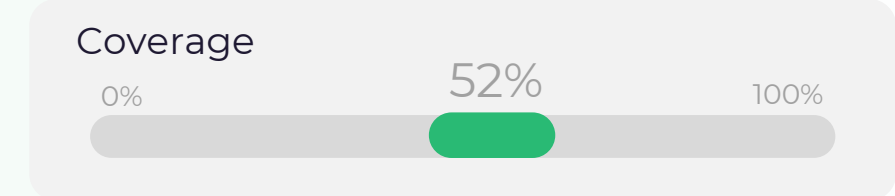
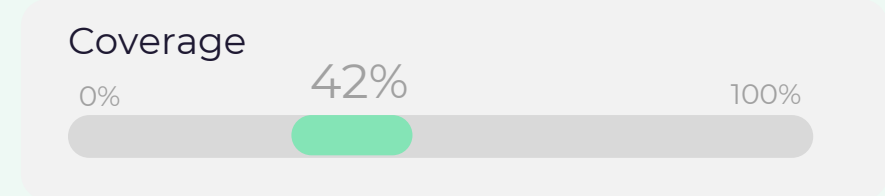
This integrated approach fosters a strong security culture across the organization and enables Astara to proactively manage information security risks, strengthen resilience, and ensure continuous alignment with evolving regulatory and operational requirements.



4.4.3. Data-protection Audits & Third-Party Due Diligence

Audits are conducted every three years to ensure compliance with applicable regulations. In 2024, data protection audits were carried out in eight countries (Finland, Peru, Colombia, Chile, Bolivia, Argentina, Sweden and Portugal). In 2025, the scope was expanded to include Spain and Switzerland, covering 52% (vs.42% in 2024) of global operations.

All audits were performed by independent third parties, confirming alignment with GDPR and applicable local data protection regulations. The results validated overall compliance while identifying opportunities for continuous improvement, for which corrective action plans have been implemented.



4.4. Privacy & Data Protection Learning & Awareness

Information security is embedded as a core pillar of Astara's Compliance Program, supported by a structured and globally deployed training framework.

Training is mandatory and integrated into both the Compliance Training Plan and employee onboarding, ensuring that all employees acquire a consistent baseline on data protection, cybersecurity fundamentals, and internal regulations from the outset.

Performance is monitored through defined KPIs, including training completion rates, enabling continuous improvement of employee awareness and risk mitigation.

Throughout 2025, Astara reinforced this program through global initiatives aimed at strengthening awareness and promoting secure behaviours across the organization:

→ International Data Protection Day Campaign: Company-wide communications reinforcing responsible information management and data privacy.

→ Interactive Training Activities: Gamified exercises, workshops, and knowledge checks focused on cybersecurity best practices, phishing awareness, secure data handling, and incident reporting.

→ Supplier Data Protection Circular: Communication to suppliers outlining expectations on personal data handling and compliance, extending Astara's security culture across its value chain.

Training completion is tracked through Astara's digital platforms. In 2025, 75% of employees completed the compliance and ethics assessment, which includes information security components.

Astara's learning ecosystem, Astara & Beyond, supported by platforms such as LinkedIn Learning, provides continuous global access to cybersecurity and data protection training, reinforcing a culture of ongoing learning and risk awareness.





05.

Governance

5.1 Fostering Ethical Leadership and Responsible Conduct

5.1 Fostering Ethical Leadership and Responsible Conduct

#G1-2
Actions related to
business conduct

At Astara, governance is designed not only to ensure compliance, but to actively reduce risk exposure, strengthen decision-making, and enhance access to sustainable financing.

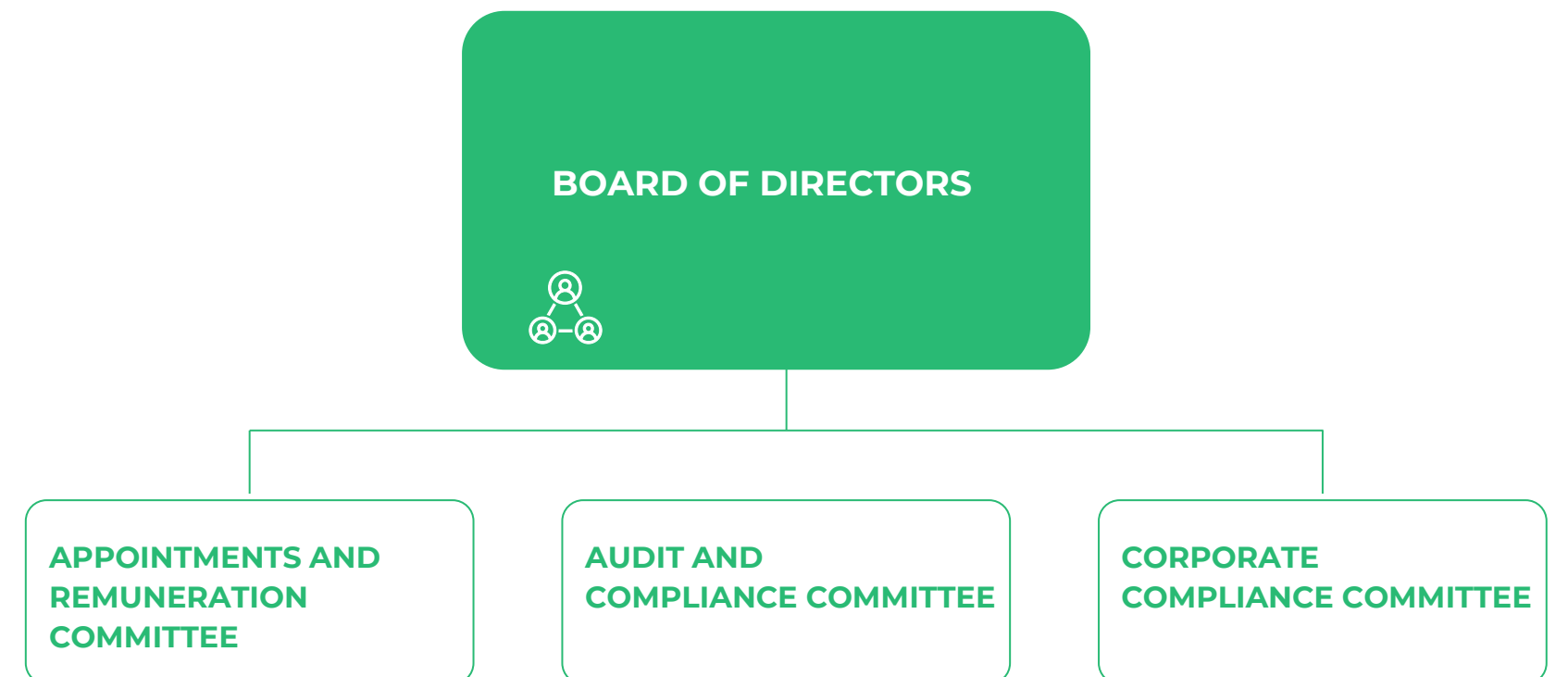
By integrating ethics, compliance, and ESG considerations into core business processes, our governance model supports financial resilience, improves risk-adjusted performance, and reinforces long-term value creation across all markets.

Astara's governance structure is led by a Board of Directors composed of ten members, including one independent director (10% independence) and one female member (10% gender representation).

Each of these bodies operates under its own internal regulations and meets regularly, with formal records kept of all sessions.

This governance structure ensures accountability, reinforces integrity, and supports effective oversight of Astara's material impacts, risks, and opportunities.

The Board is Supported by three key bodies:



The Board of Directors, together with the Audit and Compliance Committee, is responsible for:

- Overseeing risk management processes, including those related to regulatory compliance.
- The Corporate Compliance Committee is specifically responsible for monitoring the implementation of compliance policies and procedures across the organization. Astara ensures that its administrative and management bodies collectively possess the appropriate skills and expertise to oversee key business risks.

This governance structure ensures that both financial and non-financial risks, including ESG-related risks, are effectively overseen and integrated into strategic decision-making.

5.1.1. ESG Risk in the Risk Catalogue

#G1-2
Actions related to
business conduct

The risk catalogue includes a selection of ESG-relevant risks identified from Astara's overall risk catalogue, based on double materiality assessment criteria aligned with the company's ERM framework.

47

Risks in the **corporate catalogue** (2025)

26%

ESG-related risks identified

11

Key risks from **double materiality** assessment



Risk Catalogue

#G1-2

Actions related to
business conduct

This integrated risk management approach enables Astara not only to anticipate potential disruptions but also to support informed strategic decision-making, including capital allocation, market prioritization, and the identification of emerging ESG-related opportunities.



Compliance Risk

- **Non-compliance with applicable legislation (data protection, competition, tax, fraud, etc.):** internal controls are implemented to ensure compliance with external regulations and prevent legal sanctions.
- **Relevant regulatory changes:** continuous monitoring of regulations is conducted, and the company's strategy is adapted to meet new regulatory requirements.
- **Non-compliance with data protection regulations:** periodic training is provided to staff to ensure data protection and prevent potential information leaks.



Strategic Risks

- **Country risk associated with economic, legal, environmental, social, and technological conditions:** operations are diversified across different countries, and constant analysis of the political and economic environment is carried out.
- **Errors in the application of sustainability criteria:** a Sustainability Committee is responsible for overseeing the implementation of ESG criteria across all operations.
- **Mergers and acquisitions (M&A) risk:** comprehensive analyses are conducted during M&A processes to minimize associated risks.



Financial Risk

- **Errors in client credit risk management:** procedures are implemented in client evaluation, ensuring enhanced due diligence.
- **Decline in after-sales revenue due to vehicle electrification and driving assistance systems:** the after-sales offering is diversified.
- **Margin erosion:** operational costs are optimized, and pricing strategies are continuously reviewed.



People Risk

- **Inadequate adaptation to remote work models:** appropriate technological tools are provided to ensure employee productivity and well-being.
- **Workplace accidents or fatalities:** safety measures are reinforced, and regular training is conducted in each country.



Reporting Risks

- **Material errors in financial or non-financial reports:** the company uses Workiva, a system that enhances efficiency of risk management, internal control, and internal audit.
- **Non-compliance with reporting deadlines:** monitoring processes are implemented, and responsible persons are assigned.



Environmental Risk

- **Risks arising from extreme weather events:** The company conducted a physical risk assessment. Covered storage structures are in place to protect vehicles from hail, snow, and other extreme weather events, mitigating potential operational and financial losses.
- **Climate transition risks:** Four transitional risks have been classified as significant in the medium term: industry cost adjustments, limited access to green financing, scarcity and rising cost of raw materials, and increasing competition in low-carbon R&D. Astara's Sustainability Strategy proactively addresses and mitigates these risks.
- **Environmental incident risks:** possibility of uncontrolled spills of hazardous substances. Mitigation includes safe facilities with containment systems, physical separation of hazardous substances, and certified containers in accordance with applicable regulations.

5.1.2. Promoting a Culture of Integrity and Responsible Business Conduct

#G1-1
Policies related to
business conduct

Astara's Compliance System is underpinned by a comprehensive policy framework that establishes clear standards for employees and business partners across all markets.

Available in local languages, and with key policies publicly accessible, these policies ensure the consistent application of controls, support informed decision-making, and strengthen risk mitigation practices across the organisation. Together, they enhance operational integrity, reduce legal and reputational exposure, and reinforce Astara's credibility with financial institutions. Astara complements its policy framework with operational procedures that ensure consistency, traceability, and control across processes.



→ **Ethics Code:**

Outlines the core principles guiding ethical conduct and stakeholder relationships, supported by controls such as conflict-of-interest management, approval workflows, third-party due diligence, and ongoing training.

→ **Data Privacy Corporate Policy:**

Ensures compliance with data protection regulations and establishes safeguards to protect personal data and privacy rights across all operations.

→ **Conflict of Interest Policy:**

Provides a structured framework to identify, assess, manage, and transparently disclose conflicts of interest across the organization.

→ **Human Rights Corporate Policy:**

Sets out Astara's commitment to internationally recognized human rights standards, including non-discrimination, fair working conditions, and respect for labour rights across the value chain.

→ **Sustainability Corporate Policy:**

Establishes the framework for managing ESG risks and opportunities, including climate action, resource efficiency, and long-term value creation.

→ **Whistleblower Protection**

Corporate Policy:

Enables a secure and confidential mechanism for reporting concerns, ensuring protection against retaliation and proper case investigation.

→ **Suppliers Code of Conduct:**

Defines the ethical, social, and environmental standards expected from suppliers, promoting responsible practices across the value chain.

→ **Anti-Corruption and Anti-Bribery**

Corporate Policy:

Reinforces a zero-tolerance approach to corruption, including prevention measures, governance controls, and risk-based due diligence for third parties.

→ **Procurement Policy:**

Details standardized processes for supplier selection, evaluation, and purchasing, ensuring transparency, compliance, and alignment with ethical and sustainability standards.

Governance, Monitoring and Continuous Improvement

#G1-2
Actions related to
business conduct

The Corporate Compliance Committee plays a key role in overseeing the implementation and effectiveness of Astara’s Compliance System. It monitors compliance risks, evaluates control mechanisms, and promotes continuous improvement in response to evolving regulatory and operational challenges. This includes oversight of compliance monitoring activities, such as internal reviews of key control procedures, ensuring their effectiveness and reinforcing Astara’s culture of integrity.

Training

Astara complements its policy framework with operational controls and procedures that ensure consistency, traceability and effective risk management across key processes

Our 2025 Compliance Training Plan includes dedicated content on the prevention of business ethics issues, such as, harassment, corruption and money laundering, reinforcing awareness across the organization and ensuring that employees understand their role in upholding ethical business practices.

These trainings form part of a broader learning ecosystem, designed to enhance accessibility, engagement and impact across the organisation. This approach, already implemented in previous years, continues to combine infographics, explanatory videos and knowledge checks focused on key business ethics topics.



In 2025, compliance training completion remained broadly stable, reflecting the consolidation of a mature compliance culture. This consistency demonstrates the effectiveness of Astara’s long-term approach to embedding ethical behaviour and reducing operational and compliance risks.

For more information, please refer to the [completion of the Compliance training plan rates per country table – 2025-2024 \(Tab N°15\)](#).



Ethics Channel: Transparency and Accountability

#G1-2
Actions related to
business conduct

#S1-16
Incidents of
discrimination
and other human
rights incidents

As part of its Compliance System, Astara maintains a confidential Ethics Channel accessible to employees, suppliers, and other stakeholders. This mechanism enables the reporting of suspected breaches of internal policies or legal requirements and serves as a key tool to strengthen transparency and accountability across the organisation.

Astara ensures full protection of whistleblowers by guaranteeing confidentiality and enforcing a strict non-retaliation policy. All reported cases are assessed, classified, and investigated in accordance with established internal protocols. Cases are tracked, documented, and monitored to ensure timely resolution and to identify potential systemic improvements.



31

Cases reported in 2025 (vs 10 in 2024)

100%

Resolution rate across all reported cases

0

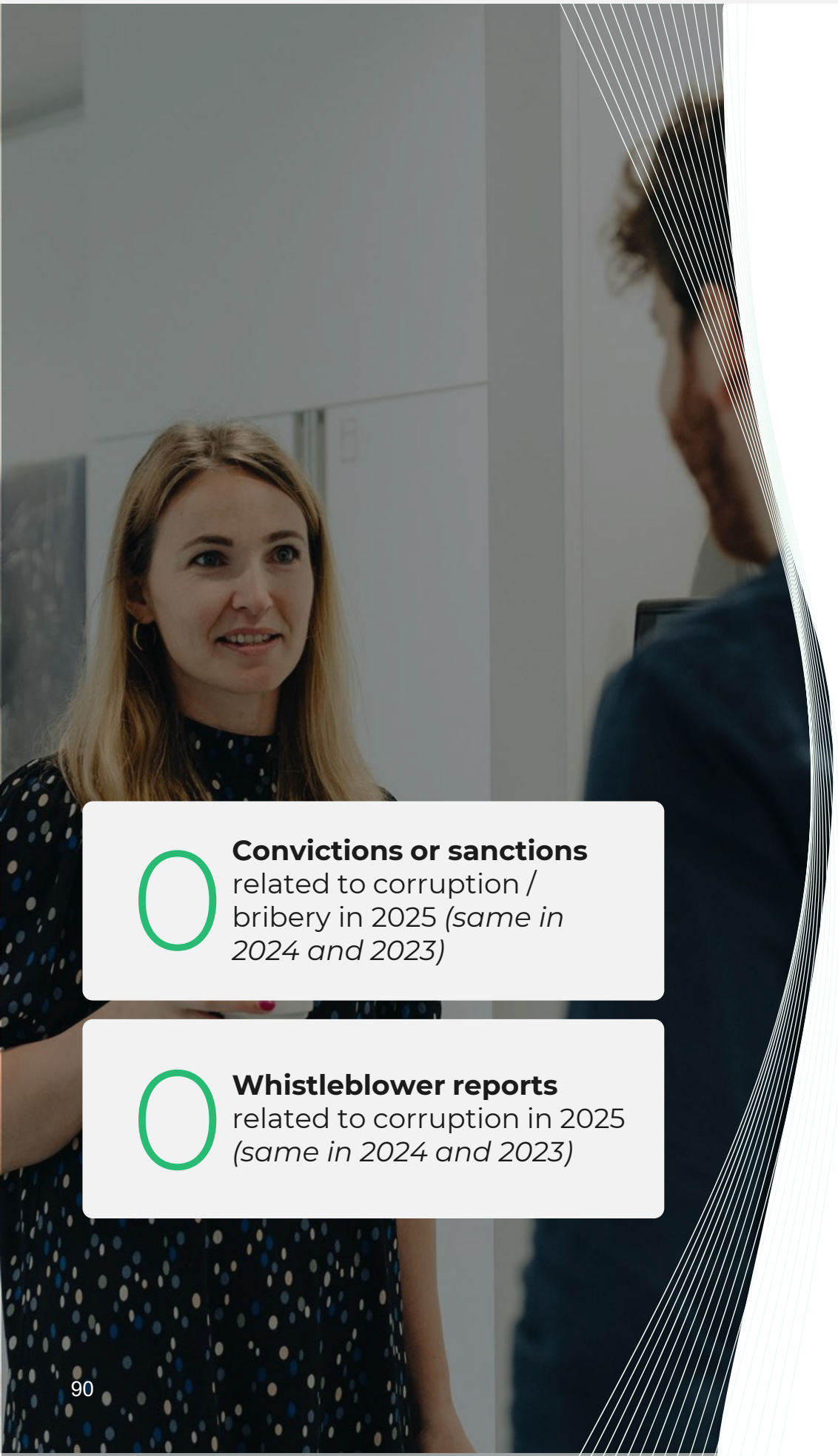
Incidents of corruption, discrimination, or human rights violations (2023 – 2025)

Of the 31 cases reported in 2025, 8 corresponded to customer-related claims, while 5 fell outside the scope of the Ethics channel and were referred to the People department. The remaining 18 cases were formally managed under the internal compliance procedure.

All cases in both 2024 and 2025 were duly investigated and resolved in accordance with internal protocols, resulting in a 100% resolution rate. No incidents related to conflict of interest, corruption, sexual harassment, discrimination, human rights violations, workplace, environment, sustainability, or information security were identified in either year.

The increase in reported cases reflects a strengthened speak-up culture and improved early risk detection capabilities, enabling Astara to address potential issues proactively and reduce the likelihood of material financial or reputational impacts.

In 2025, no cases were reported by suppliers through this channel. No human rights-related incidents have been reported at Astara since 2023, reinforcing the effectiveness of our internal culture and systems in upholding ethical standards across the organization.



5.1.3. Preventing Corruption and Bribery: A Zero Tolerance Approach

#G1-2
Actions related to business conduct

#G1-4
Metrics related to corruption or bribery

Astara’s [Anti-Corruption and Anti-Bribery Corporate Policy](#) reflects a zero-tolerance commitment to corruption and bribery, establishing clear guidelines for prevention, defined roles and responsibilities, and governance mechanisms, including a dedicated Compliance Committee, to ensure effective oversight and compliance.

Aligned with internationally recognized frameworks, including the U.S. Foreign Corrupt Practices Act (FCPA) and OECD anti-corruption standards, the policy supports a risk-based approach to preventing, detecting, and addressing bribery and corruption risks, including those involving public officials.

Astara has implemented procedures, systems, and controls to prevent and detect the offering, promising, giving, requesting, or accepting of bribes.

The company reinforces its anti-corruption framework through regular compliance training programs, including specific content on corruption and anti-money laundering prevention, as well as through financial and accounting controls.

Astara monitors the evolution of the Corruption Perceptions Index published by Transparency International across the countries where it operates, using it as a key indicator of fraud and corruption exposure. A dedicated risk owner has been assigned to oversee the anti-corruption action plan, with responsibilities that include implementing and updating mitigation strategies, monitoring risk status on an ongoing basis, developing response plans, and reporting to the Audit and Compliance Committee.

The outcomes of this assessment directly align with Astara’s compliance measures, including enhanced due diligence procedures through its procurement platform, supplier screening and targeted compliance training programs.

Additionally, anti-corruption clauses are systematically included in contracts with third parties, reinforcing Astara’s expectations and standards across its business relationships.

This structured approach to corruption risk management reduces exposure to legal, financial, and reputational risks, particularly in markets with higher perceived corruption levels, and strengthens Astara’s positioning with investors and financial partners.

Convictions or sanctions related to corruption / bribery in 2025 (same in 2024 and 2023)

Whistleblower reports related to corruption in 2025 (same in 2024 and 2023)



SUCCESS STORY

Corruption Risk Assessment in Practice: Colombia

#G1-2
Actions related to
business conduct

In Colombia, Astara has implemented a comprehensive risk management framework to prevent, detect and mitigate risks related to corruption, money laundering and other financial crimes, in full alignment with local regulatory requirements.

The company operates under the SAGRILAF system (Self-Control and Integral Risk Management System for Money Laundering, Terrorism Financing and Financing of the Proliferation of Weapons of Mass Destruction), which provides a structured approach to identifying and managing financial crime risks. This system includes the definition of internal policies, the implementation of a risk matrix, the appointment of a dedicated Compliance Officer.

internal communication through manuals and training, due diligence processes, and periodic audits.

In parallel, Astara Colombia has established a Transparency and Business Ethics Program (PTEE), aimed at preventing and mitigating risks related to corruption and transnational bribery. This program integrates key components such as risk identification, internal policies and procedures, due diligence mechanisms, Astara's Ethics channel, governance through a Compliance Officer, and employee training.

Both frameworks are integrated into a unified risk matrix, enabling a consistent and comprehensive view of compliance risks across the organization.



The latest update and audit of both SAGRILAF and PTEE were conducted in the first half of 2025, ensuring alignment with evolving regulatory requirements and reinforcing internal controls. As part of this process, targeted training sessions were delivered, reaching 50% of employees under SAGRILAF and 45% of employees under PTEE, strengthening awareness and accountability across the workforce.

This integrated approach supports Astara's commitment to ethical conduct, risk prevention and long-term business sustainability, while ensuring compliance with one of the most robust regulatory environments in Latin America.

Internal Financial Controls

#G1-2

Actions related to business conduct

Astara promotes and encourages internal control through an Internal Control Policy and Protocol, that establishes the foundations and principles of its internal control system, the roles and responsibilities and its objectives.

The Board of Directors is ultimately responsible for internal control and delegates its development and oversight to the Audit and Compliance Committee, and its operational management to the Internal Control Function.

Astara enforces a comprehensive set of internal financial controls and indicators in its main processes to detect and prevent irregularities and fraud. Examples of these controls are:



All bank accounts used must be reconciled and 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.

5.1.4. Building Trust with Responsible Supply Chain Management

#G1-2
Actions related to business conduct

Our supplier relationships are built on trust, quality, and ethical alignment. Astara integrates compliance, data protection, information security, anti-corruption, and sustainability assessments into a unified supplier evaluation process through the FullStep platform, ensuring a consistent and risk-based approach to third-party management.

As part of the supplier approval process, suppliers are requested to complete Astara’s comprehensive compliance questionnaire, which covers:

-  Environmental practices, including the existence of environmental policies, certifications, waste and water management systems, and initiatives to promote sustainability across the upstream value chain.
-  Social responsibility and gender equality, aligned with Astara’s Diversity, Equity and Inclusion framework.
-  Governance practices, including cybersecurity measures, anti-corruption controls, and overall ethical conduct. The assessment incorporates specific questions on fraud, bribery, corruption, and related misconduct, enabling systematic identification of integrity risks.

100%

Suppliers receiving the Supplier Code of Conduct via FullStep

46%

Suppliers assessed on Legal & Compliance and Sustainability criteria

Astara’s **Supplier Code of Conduct** reinforces expectations for ethical, social, and environmental performance across the value chain. The Code is aligned with Astara’s corporate values and Ethics Code and requires suppliers to uphold these principles within their own operations and supply chains.

All suppliers of the Astara Group are expected to respect the **Universal Declaration of Human Rights** and the **conventions that support it**, as well as the **principles of the International Labour Organization (ILO)** regarding workers’ rights.

In 2025, Belgium and Colombia, incorporated formal sustainability clauses into their commercial agreements, requiring alignment with Astara’s sustainability expectations.



Responsible Supplier Relationships

#G1-2

Actions related to business conduct

#G1-6

Metrics related to payment practices

At Astara, supplier relationships are managed through structured governance processes and operational standards designed to support business continuity and customer experience across markets.

Supplier selection prioritises not only cost efficiency, but also operational quality, punctuality, and continuity of service.



In logistics, Astara works with specialized suppliers to ensure timely and reliable transport of vehicles and spare parts, while promoting alignment with Astara's decarbonisation strategy where feasible.

To ensure financial rigor, supplier payments follow structured approval processes managed through SAP. Local finance teams oversee transactions and maintain proactive engagement with suppliers to reinforce transparency, accountability, and long-term collaboration.

In the event of a breach of the Supplier Code of Conduct, Astara reserves the right, depending on severity, to terminate contracts or purchase orders and reassess the supplier's classification within the Group. In 2025, no breaches of the Supplier Code of Conduct were identified.



An aerial photograph of a lush green valley. The terrain is characterized by rolling hills and deep, narrow gullies. The vegetation is dense and vibrant green, with some areas appearing slightly darker due to shadows. The overall scene is a natural, undisturbed landscape.

06.

Appendix

Astara's Simplified ESRS – Voluntary Disclosure

TOPIC	ESRS CODE	DESCRIPTION	PAGE
ESRS 2 General Disclosures	BP-1	Basis for preparation of the sustainability statement	9
	GOV-1	The role of the administrative, management and supervisory bodies in relation to sustainability	10
	GOV-4	Risk management and internal controls over sustainability reporting	11
	SBM-1	Strategy, business model and value chain	13-14
	SBM-2	Interests and views of stakeholders	15-16
	IRO-1	Description of the process to identify and assess material impacts, risks and opportunities	21-22
	IRO-2	Material impacts, risks and opportunities and disclosure requirements included in the sustainability statement	23-27
	ESRS E1 Climate Change	E1-1	Transition plan for climate change mitigation
E1-2		Identification of climate-related risks and scenario analysis	30-32
E1-3		Resilience in relation to climate change	31-32
E1-4		Policies related to climate change mitigation and adaptation	29
E1-5		Actions and resources in relation to climate change mitigation and adaptation	35-36, 38-39, 41-43
E1-6		Targets related to climate change	33, 35-36
E1-7		Energy consumption and mix	44-45
E1-8		Gross Scope 1, 2, 3 and Total GHG emissions	37-41
E1-9		GHG removals and GHG mitigation projects financed through carbon credits	29
E1-10		Internal carbon pricing	32
ESRS E2 Pollution	E2-1	Policies related to pollution	46
	E2-2	Actions and resources related to pollution	46
	E2-4	Pollution of air, water and soil	46
ESRS E3 Water	E3-1	Policies related to water	47
	E3-2	Actions and resources related to water	48
	E3-4	Water metrics	47
ESRS E5 Resource Use and Circular Economy	E5-1	Policies related to resource use and circular economy	49
	E5-2	Actions and resources related to resource use and circular economy	49, 51-53
	E5-5	Resource outflows	49-50

TOPIC	ESRS CODE	DESCRIPTION	PAGE	
ESRS S1 Own Workforce	S1-1	Policies related to own workforce	56	
	S1-2	Engagement with own workforce and workers' representatives, existence of channels for own workforce to raise concerns or needs and approaches to remedy	56	
	S1-3	Actions and resources related to own workforce	57-59, 61-71	
	S1-5	Characteristics of the undertaking's employees	55	
	S1-7	Collective bargaining coverage and social dialogue	71	
	S1-8	Diversity metrics	60	
	S1-9	Adequate wages	61	
	S1-10	Social Protection	71	
	S1-11	Persons with disabilities	60	
	S1-12	Training and skills development metrics	61-62	
	S1-13	Health and safety metrics	63, 67	
	S1-14	Work-life balance metrics	65	
	S1-15	Remuneration metrics	60	
	S1-16	Incidents, complaints and severe human rights impacts	56, 89	
	ESRS S4 Consumers and end-users	S4-2	Engagement with consumers and end-users, existence of channels for consumers and end-users to raise concerns or needs and approaches to remedy	74, 78
		S4-3	Actions and resources related to consumers and end-users	75-77
ESRS G1 Business Conduct	G1-1	Policies related to business conduct	87	
	G1-2	Actions related to business conduct	84-86, 88-94	
	G1-4	Metrics related to corruption or bribery	90	
	G1-6	Metrics related to payment practices	94	

Astara's SFDR – Voluntary Disclosure (1/2)

SFDR				REPORTED DATA			ASTARA'S COMMENT	MATERIAL TOPIC
TOPIC	INDICATORS	PARAMETER	UNIT	2025	2024			
Greenhouse gas emissions	GHG emissions	Scope 1 GHG emissions	tCO2e	5,085	5,992		Climate Change	
	GHG emissions	Scope 2 GHG emissions	tCO2e	Location-based: 1,837 Market-based: 882	Location-based: 1,832 Market-based: 677	2024 Scope 2 (market-based) emissions were restated from 636.7 tCO ₂ e to 676.8 tCO ₂ e (+40.1 tCO ₂ e) following a heating data correction in Poland.	Climate Change	
	GHG emissions	Scope 3 GHG emissions	tCO2e	9,224,591	8,337,861		Climate Change	
	GHG emissions	Total GHG emissions	tCO2e	Location-based: 9,231,513 Market-based: 9,230,558	Location-based: 8,345,685 Market-based: 8,344,530		Climate Change	
	Carbon footprint	Carbon footprint	tCO2e	Market-based: 9,230,558	Market-based: 8,344,530		Climate Change	
	GHG intensity of investee companies	GHG intensity of investee companies	tCO2e/Million EUR of revenue	1,678	1,669		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%	77%	Following a data review, the 2024 figure was restated from 74% to 77%.	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	0.006	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 were 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 radio	Tonnes of hazardous waste and radioactive waste generated by investee companies per million EUR invested expressed as a weighted average.	Metric tonne		757	-	Circular economy and waste management	

Astara's SFDR – Voluntary Disclosure (2/2)

SFDR				REPORTED DATA		ASTARA'S COMMENT	MATERIAL TOPIC
TOPIC	INDICATORS	PARAMETER	UNIT	2025	2024		
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 Ethics 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.	%	22%	23%	-	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%	10%	-	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

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 2025, 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.	GOV-1	The role of the administrative, management and supervisory bodies in relation to sustainability	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.	EI-6	Targets related to climate change	-
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.	E1-6	Targets related to climate change	-
		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?	E1-8	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):	E1-6	Targets related to climate change	-	

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