

2024



# SUSTAINABILITY REPORT

On the cover:  
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Clearance  
Specialist



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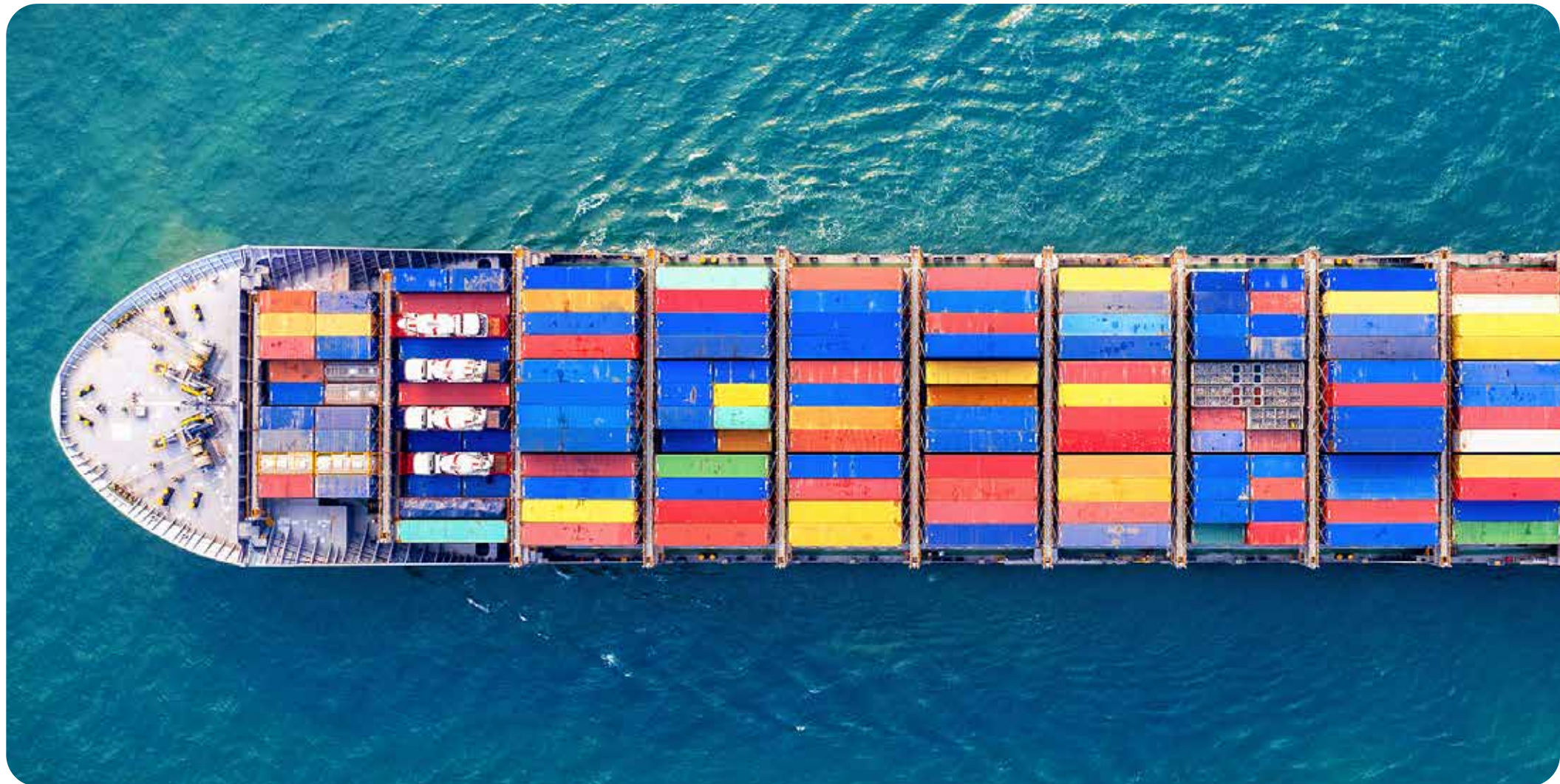
# Message to Stakeholders

Looking back on 2024 we can undoubtedly say it was one of the most challenging years in AsstrA's history. The external environment posed significant hurdles, testing both our operational resilience and our commitment to responsible business practices. Yet, in the face of adversity, we have navigated these challenges with determination and ingenuity, and I am proud to share our progress toward achieving our goals for a sustainable and responsible future.

Turnover and order volumes increased, and employee efficiency improved notably with orders rising per employee by 12%. These achievements reflect the resilience, resourcefulness, and hard work of everyone in the AsstrA team who we thank wholeheartedly.

The true measure of our success extends beyond financial performance. In 2024, we made significant strides in integrating Environmental, Social, and Governance (ESG) principles into the heart of our strategy. Reflecting on the year's achievements and challenges, I would like to highlight how ESG factors have been central to our operations and how they will continue to shape our path forward in 2025. This report, reflects on our performance of 2024.

Despite the ongoing storm of economic, geopolitical, and market disruptions, AsstrA Forwarding AG (AsstrA) has remained steadfast in its dedication to excellence and sustainability, and through team-effort, we not only maintained our planned growth but contributed significantly to the business.





# Message from CEO



Sustainability remains at the forefront of our agenda and our commitment to reducing our environmental impacts remains unwavering.

In the Full Truckload (FTL) business, we have started optimizing processes to improve operational efficiency, particularly on intra-European routes, while making meaningful progress in our efforts to reduce carbon emissions.

Strong relationships with suppliers are equally important. In 2025, we will strengthen further our partnerships with key suppliers who share our values regarding ethical labor practices, fair trade, and sustainable sourcing. We aim to increase the regularity of shipments from these suppliers, ensuring that our supply chains are both efficient and socially responsible. Our goal is to work closely with partners who share our business values, who we work closely with to explore new technologies to reduce our impact on the planet.

Additionally, we recognize that rail transportation offers a unique opportunity to further our sustainability goals.

By increasing our focus on rail logistics, we are taking steps to reduce emissions, minimize congestion on the roads, and improve the overall energy efficiency of the supply chain.

A key focus area for us in 2025 is our Ocean Full Container Load business. We are evolving our business model to better serve our clients and enhance our market position. Moving forward, we will combine two distinct business models: our existing spot market model and a new, more focused approach aimed at increasing continuous volumes and optimizing routes.

The well-being of employees, partners, and communities remains a top priority. The challenges of 2024 have highlighted the critical need for social responsibility, where we remain committed to creating a workplace that supports fairness, opportunity, and the well-being of all our employees. We are proud of our team, who have shown resilience and dedication despite external pressures, and we will continue to invest in their growth and development. As we look ahead to 2025, we are optimistic about the future. We are committed to achieving a 15% growth over 2024 while remaining focused on responsible business practices. We will also focus on expanding our presence in ocean, rail transportation, express delivery, and project logistics, ensuring that we drive growth with sustainability at the core of these efforts.

In closing, I want to thank everyone, our employees and clients, partners, and stakeholders for their continued trust and support. The past year has been a testament to our collective strength and commitment. Together, we are not just navigating the challenges of today, but building a stronger, more sustainable future for everyone.

**Dmitry Lagun,**  
Chairman of the Board of Directors



# Our Business in 2024

## Geographical presence

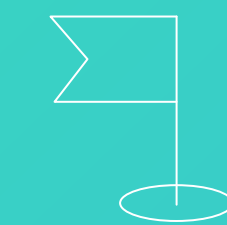


At the end of 2024, AsstrA was represented by 44 offices in Europe, the CIS, Asia, and North America. In that period, the company expanded into two new countries: South Korea and India with offices in Seoul and Mumbai.

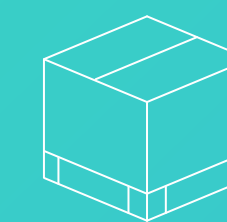
AsstrA has been a reliable partner in the logistics and transportation services market for over 29 years. With a presence in more than 27 countries, we offer comprehensive services related to international shipping across all modes of transport, as well as import and export support, consolidation, customs 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 motto.



Represented in 27 countries



Shipping via all modes of transport



Reliable logistics partner for over 29 years

\*As of the year 2024



AsstrA values the exchange of ideas and treats associations and platforms for cooperation as an essential part of its business.



The list of associations and organizations (major ones) in 2024 includes:

- **FIATA** – the International Federation of Freight Forwarders Associations;
- **SFC** – Smart Freight Centre;
- **AIFFU** – the Association of International Freight Forwarders of Ukraine;
- **ZMPD** – the Association of International Road Transport Carriers in Poland;
- **TAPA** – the Transported Asset Protection Association;
- **TIACA** – The International Air Cargo Association, uniting participants of air-freight operations from around the world;
- **EBA (Kiev)** – the European Business Association AEO – certificate of authorized entrepreneur;
- **VMVT (Vilnius)** – the State Food and Veterinary Service of Lithuania;
- **IFA** – the International Fertilizer Industry Association;
- **CCTT** – Coordinating Council on Trans-Siberian Transportation;
- **BRITA** – Belt and Road International Transport Alliance;
- **LANDBRIDGE** – Landbridge Logistics Alliance;
- **NCBFAA** – National Customs Brokers and Forwarders Association of America;
- **USER** – The Union of Shipping Companies in Romania;
- **EIC** - Energy Industries Council (UK);
- **BIFA** - British International Freight Association Achilles Oil and Gas Europe;
- **CILT(UK)** - The Chartered Institute of Logistics and Transport;
- **London Freight Club**;
- **WCA** - The World Cargo Alliance.



# Our New Vision, Mission and Values

## 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.

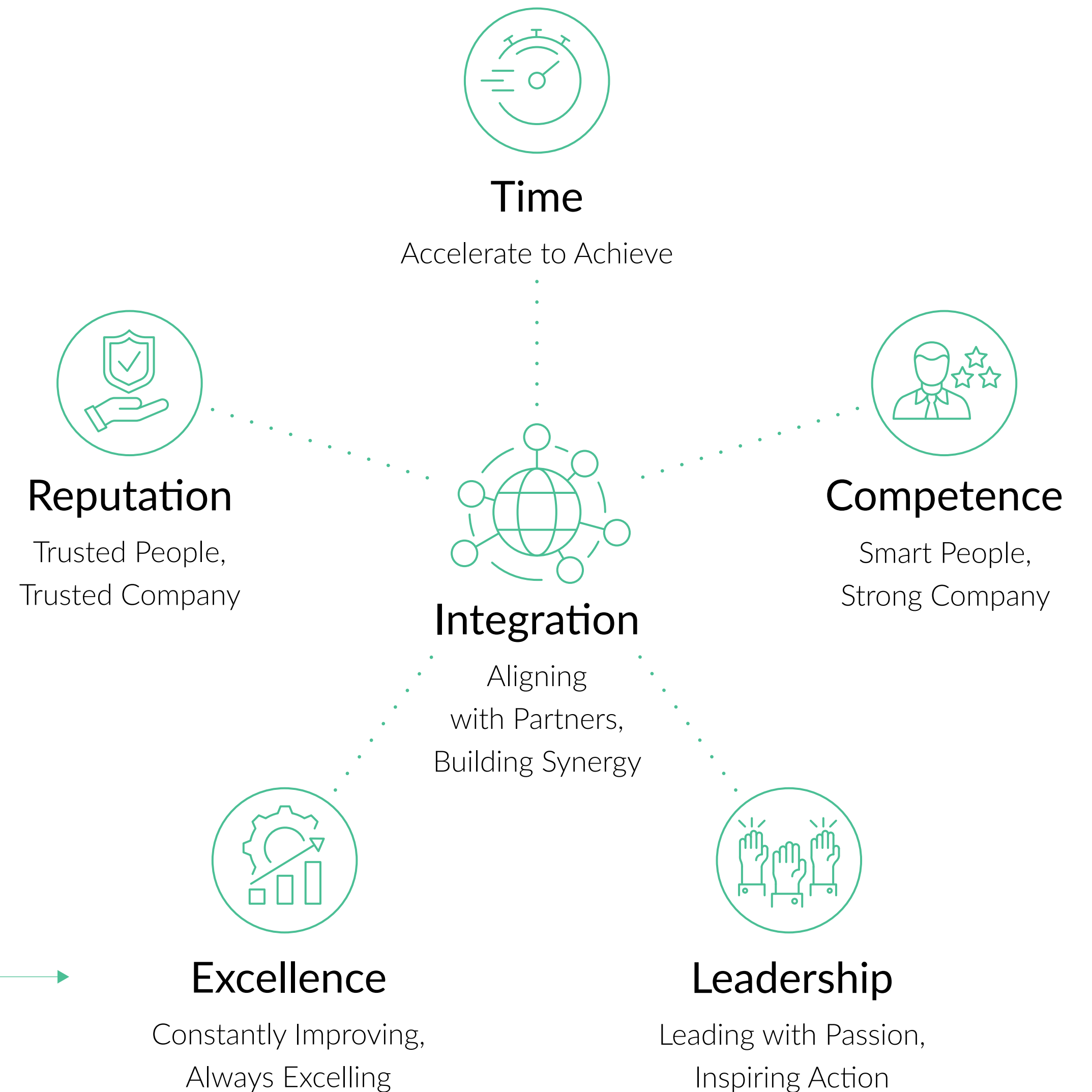
Slogan: «Delivering Excellence — Earning Trust».

## AsstrA Vision

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

## AsstrA Values

Mission, vision and values were revised in 2024



# Our New Vision, Mission 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

2024 report includes no restatements of information in regard to 2023 report.

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.

CO2e reporting was conducted in accordance with the GLEC framework, using the Green Router platform to calculate logistics emissions. Since 2022, AsstrA has calculated Scope 3 emissions using the Well-to-Wheel (WtW) method for all transportation using an internal OTM system, and includes Tank-to-Wheel (TtW) emissions, CO2e per tonne\*km, transport intensity, absolute emissions, and other applicable parameters.

The 2024 ESG report provides an overview of our main developments within ESG, including EcoVadis performance indicators. The reporting period for 2024 is from January 1, 2024, to December 31, 2024, covering all legal AsstrA entities, as identified in the financial reports issued by AsstrA Forwarding AG.

Sustainability information for the 2024 report is provided using GRI standards, along with supplementary information available at the company level and CO2e reporting in accordance with EN 16258 and the GLEC framework (Green Router platform). No external assurance was obtained for the ESG report for 2024.

AsstrA employs a Sustainable Development Manager who reports to the Business Development Director, the executive responsible within the company ESG group. ESG developments are reviewed and monitored by the ESG group on a monthly basis, and if the ESG policy requires significant amendments and/or changes, the board of directors is authorized to make decisions in this regard.

In 2024, we received the EcoVadis silver medal for the third time achieving an 8-point increase compared to our 2023 score. The following is an overview of current progress.

## My Performance

Scorecard Publication date: 28 Nov 2024 [View scorecard](#)

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





## Environmental

17% reduction in emission intensity and 10% reduction in total emissions, WtW, Scope 3 (2021 baseline)

Decrease in empty mileage for dedicated trucks (9.9% in 2024 compared to 10.6% in 2023)

Switch to newer GLEC version & internal inclusion of additional factors for CO2 reporting



Environmental performance tests with partners (e.g., electric VANs, and technologies to minimize fuel consumption)

An 8-point improvement with partners (e.g., electric VANs, and technologies to minimize fuel consumption) EcoVadis at silver medal level in comparison to 2023 assessment

## Social

Value chain analysis and new company's aim on values redefinition



Women in Top management: 33.3%  
Women among employees: 67.8%

Learning efficiency: 89.3%

Learning satisfaction: 96.1%

Average 7.8% salary rise across all regions of presence

## Governance

Preparation of new business strategy for 2025-2027

Double materiality matrix prepared

11% more turnover per employee (vs 2023)



12% increased efficiency with more orders prepared per employee



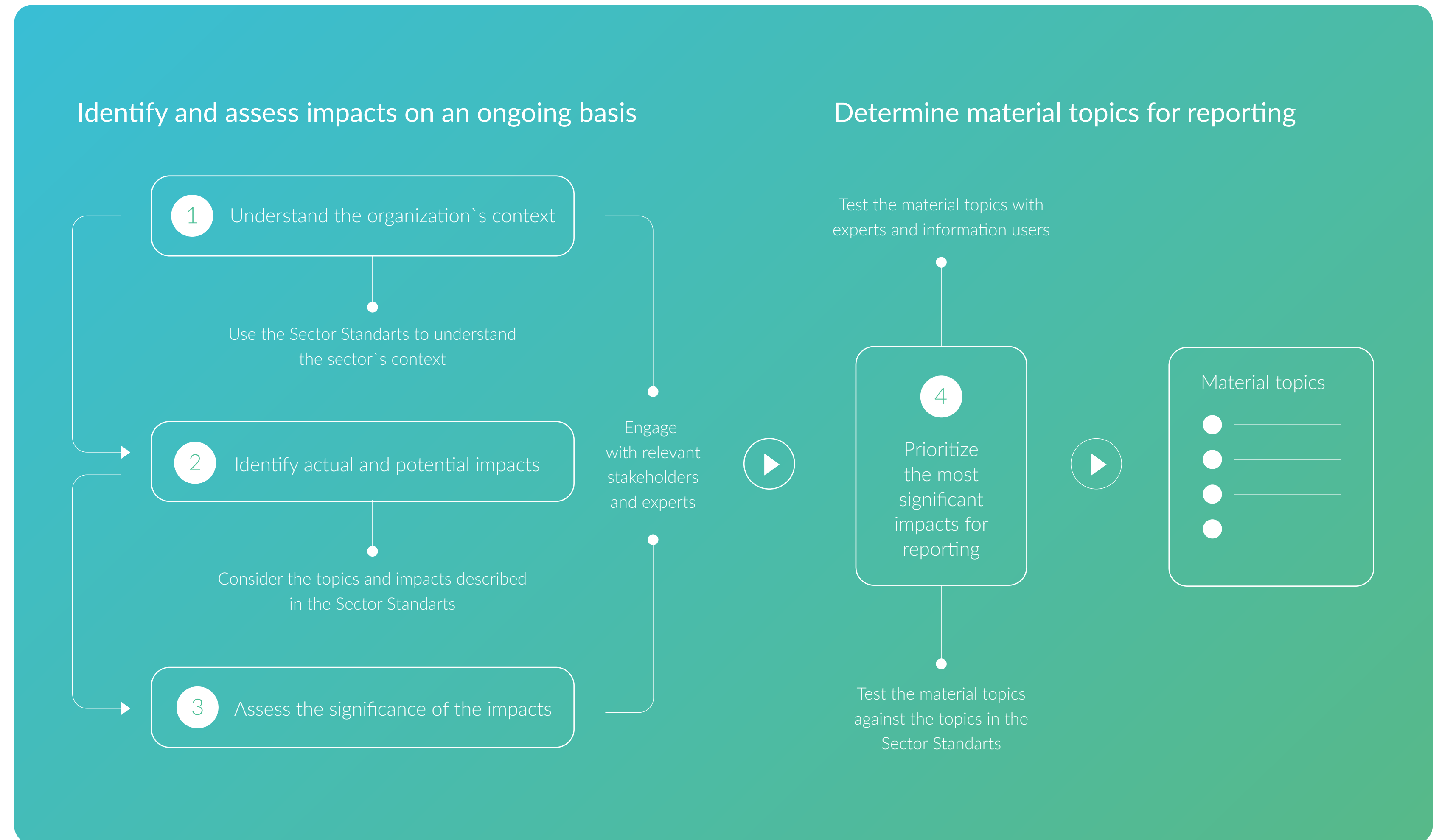
# Materiality Analysis and Material Topics

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.





# Materiality Analysis and Material Topics

Impact category	Type of impact	Impact description	Significance	Level	Activities and stakeholders involved
ESG framework and integration into business model	Actual positive	Establishment of Sustainable Development Manager position / ESG committee	●●●	Systemic	Activities guided by Sustainable Development Manager and middle/top management. Inclusion of ESG framework into company's general strategy and related support.
	Potential positive	ESG policy guidance and consulting	●●○	Systemic	
Green services supply and energy transition	Actual positive	Intermodal services expansion	●●○	Systemic	Plans and KPIs focused on modal shift, sustainable fuels, electrification and decarbonization efforts.
	Potential positive	Sustainable fuels services supply	●○○	Localized	
	Potential positive	Electrified transport and electrification	●○○	Localized	
	Actual positive	Wise planning and minimization of empty mileage	●●○	Systemic	
	Potential positive	Alternative solutions for decarbonization	●○○	Localized	
	Potential positive	CO2e compensation system	●○○	Systemic	
	Potential positive	Unwillingness of clients to buy environmental services in the near future due to legislative issues, high prices, etc.	●●●	Systemic	
Reporting and data availability in relation to ESG	Actual positive	CO2e reports	●●○	Systemic	Internal and external reporting using world recognized standards.
	Actual positive	ESG reports	●●○	Systemic	
Comfortable, safe and healthy environment for employees	Actual positive	Equal treatment of employees in respect of race / sex / religion / language and diversity.	●●●	Systemic	HR activities focused on employee development and retention.
	Actual positive	Promoting sport activities and actively taking part in them	●○○	Localized	
	Actual positive	Loyalty and satisfaction level of employees (eNPS) and other satisfaction metrics	●●○	Systemic	
HR management	Actual positive	Decrease in employee turnover	●●●	Systemic	HR activities focused on employee development and retention.
	Actual positive	Increased employee training and development initiatives	●●○	Systemic	
	Actual positive	Job fairs, internships and other initiatives	●○○	Localized	
Sustainable business development and economic growth	Actual positive	Increased tenders and clients	●●●	Systemic	Actions focused on effective understanding and fulfillment of customers' needs.
	Actual positive	Increased client nomination \ quotation efficiency	●●○	Systemic	
	Actual positive	Sales growth (turnover) via quote conversion to orders (%)	●●●	Systemic	
	Actual positive	Net earnings	●●●	Systemic	
	Actual positive	NPS index of loyal clients (improvement)	●●●	Systemic	
Customer centricity and satisfaction	Actual negative	Customers' dissatisfaction with services provided what could impact on our reputation	●●●	Systemic	Actions focused on effective understanding and fulfillment of customers' needs.
	Potential negative	Developing solutions what could not be in line with customers' satisfaction	●●●	Systemic	
	Actual positive	Principle of one window approach to serve clients	●●○	Systemic	



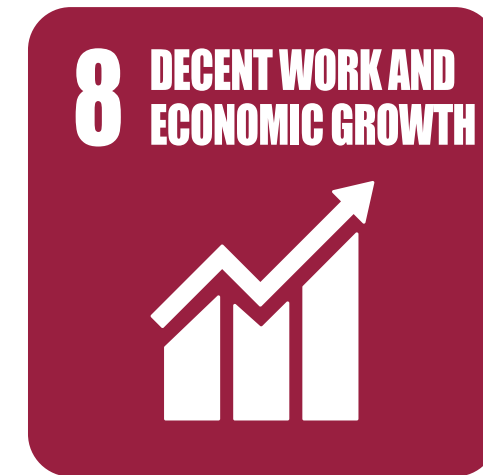
# Sustainability Policy

AsstrA treats sustainability as one of the most important topics for the whole organization. Since 2022 we have reinvented our approach to sustainability across the whole company which now includes a comprehensive approach to the three pillars of sustainability.

From planning to execution, AsstrA continues to achieve many first successes including the following:

- Developed a comprehensive sustainability framework and accounting methodology based on GLEC;
- Successfully switched several clients' shipments from FTL to intermodal, reducing supply chain CO2e levels;
- Provided alternative transport options based on HVO and BIO LNG fuels, providing a wider range of CO2e reducing solutions for Clients and AsstrA.

Our sustainability strategy to 2030 includes 7 Sustainable Development Goals which remain driving principles for the company, and forms a core area being managed through internal processes and the double materiality matrix.



Having already made many positive changes in 2024, 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.

During 2024, we evaluated internal structures with a focus on developing the new company strategy for the years 2025 to 2027, with a strong emphasis on improving AsstrA's Environmental, Social, and Governance (ESG) principles. This strategic framework is closely linked to our commitment to business improvement, and harm reduction, ensuring that sustainability remains at the forefront of our strategy and operations.

AsstrA's strategy for the upcoming years will be firmly grounded in effective policies, focusing on optimizing our processes and enhancing our impact in alignment with ESG standards. This approach not only reflects our dedication to responsible business practices but also positions us to meet the evolving expectations of our stakeholders and contribute positively to society.



# Sustainability Committee

In May 2022, AsstrA established a role of a Sustainable Development Manager who is responsible for:

The ESG strategy and devoted KPIs

The Environmental protection policy

ESG and CO2e reports

Green solutions for the supply chain



The Sustainable Development Manager directly reports to the Business Development Director who later on reports to the CEO.

The Sustainability committee in 2024 at AsstrA was comprised of 5 persons:



**Dmitri Krölov**  
Sustainable Development Manager

Manages the ESG strategy and decarbonization progress at the company and who is responsible for the overall ESG progress and decarbonization products development.



**Vladislav Lagun**  
Chief Commercial Officer

Responsible for the main issues tied to expenditures on ESG, consulting on ESG practices and strategic vision for advancing ESG and decarbonization for the business.



**Andrei Lenevich**  
Business Development Director

Consults on Business Development Department's vision for ESG and the main points to focus on.



**Natalia Iwanowa-Kolakowska**  
Deputy Director of EU Region Countries

Serves as the primary point of contact for decarbonization strategies in EU countries region and client expectations.



**Vladislav Alejnikov**  
Head of Quality and Safety Management Division

Interacting within the framework of HSEQ and complying with ethical standards. He also collects feedback on the fulfilment of customer KPIs, ISO certifications, and other quality measures.



The ESG Policy composition, the most important goals within the ESG framework, its major changes and progress are reviewed and accepted by the Board of Directors as the highest responsible body for such changes.

During 2024 no Board of Directors sessions were devoted to ESG and no decisions were made in relation to it. Minor changes were proposed by Sustainable Development Manager when it comes to specific KPIs and their management for 2024.

Sustainable Development Manager and the ESG group throughout 2023 were involved into the next activities, projects and discussions:

- ESG strategy, its progress and reporting;
- CO2e reporting and its adjustment to clients' needs and new GLEC framework;
- Elaboration and proposal to clients: sustainable fuels, electric trucks, intermodal shift;
- New regulation in the European Union as CSRD, CBAM, RED, EU ETS and others;
- Audits and external verifications by our partners and scoring platforms;
- Cooperation schemes, technologies and projects;
- Consultations to internal and external stakeholders alongside with workshops and training modules;
- Educational modules and external conference on supply chain decarbonization.

It should be noted that the highest governance body at AsstrA plays an important role in shaping the ESG strategy, approving material topic and giving the “green light” to every ESG report before its publication.

## Board of Directors

Approves the ESG strategy and sustainable strategy and KPIs.

## Management Board

Implementation of the ESG strategy in departments, informing sustainability committee on implementation and progress.

## Sustainability Committee

Responsible for ESG strategy implementation at the company level / amendments / planning / reporting.







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# Message from the Business Development Director

As we reflect on 2024, we acknowledge a year filled with challenges, yet one that has also been a springboard to new opportunities and meaningful accomplishments. This year has been a testament to the resilience, determination, and collective spirit of our team.

A key milestone this year was the development of our 2025-2027 strategy, which charts a clear and inspiring path forward, focusing on development, innovation, and continuous improvement in every facet of our business.

We have also made significant strides in strengthening our ESG practices. The publication of our third Sustainability Report showcases our ongoing commitment to transparency and responsible governance. In addition, we've established new partnerships aimed at promoting environmentally friendly and alternative solutions, marking a pivotal step in our sustainability journey.



Our work in analytics has improved the accuracy and quality of our reporting, and we continue to explore cutting-edge data technologies to enhance decision-making processes across the organisation.

Looking ahead to 2025, we are poised for further growth and transformation. Our strategy will continue to integrate ESG principles across every aspect of our organisation, from optimizing logistics routes, wider range of options and the strengthening of partnerships with selective carriers and suppliers who prioritize sustainability and ethical practices.

Refining ESG reporting processes will be a priority in 2025, ensuring clear, honest, and comprehensive insights into our performance.





This includes setting ambitious, measurable targets across all areas of ESG to ensure our progress is not only transparent but also aligned with global best practices

We extend our deepest gratitude to our leaders for their strategic vision and unwavering support, which has guided us through uncertain times. To our teams, we thank you for your enthusiasm, dedication, and persistence in driving progress toward our goals. To every individual, your pursuit of excellence and commitment to teamwork remain the cornerstone of our success and for that we wholeheartedly thank you.

**Andrej Lenevich,**  
Business Development Director












# Material Topics & Progress

Impact category	Impact description	Progress 2024	Goal for the next years	SDGs
ESG framework and its integration into business	Establishment of a Sustainable development manager position / ESG committee	The Sustainable Development Manager position and the ESG committee (established in 2022) and have successfully carried out their responsibilities throughout 2024 based on progress made	Expand the ESG committee covering new dimensions, particularly within the social context and evolving stakeholder needs	
	ESG policy guidance and consulting	Providing internal and external consultations to stakeholders concerned: ESG, Green services and decarbonization, CO2e reports, European directives	Further work in this direction, providing clients with transparent and reliable ESG information	
Green services supply and energy transition	Intermodal services expansion	Rail 2024-17776 (10% drop vs 2023) Sea - 2024-24249 TEUs (20% drop vs 2023)	Expansion of intermodal product and a bigger share of sea / rail products in comparison with FTL	
	Sustainable fuels services supply / Sustainable fuel solutions	Client proposals: Started to offer HVO and BIO LNG for our clients, HVO and electric trucks' tests with our partners	Sustainable fuels and electric trucks - increase in number of orders	
	Electrified transport and electrification/ Fleet electrification	Partnership pilots: Several tryouts with our partners – electric VAN. Proposal to clients – electric vehicles and associated equipment	Electrification – continuation with offering solution to clients	
	Efficiency planning and minimization of empty mileage	Minimization of empty mileages in comparison with 2023 (2024 – 9.9% vs 11.3% in 2024)	Continuation with 10% of empty mileage for Dedicated Fleet in EU	
	Alternative solutions for decarbonization / Decarbonization innovations	Carbon insetting – as a new service for our clients	Expanding service portfolio to new services	
	CO2e compensation system	This aim has no relevance	Aim would be redefined in 2024	
Reporting and data availability in relation to ESG	CO2e reports	CO2e reports are available for every stakeholder of company / annual CO2e reports are made with full scope pf information	Reports aligned with new EN and GLEC standards and OTM improvements	
	ESG reports	At the moment 2022 report is available. Report for 2023 is the second one	Prepare ESG report for 2024	
Comfortable, safe and healthy environment for employees	Equal treatment of employees in respect of race / sex / religion / language and other diversity issues	High level of recognition from EcoVadis on ethics issues	Enhance policy on Equal treatment of employees in respect of race/sex/religion/language and other diversity issues with initiatives etc.	
	Promoting sport activities and actively taking part in them	AsstrA employees traditionally takes part in many sport events. Number of events depends on the country where AsstrA is presented	Continue in this direction	
	Loyalty and satisfaction level of employees (eNPS) and other satisfaction metrics	eNPS level would be assessed in 2025. No eNPS assessments were made in 2024	Further development in this direction, taking efforts to raise eNPS participation by employees and improvement initiatives	



# Material Topics & Progress





Impact category	Impact description	Progress 2024	Goal for the next years	SDGs
HR management	Decreased employee turnover	This KPI is no longer valid as company took course on optimization.	N/A	   
	Training and development initiatives' growth	Expansion of training modules, their quality and slight	Further improvement in this direction	
	Job fairs, internships and other initiatives	There are job fairs, internships and other initiatives in regions where AsstrA is presented and which AsstrA attends	Continuation in attracting new talents using these and other initiatives	
Sustainable business development and economic growth	Rise of tender clients	63% of tender clients (2% rise in comparison with 2023)	To reach 70%	 
	Nominated / quoted efficiency rise	2.9% nominated lanes (vs 2.6 in 2023)	Target - 3%	
	NPS index of loyal clients (improvement)	This KPI is no longer valid as company assessed this parameter in 2024 just partly	N/A	
Client centricity and satisfaction	Clients' dissatisfaction with services provided what could impact on our reputation	No significant cases registered	Zero cases	  
	Developing solutions what could not be in line with clients' satisfaction	No significant cases registered	Zero cases	



## 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	
Environmental accountability for our operational impacts		Social responsibility of businesses
	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

Applied at every organizational level

Mandatory for every employee



Sustainable business conduct at AsstrA was firstly delivered by AsstrA's main charter including its mission, vision and core values.

## 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.

Mission, vision and values were revised in 2024

## New vision:

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

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.

Every department within the company incorporates principles of sustainable business conduct and practices into their operational and business strategies.

AsstrA employees receive extensive training tailored to their specific roles, including sustainable business practices and anti-bribery and anti-corruption conduct. This training encompasses knowledge of sustainable procurement processes, due diligence, and principles for risk mitigation.



# Organizational Structure and Appointments in 2024

Main changes within organizational structure in 2024 were:

- Board of Directors: now controlled / overseen by the Chairman (former CEO);
- CEO: appointment of a new CEO;
- Structural adjustments: creation of several new organizational units as for instance Audit Committee within the Board of Directors;
- Transferring several units to others (as business development department transferred from commercial department to direct subordination of CEO);
- Non-executive directorships: Professional advice on business development and professional practice, that contribute to business growth.

## Board of Directors

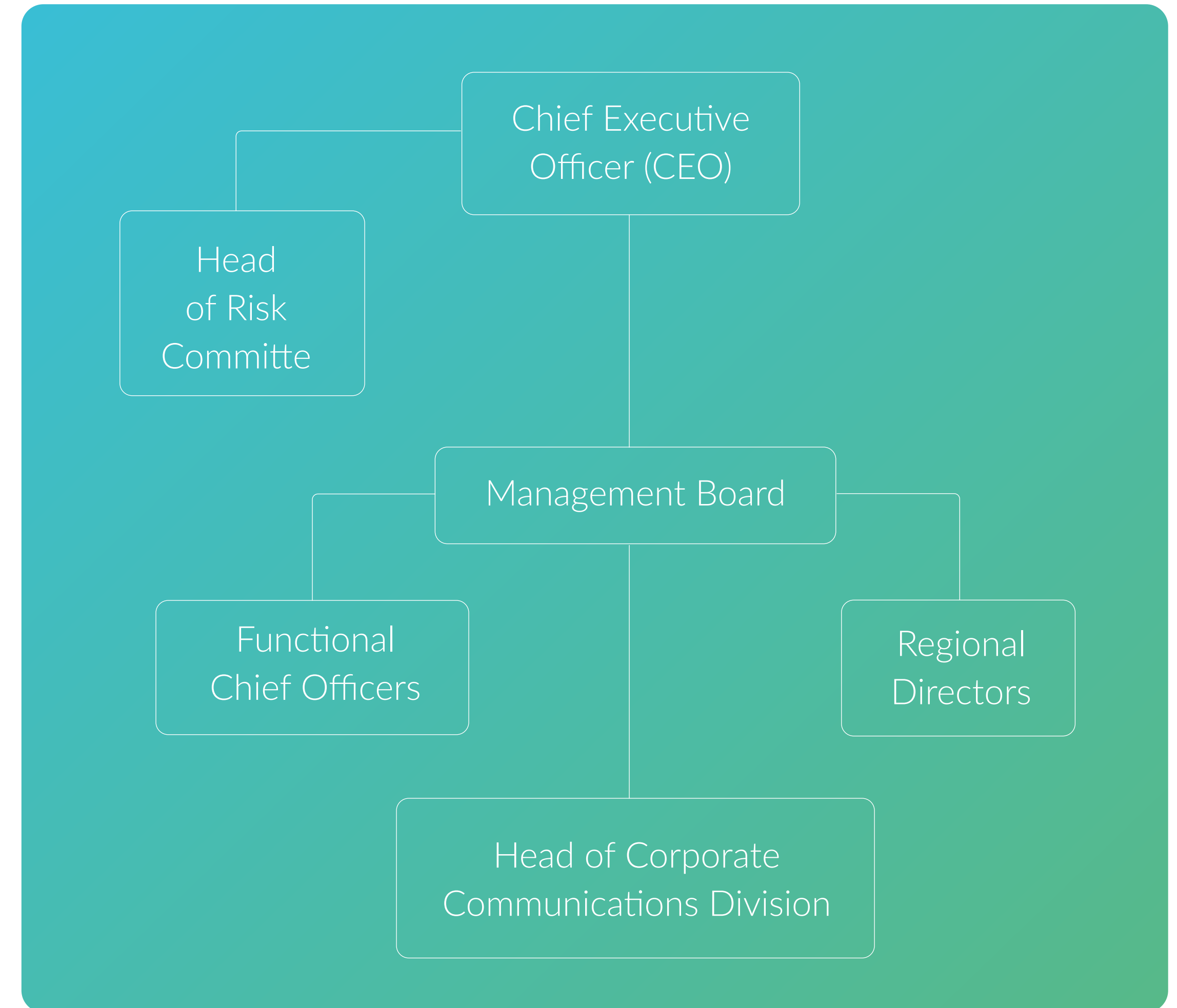
The main strategic decisions at the company are made by the Board of Directors, and Management Board is responsible for strategies review and their implementation. The Board of Directors (BoD) operates in accordance with the regulations of the Swiss Confederation and other internal company documents 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 accountable to the General Meeting of Shareholders of the company. Information on the work of the Board of Directors is presented to shareholders at the Annual General Meeting in the form of a report by the Chairman of the Board of Directors on the performance of the Board of Directors.

The Board of Directors is a strategic management body, whose main task is to provide overall management of the 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.





# Board of Directors

The Board of Directors (BoD) is the strategic management body of AsstrA, responsible for overall governance and oversight, operating under the law of the Swiss Confederation and internal company regulations approved by the General Meeting of Shareholders (GMS). It supervises strategy, investment, risk management, corporate governance, and performance evaluation systems, while implementation is managed by the Management Board.

## Key Responsibilities of the BoD:

- Implement GMS decisions;
- Ensure compliance with Swiss legal obligations;
- Appoint and contract the CEO and key executives;
- Approve the company's Mission, Vision, and Values;
- Approve and oversee strategic and financial plans;
- Review investment projects (over 5% of NWC);
- Approve marketing, commercial, financial, and risk policies;
- Approve remuneration systems for the BoD, CEO, and key executives;
- Evaluate the performance of the BoD, CEO, and top management.

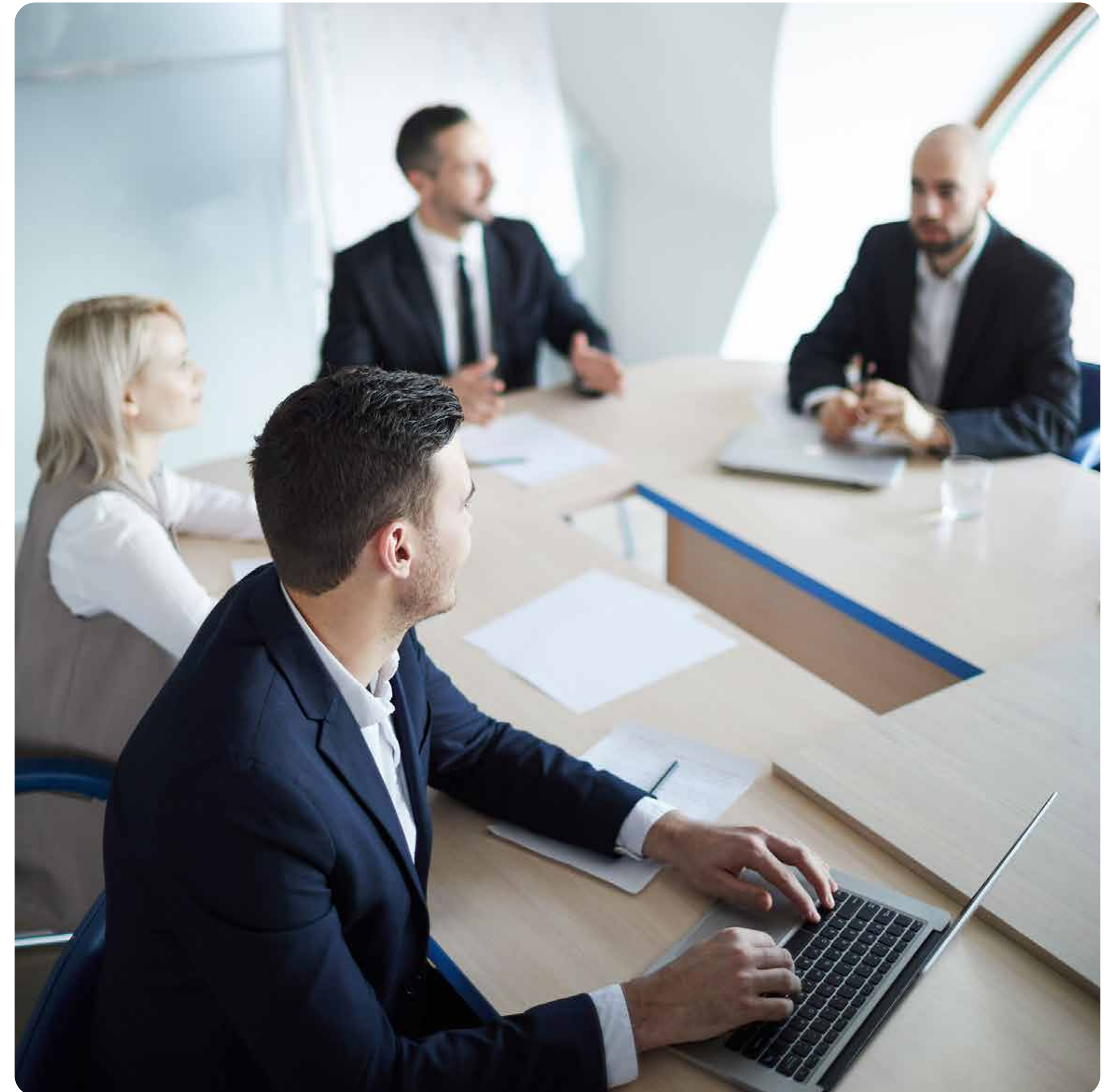
The BoD reviews and approves reports from the CEO and key executives, assesses business performance, and drives strategic initiatives to improve operational efficiency.

## Governance Principles:

- Competence: Members are qualified to guide the company strategy;
- Independence: Free from undue influence or conflicts of interest;
- Responsibility & Accountability\* Committed to ethical and lawful governance;
- Ethics: Uphold the company's reputation and shareholder interests.

## The effectiveness of the Board of Directors is assessed using key indicators based on its goals:

- Achievement of company objectives;
- Impact on the company's image;
- Protection of shareholders' and stakeholders' interests;
- Presence of a risk management system;
- Compliance with corporate governance standards
- And others.





# Board of Directors

The BoD's composition must align with the Target Competency Model for AsstrA Board Members. Directors must possess the expertise, reputation, and integrity to fulfill their roles. Shareholders revise this model before elections.

## Board Composition:

- Permanent Members: Chairman (majority shareholder), CEO, CFO;
- Independent Directors (3-5): Elected by the GMS;
- 1 Executive Director: Elected by minority shareholders;
- Size: 5 to 9 individuals; only natural persons; competitors excluded.

## Independent Directors:

- Must be free from ties to the company, competitors, government, or major shareholders;
- Serve no more than 10 years;
- Appointed by the GMS and required to sign a contract and NDA;
- Must act with integrity, professionalism, and impartiality.

The Chairman, in coordination with executive directors and the Corporate Secretary, leads the search and onboarding of independent directors. Directors receive full orientation and are expected to attend all in-person meetings.

Minority shareholders (owning at least two blocks of shares) may nominate candidates by submitting a proposal one week prior to the GMS. Final selection is made by a majority vote.

Newly elected directors attend a trial meeting before full confirmation.





## Board of Directors

The Board of Directors in 2024 had four standing committees that play a complementary role to BoD meetings. These committees 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 with mid- and long-term aims. All revisions of ESG policy, specific KPIs, and other metrics require the Board of Directors' approval. If immediate actions that are not strategic and do not require additional financing are necessary, all approvals are made by the Sustainable Development Manager in consultation with the ESG working group.

The Board of Directors oversees sustainable development and ESG progress at the company through monthly reports, communication upon request in important cases, and annual ESG reports. The Board is actively involved in shaping ESG initiatives and possesses the necessary qualifications and knowledge in sustainability topics.

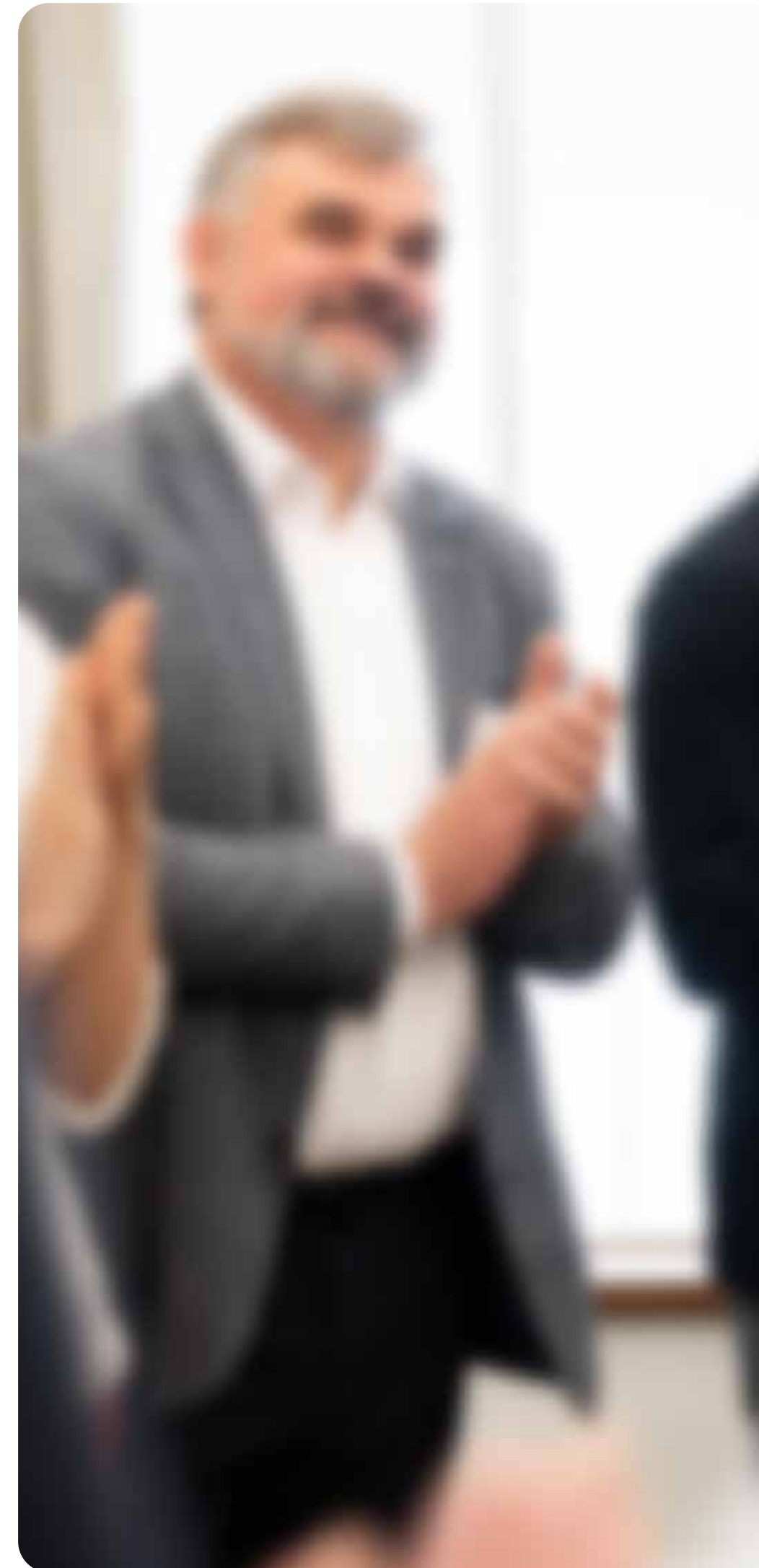




# President of the Board of Directors

## 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.



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.



# Chief Executive Officer

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

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

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;

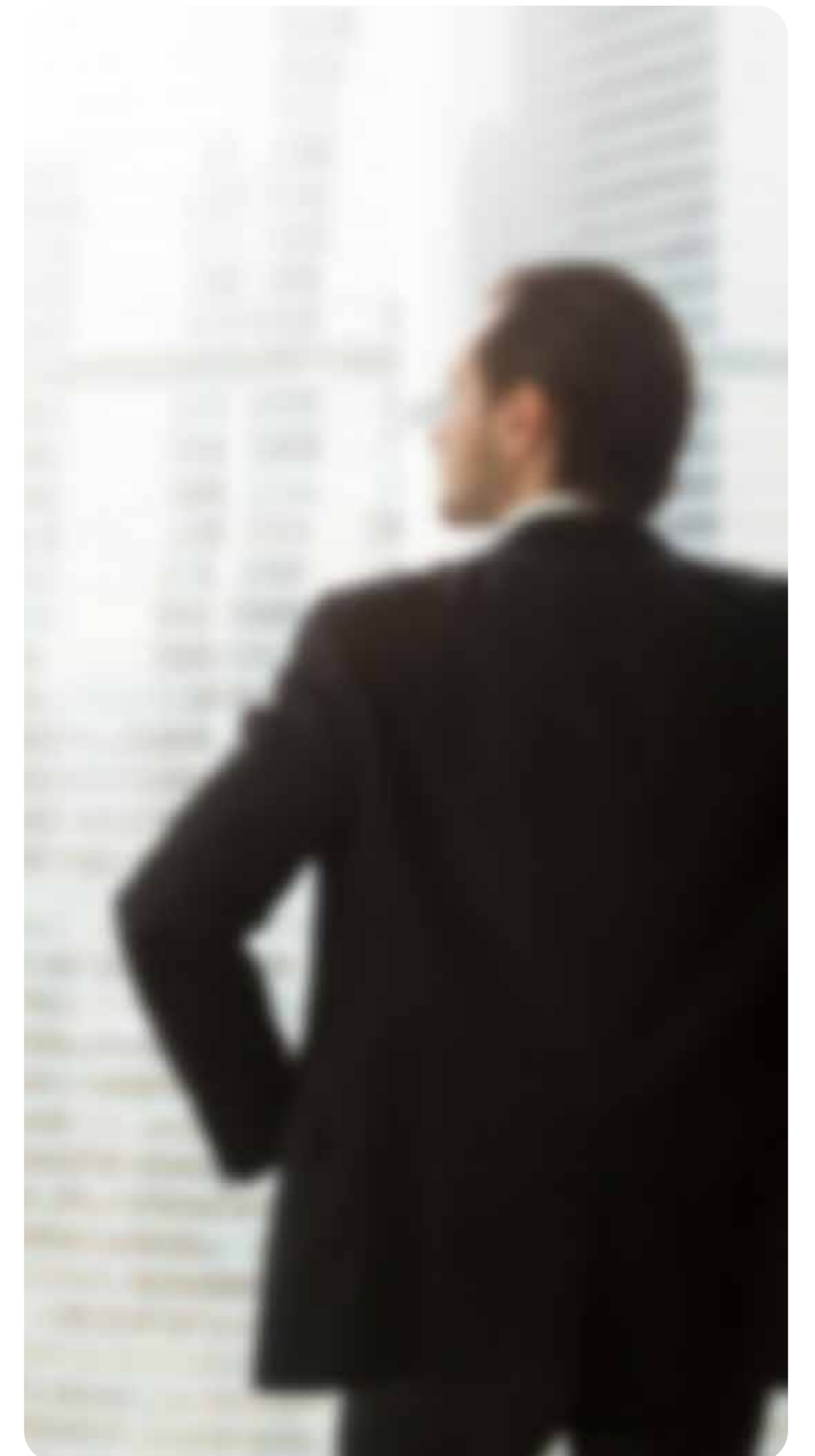
Market share: transportation volume, market expansion;

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;

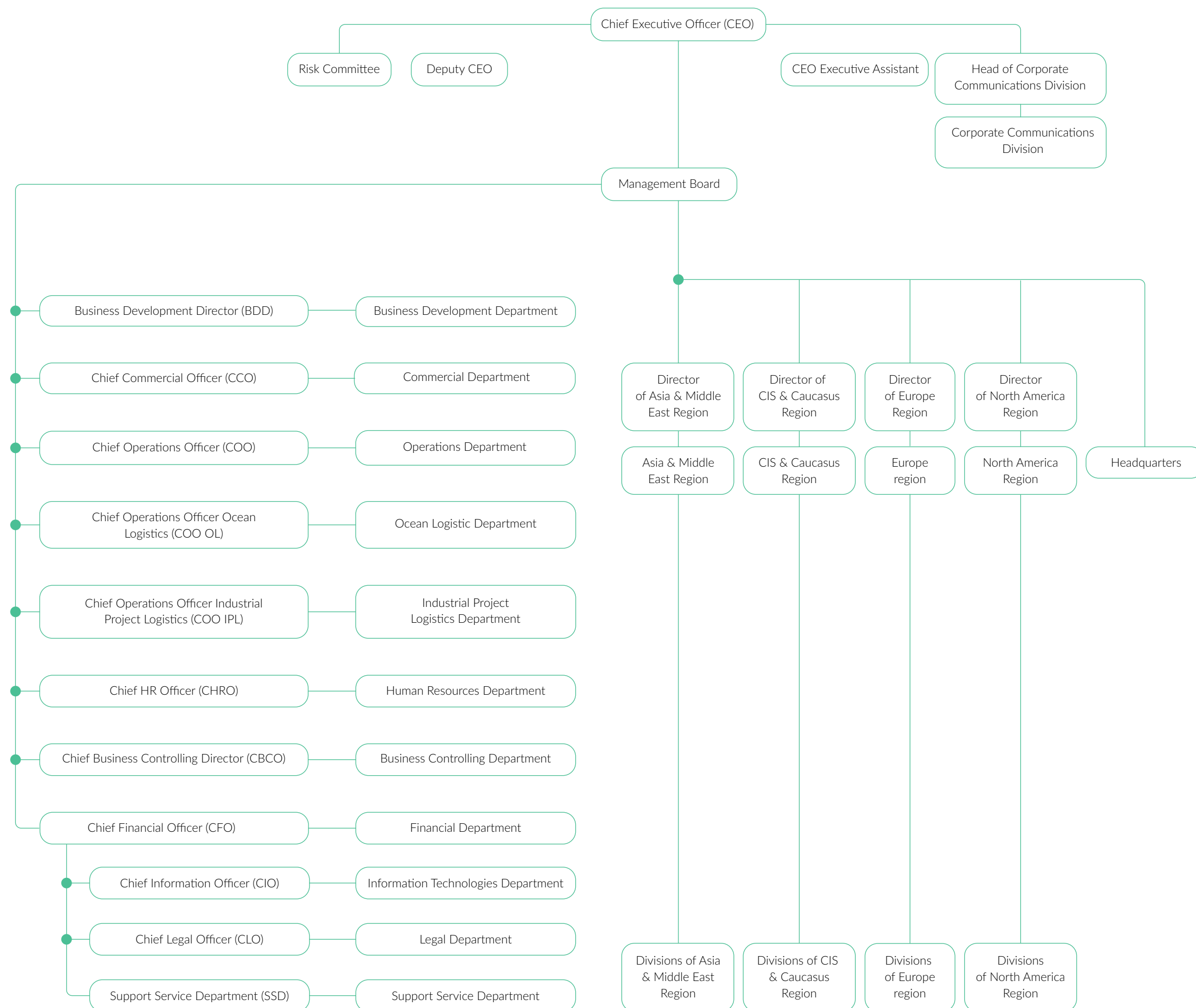
Net Promoter Score (NPS): assess client loyalty and satisfaction by measuring the likelihood of clients recommending the company to others;



# Management Board

In order to have constant performance reviews and undertake immediate actions there is a body named Management Board which meets every 1-2 weeks.

## Management Board Structure



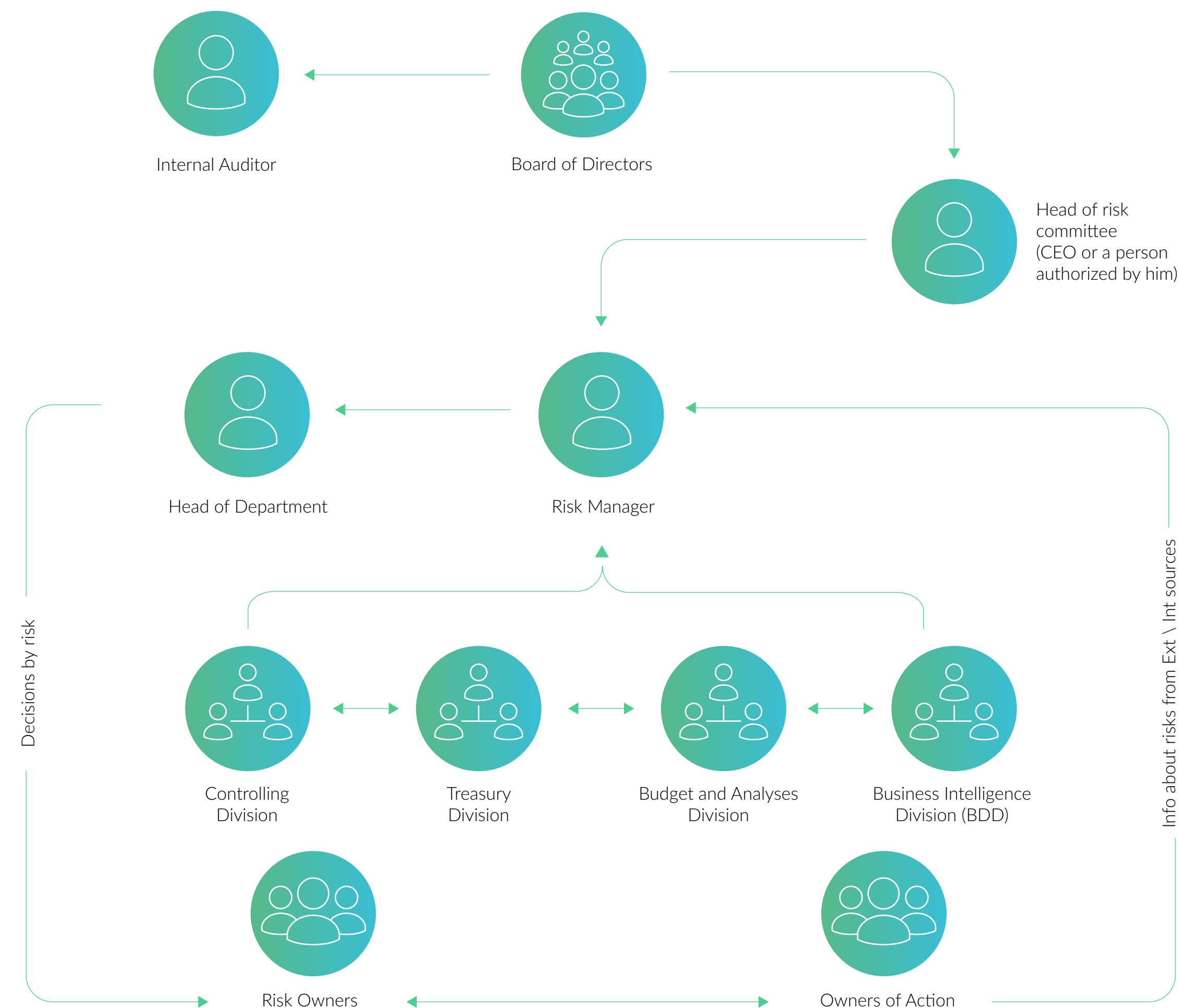
## Management Board vs. Board of Directors responsibilities

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

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



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 nonfulfillment 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'.

Based on evidence reviewed, the Risk Manager and risk committee successfully performed their functions in 2024, and we shall continue to progress further improvements in this area.

In 2024 neither significant cases of non-compliance with laws and regulations were identified nor significant fines paid in this relation.



# 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 2024, 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

In today's dynamic business landscape, stagnation is simply not an option. To truly thrive, businesses must embrace a culture of continuous innovation and actively pursue new initiatives and projects. These endeavors are the lifeblood of growth, providing the fuel for enhanced competitiveness, market expansion, and increased profitability. By consistently exploring new avenues, businesses can adapt to evolving client needs, stay ahead of industry trends, and unlock untapped potential, ultimately paving the way for long-term success and sustainability.

The Business Development department is integral to the development and execution of AsstrA's strategic initiatives. We would like to present several of them, showing the main ones.



**Ivan Akulovich**  
Project Manager

AI and big data are revolutionizing the transport industry through smarter route planning, resource allocation, cost savings, and predictive maintenance

In 2024, the primary focus of the project was devoted to the optimization of European trade lane flows:

- Optimization and AI;
- Big data analysis and recommendations;
- Ways to minimize empty mileage for our dedicated fleet trucks.



**Vitali Verbilovich**  
Head of Research & Development

Research is crucial to our company's success. Throughout 2024, our department actively engaged in:

- Conducting nearly 150 market research studies upon request;
- Producing over 50 market reports;
- Completing 365 tasks aimed at improving departmental and company operations;
- Developing a border waiting-time calculation model based on actual AsstrA data;
- Calculating market share using a new methodology, among other initiatives;
- Monitoring industry and competitors' outputs.

## A shift to "greener modalities"

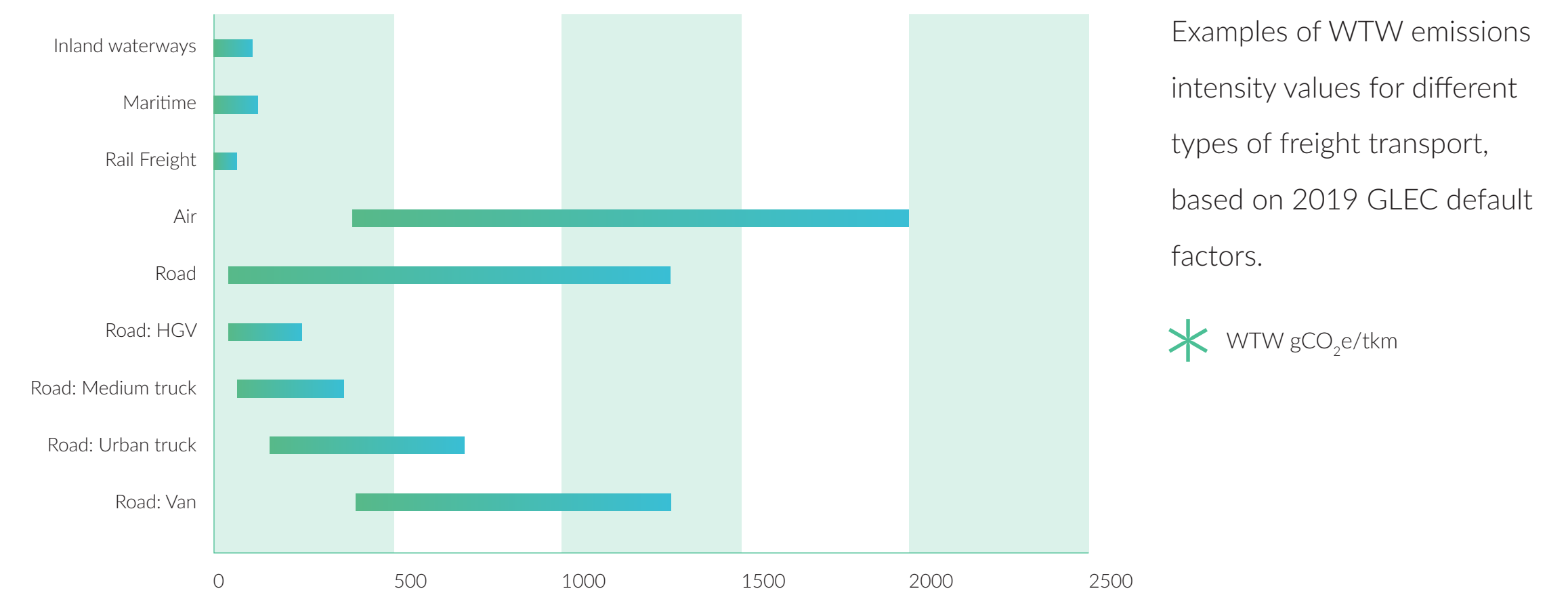
Throughout 2024, we continued to develop our practices for modalities that emit less CO2. We believe that such solutions provide us with a unique opportunity to optimize the flow of the supply chain and decarbonize our operations. However, AsstrA also recognizes that, in some circumstances, switching to green modes of transport may not be suitable for every shipment; in most cases, it is most effective for medium- and long-haul distances, with the first and last miles utilizing a mix of conventional fuels, electric trucks, and/or sustainable fuels such as HVO or BIO-LNG.

There is a close interlink between greener delivery modalities and sustainability.

Greener modalities are considered a green complement to road transport, but only a small percentage of freight deliveries can utilize rail.

The European Union aims to shift more freight to rail, targeting 30% by 2030 and 50% by 2050, supported by the European Commission's 'Greening Freight Transport Package.'

Electric freight trains and other innovations are making rail transport greener, with technology companies exploring ways to replace diesel-burning trains for a low-carbon future.



<sup>1</sup>GLEC Framework v. 3.0. p. 86. Figure 1. Examples of WTW emission intensity values for different types of freight transport, based on 2019 GLEC default factors [https://smart-freight-centre-media.s3.amazonaws.com/documents/GLEC\\_FRAMEWORK\\_v3\\_UPDATED\\_02\\_04\\_24.pdf](https://smart-freight-centre-media.s3.amazonaws.com/documents/GLEC_FRAMEWORK_v3_UPDATED_02_04_24.pdf)



# Industrial Project Logistics

In 2024, AsstrA advanced the development of the Industrial Project Logistics (IPL) division, into a unique pillar in the company's 2025–2027 growth strategy, bringing together the company core capabilities with industry specialists in managing the logistics requirements of turnkey capital projects as well as oversized and heavy lift cargo, thus expanding AsstrA's capabilities as a full-service project freight forwarder.

In order to support this, the company strengthened its presence in the UAE and South Korea, expanded our capabilities in the US, Europe, and China, and hired industry specialists to grow available expertise within the organisation. Investments in Quality, Health and Safety, and Environmental (QHSE) and Operational capabilities were made for the INOES Project One OSB, to ensure safe and sustainable options was maintained across this important project. These investments have contributed to a consistent increase in project awards to IPL, including recurring full charter shipment of modular units for global petrochemical majors and EPCs, as well as specialist movements for clients in multiple sectors, all utilising our unique transport solutions.

These developments contributed to a year-on-year increase of 156% in 2024.

This growth highlights IPL's rising influence and operational momentum in a very competitive global landscape, through enhanced focus on transparency, safety, efficiency, and sustainability across its operations.

Further investments have been made in digitalising logistics flows, improving data quality across the whole procurement processes, locating alternative solutions and optimised maritime, road and railway routes, as well as strengthening partnerships and long-term agreements with responsible, best in class sub-contractors in all modes.

In this way, IPL continues to be involved in contributing to logistics ideas that are critical to support global energy transition, from wind farms, to Bio-mass to LNG and other lower carbon processing initiatives. Our efforts are designed to assist in reducing long-term impact on society and business, which remain a core part of AsstrA's key focus.

By combining operational excellence with responsible project execution, IPL remains at the forefront in helping to shape a more forward-looking and robust logistics supply chain, now and in the future.





# Social



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The foundation of our organization's success lies in the recognition that our employees are our greatest asset. We recognize that the dedication, skills, and creativity of our workforce is fundamental to driving innovation and achieving our strategic goals.

These understandings shape every HR initiative, as we continuously strive to provide a learning, supportive and dynamic environment where employees can thrive.

Through these initiatives developed throughout 2024, the aim was not only to enhance efficiency but also to create a positive, growth-driven environment for all current and future employees.

**Irina Yakhno,**  
Chief Human Resources Officer

## Revision and improvement of HR practices & processes

The recruitment process has been updated, making it more transparent and user-friendly to ensure a smoother experience for both candidates and hiring managers. The main goal was to enable faster decision-making and reduce recruitment steps.

Recognizing the importance of a structured and professional offboarding process, termination procedures have been streamlined to prevent legal risks by complying with local labor laws, protect data security for individuals and the company, provide transition of expertise, and maintain a positive employer brand and AsstrA business reputation.

As part of AsstrA commitment to continuous improvement, a structured exit interview process for employees departing the company has been implemented. These interviews allow us to gather valuable feedback on organizational culture, employee satisfaction, and potential areas for improvement.

## Quality management and compliance with standards

High-quality work is the cornerstone of success. In 2024, we placed particular emphasis on quality control and improvement processes:

- Non-conformance Management – for sales, operations and supplier optimization and to assist business improvement;
- Business Ethics Principles – rules for internal company interactions;
- Process improvement – updating and streamlining processes;
- Process Control – standards for working with Acceptance Orders, certification, and SOP completion rules.





As a result of the quality assessment carried out by the HR Practitioners Association, AsstrA was honored with the HR Quality Award, a distinguished recognition in the field of workforce management.

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.

**Irina Yakhno,**  
Chief Human Resources Officer

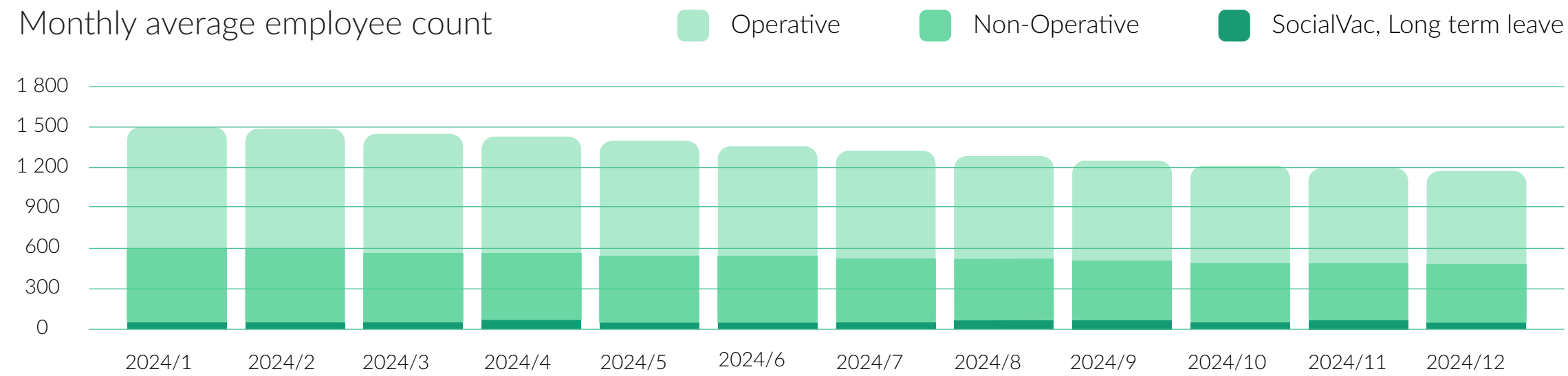


# HR Management

AsstrA throughout its history has been devoting a central place to its employees, treating them as the most important asset of its business. The HR requirements have evolved in order to understand employees' needs in the right way, utilising a qualitatively approach workforce flow and control human resources direction properly.

Statistics play an important role in understanding and defining a strategic approach to HR issues. Employee headcount and other HR issues presented here are taken at the end of the reporting period (31.12.2024) as per statistics related to group age and sex. Other statistics presented for every month of reporting period.

Monthly average employee count



Average employee count

2024	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Total Empl. Count	1,514.5	1,510.5	1,477.0	1,456.0	1,415.5	1,381.0	1,349.5	1,309.5	1,276.0	1,246.0	1,218.5	1,210.0
Operative	915.5	911.0	895.5	878.5	852.5	826.0	798.0	771.5	752.0	735.5	713.0	706.0
Non-Operative	535.0	531.5	511.0	503.0	492.5	484.0	480.0	466.0	451.5	439.5	434.0	433.0
SocialVac, Long Term Leave	63.5	68.0	70.5	74.0	70.5	71.0	71.0	72.0	71.5	71.0	71.5	71.0

Monthly average employee count

2024	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Grand total</b>	<b>1,514.5</b>	<b>1,510.5</b>	<b>1,477.0</b>	<b>1,456.0</b>	<b>1,415.5</b>	<b>1,381.0</b>	<b>1,349.5</b>	<b>1,309.5</b>	<b>1,276.0</b>	<b>1,246.0</b>	<b>1,218.5</b>	<b>1,210.0</b>
Asia & Middle East	129.5	127.5	127.0	124.5	119.0	112.0	108.0	102.0	98.5	96.0	95.5	96.5
CIS & Caucasus	748.5	743.0	725.0	714.5	693.0	676.0	660.5	642.0	624.5	611.0	600.0	595.5
Europe	543.0	547.0	533.5	525.5	515.5	508.5	500.5	486.5	746.5	464.5	450.0	446.5
Headquarters	62.5	62.5	62.0	61.5	60.5	59.0	57.5	55.5	54.0	52.5	52.0	50.5
North America	31.0	30.5	29.5	30.0	27.5	25.5	23.0	23.5	22.5	22.0	21.0	21.0

Composition of males and females on different levels in company (as per 31.12.2024 in persons' count)

	Top Management	Management Board	Middle management	Employees	Trainees & contractors
Women	6	2	124	654	8
Men	12	11	103	310	11

Composition of different age groups on different levels in company (as per 31.12.2024 in persons' count)

	Top Management	Management Board	Middle management	Employees	Trainees & contractors
Under 30	0	0	18	338	15
30-50	15	11	179	544	2
Over 50	3	2	30	82	2

**33.3%** Of women in Top management  
**54.6%** Of women in Middle management  
**67.8%** Of women among employees  
**964** All  
**35%** Employees are Under 30  
**56.4%** Are 30-50 years old  
**8.5%** Are over 50

Comparison with previous year shows that average number of employees decreased for 116 persons (integer number) what that corresponds to 8.4% fall.

As for 31.12.2024 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 30-minute reduction in working hours for the Polish office;
- A hybrid work model for all employees;
- An additional week of vacation for top-performing employees.

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.



One of the most important 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.

AsstrA's goals in the field of labor safety include:

- Ensuring safe working conditions and health protection for AsstrA's employees, and associated supply chain partners.
- Increasing the quality of workplaces and working conditions.
- Complying with safety standards for the transportation of goods.

Over the last year, we have been working collectively on:

1. Conducting business in compliance with legal requirements in the operating countries regarding labor safety, while continuously improving the labor safety management system.
2. Identifying hazards in planned activities, recognizing unsafe behavior among employees, assessing their impact on health, and developing and implementing preventive measures to reduce industrial injuries and occupational illnesses, as well as to prevent incidents, fires, and accidents.
3. Maintaining sanitary and hygienic working conditions and creating ergonomic friendly workplaces.
4. Prohibiting alcohol and drug use by employees and suppliers within the group of companies.
5. Adhering to the principles of Behavior-Based Safety (BBS) in transportation, with active involvement of management and effective observation of worker behavior during live client operations.
6. Complying with safety standards during the operation, servicing, and repair of vehicles, especially when working with chemical substances and hazardous cargo.
7. Providing ongoing training, advanced education, and professional development, to ensure safe operations at all site.
8. Encouraging employees initiatives to improve labor conditions and safety. Employees are invited to observe their colleagues' behavior to help prevent accidents and injuries. Leaders set an example by demonstrating the importance of adhering to safe behavior rules.
9. Collaborating with partners and suppliers to ensure that AsstrA's standards in labor safety, particularly regarding work with chemical substances and hazardous cargo, become their standards throughout the AsstrA supply chain.



# Health and Safety Issues

10. Upholding the principle of transparency in labor safety for the public and all external and regulatory bodies.

11. Contributing data for external assessment to Client led assessment portals e.g., Ecovadis, and others.

An integral part of our business involves addressing safety-related tasks. Every AsstrA employee understands and adheres to our business Codes of Conduct and the Health and Safety policy relating to work activities, which is actively promoted by executive management committing the company to full implementation of these requirements.

Recognizing our employees an asset that drives the organizations culture, AsstrA continues to promotes a healthy lifestyles. Employees benefit from:

- Additional health insurance, fully or partially covered by AsstrA (where such options exist);
- Sponsorship for participation in sports activities (marathons, competitions, etc.);
- Full or partial reimbursement for gym memberships (in several countries where we operate);
- Invitations to sports events in countries where we have a presence (such as marathons with clients);
- Promotion of a healthy lifestyle in all offices.

Furthermore, we closely track the number of injuries related to occupational duties. In 2024, this number was zero.

We confirm that no cases of discrimination based on race, color, sex, religion, political opinion, national origin, or social background were reported in 2024.





# Fair Remuneration

We believe that AsstrA employees should receive fair compensation that reflects their unique contributions to the company.

Consequently, throughout the company's history, management has continuously developed and refined financial incentive systems to adapt to organizational changes and ensure these systems remain relevant and effective for every department, individual employee, and their performance.

A specific point in place since 2024 is a refined individual motivation system for sales and operations.

Moreover, the salary review process is conducted annually, during which discussions are held with each employee to ensure their concerns are addressed and to review their performance and salary expectations for the upcoming year.

In 2024, this process resulted in an average salary increase of 7.8% compared to 2023, considering all countries where AsstrA operates.

Region	Percent
Asia & Middle East Region	11%
CIS & Caucasus Region	6%
Europe Region	8%
Headquarters Region	2%
North America Region	12%
<b>Total AsstrA 2024 vs 2023</b>	<b>7.8%</b>





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

As of December 31, 2024, AsstrA had five individuals working on a B2B basis. These individuals do not belong to a specific department and do not share the same set of responsibilities.

Such B2B agreements are a business necessity that include short-term consulting activities or when the period of services is defined by a specific date or timeframe.

There have been no significant fluctuations in the non-FTE headcount at the company since last year.

The headcount of non-FTEs has consistently remained low, represented by only a few individuals.

Employees who are on B2B contracts could be subject to the following limitations, that are provided to employees as standard:

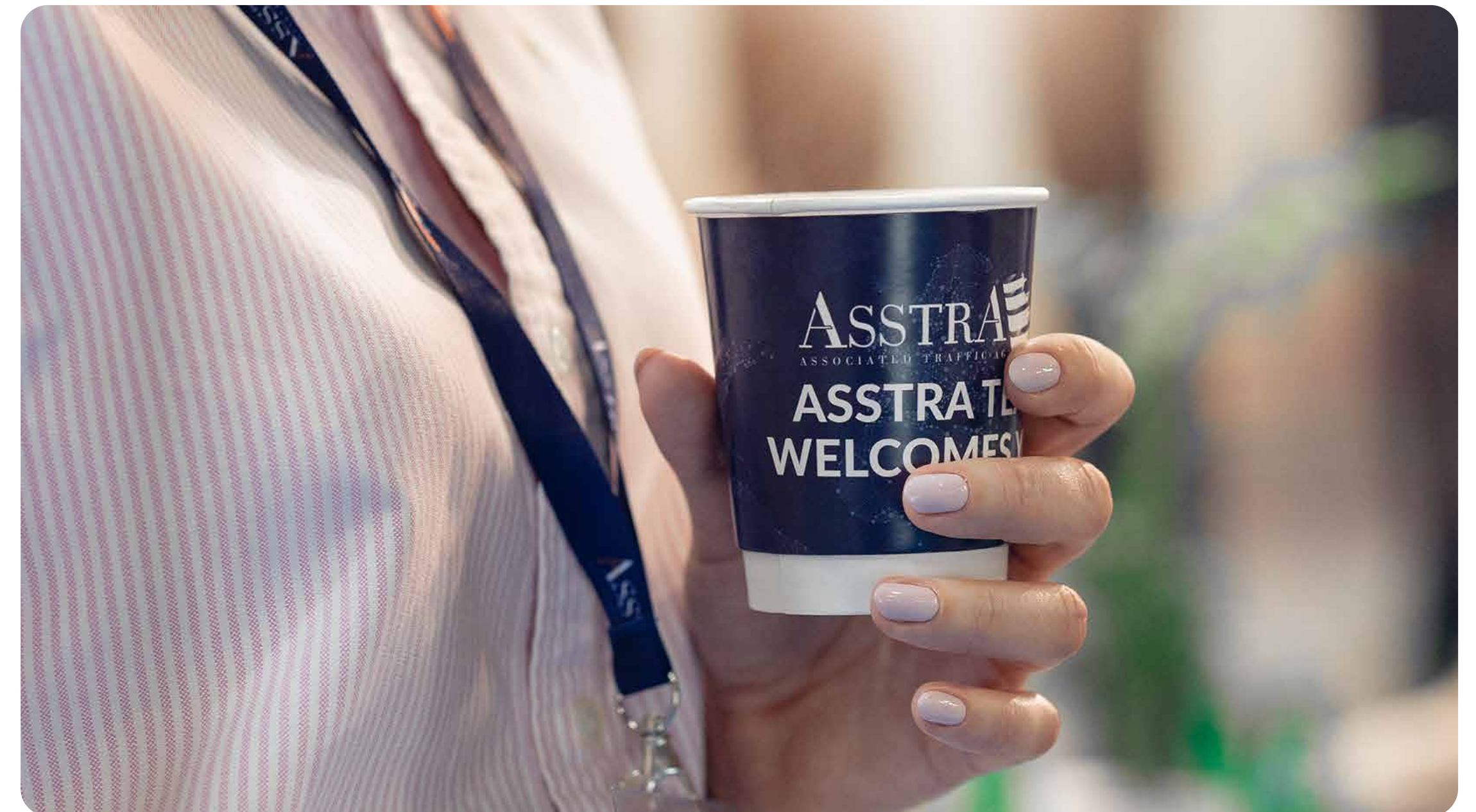
- No annual leave/limited annual leave;
- No reimbursement for sports club card;
- No additional medical insurance;
- No bonus related to performance.

Compared to B2B agreements with specific persons AsstrA provides the following set of benefits to its full time employees (FTE):

- Health insurance (if applicable);
- Standard vacation leave;
- Additional vacation leave with 1 day for birthday and possibility to receive additional week of holidays and / or paid-for visit for employees to the Swiss Alps;
- Stock ownership;
- Parental leave;
- Possibility to work remotely or in hybrid mode;
- Educational possibilities: including internal and external training;
- Flexible working hours (in some offices);
- Reimbursement of fees / partial coverage for sports club membership and / or taking part in sport events;
- Events at offices: games, parties, gatherings etc.

These listed benefits are provided in most of the cases in the countries / cities of AsstrA's presence (if available) which are defined as "significant locations of operations". In many cases, these are physical offices with more than 10 employees. In most of the countries where AsstrA has part-time employees or temporary employees having limitations on annual leave (available as per law but not from the very first day of work) or having no additional medical insurance and no reimbursement for sports club membership.

There are also company transitional programs which provide the possibility to take sabbatical leave if needed or additional benefits for employees working 5/10/15 or more years (severance pay).







2024 L&D performance metric:

96.1%

Learning efficiency 2024

89.3%

Learning satisfaction 2024

86.2%

Average tests score

7 hrs/year

Average Training Hours per Employee



Before 2024, the organisation initially focused on deepening the knowledge of our employees in professional fields, developing expertise, and effectively utilizing internal tools on business services:

**Anna Belaya,**  
Head of Learning & Development Division

## Professional competency development

### Working with data and analytics

- BI 11 Reporting Course for Managers;
- Expense Reports Database: Effective Use, Practical Tools and Tips.

### Logistics and Transportation

- Introduction to Intermodal Service at AsstrA;
- Lane Core Task in Tender Quotation System (TQS) for Non-KA Clients;
- The Use of Freight Exchanges.

### Certification and regulatory requirements

- Working with Exchanges Rules – 170 employees in the operations department successfully completed the training;
- Pharmaceutical Cargo Transportation.

## Development of managerial and leadership skills

Training leaders and succession management is a AsstrA's core priority, as the development of teams and the company depends on employee engagement, management skills, and strategic thinking. In 2024, the training team focused on key topics:

- Critical Strategic Thinking – 19 top managers completed the training;
- Training Feedback Puzzle: Creating a Culture of Motivation, Growth, and Care – 119 managers participated.

## Language development and communication skills

The ability to confidently communicate in foreign languages opens new opportunities for work and development. Last year:

- 178 employees completed the year-long English language program.
- Short-term courses were launched: an English Pronunciation Course and a Communicative Course.
- A German Speaking Club was organized.
- 22 Discussion Clubs were held.

\* **Learning efficiency:** (Quantity of tests / obligatory learnings (survey scope) + Quantity of responses / number of participants (response rate) + Average success rate) / 3

**Learning satisfaction:** (Satisfaction Survey rate + Response rate (Quantity of responses / number of participants)) / 2

**Average test score:** Successfully completed exams / Total exams

**Average learning hours per employee:** Number of hours of all training / number of employees



# L&D Goals for 2025

1

Implementation of New Company Values by workshops for all employees

2

Introduction of the personnel evaluation system including competences and performance

3

Enhance employer branding strategies to attract top talent and retain high-performing employees

We recognize that Management is the force that steers the company's development, and the Employees are the engine in achieving success. In 2025 we shall focus on strengthening leadership qualities and enhancing employees skills



4

Training on conducting effective 1-2-1 meetings for managers



5

Launching a tiered management training program, covering the development of core managerial skills, Leadership & Motivation, changing management & other

6

Employee Development in Large Teams



7

Introduction of a valuable Talent Management system

8

Introduction of the Successorship program

9

Launching a Well-being Program aimed at supporting employees' physical and mental health



# Learning and Development

- Asstra Industrial Project Logistics (EN)**  
Mar 25 —  
Dear colleagues, if you have any questions about the course topic, please contact Patrick Richardson...  
Course 9 materials  
5 stars  
21 students enrolled
- Industry sales of AsstrA (EN)**  
100 days  
Dear colleagues, if you have any questions about the course topic, please contact Patrick Richardson...  
Course 21 materials  
5 stars  
17 students enrolled
- Negotiations (EN)**  
Feb 7 —  
Dear colleagues, if you have any questions about the course, please contact Marina Rybchik for help  
Course 4 materials  
4 stars  
16 students enrolled
- Rail freight basics (EN)**  
Mar 20 —  
Dear colleagues, if you have any questions about the topic of the course, you can contact Nikolay...  
Course 10 materials  
5 stars  
14 students enrolled
- FCL Basics and Pricing (EN)**  
Sep 7 —  
Dear colleagues, if you have any questions about the course topic, please contact Tobias Sopalla...  
Course 12 materials  
4 stars  
11 students enrolled
- How to maintain a tender strategy + cases (EN)**  
Oct 20 —  
Dear colleagues, if you have any questions about the course topic, please contact Vladislav Lagun...  
Course 6 materials  
5 stars  
10 students enrolled

As AsstrA courses traditionally covered direct operational and sales processes in the supply chain, HR and executive management supported additional Continuous learning trainings, an important element of the HR focus, which were successfully developed and rolled out to develop employee's skills in other areas, to enhance information flows. Feedback by attendees reported these as extremely beneficial:

- Soft skills courses on positivity, KPI improvement and how to be a successful manager;
- Associated psychological resilience and stress management for mental well-being;
- Language related skills.

Moreover, corporate courses could be enriched by:

- Certified trainers or experts within field conducting such courses;

- External offline and online trainings, fully or partly covered by company.

One more important project for us in 2024 was creating a separate page on the corporate portal AsstrA Power, which will bring together all the information employees need, including the ability to sign up for courses, sharing ideas and finding up-to-date policies and documents.



Last year, CILT Central Asia introduced the "Expert of the Year" award to recognize outstanding professionals in projects, training, and consulting. One of the first recipients, Ramilya Akhmetova, Branch Manager of AsstrA in Kazakhstan, embodies the values of development, professionalism, and openness. She has delivered the "International Business Management" module for the "International Diploma in Logistics and Transport," trained employees from Kazmortransflot, Air Astana, and LLP "PGU Turkestan," provided consultations for corporate members, and spoken at CILT Central Asia events.



## 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 has the potential to undermine the impartiality of a person due to the possibility of a clash between the person's self-interest and professional or public interest. A conflict of interest exists whenever you have an interest that interferes or conflicts in any way (or even appears to interfere or conflict) with the interests of the Company as a whole. A conflict situation can arise when you take actions or have interests that may make it difficult to perform your work on behalf of the Company objectively and effectively. Conflicts of interest also arise when you or your family receive improper personal benefits (such as loans or guarantees of obligations) as a result of your position with us.

You should conduct yourself and your activities on our behalf in an honest and ethical manner which complies with this Code and other Policies. You should report to your immediate supervisors all material facts relating to relationships or financial interests which give rise, directly or indirectly, to an actual or potential conflict of interest. For more details, please refer to 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.

## 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.



# Ethics and Conflict of Interest

## 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 emphasizes the importance of ensuring that every employee's voice is heard.

This approach not only encourages open communication but also empowers employees to contribute their ideas and perspectives, which are valued and respected.

By doing so, AsstrA creates a collaborative culture where all team members feel engaged and motivated to contribute to the company's success.

This commitment to employee engagement reflects AsstrA's dedication to building a workplace where everyone feels valued and supported.

That is why we have different channels through which any concerns can be raised:

- We have an internal portal named AsstrA Power, where every employee can propose an idea in the "Ideas Contest" section or simply ask a question on any point of interest.

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## Idea Contest Results Q4 2024



- There are specific sessions devoted to internal discussions within each team regarding the results of the quarter/month, where every team member may ask questions or discuss any points of concern.

 **BDD general meeting: results of ENPS, results of the company, plans and strategy, questions**

- In 2024, we organized several initiatives aimed at gathering employee input before rolling out the new strategy for 2025-2027:

1. Brain-storming initiatives in all offices, encouraging employees to place voluntary sticky pad ideas on a flip chart or wall, and collected by either the facilitator or participants. This enabled duplicated ideas, patterns and themes to be grouped for review. These ideas were then used towards the development of the new corporate strategies.

Thank you very much for your active participation! During this initiative, we received almost 300 ideas that will form the basis of AsstrA's new strategy. We divided all the ideas we received into blocks and identified their type: things that hinder the work and suggestions for changes to improve it.



2. Several full-day strategic sessions were also organized to discuss key topics on company strategies before finalization and implementation.

3. Day-to-day practice "of feedback"

As identified previously, AsstrA has been working to provide every employee with planned periodic performance reviews, helping them to set clear goals for the future. Moreover, every employee is encouraged to invite their manager to discuss topics of concern during each session.





# Possibility to Influence the Company's Decision-Making Process

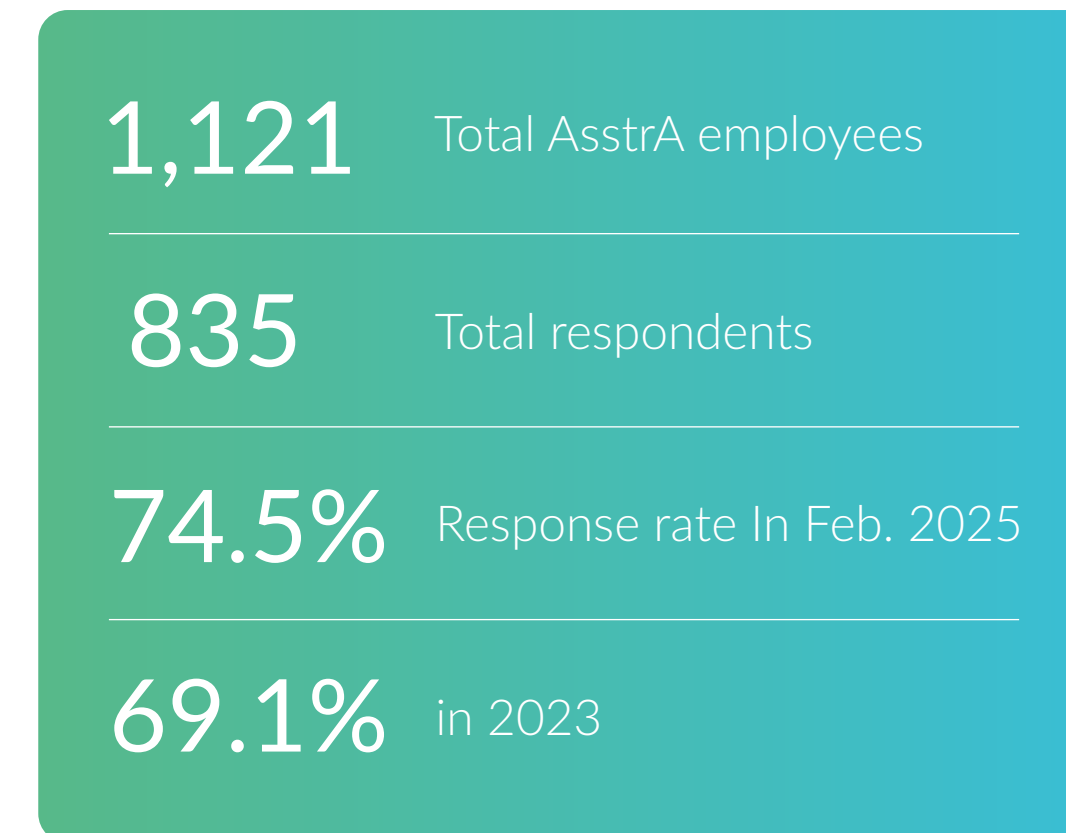
- Annual eNPS reviews

eNPS reviews are important at AsstrA because they provide valuable insights into employee satisfaction and engagement, helping the company assess the overall work environment and identify areas for improvement.

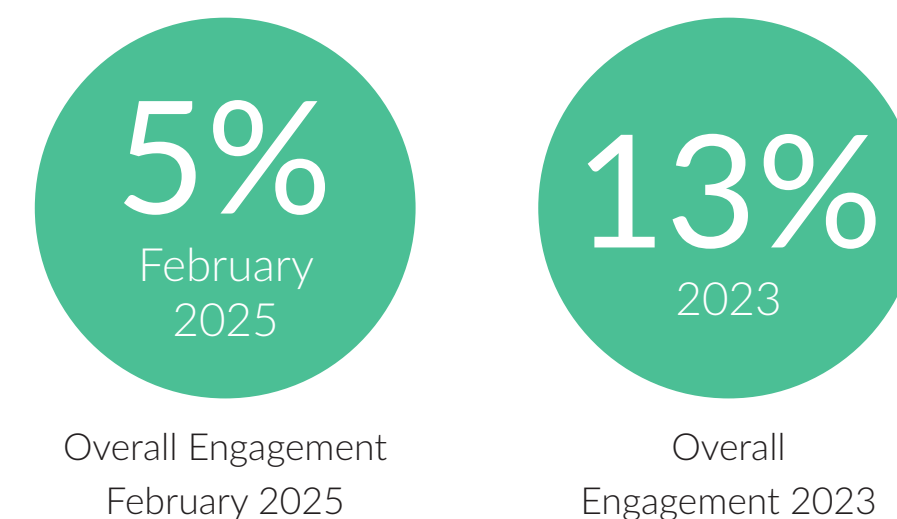
By regularly measuring eNPS, AsstrA can enhance employee retention, foster a positive company culture, and make informed decisions that align with employee needs.

Additionally, eNPS reviews enable AsstrA to track progress over time and remain competitive by ensuring employee well-being and satisfaction.

The eNPS for the year 2024 was conducted in early 2025. The response rate in 2025 was slightly higher compared to 2023 (74.5% versus 69.1%).



At the same time, overall engagement dropped significantly, equating to 5% for the 2024 period compared to 13% for 2023.



According to the survey, people at AsstrA mostly appreciate the following:

Growth & development

Atmosphere

Dynamic work environment

Challenging & engaging work

International work experience

Work-life balance

Colleagues

Management's attitude & support

Hybrid work

Freedom & independence

Working conditions

At the same time, based on feedback gathered during the survey, we are committed in 2025 to the following improvement points:

- Motivation & Reward System Enhancement (Implementation for Office Functions & Reengineering of Existing Structures);

- Process Optimization, Bureaucracy Reduction & Clear Definition of Roles & Responsibilities;
- Internal Communication & Transparency Improvement;
- Leadership Development & Management Excellence.



# Environment





# A Word from the Sustainable Development Manager



The year 2024 was tough but at the same time very productive in terms of sustainability and environmental protection. All activities we performed in 2024 can be divided into several parts:

## 1. ESG reporting

- Since 2022 AsstrA has begun reporting ESG metrics in accordance with GRI standards;
- Double materiality matrix was prepared and accepted;
- ESRS and CSRD Directive recommendations for future reporting were discussed.

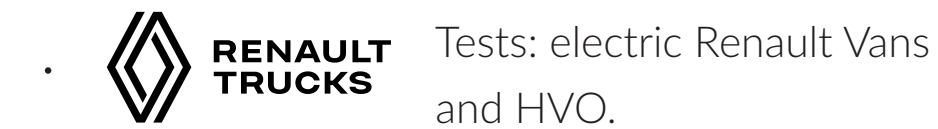
## 2. CO2 reporting

- Data mapping in relation to CO2 logic calculation were completed;
- New parameters were added to the internal OTM system related to CO2 tracking;
- Science Based Targets Initiative (SBTi) modelling was reviewed.

## 3. Decarbonization and green services to clients

- Wider HVO proposal to clients and first proposals of BIO LNG;
- First procurement steps were taken towards “green solutions”;

- New partnerships were established in e-mobility & sustainable fuels;



## 4. Other activities

- A range of planned meetings and forums took place with clients and partners on the topic of decarbonization;
- EcoVadis reassessment and additional 7 points compared to 2023;
- Points to improve for 2025-2027 were set.



Finally, in 2024 we organized an event at our Warsaw office devoted to Decarbonization of Overland's shipments in Europe. The event gathered AsstrA employees, clients, partners and external attendees and was well received.

The full-day event covered the topics such as:

- Decarbonization in Europe: methods and their comparison;
- ESG and regulative context;
- CO2 emissions tracking;
- The future of overland's shipment decarbonization.

We would like to thank all the attendees and speakers for their presence and interesting discussions.

We anticipate that 2025 will be another productive year for our ESG efforts, marked by a refreshed strategy to guide us for the following two years.

**Dmitri Krölov,**  
Sustainable Development Manager



# Tracking Environmental Progress

## CO2 emissions 2021 – 2024

Our company set ambitious goals to reduce absolute emissions of our supply chain until the end of 2024 by 25%. (Scope 3, total WtW) compared to our 2021 levels (2021 as the baseline year). Unfortunately, despite our efforts, we were unable to achieve this target mainly due to the modalities selected were unable to provide sufficient change as expected. Changing modalities and mechanism requires significant planning, as the impact extends beyond AsstrA operations which require mitigated, for example:

- Client's demands;
- Longer transit times;
- Cost of energy;
- Stability of the whole supply chain.

We will continue to work towards reducing our environmental impact and are committed to setting new objectives that align with our sustainability goals. We appreciate the support and dedication of our team and stakeholders as we move forward in our efforts to minimize our carbon footprint.

Current levels show with a difference of 21% emissions intensity decline, and 10% Total Emissions decline (Scope 3, WtW).(based on 2024 vs 2021).

## Composition of emissions at AsstrA in 2021-2024

	WtW Emissions, kg CO2e/km	WtW energy used, MJ/km	TtW Emissions, kg CO2e/km	TtW Energy used, MJ/km	Trips, Number of trips	Total weight transported, Weight in kgs	Total emissions, WtW emissions (t CO2e)	Total Distance, Km
2021	0.94	13.5	0.74	10.79	190 199	2 936 139	357 855	379 196 571
2022	0.80	11.38	0.62	9.12	149 747	2 384 085	240 199	300 178 959
2023	0.83	11.79	0.65	9.44	160 590	2 588 207	276 332	334 457 792
2024	0.78	10.79	0.60	8.62	185 154	2 894 457	326 447	419 257 281
2024 vs 2021 difference	-17%	-20%	-19%	-20%	-3%	-1%	-10%	-9%

▲ Emission intensity reduction      ▲ Absolute emissions reduction

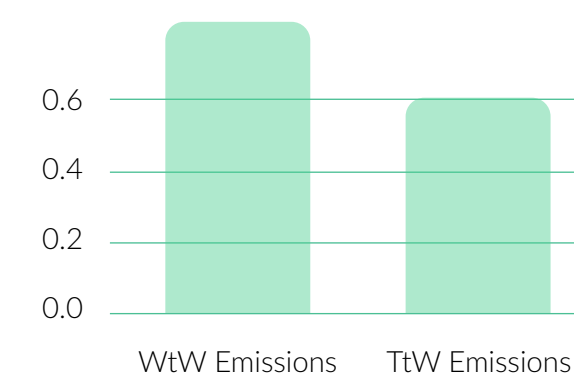
Meanwhile, results by haulage method look as follows.

	Total GHG emissions	% out of total	Operational GHG emissions	% out of total	Total Energy consumption	% out of total	Operational energy consumption	% out of total
Road	288.731,20 tCO2e	88.45%	222.235,14 tCO2e	88.31%	4.033.625,36 GJ	89.20%	3.199.724,03 GJ	88.50%
Rail	8.208,11 tCO2e	2.51%	4,312,05 tCO2e	1.71%	107.900,15 GJ	2.39%	90.009,92 GJ	2.49%
Maritime	14.891,89 tCO2e	4.56%	13.295,95 tCO2e	5.28%	187.565,48 GJ	4.15%	163.612,26 GJ	4.53%
Air	14.615,47 tCO2e	4.48%	11.802,34 tCO2e	4.69%	192.896,51 GJ	4.27%	162.004,61 GJ	4.48%
Total	326.446,67 tCO2e	100.00%	251.645,49 tCO2e	100.00%	4.521.978,50 GJ	100.00%	3.615.350,82 GJ	100.00%

	2021	2024	Difference in distance covered by each modality 2024 vs 2021 in %
Road	71%	62%	-9%
Rail	5%	6%	1%
Sea	18%	28%	10%

WtW/TtW emissions for 2024 are as follows:

WtW Emissions	0,78	kg CO2e/km
WtW Energy used	10,79	MJ/km
TtW Emissions	0,60	kg CO2e/km
TtW Energy used	8,62	MJ/km



The reduction in emission intensity was mainly achieved due to changes in the share of modalities (in %) within the total scope as a result of AsstrA's actions.

Since 2021, AsstrA covers transport emissions (Scope 3, WtW) only, as it does not own any buildings, including warehouses, and has no owned trucks. 2021 serves as the baseline year for all calculations related to CO2 at the company.



# ESG & Decarbonization: Plans for 2025 and Beyond

Taking into account the progress AsstrA has achieved and the plans ahead, the company team will focus on:

- Redefining our ESG strategy and recalculating CO2 targets to ensure alignment with the company's overall objectives.
- Enhancing the reliability of CO2 accounting and integrating it seamlessly with our internal IT systems.
- Implementing green solutions and sustainable procurement practices.
- Managing new and existing tasks related to Environmental, Social, and Governance (E, S, and G) factors.
- Enhancing ESG reporting by broadening the scope of parameters within the GRI and preparing for the CSRD.



Regarding options designed to decarbonize the supply chain, we have chosen to produce less while maintaining even higher standards and quality than before. In the coming years, we will concentrate on the following solutions aimed at decarbonization:

- Intensifying efforts in intermodal transport shifts, prioritizing greener modalities such as sea and rail over road shipments for long-haul logistics to reduce carbon emissions;
- Expanding the use of sustainable fuels like Hydrotreated Vegetable Oil (HVO), bio-Liquefied Natural Gas (bio-LNG), and other biofuels for medium and short-haul transportation;



- Deploying electric trucks as a primary solution for local distribution to minimize emissions in urban and regional delivery networks.



# 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.



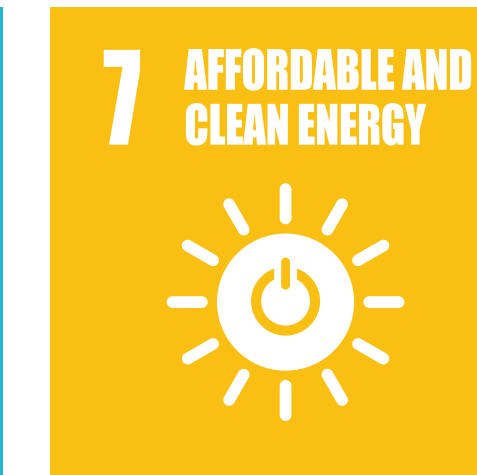
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.



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 01.01.2024-31.12.2024  
 GRI 1 used: GRI 1: Foundation 2021  
 Applicable GRI sector standard (s): Not applicable

## General disclosures

GRI standard / other source	Disclosure	Reference	Page or reason for omission
GRI 2: General Disclosures 2021	Disclosure 2-1 Organizational details	SR2024	p. 2-4, 8
	Disclosure 2-2 Entities included in the organization's sustainability reporting	SR2024	p. 8
	Disclosure 2-3 Reporting period, frequency and contact point	SR2024	p. 8 Sustainability Report 2024 (01.01.2024 - 31.12.2024), published in July 2025. Contact point for the Sustainability Report 2024: dmitri.krolov@asstra.com
	Disclosure 2-4 Restatements of information	SR2024	p. 8
	Disclosure 2-5 External assurance	SR2024	p. 8
	Disclosure 2-6 Activities, value chain and other business relationships	SR2024	p. 2-4, 10-12
	Disclosure 2-7 Employees	SR2024	p. 35, 39
	Disclosure 2-8 Workers who are not employees	SR2024	p. 39
	Disclosure 2-9 Governance structure and composition	SR2024	p. 21-27
	Disclosure 2-10 Nomination and selection of the highest governance body	SR2024	p. 21-24
	Disclosure 2-11 Chair of the highest governance body	SR2024	p. 25
	Disclosure 2-12 Role of the highest governance body in overseeing the management of impacts	SR2024	p. 27-29
	Disclosure 2-13 Delegation of responsibility for managing impacts	SR2024	p. 27-29
	Disclosure 2-14 Role of the highest governance body in sustainability reporting	SR2024	p. 24
	Disclosure 2-15 Conflicts of interest	SR2024	p. 22-24



GRI standard / other source	Disclosure	Reference	Location / Page
	Disclosure 2-16 Communication of critical concerns	SR2024	p. 28
	Disclosure 2-17 Collective knowledge of the highest governance body	SR2024	p. 24
	Disclosure 2-18 Evaluation of the performance of the highest governance body	SR2024	p. 22-23
	Disclosure 2-19 Remuneration policies	SR2024	p. 38
	Disclosure 2-20 Process to determine remuneration	SR2024	Information is not provided due to confidentiality constraints
	Disclosure 2-21 Annual total compensation ratio	SR2024	Information is not provided due to confidentiality constraints
	Disclosure 2-22 Statement on sustainable development strategy	SR2024	p. 2-3
	Disclosure 2-23 Policy commitments	SR2024	p. 12-14, 43-45
	Disclosure 2-24 Embedding policy commitments	SR2024	p. 19-20, 40-41
	Disclosure 2-25 Processes to remediate negative impacts	SR2024	p. 28-29
	Disclosure 2-26 Mechanisms for seeking advice and raising concerns	SR2024	p. 29, 46-47
	Disclosure 2-27 Compliance with laws and regulations	SR2024	p. 28
	Disclosure 2-28 Membership associations	SR2024	p. 5
	Disclosure 2-29 Approach to stakeholder engagement	SR2024	p. 6-7, 29, 46
	Disclosure 2-30 Collective bargaining agreements	SR2024	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	SR2024	p. 10-12
	Disclosure 3-2 List of material topics	SR2024	p. 11, 17-18
	Disclosure 3-3 Management of material topics	SR2024	p. 9-14, 16-18

## Economic performance

GRI standard / other source	Disclosure	Reference	Location / Page
GRI 201: Economic Performance 2016	Disclosure 201-1 Direct economic value generated and distributed	SR2024	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	SR2024	p. 50
	Disclosure 305-4 GHG emissions intensity	SR2024	p. 50



## 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 parttime employees	SR2024	p. 39

## 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	SR2024	p. 36-37
	Disclosure 403-9 Work-related injuries	SR2024	p. 37

## 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	SR2024	p. 40
	Disclosure 404-2 Programs for upgrading employee skills and transition assistance programs	SR2024	p. 40-42

## 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	SR2024	p. 37





## 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: 26 June 2025