

SUSTAINABILITY REPORT



2025

Index

Message from CEO	2
Our Business in 2025	3
Associations	4
Our New Mission, Vision and Values	5
Reporting History, Scope and Restatements	7
2025 ESG Performance and Achievements	8
Materiality Analysis and Material Topics	9
Double Materiality matrix	10
Sustainability Policy	11
Sustainability Committee	12

Business

Message to Stakeholders	15
Material Topics & Progress	16
Sustainable Business Conduct	18
Embedding Policy Commitments	19
Organizational Structure and Appointments in 2025	20
Board of Directors	21
President of the Board of Directors	24
Chief Executive Officer	25
Management Board	26
Risk Management	27
Participation, Business Development and Negative Effects	28
Remediation	
New Projects	29
Industrial Project Logistics	30
Industrial Project Logistics Major Projects of 2025	31



Social

Message from the Chief People & Corporate Development Officer	33
HR Quality Award	34
HR Management	35
Simplification of Rotation Process as Our Commitment to Effective Governance	37
Occupational Health, Safety and Well-being	38
Benefits Provided to Full-Time Employees that are Not Provided to Temporary or Part-Time Workers	40
Learning and Development	41
Ethics and Conflict of Interest	42
Possibility to Influence the Company's Decision-Making Process	44
Feedback Culture & Equal Treatment	45



Environment

Sustainable Development Manager's Foreword	47
Partnerships	48
CO2 Emissions 2021-2025	49
Green Services to Clients	50
Sustainable Development Goals	51
GRI Index	52
Approval of Non-Financial Report	55



Message from CEO



Dmitry Lagun
Chairman of the Board of Directors & AsstrA CEO

The year 2025 was a period of significant transformation and resilience for AsstrA. The logistics sector faced a turbulent time marked by market instability and economic slowdown. Navigating these challenges required tough decisions and internal restructuring—from a matrix to a divisional line management structure, enabling faster decision-making and embodying the principle "Think Global, Act Local." This ultimately allowed us to maintain stable growth and strengthen our market position. I am proud to reflect that the ability of the AsstrA team to adapt and innovate has been key to our resilience and success amidst adversity.

We expanded our global network to over 1,900 trade lanes and solidified our presence in the Middle East with a new office in Abu Dhabi. AsstrA Logistics LLC is now a qualified freight forwarder at ADNOC. Sustainability remains at the core of our mission, guiding us through a dynamic logistics landscape and enabling us to overcome challenges and seize new opportunities. By implementing innovative practices, we have significantly reduced emissions and optimized our operations, making tangible progress toward our environmental goals.

Achievements in heavy-lift and project logistics worldwide underscore our enhanced capabilities and determination to exceed client expectations. We have pushed the boundaries of project logistics, undertaking some of the most complex multimodal operations in our history.

Our team is the foundation of AsstrA. Together, we have not only navigated a challenging year but emerged stronger and more united. Their adaptability, creativity, and dedication have driven our success. I am incredibly proud of how our people have embraced change and leveraged new opportunities to find innovative solutions. Their passion is what propels us forward.

To our clients and partners, thank you for your unwavering trust and partnership. Your support inspires us to continually improve. We are excited about the future and remain committed to delivering efficient, reliable, and sustainable logistics solutions for you.

In 2026, we are ready to build on our successes and continue driving positive change in our industry. Here's to an even more successful year ahead.



Our Business in 2025

At the end of 2025, AsstrA was represented with 40 offices in Europe, the CIS, Asia, and North America. In that period, the company expanded into the United Arab Emirates, with an office in Abu Dhabi, continuing to expand its presence in the newly opened markets of Georgia and Azerbaijan.

With a presence in more than 24 countries, we offer comprehensive services related to international shipping across all modes of transport, as well as import and export support, consolidation, customs clearance, and cargo insurance.

Our expert staff identify the most effective logistics solutions for each client based on their individual needs.

With a wide network of offices and professional subcontractors, we are always close to our partners.

AsstrA is strongly committed to the concept of sustainable business conduct, which first appeared in the company's main charter, including AsstrA's Mission, Vision, and Slogan.

Represented in 24 countries

Shipping via all modes of transport

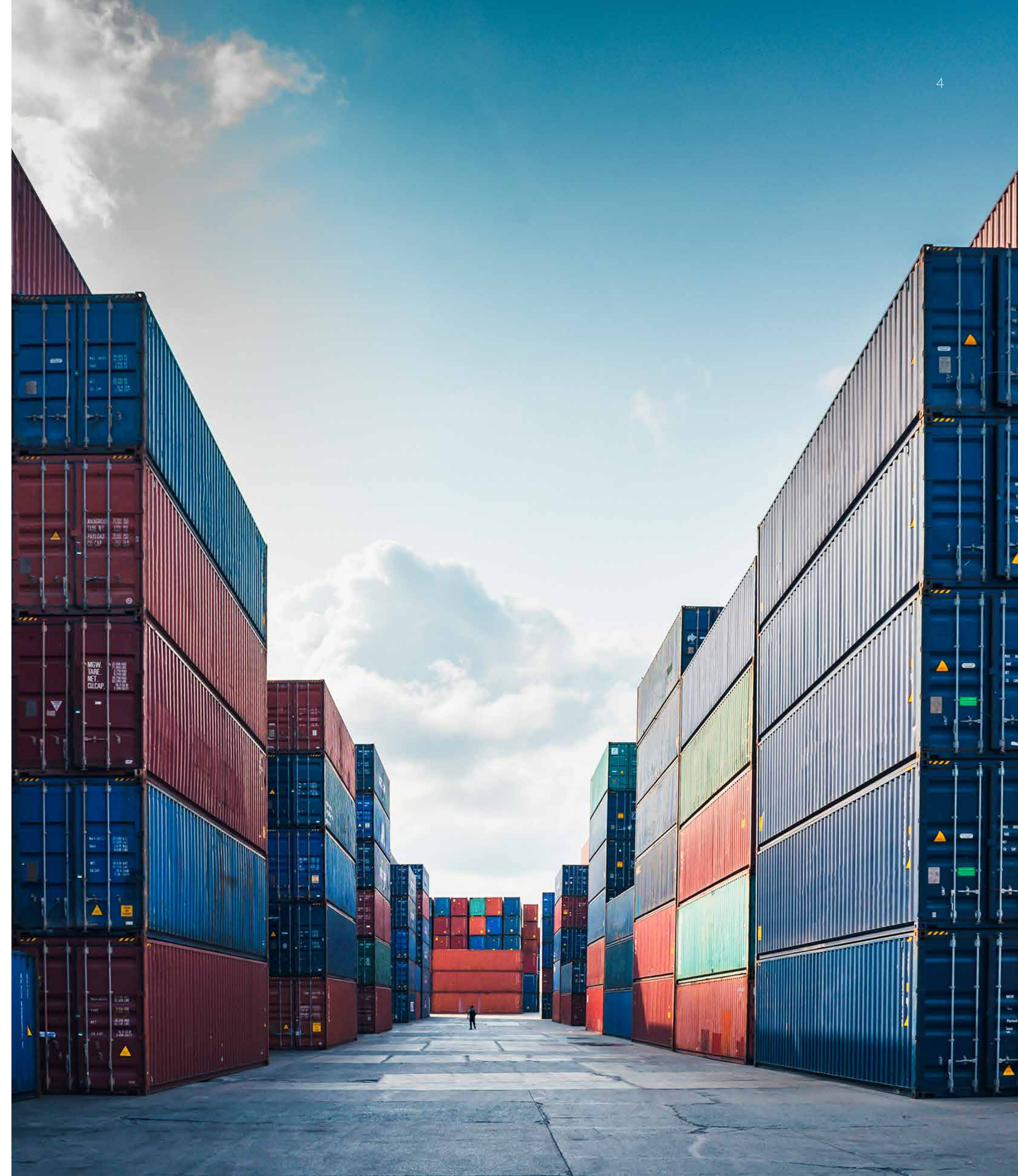
Reliable logistics partner for over 30 years



Associations

The list of associations and organizations (major ones) in 2025 includes:

- **Spedlogswiss** – Association of Swiss Freight Forwarding and Logistics Companies;
- **TAPA (EMEA)** – the Transported Asset Protection Association;
- **FIATA (AF)** – the International Federation of Freight Forwarders Associations;
- **IATA** – International Air Transport Association;
- **KFFA** – Kazakhstan Freight Forwarders Association
- **CASS IATA Poland** – Cargo Accounts Settlement Systems;
- **EIC (London)** – Energy Industries Council (UK);
- **CRMS Association** – Contact Rate Management System;
- **NAAA** – National Agricultural Aviation Association;
- **EBA** – European Business Association;
- **WCA** – The World Cargo Alliance.



Our New Mission, Vision and Values



Time

Accelerate to Achieve



Reputation

Trusted People,
Trusted Company



Competence

Smart People,
Strong Company



Integration

Aligning
with Partners,
Building Synergy



Excellence

Constantly Improving,
Always Excelling



Leadership

Leading with Passion,
Inspiring Action

AsstrA Mission

We empower professionals in logistics to deliver excellence and transparency at every stage of the supply chain for our clients and projects worldwide.

Slogan:

«Delivering Excellence - Earning Trust».



Mission, Vision and Values were revised in 2024



AsstrA Vision

Aim to rank within the top 50 logistics companies worldwide in terms of revenue and sustainability by 2040.

Our New Mission, Vision and Values



Leadership

Leading with Passion, Inspiring Action

We act proactively, take initiative without waiting for orders, and take responsibility for results.

We are driven by passion for our work.

We acknowledge and foster leadership qualities in every employee, at all levels.

We ensure that everyone understands his/her role in achieving organizational goals.



Reputation

Trusted People, Trusted Company

We maintain our individual reputations within the company, understanding that our behavior as employees influences the overall reputation of the organization.

We build our reputation through exceptional customer service and a genuine commitment to meeting our customers' needs.

We work with discipline, fulfill commitments, and execute agreed-upon decisions, always keeping our promises to partners.

We uphold ethical standards and integrity in all our actions.

We demonstrate a commitment to social responsibility, environmental sustainability, and ethical business practices, aligning our actions with broader societal values.



Excellence

Constantly Improving, Always Excelling

We pursue mastery in our work to achieve the highest quality in each area of responsibility.

We are dedicated to continuous improvement and always strive for higher standards and challenge status quo.

We leverage innovation technologies constantly seeking best solutions on market, benchmarking, integrating advanced tools and methodologies into our business model.

We focus on meeting and exceeding the needs and expectations of customers. We understand customers' preferences, and deliver value-added solutions and experiences.

We are ready to report improvements in our area of responsibility: business processes, systems, products.



Time

Accelerate to Achieve

We organize work and information flow within our responsibilities to minimize the total time the team takes to complete tasks.

We identify and eliminate inefficiencies and bottlenecks.

We value each other's time by being punctual and honoring commitments.

We plan and prioritize in order to optimize workflows.

We do not delay difficult decisions.

We ensure our IT tools are fast, user-friendly, and support productive operations.



Competencies

Smart People, Strong Company

We build our team as the team of strong professionals.

We (each of us) constantly develop our skills, knowledge, and capabilities to the highest level possible.

We look for new challenging tasks as opportunities to improve our competences.

We adapt our knowledge and skills to new environments and technologies.

We take examples from the best and learn from them.

We continually strive for excellence and professional growth in our careers.



Integration

Aligning with Partners, Building Synergy

We enhance collaboration at all levels and work together as one living system.

We strive to eliminate key person dependency.

We open doors and eliminate internal barriers that hinder our interaction.

We communicate clearly and efficiently, ensuring that information is accessible to those who require it.

We integrate new professionals, new expertise and technology.

We proactively integrate with our partners and target markets.

We ensure transparency and order in our area of responsibility.

We seek and provide constructive feedback.

We share knowledge and best practices.

Reporting History, Scope and Restatements

AsstrA Forwarding AG, being a corporate legal entity and having its headquarters in Zurich, Switzerland, has been issuing sustainability reports since 2022; prepared in accordance with GRI standards. AsstrA's ESG reporting is prepared once a year on an annual basis about company progress under the three pillars of ESG: Environmental, Social, and Economic Development, and AsstrA's Key Performance Indicator (KPI) fulfilment on the company's planning cycles. 2025 AsstrA ESG reporting is prepared for all legally registered AsstrA's entities. In 2025 report no information restatements were done. CO2 accounting was done in accordance with ISO14083 requirements using GreenRouter platform for January-October timespan and internal CO2 calculation logic by AsstrA (aligned with GLEC V 3.1 in November-December of 2025).

In 2025 we have received EcoVadis Bronze medal with a score 70 improving our total score for 2 points in comparison with 2024 (68 points). In 2025 AsstrA was calculating only Scope 3 emissions (Upstream, Category 4 Transportation and Distribution, Well to Wheel). Under scope 3 accounting at AsstrA all transportation legs from all modalities are included into scope. Data are taken from internal order management system which contains all necessary information on distance, equipment type, modality, type of fuel used and other parameters. The 2025 Sustainability report provides and overview of main ESG achievements AsstrA made throughout 2025. Report covers period from 1st January to 31 December 2025. No external assurance was done for 2025 ESG report.

My Performance

Scorecard Publication date: 17 Nov 2025

[View scorecard](#)



Congratulations!
 Your company has been awarded a Bronze Medal in recognition of your sustainability achievement.
[Learn about the EcoVadis Medals & Badges Program](#)

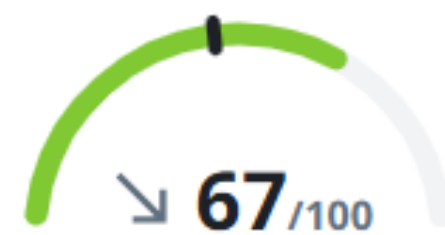
Overall Score

Percentile
83rd ⓘ

↑ **70**/100



Environment



Labor & Human Rights



Ethics



Sustainable Procurement



2025 ESG Performance and Achievements

Environmental



Absolute CO2 emission reduction WtW -28.82% (vs 2021)



New environmental services are in place



Internal update of CO2 related logic

Social



Average Training Hours per Employee: 5.4



HR Quality Award



Initiatives aimed to develop managerial skills

Governance



Started with preparation of ESG Roadmap 2030



Double materiality matrix redefined



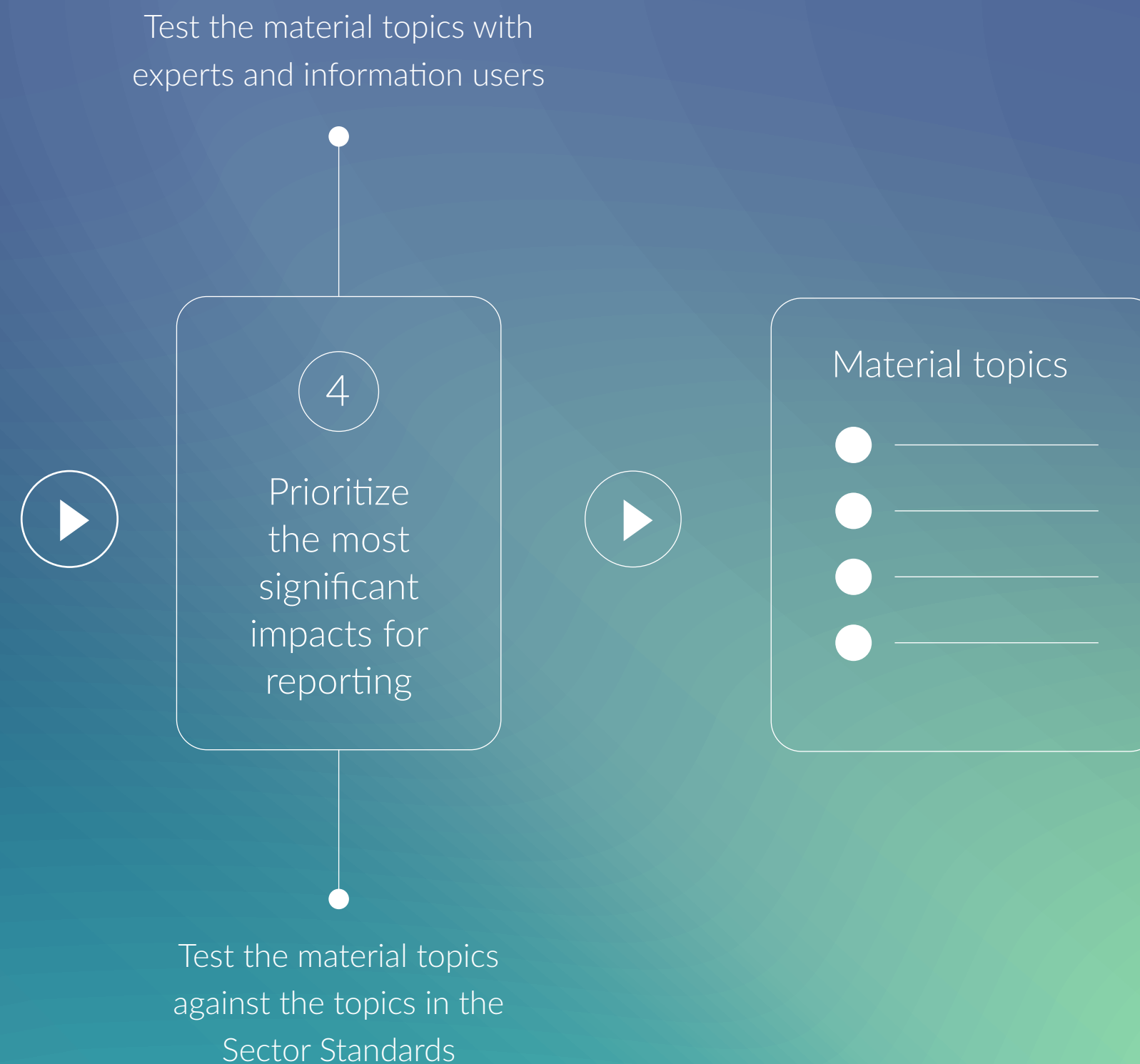
20% increase in orders per employee

Materiality Analysis and Material Topics

Identify and assess impacts on an ongoing basis



Determine material topics for reporting



In 2022, while preparing our first ESG strategy for the period up to 2030 we defined the most important KPIs in relation to our employees, clients, subcontractors and business in general.

The most important topics were determined in consultation with the company's managers, employees, alongside an annual analysis of client expectations and concerns. At the end of 2023, the KPIs were supplemented with materiality analyses which included material topics.

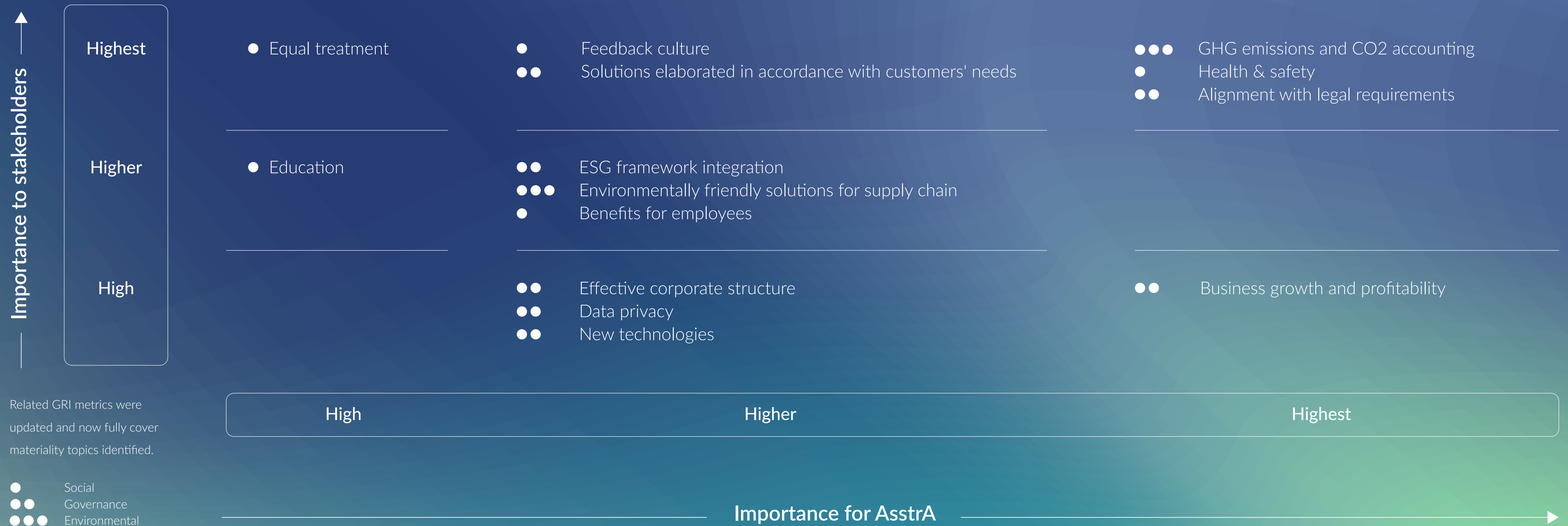
They originated from the company's general strategy up to 2030, ESG strategy and ESG KPIs.

Each Material Topic is Assigned an Importance Level Using a 3-point scale:

- - important
- - very important,
- - extremely important.

Moreover, each topic is categorized by impact type: actual positive, actual negative, potential positive, potential negative.

Double Materiality matrix



Sustainability Policy

AsstrA treats sustainability as one of the most important topics for the whole organization.

Starting from 2022 we have reinvented our approach to sustainability across the whole company which now includes a comprehensive approach to the three pillars of sustainability. Since that time we have been involved and implemented many associated developments at AsstrA:

- CO2 comprehensive mapping and CO2 tracking in accordance with ISO14083 and GLEC;
- GRI reporting;
- Services to decarbonize supply chain: sustainable fuels, e-trucks, intermodal shift, route optimization;
- Institutional development associated with sustainability;
- Practical implementation and consulting.

Our sustainability strategy until 2030 includes 7 Sustainable Development Goals which would be our driving principles for the next years.

Each of these aims has its concrete tasks to do and is within a double materiality matrix.

One of the main developments undertaken – a shift to own Scope 3 calculation logic and associated system improvements. Important to mention our new practical implementation of HVO within supply chain – not only as tests but on commercial basis.

Business structure was reformed as in order to be consistent with business needs. In addition several structural changes and appointments led to almost 20% better orders' performance in count for 1 operative employee.

AsstrA's strategy for the coming years will be anchored in a policy of effectiveness, prioritizing the optimization of our processes and the amplification of our impact in line with ESG standards. This approach underscores our commitment to responsible business practices while enabling us to meet the changing expectations of our stakeholders and make a positive contribution to the environment.

Having already made many positive changes in 2025, we plan to develop our sustainable approach to our business further.

Serving our clients with high quality services we will be concentrating in 2025 and beyond on the focus areas of importance:

- Prioritizing every employee as centric to development and growth of the business;
- Environmental management and CO2e reduction targets through the evaluation and adoption of eco-friendly solutions;
- Transparency and business and process optimization to improve efficiency.

In 2025, AsstrA translated the strategic groundwork laid in 2024 into concrete ESG actions, strengthening the integration of sustainability into core business processes and decision-making. The company further advanced its ESG reporting practices by improving data quality, expanding internal reporting capabilities, and aligning selected disclosures more closely with evolving GRI, ESRS, and CSRD expectations.

Significant progress was also made in refining CO₂ calculation methodologies and embedding emissions-related logic more effectively into internal systems, creating a stronger basis for transparent and consistent carbon reporting. At the same time, AsstrA continued to broaden its decarbonization offer for customers, with growing interest in HVO solutions, eHDV analyses, and tailored advisory support for low-emission transport strategies.

The year also marked deeper engagement with clients on climate-related requirements, including emissions transparency, decarbonization pathways, and alignment with broader sustainability commitments. Looking ahead, AsstrA plans to further develop its ESG governance framework, enhance the maturity of its sustainability data management, and prepare for more comprehensive reporting in line with future European regulatory requirements. In the coming years, the company will continue to invest in practical low-carbon logistics solutions, stakeholder collaboration, and innovation that supports both business resilience and long-term sustainable value creation.



Sustainability Committee

In May 2022, AsstrA appointed a Sustainable Development Manager to oversee ESG strategy, environmental policies, CO2e reporting, and green supply chain initiatives. The role reports to the Chief People and Corporate Development Officer who later on reports to COO.

Sustainable development manager is a number one point when it comes to ESG strategy, reporting and decarbonization solutions. However there are additional stakeholders and roles playing essential roles within ESG:

Chief and Deputy Chief People and Corporate Development Officers holding budget for ESG and drawing right direction of decision making within ESG.

Chief Commercial Officer and Deputy Chief Commercial Officer who are responsible for decision making when it comes to clients & investments. Also serve as one of the main points with whom new solutions are elaborated for customers.

Chief Operating Officers serving as main points of contact when it comes to solutions associated with haulers.

Quality and Safety representatives cooperating and assisting with many questions associated with ESG.



Dmitri Krölov
Sustainable Development Manager



Denis Kolokolnikov
Chief People and Corporate Development Officer



Vladislav Lagun
Chief Commercial Officer



Mikolaj Antonowicz
Chief Operating Officer West



Sergej Omelyanyuk
Chief Operating Officer East



Natalia Iwanowa-Kolakowska
Deputy Director of EU Region Countries



Vladislav Alejnikov
Head of Quality and Safety Management Division

Sustainability Committee

Sustainability Manager and associated representatives throughout 2025 were involved into the next activities, projects and discussions:

- ESG strategy, its progress and reporting;
- CO2 reporting and associated logic of calculation development;
- GRI and CSRD reporting: discussion, preparation of metrics, reporting;
- Decarbonization of supply chain: new services elaboration, negotiations with customers, execution;
- Networking with market peers, conferences and exhibitions;
- Administrative layout.

In 2025, ESG-related decisions were made by the Board of Directors. Starting from 2026, this responsibility is transferred to the Management Board, which becomes the main decision-making body of the company.



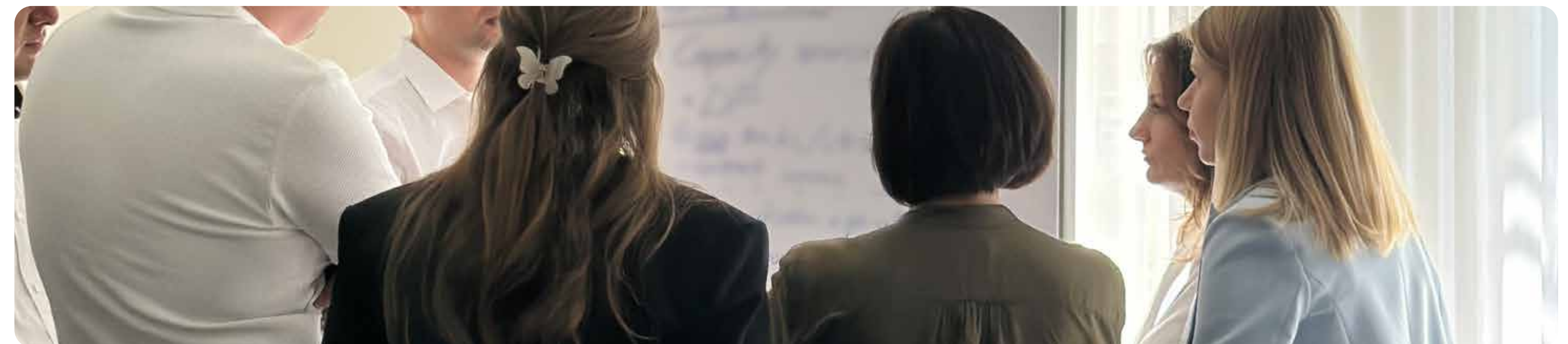
Board of Directors

Highest organ taking most important decisions related to ESG and associated financing



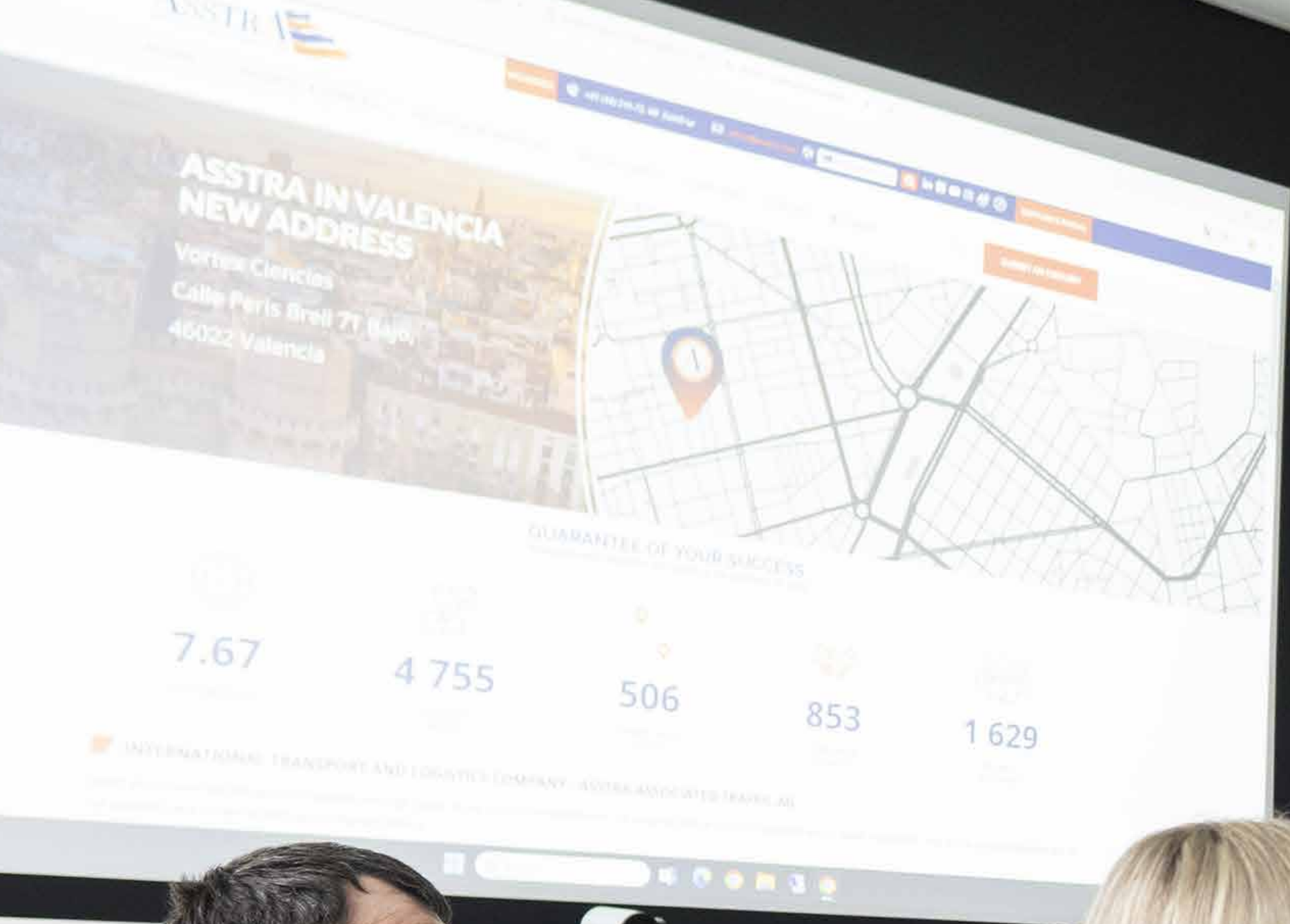
Management Board

General Implementation of strategy, taking immediate decisions within ESG context



Sustainable Development Manager and Associated Stakeholders

Affected by decisions taken by BoD and MB, responsible for their implementation on local levels



BUSINESS

Message to Stakeholders	15	Board of Directors	21	New Projects	29
Material Topics & Progress	16	President of the Board of Directors	24	Industrial Project Logistics	30
Sustainable Business Conduct	18	Chief Executive Officer	25	Industrial Project Logistics Major Projects of 2025	31
Embedding Policy Commitments	19	Management Board	26		
Organizational Structure and Appointments in 2025	20	Risk Management	27		
		Participation, Business Development and Negative Effects Remediation	28		



Message to Stakeholders

Looking ahead to 2025, it is clear that this year presented its own unique challenges. The external landscape continued to evolve, bringing about new obstacles that tested our ability to adapt and remain committed to responsible business practices. Despite these hurdles, we approached each challenge with creativity and resolve, and I am proud to share the progress we've made toward a more sustainable and responsible future.

This year also marked the beginning of our strategic cycle for 2025-2027. In line with this, we took the important step of updating our key strategic priorities, Mission, Vision, and Values, ensuring that they align with the dynamic changes in the market and our long-term aspirations. This refreshed framework will guide our efforts over the coming years as we continue to pursue excellence and sustainable growth.

While we embrace technological advancements and remain committed to automation and efficiency, it's important to recognize that AsstrA is, at its core, a company built by people and for people. Our success is driven not only by the technologies we implement but by the dedication and passion of every individual within the organization.



«In response to the stagnating market, we made significant strides in improving our operational performance, including a 20% increase in orders per employee. These results reflect the dedication and resourcefulness of our team, and we sincerely appreciate the hard work of everyone involved».

20% Increase in orders per employee

*From last year

Our success, however, is not only defined by financial results. In 2025, we continued to integrate Environmental, Social, and Governance (ESG) principles into our core strategy.

Reflecting on this year's outcomes and challenges, it is clear that ESG factors remain central to our operations and will guide us as we move forward into 2026.

This report highlights our performance in 2025, showcasing the obstacles we overcame and the significant strides made in our ongoing commitment to a sustainable and responsible future.

Material Topics & Progress

Part of ESG	Material topic	Progress 2025	Goal for the next years
Environmental	Environmentally friendly solutions for supply chain	<ul style="list-style-type: none"> · Sustainable fuels (HVO, BIO LNG) and e-trucks: tests and practical execution · Further elaboration of partnerships: e-trucking, book & claim · Intermodal on a new scale and quality of solutions 	Expanded utilization of e-trucks, sustainable fuels and intermodal solutions within supply chain (exact KPIs are to be defined within new strategy)
	GHG emissions and CO2 accounting	<ul style="list-style-type: none"> · Scope 3 calculation logic improvement 	Extension to Scope 1 and 2, institutional approach to SBTi
Social	Feedback culture	<ul style="list-style-type: none"> · Additional trainings on feedback culture for managers · QAs with Top managers · Further strengthening of open dialogue culture · Strategic sessions with employees to set a joint vector of development 	<p>Leadership Development: Ongoing training for managers on effective feedback, 1-2-1 meetings, and team communication practices.</p> <p>Enhanced Learning Programs: Development and implementation of modules for managers and high-potential talent focused on facilitating team meetings, group discussions, and open dialogue.</p> <p>Employee Engagement Practices: Regular check-ins, motivational interviews, and quarterly Q&A sessions in offices to ensure direct communication and responsiveness to employee concerns.</p> <p>Measurement & Feedback Tools: Annual Employee Net Promoter Score (eNPS) to monitor engagement, identify areas for improvement, and guide action plans.</p>
	Equal treatment	<ul style="list-style-type: none"> · Including new non discrimination metrics into ESG Roadmap 2030 · Zero complaints on discrimination (complaints' form) 	<p>Transparent Evaluation & Equal Opportunities: Comprehensive performance evaluation policy ensuring clarity, fairness, and equal access to learning, development, and career opportunities.</p> <p>Diversity, Inclusion & Fair Treatment Training: Ongoing training for employees and managers on equal treatment, inclusion, and fostering open communication.</p>
	Education	<ul style="list-style-type: none"> · Average Training Hours per Employee: 5.4 · Employee Training Coverage: 85% · Male Training Coverage: 89% · Female Training Coverage: 82% · Share of Men Trained: 35% · Share of Women Trained: 65% 	<ul style="list-style-type: none"> · Implement a structured Talent Pool Development Program · Establish a comprehensive Succession Map for key positions

Material Topics & Progress

Part of ESG	Material topic	Progress 2025	Goal for the next years
	Health & safety	<ul style="list-style-type: none"> · Zero trauma cases Incidents during carriages <0,1% · Improvement of monitoring and reporting tools used to assess working conditions and health and safety risks, supporting better visibility and informed decision-making · Development and publication of a Health & Safety Instruction for Carriers on the corporate website, enhancing accessibility, transparency and shared understanding of H&S requirements among external partners 	<ul style="list-style-type: none"> · Zero trauma cases · Continuous review and enhancement of health and safety processes and documentation · Further integration of H&S considerations into operational and project planning · Strengthening a preventive safety culture and shared responsibility across the value chain
Governance	Effective corporate structure	Project aimed to develop new corporate structure in 2026. A set up of a project group.	Implementation of a new corporate structure. Less specification and a goal of universalization
	Data privacy	<ul style="list-style-type: none"> · Applying a combination of monitoring, access restrictions, and review procedures to help protect confidential information and reduce the risk of unauthorized data sharing. · Suspicious external email activity and attachments are reviewed, and confirmed cases are escalated to management and handled in line with internal procedures and local legal requirements. · Additional controls include restricted file transfer from remote desktops, blocked access to file-sharing platforms, and limited access to personal email services. 	<ul style="list-style-type: none"> · During 2026, the company will continue testing and refining these controls in practice. · A potential future improvement under consideration is restricting external email communications to an approved list of business contacts only.
	Solutions elaborated in accordance with customers' needs	New services as Book & Claim, further development of HVO mass balance mechanism, new intermodal routes and offers, eHDV testing and offering	Setting up a process concerning HVO provision and sustainable purchasing policy creation
	Business growth and profitability	New commercial policy resulted in overall efficiency increase in company	Active concentration on business effectiveness, marginality and focusing on selected numbers of trade lanes and business models
	New technologies	The company continues to invest in the development of modern technologies across infrastructure, cybersecurity, and digital solutions. Significant progress has been made in building a resilient IT landscape, strengthening security practices, and introducing AI-driven automation, advanced tracking capabilities, and industry-specific operational enhancements. These initiatives demonstrate a strong focus on innovation, scalability, and the continuous development of technology-driven services for customers and internal teams	<ul style="list-style-type: none"> · AI integration, CO2 accounting system development, digital transformation of business · Implementing a fast AI-powered solution for creating customer inquiries from emails using language models. · Establishing internal competitive mechanisms for preparing commercial offers and tender proposals. · Improving the mechanisms for identifying available freight capacity and notifying our partners in a timely manner. · Implementing an AI assistant for consultations on internal regulations, processes, scripts, and accumulated organizational knowledge. · Enhancing the algorithms and workflows for managing accounts receivable. · Deploying an AI assistant within the corporate email system.
	Alignment with legal requirements	CSRD framework alignment discussions, ETS and ETS2 mechanism instructions prepared, CBAM fully working	Alignment with CSRD, ETS2 - compliance, certification and audits of data

Sustainable Business Conduct

Due Diligence and Respect for Human Rights

AsstrA's ESG strategy and related documentation outline a due diligence process that provides clear steps for initiatives that contribute to sustainability practices that enhance our business capabilities, and shall be supported at all levels within the AsstrA organisation, by senior management.

We not only recognize but publicly commit to compliance with globally recognized business standards, such as the International Labor Organization's (ILO) Convention 138 on minimum employment age and anti-bribery and anti-corruption guidelines.

The AsstrA group, represented by the Board of Directors, aligns its actions with its Mission and Vision while considering the AsstrA Development Strategy through to 2030. This strategy is built on five key principles:



Balance between economic interests and public welfare



Ethical conduct and strict adherence to legal requirements



Social responsibility of businesses



Environmental accountability for our operational impacts



Commitment to continuous improvement and sustainable development as long-term objectives

At AsstrA, our commitments are closely linked to the respect for human rights and the protection of vulnerable groups. These commitments are integral to many of our documents and processes. A prime example is the Code of Business Conduct for AsstrA Group, which outlines supplier selection criteria, covering:

- Compliance with ethical standards and legislation;
- Upholding human rights;
- Ensuring personnel, labor, and health protection;
- Managing subcontractors;
- Promoting environmental protection and sustainable practices.

We continue to conduct training sessions focused on human rights and respect, due diligence processes, and responsible business practices, ensuring that every employee is well-informed. Finally, our policy commitments are communicated to all employees and stakeholders via internal news portals and external media outlets.

They are also accessible through a dedicated section in our system that allows for easy retrieval of instructions and commitments at any time.

Embedding Policy Commitments

Policy commitments regulating sustainable business conduct at AsstrA are:



Universal for every department in the company



Exist on all levels



Mandatory to follow for every employee

Sustainable business conduct at AsstrA was firstly delivered by AsstrA's main charter including AsstrA's Mission, Vision and Slogan of the company.

New Mission:

We empower professionals in logistics to deliver excellence and transparency at every stage of the supply chain for our clients and projects worldwide.

Slogan:

«Delivering Excellence - Earning Trust».

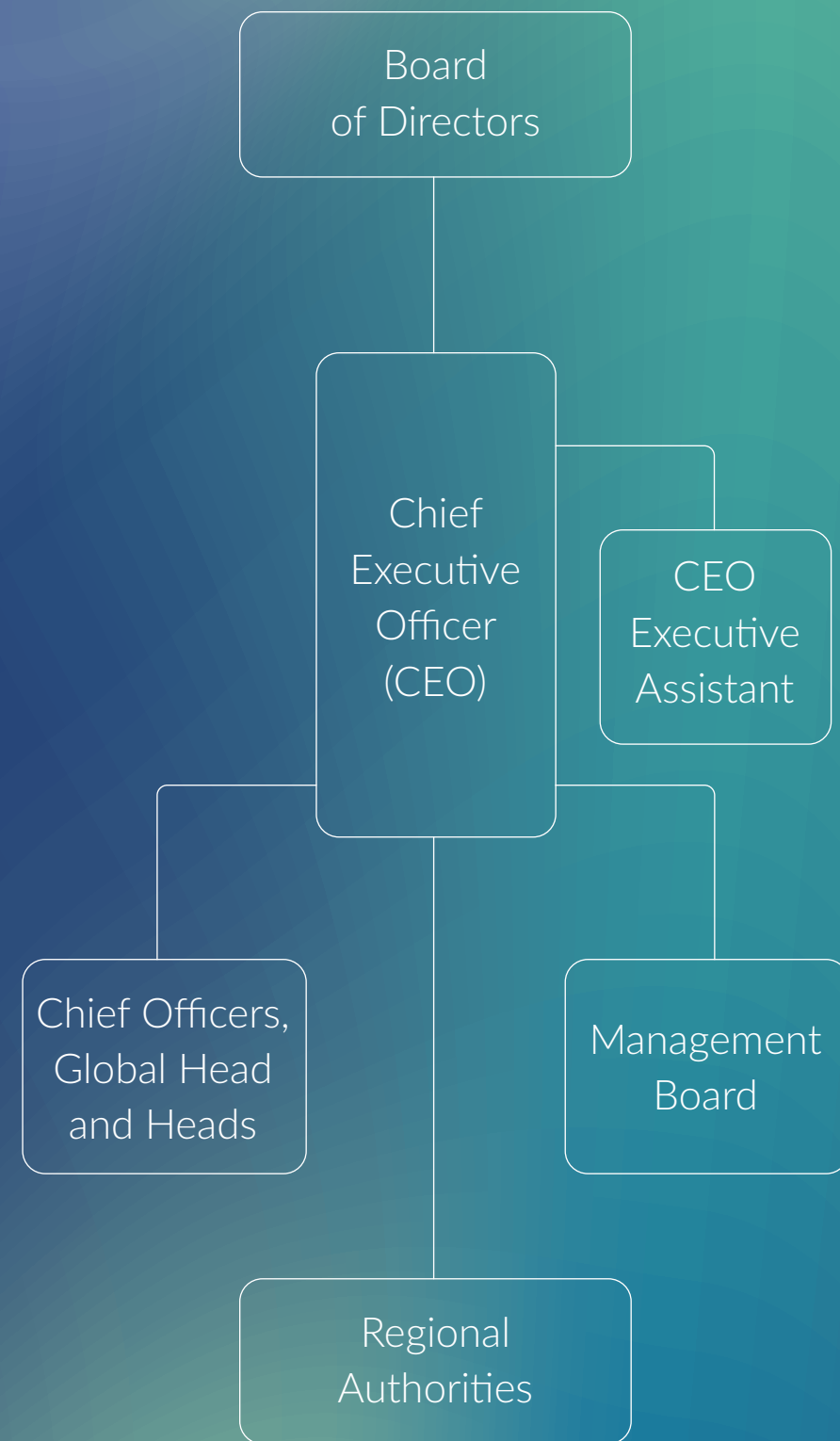
The concept of sustainable business conduct has been expanded and integrated into various company documents, including the Ethics policy, ESG strategy, and HR policies that govern employment and operational practices.

Additionally, both short-term and long-term planning strategies reflect this commitment to sustainability.

Most of the departments within the company incorporate principles of sustainable business conduct and practices into their operational and business strategies. AsstrA employees receive extensive training tailored to their specific roles, focusing on sustainable business conduct.

This training encompasses knowledge of sustainable procurement processes, due diligence, and principles for risk mitigation.

Organizational Structure and Appointments in 2025



¹ This kind of structure (a very simple one presenting only highest level) should be created.

In 2025, AsstrA made several amendments to its organizational structure to facilitate high-quality and rapid decision-making at the regional level.

High-Quality and Rapid Decision-Making at the Regional Level

In 2025, decision-making authority at the regional level was accelerated and strengthened. Enhanced agility and flexibility enabled quicker responses to market and operational challenges, contributing to improved efficiency and overall company performance.

Autonomy and Delegation of Responsibility to the Local Level

Throughout 2025, greater autonomy was established through expanded delegation of authority from the CEO to Regional Authorities. This shift reduced central bottlenecks, empowered regional leadership, and ensured decisions were made closer to market realities.

Clear, Influential Regional KPIs

In 2025, clear regional KPIs were defined and implemented, focusing on metrics that Regional Managers could directly influence. This approach aligned strategic objectives with operational execution and reinforced accountability across regions.

Market Operations with Clearly Defined Regional Ownership

Market operations in 2025 were organized around clearly assigned regional responsibilities for specific trade lanes, clients, and carrier relationships. This clarified ownership, strengthened commercial focus, and improved coordination and market expertise.

Dedicated and Transparent Regional Resource Allocation

Resource allocation in 2025 was structured around dedicated, region-specific divisions aligned with defined operational priorities. Resources that did not directly contribute to regional efficiency were eliminated, enhancing focus, transparency, and performance impact.

Reduction of Profit-Sharing Between Branches and Regions

In 2025, profit-sharing mechanisms between branches and regions were reduced, recognizing that these processes consumed significant resources without proportional value creation. This simplification redirected attention from internal complexity to external market performance.

Clear Definition of Vertical Responsibilities Within the Matrix Structure

Within the matrix organization, the operational decision-making responsibilities of verticals were clearly defined in 2025. This clarification reduced overlap, increased execution speed, and improved collaboration between regions and functional verticals.

Changes in Senior Management

The company's owner has been reinstated as CEO, resuming direct leadership of the organization. At the same time, the Chairman now serves as the most senior executive within the company, overseeing overall governance and strategic direction.

- Chairman now serves as the most senior executive in the organization.
- During the last Board of Directors meeting in 2025, it was decided to transition away from the existing matrix organizational structure and adopt a new structure in 2026. The new model emphasizes a more decentralized and locally driven approach, empowering regional teams with greater decision-making authority, increasing responsiveness to local market needs, and enhancing overall operational agility while maintaining strong global alignment and governance.

Board of Directors

Main strategic decisions at a company are undertaken within the Board of Directors, and Management Board is responsible for strategies review and its implementation.

The Board of Directors (BoD) operates in accordance with the regulations of the Swiss Confederation and other internal company documents as they relate to the activities of the Board of Directors, as approved by the General Meeting of Shareholders (GMS).

The Board of Directors is a permanent collegial governing body of AsstrA, responsible for the management of its activities, with the exception of matters reserved for the competence of the General Meeting of Shareholders.

The Board of Directors is the strategic management body, whose main task is to provide overall management of the holding company, as well as supervisory and oversight functions. Its responsibilities primarily include critical management issues, such as defining strategy, investment and budget planning, defining the top-level management structure, establishing the management motivation and performance evaluation system, and overseeing the company's assets and the reliability and effectiveness of risk management, internal control, internal audit and corporate governance systems.

The Board of Directors shall be guided by the following principles in order to fulfil its tasks:

Competence. The professional competence of each member of the Board of Directors makes it possible to effectively perform the duties associated with participation in the Board of Directors. Each member of the Board of Directors is able to assess a wide range of issues related to the implementation of the holding company's development strategy.

Independence. The composition of the Board of Directors is such that its members can act and participate in decision-making independently of each other, of the Management Board members and of their private interests.

Responsibility. Members of the Board of Directors are responsible for the conscientious, timely and efficient execution of decisions of the General Meeting of Shareholders and the Board of Directors. Members of the Board of Directors shall not abuse their authority in their activities.

Accountability. The Board of Directors reports on its work to the General Meeting of Shareholders.

Ethics. Members of the Board of Directors act in the interests of the participants of the holding company in a way that is consistent with the good reputation of the holding company and refrain from behavior that could discredit it.

The Board of Directors of the Company consists of:

- Permanent members of the Board of Directors: majority shareholder (Chairman of the Board of Directors), CEO, CFO;
- 3-5 independent directors elected in absentia by the GMS;
- One executive director of the Holding Company, elected by minority shareholders.

At the same time, the number of members of the Holding Company Board of Directors should not be less than 5 people and more than 9 people. Only a physical person may be a member of the Board of Directors, and a member may not be a shareholder.

Members of the Board of Directors are elected persons who are trusted by shareholders, have an impeccable business and personal reputation and possess the knowledge, skills and experience necessary to make decisions falling within the competence of the Board of Directors and required for the effective performance of its functions. A person who is an employee/manager of a competitor of the Holding Company cannot be elected to the Board of Directors. The personal composition of the Board of Directors must correspond to the target competency model for a Holding Company Board member (Appendix 1 "Target competency model for an AsstrA Board member") and current needs of the company. The personal characteristics and qualifications of a member of the Board of Directors should enable him/her to properly assess the information at his/her disposal and, if necessary, to obtain the information necessary for taking a decision.

For this purpose, he/she should have appropriate knowledge and skills (what documents are necessary to obtain the information, how to interpret this information, etc.). Members of the Board of Directors are the company's expert resource, whose personal and qualification characteristics, to a large extent, influence the investment attractiveness of the company and the effectiveness of its activities. A member of the Board of Directors should constantly strive to improve his or her qualifications, expertise and, ultimately, his or her value to the company.

The company's shareholders determine the target model of competencies of an AsstrA board member (Appendix 1 "Target competency model for an AsstrA Board member"), updating it as necessary prior to the election of board members. In this way, they determine what characteristics a board member should have in order to properly perform his or her duties, what he or she should know and be able to do, what personal qualities he or she should possess, and what ethical principles he or she should adhere to. The permanent members of the Board of Directors are the majority shareholder (Chairman of the Board of Directors), CEO and CFO.

One more member of the Board of Directors from among the executive directors of the company is elected by minority shareholders in the manner prescribed by these Regulations and the Regulations on the General Meeting of Shareholders for the period until the next annual meeting of shareholders. Persons elected to the Board of Directors may be re-elected an unlimited number of times.

Board of Directors

Proposals to nominate a candidate are made by minority shareholders who own at least 2 blocks of shares no later than 1 week before the date of the annual meeting of shareholders to the Corporate Secretary indicating the name and surname of the candidate, arguments in favor of the candidate, information about the position he holds at the time of nomination, as well as other information that could influence the candidate's performance of the relevant duties. At the same time, it is allowed to nominate both existing members of the Board of Directors and new ones as candidates.

Based on the proposals received, the Corporate Secretary forms a list of candidates to be put to a vote on the issue of electing members of the Board of Directors. When making a final decision on the selection of a member of the Board of Directors, a vote is taken from minority shareholders. Each shareholder has one vote, and the final decision is made by a simple majority of votes. When choosing, it is necessary to take into account the priority of the candidates' characteristics; whose professional, personal and other characteristics best meet the requirements defined in this document.



For a member of the Board of Directors elected by shareholders, the first meeting is considered a "testing" meeting. If the activity of a member of the Board of Directors is recognized by the Chairman of the Board of Directors as satisfactory and productive for the activities of the Board of Directors, a contract is signed until May of the following year.

The search and selection of independent candidates to the Board of Directors is carried out by the Chairman of the Board of Directors, with the participation of members of the Board of Directors from among the executive directors of the company and the Corporate Secretary.

The Corporate Secretary of the Board of Directors ensures that newly elected members of the Board of Directors are "inducted", have meetings and familiarize themselves with the current operating procedures of the Board of Directors, the organizational structure, internal documents of the Holding Company, its strategy, the distribution of responsibilities between the management bodies of the Holding Company, and provide other information relevant to the proper performance of their duties by members of the Board of Directors.

The presence of a sufficient number of independent directors on the Board (but no more than 4) is mandatory in order to make more adequate decisions, avoid conflicts of interest and better share critical ideas.

An independent director of the Board of Directors of the Holding Company is a person who has sufficient professionalism, experience and independence to form his/her own position, is able to make objective and accurate judgments, independent of the influence of other management bodies of the Holding Company, individual groups of shareholders or other parties concerned, and who has been a member of the Board of Directors of this company for no more than 10 years. It should be taken into account that, under normal circumstances, a candidate (elected member of the Board of Directors) who is related to the Holding Company, its existing shareholder, existing competitor or related to the government cannot be considered independent.

The Board of Directors evaluates the independence of candidates to the Board of Directors on an annual basis and makes an opinion on the independence of the candidate, and regularly reviews the independent members of the Board of Directors for compliance with the independence criteria specified in clause 5.2.

The independent director shall be guided in the performance of his/her duties by the principles of honesty, objectivity, constructiveness and professionalism.

The independent director shall perform his/her duties in good faith, in accordance with applicable law. The independent director shall devote sufficient attention and time to the performance of his/her professional duties to make informed and thoughtful decisions.

When taking decisions, an independent director should first of all make sure that these decisions will benefit the company itself, its shareholders and other stakeholders, ensuring a reasonable balance of interests. In his/her activities, the independent director seeks to contribute to successful development of the company, improvement of its image and increase of its shareholder value. The independent director is provided with the fullest possible insight into the company's operations as soon as possible to enable him/her to serve effectively on the Board. The independent director attends all meetings of the Board of Directors held in person. When dealing with third parties, the independent director is guided by the principles of loyalty and protection of the interests of the company and its shareholders.

An independent director may not have any relations with third parties, including competitors of the company and their affiliates, if such relations are known to be directly or indirectly harmful to the image, business or legitimate interests of the company and its shareholders. It is irrelevant whether or not the independent director and his or her affiliates personally benefit from such relationships.

If the nominee is approved by the General Meeting of Shareholders and the nominee's consent to participate in the Board of Directors is obtained, a Non-disclosure agreement and a contract ('Appendixes 2 and 3') shall be signed with the independent director, which shall set out the most important conditions for participation in the Board of Directors as an independent director, including the amount of remuneration.

Board of Directors

Responsibilities of BoD:

- Implementation of GMS decisions;
- Non-derogable obligations under Article 707 of the Swiss Confederation Binding Law (including notifying the court in the event of excessive indebtedness of the Holding Company);
- Appointing the CEO of the holding company, defining his/her tasks, responsibilities and duties, and concluding a contract with him/her, including a system for motivating the CEO;
- Appointing the key executives of the holding company (nomenclature of the Board of Directors);
- Approving the Mission, Vision, Values, supervising their implementation;
- Approving the strategic development plan of the holding company and supervising its implementation;
- Examination and approval of a system of regulations on the structure and profitability of the use of capital and the principles of its allocation within the holding company;
- Examination and approval of the holding company's annual business plans, including the financial plan;
- Examination, approval and control of implementation of investment contracts or projects in excess of 5% of net working capital (NWC) or according to the guidelines Delo Asstra-Holding - QM All documents "Developing and carrying out a business plan»;
- Examination and approval of annual and semi-annual reports of the CEO of the holding company on the implementation of the annual business plan;

- Examination and approval of annual reports of the CEO of the holding company on the implementation of the Strategy;
- Examination and approval of annual reports of key executives of the holding company (nomenclature of the Board of Directors);
- Examination and approval of the top-level holding company management structure;
- Examination and approval of marketing/commercial, financial and investment policies, approval of the Risk Management Policy;
- Development and approval of the remuneration systems for members of the Board of Directors, CEO and other key executives of the Holding Company (nomenclature of the Board of Directors);
- Examination and approval of other important investment, financial and other decisions and concepts;
- Identifying and recommending strategic and local opportunities and initiatives to develop the holding company and improve its operational efficiency;
- Assessment of the quality of work of the Board of Directors, (according to clause 11), members of the Board of Directors and the Chairman of the Board of Directors, CEO, and other key executives of the Holding Company (nomenclature of the Board of Directors), the main results of which must be disclosed in the annual report presented at the annual general meeting of shareholders.

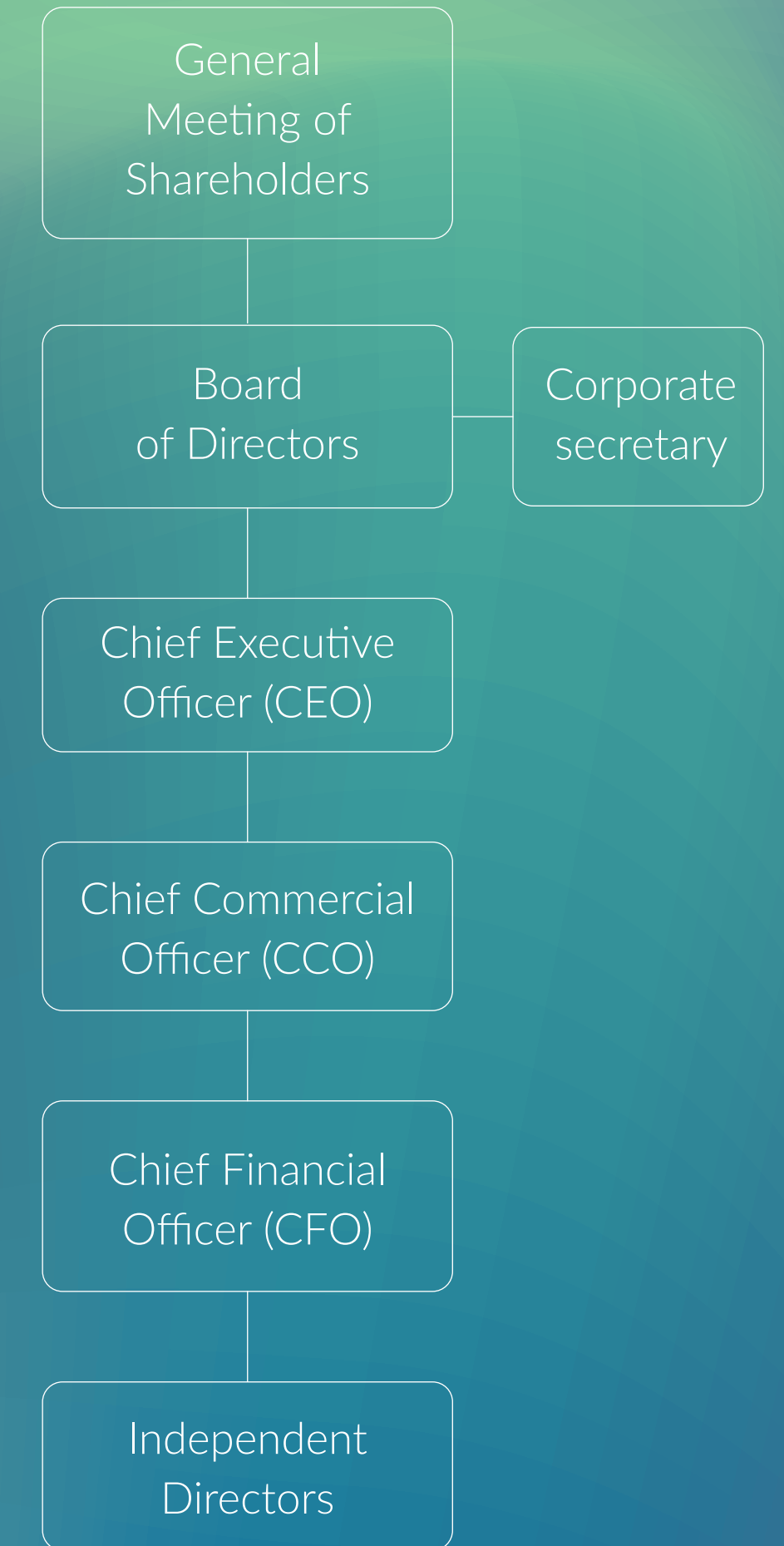
Board of Directors in 2025 had 4 standing committees which play complementary role to BoD meetings. They were:

- Investment and strategic planning committee;
- New strategy, Mission and Values;
- Results and forecasting;
- Bonus system and motivation.

ESG at AsstrA is a strategic initiative which has its mid- and long-term aims. All revisions of ESG policy, specific KPIs and other metrics are a matter of Board of Directors acceptance. If there is a need for immediate actions which are not strategic and do not require any additional financing – all approvals are made by the Sustainable Development Manager in consultation with the ESG working group.

Highest governing body having information on Sustainable development and ESG progress at the company through monthly reports, on request communication in important cases and annual ESG reports.

The Board of Directors is involved in ESG shaping and has all the needed qualifications and knowledge within ESG and sustainability topics.





President of the Board of Directors

The President of the Board of Directors (Chairman) is elected at the General Meeting of Shareholders (GMS) from among the members of the Board of Directors / Board members.

Responsibilities of the President of the BoD:

- Organize and ensure the efficient operation of the Board of Directors.
- Plan the work of the Board of Directors: determine the frequency and duration of meetings, set the rules for preparing questions for them and set the agenda;
- Preside over the meetings of the Board of Directors and ensure that the procedure for company meetings of the Board of Directors is observed;

- Ensure the free discussion of agenda points;
- Sign the minutes of the meeting of the Board of Directors;
- Participate in the preparation and running of the GMS;
- Participate in monitoring compliance with the law and protecting shareholder interests in the company's operations;
- Provide the following information to the DMS:
 1. Adjusted annual balance sheet and profit and loss statement of the company;
 2. General information on the situation and prospects;

3. A report on the BoD's non-legislative duties under Article 707 of the Swiss Confederation Binding Law;
4. Information on the strategic planning and management results of the company;
5. Information on the long-term financial planning of the company;
6. Calculation of the value of the company;
7. Participation in other businesses;
8. Other materials that may affect the value of the company.

Chief Executive Officer

The Chief Executive Officer (CEO) is a key strategic role in the Company. The CEO provides strategic leadership, setting the strategic direction of the Company, ensuring operational excellence, managing risks and driving the company's success and growth in the dynamic and competitive logistics industry.

In 2025, the CEO role was held by the Chairman of the Board of Directors.

The CEO collaborates closely with the Board of Directors, Executive Team, stakeholders, and clients to achieve the company's goals.

The President of the Board of Directors (Chairman) is elected at the General Meeting of Shareholders (GMS) from among the members of the Board of Directors / Board members.

In the absence of the President of the Board of Directors, when an urgent decision is required, the Vice President of the Board of Directors organizes the meetings of the Board of Directors, chairs the meeting, and signs the minutes of the meeting. The Vice President is elected by the members of the Board of Directors from among them, by a majority vote of the total number of members of the Board of Directors.

CEO's progress is tracked taking into account the below-mentioned KPIs:

Revenue growth: Achieve annual revenue targets, gross margin, and return on investment (ROI);

Strategic Goal Achievement: achievement of strategic objectives, market position, and competitive advantage;

Risk Management: risk mitigation success, incident response time, and compliance adherence;

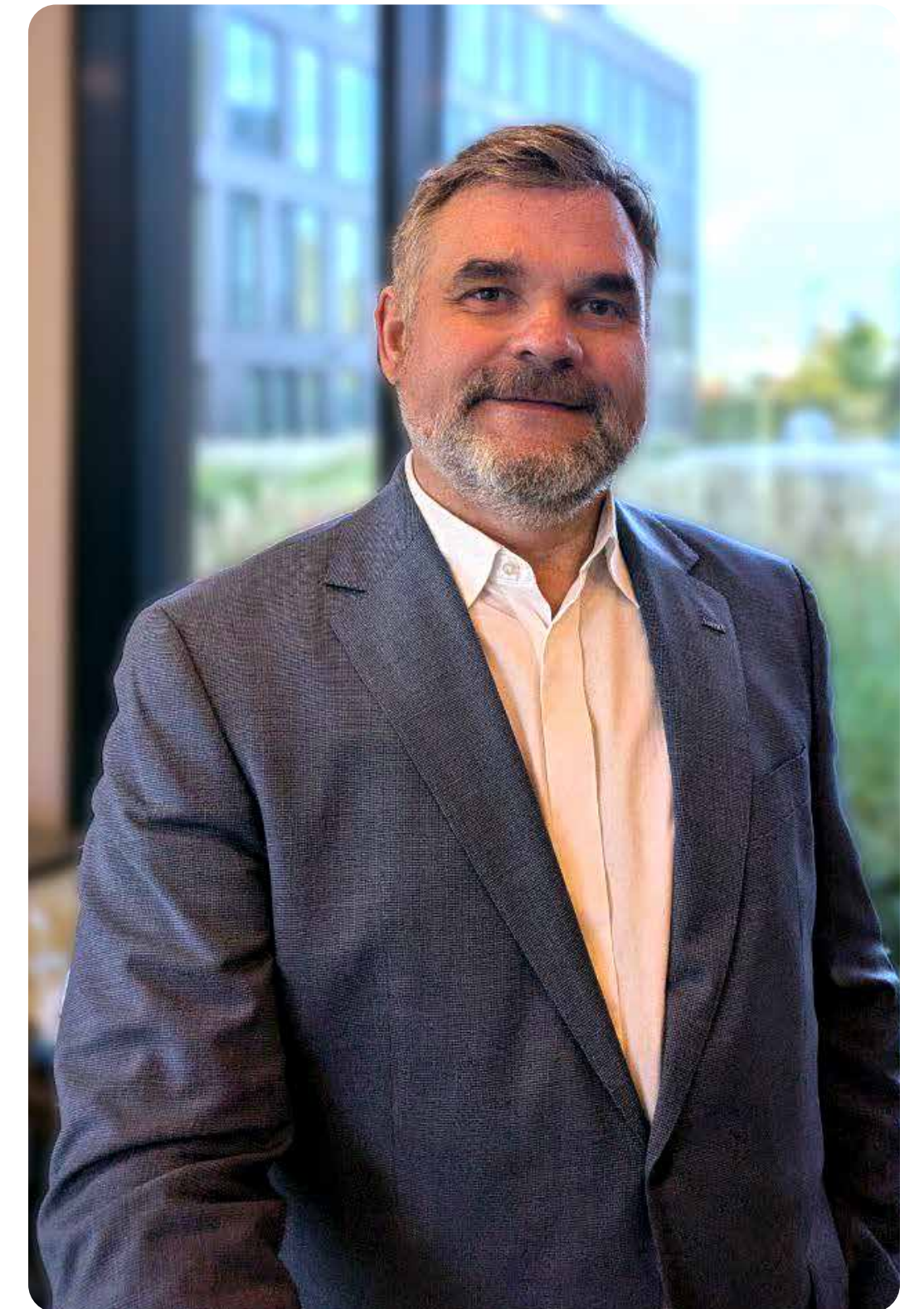
Market share: transportation volume, market expansion;

Value of company growth;

Net earnings per full-time employee growth;

Employee Engagement: Measure employee engagement levels, which can impact productivity, retention, and overall organizational performance. Level of involvement in the change process;

Net Promoter Score (NPS): assess client loyalty and satisfaction by measuring the likelihood of clients recommending the company to others;

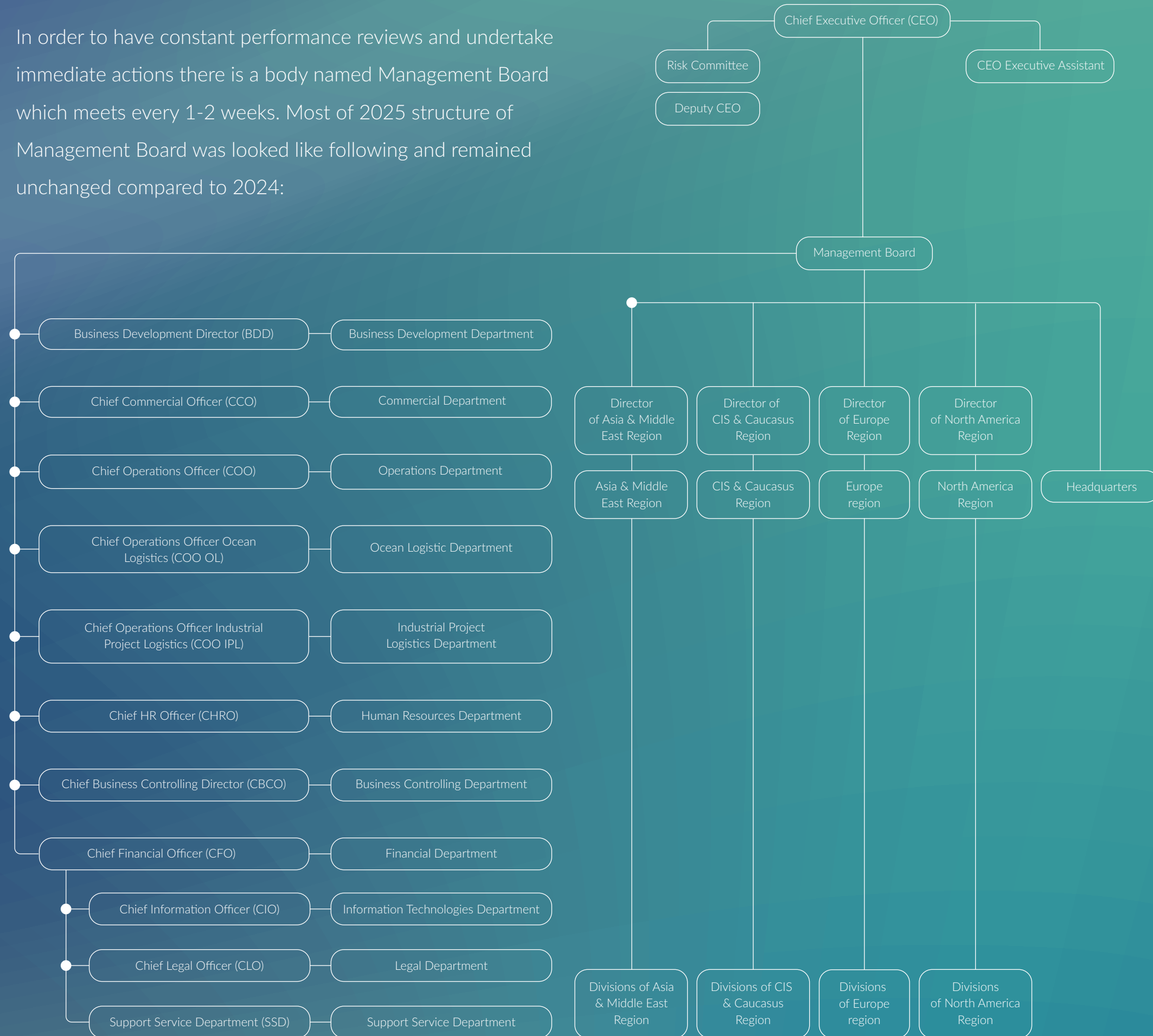


Dmitry Lagun
Chairman of the Board of Directors & AsstrA CEO

Management Board

Management Board Structure

In order to have constant performance reviews and undertake immediate actions there is a body named Management Board which meets every 1-2 weeks. Most of 2025 structure of Management Board was looked like following and remained unchanged compared to 2024:



Management Board vs. Board of Directors responsibilities

Board of directors	Management board
Strategic planning and direction: Setting long-term goals, evaluating the company's strategic initiatives, and assessing potential business opportunities, adapting the strategy, and focusing on the year ahead	Overview and implementation of strategic initiatives: Assessing the progress of strategic plans, evaluating the implementation of new initiatives and opportunities, addressing issues & obstacles
Financial performance: reviewing financial reports, discussing financial strategies, and analyzing key performance indicators	Business performance review: analyzing the company's operational performance, reviewing key metrics, and discussing achievements or challenges
Operational updates: reviewing operational performance, discussing efficiency measures, and addressing any operational challenges	Operational updates: reviewing departmental or functional performance, discussing operational efficiency, and addressing any operational challenges
Risk management: Identifying and addressing potential risks to the business, reviewing risk mitigation strategies, and ensuring compliance with regulations. Risks / Opportunities matrix	Risk management and compliance: Identifying potential risks, reviewing risk mitigation strategies, and ensuring compliance with regulations. Risks / Opportunities matrix
Investments and capital allocation: Evaluating investment opportunities, considering capital allocation strategies, and reviewing major projects or acquisitions. M&A strategy	Resource allocation: reviewing budget proposals, discussing resource allocation decisions, and prioritizing investments or cost-saving measures. M&A - assessment of progress and proposals for changing the strategy
Governance and compliance: Discussing corporate governance matters, ensuring compliance with legal and regulatory requirements, and reviewing internal controls	Project updates: reviewing the progress of key projects, discussing project timelines, and addressing any issues or risks
Executive management performance: Assessing the performance of key executives, reviewing succession planning, and discussing talent development strategies	Human resources and talent management: Discussing talent acquisition and retention strategies, evaluating employee performance, and addressing workforce development needs
Client and market insights: Understanding market and industry trends, assessing client satisfaction, and reviewing competitive positioning	Market analysis and competition: Analyzing market trends, assessing competitive landscape, and discussing market positioning strategies
Technology and innovation: Discussing technology initiatives, evaluating digital transformation strategies, and exploring innovation opportunities	Sales and marketing updates: Evaluating sales performance, discussing marketing strategies, and reviewing client acquisition or retention efforts
Sustainability and corporate social responsibility: reviewing sustainability goals and initiatives, assessing environmental and social impact, and discussing ESG (Environmental, Social, and Governance) matters	Technology and innovation updates: Discussing technology initiatives, reviewing IT infrastructure, and exploring opportunities for innovation and digital transformation

Risk Management

In order to analyze the efficiency and effectiveness of the policy, a Risk Manager is appointed to provide input and guidance on the following for the BoD:

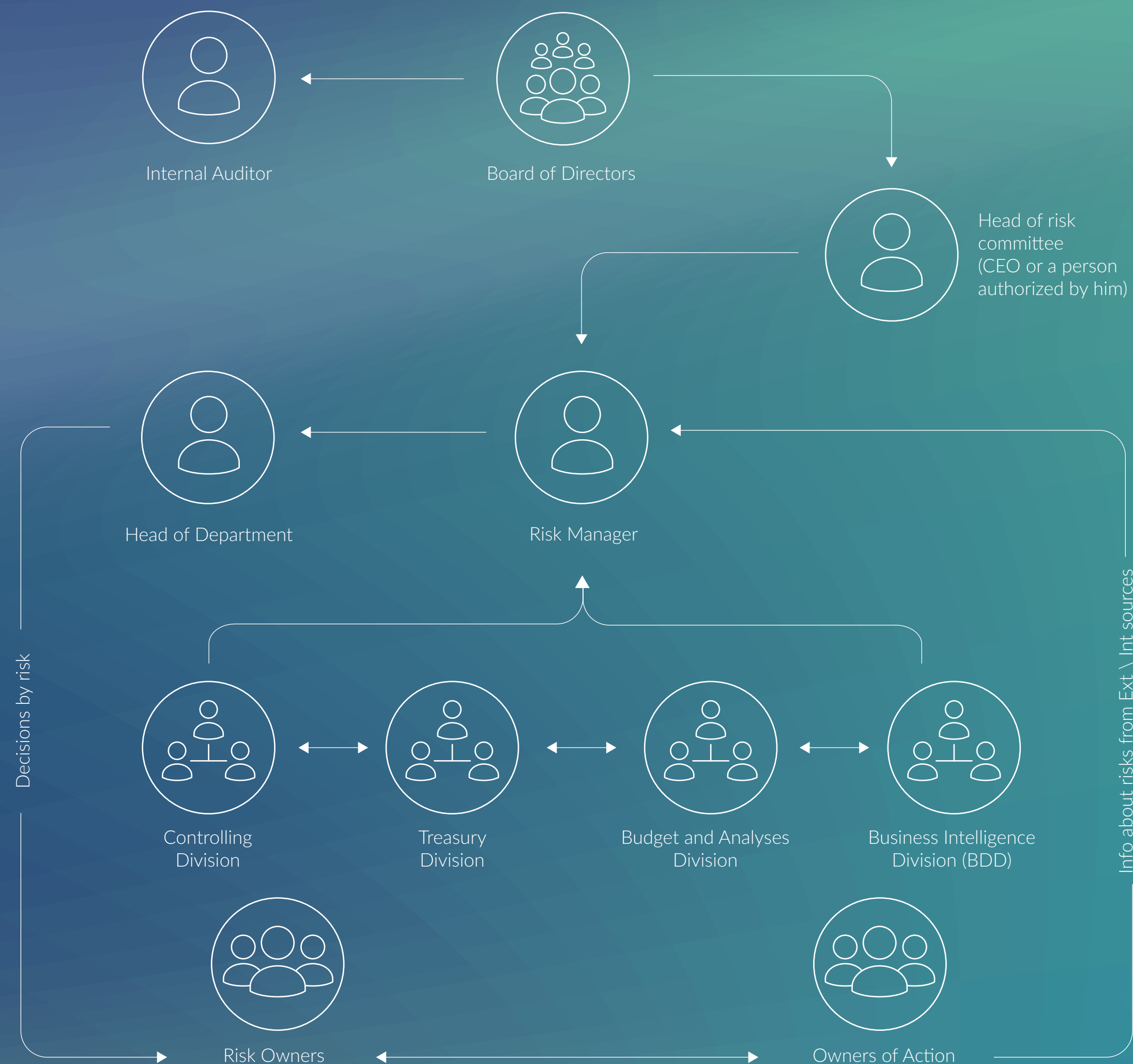
- AsstrA Significant Risk Map (annually, actualization quarterly);
- Report on risk management (quarterly) and / or compliance;
- Report on risk management for external auditors (on request).

Once a quarter, the Risk Manager analyzes the achievement of goals and plans of risk management procedures through the systematization of risk owners' reports. If during the analysis differences between fact and plan were discovered, the reasons for these differences were exposed, the situation was assessed, then the BoD generates appropriate managerial decisions:

- In case non-fulfillment relates to changes in the external environment and tendencies inside the company itself, then decisions on correction of the objectives, policy and other related procedures are made;
- In case non-fulfillment relates to the poor organization of work by risk owners, then corrective (managerial) measures / actions are applied.

All decisions are registered by the issue of an internal formal 'order document'.

Risk Manager and Risk Committee successfully performed their functions in 2025.



Risk Management plays a significant role in a company allowing it to assess, be prepared or avoid significant risks for the business. The structure of risk management in a company works as follows.

Participation, Business Development and Negative Effects Remediation

AsstrA has longstanding mechanisms to remediate negative impacts that occur inside and outside the company.

A formal process regulates complaint mechanisms, with a dedicated committee reviewing each case and maintaining statistics on such cases.

Internally in 2025, there were no significant concerns raised. All complaints were raised on issues tied to personal misunderstandings between employees during fulfilling their duties.

All of them were reviewed by the committee and remediation was executed.

Externally, clients could complain to AsstrA about issues such as:

- Non-conformity while service execution (damage etc.);
- Inconsistent behavior by AsstrA employee;
- Other issues.

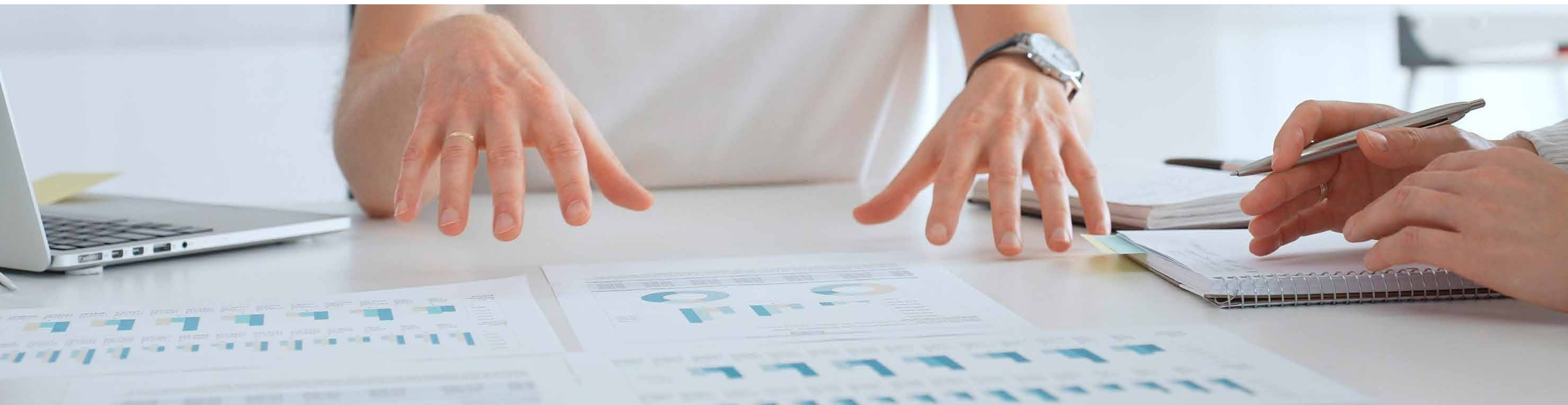
Effective grievance mechanisms and negative effects remediation have always been in AsstrA's Code of Conduct. It covers all areas of business.

AsstrA fosters open communication where stakeholders can voice concerns about sustainable business practices and other relevant issues.

Employees have access to Functional and Regional Managers for initial discussions. If further assistance is needed, the Quality and Safety Management division and the Sustainability Manager offer advice and recommendations. AsstrA also has a "best ideas" contest that allows employees to share ideas for business development.

Winning ideas are implemented, and their authors may be involved in the implementation process, potentially leading to roles such as Project Manager or Head of Division.

This mechanism is available to every employee. AsstrA values stakeholder engagement, believing it benefits the business.



New Projects



Ivan Akulovich
Project Manager

In 2025, we continued implementing initiatives aimed at improving operational efficiency and reducing our environmental impact. Similar to previous years, we further optimized transportation routes, including the development of circular routes and triangular delivery schemes.

These measures helped reduce empty runs, improve vehicle utilization, and lower fuel consumption, contributing to a reduction in overall emissions.

A significant portion of the year was dedicated to supporting the intermodal logistics project. My contribution primarily focused on analytical support and the automation of pricing calculations for multiple trade lanes. By streamlining and standardizing pricing processes, we improved transparency, reduced manual workload, and enhanced decision-making accuracy.

Toward the end of the year, I became closely involved in the development of automated quotation tools. Although the project is still ongoing, substantial progress has been made. The automation initiative is designed to increase the speed, consistency, and reliability of our pricing processes.

In parallel, we began testing artificial intelligence capabilities to forecast market trends and seasonal fluctuations in transportation rates. If successfully implemented, these AI-driven tools will enable us to respond more quickly to customer requests, adapt more effectively to market changes, and further improve quotation quality and accuracy.

Overall, these efforts demonstrate our continued commitment to operational excellence, innovation, and sustainable development.

Research remains a cornerstone of our company's long-term success and responsible growth. In 2025, our department conducted 100 market research initiatives, developed 50 comprehensive market reports, and delivered 380 internal improvement projects.

These efforts enabled us to better understand evolving market dynamics, customer expectations, and competitive landscapes. Through continuous monitoring of market trends, demand patterns, regulatory developments, and industry innovations, we strengthened our ability to anticipate risks and identify emerging opportunities.

Our research activities also supported data-driven forecasting, improved strategic planning, and enhanced decision-making across business units.

By translating insights into actionable initiatives, we improved operational efficiency, reinforced resilience, and ensured that our products and services remain aligned with current and future market needs — supporting sustainable, long-term value creation for all stakeholders.

100 market research initiatives

50 comprehensive market reports

380 internal improvement projects



Vitali Verbilovich
Head of Research & Development

Industrial Project Logistics



Przemyslaw Boronski
Chief Operations Officer Industrial Project Logistics

In 2025, AsstrA's commitment to sustainable development was at the forefront of our strategy, with a specific focus on strengthening local teams and diversifying revenue streams for the Industrial Project Logistics (IPL) division. This diversification is set to continue through the end of 2026.

Our project team in Houston achieved remarkable growth, evidenced by increased sales volumes and an expanding client portfolio.

In Europe, our teams collaborated effectively on local projects in Germany and Poland, successfully completing shipments initiated in 2022/2023 and preparing for new ventures set to launch in 2026.



In the Middle East, obtaining ADNOC qualification has unlocked access to local markets, solidifying our position as a key player among leading forwarders in the region. Despite market volatility, the East region remained stable, showcasing significant TL volume growth from China to Kazakhstan and Uzbekistan.

China continues to serve as a pivotal operational hub, thanks to its integral role in the global economy, emphasizing the importance of our presence there.



In 2025, AsstrA proudly sponsored the Heavy Lift Awards in London, where we celebrated innovation in air logistics. This sponsorship underscores our dedication to fostering global logistics community development and collaboration.

By maintaining a focus on operational excellence and responsible project execution, IPL continues to lead in shaping a more sustainable and robust logistics supply chain.

Key achievements in 2025 included our first renewable energy project in Azerbaijan and collaboration on over 100 shipments from Japan to Uzbekistan, involving teams from Shanghai, Istanbul, and Almaty. Notable projects also included the transportation of modules for the INEOS Project ONE in Belgium, oversized blades from Spain to Kosovo, and participation in the construction of the "Navoi-3" power plant in Uzbekistan.

Industrial Project Logistics Major Projects of 2025

Wind Turbine Components from Spain: Executed a comprehensive multimodal delivery of 12 sets of wind turbine blades, each 77 meters long and weighing up to 25 tonnes, alongside 60 tower sections and additional turbine components.



INEOS Project ONE in Belgium: Successfully completed the transport of eight oversized OSBL modules, each up to 39 x 12 x 11 meters, from the Philippines to Belgium, marking the start of a large-scale project involving nearly 100 modules with a total volume exceeding 230,000 cubic meters.



Rotor Transport from Japan to Uzbekistan: Managed a 5,250 km multimodal route, transporting a rotor weighing 89 tonnes and a total cargo volume of 1,500 cubic meters, requiring precise planning and coordination across three countries.



Wind Blade Transport from Kazakhstan to Azerbaijan: Executed a complex multimodal transport of three wind blades, weighing a total of 783 tonnes and measuring 84.5 meters each, incorporating both sea and road transport.



Navoi-3 Power Plant in Uzbekistan: Delivered record-breaking oversized and heavy cargo, including two main transformer blocks and related equipment, totaling 463 tonnes and 1,500 cubic meters. The cargo included a 290-tonne transformer transported on 28-axle trailers.



SOCIAL

Message from the Chief People and Corporate Development Officer	33
HR Quality Award	34
HR Management	35
Simplification of Rotation Process as Our Commitment to Effective Governance	37

Occupational Health, Safety and Well-being	38
Benefits Provided to Full-Time Employees that are Not Provided to Temporary or Part-Time Workers	40
Learning and Development	41

Ethics and Conflict of Interest	42
Possibility to Influence the Company's Decision-Making Process	44
Feedback Culture & Equal Treatment	45



Message from the Chief People and Corporate Development Officer



Denis Kolokolnikov
Chief People and Corporate Development Officer

The foundation of our organization's success continues to rest on the recognition that our employees are our greatest asset. In 2025, we dedicated ourselves to embedding our corporate values as the cornerstone of our culture, focusing on Excellence, Integration, and Competence. These values empower us to fulfill our mission: "We empower professionals in logistics to deliver excellence and transparency at every stage of the supply chain for our clients and projects worldwide."

Last year, the company operated within a matrix organizational structure, but by the end of the year, we had transitioned to a regional structure. This shift enhances local expertise and entrepreneurship, taking into account the cultural characteristics of each business region and strengthening local competencies.

As we look forward to 2026, our focus will be on forming a talent pool by identifying potential future leaders and providing them with training, mentorship, and leadership experiences. We'll enhance our values of Reputation and Time by embedding sustainability initiatives into our decision-making processes.

Skill Development and Employee Well-being

As part of implementing our values and developing employees' professional competencies, we launched a comprehensive training program focused on enhancing both hard and soft skills. This initiative allowed everyone to seek opportunities for improvement in their respective areas.

We also introduced a managerial course for current and future leaders, emphasizing professional growth, particularly for those in leadership roles.

To foster a culture of open communication, we developed a feedback course to improve the skills of giving and receiving feedback. Regular updates from all levels of leadership, including our CEO, were shared through the corporate intranet AsstrA Power, promoting transparency and engagement.

Recognizing the competitive environment we operate in, we launched well-being and anti-burnout programs designed to support employee well-being. These programs addressed stress management and promoted a positive work environment, helping our team remain resilient and motivated.

Celebrating Milestones and Achievements

We proudly celebrated our 30th anniversary, a testament to three decades of Excellence and innovation. The entire team participated in this milestone, sharing memorable moments and gearing up for future achievements. Our annual corporate conference, AsstrA Viva, once again served as a platform to celebrate the year's successes and outline goals for 2026, culminating in the prestigious Best of the Best award ceremony. This is the most memorable and exciting moment of the year, when everyone dreams of hearing their name called for an unforgettable trip to the Swiss Alps in recognition of their outstanding achievements.

Recognition and Inclusion Initiatives

We updated our policy to celebrate employee milestones, honoring those who have dedicated 5, 10, 15, 20, and more years to AsstrA. These celebrations strengthen team spirit and acknowledge the valuable contributions of our long-serving members.

The AsstrA Loves Sport program continued to thrive, supporting and encouraging employee participation in marathons and sports activities, reinforcing our value of Integration.

HR Quality Award



Irina Yakhno
Head of HR Operations



STOWARZYSZENIE PRAKTYKÓW HR

HR Quality Award

Asstra Polska Sp z o.o. is awarded the HR Quality Award
in recognition of the implementation of the highest standards in HR processes.
This certificate has been granted based on the results of the **HR Quality Certification 2025.**

Warsaw, 14th February 2025
Certificate number: 65/2025



"HR quality is the foundation of every organization's success."

dr Natalia Demowska-Zaczyk
Head of Research & Development PHRA

Piotr Polkowski
CEO of PHRA

Human capital is our most valuable asset, and it is up to us how we develop it. We have always strived to create conditions for the growth and development of every member of our team. This award is the result of our collective efforts and work aimed at implementing advanced HR practices and strategies, and we are proud that our HR team has become a key partner in achieving organizational success.

Throughout its history, AsstrA has placed employees at the center of its business, recognizing them as its most valuable asset. Therefore, effective human resource management is essential to accurately understand employees' needs, ensure a high-quality approach to workforce management, and strategically guide the development of human resources.

Statistics play a key role in shaping and defining a strategic approach to HR matters. The employee headcount and other HR indicators presented in this report reflect data as of the end of the reporting period (31 December 2025), including breakdowns by age group and gender.

All other statistical data is provided on a monthly basis for the reporting period. At the end of the reporting period 886 persons were FTE employees at AsstrA (without social and maternity leaves).

As for 31.12.2025 AsstrA did not have collective bargaining agreements registered at any of its offices. However, the company implemented several changes based on employee feedback and ideas:

- A hybrid work model for all employees.
- An additional week of vacation for top-performing employees.
- Anti-burnout trainings and well being programs.

AsstrA emphasizes individual attention to employees, supports professional development through internal and external training, and encourages employee initiatives.

The company offers opportunities for career growth, teambuilding events, sports membership co-financing, and medical insurance

886 The total number of employees

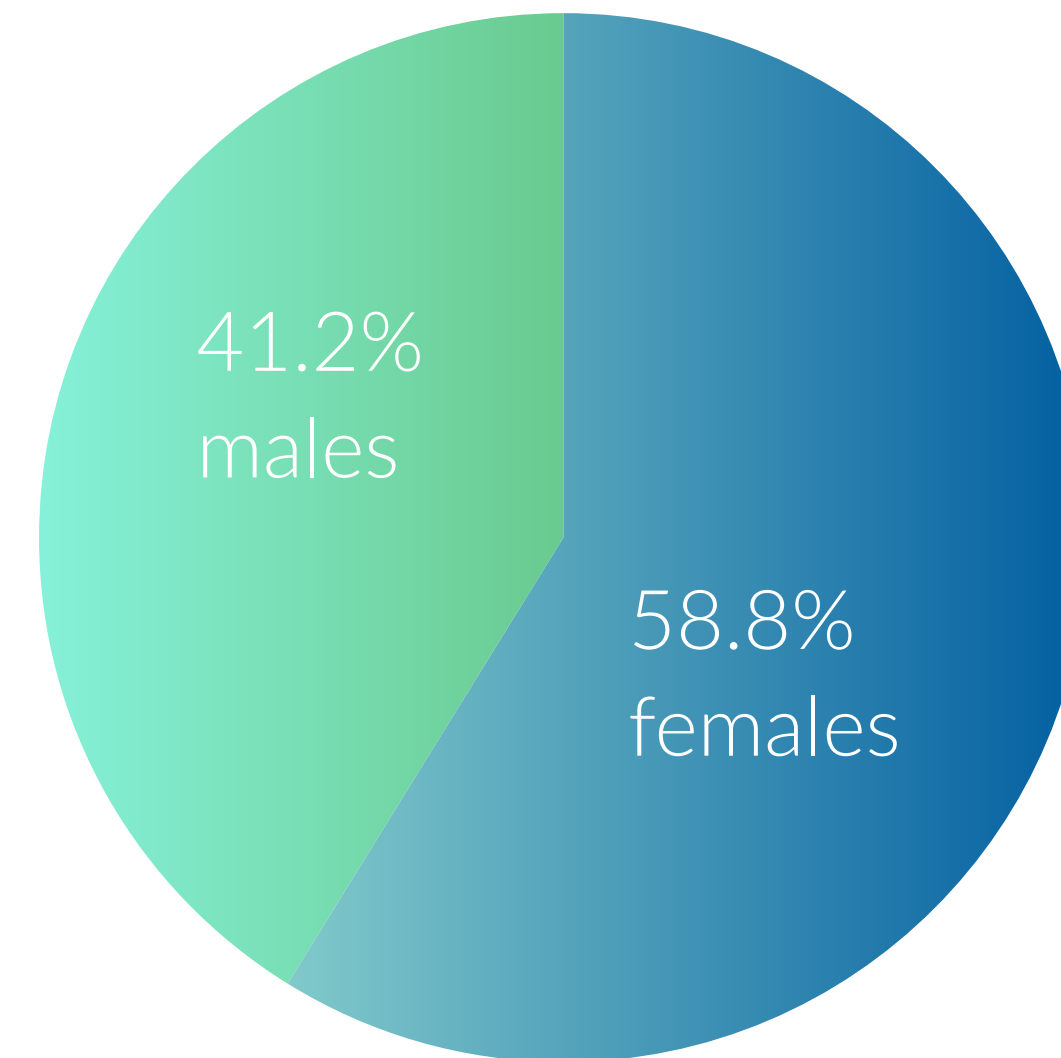
All data as per 31.12.2025

Person count only, without rate count. Only FTEs included, without social vacation and maternity leave

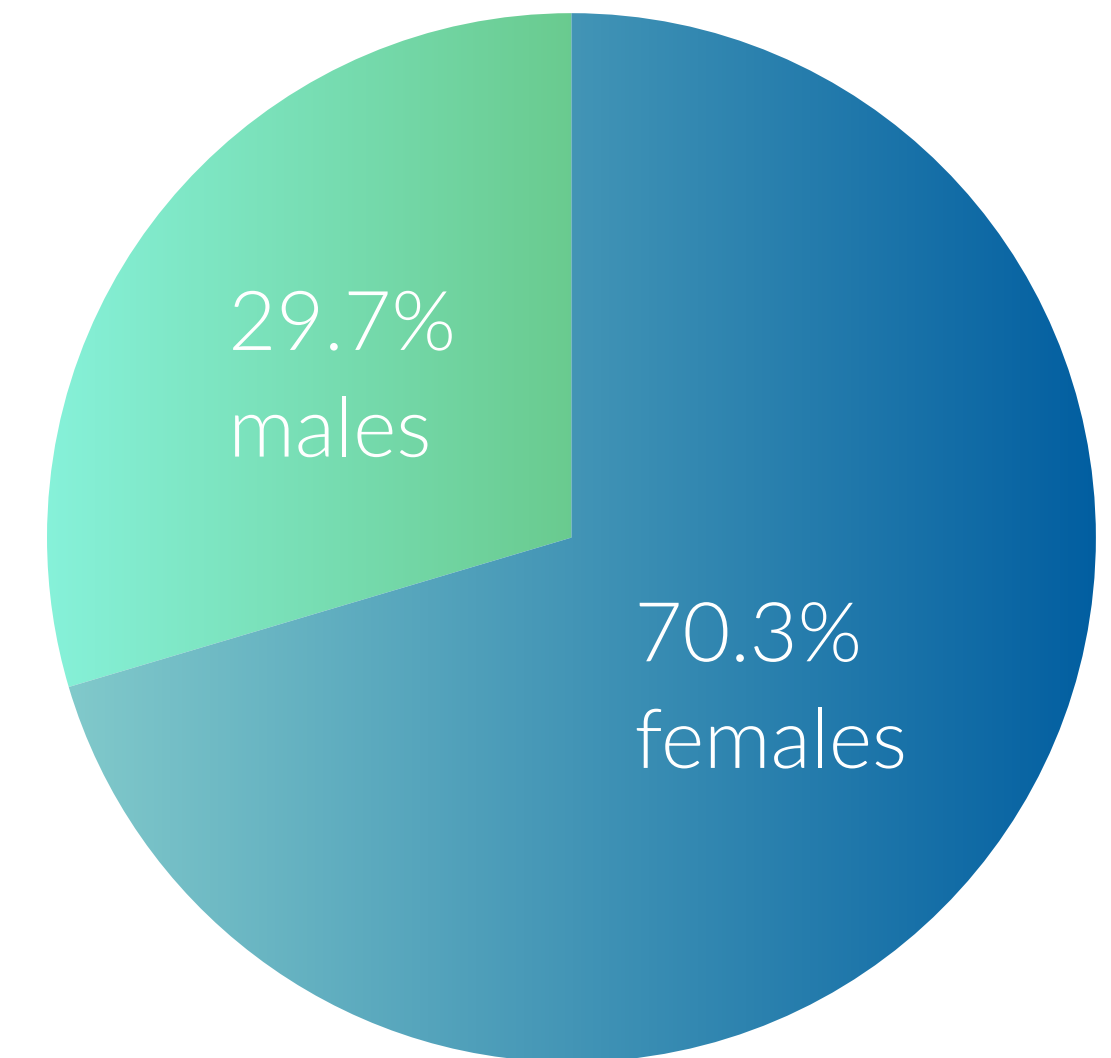
Few persons could take different positions simultaneously (eg. to be within Top management and Management board)

Composition of regions is taken as by internal company's structure

All information is derived from internal business intelligence system BI11



58.8% females among middle management



70.3% females among employees

Composition of the Age Groups at Different Levels

	Top Management	Management board	Middle Management	Employees	Trainees & Contractors
Under 30	1	1	42	234	1
30-50	6	6	184	360	1
Over 50	3	3	12	38	0
Total	10	10	238	632	2

Composition of the Age Groups at Different Levels (% of total)

	Top Management	Management board	Middle Management	Employees	Trainees & Contractors
Under 30	10%	10%	17.6%	37.0%	50.0%
30-50	60%	60%	77.3%	57.0%	50.0%
Over 50	30%	30%	5.0%	6.0%	0.0%

Information on Employees by Gender at Different Levels

	Top Management	Management board	Middle Management	Employees	Trainees & Contractors
Female	2	2	140	444	2
Male	8	8	98	188	0
Total	10	10	238	632	2

Information on Employees by Gender at Different Levels (% of total)

	Top Management	Management board	Middle Management	Employees	Trainees & Contractors
Female	20.0%	20.0%	58.8%	70.3%	100.0%
Male	80.0%	80.0%	41.2%	29.7%	0.0%

Composition of the Age Groups at Different Levels

	Europe Region	CIS & Caucasus Region	Asia & Middle East Region	North America Region	Headquarters Region
Under 30	89	161	23	2	2
30-50	232	254	35	4	31
Over 50	21	17	5	4	6
Total	342	432	63	10	39

Composition of the Age Groups at Different Levels (% of total)

	Europe Region	CIS & Caucasus Region	Asia & Middle East Region	North America Region	Headquarters Region
Under 30	26.0%	37.3%	36.5%	20%	5.1%
30-50	67.8%	58.8%	55.6%	40%	79.5%
Over 50	6.1%	3.9%	7.9%	40%	15.4%

Information on Employees by Gender in Different Regions

	Europe Region	CIS & Caucasus Region	Asia & Middle East Region	North America Region	Headquarters Region
Number of employees (head count/FTE)	342	432	63	10	39
Female	215	311	36	8	20
Male	127	121	27	2	19

Information on Employees by Gender in Different Regions (% of total)

	Europe Region	CIS & Caucasus Region	Asia & Middle East Region	North America Region	Headquarters Region
Number of employees (head count/FTE)	100%	100%	100%	100%	100%
Female	62.9%	72.0%	57.1%	80%	51.3%
Male	37.1%	28.0%	42.9%	20%	48.7%

*Few persons could take different positions simultaneously (eg. to be within Top management and Management board). It could influence total head count and total count in tables.



Simplification of Rotation Process as Our Commitment to Effective Governance

As part of our ongoing commitment to strong governance, transparency, and employee engagement, we formalized and optimized the internal personnel rotation process across the Company. The rotation procedure was clearly described and standardized, with defined roles and responsibilities for all stakeholders involved. The list of approvers was simplified, document flow was streamlined, and rotation scenarios were formally structured within a unified framework.

As a result of the optimization, the number of required documents was reduced by more than two times, and approval timelines were significantly shortened. All agreements with employees are now consolidated into a single unified document, ensuring that decisions are properly recorded, transparent, and aligned with internal policies. This has strengthened compliance, reduced administrative burden, and improved the accuracy of salary budget planning.

The enhanced process has increased transparency and accountability in decision-making while improving the overall employee experience. By eliminating informal agreements and ensuring that all terms are formally documented and approved, the Company has reinforced trust, consistency, and responsible human resource management. This initiative represents an important step in strengthening our governance framework and supporting sustainable organizational development in line with our ESG principles.

Occupational Health, Safety and Well-being

One of the most fundamental AsstrA values is the health, safety and well-being of employees.

AsstrA is committed to ensuring that work activities can be carried out without compromising the life and health of employees and others, and without accidents or incidents in the company and supply chain.

This commitment is promoted by strict compliance with legal requirements, standards, and rules related to labor safety and best practices, and the establishment of a management system to manage occupational risks at each workplace.

We also involve key stakeholders in social partnership, with employers and employees – in the risk management process.

Our main principle is the transition from responding to insured accidents "post factum" to proactive risk management.

During the reporting year 2025, we were focused on:

- Maintenance and confirmation of the occupational health and safety management system in line with ISO 45001, including successful re-certification, ensuring a structured, consistent and internationally aligned approach to H&S.
- Expansion of occupational risk assessment coverage, reflecting the complexity and diversity of logistics operations and supporting a proactive, risk-based approach to health and safety management.

- Development and update of internal occupational health and safety instructions, aimed at harmonising H&S requirements, clarifying responsibilities and supporting safe operational practices.
- Introduction of a new QHSE Plan template for Project Logistics, enabling systematic identification and management of health, safety, environmental and quality risks in complex and non-standard projects.
- Improvement of monitoring and reporting tools used to assess working conditions and health and safety risks, supporting better visibility and informed decision-making.
- Development and publication of a Health & Safety Instruction for carriers on the corporate website, enhancing accessibility, transparency and shared understanding of H&S requirements among external partners.

Performance Indicators

- Occupational injuries (2025): 0
- Confirmed cases of discrimination (2025): 0

For 2026 we Have Set for Ourselves the Following Priorities:

- Continuous review and enhancement of H&S processes.
- Regularly update processes and documentation to stay ahead of risks, regulatory changes, and industry best practices.

«AsstrA Loves Sport section is definitely made for me! I'm a true sports enthusiast, and I hope that conquering a 1,894-meter peak is just the beginning. I'm not planning to stop—new routes and summits are already on my list. Besides that, I run, cycle, and hope to get back to fitness classes in the future since I've been an indoor cycling instructor for several years».



Justyna Smieszchalska
Sales Specialist

Occupational Health, Safety and Well-being

Employee Well-being

We recognize our employees as a key asset and actively promote a healthy lifestyle across our organization. Depending on location, employees benefit from:

- Fully or partially company-funded supplementary health insurance;
- Sponsorship of sports participation and corporate sporting events;
- Gym membership reimbursement;
- Workplace initiatives promoting physical activity and well-being.

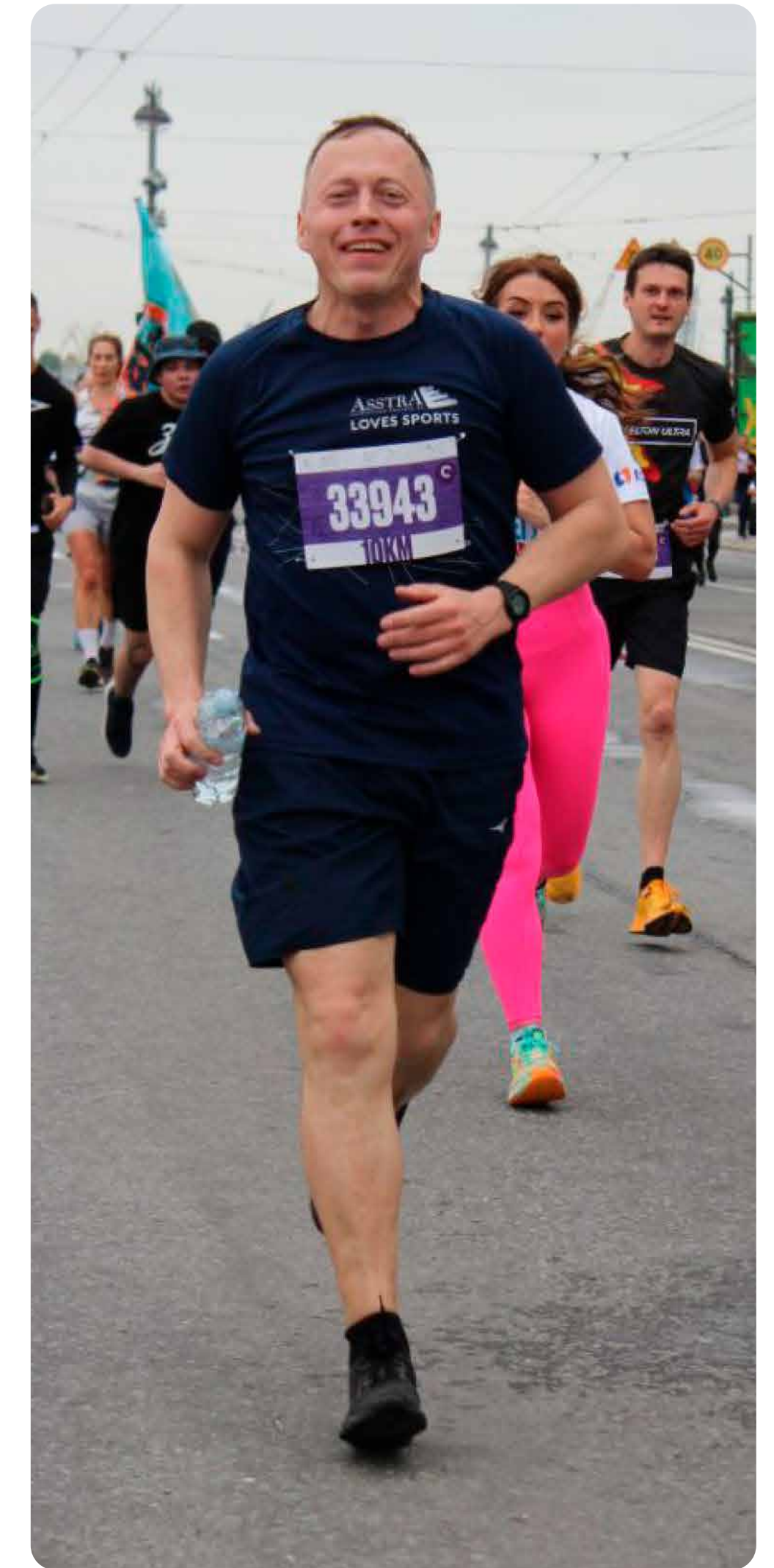
Through continuous improvement and active employee engagement, AsstrA remains committed to maintaining safe, healthy, and inclusive working environments throughout its operations and supply chain.

Integration of H&S Into Operations and Projects

Embed health and safety considerations early in planning to prevent risks and ensure safe, efficient execution.

Strengthening Preventive Safety Culture

Foster shared responsibility across the value chain, promoting proactive risk awareness and a culture of safety ownership.



Benefits Provided to Full-Time Employees that are Not Provided to Temporary or Part-Time Workers

AsstrA values its employees and strives to provide comprehensive benefits to support their well-being, professional growth, and work-life balance. The benefits listed below are primarily available to full-time employees and may vary depending on the country or city of operation, subject to local laws and office practices. The total amount of employees having status of contractor at the end of 2025 – 20 persons.

Benefits for Full-Time Employees

Full-time employees of AsstrA enjoy a wide range of benefits, including:

- Health Insurance: Coverage for medical expenses, where applicable in the respective country.
- Standard Vacation Leave: Paid annual leave according to local regulations.
- Additional Vacation Leave: One extra day for an employee's birthday and the possibility of an additional week of holidays for high-performing employees, for example, in the Swiss Alps.
- Stock Ownership: Opportunities to participate in company stock programs.
- Parental Leave: Paid leave for new parents, supporting work-life balance.
- Remote and Hybrid Work Options: Flexibility to work remotely or combine remote and in-office work.
- Educational Opportunities: Access to internal and external training programs to enhance skills and career development.
- Flexible Working Hours: In select offices, employees can adapt their schedules to personal needs.
- Wellness Support: Partial reimbursement for sports club memberships or participation in sports events.
- Office Events and Community Engagement: Social activities, team games, parties, and gatherings to foster a strong sense of community.

Learning and Development

5.4 Average Training Hours per Employee

85% Employee Training Coverage (%)

89% Male Training Coverage (%)

82% Female Training Coverage (%)

35% Share of Men Trained (%)

65% Share of Women Trained (%)

Employee Development, Leadership and Talent Sustainability
At AsstrA Forwarding AG, employee development, leadership capability, and long-term talent sustainability are material topics within the Social dimension of our ESG strategy.

We recognize that our people are a key driver of operational excellence and sustainable value creation.

Continuous learning and structured talent development directly contribute to:

- Strong employee engagement and retention;
- Operational excellence and proactive risk mitigation;
- Robust compliance and ethical standards;
- Leadership continuity and succession resilience;
- Sustainable commercial performance and enhanced customer value.

In 2025, we further strengthened our learning ecosystem by integrating talent management, leadership development, sustainability-related competencies, and intercultural collaboration into a unified framework.

This integrated approach ensures alignment between individual growth, organizational resilience, and our long-term strategic objectives.

2025 Key Initiatives

During the reporting year, we implemented several strategic initiatives to enhance our talent and leadership framework:

- Development and implementation of a New Managers Development Program;
- Introduction of a formal Performance Evaluation and Talent Management Process;
- Launch of Intercultural Communication Training to strengthen cross-border collaboration;
- Enhancement of negotiation and sales competencies for operational roles.

Outlook for 2026

To further strengthen internal mobility and long-term leadership continuity, AsstrA Forwarding AG plans to:

- Implement a structured Talent Pool Development Program;
- Establish a comprehensive Succession Map for key positions.

Through these initiatives, we aim to ensure sustainable workforce development, strengthen leadership resilience, and support the long-term success of AsstrA Forwarding AG.



Ethics and Conflict of Interest

Honest Business and Rejection of Corruption

Our policy is to conduct all our business in an honest and ethical manner. We take a zero-tolerance approach to Bribery and Corruption and are committed to acting professionally, fairly and with integrity in all our business dealings and relationships, wherever we operate, implementing and enforcing effective systems to counter Bribery. Bribery occurs when one person offers, pays, seeks or accepts a payment, gift, favor, or a financial or other advantage from another to influence a business outcome improperly, to induce or reward improper conduct or to gain any commercial, contractual, regulatory or personal advantage.

AsstrA Forwarding AG conducts regular risk assessment and active monitoring of behaviors, orders and business processes where there is a potentially risk of corruption, violation of legislation and established norms of behavior, that can bring the company or its officers in conflict. The Company considers any manifestation or encouragement of corruption in the course of the production, investment and any other activities as wholly unacceptable.

AsstrA attitude is a Zero tolerance to all forms of corruption, and strict prohibition for any person acting on behalf of the Company, directly or indirectly, personally or through any intermediary, to engage in corrupt practices, regardless of the business practice in any country. For more information, please refer to the Anticorruption policy.

Fair Competition

The Company welcomes fair competition based on quality, price and capability. The Company excludes from its practice the use of unfair competition instruments, such as cartel agreements, dissemination of false information and advertising, misleading clients and other similar tactics. All public statements made by or on behalf of the Company, including advertising, promotional materials, sales representations should always be truthful and have a reasonable basis in fact, and should not be misleading or intentionally made or easily susceptible to misinterpretation. Comparisons of our products or services with those of competitors should be accurate and made only where facts support the factual evidence on a like-for-like basis.

Conflict of Interest

Conflict of interest is a situation that can undermine impartiality due to potential clashes between personal self-interest and professional or public interest. At our Company, we recognize that a conflict of interest arises whenever there is an interest that interferes with or appears to interfere with our commitment to integrity. Our approach is to ensure that all actions and interests are managed in a way that allows employees to perform their work objectively and effectively. We are particularly vigilant about conflicts that may occur when employees or their families receive inappropriate personal benefits, such as loans or guarantees, as a result of their positions.

The Company fosters an environment where all activities are conducted honestly and ethically, in line with our Code and other Policies. It is essential for employees to communicate any material facts regarding relationships or financial interests that may create actual or potential conflicts of interest to their immediate supervisors. For more information, please consult the Conflicts of Interest Policy.

Unconditional Compliance With the Law

The requirements of the applicable legislation and internal regulatory and administrative documents shall be observed by all personnel of the Company, regardless of their position, period of work, status and relation with the Company.

The Company makes all reasonable and lawful efforts for prompt and inevitable prosecution of illegal actions and violations of employees, or legislation or company codes of conduct, or other internal regulatory and administrative documents, regardless of the violation, in the course of business on behalf of the Company. The Company reserves the right to make public, information about individuals held liable in accordance with the procedures established by law.

The Company confirms that it has not received any reports, of contravention of any applicable export control and sanctions laws, regulations, customs laws and regulations, prohibitions and restrictions in the course of its business activities.



Relationships With Contractors

The Company prefers to cooperate with business partners who adhere to the same values as the Company. In order to comply with this statement, the Company shall exercise due diligence in attracting selected partners, and inform all applicable parties about these requirements. For more information, please refer to the Company's Supplier Code of conduct.

The Exercise of Hospitality Expenses and Gifts

The Company considers the implementation of hospitality expenses, gift giving and receipt of gifts unacceptable, if such expenses or gifts have a direct or indirect impact on the adoption of decisions on the provision of illegal benefits to the Company by public officials and / or individuals associated with the state or public authorities. Hospitality expenses and business gifts are allowed only if they do not contradict the norms of the legislation applicable to the activities of the Company and the internal regulations of the Company, in particular, the policy in the field of legal support of business and the values of the Company. For more information, please refer to the Company's Anticorruption policy.

Ethics and Conflict of Interest

Relationships With Public Officials and Persons Related to the State

The Company considers it unacceptable to pay or reimburse any expenses of public officials and / or individuals connected with state or public bodies, or to provide in their interests any property or benefit, with the direct or indirect purpose of obtaining any illegal advantage in the course of conducting business activities.

Participation in Charitable and Sponsorship Activities

The Company does not participate in charity and sponsorship projects, political activities with the direct or indirect purpose of influencing public officials and individuals associated with the state and public bodies to award illegal benefits to the Company.

Accounting and Management Accounting

The Company does not allow business operations without a true reflection in accounting, distortion or falsification of accounting, management and other types of accounting or supporting documents. All financial and economic operations and transactions are accurately, correctly and with a sufficient level of detail reflected in the accounting records, documented and available for inspection in the legally established order.

Relationship with Employees

The Company is committed to:

- Guaranteeing equal opportunities and equal treatment of their employees, regardless of their skin color, race, nationality, social status, restrictions on legal capacity, sexual orientation, political and religious views, gender or age;
- Respecting their self-esteem, individual rights and privacy rights;
- Not using forced labor;
- Preventing illegal human traffic;
- Being intolerant of misconduct by employees, such as moral cruelty, sexual harassment or discrimination of any kind;
- Prohibiting inappropriate conduct, including indecent gestures, verbal expressions, physical contact, such as sexual or coercive, use of threats, violence or exploitation;
- Paying fair remuneration for work and comply with all applicable national legislation requirements regarding minimum wages;
- Complying with legal requirements for the maximum number of working hours;
- Ensuring (in the manner prescribed by law) the exercise of the rights of employees to establish free associations and not to introduce discriminatory measures, as well as not to create preferences with respect to members of such organizations of employees or trade unions;
- Not employing individuals under the age of 18, except in cases of education and training provided for by law;
- Being responsible for the safety and health of employees, by providing a healthy and safe work condition at every workplace;

- Avoiding any form of harassment or ill-treatment of employees;
- Not using in any form of censure and / or punishment systems against workers;
- Not allowing the use of alcohol and drugs by employees at the workplace and during working hours, except when using medications prescribed by a doctor.

Consequences for Non-Adherence to Code Provisions and Duty to Report Illegal or Unethical Behavior & Code Violations

All of our directors, employees, agents, consultants and representatives must understand and comply with this Code. Violations of the Code will not be tolerated and can result in disciplinary actions, up to and including termination of employment. AsstrA encourages the reporting of any circumstances that is believed, in good faith, a violation of the Code. You are also responsible for reporting what you believe may be violations of other laws and policies, such as those dealing with environmental protection, quality assurance, occupational safety, or fraud. If you know of, or reasonably believe there is, a violation of applicable laws, the Code or our related Policies and procedures, you must report that information immediately to your manager, supervisor or risk manager.

Doing so is not an act of disloyalty. It is an action that shows a sense of responsibility and fairness to your fellow employees, as well as our clients and stakeholders.

Employees may anonymously report potential violations of this Code or other Company policies by informing their immediate manager, internal auditor, Chief Commercial Officer (CCO), or by using our ethics form online at the corporate portal in the "Business-ethics" section. You do not have to reveal your name, title or any other personal information that could easily identify you.

We prohibit retaliation against any employee who, in good faith, provides any information or otherwise assists in any investigation or proceeding regarding any matters of legal or regulatory concern, or violations of this Code. If you feel that you are being subjected to retaliation, you are urged to inform your immediate manager, internal auditor, or CCO.

All complaints of retaliation will be investigated promptly, and we will take appropriate action to stop and remedy any such conduct.

Any person found in violation of this policy is subject to disciplinary action, including discharge, and may be subject to legal and financial liability.



Possibility to Influence the Company's Decision-Making Process

The company fosters a culture where employees are encouraged to share their ideas, ask questions, and actively participate in shaping decisions.

This approach strengthens engagement, supports open communication, and ensures that different perspectives are considered.

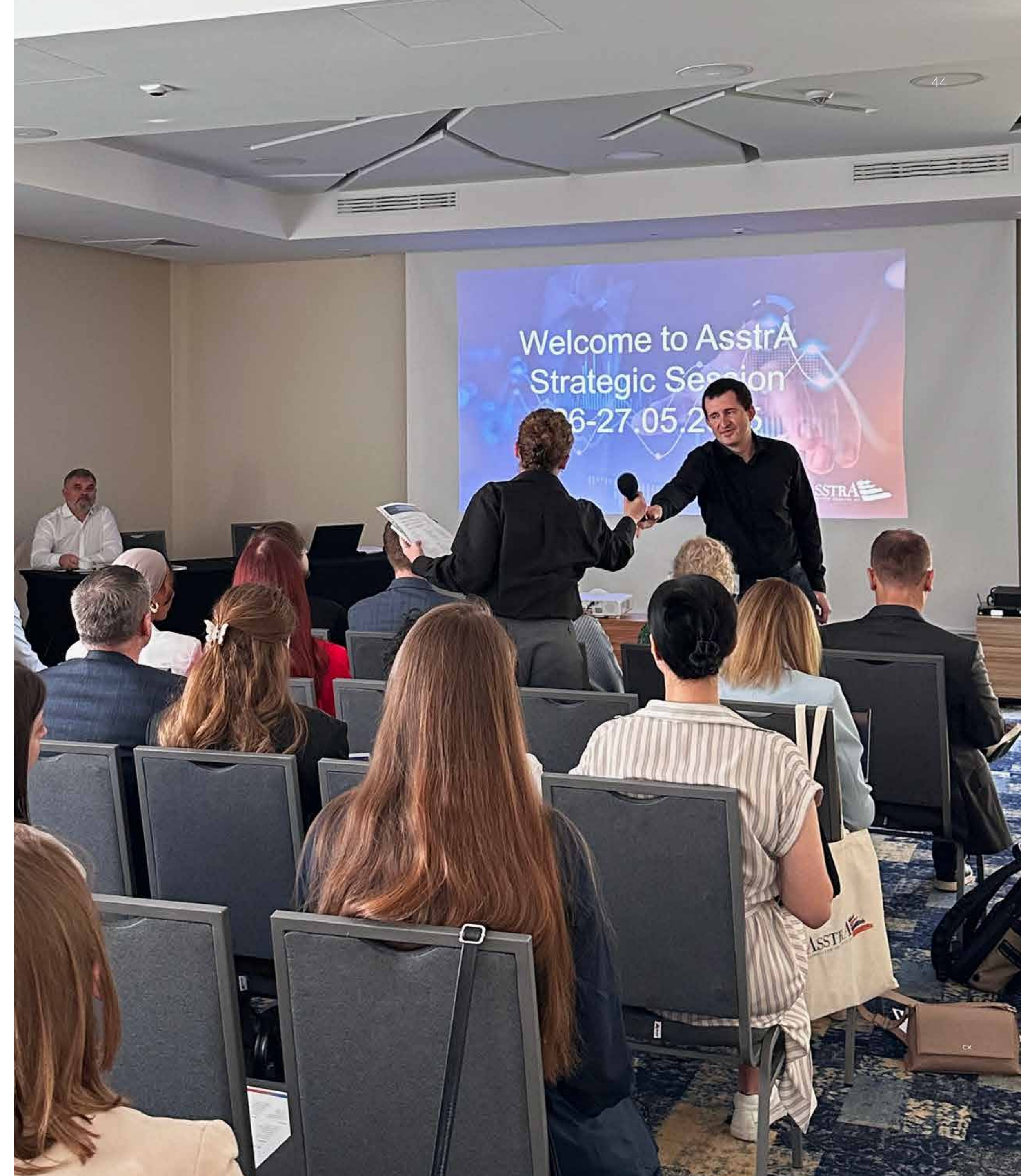
To support this, several channels are available for employee input. These practices ensure that employees have meaningful opportunities to influence decisions and contribute to the company's development.

- **AsstrA Power Corporate Portal:** Employees can submit ideas through the "Ideas Contest" section, ask questions, and participate in discussions. Posts and news items include interactive elements that encourage feedback and dialogue.
- **Strategic Sessions:** Regular team discussions are held to review monthly or quarterly results. These sessions provide an opportunity for employees to raise questions, share concerns, and contribute to decision-making.

- **Ongoing Feedback Practices:** Employees participate in regular performance reviews to set goals and discuss development. They are also encouraged to initiate conversations with their managers on any relevant topics.
- **Open Brainstorming:** Brainstorming sessions are conducted both online via the AsstrA Power corporate portal and offline in group workshop formats. These sessions involve employees in defining the company's value proposition and brand positioning, helping identify key benefits for clients.

In 2025, we organized a two-day session for employees to gather input ahead of rolling out key strategic initiatives. During this session, participants discussed major strategic topics prior to their finalization and implementation, as well as the integration of the company's new values adopted in 2024.

The feedback collected during these discussions will form the basis for developing a unified code of conduct in collaboration with employees. This code will serve as a framework for shaping and supporting all internal and external processes, ensuring a consistent approach to corporate culture.



Feedback Culture & Equal Treatment

Overview:

As part of our commitment to fostering an open and inclusive workplace, we continue to strengthen our feedback culture and ensure equal treatment across all levels of the organization. These initiatives are aligned with our ESG objectives and reinforce transparency, engagement, and fairness in employee management.

2026 Initiatives:

Leadership Development: Ongoing training for managers on effective feedback, 1-2-1 meetings, and team communication practices.



Enhanced Learning Programs: Development and implementation of modules for managers and high-potential talent focused on facilitating team meetings, group discussions, and open dialogue.



Employee Engagement Practices: Regular check-ins, motivational interviews, and quarterly Q&A sessions in offices to ensure direct communication and responsiveness to employee concerns.



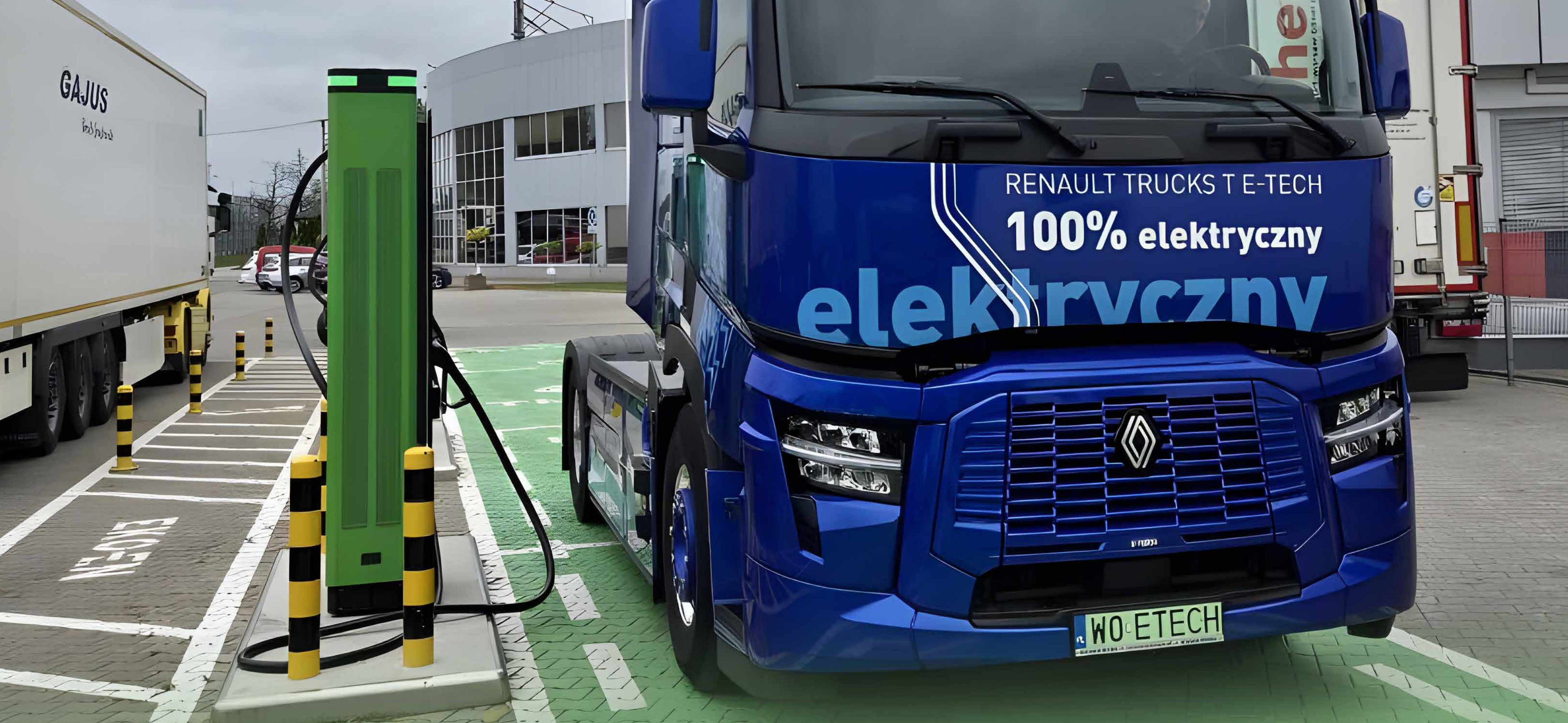
Measurement & Feedback Tools: Annual Employee Net Promoter Score (eNPS) to monitor engagement, identify areas for improvement, and guide action plans.

Transparent Evaluation & Equal Opportunities: Comprehensive performance evaluation policy ensuring clarity, fairness, and equal access to learning, development, and career opportunities.



Diversity, Inclusion & Fair Treatment Training: Ongoing training for employees and managers on equal treatment, inclusion, and fostering open communication.





ENVIRONMENT



Sustainable Development Manager's Foreword

ESG Reporting

Since 2023, AsstrA has begun reporting ESG metrics in accordance with the GRI (Global Reporting Initiative) standards, marking an important step toward greater transparency and accountability in sustainability performance. This initiative enables the company to systematically measure and communicate its environmental, social, and governance impacts, ensuring alignment with internationally recognized reporting frameworks. By adopting GRI standards, AsstrA strengthens stakeholder trust and demonstrates its commitment to responsible and sustainable business practices. In addition, the company has undertaken an adjustment of its double materiality matrix.



Dmitri Krölov
Sustainable Development Manager

This process is crucial for identifying and prioritizing the ESG topics that are most significant both for the company's business performance and for its impact on the environment and society. Updating the double materiality assessment ensures that AsstrA's sustainability strategy remains relevant, data-driven, and aligned with evolving stakeholder expectations as well as regulatory requirements. Furthermore, recommendations related to the ESRS (European Sustainability Reporting Standards) and the CSRD (Corporate Sustainability Reporting Directive) have been analyzed and discussed in preparation for future reporting. These discussions are essential for ensuring that the company is well positioned to comply with upcoming European regulatory standards. By proactively evaluating ESRS and CSRD requirements, AsstrA is laying the groundwork for more comprehensive, structured, and forward-looking sustainability disclosures in the coming years.

CO2 Reporting and Associated Activities

Establishing clear and reliable methods for measuring carbon emissions is an essential step for organizations aiming to manage their environmental impact effectively. Accurate CO₂ calculations not only support compliance with sustainability standards and regulations but also provide valuable insights that help companies optimize their operations and reduce emissions over time. In addition, regular audits and process evaluations enable organizations to identify inefficiencies, implement improvements, and strengthen their overall sustainability strategy.

Key activities include:

- Developing and implementing internal CO₂ calculation logic based on the GLEC Framework v3.1, including the proper configuration and set-up of the methodology within internal systems.

- CO₂ data related audits set-up framework followed by detailed recommendations and discussions regarding process and its future execution.

Services aimed to Decarbonize Supply Chain

We continue to expand our green service offering to support customers in reducing their carbon footprint and transitioning toward more sustainable transport solutions. These services combine practical fuel solutions, technological testing, and advisory support.

HVO Provision to Clients

We provide customers with access to Hydrotreated Vegetable Oil (HVO) as a low-carbon alternative to conventional diesel. Several supply models are available depending on customer needs and operational setup, including mass balance solutions, direct fueling, and Book & Claim mechanisms. These flexible approaches enable customers to reduce their transport emissions while maintaining operational continuity and compatibility with existing vehicle fleets.

Customer Advisory and Information Support

We handle a growing number of customer information requests, supporting clients with sustainability-related topics such as Requests for Information (RFIs), CO₂ emissions reporting, regulatory developments, and decarbonization frameworks. In particular, we assist customers in understanding requirements linked to Science Based Targets initiative (SBTi) and other climate-related commitments.

Through this advisory support, we help customers align their logistics operations with evolving environmental regulations and corporate sustainability goals.

HVO and eHDV Testing and Client Solutions

To support the transition toward zero- and low-emission transport, we actively conduct HVO testing and electric heavy-duty vehicle (eHDV) trials. In cooperation with Renault Trucks, we perform eHDV simulations, operational analyses, and pilot tests to evaluate vehicle performance under real operational conditions. Based on these analyses, we prepare customized offers and implementation strategies for clients interested in electrifying part of their fleet or integrating alternative fuels into their operations.

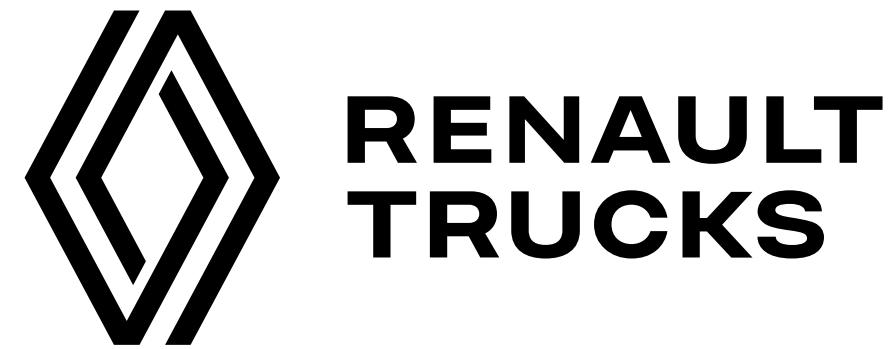
Conferences and Networking

We place real value on networking opportunities and on organizing joint events with our partners and clients. These gatherings provide a valuable platform to strengthen existing relationships, build new connections, and exchange knowledge within the sustainability community. By bringing together professionals from different sectors, we create space for meaningful dialogue, collaboration, and the sharing of best practices that help accelerate sustainable transformation. Throughout 2026, we actively participated in numerous industry events and conferences focused on key sustainability topics. Many of these gatherings addressed areas such as decarbonization strategies, CO₂ accounting and emissions management, electrification of operations and transport, as well as evolving ESG reporting frameworks and regulatory developments. Engaging in these events allowed us not only to stay up to date with the latest trends and solutions, but also to contribute our own expertise and learn from the experiences of other organizations working toward a low-carbon future. We believe that continuous engagement with our network is essential for advancing sustainability goals, and we remain committed to fostering collaboration, sharing insights, and supporting collective progress across the field.

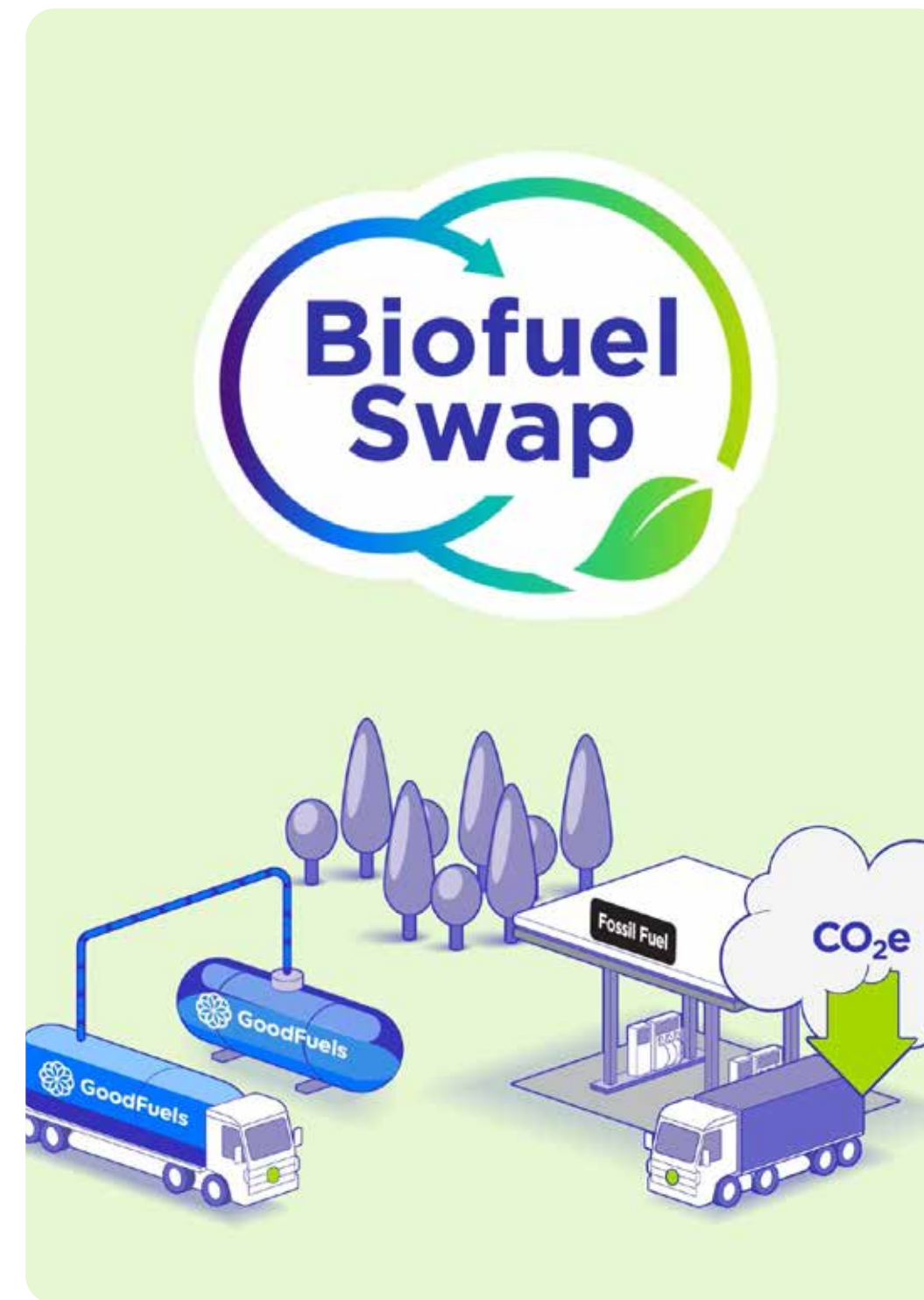
Partnerships



Decarbonization and what associated with it – hard to achieve without reliable partners. This year we would like to say a special thank you to our main partners and all who was assisting us in on this track.



Renault Trucks is our valued OEM partner and a key collaborator in advancing sustainable transport solutions. Together, we participate in various initiatives and tests, including projects involving HVO fuels and electric heavy-duty vehicles (eHDV), as well as other innovations aimed at decarbonizing the supply chain. In addition, Renault Trucks actively supports and participates alongside us in numerous industry conferences, events, and joint initiatives, contributing their expertise and commitment to driving progress toward more sustainable logistics.



Our valuable partner providing us with high quality HVO Book and Claim audited certificates giving a possibility to decarbonize supply chain for us and our customers in a verified way and without double counting. AsstrA using a credible HVO book and Claim mechanism provided by Finco Energies.



Unimot is our HVO fuel and fuel cards provider, giving us the opportunity to refuel with HVO100 across Poland. Unimot's HVO is characterized by high fuel quality and full traceability, which enables us to decarbonize our road shipments in a credible and verifiable way. Beyond fuel supply, our cooperation with Unimot also includes support for demo tests, responses to information requests, and regular experience sharing. This collaboration allows us to better understand the practical application of renewable fuels and to further develop low-emission transport solution



CO2 Emissions 2021-2025

Our company has set an ambitious target to reduce Scope 3 (Well-to-Wheel) CO₂ emissions by 50% by 2030, using 2021 as the baseline year.

As of the latest reporting period (2025), we have achieved a 28.82% absolute reduction in CO₂ emissions compared to 2021 levels. This progress reflects significant efforts and tangible successes, particularly in advancing modal shift initiatives and deploying sustainable fuels across our operations.

At the same time, it is important to provide transparent context: a substantial share of the emissions reduction to date has been driven by a decrease in FTL (Full Truck Load) transport volumes over the period.

Looking ahead, our strategy includes a comprehensive review and alignment of our climate targets with the Science Based Targets initiative (SBTi) principles. In addition, we will commence reporting through CDP to further enhance transparency, accountability, and alignment with global best practices in climate disclosure.

Total CO2e Emissions (t) Comparison

Metric	2021	2022	2023	2024	2025
Value	371 230.24	251 291/72	282 415.94	307 651.38	264 252.07
% vs 2021	0.00%	-32.31%	-23.92%	-17.13%	-28.82%

CO2 Calculations Summary (2021-2025)

Year	Job Count	Weight (T)	Distance (KM)	Total CO2e (T)	CO2e per Cargo Weight (T)
2021	171567	2925583.86	404330445	371230.2443	0.1269
2022	132213	2292455.02	325702170	251291.718	0.1096
2023	137019	2447707.57	343953577	282415.9443	0.1154
2024	148153	2673088.03	332187670	307651.3789	0.1151
2025	128701	2086221.34	266965071	264252.0745	0.1267



Green Services to Clients

At AsstrA Forwarding AG, we actively support our customers in reducing the carbon footprint of their supply chains by implementing tailored, practical, and measurable logistics solutions. Our approach combines operational expertise, advanced planning tools, and sustainable transport alternatives to help businesses achieve meaningful CO₂ emission reductions while maintaining efficiency and reliability across their logistics operations.

Wise Transport Planning and Reduction of Empty Kilometers

One of the most effective ways to reduce transport-related emissions is through optimized route planning and improved fleet utilization. At AsstrA, we use specialized logistics optimization software that enables advanced planning of routes, loads, and schedules to significantly minimize empty kilometers driven. Through full operational control of vehicles within our dedicated fleet, we can continuously monitor transport flows and identify opportunities to consolidate shipments, improve backhaul utilization, and optimize routing.

By reducing unnecessary mileage and maximizing load efficiency, we help our customers lower fuel consumption and reduce CO₂ emissions, while also improving overall transport productivity and cost efficiency.



Switching from Conventional Fuels to Sustainable Alternatives

AsstrA supports customers in transitioning from traditional fossil fuels to lower-emission energy sources. This includes the implementation of sustainable fuels such as:

- HVO100 (Hydrotreated Vegetable Oil)
- Bio LNG (Liquefied Biomethane)
- Other emerging renewable fuel solutions

Depending on operational possibilities and customer requirements, these fuels can be implemented through several approaches:

- Direct fuelling, where sustainable fuels are physically used in transport operations.
- Mass balance systems, which allocate verified emission reductions within fuel supply chains.
- Book & Claim mechanisms, enabling customers to claim environmental benefits even when the physical fuel is used in another part of the network.

These flexible implementation models allow companies to scale their decarbonization strategies quickly, even when infrastructure or regional fuel availability is limited.

Intermodal Shift to Less Emissive Transport Modalities

Another key strategy to reduce logistics emissions is shifting freight from high-emission transport modes to more sustainable alternatives.

At AsstrA, we have a dedicated intermodal team responsible for designing and implementing complex modal-shift projects.

This team analyzes existing supply chains and identifies opportunities to move cargo from traditional road transport to lower-emission modalities such as rail-road or sea-road combinations.

The transition is carefully planned to maintain transit time reliability, operational efficiency, and cost balance.

By leveraging our experience in international logistics and intermodal operations, we help customers successfully integrate greener transport solutions into their supply chains, achieving measurable emission reductions without compromising service quality.



Sustainable Development Goals



End poverty in all its forms everywhere.



End hunger, achieve food security and improved nutrition and promote sustainable agriculture.



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.



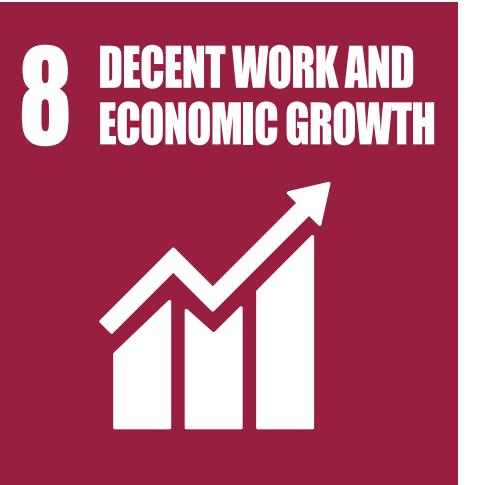
Achieve gender equality and empower all women and girls.



Ensure availability and sustainable management of water and sanitation for all.



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.



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.



Conserve and sustainably use the oceans, seas and marine resources for sustainable development.



Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.



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.

Statement of use: AsstrA Forwarding AG has reported in accordance with the GRI standards for the period 01.01.2025-31.12.2025.
 GRI 1 used: GRI 1: Foundation 2021
 Applicable GRI sector standard (s): Not applicable

General disclosures

GRI standard / other source	Disclosure	Reference	Location / Page
GRI 2: General Disclosures 2021	Disclosure 2-1 Organizational details	SR2025	p. 3-6
	Disclosure 2-2 Entities included in the organization's sustainability reporting	SR2025	p. 7
	Disclosure 2-3 Reporting period, frequency and contact point	SR2025	p. 7 Sustainability Report 2025 (01.01.2025-31.12.2025), published on 27.04.2026 Contact point for sustainability report 2025: dmitri.krolov@asstra.com
	Disclosure 2-4 Restatements of information	SR2025	p. 7
	Disclosure 2-5 External assurance	SR2025	p. 7
	Disclosure 2-6 Activities, value chain and other	SR2025	p. 3-6
	Disclosure 2-7 Employees	SR2025	p. 35-36
	Disclosure 2-8 Workers who are not employees	SR2025	p. 40
	Disclosure 2-9 Governance structure and composition	SR2025	p. 20-27
	Disclosure 2-10 Nomination and selection of the highest governance body	SR2025	p. 21-22
	Disclosure 2-11 Chair of the highest governance body	SR2025	p. 24-25
	Disclosure 2-12 Role of the highest governance body in overseeing the management of impacts	SR2025	p. 23, 26-27
	Disclosure 2-13 Delegation of responsibility for managing impacts	SR2025	p. 26-28
	Disclosure 2-14 Role of the highest governance body in sustainability reporting	SR2025	p. 23, 26
	Disclosure 2-15 Conflicts of interest	SR2025	p. 21-22
	Disclosure 2-16 Communication of critical concerns	SR2025	p. 27

GRI standard / other source	Disclosure	Reference	Location / Page
	Disclosure 2-17 Collective knowledge of the highest governance body	SR2025	p. 23
	Disclosure 2-18 Evaluation of the performance of the highest governance body	SR2025	p. 22-23
	Disclosure 2-19 Remuneration policies	SR2025	Information is not provided due to confidentiality constraints
	Disclosure 2-20 Process to determine remuneration	SR2025	Information is not provided due to confidentiality constraints
	Disclosure 2-21 Annual total compensation ratio	SR2025	Information is not provided due to confidentiality constraints
	Disclosure 2-22 Statement on sustainable development strategy	SR2025	p. 2
	Disclosure 2-23 Policy commitments	SR2025	p. 18-19
	Disclosure 2-24 Embedding policy commitments	SR2025	p. 19
	Disclosure 2-25 Processes to remediate negative impacts	SR2025	p. 28
	Disclosure 2-26 Mechanisms for seeking advice and raising concerns	SR2025	p. 45
	Disclosure 2-27 Compliance with laws and regulations	SR2025	p. 17-18, 25-26, 42, 27
	Disclosure 2-28 Membership associations	SR2025	p. 4
	Disclosure 2-29 Approach to stakeholder engagement	SR2025	p. 9,28, 38, 47
	Disclosure 2-30 Collective bargaining agreements	SR2025	p. 35

Materiality Assessment and List of Material Topics

GRI standard / other source	Disclosure	Reference	Location / Page
GRI3: Material Topics 2021	Disclosure 3-1 Process to determine material topics	SR2025	p. 9-10
	Disclosure 3-2 List of material topics	SR2025	p. 10
	Disclosure 3-3 Management of material topics	SR2025	p. 16-17

Economic Performance

GRI standard / other source	Disclosure	Reference	Location / Page
GRI 201: Economic Performance 2016	Disclosure 201-1 Direct economic value generated and distributed	SR2025	Information is not provided due to confidentiality constraints

Emissions

GRI standard / other source	Disclosure	Reference	Location / Page
GRI 305: Emissions 2016	Disclosure 305-3 Other indirect (Scope 3) GHG emissions	SR2025	p. 49
	Disclosure 305-4 GHG emissions intensity	SR2025	p. 49

Employment

GRI standard / other source	Disclosure	Reference	Location / Page
GRI 401: Employment 2016	Disclosure 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	SR2025	p. 40

Occupational Health and Safety

GRI standard / other source	Disclosure	Reference	Location / Page
GRI 403: Occupational Health and Safety 2018	Disclosure 403-6 Promotion of worker health	SR2025	p. 38-39
	Disclosure 403-9 Work-related injuries	SR2025	p. 38

Training and Education

GRI standard / other source	Disclosure	Reference	Location / Page
GRI 404: Training and Education 2016	Disclosure 404-1 Average hours of training per year per employee	SR2025	p. 41
	Disclosure 404-2 Programs for upgrading employee skills and transition assistance programs	SR2025	p. 33-41

Non - discrimination

GRI standard / other source	Disclosure	Reference	Location / Page
GRI 406: Non-discrimination 2016	Disclosure 406-1 Incidents of discrimination and corrective actions taken	SR2025	p. 16,38,43

SUSTAINABILITY REPORT



Approval of non-financial report

This report was approved by:

Board of Directors of Asstra Forwarding AG
Management Board of Asstra Forwarding AG
CEO of Asstra Forwarding AG

Approval date: 27.04.2026