astara

SUSTAINABILITY REPORT 2023

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About this report

In this 2023 sustainability report, we describe our approach and progress in implementing our sustainability strategy. Disclosures found in this yearly report include data from the 1st of January, 2023 to the 31st of December, 2023, unless otherwise stated. The content is based on the sustainability focus areas deemed material after having engaged with our stakeholders (Astara's people, users, partners and communities). All our entities worldwide as part of Astara Mobility, S.A. with operational control are included in the scope.

This report has been developed with reference to the GRI Standards. Additionally, we have included a table for investors' reference according to the Sustainable Finance Reporting Directive (SFRD), and a table with our contributions to the UN Sustainable Development Goals (SDGs).

Our emissions footprint for the calendar year 2023 has been externally assured by KPMG. For detailed information, please refer to our "Courageous" chapter, where we share our 2023 overall emissions.

Owing to updates in our calculation methodology, we have adjusted the disclosure of certain 2022 results. All restatements are transparently marked and referenced against prior data disclosures.

Letter from the CEO

Astara's DNA is based on opening new frontiers and driving towards bold commitments. I am proud to present the 2023 Sustainability Report, highlighting the important steps we have taken this year in our sustainability journey.

Our sustainable mobility offering has energized us to achieve over 10% business growth in 2023. By broadening the adoption of electric solutions and enhancing smart, efficient resource utilization, we assert our leading role in revolutionizing the mobility sector.

Joining EV100 in 2023 has cemented Astara's position at the forefront of our industry, setting ambitious commitments regarding our owned fleet electrification. Launching the transition of our employee fleet to electric vehicles and securing increased renewable energy are key milestones on our journey to carbon neutrality by 2027.

Passionate about expanding our people's contributions in shaping Astara, we rolled out in 2023 the most comprehensive employee engagement survey to date, alongside the "Open Culture" program, committed to strengthening and unifying our global company culture.

I am deeply inspired by our bold advancements in diversity, equity and inclusion. Leading with top-tier talent, we are cultivating a dynamic, worldwide team. Women's representation climbed to 31% from 29%, edging us nearer to our 2027 target of 33%, alongside a remarkable 65% increase in women in leadership roles since 2022.

As a 2023 signatory of the United Nations Global Compact, Astara advocates the protection of Human Rights and aims to generate positive impacts for our employees, communities, and our entire value chain.

Looking ahead, our resolve to meet our sustainability goals is unwavering. We are mobilizing alongside our partners, charting a course for Astara to drive the sustainable transformation of the mobility space. Our aim is clear: to spearhead an era of sustainable innovation, setting new standards that inspire our industry and beyond.

Jorge Navea
Chief Executive Officer

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Who we are

Our purpose & values

Our business

Who we are

Our purpose & values

Astara embraces the essence of The Open & Sustainable Mobility Company. Embedded in our organization's DNA is a commitment to **developing mobility solutions that address the needs of every individual.** We are invested in shaping a future where our technology and business redefine transportation and serve as a catalyst for growth, social well-being, and environmental preservation.

The Open & Sustainable Mobility Company

We have evolved into a **tech-enabled mobility company that delivers direct-to-customer solutions.** Flexibility and data-driven insights are at the core of our value proposition, allowing us to offer customized solutions for every need. We envision a future of connected, intelligent, and sustainable vehicles where Astara plays a pivotal role in enhancing how our clients move.

In essence, we are leading the transition towards the mobility of the future.

We are...

INNOVATIVE

Steering tomorrow's mobility by leveraging research and data-driven solutions

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

COURAGEOUS

Moving forward to tackle the challenges of today and the future

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

HUMAN

Empowering our people to move our organization onward

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

OPEN-MINDED

Striving to contribute to the development of our communities

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

Our values are the guiding compass for our sustainability journey, and as such, they serve as the core framework to structure this report

Our business

Revamping mobility

We are a global company, focused on making sustainable mobility accessible to everyone.

By integrating innovative technologies with user-centric services, Astara is significantly contributing to making mobility more accessible, efficient, and sustainable. This transformation has not only enhanced the overall user experience but also aims to **foster a more connected and environmentally conscious society.**

Our flexible mobility ecosystem is built around:

Ownership experience

Providing you with innovative vehicle brands from all around the world, distributing over 40 brands through our integrated "brick-and-click" model.
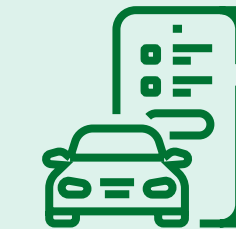
Usership experience

Offering subscription and carsharing solutions, granting you access to a subscription choice of over 24 brands as of December 2023.

In addition to our primary offering, we support our customers through various aftersales services. We also offer innovative intelligence services – powering our partners, users, customers, and broader communities in the transition towards a tech-enabled sustainable mobility ecosystem.

Our year at a glance

Headquartered in Madrid, Spain, Astara is present in 19 countries and growing, counting **over 3,000 people in our teams**, at the end of the period.

1,490	**1,490**	**46**
in Latin America	in Europe	in Southeast Asia

Growth in one year

2022 - **2023**

Revenue	**Brands represented**
€4.6bn	34
€5.2bn	**41**

Countries	**Partnered dealerships**
19	2,800
19[1]	**3,300**[3]

Pay-per-use available vehicle fleet	**Team nationalities**
n/a	40
c. 2,300[2]	**48**

1. Expected to reach 25 by 2025 2. Calculated as of February 2024 3. Includes all 3rd party dealer locations (i.e. locations with either points of sales, aftersales shops, or both)

Success stories
Expanding our EV offering

We are always looking for the most innovative brands to offer to our users and customers. This year we have expanded our portfolio distributing new brands with a strong EV offering, including BYD, GAC, MG, Micro, Silence, and JMC. This expansion is particularly notable for its contribution to electrification, highlighting our strong commitment to advancing electric mobility.

Acquiring GoTo's Spanish operations

Following our mission of building a customer-centric flexible mobility ecosystem, we acquired the Spanish operations of GoTo in 2023, a leading carsharing service provider. With this acquisition, we expanded our usership offering with GoTo's 530 cars, 60% of them pure-EV. GoTo allows us to provide our users with additional flexible and sustainable mobility solutions complementing our current subscription fleet.
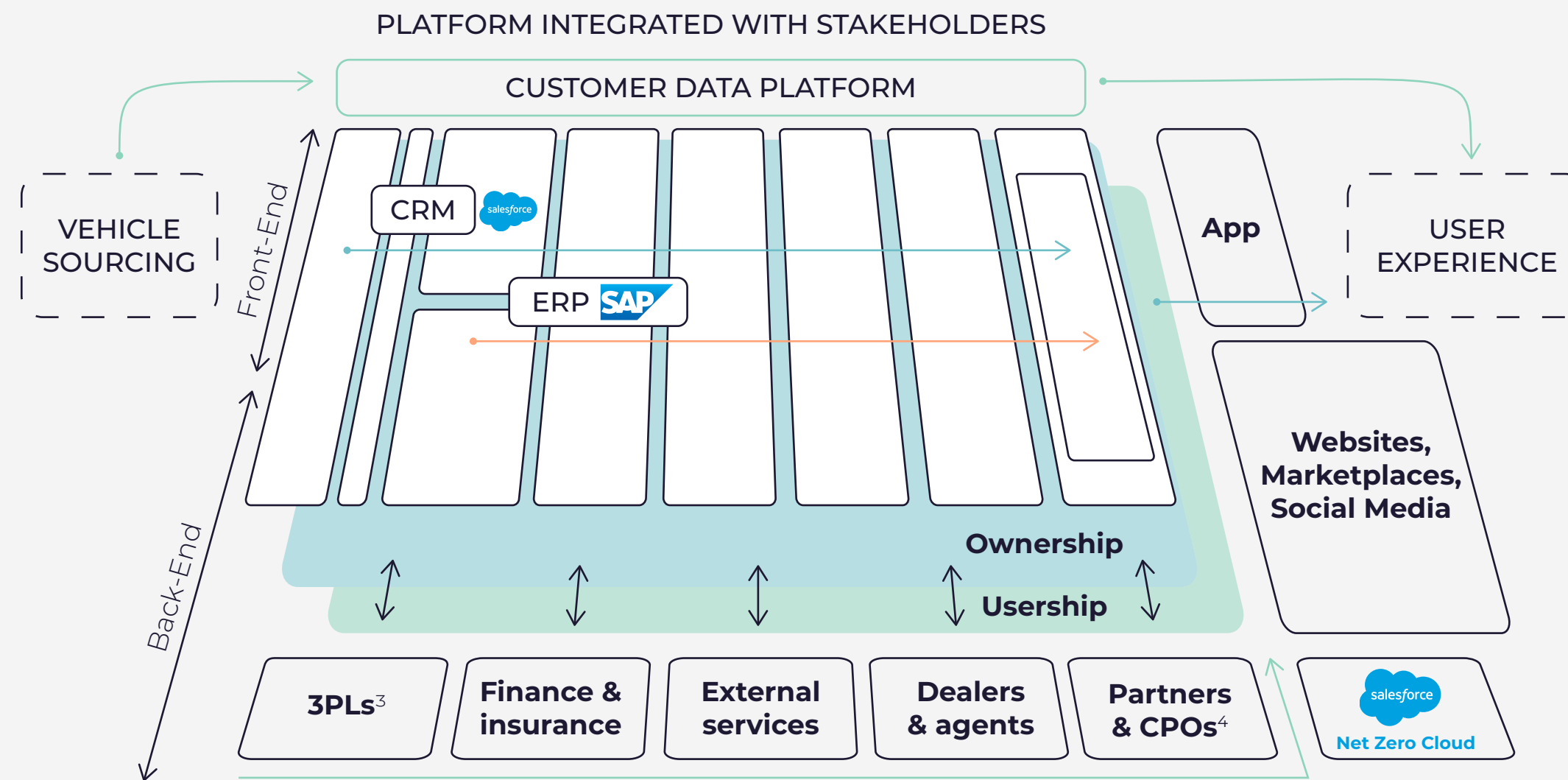
Fueled by technology

Astara Platform, our proprietary operations system, is the driving force behind Astara, embodying our vision to revolutionize global mobility.

From vehicle sourcing to user experience, Astara Platform seamlessly integrates front-end and back-end functions into a highly automated platform. It allows us to manage the relationship with stakeholders across the value chain: from vehicle manufacturers to our customers – streamlining the distribution to end-users and offering comprehensive support from logistics to transportation.

Interacting with our customers and users through **the platform helps us identify specific mobility needs and customize our offering** based on mobility patterns and preferences. We put humans at the center of our services and have designed this digital ecosystem to push customer offering personalization and engagement to the next level.

By placing innovation at the core of our organization, we have successfully developed several pivotal technological products and solutions. These include Connect, our mobility connectivity platform service that allows businesses and users to connect vehicles to obtain services associated with mobility, and to track relevant mobility indicators.

From enhancing driving efficiency to reducing emissions, **we provide tools for our users and customers to improve their mobility dynamics and interactions**.

The data and insights gathered through analyzing mobility industry patterns and dynamics contributes to our creation of proprietary intelligence. We put it at the service of our partners through our intelligence services, including our smart cities and urban mobility design offering.

PLATFORM INTEGRATED WITH STAKEHOLDERS

CUSTOMER DATA PLATFORM

VEHICLE SOURCING

Front-End

CRM

ERP SAP

App

USER EXPERIENCE

Back-End

Websites, Marketplaces, Social Media

Ownership

Usership

3PLs[3]

Finance & insurance

External services

Dealers & agents

Partners & CPOs[4]

salesforce
Net Zero Cloud

We also believe Astara Platform will allow us to boost the efficiency of our operations, contributing to a decrease in the consumption of resources needed for the delivery of our services to our customers, creating further opportunities to decrease the environmental footprint of our activities.

3 Third-party logistics 4. Charging Point Operator

2 Sustainability strategy

Our vision & commitments

Sustainability governance

Our vision & commitments

Sustainability at the core of our business

Sustainability is at the heart of our business and mission. As The Open and Sustainable Mobility Company , we focus on providing sustainable and accessible mobility services for everyone. We are **determined to lead the green mobility revolution**, expanding our business to lead the sector towards a sustainable future.

Our approach includes rolling out accessible electrified vehicles through flexible ownership, usership models, and access to charging services. We focus on delivering innovative, user-centric digital solutions, optimizing journeys, and increasing efficiency, benefiting our customers, users, and the communities in which they move.

Astara is committed to fostering new mobility ecosystems that prioritize and uplift both people and the environment, democratizing sustainable mobility worldwide.

Transforming our operations

We continuously enhance our internal operations and ways of working to bring them to the forefront of corporate sustainability. Focused on decreasing our environmental impact, **we will continue implementing our initiatives to decrease our emissions and use of resources, working to reach our 2027 carbon neutral goal.**

The execution of social initiatives will accompany this to ensure constant progress in the development and well-being of our employees and communities, working to reinforce our positioning as a top employer with a significant positive social impact.

Our sustainability journey

2022

2023

2024 and beyond

In 2022, Astara embarked on a pivotal journey, anchoring our operations in sustainability. Last year was dedicated to introspection and strategic foresight, where **we defined our very own sustainability framework with a materiality assessment and the appointment of a Chief People & Sustainability Officer.**

We laid foundational pillars and charted innovative initiatives across our operations, setting the course for our transformation and driving sustainable change across the industry.

2023 marked a landmark year for us, as our bold new vision began taking shape. We established dynamic working groups to drive our sustainability initiatives and commenced the roll out of projects. As Astara's business expanded, so did our footprint – and our potential to drive positive impact.

We have been laser-focused on integrating our sustainability principles into this growth phase, ensuring they are deeply embedded in every new operation.

Key initiatives have been launched targeting the reduction of our emissions, such as EVxperience, and investing in expanding our employee value proposition through building a new learning & development ecosystem.

We signed the United Nations Global Compact, adhering to its principles. We also joined EV100 demonstrating our commitment to the transition towards mobility electrification.

The Sustainability Committee was formed, and we created our Corporate Sustainability policy. We also launched our first centralized ESG data collection effort, to gain greater visibility over our operations and to publish our first sustainability report - for the year 2022, with reference to the GRI standards.

We envision the following years centered on executing this vision: **expanding our business and the scope of our sustainability progress.**

To achieve that, we will progress in implementing our comprehensive sustainability initiatives, steered by our exceptional teams of dedicated sustainability champions, helping us expand and increase our commitments.

We will continue reporting our sustainability journey: including not only our impact and initiatives, but also assessed sustainable risk and opportunities, new policies and new partnerships.

This reporting will follow all CSRD mandated disclosures and facilitate all SFDR required data points. It will be guided by the GRI and include Astara's SDG contributions.

We look forward to continuing to communicate our sustainability progress, employing our new automated and digitalized reporting systems to increase the efficiency, consistency and precision of our disclosures.

Materiality at Astara

Throughout 2023, our sustainability strategy and its implementation remained centered around tackling the topics deemed material by all our stakeholders. These topics were identified through the materiality assessment conducted in 2022 in collaboration with a third-party organization.

These material topics are aligned with our values and sustainability purpose, and we have directed all our efforts to deliver our strategy according to these principles. This strategy guide our business and is detailed in the following chapters of this report.

Our materiality assessment methodology consisted of:

1. Identification of the most internally and externally relevant ESG issues for our company through trends, interviews, ESG analysts' assessment, regulatory scenarios, among others.

2. Prioritization exercise, ranking the ESG issues based on the importance given to these topics, identifed by our stakeholders.

3. Matching the ESG material topics with Astara's values to develop an understanding of how best to mobilize our organization.

As we advance throughout our sustainability journey, we look forward to **executing a double materiality assessment in 2024.**

Our material topics, mapped with our values and Astara's sustainability vision

INNOVATIVE
· Green & digital mobility

COURAGEOUS
· Climate change mitigation
· Environmental protection

OPEN-MINDED
· Developing our communities
· Supplier relationships & Human Rights

Open mobility for a better planet

HUMAN
· People & talent management
· Diversity, equity & inclusion
· Operational safety & security

Ensuring a strong foundation
· Corporate governance
· Risk management
· Ethics & compliance

Committed to reaching our goals

As an organization, we have developed ambitious targets and commitments to guide our sustainability strategy and its implementation. We shared these with Astara's stakeholders in our 2022 report, and we believe in the importance of tracking and sharing our progress.

The goals cited in this page cover those established in 2022. We have developed new targets and commitments throughout the year, which we will share chapter by chapter in this new report.

Our environmental targets and commitments

Targets	2022	2023	Target
Emissions	8.3^6kt CO_2e 1.81^6t CO_2e/€M	8.1kt CO_2e 1.55t CO_2e/€M	Carbon neutrality by 2027
Renewable energy	c. 30%	c. 40%	100% by 2027
Electric own fleet[5]	-	c. 30%	100% by 2030

Commitments

Climate change risk assessment	Assessing risks; key categories included as part of our risk monitoring process
Create a carbon-removal-oriented offsetting portfolio	Exploring the most innovative and best-suited projects for our ambitious future portfolio
Automate measurement of ESG KPIs	Implementing emission tracking platform, 1st phase concluded

Our social targets and commitments

Targets	2022	2023	Target
Employee satisfaction	-	46eNPS[7]	50eNPS by 2027
Women representation	29%[8]	31%	33% in 2027

Commitments

(En)abled launch	Born in Chile, launched in Spain, driving its global implementation to 10 countries
Astara Cares	Transforming our local well-being initiatives into Astara Cares, launching them globally
Launching "Rookies", our global onboarding journey	Launched in 2023
Creating Women@Astara, our women's network	Designing network; initiatives pre-launched in Chile, Peru and Argentina
Implementing Supplier Code of Conduct	Included in all new suppliers' contracts since its launch in 2023
Standardize local safety & security guidelines	Published globally throughout 2024

5. Counting battery electric, plug-in hybrid vehicles 6. After a review of our emissions, we have restated our 2022 baseline emissions: from 7.4kt CO2e to around 8.3kt CO2e, with updated intensity from 1.48t CO_2e/€M in 2022 to 1.81t CO_2e/€M

7. Employee Net Promoter Score
8. Adjusted 2022 figure, from original 28% women representation
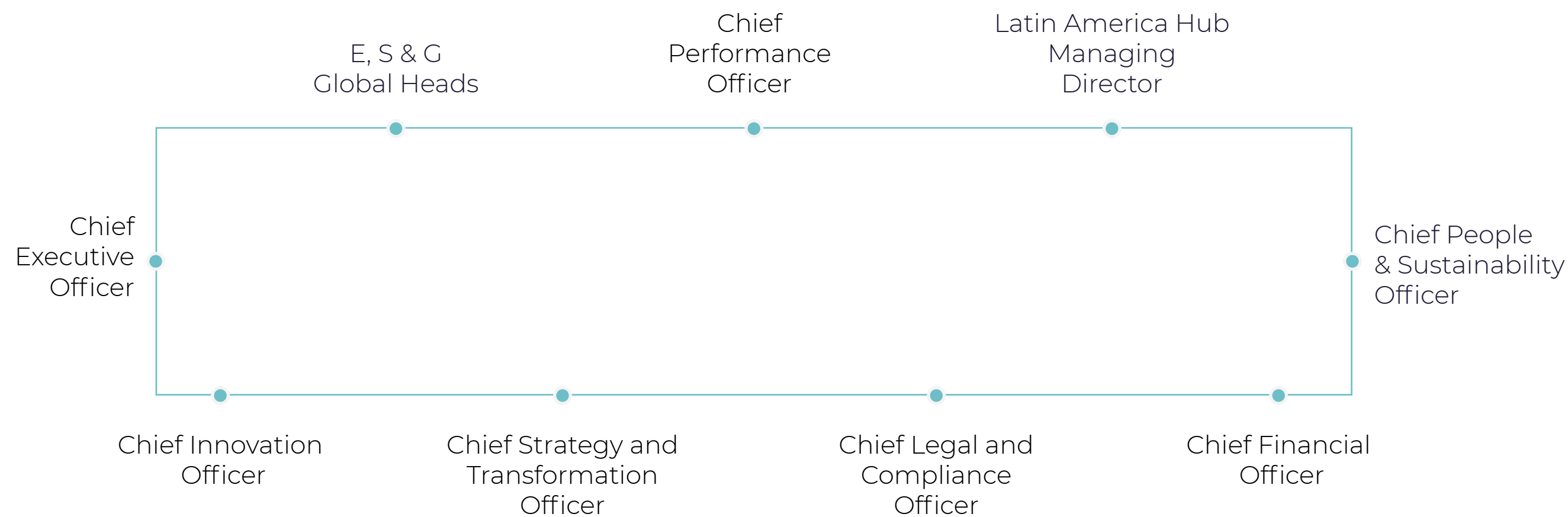
Sustainability governance

At Astara, Sustainability governance is designed as a tool to accelerate and ensure the implementation of our sustainability strategy across the organization in the most coherent, efficient, and impactful way. It allows us to monitor our compliance with legal obligations – and go beyond them.
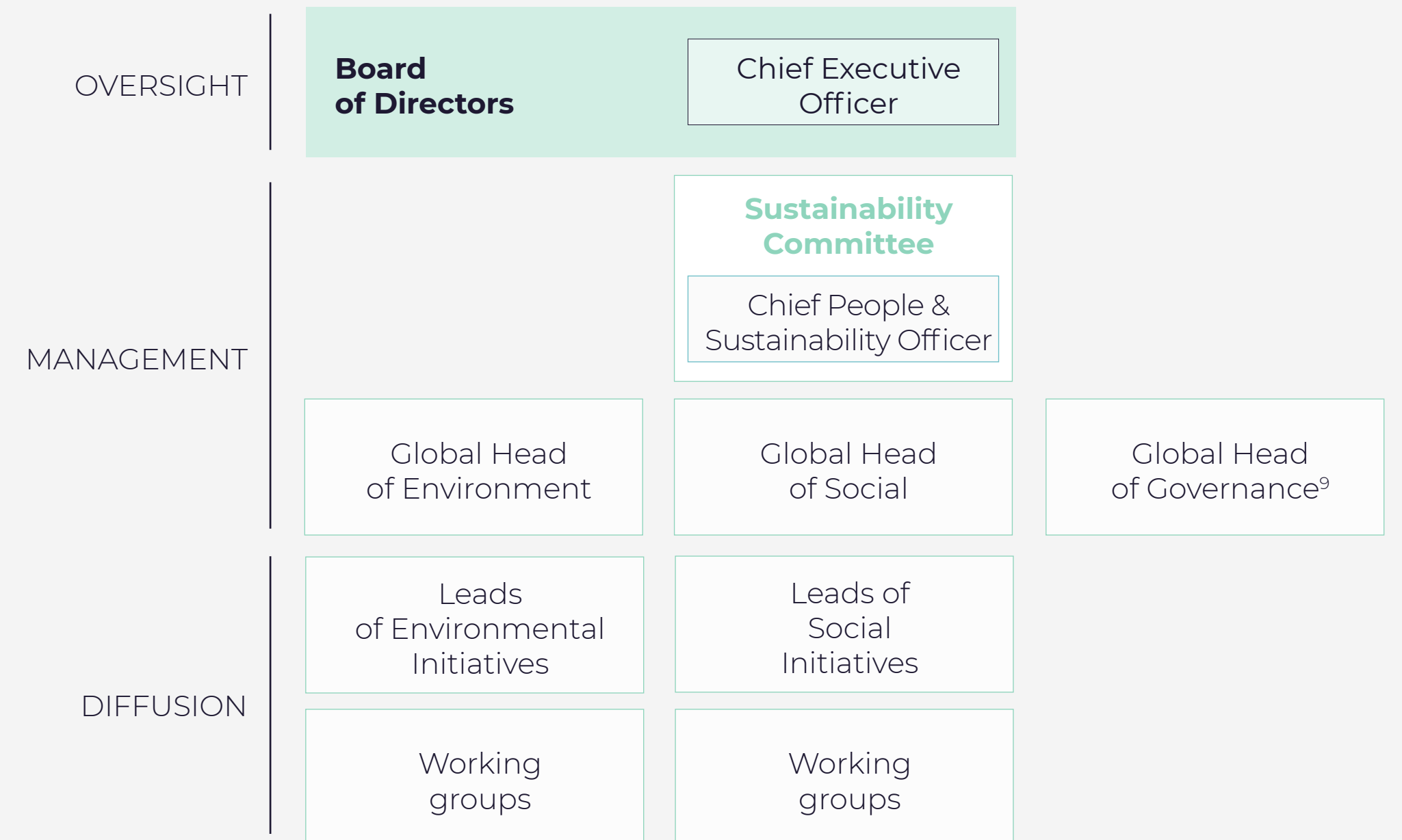
Astara's Sustainability Corporate policy outlines our vision and mission of the company, as well as our objectives and approach to engaging with the planet, our customers and suppliers. It also sets out our responsibilities as members of the organization. It applies to the Astara group and all affiliated companies.

The Board of Directors is ultimately responsible for the Sustainability Corporate policy, the group's strategy in this area and the relationship with stakeholders. It meets quarterly and oversees the development and updating of our sustainability strategy.

The CEO, also on the Board of Directors, spearheads the Sustainability Committee. Meeting over four times yearly, it supervises the implementation of the group's sustainability strategy and ensures key targets and objectives are met. In this committee sit pivotal leaders of our organization.

OVERSIGHT	**Board of Directors**	Chief Executive Officer	
MANAGEMENT		**Sustainability Committee**	
		Chief People & Sustainability Officer	
	Global Head of Environment	Global Head of Social	Global Head of Governance[9]
DIFFUSION	Leads of Environmental Initiatives	Leads of Social Initiatives	
	Working groups	Working groups	

Diagram of Sustainability Committee members:
- Chief Executive Officer
- E, S & G Global Heads
- Chief Performance Officer
- Latin America Hub Managing Director
- Chief People & Sustainability Officer
- Chief Innovation Officer
- Chief Strategy and Transformation Officer
- Chief Legal and Compliance Officer
- Chief Financial Officer

The Chief People & Sustainability Officer is responsible for the delivery of the strategy and heads the efforts of our multidisciplinary Sustainability team.

This Sustainability team counts members from across the organization, directly executing our strategy along the three streams of action: environmental, social, and governance. Members distributed across all our geographies and functions are organized in global working groups per initiative. Individuals in these working groups have been responsible for driving the successful local delivery of global initiatives across all three streams.

9. Reporting hierarchyically to the Chief Financial Officer

Implementation mechanisms

We have strengthened the mechanisms linking performance to our sustainability strategy and the objectives we have set to ensure sustainability is embedded in key decision-making stages in our organization.

In 2024, we will be expanding our Sustainability team with new members across the organization, and we will incorporate new full-time employees fully dedicated to help Astara meet its sustainability targets and commitments.

During 2023, we updated our risk catalogue to include new risks – starting to map and assess environmental, social, and reporting risks at a corporate level as we include these topics in the daily and strategic oversight of our operations.
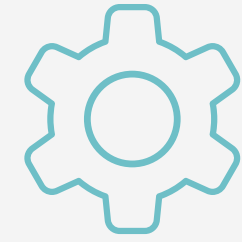
We have allocated specific investment budget for our sustainability initiatives at a group-level, to guarantee fast and effective execution of our strategy.

Additionally, we are actively incorporating executive compensation incentives tied to our corporate sustainability performance, focusing on our capacity to achieve our targets and commitments.

These incentives are directed towards top management and regional directors, emphasizing Astara's strong priority on reaching these sustainability goals. This measure covers about 10% of our talent and 47% of our executive.
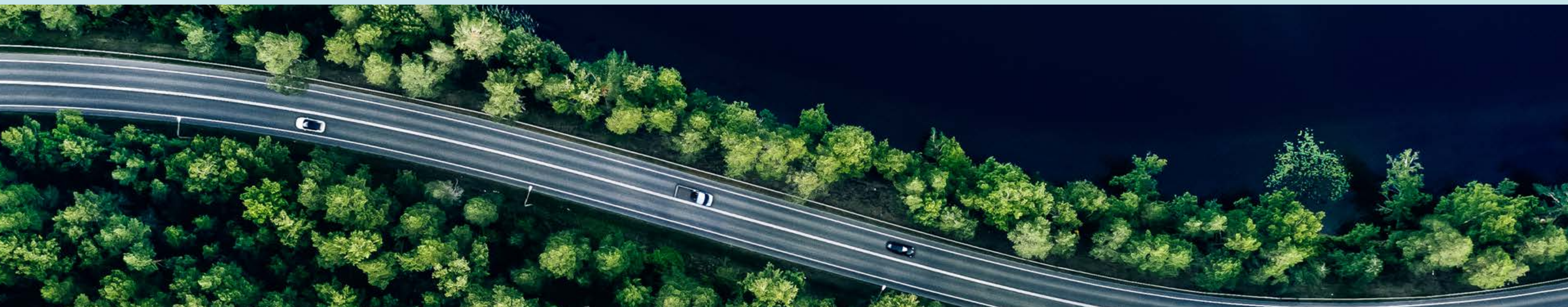
Memberships & collaborations

Continuing in our efforts to create industry-wide momentum for sustainable change in the mobility industry, Astara is part of over 40 sector organizations and trade associations. As part of these organizations, **we strive to engage in conversations around the future of mobility and foster industry collaboration**.

Since 2023, Astara Mobility S.A. has been committed to the United Nations Global Compact corporate responsibility initiative and its principles in the areas of human rights, labour, environment and anti-corruption.

This year, we have joined **"Fundamentales"**, a pioneering organization formed by leading companies with a strong foothold in Spain. Established through a collaboration agreement, "Fundamentales" is dedicated to redefining Spain's social fabric, primarily focusing on mental health for individuals and families, setting a benchmark for corporate societal impact.

We have joined **AEDIVE** in 2023, deepening our collaboration between the public and private sectors with key players across the electric vehicle value chain to accelerate the development of this market.

As key mobility players, we are also members of sustainability-focused organizations working in the mobility ecosystem. These include the Colombian association for sustainable mobility **"Andemos"**, the Swedish vehicle electrification association **"Mobility Sweden"**, the Finnish association for car recycling **"Suomen Autokierrätys"**, and the e-mobility association **"Sähköinen License E-mobility"**.

Success story
Joining EV100

Demonstrating our dedication to a decarbonized future and mobility transformation, we have joined EV100.

Launched by Climate Group, this initiative brings together corporate leaders focused on switching their owned and contracted fleet to electric vehicles by 2030. We have committed to shifting our own fleets and installing charging points for staff and customers.

Joining this initiative positions us as ambitious first movers, and reinforcing our role in shaping the future of electric vehicles, through our own operations, engaging in advocacy, and collaborating with fellow EV100 partners.

For detailed information, please visit **here**.

3 INNOVATIVE – Astara as a catalyst for green & digital mobility

Green & digital mobility

Transforming the mobility ecosystem

Astara's definition of mobility is open, sustainable, and digital.

From an asset-centric perspective to a customer-based vision of mobility, Astara is changing the dynamics of the mobility sector. Driven by our human-to-human vision, we put people and their potential for sustainable impact at the center of everything we do.
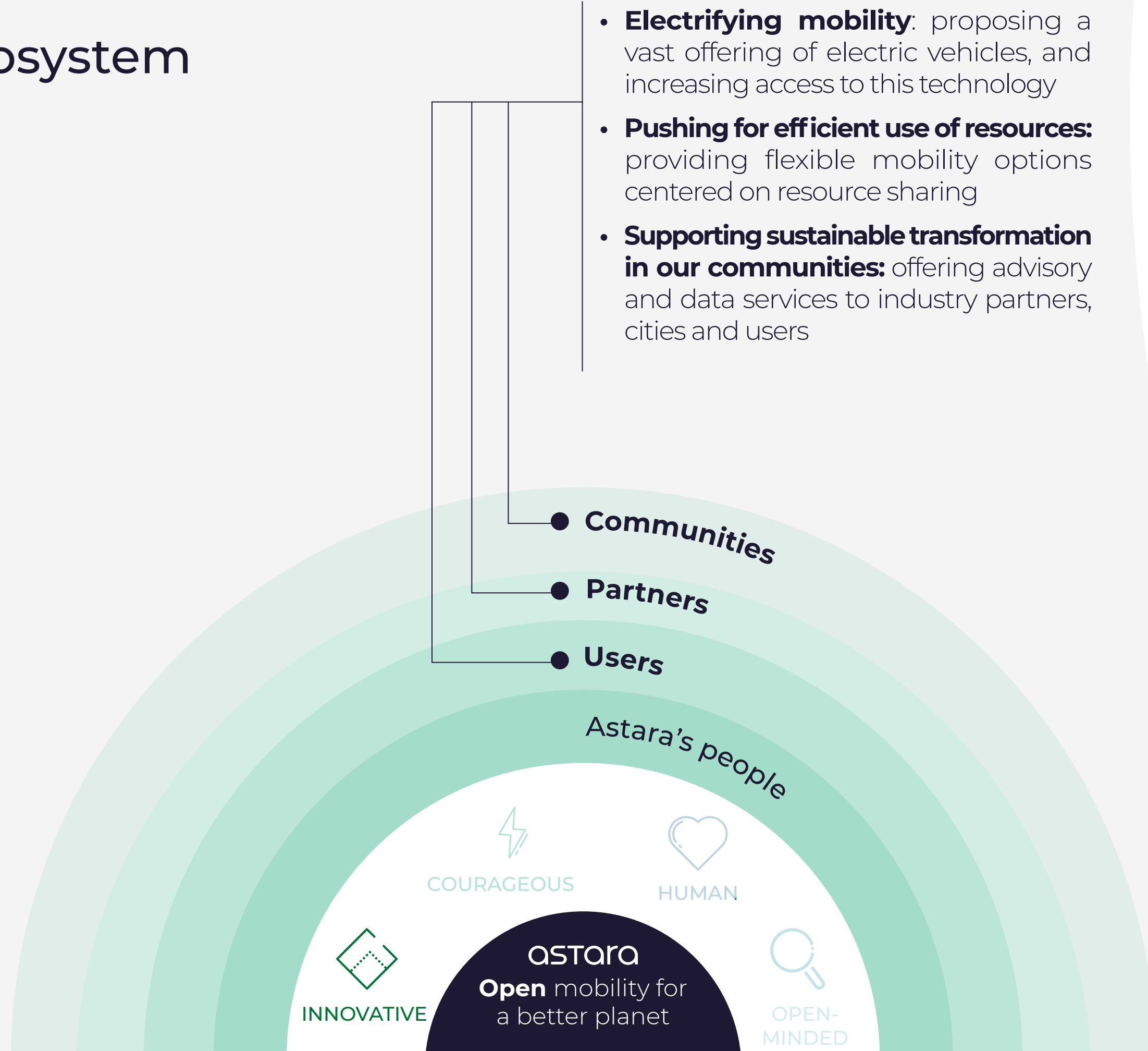
We position ourselves as a differentiated actor within the mobility space, providing mobility as a flexible and personalized service powered by our unique technology across all our business lines.

Our mission is to transform mobility into a lever for sustainable impact and change across people's lives, and we believe our business is uniquely positioned to revolutionize our industry.

Our entire business drives industry-wide sustainable change:
· Ownership experience: accelerating the uptake of innovative and electric vehicles
· Usership experience: increasing asset utilization and democratizing electric mobility
· Intelligence services: transforming mobility for our customers, users and partners through technology

- **Electrifying mobility**: proposing a vast offering of electric vehicles, and increasing access to this technology
- **Pushing for efficient use of resources:** providing flexible mobility options centered on resource sharing
- **Supporting sustainable transformation in our communities:** offering advisory and data services to industry partners, cities and users

● **Communities**

● **Partners**

● **Users**

Astara's people

COURAGEOUS
HUMAN

INNOVATIVE

astara
Open mobility for a better planet

OPEN-MINDED

Igniting sustainable change through our mobility offering: ownership experience

We are resolutely positioning our distribution business as an electrification accelerator: this year, we have sold 70,000 electrified vehicles through our wholesale channel. We have reached the milestone of making around 35% of our unit sales from electrified vehicles.

Over 50 new electrified models have been introduced to our online retail offering, doubling our electric vehicle offering versus 2022. This demonstrates our role as **accelerators of EV adoption across our communities**.

Through our in-house online retail platform, Astara is actively driving efficiency gains in the vehicle sale processes. Available in Spain, this platform offered over 400 different vehicle models in 2023 – counting more than 100 electrified vehicles.

We are decidedly promoting circular consumption through our increasing offer of used vehicles, selling thousands of used cars across Europe, Asia, and Latin America,. We are proud contributors to more efficient use of resources – and growing, with an almost 50% increase in used vehicle units sold compared to 2022.

2023 Electrified sales[10]:

Over 70,000 vehicles

35% of our unit sales

Online retail offering:

50 new electrified vehicle models available to purchase online

100% increase versus 2022

Success story
Partnering with Copec Voltex to bring EV charging to our customers in Chile

In 2023, Astara Chile established a strategic alliance with Copec Voltex, a prominent player in Latin America for electric vehicle charging solutions.

This partnership guarantees that buyers of electric and plug-in hybrid vehicles from Astara's range in Chile will benefit from one of the country's leading EV charging networks, enhancing their convenience and driving experience of electric vehicles.

Astara and Copec Voltex in Chile

10. Wholesaled vehicles counting battery electric, plug-in hybrid, hybrid and mild-hybrid

Reinventing mobility through flexibility: usership experience

Usership reinforces our sustainable contributions through the offering of vehicle subscription and carsharing services. With a total fleet of 2,300 cars, **we aim to provide a flexible offer for our users, contributing to a more efficient usage of resources** by optimizing the use of vehicles throughout their lifespan.

With an electrification[11] rate of over 50% and a pure EV share of over 15%, our pay-per-use fleet allows drivers to try electric vehicles without any long-term commitment – bringing electric vehicles closer to all drivers. We aspire to contribute to increasing our users' interest in electric vehicles, indirectly encouraging the accelerated adoption of these vehicles through decreasing barriers to access and demonstrating their benefits.

We are proud to share that 60% of our carsharing fleet is pure EV. With over 500 vehicles distributed in urban areas, this acts as proof of our commitment to keep our cities' air clean and decrease pollution levels.

Our usership service is currently only available in Spain. **As we embark on launching this service to 9 new countries by 2025**, our aspiration of reaching a fully electrified pay-per-use fleet in the long term showcases our strong commitment to leverage flexible mobility services' potential to boost electrification in the mobility space.

2023 Pay-per-use fleet[12]:

Over 50%
electrified

Over 15%
battery EV

Success story

Partnering with emovili to bring EV charging subscription to our users

To encourage the adoption of electric vehicles, we have partnered with emovili to offer our users the possibility to subscribe to an electric charger – with the possibility to acquire it after ending the subscription period, including installation and removal, we are working hard to facilitate a flexible, smooth, and complete transition to electric vehicles for our users.

Francisco Casas, CEO of emovili and Carlos Reina, Chief of Astara Move, together at VEM2023, Madrid's Electric Vehicle Fair

11. Counting HEV, PHEV, BEV and MHEV 12. Computed as the share of total vehicles part of the fleet throughout 2023

Supporting our partners through our intelligence offering

We also significantly contribute to transforming mobility through our intelligence services, **using the power of technology and data to bolster sustainable change across the industry**. They contribute to design smart and more sustainable cities, along with informing more sustainable decision-making and citizen behavior.

Our intelligence services combine expert knowledge, skill, and industry data, offering crucial mobility insights. It enables partners to innovate and design sustainable mobility models.

We partner globally to forge new mobility ecosystems centered on the well-being of communities and the planet. Our expertise spans across consumer profiling, creating connected environments, launching autonomous systems, and analyzing transport networks to offering policy advice. Serving both private and public sectors worldwide, our intelligence leads mobility innovation.

Our contributions in this field are powered by our unique proprietary mobility technology. It allows cities to analyze the joint operation of mobility infrastructure at a city level – covering traffic, shared services, public transportation, and road safety, among other indicators.

Astara's solutions contribute to making cities more sustainable and efficient, decreasing city-wide urban congestion and mobility-associated emissions, ensuring pollution-free focal points, and designing better public transportation networks.

Success story:
Designing a greenfield mobility ecosystem

Starting in 2023, Astara has been developing a forward-thinking mobility ecosystem for a new community. Leveraging our analytical capabilities and technological expertise, we are designing their entire transportation system. Our role spans from mapping out user journeys to designing infrastructure, and from selecting appropriate vehicles to determining effective modes of transportation, all while focusing on building a practical, sustainable, and technology-enhanced mobility ecosystem for the future.

Powering change through our technology

Beyond catalyzing sustainable changes in cities and new developments, technology also powers our operations, contributing to our own design of more efficient and sustainable mobility solutions.

Connect, our mobility integration system, facilitates **effortless connection of vehicles: empowering our users and customers with automated data collection** processes to drive insights into their mobility habits. Among other uses, this is designed to provide visibility over key sustainable mobility data points, such as emissions and driving behavior.

Tracking this information allows our customers and users to optimize their mobility practices, improving the impact of their movement. We had more than 2,000 cars connected through Connect in 2023, an increase of 140% compared to 2022.

Using this data, we are building innovative mobility solutions leveraging user data analysis to deliver personalized recommendations and access to targeted products and services, encouraging our users and customers to take an active role in the sustainable mobility transformation.

Overview of some of our 2023 Connect capabilities
with upcoming functionalities available from 2024 and beyond

Connecting your vehicles
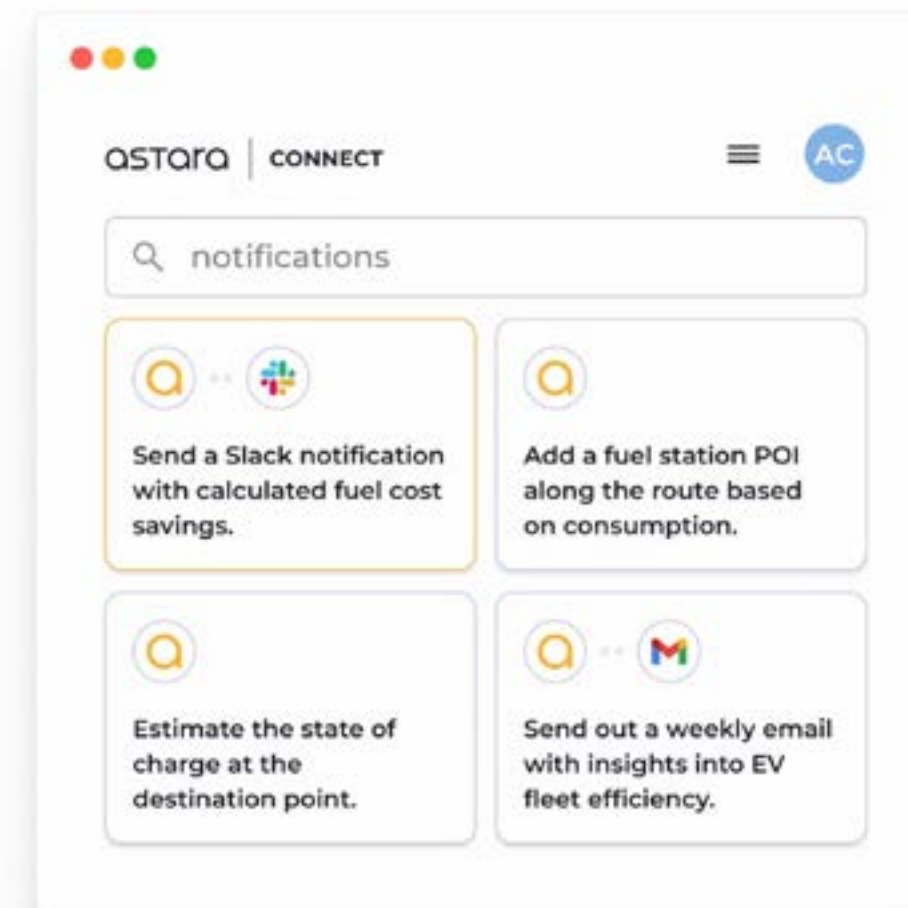
Selecting the events to be monitored
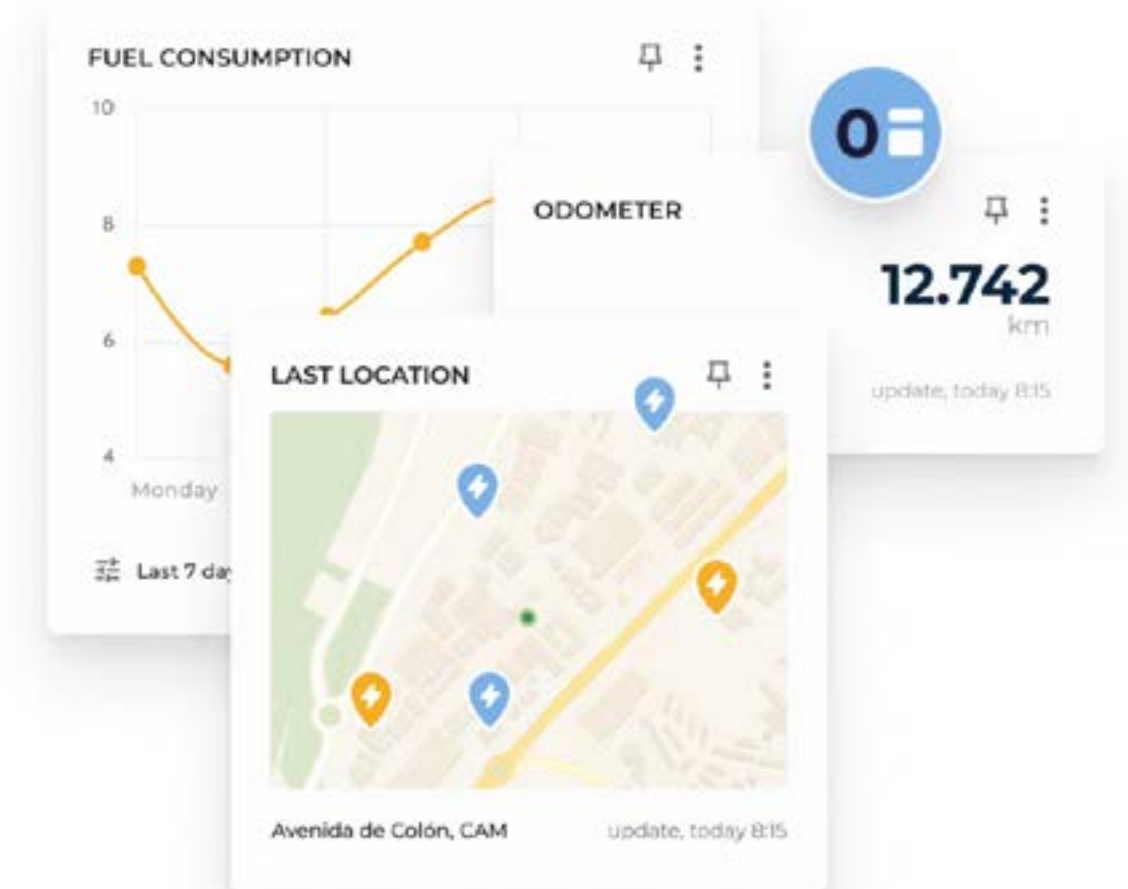
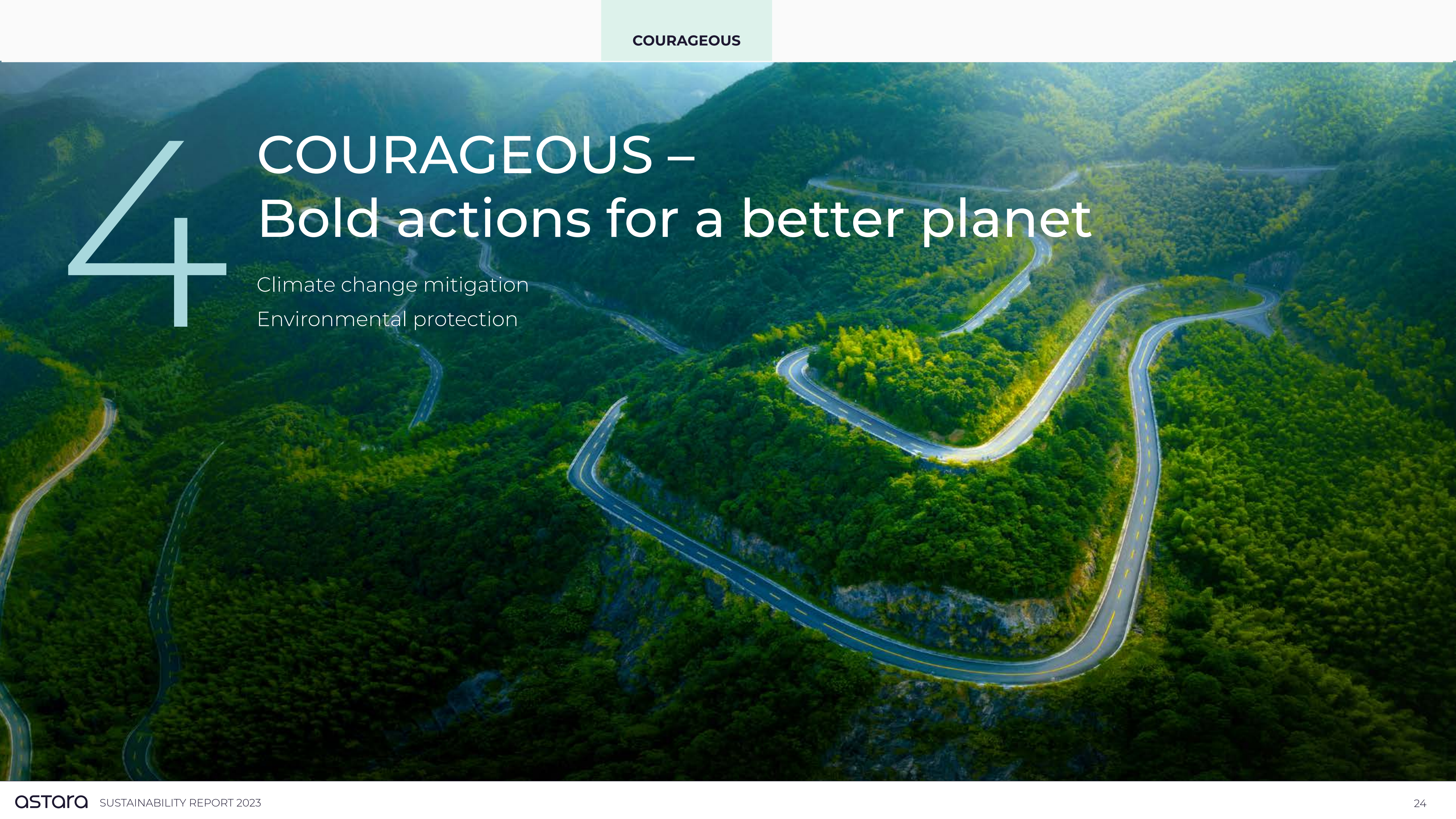**Tracking your vehicle's consumption and emission footprint**

Examples of reports' captions of our services related to our connected vehicle offering Connect.

4

COURAGEOUS –
Bold actions for a better planet

Climate change mitigation
Environmental protection

Climate change mitigation

Tackling our emissions

In 2022 we established our emissions baseline and launched our first internal emission abatement initiatives. 2023 has been a foundational year in our decarbonization journey. It has allowed us to establish solid pillars for reducing our emission footprint: identifying areas, functions, and regions for priority action.

This has been possible as supported by our group Sustainability Corporate policy, whose implementation and application falls under the responsibility of our Chief People & Sustainability Officer and was approved by the Board of Directors.

We are firmly committed to reaching our climate targets:

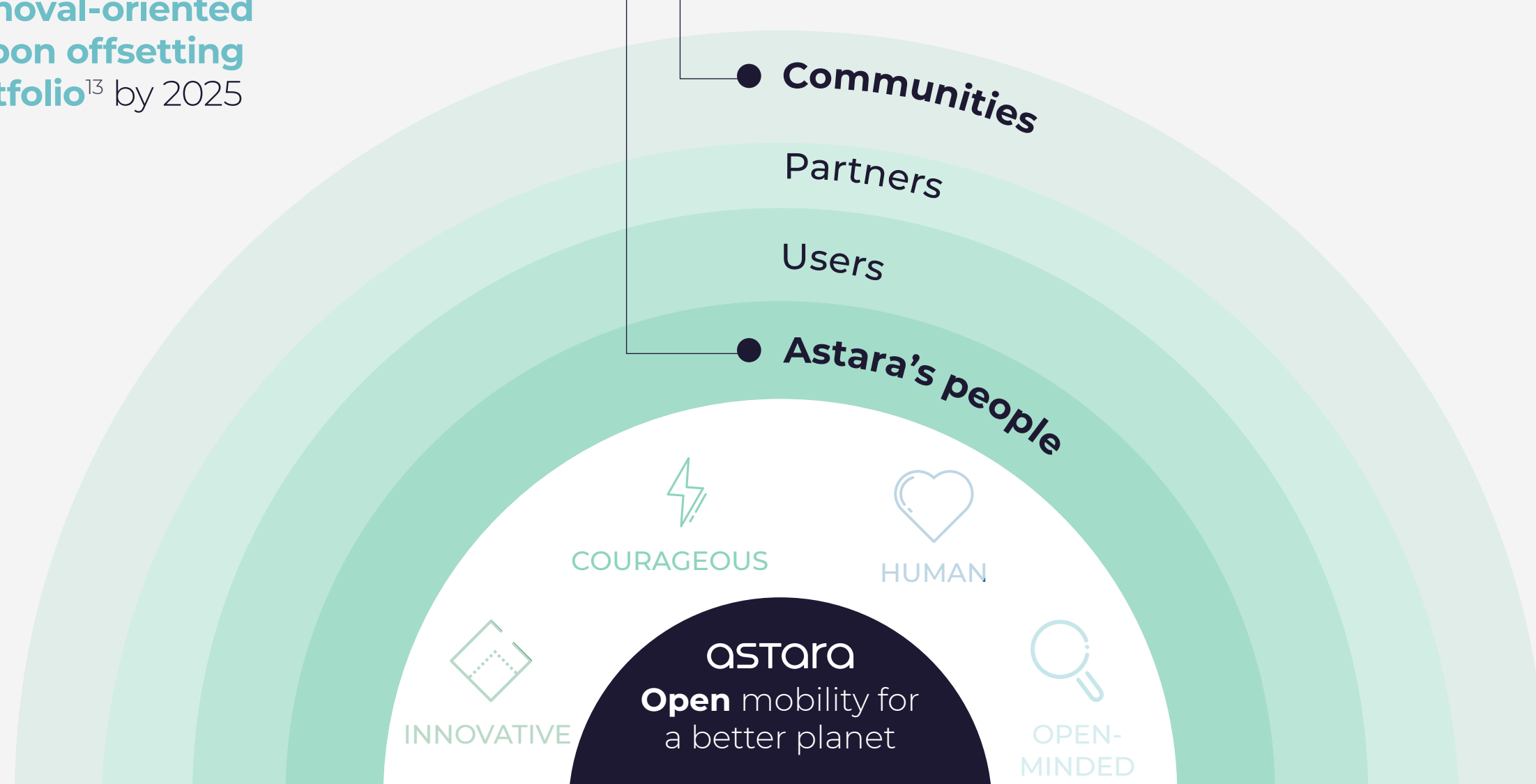| **Carbon neutrality** by 2027 | **100% renewable** energy consumed in our facilities by 2027 | **100% electric** employee car fleet by 2030 | **Removal-oriented carbon offsetting portfolio**[13] by 2025 |

We aim to achieve our mitigation goals together with our stakeholders by raising awareness of the challenges and opportunities of climate change, improving our operations, and periodically reporting our progress with a clear commitment to reach carbon neutrality by 2027.

From boosting electric vehicle adoption among our employees to supplying renewable energy to our facilities, we look forward to continuing to leverage the enthusiasm of our teams to drive sustainable change within our operations.

13. The carbon offsetting portfolio will be created to compensate emissions of demo and commercial cars to reach our carbon neutrality target
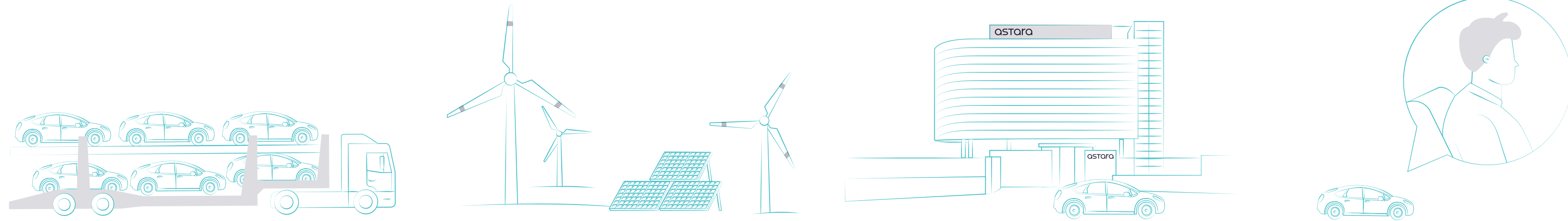
- Transitioning our employee fleet to electric mobility
- Decarbonizing our energy consumption
- Improving our footprint measurement
- Increasing the efficiency of our operations

Communities

Partners

Users

Astara's people

COURAGEOUS

HUMAN

astara
Open mobility for a better planet

INNOVATIVE

OPEN-MINDED

Astara's mobility offering value chain emissions

These are all the emissions present in the value chain of Astara's mobility offering. Scope 1 and scope 2 emissions represent the emissions under Astara's direct or indirect operational control.

Investing in measuring our emissions

We are enhancing our measurement and analysis capabilities organization-wide as a key component of our comprehensive corporate and sustainability strategy. In 2023, we initiated the rollout of an **automated system for measuring sustainability data**, enabling us to monitor our global scope 1 and 2 emissions almost in real-time.

We will extend this system's deployment across the organization through 2024. Our goal is to leverage this data to accurately monitor our emissions and their trends, allowing us to design precise policies, initiatives, and interventions to expedite our decarbonization efforts.

Scope 3
upstream emissions

- Purchased goods and services
- Capital goods
- Production of fuel & energy-related activities
- Vehicle transport
- Waste generated in operations
- Business travel
- Employee commuting

>20%[14]

Scope 2
indirect emissions

- Purchased electricity, steam, heating and cooling for own use

Scope 1
direct emissions

- Our facilities
- Our vehicle fleet

<5%[14]

Scope 3
downstream emissions

- Vehicle transport
- Vehicle usage
- End-of-life treatment of vehicles
- Distribution network

>75%[14]

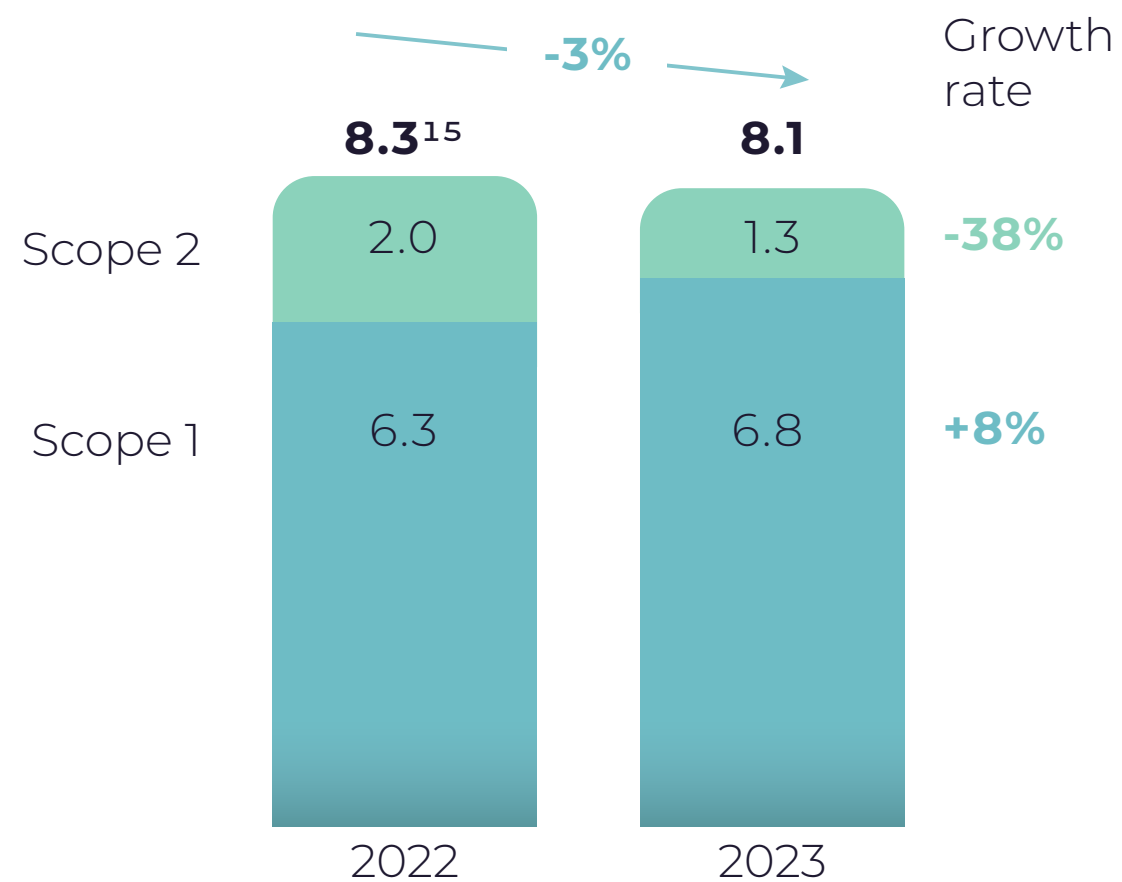14. Share of total estimated Astara emissions

Tracking our progress as we grow

2023 has been a year of important growth for our business – with a revenue increase of around 13% compared to 2022. This has posed a challenge in our path to decrease the emission footprint of our operation. Despite this challenging scenario, we have been able to slightly decrease our emissions by 3%, which represents around eight thousand tonnes of CO_2e.

Emission intensity
$tCO_2e/€M$

2022	2023	
1.81[15]	1.55	-14%
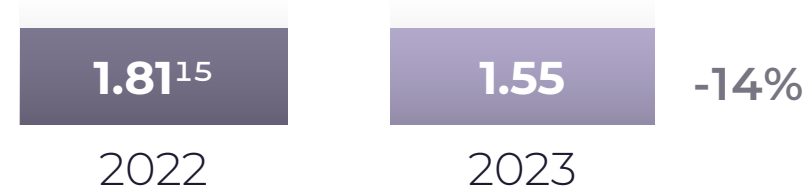
Absolute emissions
kt CO_2e (1,000t CO_2e)

Growth rate

-3%

	2022	2023	
	8.3[15]	8.1	
Scope 2	2.0	1.3	-38%
Scope 1	6.3	6.8	+8%

Our Global Head of Environment, who reports to the Chief People & Sustainability Officer, is responsible for managing our emissions footprint, which follows the GHG Protocol[16] guidelines, and its third-party assurance. His extensive experience and knowledge within our business contribute to finding opportunities to mitigate our emissions footprint.

Scope 1 emissions are the direct emissions from our operations. These have grown around 8%, principally due to the organic growth of our business, and the incorporation of new business in Chile, Germany, Poland and Spain.

Our scope 2 emissions, arising from our consumption of electricity, have decreased around 38% due to our active effort to start purchasing renewable energy across our locations.

Spain, Chile, and Belgium are the countries with the highest emissions within the organization, attributed to their significant employee base, critical technical processes and physical retail operations.

Investments in efficiency and the introduction of new decarbonization measures have allowed us to decrease the intensity of our emissions – decreasing the tonnes of carbon equivalent emission from $1.81tCO_2e$ to $1.55tCO_2e$ per million euros.

Our emissions footprint for the calendar year 2023 has been externally assured by KPMG. Their assurance report can be found here.

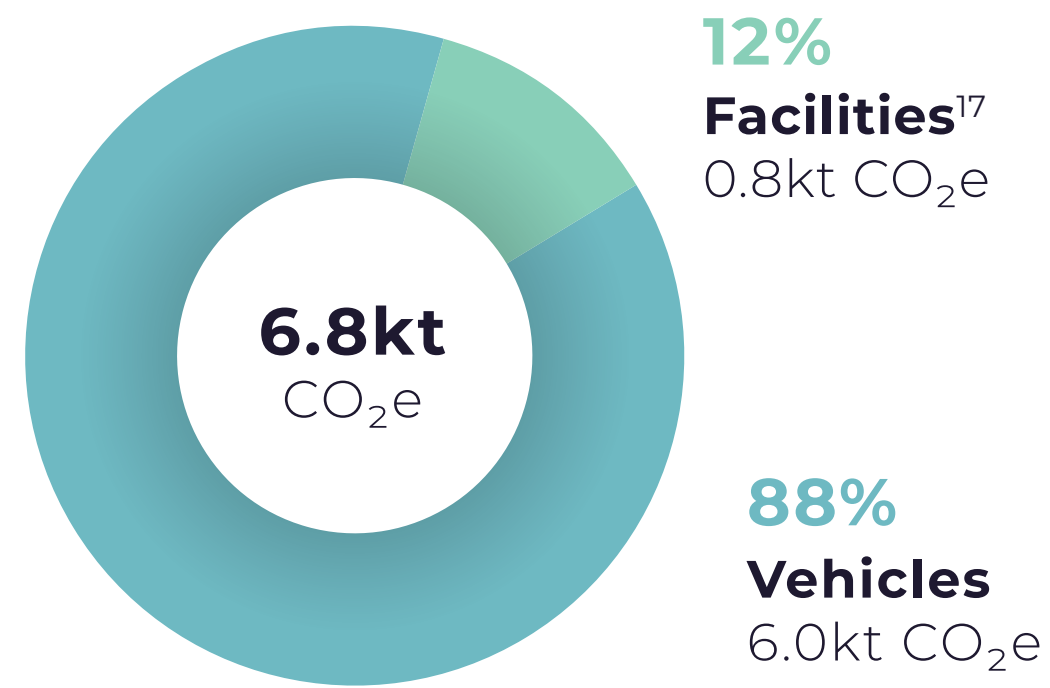15. We have restated our 2022 baseline emissions: from 7.4kt CO_2e to around 8.3kt CO_2e, with updated intensity from 1.48t $CO_2e/€M$ in 2022 to 1.81t $CO_2e/€M$ 16. Green House Gas Protocol Note: restatement additional information available in the appendix

Scope 1: Towards a future with reduced direct emissions

Astara's scope 1 emissions stem from the energy use of our facilities and the emissions of our own fleet.

Scope 1 emissions per type

6.8kt CO_2e

12%
Facilities[17]
0.8kt CO_2e

88%
Vehicles
6.0kt CO_2e

Scope 1 emissions by region
kt CO_2e (1,000t CO_2e)

2022

| 1.3 | 1.0 | 0.8 | 3.2 | 6.3[18] |
| 20% | 15% | 14% | 51% | |

+8%

2023

| 1.5 | 0.8 | 1.0 | 3.5 | 6.8 |
| 22% | 12% | 14% | 51% | |
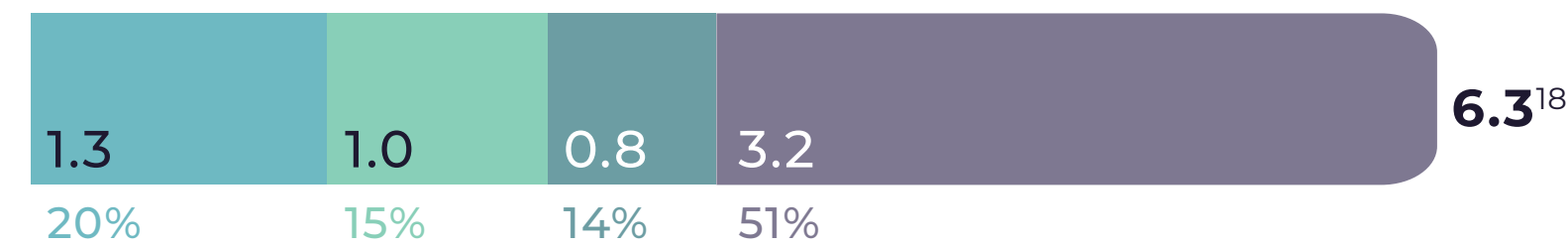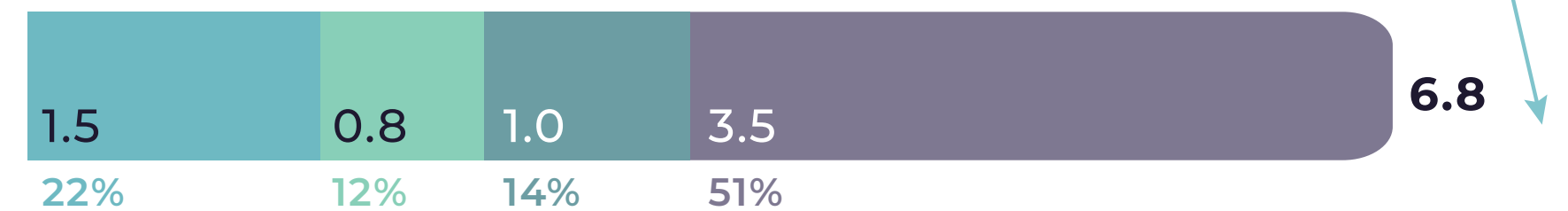
- Spain
- Belgium
- Chile
- Others

17. Includes generation of energy and heat in our facilities, and refrigerant leakage 18. Adjusted 2022 figure, from original 5.6kt CO_2e to 6.3kt CO_2e. Note: restatement additional information available in the appendix

2023 has been marked by several significant acquisitions, including GoTo Spain and the local distribution operations in Poland of an important vehicle manufacturer, driving the increase in our footprint.

Our direct emissions have increased by approximately 8% compared to 2022, with different growth dynamics across our geographies.

We have managed to decrease our emissions in absolute terms in Belgium, Sweden and Switzerland. In some locations like Spain, Chile, and Peru decreasing our emissions remains a challenge due to our growth profile. Our Environmental team will work hand-in-hand with our operations to reach our target of becoming carbon neutral in 2027.

Decreases stem from our efforts to boost efficiency in our operations and shift our employee fleet to more sustainable vehicles. Increases mainly result from the organic and inorganic growth of our business activity.

Accelerating the decarbonization of our employee fleet

We are pleased to announce that 2023 has been a pivotal year in our shift towards decarbonized internal mobility. Regions across Astara have accelerated the transition of our employee vehicle fleets toward electric vehicles. **Over 35% of this fleet has been electrified**[19] **globally** throughout 2023 – with some key regions driving this process, allowing us to reach 30% of our employee fleet composed of pure battery and plug-in hybrid vehicles.

Our operations in the following countries excel in their electrification rates, achieving significant milestones in employee fleet electrification through regulatory support and the impressive mobilization of our local teams.

- Belgium's share of electrified vehicles reached 96% in 2023, an increase from over 88% in 2022

- Sweden achieved a 100% adoption rate of plug-in hybrid vehicles among employees in 2023, up from 65% in 2022

- Finland reached an 18% share of battery electric vehicles in the employee fleet, reaching a 91% electrification rate combined with a 73% share of plug-in hybrids in their fleet

New policies are being put in place to ensure we boost these conversion rates, decarbonizing our fleet. Beginning in 2024, Astara Switzerland will require new employee vehicles to be chosen among plug-in hybrid and battery electric vehicles, progressing to embrace solely battery electric vehicles from 2025 onwards.

Astara Chile is taking a similarly bold approach, moving 100% of the employee fleet to electrified vehicles starting in 2024. Additionally, Spain is set to roll out their new sustainable employee vehicle policy during 2024.

Our organization is committed to supporting our employees' shift towards electric mobility. We look forward to rolling out location-specific support programs to assist our employees throughout this transition. Examples of this support offered through 2023 include installing an EV home charger for our employees in Belgium.

We will ensure we are providing financial support to our employees in this vehicle switching journey, and look forward to expanding this support throughout 2024. These measures, along with the upcoming availability of EV chargers in our facilities in the near term, will help us progress towards **our ambitious goal of reaching a 90% electric employee fleet by 2027, and 100% by 2030.**

19. Counting battery electric, plug-ins, hybrid & mild-hybrid vehicles
Note: growth rates computed from exact figures (available in appendix)

One of our employee car chargers in our Experience Center in Madrid

Launching Evxperience in Chile

Championing our employees' transition to electric mobility

Success story

EVxperience

As mobility providers, we are aware of the predispositions sometimes held regarding electric vehicles in our communities. Committed to supporting our team's transition towards electrification, we launched EVxperience in Chile, Colombia, Finland, Peru, Portugal, Switzerland, and Spain throughout 2023. This initiative is aimed at addressing any questions and concerns our employees might have about electric vehicles, facilitating a smoother transition and fostering enthusiasm for sustainable mobility solutions.

We recently surveyed our team to understand their views on electric vehicles, integrating their feedback into a dynamic team event. This event empowered employees (and their families in selected locations) to immerse themselves in the future of transportation by experiencing our electric cars firsthand through test drives, showcasing the potential of cleaner, future transportation options.

Additionally, we provided educational sessions aimed at debunking myths and enhancing knowledge about electric vehicle technology. Through these initiatives, we are fostering a culture of sustainability and encouraging our team to advocate for the adoption of electric vehicles based on their informed experiences. We look forward to expanding this initiative across all our locations in 2024.

You can watch Switzerland's edition of EVxperience **here**

Scope 2 : Abating our indirect emissions

Scope 2 emissions reflect Astara's indirect operational footprint, mainly stemming from the electricity produced by third parties that we consume across our locations.

Throughout 2023, we have been able to decrease these emissions by 38% compared to 2022. This is a product of the effort pushed by our local teams to obtain renewable electricity for their facilities, or even building renewable energy infrastructure.

Scope 2 emissions per type

83%
Facilities[20]
1.1kt CO_2e

17%
Vehicles
0.2kt CO_2e

1.3kt
CO_2e
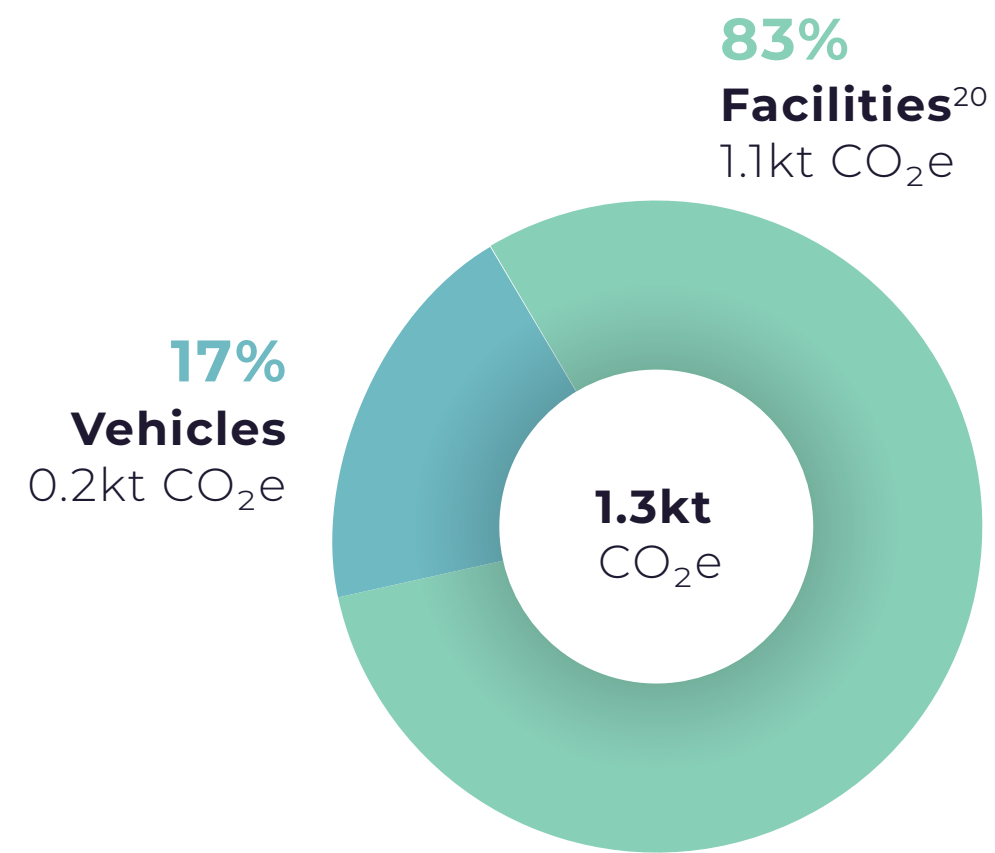
Scope 2 emissions by region
kt CO_2e (1,000t CO_2e)

2.0[21]

-38%

Latin
America   0.7   36%

1.3

0.5   42%

Europe   1.3   64%

0.8   58%

2022   2023
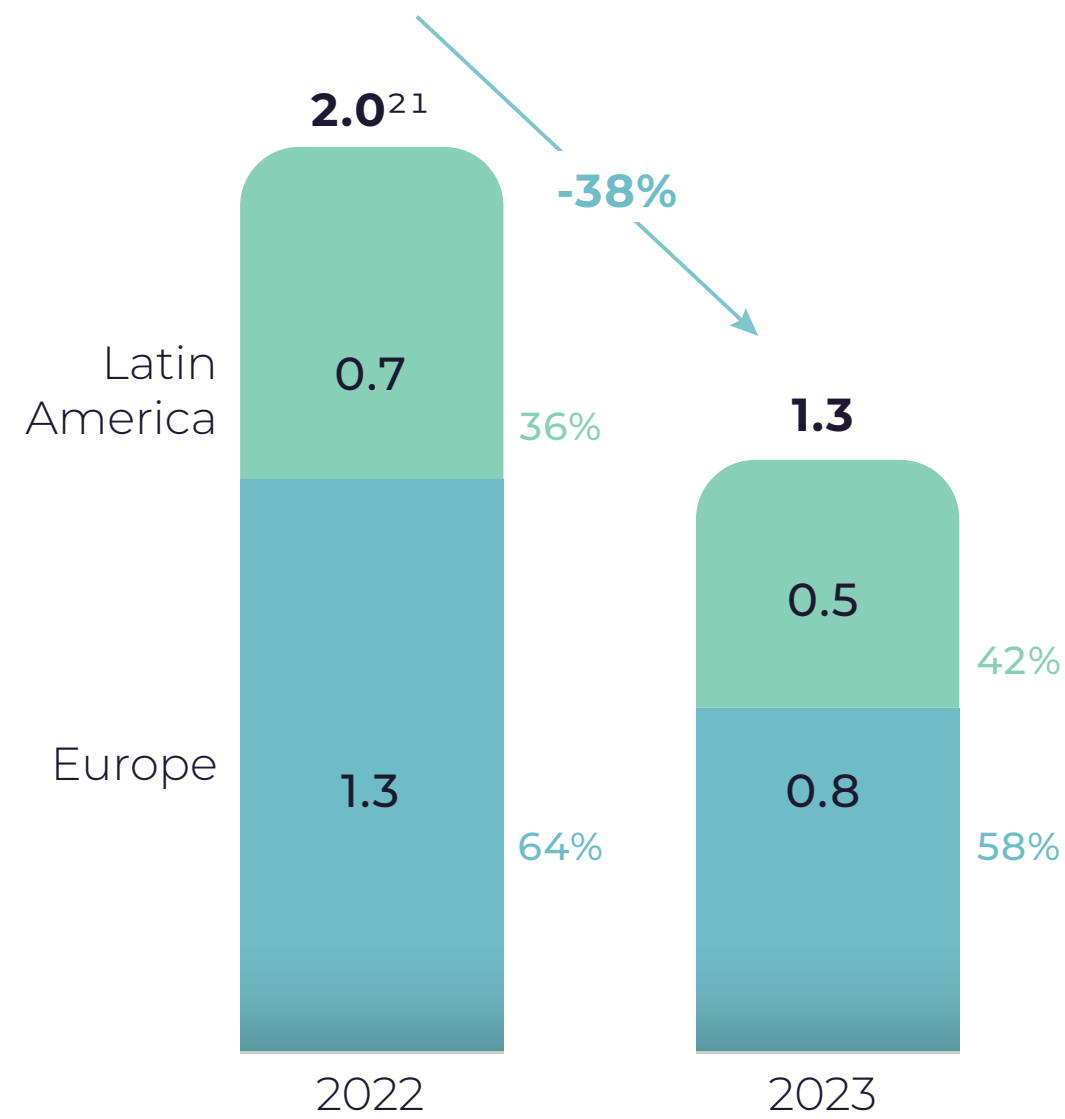
Success story
Boosting energy efficiency in Chile & Spain

Given the relatively important size of our Chilean and Spanish operations, we have focused on optimizing our energy use in these two locations this year.

In our Spanish Experience Center, we have implemented important energy saving measures ranging from the installation of light motion sensors to the upgrade of our temperature control equipment. This has allowed us a reduction of approximately 17% of our electric consumption compared to 2022.

Our Chilean operations have continued using their innovative energy management system. They have put in place monthly meetings with the logistics and retail teams to monitor and optimize electricity consumption.

Solar panels in our Noviciado
facilities in Chile

20. Includes purchased electricity and heat-associated emissions for our facilities 21. Adjusted 2022 figure, from original 1.8kt CO_2e to 2.0 kt CO_2e.. Note: restatement additional information available in the appendix

Decarbonizing our electricity consumption

Astara's business growth in 2023 has been accompanied by a natural increase in our electricity consumption. From consuming approximately 8.4 GWh in 2022 to 9 GWh in 2023, our 7% growth in absolute electricity consumption has stayed below our 13% overall business growth. We have hence achieved a decrease in our electricity consumption intensity over 5% in comparison to 2022.

In regions with a high share of renewables like Austria and Switzerland, some of our sites consume a high share of renewable electricity from the grid. Factoring in this electricity, we estimate to exceed a 50% renewable electricity share in our total energy mix.
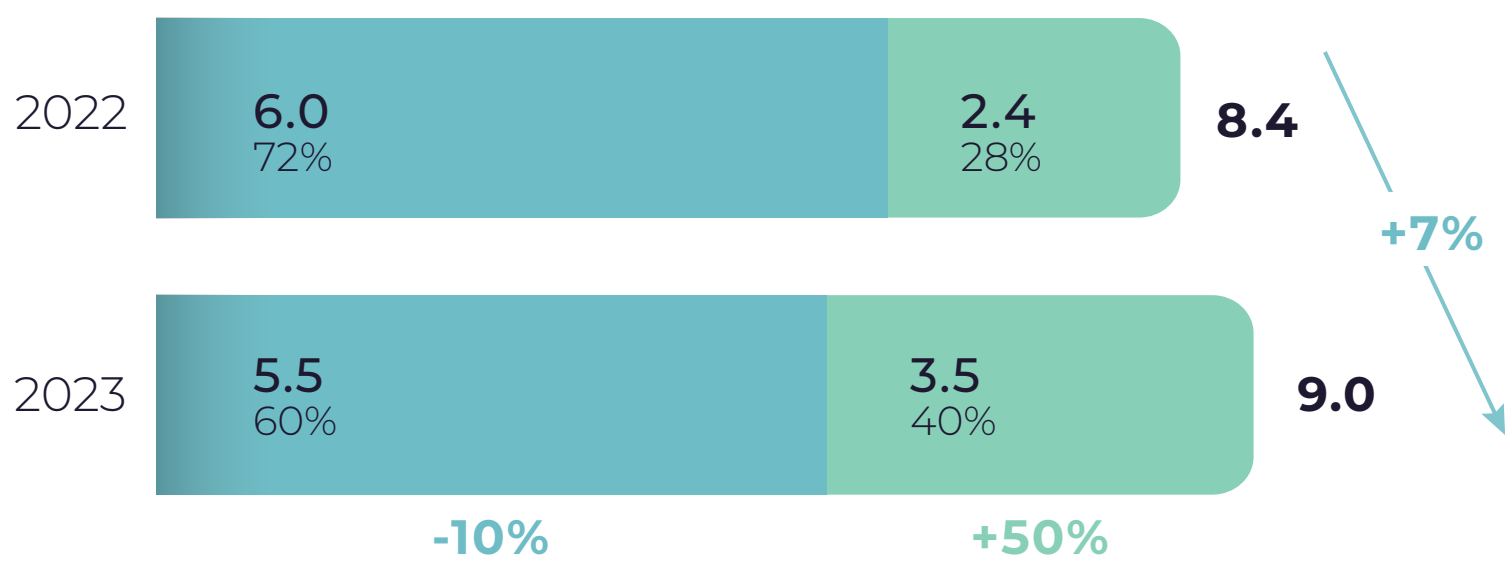
2023 has also seen considerable investment in renewable energy across our operations. Our Spanish and Chilean operations have installed solar panels to generate renewable energy for self-consumption, and our Belgian office has consumed renewable energy directly produced on-site.

Moving towards our carbon neutrality goal, we are committed to increasing our renewable energy consumption in both absolute and relative terms to our total energy consumption. By growing our demand of renewable electricity, we choose to take a proactive stance towards the decarbonization of electricity production.

Total electricity consumption
GWh (1,000,000kWh)

Electric intensity
kWh/Mn€

Year	Standard grid	Renewable	Total
2022	6.0 (72%)	2.4 (28%)	8.4
2023	5.5 (60%)	3.5 (40%)	9.0

-10%   +50%

+7%

Year	Electric intensity
2022	1,833
2023	1,740

-5%

▮ Standard grid   ▮ Renewable
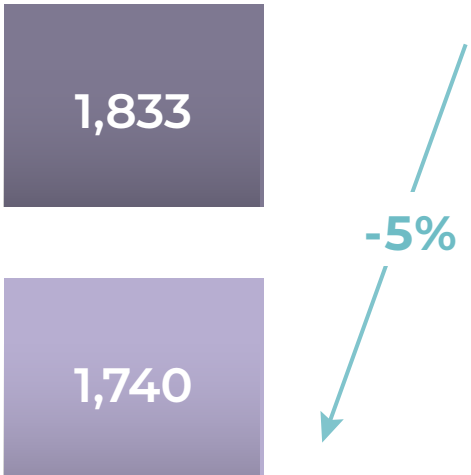
We have achieved a significant decrease in scope 2 emissions through our focus on sourcing renewable and decarbonized electricity. **Our share of renewable electricity has increased from 28% in 2022 to almost 40% in 2023.** This shift has driven a 38% reduction in our scope 2 emissions.

Our Chilean, Finnish and Portuguese operations consumed most of their electricity from renewable sources this year. This was accompanied by an increase in our Spanish renewable energy consumption.

Note: rates computed from exact figures (available in appendix)

Solar panels in the parking of our Experience Center in Madrid

Our offsetting strategy

We understand that due to our business' nature, worldwide operations and the goal to offer flexible mobility, we might not eliminate all emissions by 2027, particularly those from demo and commercial vehicles that maintain an internal combustion engine.

Therefore, we are developing an ambitious carbon offsetting portfolio. Currently we are defining the criteria to select the projects to help us compensate these emissions. Our aim is to invest in the most impactful and meaningful projects, particularly those based in the communities where we operate.

We are set on building a portfolio compensating over 80% of the unabated emissions through removal offsets, using a mix of nature-based and technology-based projects which will be third-party verified and certified, as we are determined to only select those of the highest quality.

Success story

Offset for Dakar 2023-2024

Astara's team marked their third Dakar rally with the pioneering use of 100% hydrogen-based synthetic fuel, achieving the status of the event's most sustainable team and securing a carbon-neutral racing footprint. Across all event-related emissions, including team flights and activities, Astara reduced its CO_2e output by 11.86 tonnes of CO_2e equivalent from the previous year, totaling 33.71 tonnes of CO_2e equivalent at Dakar. This emission will be counterbalanced by reforesting degraded areas in Colombia through the Vichada Project which fits within our defined high-quality criteria. The project involves the cultivation and planting of native species in the Orinoco, benefiting both the climate and the rich biodiversity of the area.

This reforestation effort represents Astara's commitment to carbon removal projects with significant local impact in the communities in which we operate, paving the way for our future offsetting portfolio.

Engaging with our value chain emissions

As a large organization in the global mobility ecosystem, we embrace our role as stewards of emission reductions along our corporate value chain.

Astara's main scope 3 emissions are concentrated on the transportation of our vehicles from manufacturers to our customers, as well as the use of such vehicles. **Whilst our capacity to directly influence the reduction of these emissions is limited, we are working to reduce our contribution to these indirect emissions**.

We are currently addressing the reduction of scope 3 emissions, focusing on those within our most direct sphere of influence, via:

- Using Connect to provide emission data and driving reports to our users and customers, helping them increase the efficiency and minimize the impact of their journeys

- Including sustainability criteria in tenders when selecting partners and suppliers as per the Suppliers Code of Conduct

- Encouraging sustainable commuting of our teams through carpooling, public transport, and other sustainable mobility options

- Decreasing the internal production of waste through efficient resource use

- Partnering with recycling actors across Europe and Latin America to boost end-of-life recycling

We are enhancing our carbon footprint measurement to encompass value chain emissions. By evaluating our scope 3 emissions in the very near future, we aim to gain insight into indirect emissions linked to our mobility offering, highlighting key areas for collaboration across the value chain. This will allow us to define new commitments and initiatives to effectively participate in the reduction of the mobility sector's emissions beyond our immediate scope of action.

Astara business convention in Madrid, engaging with our partners

Environmental protection

Astara towards circularity

Ensuring a positive impact on our planet includes promoting awareness in fighting to mitigate climate change, as well as ensuring the protection of our environment.

As we increase the size of our operations, we are investing in measuring and better understanding their footprint focusing on the waste we produce and the water we consume – including our consumption of resources, how we use them, and how we dispose of them. Additionally, we are committed to comprehending our impact on biodiversity.

In 2023, we have managed to improve both the scope and precision of the measurement of our impact – increasing the accuracy of our reporting and moving towards a more homogenized methodology with fixed waste categories.

Under the leadership of our Head of Environment and his responsibility over the environmental protection program, we will work together with stakeholders to enhance this process. We will put in place impactful initiatives to promote circularity across our global operations in accordance with our Sustainability Corporate policy, approved by the Board of Directors.

· Water circularity measures

· Internal recycling initiatives

· Partnering with recycling waste managers

Communities

Partners

Users

Astara's people

COURAGEOUS

HUMAN

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Open mobility for a better planet

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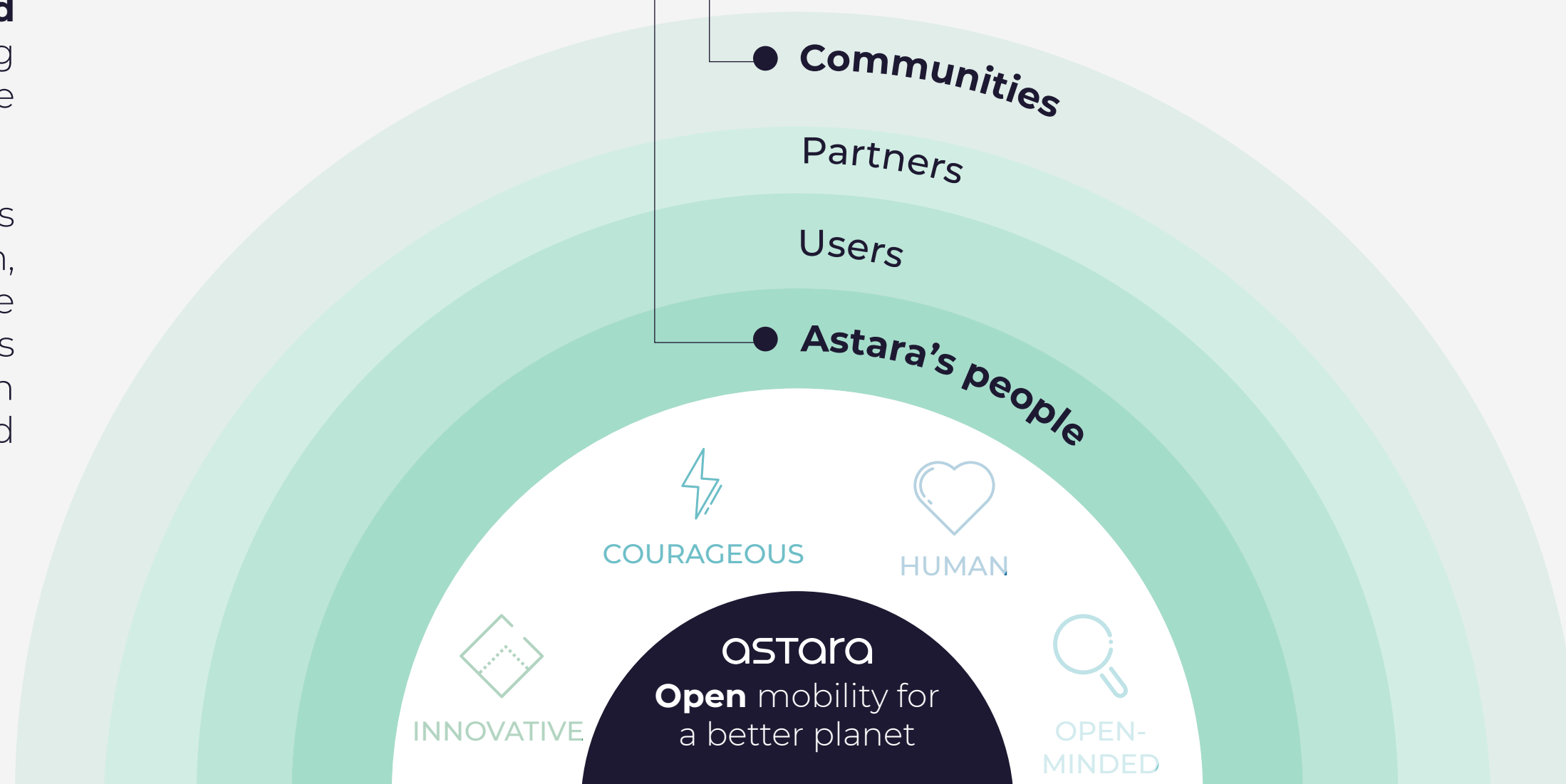
Optimizing our water consumption

The primary source of our water consumption is attributed to cleaning the vehicles before delivering them to our customers and users. Other sources are the operational and maintenance activities requiring water and a small percentage of consumption coming from office buildings.

Water intensity

16kL/Mn€	15kL/Mn€
2022	2023

Total water consumption
megalitres (1,000kL)

	72[22]	77
Others	11%	12%
Spain	9%	12%
Peru	12%	8%
Chile	68%	68%
	2022	2023
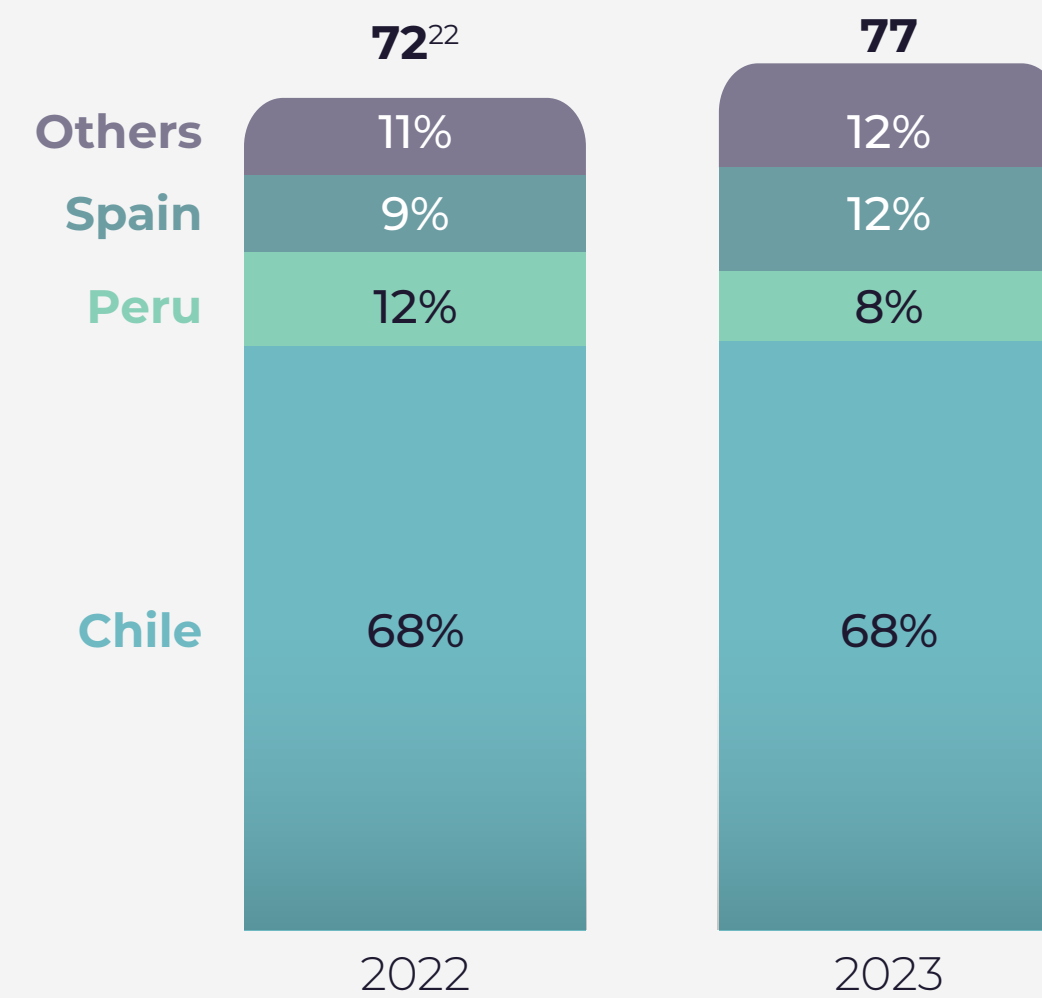
As mentioned, 2023 has been a year of important business growth for Astara. Our water consumption has increased as a result, from almost 72 megaliters in 2022 to 77 megaliters in 2023.

We have grown, but our water-saving measures have allowed us to limit this increased consumption. This contributed to **decreasing the water intensity consumption of our operations** from 16kL/Mn€ to around 15kL/Mn€ of revenue. This is because our water consumption has increased less than our revenues compared to last year (7% and 13% respectively).

22. Adjusted 2022 figure, from original 80ML to 72 ML due to the removal of a joint venture from Peru from our accounting scope

Shifting our water consumption

Part of our efforts have been to switch the consumption of this water away from any direct water source. We have worked hard to decrease direct water sourcing from wells used in Latin America. This has allowed us to reduce both the share of well-sourced water in our total consumption (from around 40% to 28%) and its absolute consumption in comparison with 2022.

Water consumption
by source

2022

40%
Well
Water

72 ML[23]

<1%
Bottled
Water

60%
Running
Water

2023

28%
Well
Water

77ML

<1%
Bottled
Water

72%
Running
Water
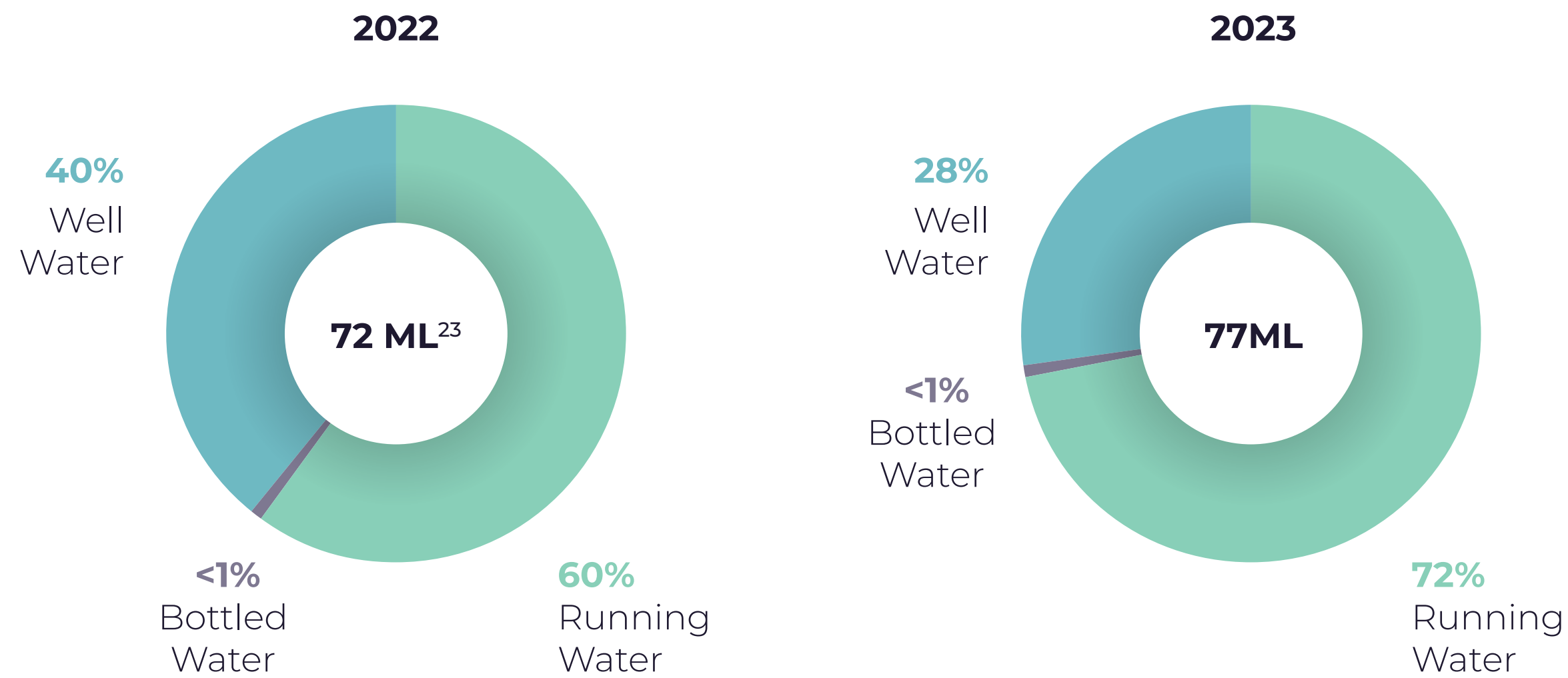
Well water consumption in 2023: **-25%**
change in total water volume consumed from wells vs. 2022

23. Adjusted 2022 figure, from original 80ML to 72ML

Success story
Boosting water circularity in Latin America

As most of our water consumption arises from our operations in Latin America, our main water-saving initiatives have been targeted at decreasing our consumption in this region, with an emphasis on reducing our direct collection of water use from wells.

To this end, we have built a water recycling plant in our Noviciado distribution center in Chile. The plant was built throughout 2023, a year in which we tested several technologies to select the most effective for our water use. Starting to operate in its final form in the first quarter of 2024, we have built it to recycle the water used to clean vehicles before their delivery. It will help us enforce a closed-water loop throughout several wash cycles, decreasing our consumption of well water. We strive to achieve a reduction of well water consumption of around 30% over the year 2024 versus 2023. We will share the impact of its operation on our water consumption in the upcoming sustainability report.

Upgraded waste production management

Astara's waste production follows a logic similar to our water consumption. While a marginal share comes from the work in our office, the bulk of our waste production arises from our most operations-heavy activities. These include vehicles' pre-delivery inspections, their maintenance, storage of vehicles and parts and some aftersales services – all centered around the comfort and safety of our customers and users.

Initiatives launched to encourage the separation of waste in countries like Chile, Belgium, Poland, and Portugal are allowing us to increase the control over waste produced and discarded.

All our own dealers across our operations follow their brand's standards regarding waste, always in accordance with local regulations. Some go beyond regulations, as examplified by Lexus Madrid, located in Spain.

Waste intensity

0.25t/Mn€	0.28t/Mn€
2022	2023

Total waste production
metric kilotonnes
(thousand tonnes)

	Rest of the world	Spain	Latin America
1.2 (2022)	32%	21%	47%
1.5 (2023)	23%	31%	46%

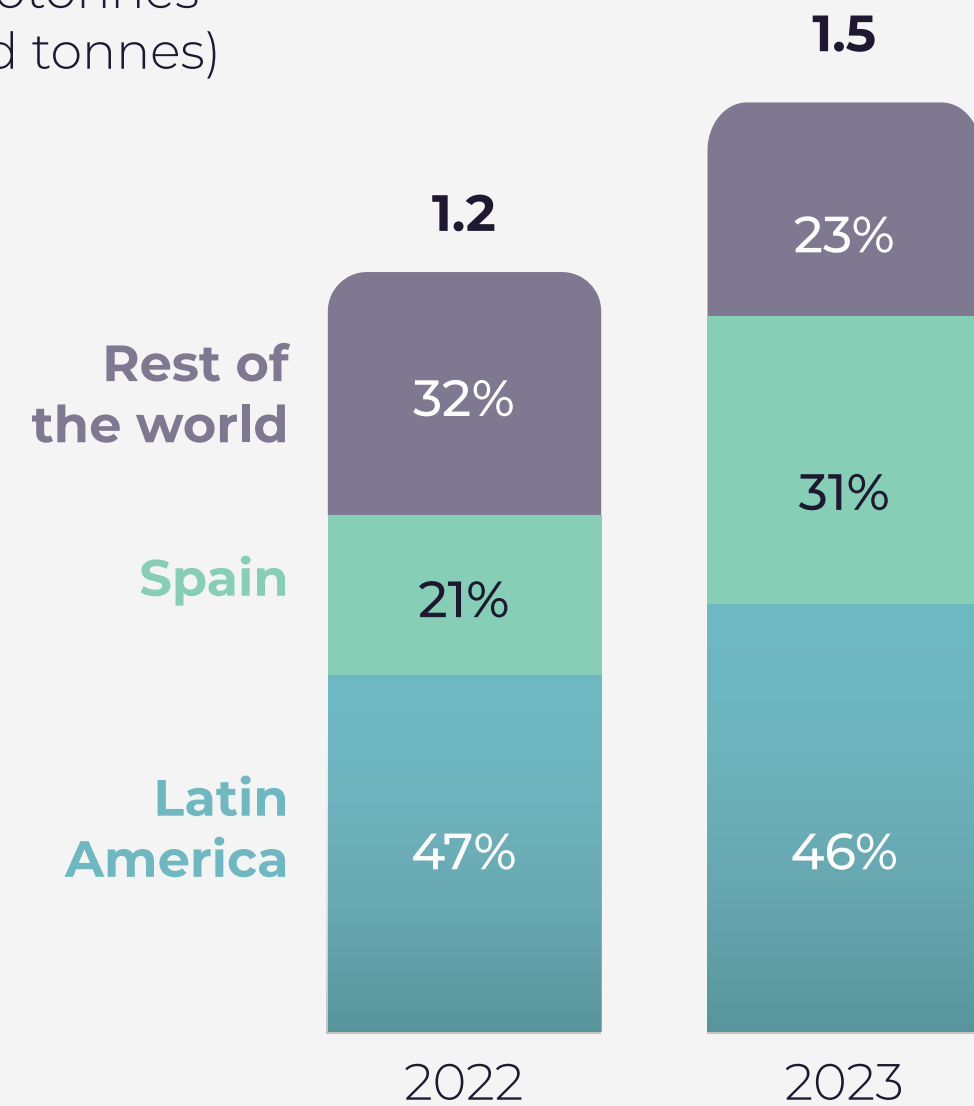Balancing growth while minimizing global waste production presents a significant challenge. We are fully aware of this dilemma, and our waste production assessment has enabled us to create initiatives to manage this waste.

While we have noted a rise from the previous year, which can be partly linked to a more thorough assessment of operational waste across all locations, **our efforts have allowed us to moderate the growth in our waste intensity when adjusted for revenue**.

Success story

Implementing ISO14001 at Lexus Madrid dealerships

Lexus Madrid's dealerships are embarking on a pioneering journey within Astara, with the implementation of ISO 14001 in 2016 in their facilities. This strategic step places us in a solid position regarding sustainability, promising enhanced waste management and resource efficiency.

We undergo third-party certification for this standard biennially, and conduct an annual internal audit sponsored by the brand. This process ensures adherence to the ISO14001 standard's environmental management best practices.

Focused on limiting our footprint

This year, wood, paper, and cardboard led our waste output, comprising about a third of the total volume produced. Our commitment to minimizing our environmental impact is highlighted by Colombia's environmental efforts in the management of tires, which represent a significant waste category. We have improved how we measure and segregate hazardous waste, which comprises less than half of our total waste produced.

This has allowed us to better track and classify the disposal of all our waste, ultimately **allowing us to reach an overall recovery rate of over 50% across all our waste**. This includes the waste valorization of hazardous materials and reusage and recycling of other types of waste. All other waste has been disposed with the utmost care, in accordance with all applicable local regulations.

Success story

Boosting recycling in Colombia

Encouraged by ambitious local legislation, our team in Colombia has partnered with an accomplished waste manager to recover our hazardous and non-hazardous waste. We have disposed of 3 tonnes of batteries, 8 tonnes of packaging, and a record 247 tonnes of tires – reaching 75% of the tires we have distributed as part of our vehicle sales in Colombia throughout the 2023.

2023 Waste production
by type

53% **Non-hazardous**

Hazardous **47%**

Other N-Hz
18%

Used Oils
13%
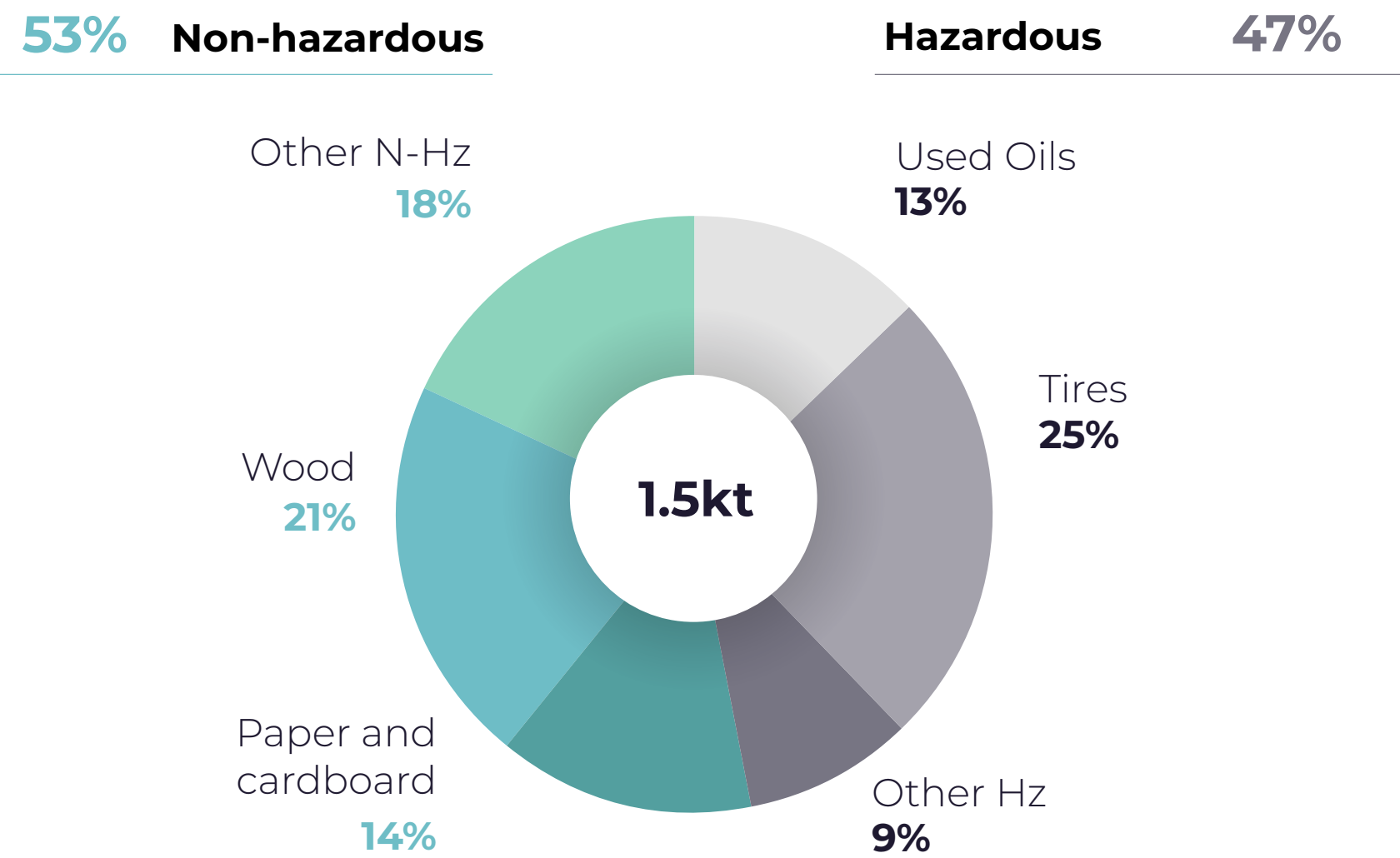
c. 50%
(750 tonnes)
total waste
recovered,
recycled,
or reused

Wood
21%

1.5kt

Tires
25%

Paper and
cardboard
14%

Other Hz
9%

Deepening our commitments with our ecosystems

As we strive to improve the environmental impact of our operations, we have defined key priorities to reduce our consumption of resources and production of waste:

Aligned with our Sustainability Corporate policy, we are rolling out a new **automated environmental measurement** system through 2023 and 2024.

This upgrade will boost the oversight of our resource use and operational impact, allowing for more accurate evaluations of our global facilities' footprint and pinpointing key areas for action.

It will also streamline our regular sustainability reporting to all stakeholders, which we look forward to continuously improving as we move forward in our sustainability journey.

To complete the environmental oversight of our operations, we are committed to conducting a **global biodiversity assessment** of our activity throughout the year 2024.

5

HUMAN –
Our people, the driving force of our transformation

People & talent management

Diversity, equity & inclusion

Operational safety & security

People & talent management

Elevating our employee value proposition

At Astara we believe that **attraction and development of new and diverse talent is the basis for a successful company.** We offer a compelling value proposition to our employees to increase their satisfaction and nurture talent.

Driven by the ambition to be a top employer for talent, we prioritize learning & development, promote well-being, engage in meaningful social activities, and offer competitive compensation packages. Astara´s Global Head of Social, who reports to the Chief of People & Sustainability Officer, is responsible for fostering the achievement of impactful social outcomes and coordinates the global design and orchestration of new initiatives.

To rationalize team management, promote a data-driven culture and enhance employee experience, we are partnering with Workday, a best-in-class enterprise management company. We have scheduled its global launch for 2024. The platform standardizes human resources efforts across geographies, streamlining processes for lean operation, boosting transparency in procedural workflows, and offering a user-friendly interface.

- Talent development
- Employee well-being
- Competitive compensation
- Astara's culture

Communities

Partners

Users

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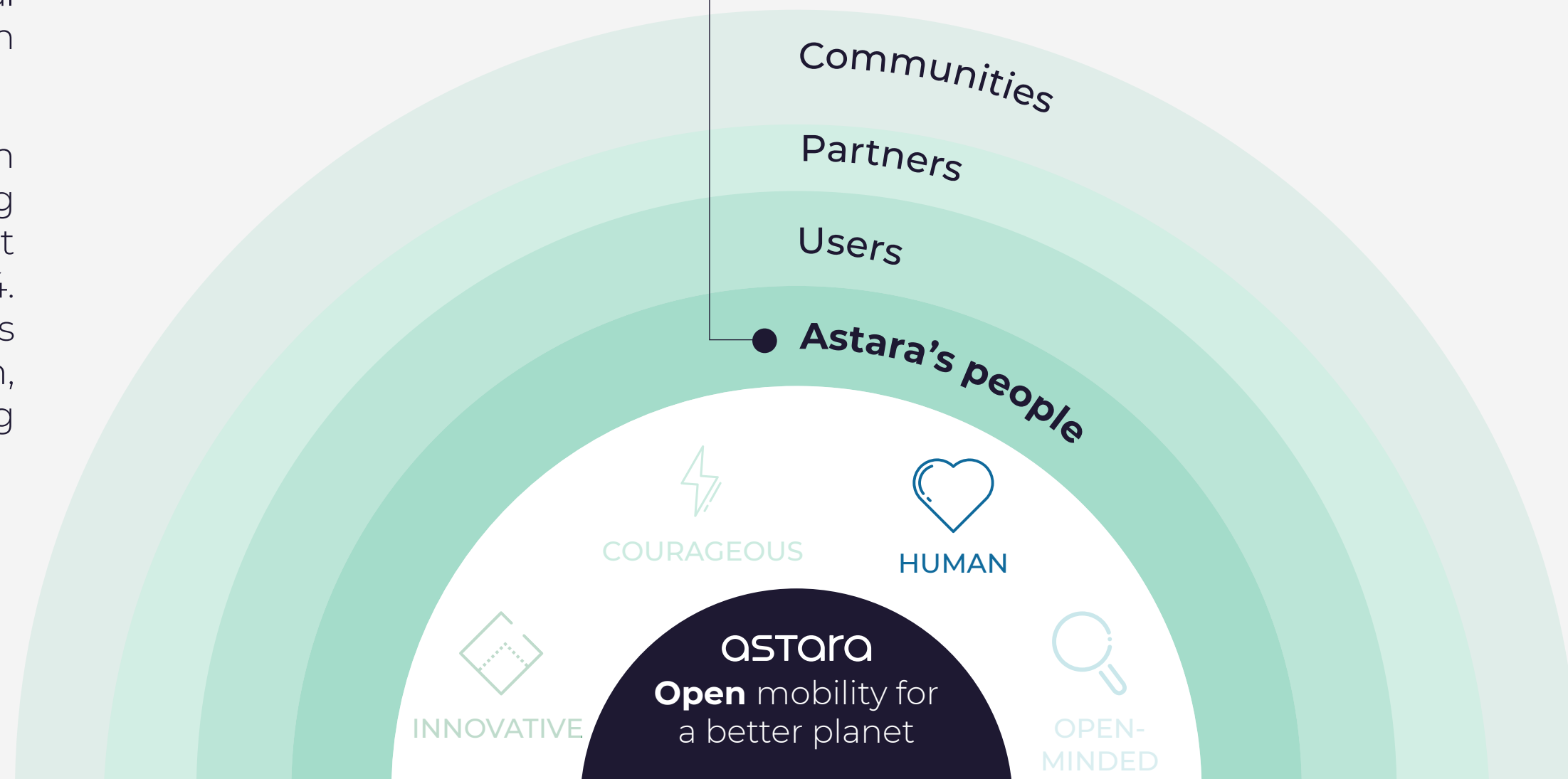
A glimpse at our team

Our team is composed of more than 3,000 employees across the 19 countries in which we operate. We continue growing both in size and in its diversity and talent, with 618 new hires throughout 2023.

Our organization is focused on maintaining a positive and supportive environment. This is the key factor in upholding our status as a top employer in the industry.

The results of the first Global Employee Engagement Survey (June 2023) confirm we are on the right track, with a score placing us in the top 25% for eNPS (employee Net Promoter Score) in the technology industry – a top benchmark for employee engagement. This survey was the first of an annual employee feedback initiative to hear our team's perspectives first-hand. Committed to running this survey yearly, **we are investing, listening and responding to our employees' voices**, ensuring that their vision and experiences reach those at the highest levels of the organization.

46 eNPS
score on employee engagement

>50
eNPS target for 2027

Another positive outcome for Astara is the low churn rate of 2023, which we aspire to maintain below 10%. A diligent monitoring of this metric is crucial for understanding and enhancing our workplace environment.

6.3%
churn rate in 2023

This churn statistic contributes to the 12.6% global turnover rate for Astara. The rate is a product of our current people transformation, in which we are redefining roles, responsibilities and consolidating part of our operations.

Astara employee's evolution[24]
headcount per region

Growth

77%	Southeast Asia
-10%	Northern Europe
9%	Central Europe
33%	Western Europe
14%	Southern Europe
5%	Latin America
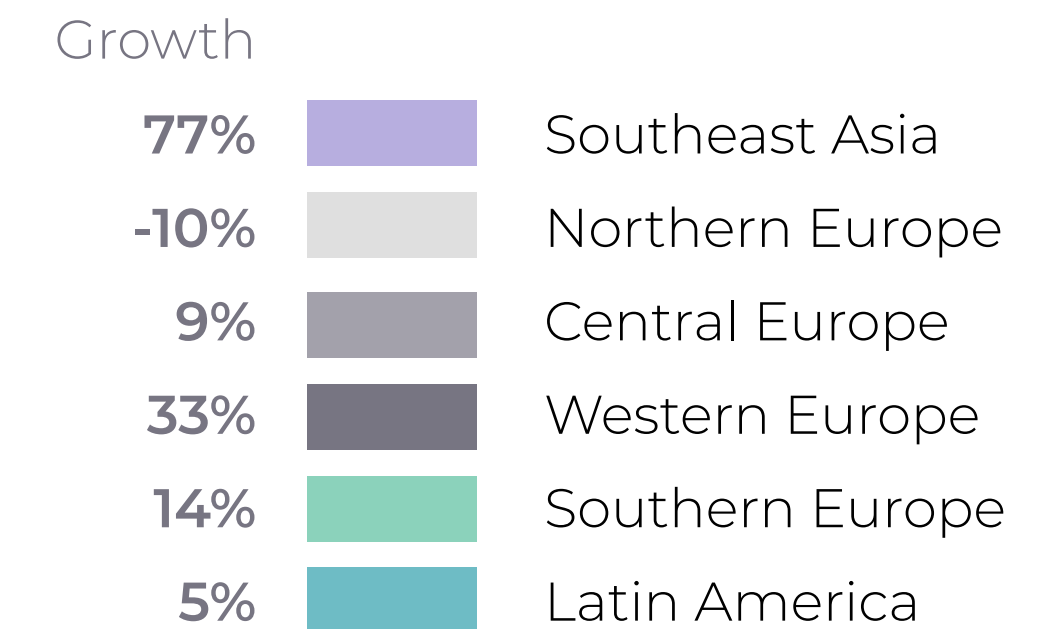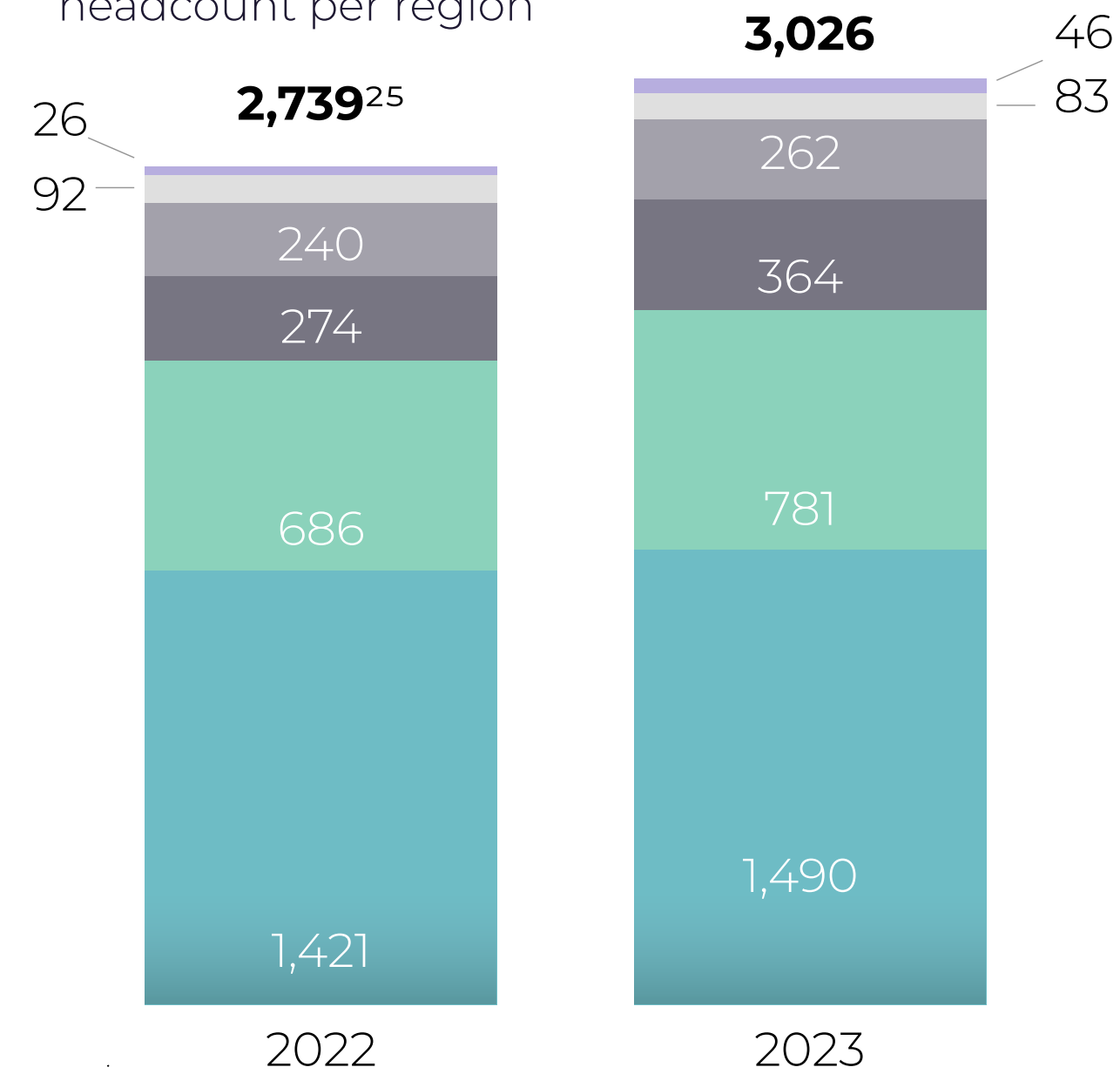
Astara employees
per type of contract

Temporary **9%**
Permanent **91%**
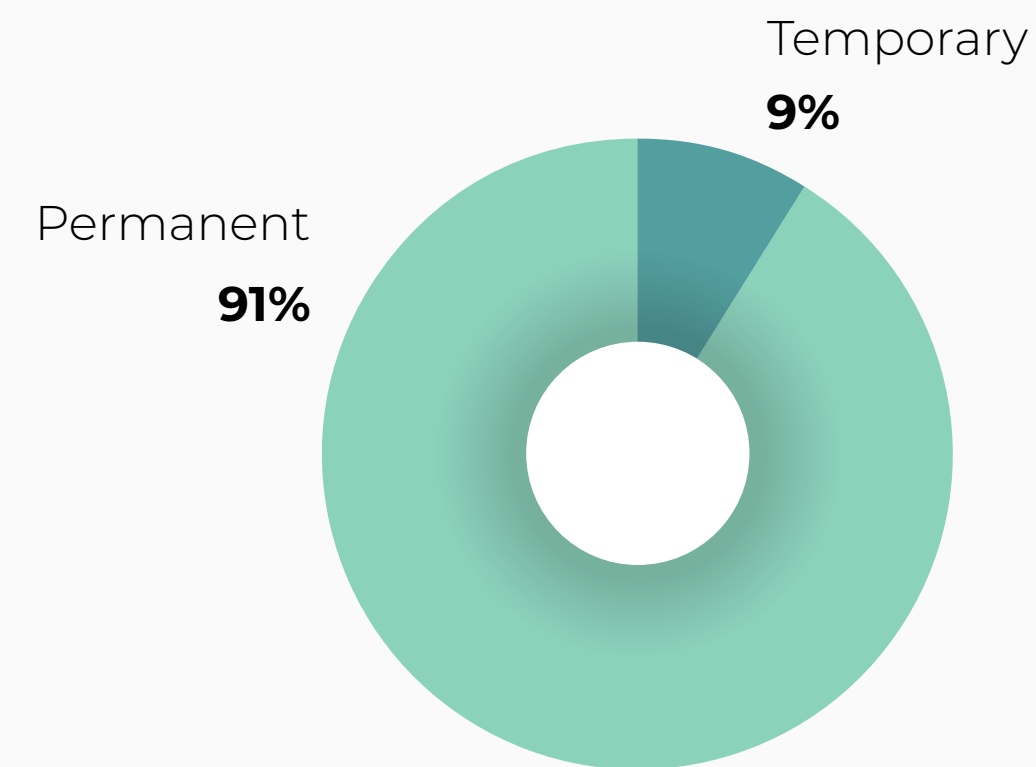
Astara employees
per category

Senior management **11%**
Supervisors and technical staff **35%**
Middle management **14%**
Administrative staff **23%**
Operational staff **17%**
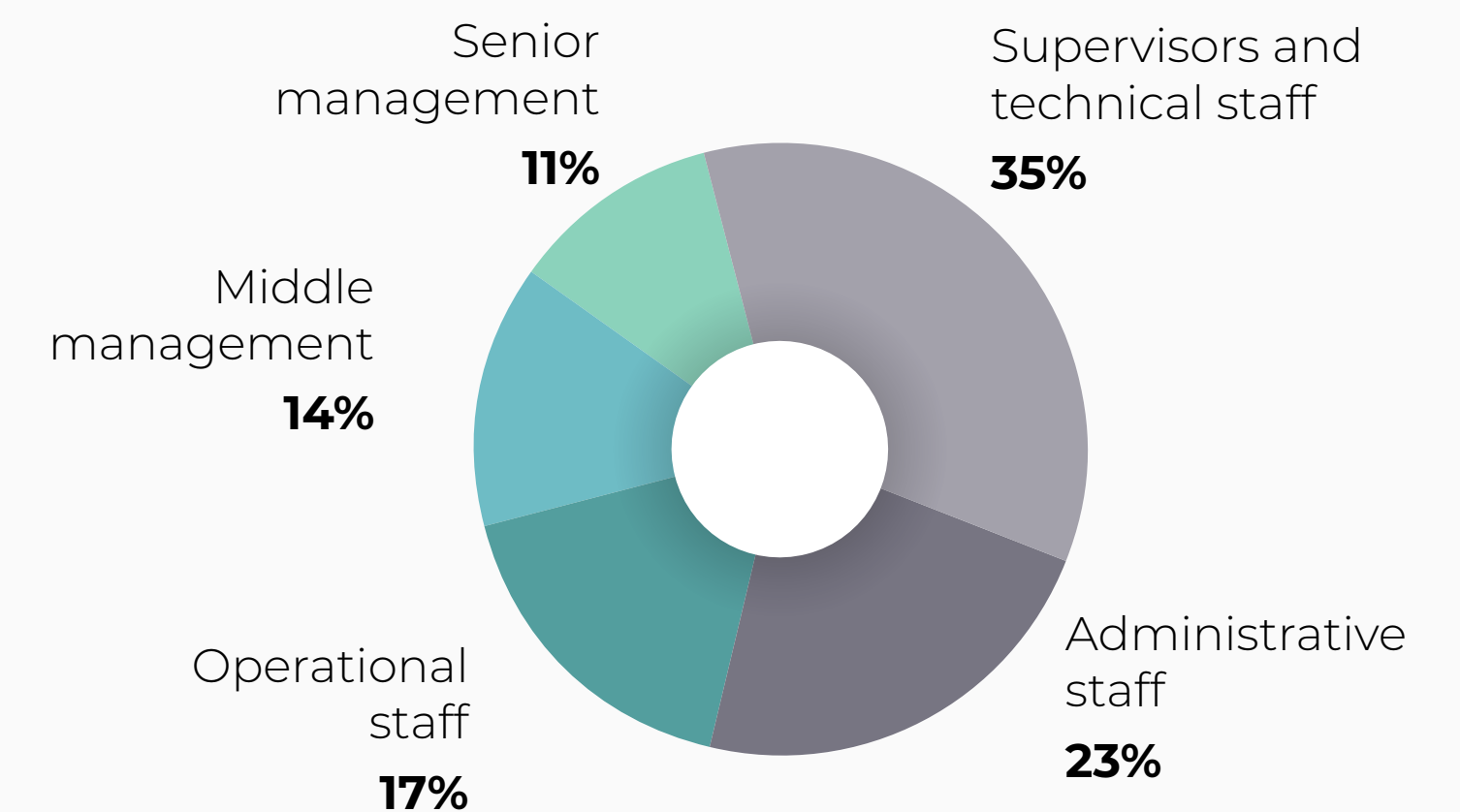
24. Calculated as of December 2023 25. Adjusted 2022 figure, from original 2,856 headcount to 2,739, due to the removal of a joint venture in Peru from our accounting scope

Empowering our team's development

The success of our team is intrinsically linked to our company's, which is why we place such high value on adapting continuous learning techniques to upskill and reskill our own workforce, providing them with the best development opportunities. The key to reaching a favorable outcome lies in **tailoring comprehensive development opportunities and trainings to respond to everyone's needs**.

Enhanced by the internationalization of the company, we have recognized a significant opportunity to elevate our team's internal communication capabilities. This insight led to the launch of the **Global English Training Program**, a strategic initiative designed to optimize our team's ability to collaborate, connect, and contribute on a global scale.

Additionally, we are developing a **mentoring program** that fosters a culture of knowledge sharing and continuous learning, escalating our collective expertise. As an essential part of talent retention, we want to provide our best-performing employees with the tools to grow within the organization.

Enhancing our recruitment capabilities

Starting mid-2023, we have embraced transparency and support in career growth by listing most vacancies on both our internal platform and Astara's LinkedIn page. This approach not only broadens our reach but also invites top talent, both internally and externally, to apply, democratizing access to opportunities for everyone.

To enhance our talent acquisition, we have integrated a real-time dashboard that monitors essential recruitment metrics, including time-to-fill and application volume, optimizing our attraction strategy's efficiency. Through this system, we have been able to monitor over 150 job openings through LinkedIn and the 34,000 applications received during this year.

Astara & Beyond

Understanding the importance of adaptability in today's rapidly evolving environment, Astara is dedicated to preparing our teams for the future. We are implementing Astara & Beyond, **a learning platform centered around the concept that each employee is the main architect of his or her own development**. It is an ecosystem where personal growth and upskilling are at the core, promoting a culture where learning is self-directed and integrated into every aspect of our work. This philosophy ensures that our approach to learning is both proactive and responsive, enabling us to nurture the curiosity and innovation that positions Astara as a pioneer in the mobility sector transformation.

Our average training per employee stands at
15 hours

With the roll-out of this new tool we have set ourselves an ambitious new target
+40 hours of training annually per employee by 2025

Creating a feedback culture

We want to attract and incentivize talent, while cultivating a culture of feedback where managers and employees engage in regular communications for improvement. In one respect, we have global initiatives like the engagement survey, with 90% aggregated participation this year, featuring 55 questions designed to gather insights from employees in various areas. Locally, we have also started taking initial steps, organizing feedback workshops for our leaders across geographies.

Employee well-being

The well-being of our employees is a core pillar at Astara. **Our holistic approach focuses not only on physical health but also on mental and emotional well-being** together with the social and financial aspects of employee satisfaction. Furthermore, we ensure that 100% of our employees are provided with health coverage.

We have championed local initiatives and provided access to resources to boost the well-being of our employees. Across our different hubs, we offer benefits like health programs with gym subscriptions and partnerships, flexible working arrangements, and mental health support, to help our employees maintain a healthy work-life balance.

Additionally, we aspire to develop global initiatives impacting our entire force, worldwide. Firstly, Astara looks to address recommendations from international organizations and set a global policy to harmonize the maximum weekly workable hours.

On the other hand, we are planning to deepen our commitment to employee well-being with the launch of the Astara Cares program in 2024. **Astara Cares aims to standardize and expand our well-being vision and strategy**, thereby further amplifying local initiatives' spread. Not just exchanging best practices across our hubs but also analyzing market practices and trends to make a more comprehensive and appealing offering to our people.

Success stories
The "Fundamentales" Alliance

Astara's commitment to employee mental health has been further solidified with a pivotal agreement signed jointly with other leading companies in October 2023. We aim to compile mental health best practices across all associated companies and establish tangible initiatives to improve employees' well-being. We aspire to drive our impact beyond the employees in our organizations, to build momentum and change across our communities.

This initiative is not only a part of our corporate responsibility but also aligns with the broader objectives of the 2030 Agenda and the World Health Organization's guidelines.

Colombia's local well-being benefits

Our Colombian leadership´s commitment towards well-being was scored by employees with a 9.5/10, showcasting some of the best practices among our hubs. In 2023, people leads organized local health-oriented activities with high employee engagement:

· Health campaigns: preventive campaigns in the specialties of nutrition and optometry offered to all employees

· Monthly physiotherapist sessions: ergonomic guidance in both home and office environments

· Trail Race 11K: Astara sponsors employees' participation in a challenging race, promoting fitness and team spirit

· Stretching Classes: a dynamic way to stay active and break the routine

Competitive compensation

As an organization, we strive to offer competitive compensation as a method of attracting and engaging talent while advocating for equal pay for equal work. We have several initiatives underway to further enhance our approach.

Success story
Implementing compensation initiatives

Global Job Leveling Framework
Our People team has designed a Global Job Leveling Framework that enables the classification of employees using consistent, objective and homogeneous global criteria. Besides ensuring transparency, the new framework creates a unique opportunity to boost competitiveness when regulating salaries with similar positions in the industry and safeguarding internal equality.

Performance-based Compensation Model
Another global compensation initiative is the Performance-Based Compensation model. In preparation for a complete implementation across hubs, approximately 80% of our people have undertaken a performance review, following our new global performance model. The assessment serves as a globally fair and standardized yardstick for the compensation model. Besides fostering a culture of pay fairness and meritocracy, we implicitly invoke a strategic edge aligning corporate objectives and values with individual goals.

Growing together as a team

At Astara, we embrace our new hires as rookies, guiding them to seamlessly integrate with our dynamic culture from the very first day. During 2023, we introduced Rookies, our global onboarding program, to allow new hires to envision Astara's mission and values. This initiative has successfully generated engagement across our entire workforce. Since the program's launch, in addition to 100% of new hires, around 45% of our workforce tried the experience. **The reception has been remarkable – 90% satisfaction level among employees, credited to the program's innovative and captivating approach**.

The program has been developed as a key enabler of our culture at Astara. This is expressed through a strong focus on inculcating our DNA based on a strong will to learn, thinking outside of the box, and growing together as a team.

Altogether, our new hires spend approximately 16 hours on the onboarding, so they have a soft landing in the company. Our approach is to secure and accelerate a 360-degree integration encompassing resources, vision, culture and networking.

OPEN culture initiative

Our recent global expansion has introduced a variety of different working cultures into our firm, leading to a cultural transformation. In response and to contribute to its success, our OPEN program is taking its first steps as a global initiative led by our CEO and Leadership team. This year, we have initiated and trained 'Shapers,' selected employees who offer strategic support to the program. They play a pivotal role as culture ambassadors, actively listening to the team and fostering our core values.

To maximize global outreach of OPEN, we facilitated in-person workshops across all hubs involving leadership, People leads, and Shapers. Engaging over 200 members, these sessions served as a platform for listening and encouraging dialogue, aimed at identifying actionable levers to increase teams' involvement and bring closer cultural transformation and business objectives.

Our CEO addressing our team at the Madrid Experience Center

We count with additional local initiatives enhancing team building and our sense of community:

Creative Tank (Colombia): Astara encourages innovation by inviting all employees to participate in a structured brainstorming session. The objective is to harness collective creativity to identify best practices across our brands

Team Building (Austria): we organize morning coffee sessions and cross-department lunches to encourage all employees to get together

Astara Kids (Peru): we host an engaging event for our employees' children, offering a variety of activities curated by our support units. We aim to integrate families as part of our community

After Talks (Finland and Sweden): following each Astara Talk hosted by our executive group, teams convene a debriefing session to collectively reflect on the addressed topics

Our team's contribution to boost Open Mobility for a Better Planet

As a part of our employee value proposition, a global initiative known as 'social squads' has been launched with the aim of steering all our social action efforts. We have designed a global program to unify efforts and generate an impactful effect on our team and communities.

Concurrently, these squads are facilitating the expansion of a global sense of belonging as "one company, one brand, one team", where diversity serves as the fundamental pillar. **With all our geographies represented, the social squads promote the unity of all functions and levels of the organization around a common purpose.** Each squad, integrated by Astara's employees, is sponsored by one Global Committee member in charge of the approval of proposed actions and associated budget.

Developed throughout 2023, it revolves around four squads: Well-being, (En)abled, Women, and Social Challenge. This is Astara's most significant global social effort to date with the purpose of facilitating the implementation of employees' perks around the globe. The ultimate goal of the squads is to devise solutions and proposals that meet identified needs, generate visible changes, and significantly enhance our social impact We expect to witness its results from 2024 onwards, signifying a new phase of social engagement and contribution.

Well-being Squad

Expand the best practices in employee well-being globally

(En)abled Squad

Encourage inclusion and foster a safe environment for individuals with disabilities
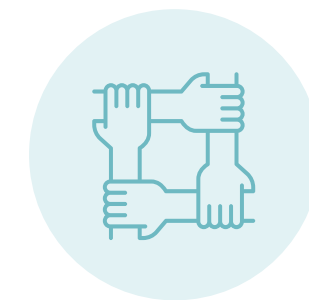
Women Squad

Empower women in Astara to keep attracting female talent

Social Challenge Squad

Catalyze initiatives to create employee engagement to boost Astara's social impact in communities

You can find the details of our Squads in the appendix

Diversity, equity & inclusion

Diversity as the essence of our culture

Our mission is unequivocal: to establish a workplace that champions diversity, ensures inclusion at every level, and empowers all employees to excel. Encouraging innovation, boosting our performance and fostering daily progress.

In aiming to serve a broader, more diverse range of customers and users, we see the significance of diversifying our teams to optimally support them through our mobility solutions.

As we strive to transform an industry with a historical under-representation of minorities and diverse voices, we are focusing on leveraging our employee value proposition and professional development opportunities to attract diverse talent and empower it to become a key contributor in shaping our organization.

We have progressed in the addition of new perspectives to our organization and are particularly proud of our yearly stride towards achieving our goal of 33% women overall representation at Astara in 2027.

We are currently in the process of defining a new Diversity, Equity and Inclusion policy, as well as an Anti-Discrimination policy. Upon their approval by the Board of Directors, these will create global principles governing this topic.

- Increasing gender representation
- Closing the gender gap
- Learning about inclusion from communities

Communities

Partners

Users

● **Astara's people**

COURAGEOUS

HUMAN

astara
Open mobility for a better planet

INNOVATIVE

OPEN-MINDED
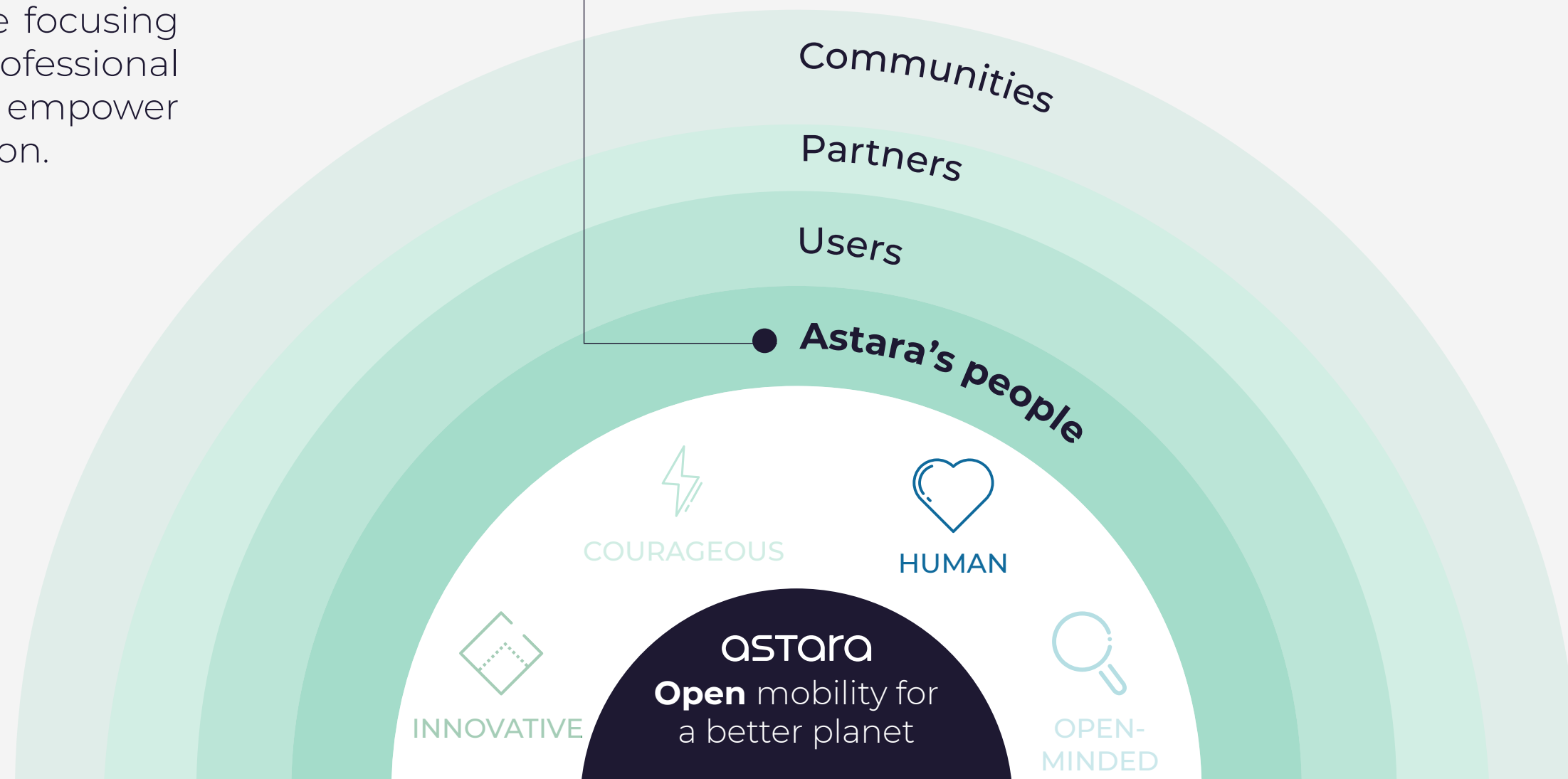
Cultivating a rich & diverse organization

Our view of diversity is multifaceted: when we focus on recruiting top and diverse talent, we aim to enhance our organization's diversity across numerous dimensions. During 2023, we have incorporated people from over 30 different nationalities, culturally enriching our workforce with employees from around 50 different countries.

Our team spans four generations, from Baby Boomers to Gen Z. We are proud to facilitate the transfer of knowledge and experience to younger generations—14% of our team members are Gen Z—while also embracing the fresh, innovative perspectives of our younger employees.

Intergenerational and intercultural collaboration helps us foster a more innovative environment and helps us grow together as a team.

Likewise, we continue to expand the diversity of experience in our organization through the hiring of talent from diverse industries. In 2023, we hired an important part of our new team members from outside the automotive sector, representing over 20 different sectors.

Our 2023 new hires joining us in corporate roles come from over **20 different industries**

19% Business & Technical Consulting Services

17% Software Products & Services

6% Transportation Services

6% Retail Trade

6% Business Support Services

6% Digital Marketing

6% Consumer Products - Durable

34% ...from other industries
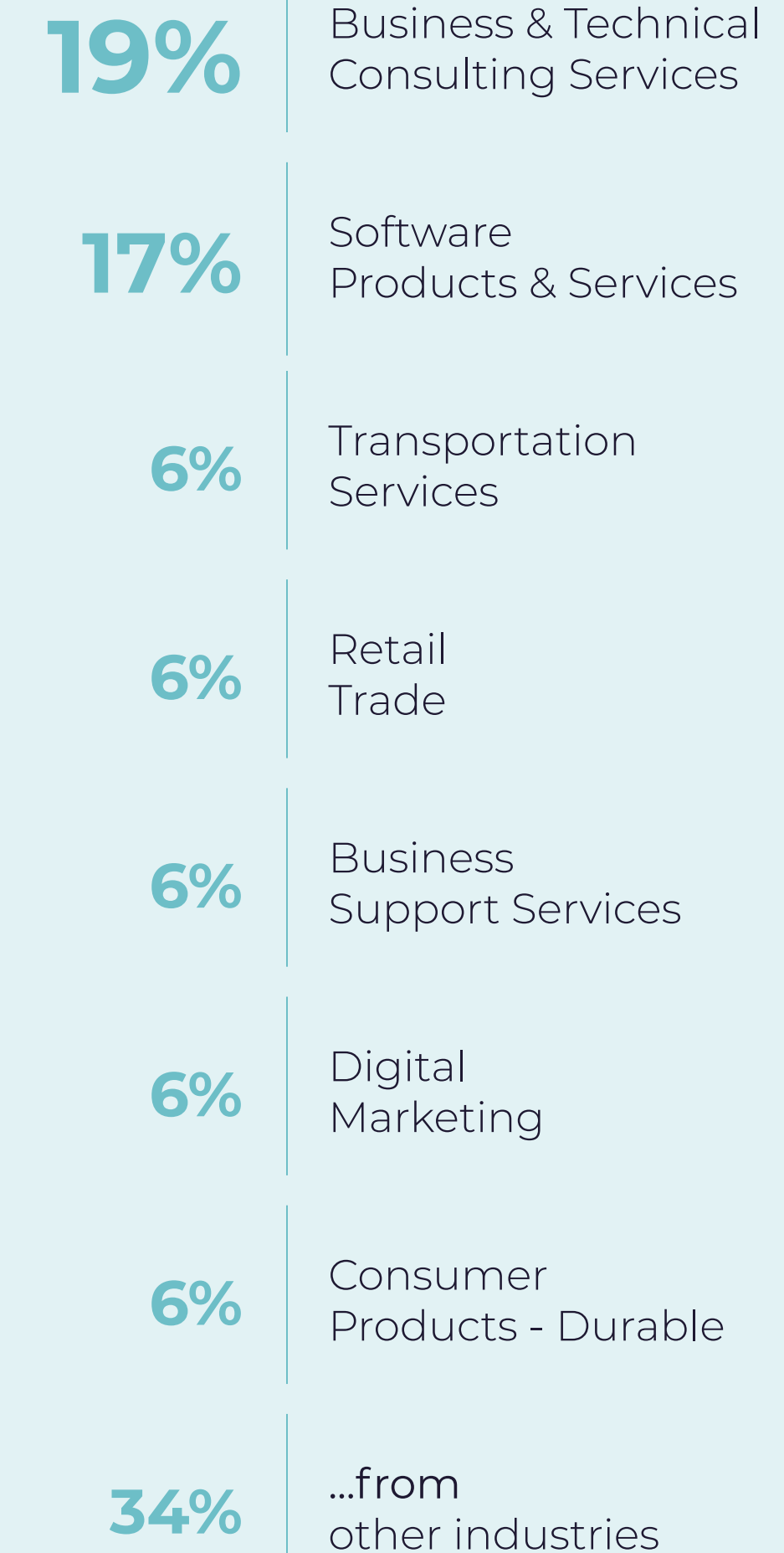
Boosting women's contribution to our organization

Elevating the representation, contribution, and impact of women within our organization is a critical priority at Astara. We aim to enrich our collective insights and impact by diversifying the array of voices and perspectives, thereby advancing our industry's evolution and enhancing women's empowerment in our communities.

This encompasses bolstering women's overall presence, achieved through targeted recruitment and promotion strategies. **Our dedication to attracting top talent has resulted in women constituting 38% of our 2023 new hires**.

We take pride in boosting women's representation in middle and senior management roles. This underscores our commitment to fostering diversity, equity and inclusion at all levels, thereby enriching our decision-making processes and upholding our meritocratic principles.

Such strides are propelling us toward our 2027 ambition of reaching an overall 33% representation of women at Astara. We are now focusing on setting targets for women's presence in leadership positions, aided by the standardization of role categories through our Job Leveling Framework.

Our People teams are executing this diversity strategy, collaborating closely with the Women Squad, which spearheads internal women empowerment initiatives, ensuring a comprehensive approach to fostering an inclusive workplace.

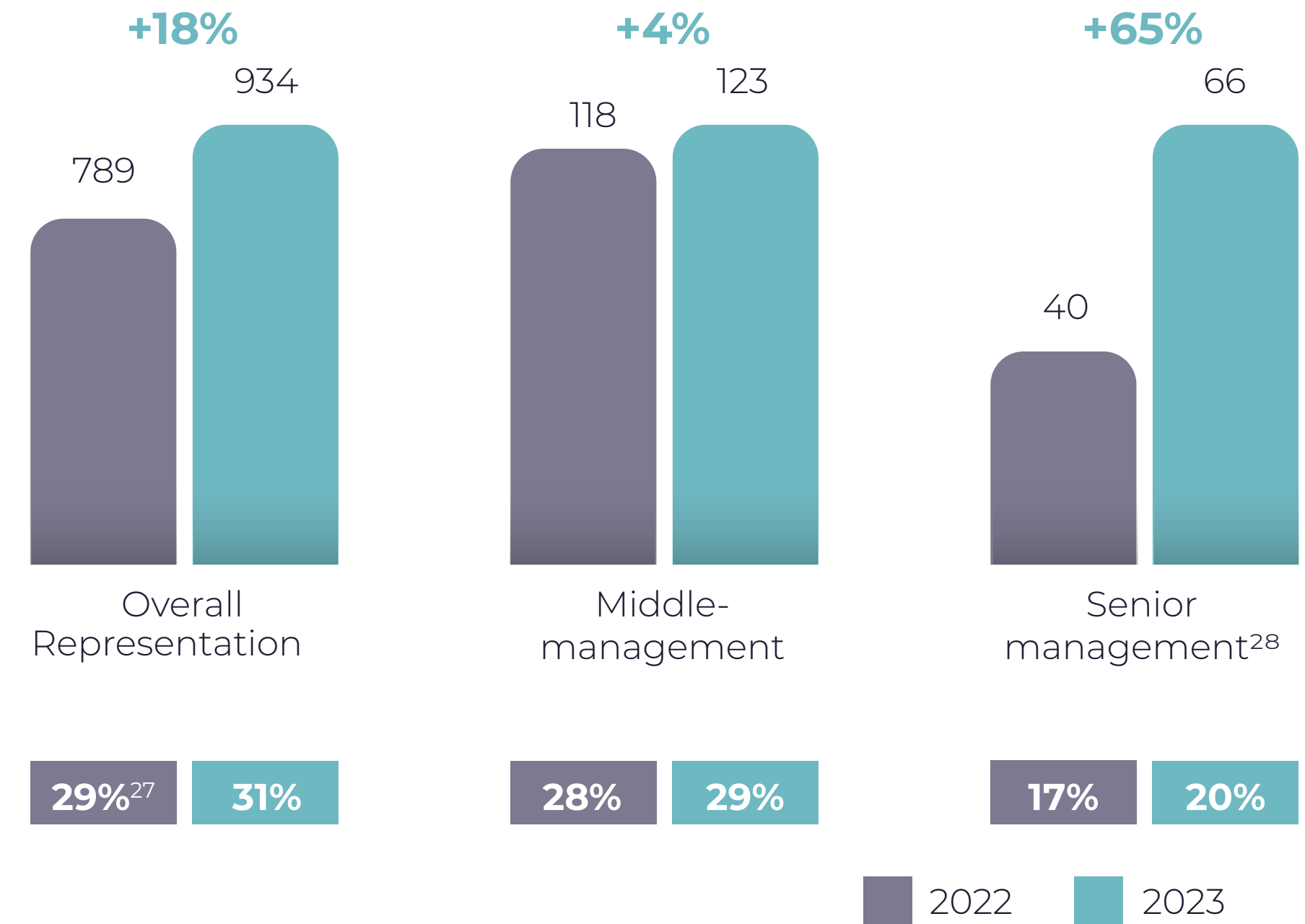|	Overall Representation	Middle-management	Senior management[28]
Change	+18%	+4%	+65%
2022	789	118	40
2023	934	123	66
2022 %	29%[27]	28%	17%
2023 %	31%	29%	20%

Success story
Strengthening our capabilities to recruit women

For the year 2023, our Austrian, Colombian, and Finnish operations have achieved parity or even surpassed the 50% representation of women in new hires in 2023. We are proud of this achievement, and will promote exchange among offices to integrate their best practices into the Astara's global recruitment strategies.

Among top talent with equal qualifications, we will further our efforts to recruit women to leverage the diversity of perspectives at Astara.

🟥 Austria: **50%**   🟨 Colombia: **59%**   ➕ Finland: **50%**

26. Based on a division of our workplace in 5 categories: operational staff, administrative staff, coordinator, manager, senior manager
27. Adjusted 2022 figure, from original 28% 28. Calculated as of December 2023.

Women's advancement at Astara

To achieve our goal of actively contributing to the professional empowerment of women across our communities, this increased representation needs to be accompanied with an effort to close the gender gap present in our societies.

Gender gap[29]

We monitor our gender pay gap on an annual basis. In 2023, compared to 2022, we have managed to decrease our overall gender gap by over 10%. We are committed to decreasing this gap yearly, striving to close it and targeting total pay equity in the future.

<26%

2022 overall
mean gap

<23%

2023 overall
mean gap

Our organization is confident that the effects of our Job Leveling Framework, through its establishment of more transparent, comparable, and well-defined employment categories, **will help us move towards greater pay equity**. We look forward to sharing our progress in the reduction of our gaps and communicating it using our new professional categories from the Job Leveling Framework.

Taking diversity, equity & inclusion further

We are intensifying our efforts to survey our employees more thoroughly to identify any challenges they face at work or areas where they need additional support. Presently, less than 1% of our workforce has disclosed living with disabilities.

In the coming year, we commit to furthering an environment where all employees feel at ease sharing, if they choose, about living with a disability. We will support them in this disclosure process and ensure that all necessary company resources are available for their growth and development, respecting everyone's choice to share or not about their disability.

Additionally, 2023 was another consecutive year in which our culture allowed us to close the year with no confirmed incidents of discrimination or harassment across the company.

To ensure a global approach in our fight against harassment or discrimination of any kind, we are developing a Corporate Anti-Discrimination policy, which we plan on publishing and enacting throughout 2024. We are also preparing to publish a global Diversity, Equity & Inclusion policy. This will help us complete our local perspectives and policies on the matter, such as our Spanish Equality Plan.

29. This gender gap has been estimated by computing the weighted average of the relative pay difference between men and women of the same professional category per country as per their share of the total employment across the whole organization; excluding entities in which we do not have operation control

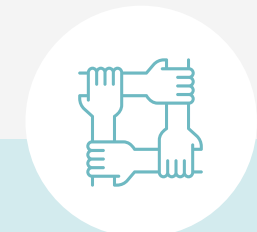# Our approach to gender diversity, equity & inclusion

Our Women global survey, launched in March 2023 with a 99% participation rate, gave us an updated internal perspective of their vision and self-perception of the role, potential, and points to improve regarding the inclusion of women at Astara.

Their insights allowed us to develop our gender development and inclusion framework, covering key moments where organizational effort can have the potential to **provide greater equity to women in the workplace**.

We have materialized this methodology with several initiatives launched throughout 2023. As mentioned, we have put great effort into recruiting women, achieving our 38% women share in 2023.

In 2023, our female churn rate matched the global average at 6%. Similarly, women accounted for 30% of our voluntary exits, aligning with the overall representation of women. This data suggests gender parity in our churn rates and indicates that the proportion of women leaving the organization voluntarily mirrors their overall participation in the workforce exits.

This year, we wrote, approved, and enacted our Protocol against Gender-based Violence & Sexual Harassment with coverage across all the organization. Our social squads are also organizing the delivery of various diversity, equity and inclusion programs and initiatives – among which we find formally launching a global Women@Astara network.

Culture
Promote gender diversity, equity and inclusion, raise awareness, and eliminate bias in the organization

Leadership
Set top-down commitment to gender diversity and showcase women role models

Recruiting
Ensure a bias-free hiring process and expand efforts to reach women with targeted recruiting

5 Leadership

2 Recruiting

1 Culture

4 Advancement

3 Loyalty

Advancement
Support top-performing women and ensure that they have access to career progression opportunities

Loyalty
Provide women with affiliation, motivation forums, and tools to achieve work-life balance

Our Women Squad
will be working with Astara's People teams to strenghten and amplify this approach

Women breakfast in Peru

While these global initiatives are being built, our offices have concentrated on launching localized inclusion initiatives.

Success stories
Women breakfasts in Latin America

To enhance women's feeling of belonging, facilitate the sharing of experiences, and exchange ideas and best practices, Astara initiated a series of Women's Breakfasts in Argentina and Peru in 2023.

We look forward to expanding this initiative throughout our locations and supporting women at Astara in building a stronger sense of belonging and a network of mutual growth and support.

Learning how to fight sexism together in the workplace

Astara Peru has distinguished itself as a trailblazer in promoting diversity and inclusion within the company. Beginning in 2022, it initiated an annual virtual workshop designed to enhance awareness and address the challenges of gender stereotypes and biases.

From 2023 onwards, the initiative expanded to include triennial prevention talks focusing on sexual harassment.

These sessions are dedicated to discussing strategies for preventing sexual and workplace harassment, extending their relevance beyond the workplace environment.

Operational safety & security

A safe and secure place to work

Astara's value proposition to employees rests on a setting of solid professional well-being. As such, we strive to foster and maintain a safe workplace for everyone, looking to ensure a 0-accidents rate and promoting safety excellence.

All our facilities are equipped with safety protocols and policies tailored to local requirements, ensuring legal compliance. **We are committed to implement a global occupational Safety and Security policy that applies the highest standards worldwide in 2024.**

· Safety and Security policy

· Safety and security initiatives

Communities

Partners

Users

Astara's people

COURAGEOUS

HUMAN

INNOVATIVE

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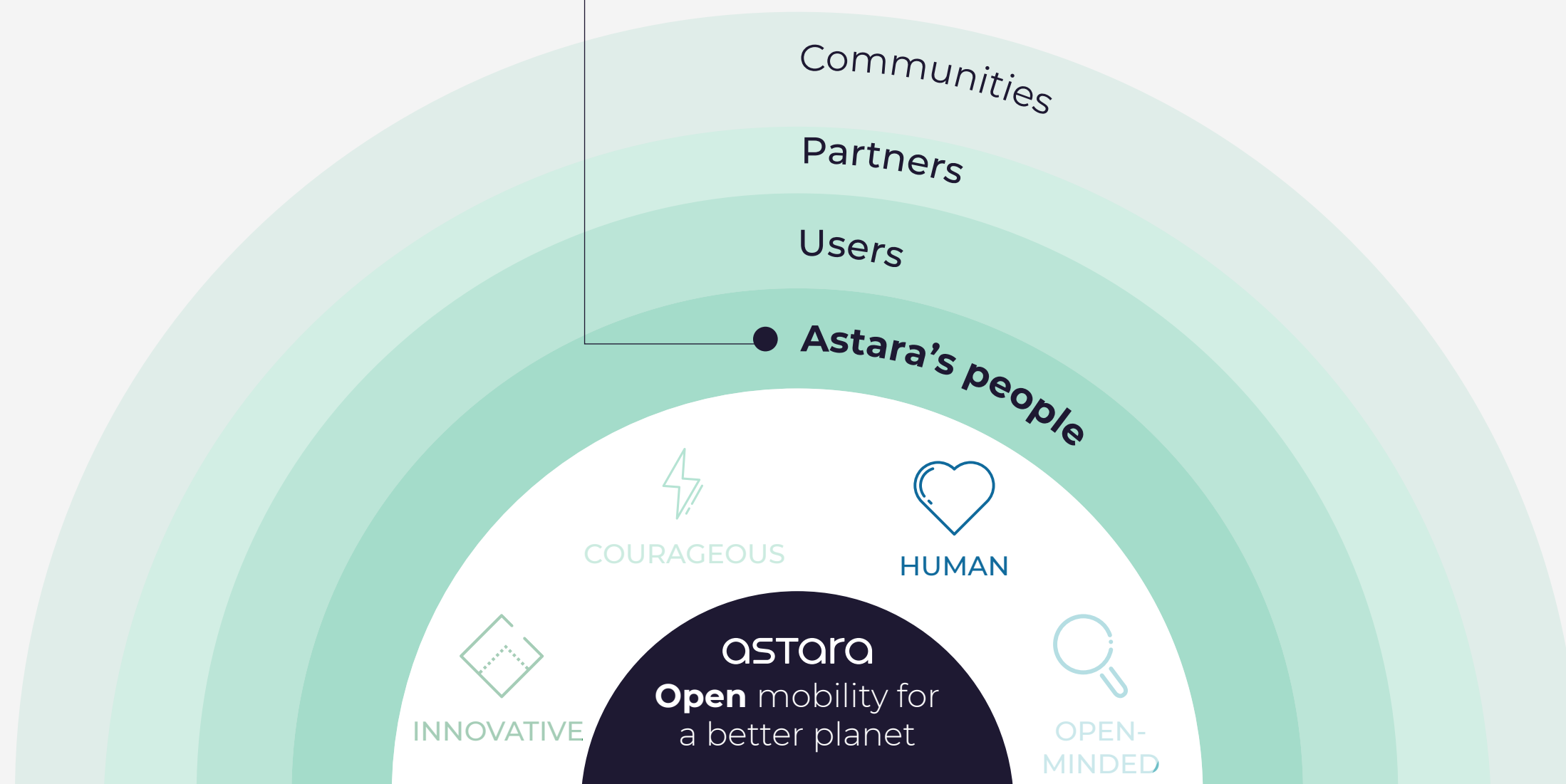
2023 safety insights

As part of our commitment to employee safety, we highlight that none of our hubs has experienced any fatality or very serious incident in 2023. We aim to continuously improve, and we are intensifying our safety measures, focusing on boosting staff awareness to prevent any incidents.

Through dedicated endeavors, we have successfully decreased the incidence of minor accidents, from 58[30] reported in 2022 to 40 in 2023. Despite the progress achieved, we have documented a serious incident involving one of our team members while conmuting to work, who was subsequently hospitalized. We persist in our commitment to cultivating a secure working environment and preventing occurrences of this nature.
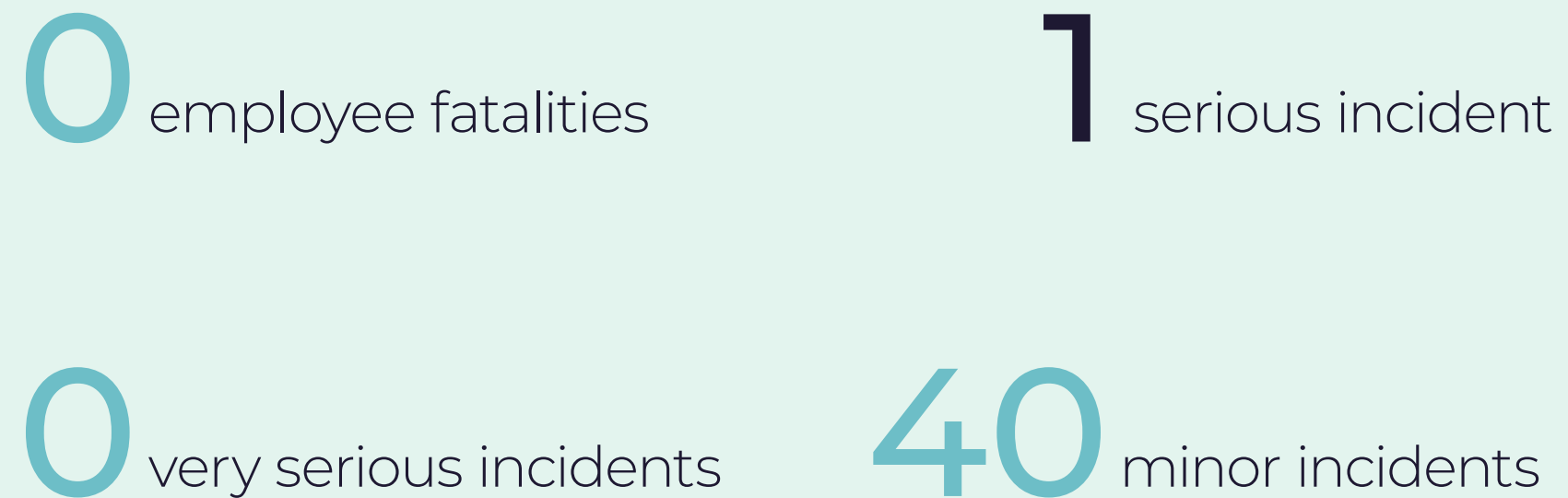
0 employee fatalities   **1** serious incident

0 very serious incidents   **40** minor incidents

We continue our effort to standardize Key Performance Indicators (KPIs) across locations. We are already working to improve the consistency of safety reporting which will enable incident comparisons across Astara. Identifying the locations with poorer outcomes allows us to address the issues and continue progressing toward our target.

30. Adjusted 2022 figure, from 62 originally to 58

Success story
"Ceroaccidentes" award

Astara Spain has been honored with the "Ceroaccidentes" award by Mutua Universal, highlighting our commitment to safety and accident prevention over the last three years. We are proud to achieve a "zero accident rate" in Spain reaffirming our dedication to the well-being of our clients and employees through the hard work, collaboration, and dedication of our entire team.

Pathway to zero accidents

As highlighted in our previous report, we aspire to compile best practices across locations and implement them globally. With a noticeable concentration of accidents in Latin America linked to our logistics operations, our focused endeavors are now on workstations posing greater safety challenges. Given our business structure, Peru, Colombia, and Chile host much of the operations involving manual tasks and higher inherit risk.

Colombia´s emergency patrol

Colombia

Continuing to make progress by conducting safety audits to identify vulnerabilities, laying the groundwork for a targeted safety strategy. This proactive approach has shown compliance in 58 of 60 audited items, prompting the creation of an immediate action plan to address areas in need of improvement.

Peru

Achieved over 2,000 hours of health & safety training during 2023. Initiatives such as the quarterly review by the safety committee and an annual diabetes screening for the entire staff have been promoted. From a governance perspective, health and safety policies and regulations have been updated to align with stricter standards, reinforcing our dedication to creating a safer workplace.

Chile

Still sets the benchmark, working with its leaders to jointly foster a culture of preventive safety in the workplace. This commitment is manifested by their daily discussions on seasonal risks ensuring an environment of continuous vigilance and learning. They are already addressing the new realities of mobility, training operators with the necessary tools and knowledge for the safe management of electric vehicles. Overall, in Chile, each employee accumulates more than 4 hours of health & safety training in 2023 on average.

6 OPEN-MINDED –
Impact beyond our limits

Developing our communities

Supplier relationships & Human Rights

Developing our communities

Scaling social impact

We are committed to enhancing our efforts to create social impact, driven by accessible mobility solutions and community-centric projects. Through initiatives linked to our operations we strive to generate a positive influence on every individual directly or indirectly connected with Astara.

Beyond the scope of our business, **we actively work to create a more inclusive environment for communities**, paying special attention to those groups of people facing particular challenges. This is the vision that guides decisions and actions at Astara, as we aspire to be a figure of progress for all parties involved.

- Micromobility
- Smart cities
- Social Challenge Squad
- (En)abled Squad
- Local initiatives

Communities

Partners

Users

Astara's people

COURAGEOUS

HUMAN

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OPEN-MINDED
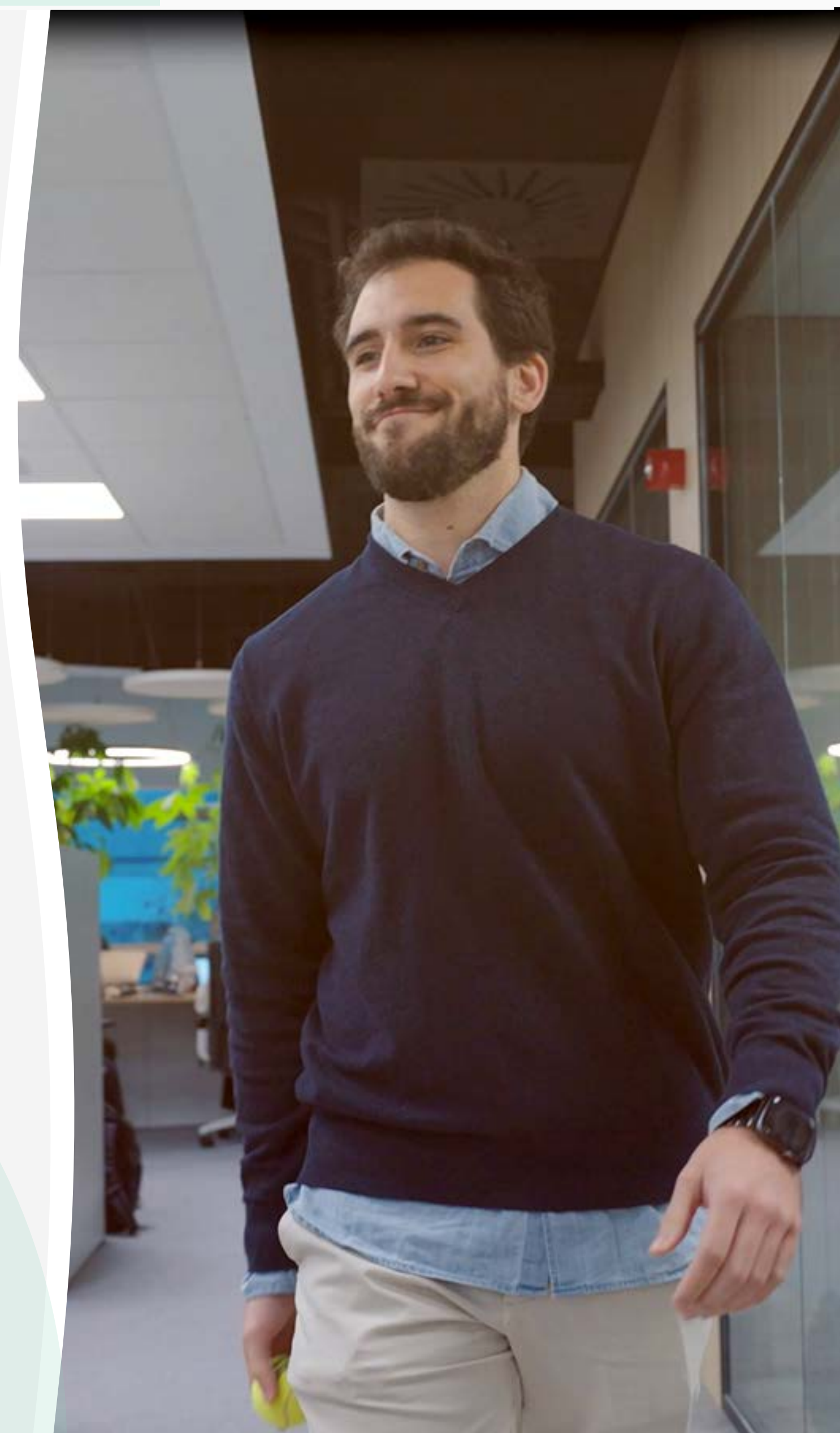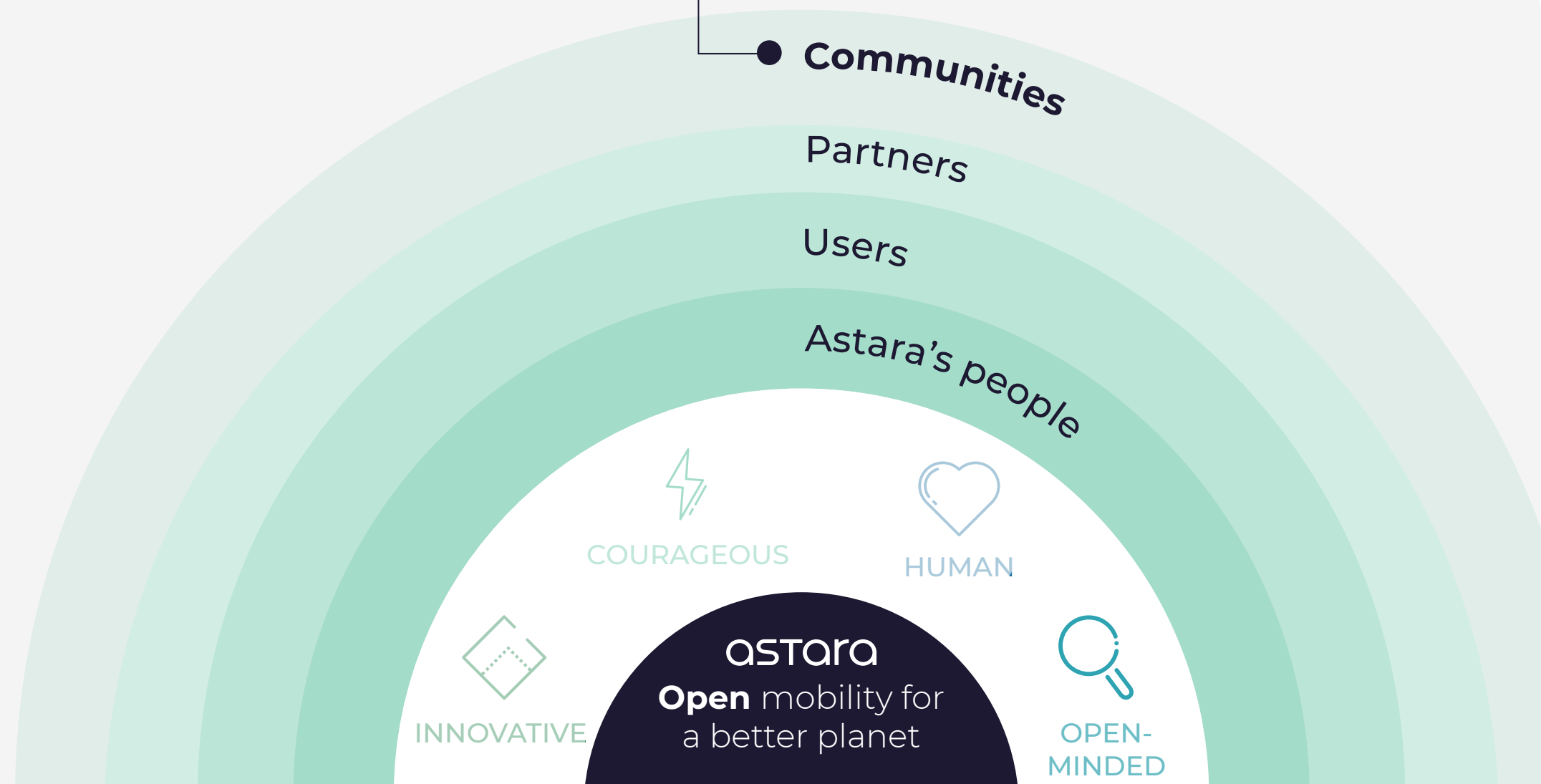
Democratizing mobility access

Astara's commitment to lever our core business to have impact on communities reaches further than just environmental concerns. In fact, we have designed an ownership portfolio that includes a cost-effective offering, from quality used vehicles to affordable electric brands. We harness our business strengths to broaden access to both traditional and electrified mobility solutions, reaching a wider segment of society.

Our usership business champions the mission of making mobility more democratic. Our strategy facilitates the alignment of business targets with a flexible and sustainable offering that satisfies modern needs and encourages individuals to venture into greener choices. Entering the carsharing space and offering charger subscription services to make plug-in vehicles an equally feasible choice, mark a significant milestone in our journey to shape the future of transportation.

We will continue to work towards maximizing our social capabilities in the coming years. As part of this effort, we look forward to launching the 'Juntos a trabajar/ To work, together', initiative. It introduces socially priced B2B subscriptions designed to provide free-of-charge collective mobility services for employees, particularly in areas at risk of educational or professional exclusion.

Micromobility

Electric micromobility is reshaping transportation, bridging the first- and last-mile gaps in transit. It is a 100% electric and affordable alternative, offering enhanced efficiency as less energy is needed for both production and maintenance.

Thoughtfully designed, it aligns with urban aspirations to mitigate traffic congestion, reduce parking pressure, and minimize air pollution.

The agreement between Astara and Microlino to introduce the brand in Spain and Germany in 2023, cements our leadership position in the micromobility landscape. The alliance with Microlino, along with our partner Silence's micromobility offering, maximizes the impact of these urban transport solutions by leveraging Astara's digital capabilities, mobility, and distribution network.
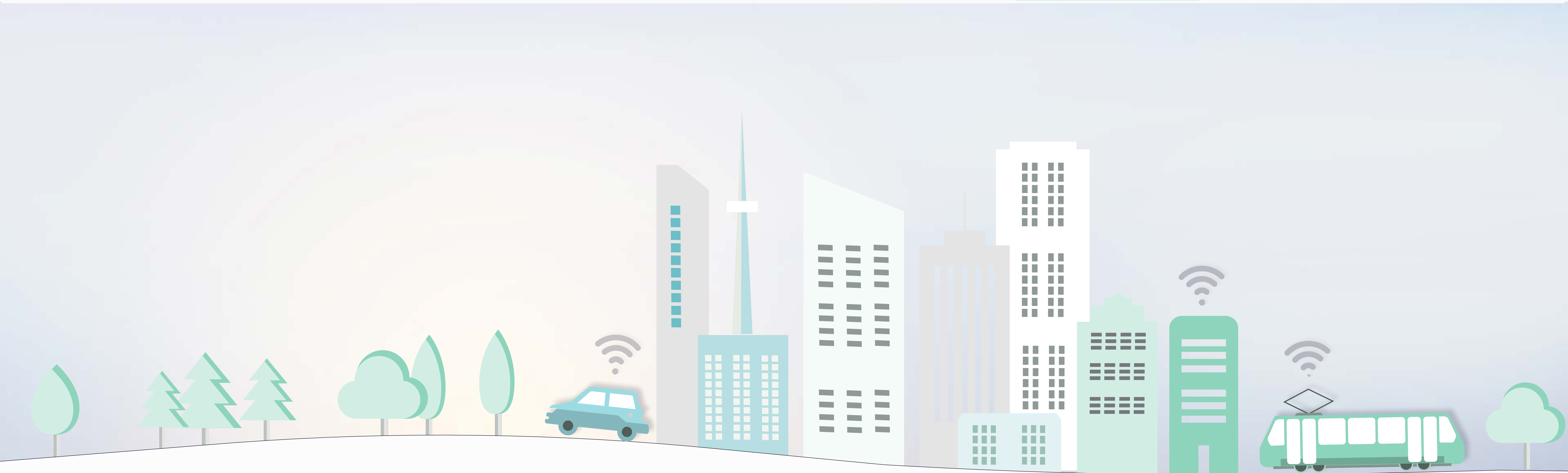
Urban mobility streamlining

Astara's vision for urban mobility transcends traditional paradigms. Through our intelligence services, we develop projects focused on **Smart Cities** design, harnessing advanced data and employing tools to upgrade inner-city experiences. Our commitment is about understanding and addressing the intricate insights of people's journeys. Our endeavors range from optimizing traffic flows to targeted measures to reduce pollution around sensitive areas, such as schools and hospitals, leading to a more vibrant urban prospect.

Success story

Zaragoza's public transit upgraded efficiency

In 2023, our intelligence services have undertaken a pioneering study of public transit dynamics in Zaragoza (Spain). By analyzing data on user origins, destinations, demand types, and usage patterns, we have garnered insights to design a closed-circuit of electric public transportation. Additionally, in response to the direct impact generated, this project has allowed us to gather data that can potentially be used to optimize other urban transit capacities, setting a new benchmark for mobility solutions.

Empowering all members of the community

Our flagship initiative for empowering disadvantaged groups, (En)abled, is a testament to our commitments to society. (En)abled embodies a talent development scheme —with origin at our Chilean hub— dedicated to individuals with disabilities. The goal is to provide applicants the opportunity to develop their skills by joining Astara's workforce.

10 new individuals benefited
from the program in 2023

During 2023 Spain began implementing the (En)abled program, a project promoted by the recently created (En)abled Squad. This team is focused on identifying the most effective strategy to enhance the positive impact of the initiative.

The initial efforts have been centered on fostering an environment of inclusion and emphasizing awareness, first through leadership training, and followed by the creation of workshops for all employees. For this purpose, Astara has signed a partnership with "Juan XXIII", a Spanish non-profit, to co-organize the program, leveraging their expert guidance to facilitate a seamless adaptation journey.

Spain's journey is setting the standards for global expansion to 10 countries by 2027, establishing the principles for tackling an initiative like (En)abled with the required sensitivity

# of countries in the program

2

10

2022

2027
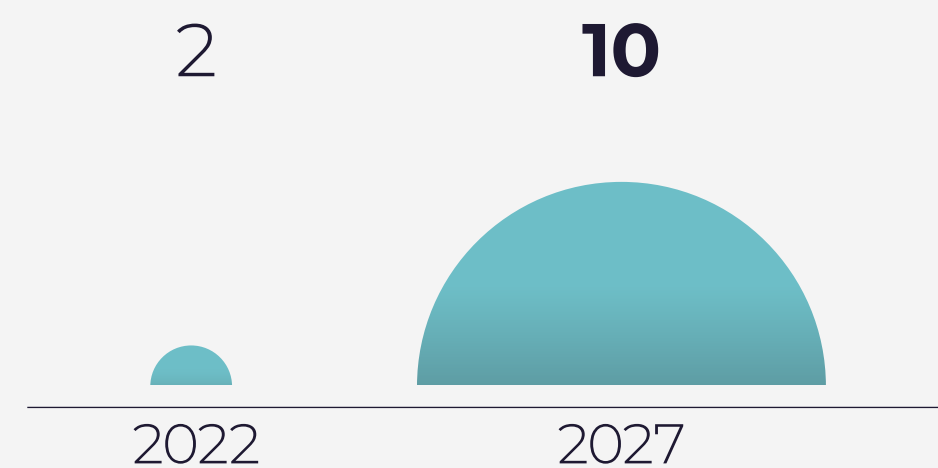
Astara's social commitment through local initiatives

We endeavor to weave social responsibility with our community into the fabric of our business operations. We recognize that our expertise may not always directly address every nuance of community needs. In order to amplify our capacity to instigate meaningful change, Astara collaborates with NGOs and charitable projects. By creating these alliances, we ensure that our dedication to societal advancement is not just a statement, but a tangible action.

"Hogares Nuevo Futuro" association (Peru)

We have donated USD 12,000 to an association dedicated to the creation and maintenance of Residential Care Centers – CAR (Homes) for babies and children in abandonment situations, including those with and without disabilities.

TEN Academy (Portugal)

We have provided financial support along with the donation of 2 vehicles for an educational project focused on promoting academic achievement, development, and social integration of students from diverse socioeconomic backgrounds.

"Fundación Sonrisas" alliance (Chile)

We have sponsored a dental campaign, attended by 220 children with the aim of preventing and educating about oral diseases. The campaign was conducted at one of Astara Retail's branches, enabling us to be even closer to our community.

Our next steps are guided by the launch of the Social Challenge Squad, through which we aim to enhance our social impact. The squad leaders are already devising global initiatives to collaborate with local communities in the regions where we operate.

We will implement a global volunteer day across all the regions where Astara has a presence, focusing on initiatives related to the mobility sector.

Supplier relationships & Human Rights

Empowering changes through Human Rights commitment

Approved by Astara's Board of Directors, our Legal and Compliance team has implemented a Corporate Human Rights policy aimed at fostering a workplace environment where every employee can thrive and contribute significantly. Our aspiration is to integrate our Human Rights considerations in every aspect of our business activities, both internally and externally. Consequently, we expect our contractors, suppliers, and partners to adhere to ethical standards aligned with the Declaration of Principles and Fundamental Rights at Work.

Our dedication is in harmony with the foundational principles of international frameworks:

ILO International Labour Organization

International Labour Organization's Conventions

United Nations Universal Declaration of Human Rights

As a proud signatory of the United Nations Global Compact, we reaffirm the pledge to integrate the Ten Principles and promote the Global Goals within our strategy, thereby playing an active role in creating a more sustainable and inclusive world. By adjusting to these principles, we contribute to the enhancement of labour rights and environmental protection, which are key components in achieving global best practices.
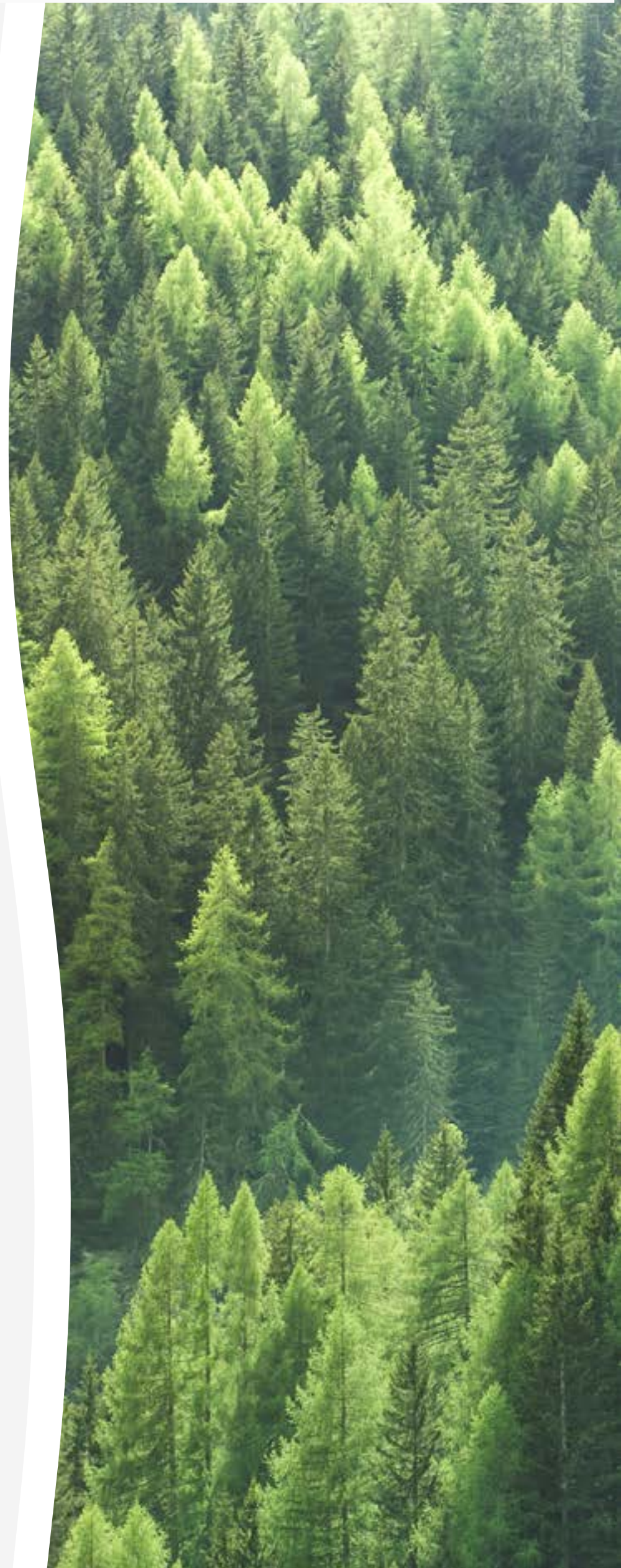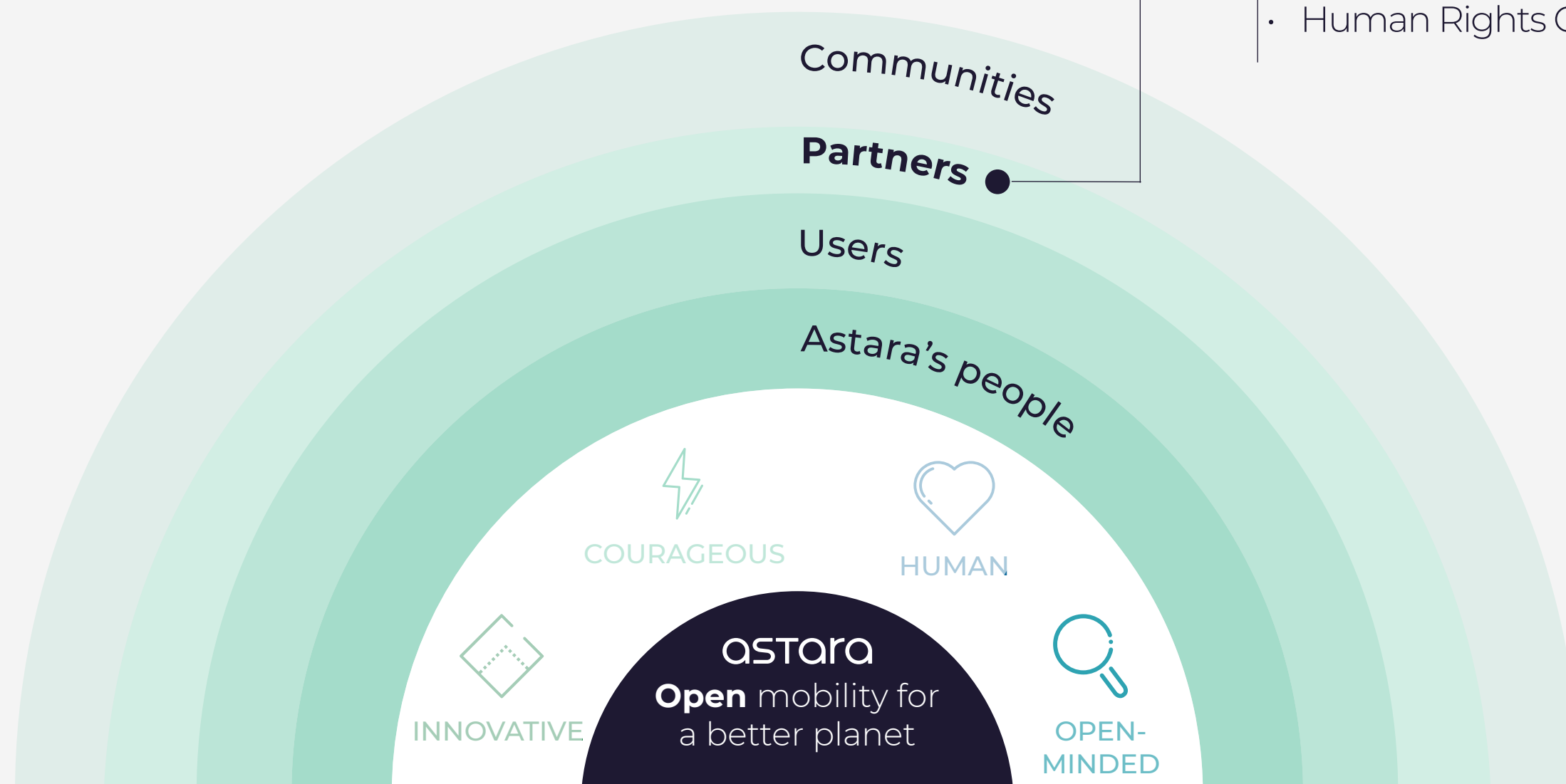
- United Nations Global Compact
- Suppliers Code of Conduct
- Human Rights Code

Communities

Partners

Users

Astara's people

COURAGEOUS

HUMAN

INNOVATIVE

astara
Open mobility for a better planet

OPEN-MINDED

Tackling the supply chain

A key milestone in 2023 has been the endorsement of the Suppliers Code of Conduct encompassing the entire supply chain. The purpose of the Legal & Compliance department with the implementation of this Code is to ensure the compliance of our suppliers with the non-negotiable conditions of our Code of Ethics, which is an essential requisite for contract signing. To ensure the utmost rigor in its implementation, oversight has been assigned to the Corporate Compliance Committee.

Since its implementation, 100% of onboarded suppliers have formalized a contract including an explicit clause of adherence to our Suppliers Code of Conduct.

For Astara's primary suppliers with whom we started collaborating before creating our Suppliers Code of Conduct, we will share an addemdum to ensure they are aligned with our principles. They will be required to declare their awareness and acceptance of Astara's Ethical Code and Corporate Human Rights policy to continue their business relationship with us.

We set high standards for our suppliers, with stringent key requirements to prevent contract termination:

- ✓ Uphold local laws and combating corruption, aligning with our core values

- ✓ Respect the Universal Declaration of Human Rights, protecting workers' rights

- ✓ Adhere to ethical standards such as non-discrimination and data privacy

- ✓ Align with our environmental commitment

- ✓ Give top priority to employees' safety and health

Our commitment to creating alliances in order to shape a supply chain that honors our sustainability pillars extends beyond Human Rights. One initiative we are pursuing is the revision of supplier selection criteria, where, in addition to considering business and profitability factors, we will incorporate corporate sustainability standards. This approach ensures that our value chain progressively becomes greener and aligned with our Human Rights standards.

We provide a channel where any partner can raise awareness related to suspicious behavior through Astara Ethics Channel (link **here**).

Elevating Human Rights standards

At the beginning of this year, Astara's Board of Directors approved the Corporate Human Rights policy, applicable to all entities and personnel within the group. This regulatory framework aims to formalize Astara's commitment to ethical labour practices and the respect for Human Rights as recognized in national and international regulations.

We have implemented a zero tolerance policy towards discrimination, forced labour, and child labour. This policy is rooted in the principle of fostering fair and safe working conditions across all areas and corporate levels of the organization. Additionally, a fundamental pillar of our strategy is to uphold the freedom of association and the right to collective bargaining. Approximately 50% of our workforce is currently covered by collective bargaining agreements.
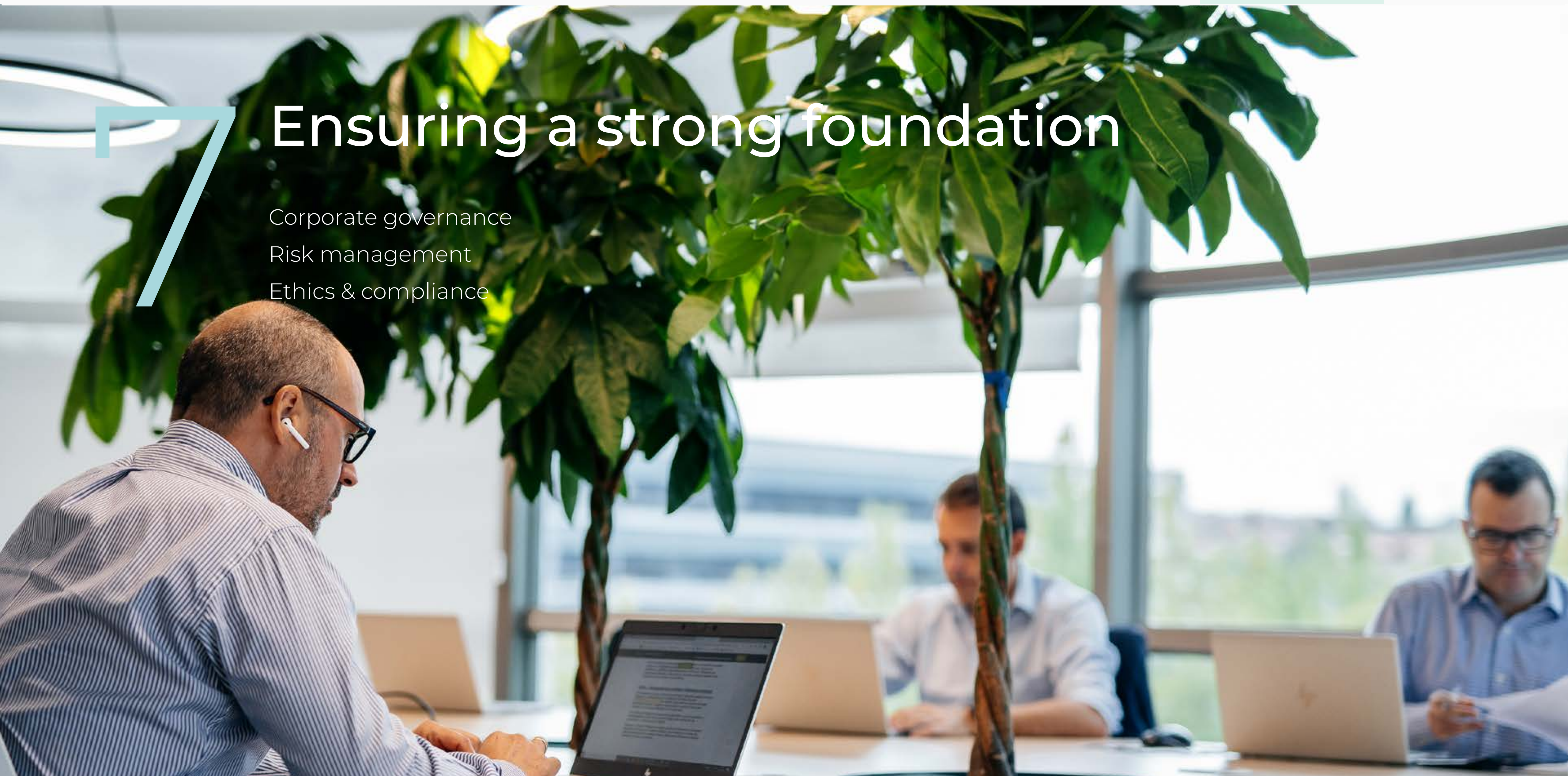
O Alerts of Human Rights violations raised via the whistleblowing channel

O Legal actions against Astara due to Human Rights violations

7 Ensuring a strong foundation

Corporate governance

Risk management

Ethics & compliance

Corporate governance

Astara's corporate governance

This year, we have invested in strengthening our corporate governance by creating new processes and structures.

Our organization is governed by our Board of Directors, which convenes every 2 months. Its composition has been kept intact throughout 2023, counting one executive director and six proprietary directors. The Chairperson does not occupy an executive position in the organization.

Committed to increasing our Board of Director's independence and the diversity of its directors, **we look forward to including new independent directors and women among its ranks in the upcoming year.** They will provide invaluable expertise to our highest governing body, and a new vision in the oversight of our activity.

Jorge Navea
CEO

Takashi Sakazaki
Director

Pedro Escudero
Director

Jaime Gorbeña
Chairperson

Salvador Bautista
Director & Secretary

Masami Ichiki
Director

Borja Afán de Ribera
Director
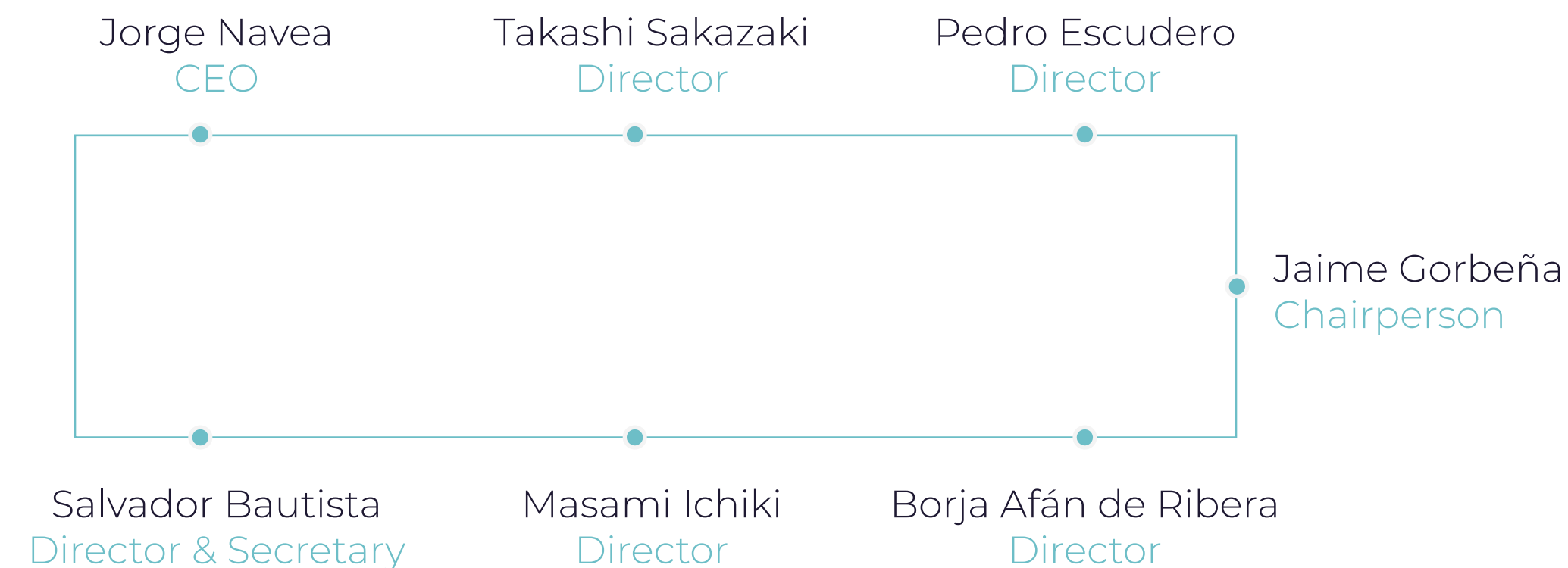
Astara's executive organization

Our company organizes around two core business units:

supports customers & partners through

Ownership

Usership

Innovation & Intelligence

five functional areas

Strategy & Transformation

Finance

M&A and Business Development

Legal & Compliance

People & Sustainability

and six operational regions

· Central Europe

· Southern Europe

· Southeast Asia

· Northern Europe

· Western Europe

· Latin America

Committees and policies

Astara currently counts four Committees reporting to the Board of Directors:

Committee	Meeting frequency	Role
Steering Committee	As requested by the Board of Directors	Directs the organization's strategy and its implementation
Corporate Compliance Committee	Every 2 months	Guarantees the compliance of the organization with local regulation across regions & activities
Appointment & Remuneration Committee	Every 3 months	Ensures the effectiveness of Astara's governance, Risk management, and internal control processes
Internal Audit Committee	Every 3 months	Controls the organization's activities, processes, and results

Astara currently counts five Committees reporting to the Chief Executive Officer:

Committee	Meeting frequency	Role
Strategy & Technology Committee	Every 2 weeks	Guides technological innovation and strategic direction alignment
Privacy Committee	Every month	Oversees data protection practices and privacy policy compliance
Global Committee	Every 3 months	Manages international operations and global strategy integration
Sustainability Committee	Every 3 months	Promotes environmental stewardship and sustainable business practices
Cybersecurity Committee	Every 3 months	Ensures protection against cyber threats and enhances security protocols

Our developments this year

2023 has been a year of significant effort and improvement of our corporate governance.

We established the Internal Audit Committee to strengthen the internal control and oversight over our operations. Next year, we will establish a new Audit & Compliance Committee to replace it, expanding the current committee's role, influence, and oversight. It will be chaired by an independent Chairperson, to ensure the highest level of independence in the supervision of our operations.

Throughout the year, we enacted
13 new policies

- Anti-Corruption and Anti-Bribery policy
- Communication policy
- Competition policy
- Compliance Corporate policy
- Conflict of Interest policy
- Data Protection Corporate policy
- Global Corporate Governance Tax policy

- Human Rights Corporate policy
- Intangible Assets policy
- Risk management policy
- Sustainability Corporate policy
- Technological Media use policy
- Whistleblower Protection Corporate policy

Available online on our website **here.**

The policies stated in the previous page are completed by new procedures, protocols, and codes of conduct:

Protocol against Sexual and Gender-based Harassment

Suppliers Code of Conduct

Procedure for reporting and analysis of relevant transactions from a tax perspective and for reporting of other tax-relevant matters

This was accompanied by the creation of a unique global anonymous, 24/7 Ethics Channel, (link available **here**), serving the purpose of a whistleblowing channel, which we have opened to all our stakeholders and third parties by making it available on our website.

In addition, after an independent review from a Sustainability-focused third party, we have upgraded the following 4 Corporate policies: the Ethics Code, the Suppliers Code of Conduct, the Anti-Corruption and Anti-Bribery policy, and the Risk management policy.

Leading the way forward

We are committed to making constant progress towards higher governance standards. To this end, we have set ourselves the goal of achieving the following milestones throughout 2024:

Transform our Board of Directors, bringing in new independent members and boosting the presence of women and diverse voices

Create the Audit & Compliance Committee as an upgrade from the Internal Audit Committee, reinforcing our commitment to governance excellence

Incorporate independent committee members and an independent Chairperson in both the new Audit & Compliance Committee and in the Appointment & Remuneration Committee

Strengthen our Succession Plan to ensure the smooth transition of any forthcoming leadership succession and increase the robustness of our governance

Risk management

Framework and system automatization

Risk management is an integral component across all divisions at Astara, playing a crucial role in driving the welfare of our organization, people, and communities. We have formalized a policy that outlines the basic principles and general action framework for risk control, seeking excellence in identifying, mitigating, and responding to risks.

The outcome of the Risk management System is the design of a thorough risk catalogue. We are currently reporting on 43 criteria organized across 8 different categories. For each criterion, we have appointed a specific risk owner trained to oversee the identification, monitoring, and evaluation of information flow within the organization.

Risk owners play a significant role in risk reporting, being responsible for submitting the risk summary report to the Risk Coordinator, role assumed by the Global Head of GRC (Governance, Risk and Compliance), which is then presented to the CFO and CEO, and then to the Board of Directors.

During 2023, **our efforts were focused on defining the scope of the impact of our risks and reviewing our risk indicators**, as well as launching the project to automate the Risk management System with the integration of a risk control software in Astara Platform. With this project we aspire to enhance our ability to collect data systematically and effectively detect risks before they materialize.
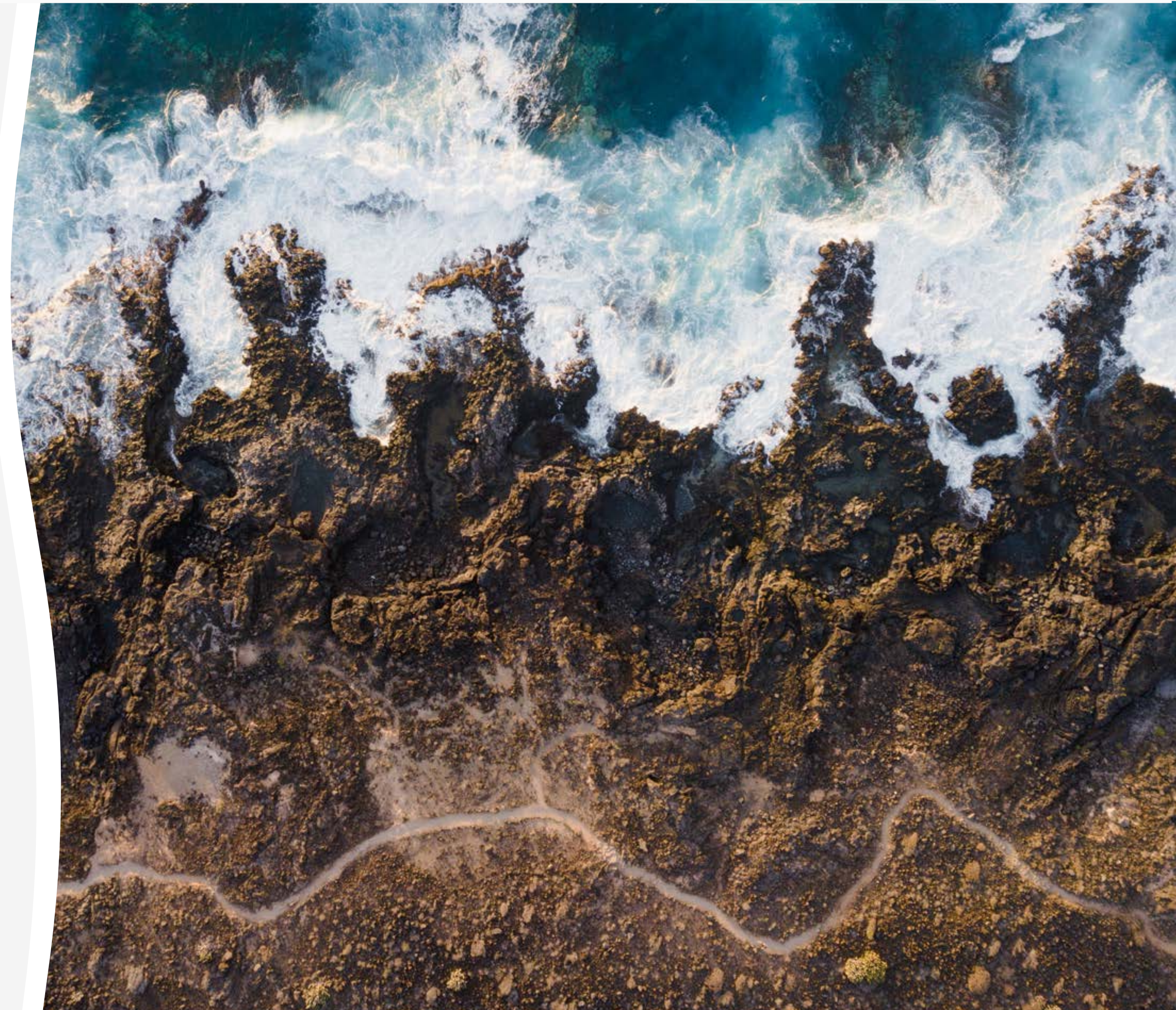
Assessing ESG risks

Since our latest risk mapping, we have embraced a pivotal focus on ESG risks at an organizational level. Among the 43 risk criteria we have identified a significant 20% dedicated to ESG control.

To continue adapting our Risk management system to sustainability ambitions, we are preparing an update of our risk catalogue, set for completion in 2025. Significant progress has already been made in assessing criminal risks, reinforcing our control standards by designing a risk map tailored to the specific needs of each country.

The strategic emphasis on ESG allows us to seamlessly integrate our sustainability strategy within the Risk management framework

Our risk catalogue:

8 Compliance risk categories

8 Financial risk categories

3 Operational risk categories

2 Environmental risk categories

2 Technology risk categories

5 People risk categories

3 Reporting risk categories

12 Strategic risk categories

>20%

of the criteria are ESG-related

Non-compliance with internal regulations

Succession plans for key positions

Loss and lack of access to talent

Inadaptation to the telework

Occupational accidents or mortality

Resistance to changes

Errors in the reporting of non-financial information

Extreme weather risks

Transition climate risks

Errors in the application of sustainability criteria in operations

M&A risk

Reinforcing our internal oversight

To improve our approach to internal control, we are completing our compliance supervision with an Audit & Compliance Committee on top of the existing Corporate Compliance Committee and Hub Compliance Committees. As a critical step to ensure transparency in supervising sensitive information, **we have chosen to appoint an independent chair for the committee**.

We aim to strengthen and streamline internal oversight of operations with the inclusion of our Internal Control System in our new automated Risk management System together with Internal Audit and Tax Risk management. It allows the rationalization of the system, the reduction of error margins in risk detection and the standardization in control protocols across all company entities.

> The implementation of the internal control tool through Astara Platform is scheduled for the first half of 2024, with training programs to master the software already underway

ESG risk reporting:

Although a detailed and ESG-centric risk map is the first step, we are now geared towards a more insightful evaluation of ESG. We remain committed to assessing climate-focused sustainability risks and opportunities.

Our teams are preparing to undertake a climate-based risk assessment, aligned with the former guidelines proposed by the Task Force on Climate-Related Financial Disclosures (TCFD). With the new European regulatory landscape incorporating the TCFD, our efforts will be pivotal in fulfilling the requirements of this regulation in the coming years.

Ethics & compliance

A strong ethical engagement

At Astara, our business model is evolving towards a more digital and user-centered future, with Ethics & compliance at its core. Our commitment has led to the creation of a robust set of global policies that shapes the regulatory environment for employees, suppliers and other stakeholder interactions.

Throughout these years, the efforts of the Corporate Compliance Committee have been centered on developing core policies and analyzing their alignment with local regulations. To achieve the highest local standards of compliance, minor adjustments have been made, as well as the integration of additional policies in some of the hubs.

Astara Code of Ethics framework

As a cornerstone of how we conduct business, during the past years Astara has introduced and completed a comprehensive Code of Ethics for all employees, constituted by 7 policies and structured around three fundamental axes. All these policies, along with other major policies, have all been approved by our Board of Directors. Our Code of Ethics is available online in English and Spanish **here**.

Transparency

People

Planet

Code
of Ethics
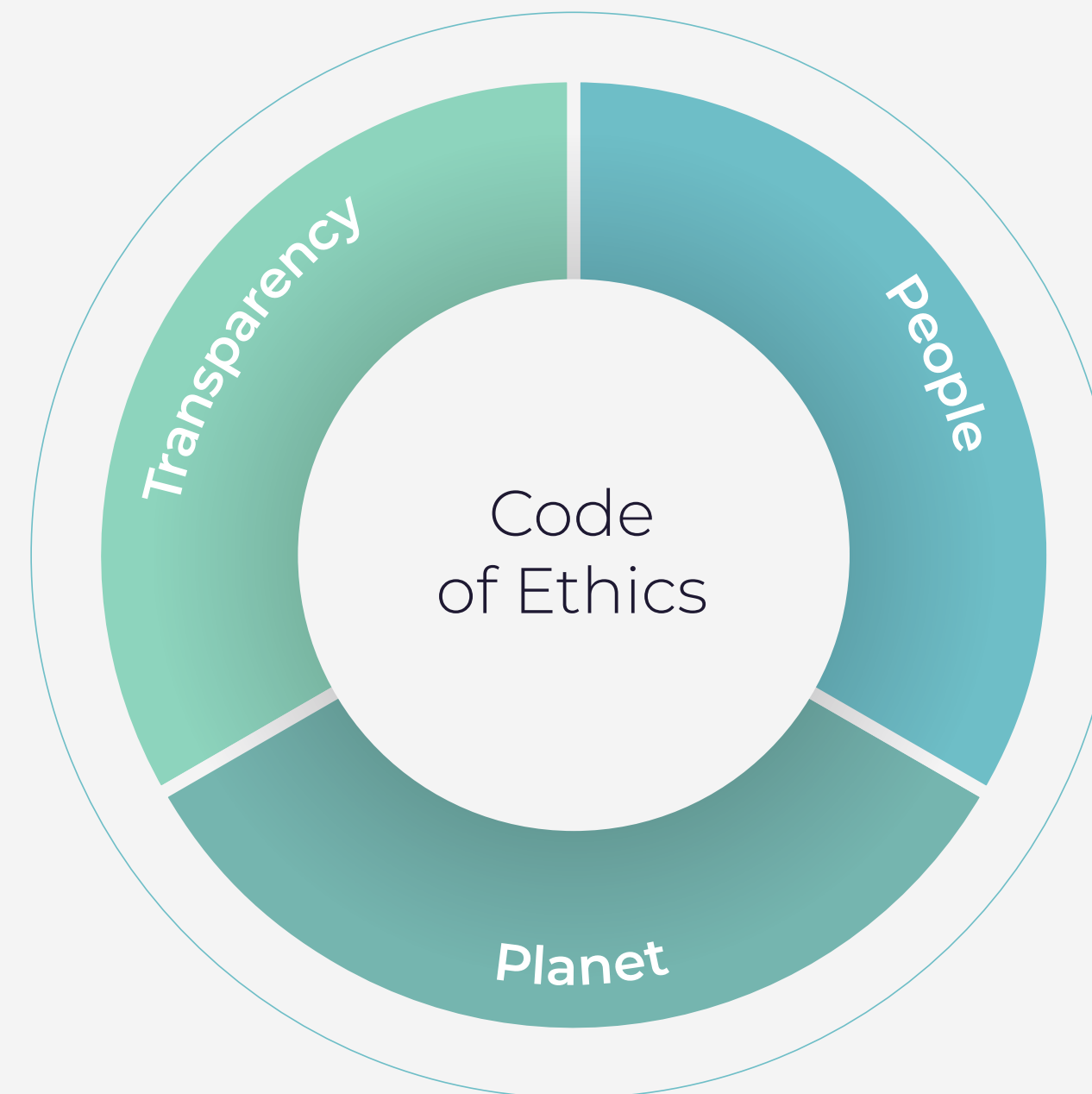
Ethics and Transparency
We emphasize integrity in every action, ensuring adherence to policies that prevent unethical financial practices and support the principles of fair market competition.

· Anti-Corruption
  and Anti-Bribery policy

· Competition policy

People
We strive to foster a safe and respectful workplace, where integrity and diversity are paramount, and confidentiality and equal opportunity are rigorously protected.

· Conflict of Interest policy

· Data Protection policy

· Prevention and Intervention
  Protocol against Sexual
  and Gender-based Harassment

· Corporate Human Rights policy

Planet
Our operations embody a deep-rooted commitment to sustainability, highlighting environmental stewardship and sustainable practices in our operations.

· Sustainability Corporate policy

Raising employee awareness

To uphold excellence, every new employee has received Ethics & compliance training and we have proactively organized ad hoc trainings to address current affairs like the workshop on "the cyber compliance and risk of using generative AI".

We believe that employee engagement is key to further enrich our culture of integrity. Therefore, we have designed different formulas to catch our employees' attention in traditionally less engaging compliance-related matters.

The Astara Spot

An innovative and interactive platform to keep our employees informed about governance matters, which has had a great reception across our workforce.

"El mejor regalo es que no aceptes regalos" campaign

To heighten Astara employees' understanding of the risks tied to accepting gifts from suppliers and external parties, headquarter staff members discovered a gift on their desk accompanied by a note. This served as an impactful reminder of the criticality of adhering to our internal regulations, especially the Anti-Corruption and Bribery policy.
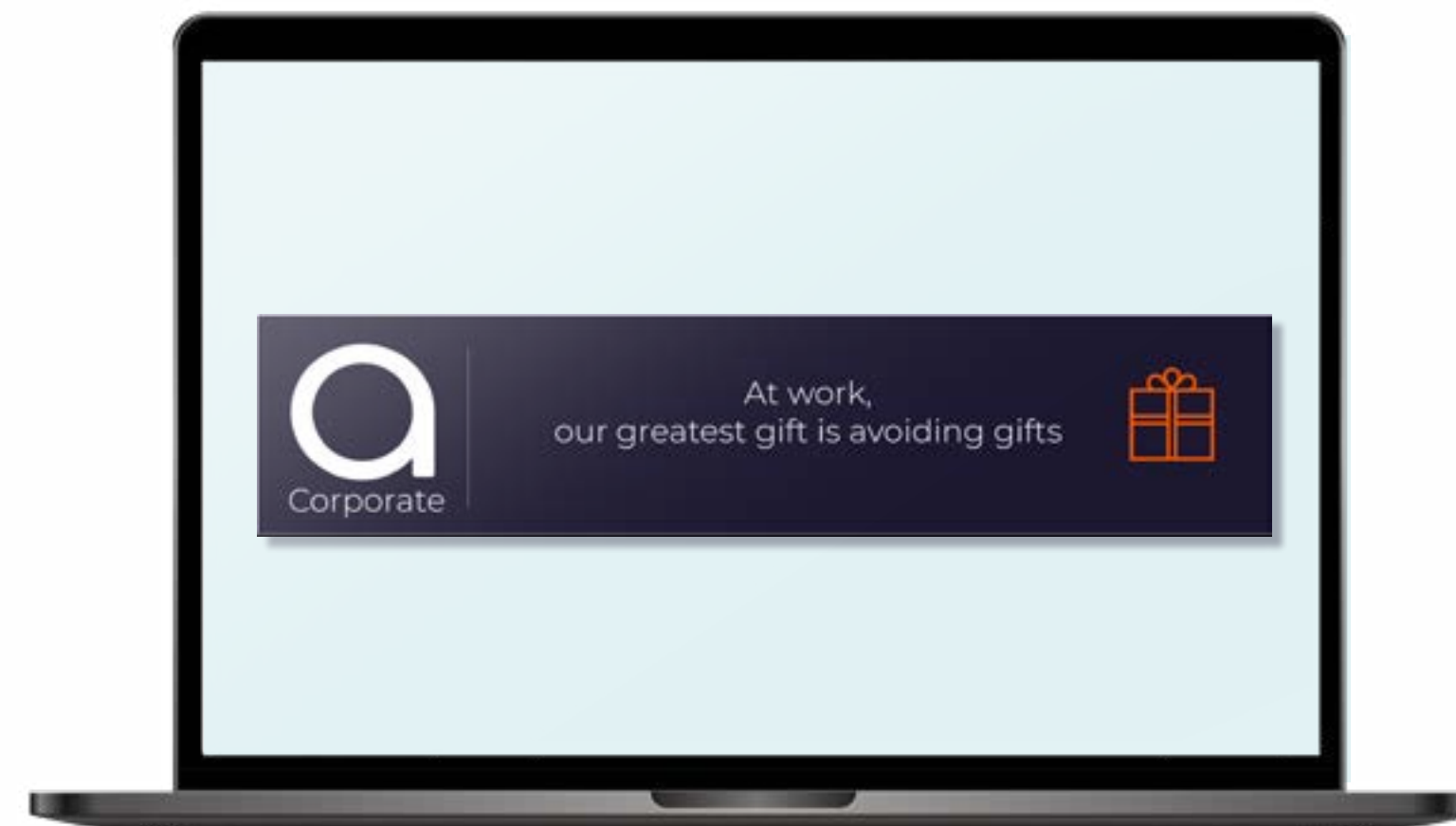
Compliance podcast

Our Compliance Officer created it to introduce the Compliance Program. It aims to facilitate the understanding of our values and the culture of compliance at Astara in an innovative and easily accessible format for the audience.

Proven commitment to compliance

Once again, the Astara team has demonstrated its commitment to legal and ethical standards, maintaining a total of zero legal actions initiated against the company or its members for workplace-related offenses (including anti-competitive behavior, anti-trust and monopoly practices, corruption, bribery or similar misconducts).

Our Ethics Channel initiative continues to demonstrate its effectiveness as a whistleblower to foster transparency and promote a culture of accountability. This platform empowers all employees to responsibly report any violations of the Code of Conduct to the Compliance Committee, which directly reports to the Board of Directors. This mechanism ensures uniform compliance of policies thr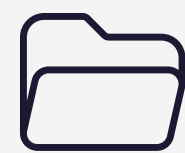oughout our organizational structure addressing issues from fraud, bribery, and corruption to environmental harm and Human Rights infringements.

The operational mechanism of the anonymous, 24/7 Ethics Channel (link available **here**), is described in our Whistleblowing Protection policy. It embodies a system adhered to the principles of confidentiality and non-retaliation to shield the whistleblower from any form of discrimination, while also prohibiting any adverse repercussions as a result of their disclosure. At Astara, we take extensive precautions to ensure an effective and secure system, which includes the meticulous selection of an Ethics Channel Responsible. This individual operates autonomously and with complete independence, equipped with all necessary resources to execute all duties effectively.

3 claims received
through the channel and escalated to the Committee

0 claims sustained
after meticulous evaluation

To further promote awareness of compliance culture and align with industry's best standards, we collaborate with corporate industry advocacy such as ANFAC in Spain. Furthermore, we have expanded our network in 2023 by joining ASCOM (Spanish Compliance Association), enhancing our knowledge and practices in compliance.

AS COM
EXPERTOS EN COMPLIANCE
Asociación Española de Compliance

ANFAC
La Movilidad del Futuro

Cybersecurity & data protection

In 2023 we have made significant advancements in cybersecurity and the safeguarding of personal data. Astara's Data Protection policy establishes the basic principles to comply with data protection regulations, ensuring the rightful use of data and adherence to the best practices of the duty to inform. **Our Cybersecurity Committee, responsible for Astara's cybersecurity management, oversees the safeguarding of digital data**, complemented by our Technological Media Use policy.

A security breach in one of our websites raised our concern, prompting us to conduct an external audit on data protection and cybersecurity to strenghten our systems. Some gaps were detected on time and adequately addressed with the implementation of corrective actions. Furthermore, beyond this ad hoc audit, we conduct a monthly assessment of our cybersecurity performance through the analysis of representative KPIs.

We are preparing a cybersecurity checklist for our suppliers, ensuring our clients' data is safeguarded against potential breaches in their systems. Specifically, in Latin American countries such as Chile, Peru, Colombia, and Bolivia, we have implemented a procedure to comply with local data protection laws, following global standardized methodologies like the NIST CSF framework and recommending procedures for security breach management.

> ## This proactive approach has resulted in
> ## 0 data breaches during 2023

Beyond policies and protocols, at Astara, we have made a significant effort to increase employee consciousness about data protection and cybersecurity. As part of the onboarding program, 100% of our new employees take a cybersecurity training module accompanied by trimestral news capsules on different cybersecurity topics. Our Board of Directors also take a yearly training and we are ready to launch monthly cybersecurity trainings for all employees. Additionally, monitored random phishing exercises are launched monthly to corporate emails to remind staff to stay alert.

Summary of our commitments & progress: Environment

Progressing towards our targets

	2022	2023	Target
Carbon emissions	8.3kt CO_2e	8.1kt CO_2e	**Carbon Neutral** by 2027
Renewable Energy	c. 30%	c. 40%	**100%** by 2027
Employee fleet electrification[31]	N/A	c. 30%	**100%** by 2030

Materializing our initiatives
highlights from 2023

- **Reduced emissions' intensity** by 14% versus 2022
- **Launched the Implementation of Net Zero Cloud** to automate and enhance the tracking of climate and environmental indicators
- **Joined EV100 and launched EVxperience** in 7 countries
- **Reached over 80% of renewable energy** consumption in Chile, Portugal and Finland **and 40% overall**
- **Implemented high-impact energy efficiency measures** in Spain and Chile
- **Decreased well water consumption** by 25%

Strenghtening our commitments

- ✦ Perform a climate change risk assessment in 2024
- ✦ Build a high impact removal-focused offset portfolio by 2025
- ✦ Introduce new electrification-oriented employee vehicle local policies

- ✦ Measure scope 3
- ✦ Conduct a biodiversity assessment in 2024
- ✦ Activate Astara Chile's water recycling plant in 2024

31. Including BEVs & PHEVs

Summary of our commitments & progress: Social

Progressing towards our targets

	2022	2023	Target
Employee Engagement	N/A	46 eNPS	>50 eNPS in 2027
Employee Training	15 hrs.	15 hrs.	+40 hrs. in 2025
Women representation	29%	31%	33% in 2027
(En)abled (countries)	2	2	10 in 2027

Materializing our initiatives
highlights from 2023

- **Introduced annual Employee Engagement survey**
- **Designed our learning ecosystem** "Astara & Beyond"
- **Launched "Rookies" onboarding program** with 90% satisfaction rate
- **Co-founded the "Fundamentales"** well-being alliance
- **Defined Job Leveling** framework and **Performance-based compensation** model
- **Created the "Social Squads"** to steer social efforts
- **Obtained "CeroAccidentes" award**

Strenghtening our commitments

- Integrate our Health & Safety efforts into a global policy
- Materialize our Anti-Discrimination culture as company policy
- Develop a global Diversity, Equity and Inclusion policy
- Establish a global policy for workable hours per week

- Homogenize our well-being proposition with "Astara Cares"
- Consolidate our mentoring program during 2024
- Set targets of senior women and individuals with disabilities representation
- Launch of the training ecosystem "Astara & Beyond"

Summary of our commitments & progress: Governance

Materializing our initiatives
highlights from 2023

Enacted 13 new corporate policies:

- Anti-Corruption and Anti-Bribery policy
- Communication policy
- Competition policy
- Compliance Corporate policy
- Conflict of Interest policy
- Data Protection Corporate policy
- Global Corporate Governance Tax policy
- Corporate Human Rights policy
- Intangible Assets policy
- Risk management policy
- Sustainability Corporate policy
- Technological Media use policy
- Whistleblower Protection Corporate policy

Defined 3 new procedures, protocols, and codes of conduct:

- Protocol against Sexual and Gender-based Harassment
- Suppliers Code of Conduct
- Procedure for reporting and analysis of relevant transactions from a tax perspective and for reporting of other tax-relevant matters

Implemented new governance measures

- Joined the United Nations Global Compact
- Set up cybersecurity audits and periodic control mechanisms
- Established an anonymous 24/7 whistleblowing channel
- Created a new Audit & Compliance Committee
- Created a new risk catalogue with 43 risk criteria

Strenghtening our commitments

- Transform our Board of Directors in 2024, bringing in:
  - 3 new independent members
  - Increasing the presence of women and diverse voices

- Create a new Audit and Compliance Committee
- Incorporate new independent committee members and Chairpersons in 2024 in the following committees:
  - Audit & Compliance Committee
  - Appointment & Remuneration Committee

- Strengthen our Succession Plan in 2024
- Share an addendum with existing suppliers to ensure compliance with our Suppliers' Code of Conduct in 2024
- Update our risk catalogue in 2025

Letter from the Chief People & Sustainability Officer

Reflecting on this year, we find ourselves at a heartfelt crossroad, deeply embedding our sustainability ethos worldwide. I am truly grateful to be part of an exceptional team whose unwavering commitment breathes life into our sustainability aspirations, making them a vivid reflection of our core values.

Our year has been marked by moments of shared purpose, notably the launch of our EVxperience. We are equipping our team with the knowledge and tools to embrace electric mobility, soaring to a 30% electric vehicle rate within our employee fleet this year. This initiative is a testament to our collective leap towards embracing a future that honors our planet, driving us closer to our ambitious decarbonization goals.

We have significantly invested in enhancing our employee value proposition, aspiring to stand out as an employer of choice. Upcoming 2024 initiatives like Astara Cares and Astara & Beyond are a testament to our steadfast dedication to fostering our talent's growth and well-being worldwide.

Our pledge to nurturing a diverse, equitable and inclusive environment stands stronger than ever. We treasure and celebrate the rich fusion of perspectives and experiences that fuel our innovation and propel our growth, which is helping us connect more genuinely with our increasingly diverse customers and users.

Going forward, our ambition is to elevate our local sustainability achievements onto the global scene, for which we rely on the remarkable passion and energy of our teams.

Encouraged by our progress and the depth of our commitment, we step into the future with confidence and a shared sense of duty. As The Open and Sustainable Mobility Company, we are ready to continue leading the way in sustainable innovation, creating a lasting impact for our people, users, partners, and communities.

Together, we move ahead, inspired by what we have achieved and excited for what is to come.

Rocío Rufilanchas,
Chief People & Sustainability Officer

8

Appendix

Additional information

Contribution to the UN SDGs

GRI Index

SFDR table of contents

Additional information (I/III)

Restatements

Methodology

We have adjusted the disclosure of select 2022 results due to updates in our calculation methodology. These include emissions, waste, water, and people statistics.

Emissions statistics have been revised due to changes and improvements in internal accounting methods. These mainly cover our employee fleet and the electricity consumption of our facilities.

Due to the removal of a joint venture in Peru from our accounting scope, we have updated the statistics for waste, water, and personnel for 2022. Astara lacks operational control over this entity and does not include its finances in its financial consolidation. It will hence not be accounted for in Astara's current or future operational control-based accounting.

Restatements table

	2022 outdated	2022 updated
Scope 1 emissions	5.6	6.3
Scope 2 emissions	1.8	2.0
Emission intensity (tCO2e/M€)	1.48	1.81
Water consumed (megaliters)	80	72
Number of employees	2856	2739
Women (share overall)	28%	29%
Number of minor accidents	62	58

Emissions detailed information

Methodology

Relevant greenhouse gases, as stated in the Intergovernmental Panel on Climate Change (IPCC) Assessment Report, were taken into account in the calculations (for both scope 1 and scope 2). These include carbon dioxide (CO_2), methane (N_2O), hydrofluorocarbons (HFC), perfluorocarbons (PFC), sulfur hexafluoride (SF6), and nitrogen trifluoride (NF3). They have been converted to CO_2 equivalents (CO_2e) as a basic unit and multiplied by their global warming potential (GWP).

Sources of emissions/emission factors used to compute our emissions baselining include:
· The United Kingdom's Department for Environment, Food & Rural Affairs (DEFRA)
· The Intergovernmental Panel on Climate Change (IPCC)
· Emissions reported directly by our electricity providers (variates geographically)

Total emissions intensity (Scope 1 & Scope 2):

	2022	2023
Revenues (€M)	4,6	5,2
Emissions (tCO2e)	8,306	8,060
Emission intensity (tCO2e/M€)	1.81	1.55

Scope 2 (location-based)

Scope 2 emissions calculated using the location-based method are approximately 2.6kt CO_2e.
Scope 2 emissions calculated using the market-based method are approximately 1.2kt CO_2e.

Additional information (II/III)

Product safety & governance

As a leading mobility player, we work hand-in-hand with Original Equipment Manufacturers (OEMs) to guarantee that the vehicles we distribute adhere to the highest standards of safety and security for our customers and users. Although vehicle safety and security primarily fall within OEMs' scope, Astara proactively engages only with the most reputable brands and OEMs in our industry. Every vehicle we distribute meets stringent local safety and security requirements, achieving all essential regulatory approvals before delivery. This demonstrates our dedication to superior safety standards, exceeding our direct obligations.

Astara serves as a crucial link between the OEMs, the official dealer network and the final customers, actively managing product safety through diligent aftersales operations, including the coordination and execution of OEM-triggered servicing and recalls. This guarantees swift and dependable responses to any safety concerns, overseen by Astara's Head of Aftersales on a global scale, reinforcing a governance framework focused on customer well-being.

Astara's dedication to sustainability and environmental stewardship is evident in our strict compliance with end-of-life regulations for vehicle components, ensuring safe disposal of hazardous materials, such as tires and batteries, and the recycling of parts when possible. By working with various value chain partners, Astara ensures these practices are not only safe but also environmentally sound, embodying our commitment to responsible product stewardship from sale to the end of a vehicle's life.

Additional information (III/III)

Detailed description of Astara's social squads

Well-being Squad
Expand the best practices in
employee well-being globally

Amplify and elevate our internal best practices in fostering employee well-being on a global scale, while proactively exploring and integrating competitive market offerings. This strategic approach aims to not only nurture a thriving work environment but also to sharpen our competitive advantage, ensuring we stay at the forefront of workplace innovation and employee satisfaction.
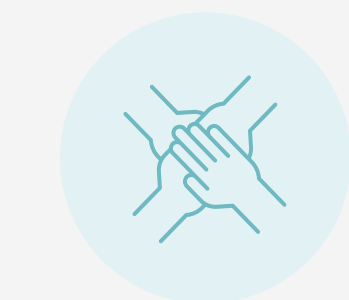
Women Squad
Empower women in Astara to keep
attracting female talent

Promote a culture of inclusion and gender diversity within Astara to ensure meritocracy and equitable opportunities. We are dedicated to amplifying women's voices in our company, enabling their perspectives to shape our success while ensuring that individual contributions and career advancements are based solely on professional merit, irrespective of gender.

(En)abled Squad
Encourage inclusion and foster
a safe environment for individuals with disabilities

Enhance inclusion at Astara by promoting awareness about disability among all our employees and provide career prospects for people with disabilities. We strive to create an environment that not only acknowledges but also celebrates the unique contributions of each individual, reinforcing our dedication to a diverse and dynamic workforce.

Social Challenge Squad
Catalyze initiatives to create employee engagement
to boost Astara's social impact in communities

Promote a spirit of generosity and awareness towards disadvantaged groups in our society, we will implement a global volunteer day across all the regions where Astara has a presence, focusing on initiatives related to the mobility sector. Among all Astara employees, we can contribute a total of 24,000 hours to benefit society.

Astara's contribution to the UN Sustainable Development Goals (I/III)

Our organization is dedicated to achieving progress in our contribution to the UN Sustainable Developments Goals. To this end, Astara has furthered and expanded existing actions and created new initiatives to maximize the positive impact of our activity in 2023.

Through the nature of our business as catalysts of sustainable mobility, our contribution is concentrated on advancing towards the following goals: 8. Decent work and economic growth; 9. Industry, innovation, and infrastructure; 11. Sustainable cities and communities; 13. Climate action.

As part of our effort to enhance the positive impact of our operations, people and wider communities, we participate in local progress towards achieving the following goals : 3. Good health & well-being; 4. Quality education; 5. Gender equality 7. Affordable and clean energy, 10. Reduced inequalities; 16. Peace, justice & strong institutions; 17. Partnership for the goals.

With the growth of our business and the implementation and expansion of current initiatives, we are committed to furthering our current contribution to the following goals: 6. Clean water & sanitation; 12. Responsible consumption and production.

	GOOD HEALTH AND WELL-BEING	QUALITY EDUCATION	GENDER EQUALITY	CLEAN WATER AND SANITATION
SDG description	Ensure healthy lives and promote well-being for all at all ages	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	Achieve gender equality and empower all women and girls.	Ensure availability and sustainable management of water and sanitation for all.
Astara's contribution	We are making a global effort to create a safe work environment by dedicating resources to maintaining a secure and healthy setting for everyone at work. This includes supporting both the physical and mental well-being of our employees.	We are a workplace that actively participates in the development of its employees and is committed to boosting our contribution to our people's growth. Beyond offering educational sessions for our employees, we strive to provide learning opportunities for community members.	We are committed to ensuring equal opportunities for all our people, and are dedicated to empowering women and promoting gender equality in our organization. Significant efforts and investments are geared towards promoting a culture of gender equality and launching programs to create learning and development opportunities for women.	We are implementing strategies to cut our water use, reduce the impact of our consumption, and ensure sustainable water disposal, focusing on protecting scarce sources and promoting circularity
	Astara Cares; providing access to healthcare to all employees; "Fundamentales" alliance; Occupational risk prevention control; Health and safety trainings locally organized	Astara Learning Ecosystem; Global English Program; Feedback culture; Rookies; (En)abled	Women@Astara; reaching parity in recruitment in selected locations; Diversity, equity & inclusion trainings in Latam; Protocol against gender-based violence & sexual harassment; writing the Anti-discrimination policy; writing the Diversity, Equity & Inclusion policy	Closed water recycling plant in Chile; decreasing well water consumption globally; decreasing our water consumption intensity

Astara's contribution to the UN Sustainable Development Goals (II/III)

	AFFORDABLE AND CLEAN ENERGY	DECENT WORK AND ECONOMIC GROWTH	INDUSTRY, INNOVATION AND INFRASTRUCTURE	REDUCED INEQUALITIES
SDG description	Ensure access to affordable, reliable, sustainable and modern energy for all.	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.	Reduce inequality within and among countries.
Astara's contribution	We look to promote the generation of renewable energy, either by producing it in-house or procuring it via partners, while actively pursuing the acquisition of green energy globally.	We are a catalyst for employment and economic development within our communities across Europe, Latam and Southeast Asia, promoting fair labor conditions and fair salaries through our employment practices. We look to ensure the respect for Human Rights throughout our entire value chain.	We are revolutionizing mobility with our digital and sustainable offering based on tenets of flexibility and accessibility, powering change through our technology and contributing to the creation of a strong physical and digital infrastructure grounded in technological innovation. We strive to advance electric mobility and contribute to the growth of the sustainable mobility industrial ecosystem.	We aim to reduce inequalities by promoting the democratization of mobility and access to movement through our business model. We are also developing social initiatives aimed to help groups facing disadvantages and difficulties in our workplace and across our communities and to level the playing field within our organization
	Renewable energy acquisition in Spain, Chile, Switzerland, Finland and Portugal; solar panel installation in Spain and Chile; increasing our renewable energy consumption both in absolute and relative terms	Suppliers Code of Conduct; Corporate Human Rights policy; UN Global Compact; Code of Ethics; Ethics Channel; setting a global policy for maximum workable hours per week; aligning ourselves with the International Labour Organization guidelines	Pay-per-use services including subscription and car-sharing (Astara Move); Intelligence services: increasing our offering of emerging and sustainable vehicle brands; partnerships with organizations to boost access to electrical charging infrastructure	Astara Move; Women@Astara; (En)abled; closing the gender pay gap; Developing Juntos a trabajar / To work, together; Disabilities trainings with Fundación Juan XXIII

Astara's contribution to the UN Sustainable Development Goals (III/III)

	SUSTAINABLE CITIES AND COMMUNITIES	RESPONSIBLE CONSUMPTION AND PRODUCTION	CLIMATE ACTION	PEACE, JUSTICE, AND STRONG INSTITUTIONS	PARTNERSHIP FOR THE GOALS
SDG description	Make cities and human settlements inclusive, safe, resilient and sustainable.	Ensure sustainable consumption and production patterns.	Take urgent action to combat climate change and its impacts.	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.	Strengthen the means of implementation and revitalize the global partnership for sustainable development.
Astara's contribution	We are committed to broadening access to green and digital mobility, aiming to support the development of future mobility projects and enhance cities to become more connected, efficient, and sustainable.	We have implemented car-sharing solutions, promoted the sale of used cars, and made available services to our customers that encourage efficient and sustainable driving practices	We are positioning our business as a catalyst for sustainability, through the promotion of electric mobility. Astara is also investing effort and resources into transforming our operations towards our 2027 carbon neutrality target, focusing on abating our emissions and offsetting future direct emissions over which we have limited control	We are strengthening our governance model to enhance effectiveness and transparency for the benefit of all stakeholders, committing to responsible business practices	We are joining forces with other industry members and beyond to achieve a greater positive impact on mobility and societal development
	Intelligence services: Juntos a trabajar/ To work, together; Car-sharing services	Pay-per-use services including subscription and car-sharing (Astara Move), sale of used cars; Intelligence services: Connect; Brain & Smart cities	Electrified offering in ownership and usership; partnerships with organizations to boost access to electrical charging infrastructure; reduction of overall emissions and significant scope 2 decreases, investments and employee support to decrease scope 1 emissions; EVxperience	Ethic Channel, Anti-corruption and Anti-bribery policy; Competition policy; Conflict of Interest policy; Whistleblower Protection Corporate policy; Global Corporate Governance Tax policy; Compliance Corporate policy; Procedure for reporting and analysis of relevant transactions from a tax perspective; Expanding and strengthening our Board of Directors; new Audit & Compliance Committee and Appointments and Remuneration Committee	UN Global Compact; EV100; Andemos (Colombia); Mobility Sweden; Suomen Autokierrätys and Sähköinen likenne E-mobility (Finland); "Fundamentales" alliance and Aedive (Spain); Partnerships with electric chargers' suppliers (Chile & Spain)

GRI index (I/IV)

STATEMENT OF USE	Astara has reported the information cited in this GRI content index for the period January to December 2023 with reference to the GRI Standards.
GRI 1 USED	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	Who we are - Our business model **(page 7-8)**
	2-2 Entities included in the organization's sustainability reporting	About this report **(page 2)**
	2-3 Reporting period, frequency and contact point	About this report **(page 2;97)**
	2-4 Restatements of information	Appendix - Additional Information **(page 85)**
	2-5 External assurance	About this report **(page 2);** Courageous - Climate change mitigation **(page 27)**
	2-6 Activities, value chain and other business relationships	Who we are - Our business **(page 7-8)**; Courageous - Climate change mitigation **(page 34);** Appendix - Additional Information **(page 85)**
	2-7 Employees	Who we are - Our business **(page 8);** Human- People & talent management **(page 43)**
	2-8 Workers who are not employees	Confidentiality constraints limit our ability to report all disclosures
	2-9 Governance structure and composition	Ensuring a strong foundation - Corporate governance **(page 69-71)**
	2-10 Nomination and selection of the highest governance body	Confidentiality constraints limit our ability to report all disclosures
	2-11 Chair of the highest governance body	Ensuring a strong foundation - Corporate governance **(page 69)**
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Strategy - Sustainability governance **(page 15-16)**
	2-13 Delegation of responsibility for managing impacts	Sustainability Strategy - Sustainability governance **(page 15-16)**
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Strategy - Sustainability governance **(page 15-16)**
	2-15 Conflicts of interest	Confidentiality constraints limit our ability to report all disclosures
	2-16 Communication of critical concerns	Ensuring a strong foundation - Ethics & compliance **(page 78)**
	2-17 Collective knowledge of the highest governance body	Confidentiality constraints limit our ability to report all disclosures
	2-18 Evaluation of the performance of the highest governance body	Confidentiality constraints limit our ability to report all disclosures
	2-19 Remuneration policies	Confidentiality constraints limit our ability to report all disclosures
	2-20 Process to determine remuneration	Confidentiality constraints limit our ability to report all disclosures
	2-21 Annual total compensation ratio	Confidentiality constraints limit our ability to report all disclosures
	2-22 Statement on sustainable development strategy	Letter from the CEO **(page 3)**

GRI index (II/IV)

GRI STANDARD	DISCLOSURE	LOCATION
	2-23 Policy commitments	Sustainability Strategy - Sustainability governance **(page 15);** Courageous - Climate change mitigation **(page 27);** Courageous - Environmental Protection **(page 35);** Open-minded - Supplier relationships & Human Rights (page 65-67); Ensuring a strong foundation - Corporate Governance **(page 69-71)**
	2-24 Embedding policy commitments	Sustainability Strategy - Sustainability governance **(page 15);** COURAGEOUS - Climate change mitigation **(page 27);** COURAGEOUS - Environmental Protection **(page 35);** OPEN-MINDED - Supplier relationships & Human Rights **(page 65-67);** Ensuring a strong foundation - Corporate Governance **(page 71-73)**
	2-25 Processes to remediate negative impacts	Not applicable
	2-26 Mechanisms for seeking advice and raising concerns	Ensuring a strong foundation - Ethics & compliance **(page 78)**
	2-27 Compliance with laws and regulations	Ensuring a strong foundation - Ethics & compliance **(page 78)**
	2-28 Membership associations	Sustainable strategy - Sustainability governance **(page 17)**
	2-29 Approach to stakeholder engagement	Sustainable strategy - Our vision and commitments **(page 11-13);** Sustainable strategy - Sustainability governance **(page 15-17)**
	2-30 Collective bargaining agreements	OPEN-MINDED - Supplier Relationships & Human Rights **(page 67)**
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Sustainable strategy - Our vision and commitments **(page 13)**
	3-2 List of material topics	Sustainable strategy - Our vision and commitments **(page 13)**
	3-3 Management of material topics	Sustainable strategy - Our vision and commitments **(page 13)**
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Who we are - Our business **(page 8)**
	201-2 Financial implications and other risks and opportunities due to climate change	Ensuring a strong foundation - Risk management **(page 74)**
	201-3 Defined benefit plan obligations and other retirement plans	Confidentiality constraints limit our ability to report all disclosures
	201-4 Financial assistance received from government	No financial assistance received from any public entity
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	INNOVATIVE – Astara as a catalyst for green & digital mobility **(page 20-21)**
	203-2 Significant indirect economic impacts	Data not available
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Data not available
	205-2 Communication and training about anti-corruption policies and procedures	Ensuring a strong foundation - Ethics & compliance **(page 75,76,78)**
	205-3 Confirmed incidents of corruption and actions taken	Ensuring a strong foundation - Ethics & compliance **(page 78)**
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Ensuring a strong foundation - Ethics & compliance **(page 78)**

GRI index (III/IV)

GRI STANDARD	DISCLOSURE	LOCATION
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	COURAGEOUS - Environmental protection **(page 36-37)**
	303-2 Management of water discharge-related impacts	Data not available
	303-3 Water withdrawal	COURAGEOUS - Environmental protection **(page 37)**
	303-4 Water discharge	Data not available
	303-5 Water consumption	COURAGEOUS - Environmental protection **(page 36-37)**
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	COURAGEOUS - Climate change mitigation **(page 28)**
	305-2 Energy indirect (Scope 2) GHG emissions	COURAGEOUS - Climate change mitigation **(page 31)**
	305-3 Other indirect (Scope 3) GHG emissions	COURAGEOUS - Climate change mitigation **(page 34)**
	305-4 GHG emissions intensity	COURAGEOUS - Climate change mitigation **(page 27)**
	305-5 Reduction of GHG emissions	COURAGEOUS - Climate change mitigation **(page 27-33)**
	305-6 Emissions of ozone-depleting substances (ODS)	Data not available
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Data not available
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Data not available
	306-2 Management of significant waste-related impacts	COURAGEOUS - Environmental protection **(page 38-39)**
	306-3 Waste generated	COURAGEOUS - Environmental protection **(page 38-39)**
	306-4 Waste diverted from disposal	COURAGEOUS - Environmental protection **(page 39)**
	306-5 Waste directed to disposal	COURAGEOUS - Environmental protection **(page 39)**
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	HUMAN - People & talent management **(page 43)**
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Confidentiality constraints limit our ability to report all disclosures
	401-3 Parental leave	Confidentiality constraints limit our ability to report all disclosures
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	HUMAN - Operational safety & security **(page 56-58)**

GRI index (IV/IV)

GRI STANDARD	DISCLOSURE	LOCATION
	403-2 Hazard identification, risk assessment, and incident investigation	Confidentiality constraints limit our ability to report all disclosures
	403-3 Occupational health services	Confidentiality constraints limit our ability to report all disclosures
	403-4 Worker participation, consultation, and communication on occupational health and safety	HUMAN - Operational safety & security **(page 58)**
	403-5 Worker training on occupational health and safety	HUMAN - Operational safety & security **(page 58)**
	403-6 Promotion of worker health	HUMAN - Operational safety & security **(page 58)**
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	HUMAN - Operational safety & security **(page 58)**
	403-8 Workers covered by an occupational health and safety management system	Confidentiality constraints limit our ability to report all disclosures
	403-9 Work-related injuries	HUMAN - Operational safety & security **(page 57)**
	403-10 Work-related ill health	HUMAN - Operational safety & security **(page 57)**
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	HUMAN - People & talent management **(page 45)**
	404-2 Programs for upgrading employee skills and transition assistance programs	HUMAN - People & talent management **(page 45)**
	404-3 Percentage of employees receiving regular performance and career development reviews	HUMAN - People & talent management **(page 47)**
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	HUMAN - Diversity, equity & inclusion **(page 53);** Ensuring a Strong Foundation - Corporate Governance **(page 69)**
	405-2 Ratio of basic salary and remuneration of women to men	HUMAN - Diversity, equity & inclusion **(page 53)**
GRI 406: Non-discrimination	406-1 Incidents of discrimination and corrective actions taken	HUMAN - Diversity, equity & inclusion **(page 53)**
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Open-minded: Impact beyond our limits - Social commitment **(page 60-64)**
	413-2 Operations with significant actual and potential negative impacts on local communities	No identified operations with significant actual and potential negative impacts on local communities
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Ensuring a strong foundation - Ethics & compliance **(page 79)**

Table of contents of the SFDR (I/II)

Climate and other environment-related indicators

TOPIC	ADVERSE SUSTAINABILITY INDICATOR	SFDR METRIC	METRICS ADAPTED TO ASTARA	UNIT	2023	LOCATION
Greenhouse gas emissions	1. GHG emissions	Scope 1 GHG emissions	Scope 1 GHG emissions	tCO2e	6,817	COURAGEOUS - Climate change mitigation **(page 27-28)**
		Scope 2 GHG emissions	Scope 2 GHG emissions	tCO2e	1,243	COURAGEOUS - Climate change mitigation **(page 27;31-32)**
		Scope 3 GHG emissions	Scope 3 GHG emissions	tCO2e	No availability	We are enhancing our GHG emissions measurement to evaluate and report our scope 3 emissions in a near future
		Total GHG emissions	Total GHG emissions	tCO2e	8,060	COURAGEOUS - Climate change mitigation **(page 27)**
	2. Carbon footprint	Carbon footprint	GHG emissions disclosed in the previous data point			
	3. GHG intensity of investee companies	GHG intensity of investee companies	GHG intensity	tCO2e/ Million EUR of revenue	1.55	COURAGEOUS - Climate change mitigation **(page 27)**
	4. Exposure to companies active in the fossil fuel sector	Share of investments in companies active in the fossil fuel sector	Although our revenue comes from sales of vehicles and mobility related services to consumers and other businesses, Astara does not generate revenue from activities related to the fossil fuel sector, such as extraction or refining			
	5. 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	Non-renewable energy consumption	%	60%	COURAGEOUS - Climate change mitigation **(page 32)**
	6. 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	Sector G: Wholesale/ retail/ repair of vehicles - Energy consumption intensity	GWh/ million EUR of revenue	0.002	COURAGEOUS - Climate change mitigation **(page 32)**
Biodiversity	7. Activities negatively affecting biodiversity sensitive areas	Share of investments in investee companies with sites/operations located in or near to biodiversity-sensitive areas where activities of those investee companies negatively affected those areas	Sites/operations located in or near to biodiversity-sensitive areas where activities negatively affected those areas	EUR	No availability	Astara aims to conduct a global biodiversity assessment throughout the year 2024
Water	8. Emissions to water	Tonnes of emissions to water generated by investee companies per million EUR invested expressed as a weighted average	Emissions to water generated	Metric tonne	No availability	We are enhancing our GHG emissions measurement to evaluate and report them the near future
Waste	9. Hazardous waste and radioactive waste ratio	Tonnes of hazardous waste and radioactive waste generated by investee companies per million EUR investee companies per million EUR invested expressed as a weighted average	Hazardous waste, non-radioactive	Metric tonne	715	COURAGEOUS - Environmental protection **(page 39)**

Table of contents of the SFDR (II/II)

Indicators for social and employee, respect for human rights, anti-corruption and anti-bribery matters

TOPIC	ADVERSE SUSTAINABILITY INDICATOR	SFDR METRIC	METRICS ADAPTED TO ASTARA	UNIT	2023	LOCATION
Social and employee matters	10. Violations of UNGC principles and 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	N° of violations of the UNGC principles or OECD Guidelines for Multinational Enterprises	#	0	OPEN MINDED - Supplier relationships & Human Rights **(page 67)**
	11. Lack of processes and compliance mechanism 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 mechanism to address violations of the UNGC principles or OECD Guidelines for Multinational Enterprises	Availability of policies to monitor compliance with the UNGC principles or OECD Guidelines for Multinational Enterprises or grievance/complaints handling mechanism to address violations of the UNGC principles or OECD Guidelines for Multinational Enterprises	-	Yes	Astara has a compliance framework includes a Code of Ethics, Anti-Corruption policy, Data Protection policy, Human Rights policy, among others. Throughout our Ethical Channel, any allegations of non-compliance can be reported. We investigate all reports in accordance with our policies and take appropriate actions. Any stakeholder who reports any incident or suspicion will be protected against any type of retaliation. This mechanism ensures uniform compliance of our policies, the UNGC principles and the OECD Guidelines for Multinational Enterprises **(page 70-71)**
	12. Unadjusted gender pay gap	Average unadjusted gender pay gap of investee companies	Average unadjusted gender pay gap	%	23%	HUMAN - Diversity, equity & inclusion **(page 53)**
	13. Board gender diversity	Average ratio of female to male board members in investee companies	Average ratio of female to male board members	%	0	FOUNDATION - Corporate governance **(page 80)**
	14. 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	Astara does not have exposure to controversial weapons			

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