



Bagi Astra, keberlanjutan merupakan suatu perjalanan yang terus bergulir. Kami menyadari tantangan yang dihadapi dalam perjalanan transisi kami, namun kami percaya bahwa dengan kerja keras dan kolaborasi, kami dapat memberikan dampak positif kepada bumi dan iklim, bisnis kami serta masyarakat Indonesia. Komitmen transisi ini terus kami perkuat melalui berbagai inisiatif di sepanjang tahun 2024, termasuk peluncuran komitmen Astra Net Zero Scope 1 & 2 pada tahun 2050, yang menjadi peta jalan jangka panjang kami untuk memberikan kontribusi positif terhadap ketahanan iklim. Dengan strategi yang terarah, kami akan terus mengembangkan solusi inovatif, memperkuat kemitraan, dan memperluas dampak.

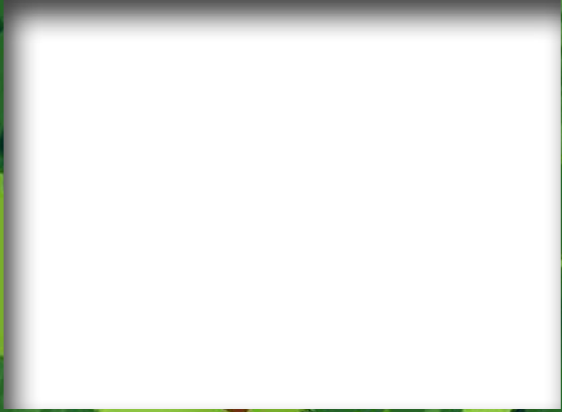
## Memperkuat Kontribusi dan Memperluas Dampak

Strengthening Contribution  
and Broadening Impact



For Astra, sustainability is an ongoing journey. We recognize the challenges we face in our transition, but we believe that through hard work and collaboration, we can create a positive impact on the planet and climate, our business, and the people of Indonesia. This commitment to transition has been continuously strengthened through various initiatives throughout 2024, including the launch of the Astra Net Zero Scope 1 & 2 commitment by 2050, which serves as our long-term roadmap to contribute to climate resilience. With a focused strategy, we will continue to develop innovative solutions, strengthen partnerships, and broaden our impact.







**SATU  
INDONESIA  
AWARDS**

**ASTRA**

**kampung  
berseri  
ASTRA**

# Strategi Keberlanjutan Astra

Astra Sustainability Strategy



## Pendekatan Kami Our Approach

- **Menyeimbangkan Kebutuhan Saat Ini dan Masa Depan**  
Balance The Needs of The Present and The Future
- **Menyelaraskan dengan Strategi Pemerintah Indonesia**  
Align with Government of Indonesia's Strategy
- **Perspektif Pemangku Kepentingan terhadap Keberlanjutan**  
Voice of Stakeholders on Sustainability



## Tujuan Jangka Pendek Near-Term Goal

10

**ASTRA 2030**  
Sustainability Aspirations

7

**Flagship  
Initiatives**



### Fuel Smart

Meningkatkan kemajuan yang telah dicapai oleh semua unit bisnis kami dalam efisiensi bahan bakar dan energi.

Building on the progress that all our business units have already made in fuel and energy efficiency.



**Pemanfaatan dan Optimalisasi Penggunaan Biofuel**  
Utilization and Optimization of Biofuel



### Renew & Reduce

Meningkatkan kapasitas energi terbarukan dalam operasional kami.

Increasing our renewable capacity in our operations.



**Instalasi Panel Surya**  
Solar Panels Installation



### Future of Mobility

Melakukan investasi pada ekosistem kendaraan listrik di Indonesia.

Pursuing investments in the electric vehicle ecosystem in Indonesia.



**Kendaraan Listrik**  
Electric Vehicles



### Future of Mines

Fokus pada diversifikasi ke pertambangan mineral non-batu bara.

Focusing on diversifying into non-coal mineral mining.



**Pertambangan Nikel**  
Nickel Mining



## Tujuan Jangka Panjang Penurunan Emisi Gas Rumah Kaca

Greenhouse Gas Emissions Reduction Long-Term Goal

# ASTRA NET ZERO

SCOPE 1&2 BY 2050

Perjalanan Astra menuju Net Zero telah dimulai. Bersama, dalam perjalanan membangun Indonesia yang ramah iklim. Setiap langkah berarti.

Astra's Journey to Net Zero is on. Together, in the journey to build climate-positive Indonesia. Every stride counts.

**30%**

Penurunan emisi gas rumah kaca Grup Astra Scope 1 dan 2 dari *baseline* 2019

Reduction of group-wide Scope 1 and 2 greenhouse gas compared to 2019 baseline

**50%**

Bauran energi terbarukan

Renewable energy mix

**88%**

Pendapatan non-batu bara

Non-coal revenue



### Renewable Future

Fokus pada peningkatan proyek dan investasi kami pada energi terbarukan.

Focusing on scaling up our renewable energy projects and investments.



**Pembangkit Listrik Tenaga Panas Bumi**  
Geothermal Power Plant



### Go Nature

Menerapkan *Nature-Based Solution*, dimulai dengan inisiatif menanam tiga juta pohon.

Deploying Nature-Based Solutions, starting with an initiative to plant three million trees.



**Astra Sustainable Forest**  
Astra Sustainable Forest



### Astra for Everyone

Meluncurkan program tentang keberagaman, kesetaraan & inklusi, dengan fokus pada gender.

Rolling out programs on diversity, equity and inclusion, focusing on gender.



**Program Pengembangan Karyawan Wanita**  
Women Employee Development Program

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# Batasan dan Lingkup Laporan

## Boundaries and Scope of Reporting



### Siklus Pelaporan

Reporting Cycle

GRI 2-3

Diterbitkan setiap tahun sejak 2002.

Published annually since 2002.



### Bulan Terbit Laporan Sebelumnya

Previous Report

Publication Month

GRI 2-3

April 2024.  
April 2024.



### Standar Pelaporan

Reporting Standard

SEOJK G.4

- Pedoman Teknis Laporan Keberlanjutan Peraturan Otoritas Jasa Keuangan (POJK) No. 51 Tahun 2017 tentang Penerapan Keuangan Berkelanjutan dan Surat Edaran Otoritas Jasa Keuangan (SEOJK) No. 16 Tahun 2021 tentang Bentuk dan Isi Laporan Tahunan. Technical Guidelines for Sustainability Reports Financial Services Authority Regulation (POJK) No. 51 of 2017 concerning the Implementation of Sustainable Finance and Financial Services Authority Circular Letter (SEOJK) No. 16 of 2021 concerning the Form and Content of the Annual Report.
- Standar Global Reporting Initiative (GRI) 2021 opsi "In Accordance". Global Reporting Initiative (GRI) 2021 standard "In Accordance" option.



### Assurance dengan Pihak Eksternal

Assurance by External Parties

SEOJK G.1 | GRI 2-5

Astra memastikan kualitas dan kredibilitas pada Laporan Keberlanjutan 2024 melalui proses *limited assurance* yang dilakukan sesuai dengan standar ISAE 3000 dan ISAE 3410 oleh auditor eksternal independen. Proses *assurance* ini hanya mencakup metrik-metrik tertentu sebagaimana tercantum dalam Informasi Keberlanjutan Terpilih yang Diberikan *Assurance* secara Independen pada halaman 222. Dalam pemilihan auditor eksternal, Astra menerapkan proses seleksi dan evaluasi yang melibatkan persetujuan dari Direksi. Astra juga memastikan bahwa hubungan dengan auditor eksternal bersifat independen dan bebas dari benturan kepentingan. Kesimpulan dari proses *limited assurance* tersedia pada halaman 223.

Astra ensures the quality and credibility of its 2024 Sustainability Report through a limited assurance process conducted in accordance with ISAE 3000 and ISAE 3410 standards by an independent external auditor. This assurance process only covers specific metrics as outlined in the Selected Sustainability Information Independently Assured on page 222. The selection of the external auditor follows a rigorous evaluation and approval process by the Board of Directors, ensuring independence and the absence of conflicts of interest. The limited assurance statement can be found on page 223.



### Prinsip Pelaporan

Reporting Principles

- Global Reporting Initiatives (GRI) dengan prinsip-prinsip akurasi, keseimbangan, kejelasan, keterbandingan, kelengkapan, ketepatan waktu, dan verifikasi.

Global Reporting Initiative (GRI), adhering to the principles of accuracy, balance, clarity, comparability, completeness, timeliness, and verification.

- Proses *limited assurance* sesuai dengan standar internasional ISAE 3000 dan ISAE 3410. Praktik ini dilakukan oleh praktisi eksternal independen yang ditunjuk oleh Perusahaan. Adapun data emisi gas rumah kaca (GRK) yang divalidasi sesuai dengan Standar Akuntansi Protokol Emisi Gas Rumah Kaca (Edisi Revisi) dan Standar GRI.

Limited assurance process conducted in accordance with international standards ISAE 3000 and ISAE 3410. This practice is carried out by an independent external practitioner appointed by the Company. Additionally, greenhouse gas (GHG) emissions data is validated in accordance with the Greenhouse Gas Accounting Protocol (Revised Edition) and GRI Standards.

GRI 2-5



### Penyajian Kembali Informasi

Restatements

GRI 2-4

Dalam rangka meningkatkan kualitas, keakuratan, dan komparabilitas dari informasi dan data yang dipublikasikan, Astra melakukan perbaikan dan peningkatan akurasi dari metodologi kriteria pengumpulan dan perhitungan data. Sebagai hasil dari proses perbaikan beberapa perubahan data (*restatement*) sebagai berikut:

1. Jumlah Karyawan Berdasarkan Posisi Jabatan tahun 2022
2. Jumlah Karyawan Berdasarkan Posisi Jabatan tahun 2023

Astra juga melakukan penyesuaian pada Laporan Keuangan tahun 2023 sesuai dengan disyaratkan oleh PSAK 103 - Kombinasi Bisnis (Lihat Catatan 3b Laporan Keuangan Konsolidasian Perseroan Tahun 2024). Penyesuaian ini menyebabkan perubahan pada:

1. Jumlah Aset tahun 2023
2. Jumlah Liabilitas tahun 2023
3. Jumlah Ekuitas tahun 2023

To enhance the quality, accuracy, and comparability of published information and data, Astra refined its methodology for data collection and calculation. As a result, the following data adjustments (restatements) have been made:

1. Total Employees by Position in 2022
2. Total Employees by Position in 2023

Astra has made an adjustment to the 2023 Financial Statements as required by PSAK 103 - Business Combination (see Note 3b of the 2024 Consolidated Financial Statements). These adjustments resulted in changes to:

1. Total Assets in 2023
2. Total Liabilities in 2023
3. Total Equity in 2023



### Periode Pelaporan

Reporting Period

GRI 2-3

1 Januari – 31 Desember 2024, sesuai dengan tahun buku Laporan Keuangan Tahunan Astra 2024.

January 1 – December 31, 2024, in accordance with Astra's 2024 Annual Financial Report.



## Batasan dan Ruang Lingkup Pelaporan

GRI 2-2, 3-1

Berikut adalah batasan dan ruang lingkup pelaporan pada Laporan Keberlanjutan tahun 2024:

## Reporting Boundaries and Scope

GRI 2-2, 3-1

The following outlines the boundaries and scope of the 2024 Sustainability Report:

| Data Kinerja yang Dilaporkan<br>Reported Performance Data   | Ruang Lingkup Penyajian Data<br>Scope of Data Presentation |                               |   |                                  |
|---|--|-------------------------------|---|----------------------------------|
|   | Entitas Induk<br>Parent Entity                             | Anak Perusahaan<br>Subsidiary | Perusahaan Asosiasi<br>Associated Company | Ventura Bersama<br>Joint Venture |
| Keuangan*<br>Financial*   | √  | √                             |   |                                  |
| Total Durasi Pelatihan*<br>Total Training Duration*   | √  | √                             |   |                                  |
| Lingkungan**<br>Environment**   | √  | √                             |   |                                  |
| Keselamatan dan Kesehatan Kerja (K3)**<br>Occupational Health and Safety**  | √  | √                             |   |                                  |
| Ketenagakerjaan***<br>Employment***   | √  | √                             | √   | √                                |
| Rekrutmen dan Turnover Karyawan***<br>Employee Recruitment and Turnover***  | √  | √                             | √   | √                                |
| Hubungan Industrial dan Perjanjian Kerja Bersama (PKB)***<br>Industrial Relations and Collective Bargaining Agreements*** | √  | √                             | √   | √                                |
| Kebebasan Berserikat***<br>Freedom of Union***  | √  | √                             | √   | √                                |
| Integritas dan Antikorupsi***<br>Integrity and Anti-Corruption***   | √  | √                             | √   | √                                |
| Sosial Kemasyarakatan****<br>Social Community****   | √  | √                             | √   | √                                |

\* Data kuantitatif pada topik ini adalah data konsolidasi dari 209 perusahaan yang mencakup entitas induk dan anak perusahaan.

\*\* Data kuantitatif pada topik ini adalah data konsolidasi dari 197 perusahaan yang mencakup entitas induk dan anak perusahaan.

\*\*\* Data kuantitatif pada topik ini adalah data konsolidasi yang mencakup 300 perusahaan terdiri dari entitas induk, anak perusahaan, ventura bersama, dan perusahaan asosiasi.

\*\*\*\* Data kuantitatif pada topik ini adalah data konsolidasi yang mencakup 300 perusahaan yang terdiri dari entitas induk, anak perusahaan, ventura bersama, dan perusahaan asosiasi, berikut kegiatan sosial kemasyarakatan yang dilakukan oleh 9 yayasan Astra.

\* Quantitative data on this topic are consolidated from 209 companies that include parent and subsidiary entities.

\*\* Quantitative data on this topic are consolidated from 197 companies that include parent and subsidiary entities.

\*\*\* Quantitative data on this topic are consolidated data covering 300 companies consisting of parent entities, subsidiaries, joint ventures, and associated companies.

\*\*\*\* Quantitative data on this topic are consolidated data covering 300 companies consisting of parent entities, subsidiaries, joint ventures, and associated companies, as well as social activities carried out by 9 Astra foundations.

# Sambutan Presiden Komisaris

A Message from Our President Commissioner


SEOJK D.1, E.5 | GRI 2-22



**Prijono Sugiarto**

Presiden Komisaris


President Commissioner



Di Astra, keberlanjutan merupakan bagian dari strategi bisnis yang terintegrasi. Selaras dengan filosofi Catur Dharma dan visi menjadi "Kebanggaan Bangsa", kami terus berinovasi dan beradaptasi untuk menghadapi tantangan global serta memperkuat ketahanan bisnis terhadap perubahan iklim.



At Astra, sustainability is an integral part of our business strategy. Aligned with the philosophy of Catur Dharma and our vision to be "The Pride of the Nation", we continuously innovate and adapt to address global challenges and strengthen business resilience against climate change.



## Para Pemangku Kepentingan yang terhormat,

Konferensi COP29, yang diselenggarakan pada November 2024 di Baku, Azerbaijan, menekankan kembali urgensi akan tindakan konkret dan kolaborasi internasional dalam upaya untuk mengatasi perubahan iklim. Konferensi ini juga menyoroti peran krusial sektor bisnis dalam mendorong transisi menuju ekonomi rendah karbon. Dalam konferensi tersebut, perwakilan dari berbagai negara dan sektor bisnis berbagi komitmen untuk mengurangi emisi karbon, memperkuat ketahanan iklim di negara rentan dan berkembang, berinvestasi dalam energi terbarukan, serta mendorong inovasi teknologi hijau.

Komitmen keberlanjutan Astra sejalan dengan upaya global ini. Pada tahun 2022, Astra telah menetapkan target jangka pendek melalui Astra 2030 Sustainability Aspirations, dan sejak saat itu berbagai pencapaian telah diraih. Kemudian, di tahun 2024, Astra melangkah lebih jauh dengan menetapkan Astra Net Zero Scope 1 & 2 pada tahun 2050 sebagai target jangka panjang penurunan emisi gas rumah kaca.

## Pandangan Dewan Komisaris terhadap Strategi dan Kinerja Keberlanjutan Astra

Keberlanjutan telah menjadi bagian yang tidak terpisahkan dengan bisnis dan perjalanan pertumbuhan Astra. Seiring dengan dinamika global yang semakin kompleks, Dewan Komisaris senantiasa melakukan pengawasan untuk memastikan bahwa tindakan yang dijalankan Direksi dalam menavigasi transformasi bisnis memberikan landasan yang kuat untuk pertumbuhan jangka panjang. Kami melihat inisiatif keberlanjutan yang dijalankan oleh Direksi tidak hanya menjawab kebutuhan saat ini, tetapi juga memperkuat ketahanan bisnis jangka panjang untuk memenuhi harapan pemangku kepentingan secara seimbang.

## Dear Valued Stakeholders,

The COP29 Conference, held in November 2024 in Baku, Azerbaijan, reaffirmed the urgency of taking concrete actions and fostering international collaboration to mitigate climate change. The conference also highlighted the critical role of the business sector in driving the transition towards a low-carbon economy. During the conference, representatives from nations and businesses alike shared commitments to cutting carbon emissions, strengthening climate resilience in vulnerable and developing nations, investing in renewable energy, and fostering green technology innovation.

Astra's sustainability commitments in line with these global efforts. In 2022, Astra has set near-term targets through the Astra 2030 Sustainability Aspirations, since then we have accomplished several notable achievements. Then in 2024, Astra took a further step by setting Astra Net Zero Scope 1 & 2 by 2050 as a long-term target for reducing greenhouse gas emissions.

## Board of Commissioners' View on Astra's Sustainability Strategy and Performance

Sustainability has become an integral part of Astra's business and growth journey. In the face of increasingly complex global dynamics, the Board of Commissioners maintains ongoing oversight to ensure that the actions taken by the Board of Directors in navigating the business transformation provide a solid foundation for long-term growth. We observe that the sustainability initiatives undertaken by the Board of Directors not only address near-term needs but also strengthen long-term business resilience to serve the interests of all stakeholders in a balanced manner .

Sejalan dengan itu, berbagai investasi strategis di sektor yang berkelanjutan telah dilakukan. Dewan Komisaris secara aktif memantau progres dan memberikan masukan kepada Direksi terkait dengan pengambilan keputusan dalam perencanaan dan implementasi investasi strategis ini. Kesenambungan antara kebijakan dan implementasi menjadi elemen penting yang terus dikembangkan dan dijaga konsistensinya. Dalam hal ini, Dewan Komisaris senantiasa memberikan dukungan penuh kepada Direksi sekaligus memastikan bahwa pelaksanaan strategi keberlanjutan tetap berjalan selaras dengan prinsip tata kelola yang baik.

## Kinerja Keberlanjutan

Di Astra, komitmen kami terhadap keberlanjutan tetap teguh. Dengan filosofi Catur Dharma dan Astra 2030 Sustainability Aspirations, Astra berkomitmen untuk mengintegrasikan prinsip-prinsip keberlanjutan ke dalam strategi bisnis. Sejalan dengan hal ini, kami menyambut baik dan mendukung penuh langkah lebih jauh dengan ditetapkannya Astra Net Zero Scope 1 & 2 pada tahun 2050. Langkah strategis ini sejalan dengan perkembangan global dan agenda keberlanjutan Indonesia, sekaligus memperkuat fondasi Astra dalam menciptakan pertumbuhan yang tangguh dan bertanggung jawab.

Sebagai bagian dari fokus terhadap meningkatkan ketahanan bisnis jangka panjang, keputusan strategis Astra tercermin melalui investasi strategis di sektor energi terbarukan, mineral non-batu bara, dan layanan kesehatan. Upaya ini diperkuat melalui ekspansi penggunaan sumber energi terbarukan untuk meningkatkan pemanfaatan kapasitas energi terbarukan dalam operasional Grup Astra.

Kami juga mengamati bahwa koordinasi antar Direksi dan tim manajemen semakin memperkuat peran insan Astra dalam mendukung visi strategis ini. Sejalan dengan hal tersebut, pengembangan sumber daya manusia yang adaptif dan kompeten, serta penguatan budaya kerja yang beragam dan inklusif, menjadi langkah strategis untuk terus mendorong keterlibatan aktif karyawan dalam memimpin dan melaksanakan keberlanjutan bisnis.

In line with that, various strategic investments in sustainable sectors have been undertaken. The Board of Commissioners actively monitors progress and provides advice to the Board of Directors related to decision-making in the planning and implementation of these strategic investments. The alignment between policy and implementation is an important element that continues to be improved and maintained. In this regard, the Board of Commissioners consistently provides support to the Board of Directors while ensuring that the implementation of sustainability strategies remain aligned with good governance principles.

## Sustainability Performance

At Astra, our commitment to sustainability remains unwavering. With the Catur Dharma philosophy and Astra 2030 Sustainability Aspirations, Astra is committed to integrating sustainability principles into its business strategy. In line with this, we welcome and fully support the recently established Astra Net Zero Scope 1 & 2 by 2050. This strategic undertaking aligns with global and Indonesia's sustainability agenda, while solidifying Astra's foundation in creating responsible and resilient growth.

As part of its focus on enhancing long-term business resilience, Astra's strategic decisions are reflected in its investments in renewable energy, non-coal minerals, and healthcare services. These efforts are reinforced by expanding the use of renewable energy sources to increase renewable energy capacity utilization within Astra Group operations.

We also observe that coordination between the Board of Directors and the management team has further strengthened the role of Astra employees in supporting this strategic vision. In that vein, developing adaptive and competent human resources, as well as reinforcing a diverse and inclusive work culture, are strategic steps to encourage active employee engagement in leading and implementing sustainable business practices.

## Komitmen Bersama

Astra meyakini bahwa keberhasilan penerapan prinsip *Environmental, Social, and Governance* (ESG) bergantung pada kolaborasi yang kuat di setiap tingkatan di Perseroan. Dengan komunikasi yang terarah dan penyelarasan tujuan, setiap individu dapat memahami perannya dalam mendukung pencapaian target keberlanjutan Perseroan.

Ke depan, Dewan Komisaris akan terus memantau progres keberlanjutan melalui pelaporan rutin dan koordinasi erat dengan Direksi. Kami percaya sinergi ini akan terus memperkuat kinerja ESG di seluruh Grup Astra.

## Astra dan Indonesia

Mengusung semangat untuk sejahtera bersama bangsa, Astra percaya bahwa kolaborasi dan kebersamaan adalah fondasi utama dari seluruh pencapaian Perseroan. Prinsip ini menjadi dasar komitmen Astra untuk terus berkontribusi dalam pengembangan masyarakat melalui berbagai kegiatan kontribusi sosial yang terus kami jalankan sepanjang tahun 2024.

Fokus Astra pada empat pilar kontribusi sosial, yaitu Kesehatan, Pendidikan, Lingkungan, dan Kewirausahaan, tercermin dalam berbagai program unggulan yang dijalankan secara konsisten. Inisiatif ini diharapkan dapat memberikan dampak positif yang berkelanjutan bagi masyarakat dan bangsa.

## Shared Commitment

Astra believes that the successful implementation of *Environmental, Social, and Governance* (ESG) principles relies on robust collaboration at every level of the Company. With clear communication and goal alignment, every individual can understand their role in helping the Company attain its sustainability targets.

Going forward, the Board of Commissioners will continue monitoring the sustainability progress through regular reporting and close coordination with the Board of Directors. We believe this synergy will strengthen ESG performance across Astra Group.

## Astra and Indonesia

Embracing the spirit to prosper with the nation, Astra believes that collaboration and unity are the key foundations of all the Company's achievements. This principle underlies Astra's commitment to continuously contribute to community development through various social contribution activities that we will continue to carry out throughout 2024.

Astra's focus on four pillars of social contribution—Health, Education, Environment, and Entrepreneurship—is expressed in consistently implementing various flagship programs. These initiatives are expected to create a lasting positive impact on communities and the nation.

## Penutup

Saya mengucapkan terima kasih kepada seluruh jajaran Direksi, insan Astra, dan para pemangku kepentingan atas komitmen dan sinergi yang telah terjalin sepanjang perjalanan keberlanjutan Astra.

Ke depan, kami mendukung upaya Direksi untuk terus memperkuat kolaborasi dengan para pemangku kepentingan guna memajukan pembangunan berkelanjutan dan mencapai target Astra Net Zero Scope 1 & 2 pada tahun 2050. Kami memahami keberlanjutan merupakan tanggung jawab bersama dan kami percaya melalui sinergi, kita dapat menciptakan perubahan yang berarti serta membangun masa depan yang lebih baik dan berkelanjutan untuk semua.

## Closing

I would like to express my gratitude to the entire Board of Directors, Astra employees, and stakeholders for the commitment and synergy that have been established throughout Astra's sustainability journey.

Looking ahead, we support the Board of Directors' efforts to continue strengthening collaboration with stakeholders to advance sustainable development and achieve the target of Astra Net Zero Scope 1 & 2 by 2050. We understand that sustainability is a shared responsibility, and we believe that through synergy, we can create meaningful changes and build a better and more sustainable future for all.

Jakarta, April | April 2025

Atas Nama Dewan Komisaris  
On Behalf of the Board of Commissioners



**Prijono Sugiarto**

Presiden Komisaris | President Commissioner

**PT Astra International Tbk**

# Sambutan Presiden Direktur

A Message from Our President Director

SEOJK D.1 | GRI 2-22



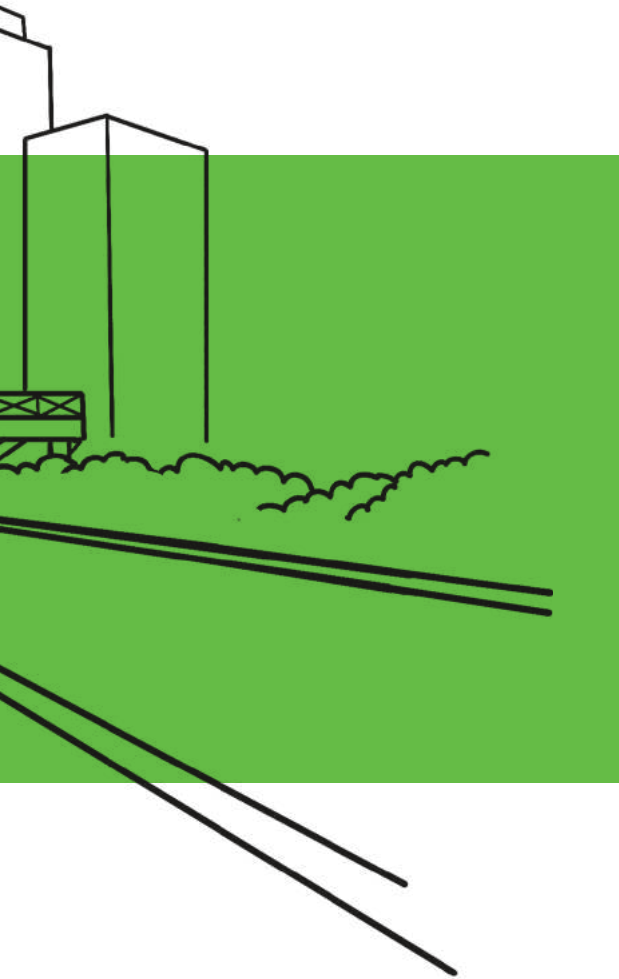
**Djony Bunarto  
Tjondro**

Presiden Direktur  
President Director



Astra telah menetapkan Astra Net Zero Scope 1 & 2 pada tahun 2050 sebagai peta jalan jangka panjang dalam perjalanan transisi menuju perusahaan yang lebih *resilient*, serta untuk membangun masa depan yang berkelanjutan.

Astra has set Astra Net Zero Scope 1 & 2 by 2050 as a long-term roadmap in its transition journey towards a more resilient company, as well as to build a sustainable future.



## Pemangku Kepentingan yang Terhormat,

Bulan November 2024 menjadi momentum penting bagi Astra dengan ditetapkannya peta jalan jangka panjang keberlanjutan Astra Net Zero Scope 1 & 2 pada tahun 2050. Di tengah lanskap ekonomi yang dinamis, target ini merupakan bukti komitmen Astra terhadap keberlanjutan dan merupakan strategi untuk bertransisi menuju bisnis yang lebih *resilient*. Dengan berlandaskan strategi Triple-P Roadmap, Astra 2030 Sustainability Aspirations, dan sekarang peta jalan jangka panjang Astra Net Zero Scope 1 & 2 pada tahun 2050, Astra melanjutkan komitmennya menyeimbangkan kinerja dan keberlanjutan, menyelaraskan kebutuhan masa kini dan masa depan.

## Strategi Keberlanjutan

Melalui portofolio bisnis yang terdiversifikasi, kami terus meningkatkan ketahanan bisnis, mencapai pertumbuhan yang berkesinambungan, dan memastikan keselarasan dengan perkembangan industri. Sebagai bagian dari strategi ini, kami melanjutkan investasi strategis di sektor-sektor utama, termasuk mineral yang penting untuk penggunaan energi terbarukan seperti nikel, sumber energi bersih seperti panas bumi, serta solusi berbasis alam (*nature-based solutions*).

Dalam upaya pengembangan bisnis yang berkelanjutan, kami telah mengambil langkah strategis mendukung transisi energi bersih. Melalui PT United Tractors Tbk (UT), Astra telah menyelesaikan akuisisi 20,2% saham PT Supreme Energy Rantau Dedap (SERD) senilai USD80,7 juta, yang memiliki proyek panas bumi yang beroperasi di Sumatra Selatan dengan kapasitas saat ini sebesar 2 x 49 MW. Dengan akuisisi ini, total kepemilikan langsung dan tidak langsung Astra di SERD menjadi 32,7%. Investasi ini tidak hanya memperluas portofolio energi bersih Astra, tetapi juga mendukung upaya pengurangan emisi karbon serta ketahanan energi jangka panjang.

Sejalan dengan komitmen kami untuk menciptakan nilai bagi masyarakat, kami juga memperluas bisnis pada sektor kesehatan dengan tujuan membangun ekosistem layanan kesehatan yang berkualitas. Langkah awal Astra memasuki sektor kesehatan dimulai pada tahun 2021 dengan berinvestasi di Halodoc, sebuah platform kesehatan, yang kemudian diikuti oleh investasi di Rumah Sakit Hermina pada tahun 2022. Astra semakin memperkuat kehadirannya di sektor kesehatan dengan mengakuisisi 95,8% Rumah Sakit Heartology Cardiovascular senilai Rp643 miliar pada tahun 2024. Pada Februari 2025, Astra meningkatkan kepemilikannya di Halodoc dari 21,0% menjadi 31,3% dengan investasi tambahan sebesar Rp900 miliar. Dengan demikian, total investasi Astra di sektor kesehatan telah mencapai Rp5,2 triliun.

## Dear Stakeholders,

November 2024 marked a significant milestone for Astra as we established our long-term sustainability roadmap Astra Net Zero Scope 1 & 2 by 2050. Amid a dynamic economic landscape, this is testament to Astra's commitment to sustainability and serves as a strategy to transition to a more resilient business. Guided by the Triple-P Roadmap, Astra 2030 Sustainability Aspirations, and now our long-term Astra Net Zero Scope 1 & 2 by 2050 roadmap, Astra remains committed to balancing performance and sustainability, aligning the needs of today and the future.

## Sustainability Strategy

Through a diversified business portfolio, we continue to strengthen our business resilience, achieve sustainable growth, and stay aligned with industry developments. As part of this strategy, we continue our strategic investments in key sectors including critical minerals for renewable energy applications such as nickel, clean energy sources such as geothermal, and nature-based solutions.

In advancing sustainable business development, we have taken strategic steps to support clean energy transition. Through PT United Tractors Tbk (UT), Astra has completed the acquisition of a 20.2% stake in PT Supreme Energy Rantau Dedap (SERD) for USD80.7 million, which owns an operating geothermal project in South Sumatra with an existing capacity of 2 x 49 MW. Following this acquisition, Astra's total direct and indirect shareholding in SERD is 32.7%. This investment not only expands Astra's clean energy portfolio but also contributes to carbon emission reduction efforts and long-term energy resilience.

Aligned with our commitment to creating value for society, we are also expanding our presence into the healthcare sector, with the aim of building a quality healthcare ecosystem. Astra first entered the sector in 2021 by investing in Halodoc, a healthcare platform, followed by an investment in Hermina Hospitals in 2022. Astra further strengthened its presence in the healthcare sector by acquiring 95.8% of Heartology Cardiovascular Hospital for Rp643 billion in 2024. In February 2025, Astra increased its ownership in Halodoc from 21.0% to 31.3%, for Rp900 billion. This brings Astra's total investment in the healthcare sector to Rp5.2 trillion.

## Transformasi Keberlanjutan

Kami menyadari bahwa penerapan prinsip keberlanjutan dan ESG memiliki tantangan tersendiri. Namun, kami tetap berkomitmen untuk menyeimbangkan prioritas pertumbuhan ekonomi dan keberlanjutan serta memastikan keselarasan antara prioritas jangka pendek dan jangka panjang. Sebagai bagian dari komitmen jangka panjang Astra, pada tahun 2024, kami menetapkan peta jalan jangka panjang Astra Net Zero Scope 1 & 2 pada tahun 2050, setelah meluncurkan Astra 2030 Sustainability Aspirations pada tahun 2022.

Guna memastikan penerapan ESG yang sistematis dan terintegrasi, Astra terus memperkuat tata kelola keberlanjutan dengan memperkuat kerangka kerja ESG Due Diligence (ESG DD). Kerangka kerja ini diterapkan pada semua rencana investasi, khususnya dalam menilai peluang merger dan akuisisi. Melalui pendekatan yang terstruktur ini, Astra berupaya untuk lebih efektif dalam mengidentifikasi, mengevaluasi, dan mengelola risiko serta peluang terkait ESG sejak awal, memastikan bahwa dalam seluruh proses, setiap keputusan investasi mempertimbangkan aspek lingkungan, sosial, dan tata kelola.

Keberlanjutan tidak hanya merupakan kunci dalam strategi investasi kami, tetapi juga tertanam dalam operasional dan budaya perusahaan kami. Kami terus meningkatkan kapabilitas sumber daya manusia dan menanamkan pola pikir keberlanjutan di seluruh aktivitas bisnis. Selain itu, kami mengintegrasikan aspek ESG ke dalam *Key Performance Indicator* (KPI) anak perusahaan untuk mendorong kemajuan berkesinambungan menuju target keberlanjutan kami. Dengan demikian, evaluasi kinerja tahunan kami tidak hanya berfokus pada aspek keuangan dan operasional, tetapi juga pada pencapaian Astra 2030 Sustainability Aspirations.

## Capaian Astra 2030 Sustainability Aspirations

### Portfolio Roadmap

Pada tahun 2024, Astra mencatat berbagai pencapaian dalam Portfolio Roadmap, di antaranya penurunan emisi gas rumah kaca sebesar 17,41% pada tahun 2024 dibandingkan 13,96% pada tahun 2023. Pencapaian ini didukung oleh upaya penurunan emisi di sepanjang rantai nilai melalui efisiensi energi dan pemanfaatan energi terbarukan, serta pembelian kredit karbon. Sementara itu, bauran energi terbarukan untuk operasional juga berhasil mencapai 44%. Pencapaian ini didukung oleh pemanfaatan biomassa, panel surya, *biofuel*, dan *Renewable Energy Certificate* (REC).

Upaya-upaya tersebut terus diperkuat dengan pengembangan energi terbarukan Astra, yang menjadi langkah strategis dalam mendukung transisi energi nasional dan pencapaian Astra Net Zero Scope 1 & 2 pada 2050. Astra

## Sustainability Transformation

We recognize that implementing sustainability and ESG principles comes with its own set of challenges. However, we remain committed to balancing economic growth and sustainability, and ensuring alignment of near-term and long-term priorities. As part of Astra's long-term commitment, we have set Astra Net Zero Scope 1 & 2 by 2050 long-term roadmap in 2024, following the launch of our Astra 2030 Sustainability Aspirations in 2022.

To ensure systematic and integrated ESG implementation, Astra continues to enhance its sustainability governance by strengthening its ESG Due Diligence (ESG DD) framework. This framework is applied to and across all potential investments, particularly in evaluating merger and acquisition opportunities. Through this structured approach, Astra aims to better identify, evaluate, and manage ESG-related risks and opportunities from the outset, ensuring that every investment decision factors in environmental, social, and governance aspects throughout the process.

Sustainability is not only a key to investment strategy, but also is embedded in our operations and our corporate culture. We continuously enhance human capital capabilities instill a sustainability mindset across all business activities. Furthermore, we integrate ESG aspects into the key performance indicators (KPIs) of our subsidiaries to drive continuous progress toward our sustainability targets. As a result, our annual performance evaluations focus not only on financial and operational performance, but also on achieving Astra 2030 Sustainability Aspirations.

## Achievements of Astra 2030 Sustainability Aspirations

### Portfolio Roadmap

In 2024, Astra achieved several milestones in Astra's Portfolio Roadmap, including a 17.41% reduction in greenhouse gas (GHG) emissions in 2024, following a 13.96% reduction in 2023. This achievement was supported by emission reduction efforts across the value chain through energy efficiency and the use of renewable energy, as well as carbon credit purchases. Additionally, the share renewable energy mix in our operations successfully reached 44%. This achievement is supported by the utilization of biomass, solar panel, biofuel, and Renewable Energy Certificate (REC).

These efforts are further strengthened by Astra's renewable energy development initiatives, serving as a strategic step in supporting the national energy transition and achieving Astra Net Zero Scope 1 & 2 by 2050. Astra

juga mendukung inisiatif anak perusahaan Astragraphia dalam menyelaraskan target pengurangan emisinya dengan *Science Based Target initiative* (SBTi).

Proporsi pendapatan dari bisnis non-batu bara meningkat dari 73% pada tahun 2023 menjadi 75% pada tahun 2024. Pencapaian ini sejalan dengan aspirasi Astra untuk meningkatkan ketahanan bisnis dengan mengurangi ketergantungan pada sektor batu bara. Selain itu, Grup AHEMCE kami telah mengambil keputusan strategis untuk tidak berinvestasi di tambang batu bara baru, memperkuat komitmen perjalanan transisi keberlanjutannya.

## People Roadmap

Melalui People Roadmap, Astra memperkuat komitmennya dalam menciptakan lingkungan kerja yang aman, inklusif, dan berkelanjutan bagi seluruh karyawan. Dengan menerapkan *Mandatory Key Action* (MKA) dan mengedepankan komitmen kami terhadap "People First, Safety by All for All," kami berfokus pada penguatan sistem manajemen Keselamatan dan Kesehatan Kerja (K3) serta menanamkan budaya keselamatan di seluruh lini bisnis kami.

Pengembangan talenta juga menjadi prioritas utama dalam strategi keberlanjutan Astra. Astra memastikan bahwa pertumbuhan bisnis sejalan dengan pertumbuhan sumber daya manusia. Astra Sustainability Academy menjadi wadah bagi pengembangan kompetensi, membekali karyawan kami dengan pemahaman mendalam tentang prinsip ESG serta keterampilan teknis yang relevan untuk mendukung transisi ke bisnis yang lebih berkelanjutan.

Komitmen Astra terhadap keberagaman dan inklusi (*diversity and inclusion*) tercermin dalam berbagai inisiatif yang mendorong kesetaraan peluang dan lingkungan kerja yang kompetitif. Salah satu contohnya adalah Astra Women Leaders Development Program, yang dirancang untuk mempromosikan kepemimpinan perempuan, memperkuat peran perempuan dalam pengambilan keputusan strategis, serta membangun budaya dan organisasi yang inklusif, inovatif, dan adaptif. Pada tahun 2024, 34 pemimpin perempuan menjabat sebagai Direksi di Grup Astra, atau setara dengan 17,35% dari total keseluruhan Direksi di Grup Astra.

## Public Contribution Roadmap

Sebagai bagian dari komitmen keberlanjutan Astra, kami terus memberdayakan masyarakat dan mendukung kesejahteraan sosial melalui Public Contribution Roadmap. Sepanjang tahun 2024, program sosial kami pada empat pilar utama: Kesehatan, Pendidikan, Lingkungan, dan Kewirausahaan, berfokus pada daerah pedesaan. Inisiatif-inisiatif ini dirancang untuk memberikan manfaat langsung sekaligus dampak positif jangka panjang bagi masyarakat desa di berbagai daerah di Indonesia.

also supports the initiative of its subsidiary, Astragraphia, to align its emission reduction targets with the Science Based Targets initiative (SBTi).

The proportion of non-coal business revenue increased from 73% in 2023 to 75% in 2024. This achievement aligns with Astra's aspiration to enhance business resilience by reducing dependence on the coal sector. Additionally, our AHEMCE Group has made a strategic decision not to invest in new coal mines, reinforcing its sustainability transition journey commitment.

## People Roadmap

Through the People Roadmap, Astra strengthens its commitment to fostering a safe, inclusive, and sustainable work environment for our employees. By implementing Mandatory Key Action (MKA) and upholding our commitment to "People First, Safety by All for All," Astra focuses on enhancing occupational health and safety (OHS) management systems and embedding a safety culture across all our business lines.

Talent development is also a key priority in Astra's sustainability strategy. Astra ensures that business growth aligns with human capital growth. Our Astra Sustainability Academy serves as a platform for competency building, equipping our employees with in-depth knowledge of ESG principles and technical skills relevant to supporting the transition to a more sustainable business.

Astra's commitment to diversity and inclusion is reflected in various initiatives designed to create equal opportunities and a competitive workplace. One example is the Astra Women Leaders Development Program, which aims to promote female leadership, strengthen their role in strategic decision-making, and foster a more inclusive, innovative and adaptive culture and organization. In 2024, 34 women leaders held positions as Directors within Astra Group, representing 17.35% of the total Directors in Astra Group.

## Public Contribution Roadmap

As part of its sustainability commitments, Astra continues to contribute towards communities' empowerment and prosperities through its Public Contribution Roadmap. Throughout 2024, our social programs on four key pillars: Health, Education, Environment, and Entrepreneurship, focused on rural areas. The initiatives are designed not only to provide immediate benefits, but also to create long-term positive impacts for rural communities across Indonesia.

Keempat pilar utama tersebut terintegrasi dalam program unggulan berbasis komunitas Astra, yaitu Semangat Astra Terpadu Untuk (SATU) Indonesia Awards, program pengembangan desa, yaitu Desa Sejahtera Astra (DSA) dan program pengembangan kontribusi sosial unggulan berbasis kampung, yakni Kampung Berseri Astra (KBA). Hingga akhir tahun 2024, apresiasi SATU Indonesia Awards telah diberikan kepada 97 penerima apresiasi tingkat nasional dan 629 penerima apresiasi tingkat provinsi. Astra juga telah membina 1.515 Desa Sejahtera Astra dan Kampung Berseri Astra, yang memberikan manfaat bagi masyarakat melalui pemberdayaan ekonomi, peningkatan akses pendidikan dan layanan kesehatan, serta upaya pelestarian lingkungan.

Salah satu pencapaian dari program ini adalah keberhasilan DSA Samosir dalam mengekspor 770 kilogram bumbu Andaliman senilai Rp455 juta ke Jerman dan Prancis. Selain itu, Astra memfasilitasi kemitraan antara Desa Sejahtera Astra dan pengusaha asal Tiongkok yang memungkinkan ekspor produk olahan kelapa dari Indragiri Hilir serta 3.500 Kendang Djembe dari Blitar, dengan total nilai perdagangan mencapai Rp47,6 miliar. Upaya ini mendorong kesejahteraan dan jumlah penerima manfaat desa dengan memperluas akses pasar bagi produk lokal ke tingkat global.

Astra meyakini bahwa keberlanjutan hanya dapat dicapai melalui kolaborasi yang kuat dengan berbagai pemangku kepentingan. Oleh karena itu, seluruh program sosial Astra dijalankan melalui kemitraan yang erat dengan pemerintah, komunitas lokal, dan mitra strategis, guna memastikan setiap inisiatif memberikan manfaat jangka panjang dan dampak yang berarti.

## Apresiasi dan Penutup

Atas nama Direksi, saya mengucapkan terima kasih yang tulus kepada seluruh pemangku kepentingan atas dedikasi, kolaborasi, dan kepercayaan yang telah diberikan dalam mendukung perjalanan keberlanjutan Astra hingga tahun 2024. Kami meyakini bahwa pencapaian terhadap Astra 2030 Sustainability Aspirations hanya dapat terwujud melalui sinergi dan komitmen bersama. Dengan semangat yang sama, kami akan terus melangkah maju, memperkuat daya saing, dan berkontribusi bagi masa depan Indonesia yang lebih berkelanjutan.

Jakarta, April | April 2025

Atas Nama Direksi  
On Behalf of the Board of Directors



**Djony Bunarto Tjondro**

Presiden Direktur | President Director  
PT Astra International Tbk

The four key pillars are integrated into the Astra's flagship community-based programs, namely Semangat Astra Terpadu Untuk (SATU) Indonesia Awards, village-based development program, Astra Prosperous Village (DSA), and the flagship hamlet-based development program, Astra Berseri Village (KBA). By the end of 2024, SATU Indonesia Awards have been given to 97 recipients at the national level and 629 recipients at the provincial level, Astra has also fostered 1,515 Astra Prosperous Village and Astra Berseri Village, benefiting people through economic empowerment, improved education and healthcare access, and environmental conservation efforts.

A key milestone of this initiative is the success of DSA Samosir, which exported 770 kilograms of Andaliman spice worth Rp455 million to customers in Germany and France. Additionally, Astra facilitated partnerships between Desa Sejahtera Astra and Chinese entrepreneurs to enable the export of processed coconut products from Indragiri Hilir and 3,500 traditional Kendang Djembe (Djembe wooden drums) from Blitar, with a total trade value of Rp47.6 billion. These efforts build rural prosperity and increase the number of beneficiaries by expanding global market access for local products.

Astra believes that sustainability can only be achieved through strong collaboration with various stakeholders. Therefore, all Astra's social programs are implemented in close partnership with the government, local communities, and strategic partners to ensure that each initiative delivers long-term benefits and meaningful impact.

## Appreciation and Conclusion

On behalf of the Board of Directors, I extend my sincere gratitude to all our stakeholders for their dedication, collaboration, and trust in supporting Astra's sustainability journey through 2024. We believe achieving our Astra 2030 Sustainability Aspirations can only be possible through synergy and shared commitment. With this same spirit, we will continue moving forward, enhancing our competitiveness and contributing to a more sustainable future for Indonesia.

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# Strategi dan Tata Kelola Keberlanjutan

## Sustainability Strategy and Governance

### Organisasi Keberlanjutan Astra

Organisasi keberlanjutan di Astra dipimpin oleh Direksi Perseroan. Dalam mengimplementasikan strategi keberlanjutan Direksi menunjuk seorang Direktur untuk mengoordinasikan target, isu, dan inisiatif keberlanjutan pada Portfolio Roadmap, People Roadmap, dan Public Contribution Roadmap. Kinerja keberlanjutan ini dilaporkan secara berkala kepada Direksi dan Dewan Komisaris atau komite terkait.

SEOJK E.1 | GRI 2-12, 2-13

Dalam pelaksanaan lebih lanjut, Divisi Environment & Social Responsibility (bagian dari Fungsi Corporate Affairs) bertugas mengoordinasikan penerapan program keberlanjutan dan kinerjanya di tingkat induk dan anak perusahaan. Divisi ini juga membudayakan keberlanjutan di seluruh Grup Astra. Selain itu, divisi ini menyelenggarakan *Board Sustainability Meeting* yang diadakan sedikitnya empat kali dalam setahun. Rapat ini membahas strategi, inisiatif, target, dampak operasional, serta tinjauan kinerja keberlanjutan, termasuk masukan dari para pemangku kepentingan.

GRI 2-9, 2-12, 2-14

Sepanjang tahun 2024, *Board Sustainability Meeting* telah dilaksanakan sebanyak 13 kali yang antara lain membahas tentang pemetaan strategi dekarbonisasi jangka panjang, *safety management*, dan evaluasi pencapaian tahunan Astra 2030 Sustainability Aspirations. Hasil dari setiap pertemuan kemudian menjadi acuan Astra dalam mengevaluasi kebijakan, strategi, dan praktik keberlanjutan. Evaluasi dan pencapaian tersebut juga disampaikan kepada Dewan Komisaris sebagai bagian dari komitmen Perseroan terhadap tata kelola dan pengawasan yang baik.

SEOJK F.1

### Astra Sustainability Organization

The sustainability organization at Astra is led by the Company's Board of Directors. In implementing the sustainability strategy, the Board of Directors appoints a Director to coordinate targets, issues, and initiatives across the Portfolio Roadmap, People Roadmap, and Public Contribution Roadmap. Sustainability performance is reported regularly to the Board of Directors and the Board of Commissioners or relevant committees.

SEOJK E.1 | GRI 2-12, 2-13

At the operational level, the Environment & Social Responsibility Division (part of the Corporate Affairs Function) is responsible for coordinating the implementation and performance of sustainability programs at both the parent company and subsidiary levels. This division also plays a key role in embedding a sustainability culture throughout the Astra Group. In addition, the division organizes the Board Sustainability Meeting, held at least four times a year. These meetings discuss strategies, initiatives, targets, operational impacts, and sustainability performance reviews, including feedback from stakeholders.

GRI 2-9, 2-12, 2-14

Throughout 2024, a total of 13 Board Sustainability Meetings were held, covering topics such as long-term decarbonization strategy mapping, safety management, and evaluation of the annual progress toward Astra's 2030 Sustainability Aspirations. The outcomes of these meetings serve as a reference for Astra in reviewing its sustainability policies, strategies, and practices. The evaluation and achievements are also reported to the Board of Commissioners as part of the Company's commitment to good corporate governance and effective oversight.

SEOJK F.1

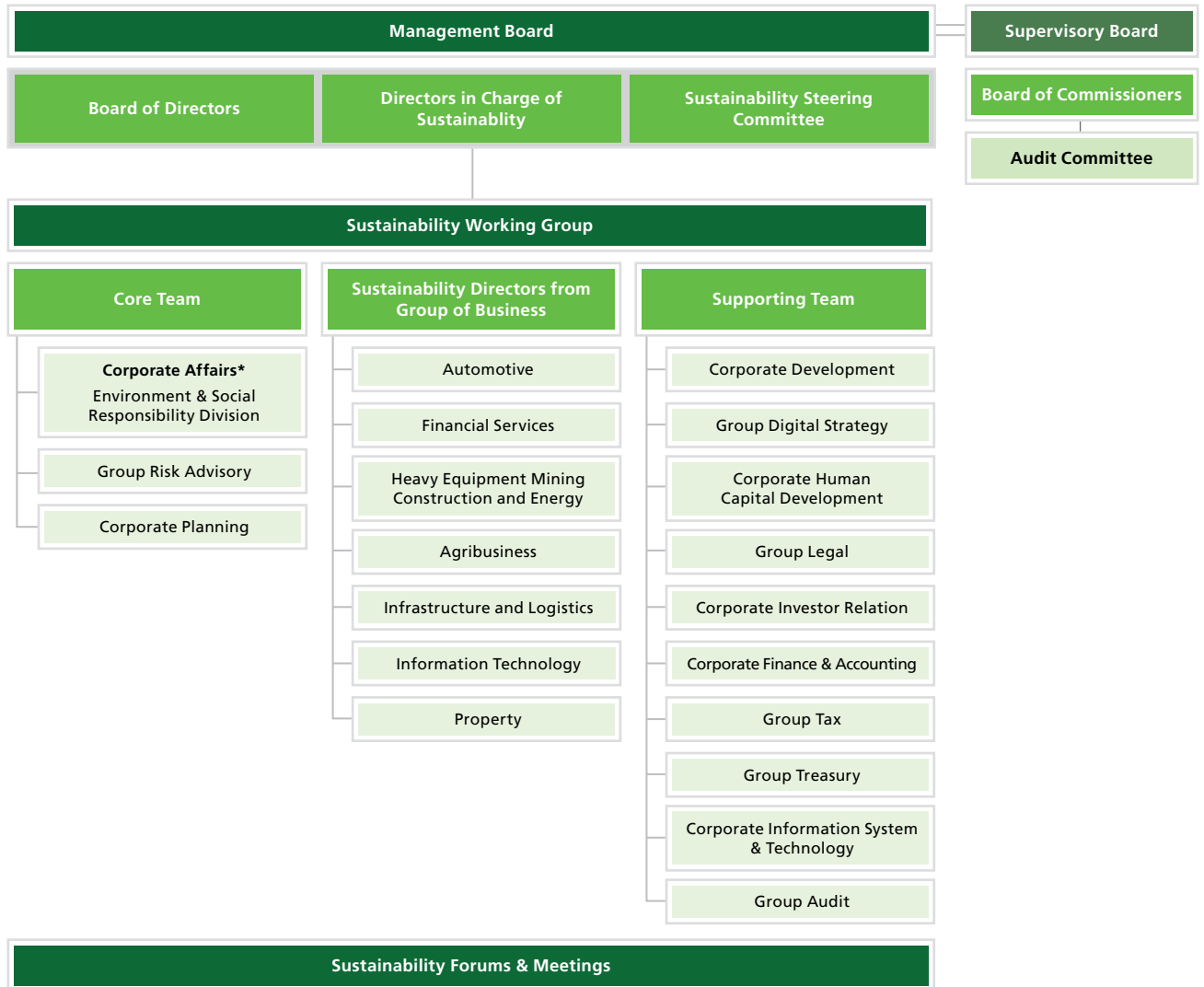


## Struktur Organisasi Keberlanjutan

GRI 2-12, 2-13

## Sustainability Organization Structure

GRI 2-12, 2-13



\* Membawahi tidak hanya Divisi Environment & Social Responsibility (ESR), tetapi juga Divisi Corporate Communications dan Corporate Security.  
The sustainability organization oversees not only the Environment & Social Responsibility (ESR) Division but also the Corporate Communications Division and Corporate Security Division.

## Kerangka Keberlanjutan: Strategi Triple-P Roadmap

SEOJK A.1

Strategi Triple-P Roadmap Astra mengintegrasikan keberlanjutan secara penuh ke dalam pilar—Portfolio Roadmap, People Roadmap, dan Public Contribution Roadmap—dengan tata kelola perusahaan yang baik (GCG) sebagai penggerak utama (*key enabler*). Berdasarkan strategi tersebut, Astra telah menetapkan Astra 2030 Sustainability Aspirations yang komprehensif dan terukur, yang memuat aspirasi pencapaian keberlanjutan Astra di tahun 2030.

## Sustainability Framework: Triple-P Roadmap Strategy

SEOJK A.1

Astra's Triple-P Roadmap strategy fully integrates sustainability into its three pillars—Portfolio Roadmap, People Roadmap, and Public Contribution Roadmap—with good corporate governance (GCG) serving as the key enabler. Based on this strategy, Astra has established the Astra 2030 Sustainability Aspirations, a comprehensive and measurable set of goals that outline the company's sustainability targets for 2030.



## Kerangka Keberlanjutan Astra

Astra Sustainability Framework



Dalam menjalankan Triple-P Roadmap Strategy, tata kelola Perusahaan dipandu oleh Astra Code of Conduct, Astra Board Manuals, dan Astra System of Management. Selain itu, Astra juga memiliki panduan implementasi Astra Green Company (AGC) dan Astra Friendly Company (AFC) yang mengintegrasikan standar nasional dan internasional di bidang lingkungan, K3, dan sosial.

GRI 2-24

In implementing the Triple-P Roadmap Strategy, the Company's governance is guided by the Astra Code of Conduct, Astra Board Manuals, and Astra System of Management. Additionally, Astra developed implementation guidelines for the Astra Green Company (AGC) and Astra Friendly Company (AFC), which integrate national and international standards in environmental, OHS, and social.

GRI 2-24

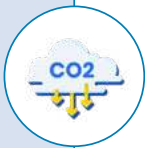
## Astra 2030 Sustainability Aspirations

Astra memiliki komitmen yang berfokus pada iklim dan planet, berkontribusi pada pertumbuhan ekonomi Indonesia, serta mendukung masyarakat yang inklusif dan sejahtera. Fokus ini dituangkan ke dalam Astra 2030 Sustainability Aspirations, yang memuat aspirasi yang ingin dicapai pada tahun 2030.

## Astra 2030 Sustainability Aspirations

Astra is committed to its focus on climate and the planet, contributing to Indonesia's economic growth, and supporting an inclusive and prosperous society. These commitments are reflected in the Astra 2030 Sustainability Aspirations, which outline the aspirations the company aims to achieve by 2030.

### Portfolio



#### Penurunan Emisi Gas Rumah Kaca Reduce Greenhouse Gas Emissions

Menurunkan emisi gas rumah kaca Grup Astra scope 1 dan 2 sebesar 30% dari *baseline* 2019.  
Reduce group-wide scope 1 and 2 greenhouse gas by 30% compared to 2019 baseline.



#### Pengelolaan Energi Energy Management

50% bauran energi terbarukan untuk mendukung kegiatan operasional.  
50% renewable energy to supply operations.



#### Pengelolaan Limbah Padat Solid Waste Management

Mencapai hingga 99% daur ulang dan *recovery* limbah padat.  
Achieve 99% solid waste recycling and recovery.



#### Pengelolaan Air & Air Limbah Water & Wastewater Management

Mengurangi intensitas pengambilan air Grup Astra sebesar 15% dari *baseline* 2019.  
Reduce group-wide water withdrawal intensity by 15% compared to 2019 baseline.



#### Ketahanan Model Bisnis Business Model Resilience

Meningkatkan *business resilience* dengan meningkatkan pendapatan non-batu bara hingga 88%.  
Increase our business resilience by growing non-coal revenues to 88%.



Penggerak Utama  
Key Enabler

Tata Kelola Perusahaan yang Baik  
Good Corporate Governance

## People



### Keberagaman & Inklusivitas Karyawan Employee Diversity & Inclusion

Mendukung keberagaman dan inklusivitas karyawan dengan fokus pada gender.

Champion actions to support employee diversity and inclusion focusing on gender.



### Keselamatan & Kesehatan Kerja Occupational Health & Safety

Mencapai *zero fatality* tenaga kerja dan pengurangan 60% tingkat *lost-time injury* Grup Astra dari *baseline* 2019.

Achieve group-wide zero workforce fatalities and 60% reduction in lost-time injury rate compared to 2019 baseline.



### Keberagaman & Inklusivitas Manajemen Board Diversity & Inclusion

Mendukung keberagaman dan inklusivitas di level eksekutif, Direksi, dan Dewan Komisaris dengan fokus pada gender.

Champion actions that support board and executive leadership diversity and inclusion, focusing on gender.

## Public Contribution



### Pengembangan Masyarakat Community Development

Menjangkau 2,5 juta penerima manfaat melalui program pengembangan masyarakat.

Reach 2.5 million people through our community development programs.

Terus memperkuat tata kelola perusahaan kami dengan standar internasional  
Continue to strengthen our corporate governance to international standards

## 7 Flagship Initiatives

Pencapaian Astra 2030 Sustainability Aspirations yang telah ditetapkan juga didukung melalui 7 Flagship Initiatives di seluruh Grup Astra sebagai berikut:

## 7 Flagship Initiatives

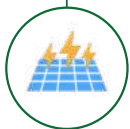
The achievement of Astra 2030 Sustainability Aspirations is further supported by 7 flagship initiatives implemented across the Astra Group, as follows:



### Fuel Smart

Meningkatkan kemajuan yang telah dicapai oleh semua unit bisnis kami dalam efisiensi bahan bakar dan energi.

Building on the progress that all our business units have already made in fuel and energy efficiency.



### Renew & Reduce

Meningkatkan kapasitas energi terbarukan dalam operasional kami.

Increasing our renewable capacity in our operations.



### Future of Mobility

Melakukan investasi pada ekosistem kendaraan listrik di Indonesia.

Pursuing investments in the electric vehicle ecosystem in Indonesia.



### Future of Mines

Fokus pada diversifikasi ke pertambangan mineral non-batu bara.

Focusing on diversifying into non-coal mineral mining.



### Renewable Future

Fokus pada peningkatan proyek dan investasi kami pada energi terbarukan.

Focusing on scaling up our renewable energy projects and investments.



### Go Nature

Menerapkan *Nature-Based Solution*, dimulai dengan inisiatif menanam tiga juta pohon.

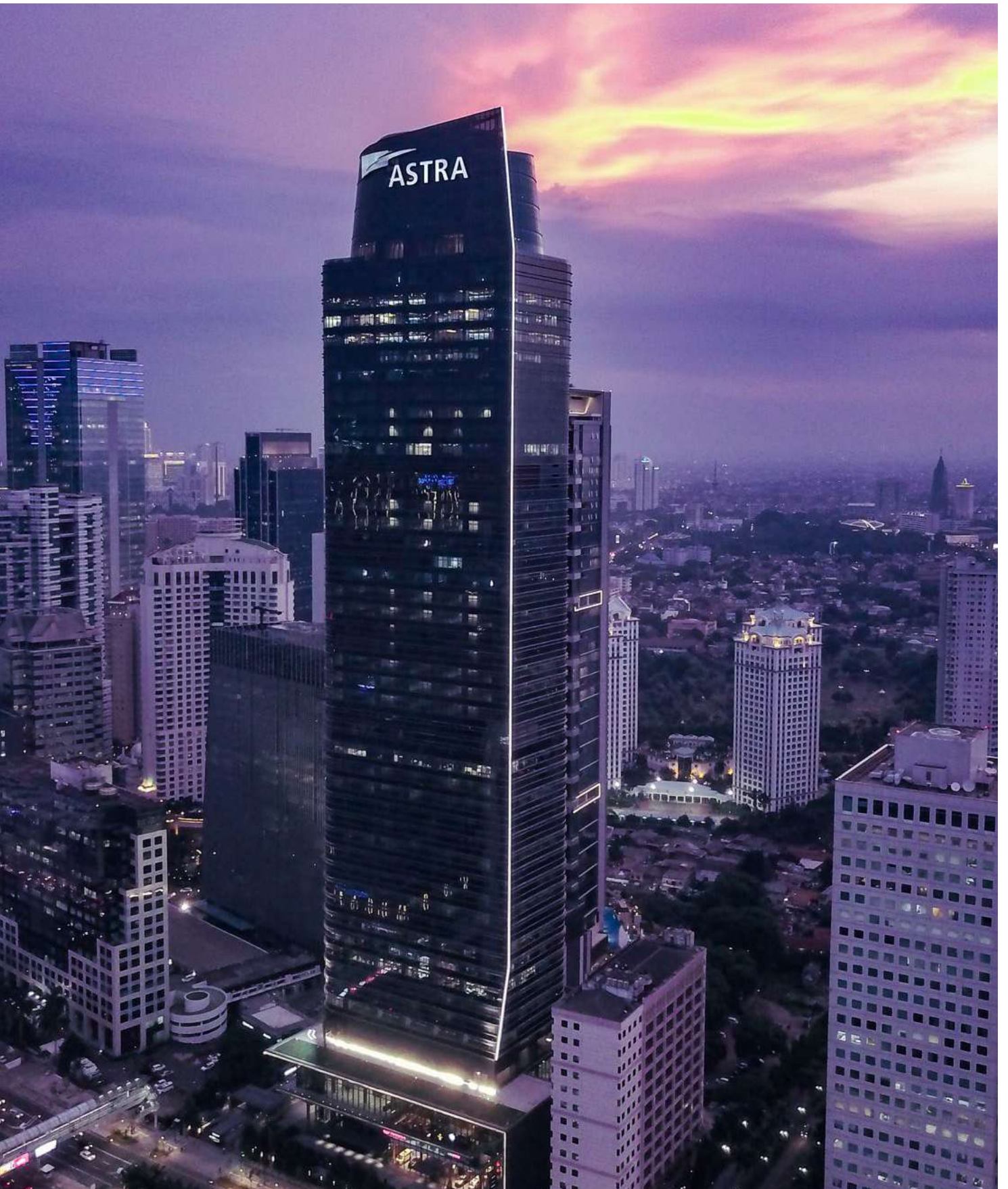
Deploying Nature-Based Solutions, starting with an initiative to plant three million trees.



### Astra for Everyone

Meluncurkan program tentang keberagaman, kesetaraan dan inklusi, dengan fokus pada gender.

Rolling out programs on diversity, equity and inclusion, focusing on gender.



# Astra 2030 Sustainability Aspirations Target Tracker

## Astra 2030 Sustainability Aspirations Target Tracker

SEOJK F.3



**Portfolio Roadmap**  
Distinct & Balanced  
Businesses



|  | Target 2030<br>Target by 2030  | Pencapaian 2022<br>2022 Achievements                                 | Pencapaian 2023<br>2023 Achievements                                 | Pencapaian 2024<br>2024 Achievements                                 |
|--|--|--|--|--|
| <p>Menurunkan emisi gas rumah kaca Grup Astra scope 1 dan 2 dari <i>baseline</i> 2019<br/>Reduce group-wide scope 1 and 2 greenhouse gas compared to 2019 baseline</p> | <p>Penurunan sebesar<br/>Reduction<br/><b>30%</b></p>                | <p>Penurunan sebesar<br/>Reduction<br/><b>10%</b></p>                | <p>Penurunan sebesar<br/>Reduction<br/><b>13.96%*</b></p>            | <p>Penurunan sebesar<br/>Reduction<br/><b>17.41%*</b></p>            |
| <p>Meningkatkan bauran energi terbarukan<br/>Increase renewable energy mix</p>   | <p>Mencapai<br/>Reaching<br/><b>50%</b></p>                          | <p>Mencapai<br/>Reaching<br/><b>43%</b></p>                          | <p>Mencapai<br/>Reaching<br/><b>44.63%</b></p>                       | <p>Mencapai<br/>Reaching<br/><b>44%</b></p>                          |
| <p>Mengurangi intensitas pengambilan air dari <i>baseline</i> 2019<br/>Reduce water withdrawal intensity compared to 2019 baseline</p>                                 | <p>Penurunan sebesar<br/>Reduction<br/><b>15%</b></p>                | <p>Penurunan sebesar<br/>Reduction<br/><b>24%</b></p>                | <p>Penurunan sebesar<br/>Reduction<br/><b>23.66%</b></p>             | <p>Penurunan sebesar<br/>Reduction<br/><b>28.53%</b></p>             |
| <p>Daur ulang dan <i>recovery</i> limbah padat<br/>Solid waste recycling and recovery</p>  | <p>Mencapai hingga<br/>Achieving<br/><b>99%</b></p>                  | <p>Mencapai hingga<br/>Achieving<br/><b>98.99%</b></p>               | <p>Mencapai hingga<br/>Achieving<br/><b>98.67%</b></p>               | <p>Mencapai hingga<br/>Achieving<br/><b>98.92%</b></p>               |
| <p>Meningkatkan pendapatan non-batu bara<br/>Increase non-coal revenues</p>  | <p><b>88%</b><br/>Pendapatan non-batu bara<br/>Non-coal revenues</p> | <p><b>74%</b><br/>Pendapatan non-batu bara<br/>Non-coal revenues</p> | <p><b>73%</b><br/>Pendapatan non-batu bara<br/>Non-coal revenues</p> | <p><b>75%</b><br/>Pendapatan non-batu bara<br/>Non-coal revenues</p> |

Catatan | Note:

\* Angka penurunan emisi gas rumah kaca merupakan angka *net emission* yang diperoleh setelah dikurangi dari efisiensi energi, pemanfaatan energi terbarukan, serta pembelian REC dan kredit karbon.

The greenhouse gas emissions reduction figure represents the net emissions, calculated after accounting for energy efficiency improvements, the use of renewable energy, as well as REC and carbon credit purchases.





**People Roadmap**  
Employee Experience Focused



|   | Target 2030<br>Target by 2030   | Pencapaian 2022<br>2022 Achievements   | Pencapaian 2023<br>2023 Achievements   | Pencapaian 2024<br>2024 Achievements  |
|---|---|--|--|---|
| <p>Keberagaman dan inklusivitas karyawan yang berfokus pada gender<br/>Employee diversity and inclusion focusing on gender</p>  | <p>Mendukung keberagaman dan inklusivitas karyawan<br/>Champion actions to support employee diversity and inclusion</p>   | <p>Meluncurkan Program Diversity and Inclusion for Leaders<br/>Diversity and Inclusion for Leaders Program launching</p>   | <p>Menjalankan program Gender Diversity &amp; Inclusion for Leaders, Women Leaders Development Program, dan employer branding terkait keberagaman dan inklusivitas<br/>Implementing the Gender Diversity &amp; Inclusion for Leaders program, the Women Leaders Development Program, and employer branding initiatives related to diversity and inclusivity.</p> | <p><b>5,112</b><br/>Karyawan wanita level supervisor ke atas, atau setara dengan 19,35% dari total karyawan di Grup Astra level supervisor ke atas<br/>Female employees at the supervisor level and above, or equivalent to 19.35% of the total Astra Group employees at supervisor level and above</p> |
| <p>Mencapai zero fatality tenaga kerja dan pengurangan 60% tingkat lost-time injury karyawan Grup Astra dari baseline 2019<br/>Achieve group-wide zero workforce fatalities and 60% reduction in employees' lost-time injury rate compared to 2019 baseline</p> | <p>Pengurangan Reduction<br/><b>60%</b></p>   | <p>Pengurangan Reduction<br/><b>71%</b></p>  | <p>Pengurangan Reduction<br/><b>64%</b></p>  | <p>Pengurangan Reduction<br/><b>68%</b></p>   |
| <p>Keberagaman dan inklusivitas di level eksekutif, Direksi, dan Dewan Komisaris yang berfokus pada gender<br/>Board and executive leadership diversity and inclusion focusing on gender</p>  | <p>Mendukung keberagaman dan inklusivitas di level eksekutif, Direksi, dan Dewan Komisaris<br/>Champion actions that support board and executive leadership diversity and inclusion</p> | <p>Meluncurkan Program AWESOME (Astra Women Support System)<br/>AWESOME (Astra Women Support System) Program Launching</p> | <p>Mengembangkan Program Astra Women's Network<br/>Developing Astra Women's Network Program</p>  | <p><b>34</b><br/>Wanita menjabat sebagai Direksi, atau setara dengan 17,35% dari total Direksi di Grup Astra<br/>Women hold Director positions, or 17.35% of the total number of Directors at the Astra Group</p>   |



**Public Contribution Roadmap**  
Empowered Communities



|  | Target 2030<br>Target by 2030   | Pencapaian 2022<br>2022 Achievements                                     | Pencapaian 2023<br>2023 Achievements                                     | Pencapaian 2024<br>2024 Achievements                                     |
|--|---|--|--|--|
| <p>Menjangkau penerima manfaat melalui program pengembangan masyarakat<br/>Reach people through our community development programs</p> | <p><b>2.5</b><br/>Juta   Million<br/>Penerima manfaat Beneficiaries</p> | <p><b>2.12</b><br/>Juta   Million<br/>Penerima manfaat Beneficiaries</p> | <p><b>2.27</b><br/>Juta   Million<br/>Penerima manfaat Beneficiaries</p> | <p><b>2.63</b><br/>Juta   Million<br/>Penerima manfaat Beneficiaries</p> |



**Penggerak Utama**  
Key Enabler

**Terus memperkuat tata kelola perusahaan kami dengan standar internasional**

Continue to strengthen our corporate governance to international standards

## Budaya Keberlanjutan

SEOJK F.1

Grup Astra senantiasa menumbuhkan budaya keberlanjutan bersama seluruh pemangku kepentingan. Upaya ini diwujudkan melalui berbagai inisiatif, termasuk penyelenggaraan Astra Sustainability Academy sebagai wadah pembelajaran yang bertujuan untuk meningkatkan pemahaman dan kapasitas insan Astra dalam mengimplementasikan prinsip-prinsip keberlanjutan secara strategis di seluruh lini bisnis.

Selain itu, Astra juga menjalin komunikasi internal yang sejalan dengan Panduan Komunikasi Keberlanjutan Astra. Komunikasi ini bertujuan untuk menyampaikan informasi yang relevan dan memperkuat pemahaman karyawan terhadap target-target keberlanjutan Astra dan dilaksanakan melalui majalah internal, situs web, dan siaran pers di media massa.

Sebagai bentuk apresiasi dan motivasi, Grup Astra juga menyelenggarakan berbagai program penghargaan yang ditujukan untuk menginspirasi insan Astra dalam meningkatkan kinerja dan pencapaian yang selaras dengan Astra 2030 Sustainability Aspirations. Beberapa program penghargaan yang telah dilaksanakan antara lain:

- Corporate Affairs Awards: Apresiasi yang diberikan Perusahaan kepada Grup Astra dalam upaya mengembangkan inovasi program di bidang Environment, Occupational Health and Safety, Social Responsibility, Corporate Communication, dan Corporate Security.
- Astra Otoparts Executive Gathering: Penghargaan kepada perusahaan Grup Astra Otoparts untuk mendorong implementasi Astra 2030 Sustainability Aspirations.
- FIFGroup Sustainability Awards: Penghargaan kepada insan FIFGroup untuk mendorong implementasi keberlanjutan.
- ESG Awards Infra: Penghargaan unit bisnis Grup Astra Infra yang sukses mengadaptasikan dan mengimplementasikan strategi ESG.
- KPP Mining ESG Awards: Penghargaan terhadap inisiatif ESG terbaik di seluruh *jobsite* Kalimantan Prima Persada.

## Capaian dan Tantangan Implementasi Keberlanjutan

SEOJK E.5

Sejak beberapa tahun terakhir, Astra telah melakukan berbagai inisiatif untuk menangani berbagai tantangan dalam mengimplementasikan nilai-nilai keberlanjutan. Salah satu di antaranya adalah memperkuat integrasi aspek keberlanjutan dalam setiap pengambilan keputusan investasi Grup Astra.

## Sustainability Culture

SEOJK F.1

Astra Group continuously fosters a culture of sustainability in collaboration with all stakeholders. This commitment is realized through various initiatives, including the establishment of the Astra Sustainability Academy as a learning platform aimed at enhancing the understanding and capabilities of Astra employees in strategically implementing sustainability principles across all business lines.

In addition, Astra continuously maintains internal communication aligned with the Astra Sustainability Communication Guidelines. This communication aims to convey relevant information and strengthen employees' understanding of Astra's sustainability targets, and is carried out through internal magazines, the company website, and press releases in mass media.

As a form of appreciation and motivation, Astra Group also organizes various award programs aimed at inspiring Astra employees to enhance their performance and achievements in line with the Astra 2030 Sustainability Aspirations. Several award programs that have been implemented include:

- Corporate Affairs Awards: An award of appreciation from the company was given to the Astra Group for its efforts in advancing innovative programs related to the environment, occupational health and safety, social responsibility, corporate communication, and corporate security.
- Astra Otoparts Executive Gathering: Recognizes Astra Otoparts Group companies for their commitment to implementing Astra 2030 Sustainability Aspirations.
- FIFGroup Sustainability Awards: Honors FIFGroup personnel for their contributions to sustainability implementation.
- ESG Awards Infra: Recognizes Astra Infra business units that have successfully adopted and implemented ESG strategies.
- KPP Mining ESG Awards: Acknowledges the best ESG initiatives across Kalimantan Prima Persada job sites.

## Achievements and Challenges in Sustainability Implementation

SEOJK E.5

In recent years, Astra has undertaken various initiatives to address challenges in implementing sustainability values. One key effort is the strengthening of sustainability integration into every investment decision-making across the Astra Group.

Pada tahun 2024, Perusahaan berhasil mencatatkan peningkatan implementasi keberlanjutan dengan S&P Global CSA Score sebesar 40 untuk kategori Konglomerasi Industri, naik dari skor 39 pada tahun sebelumnya. Hal ini mencerminkan kemajuan perusahaan dalam memperkuat komitmen terhadap praktik keberlanjutan.

Sepanjang tahun 2024, Astra terus menunjukkan komitmennya dalam mengatasi berbagai tantangan keberlanjutan, seperti meningkatkan kesadaran dan kompetensi kalangan karyawan dan mitra kerja di bidang keberlanjutan, serta mengembangkan pendekatan manajemen yang efektif untuk mendukung keberlanjutan di tujuh lini bisnis.

In 2024, Astra achieved progress in sustainability implementation, reflected in an S&P Global CSA Score of 40 in the Industrial Conglomerates category—an increase from 39 in the previous year. This improvement demonstrates Astra's commitment to strengthening sustainability practices

Throughout 2024, Astra has continued to demonstrate its commitment to addressing various sustainability challenges, such as increasing awareness and competence among employees and business partners in the field of sustainability, as well as developing effective management approaches to support sustainability across its seven business lines.

## Penghargaan dan Sertifikasi Tahun 2024

## Awards and Certifications in 2024

### Penghargaan

### Awards



**Penghargaan Utama**  
Highlighted Awards

### Salah Satu Perusahaan Terpilih di Indonesia dari 1000 Perusahaan Terbaik di Dunia

One of the Selected Companies in Indonesia Among the World's Top 1000 Companies

Ajang | Event:  
TIME's World Best Companies of 2024

Pemberi Penghargaan | Awardee:  
Time

Bulan | Month:  
September

### Pemenang Kategori "Konglomerasi"

Winner of the "Conglomerate" Category

Ajang | Event:  
World's Most Trustworthy Companies 2024

Pemberi Penghargaan | Awardee:  
Newsweek

Bulan | Month:  
September

| Bulan<br>Month       | Titel Penghargaan<br>Award Title   | Ajang<br>Event   | Pemberi Penghargaan<br>Awardee   |
|----------------------|--|--|--|
| Januari<br>January   | Kategori "Rekayasa Teknologi dalam Menghemat Energi/Penggunaan Energi Terbarukan untuk Program Astra Green Energy"<br>Category "Technology Engineering in Energy Savings/ Renewable Energy Utilization for the Astra Green Energy Program" | Indonesia Green Awards 2024<br>Indonesia Green Awards 2024                         | La Tofi School of Social Responsibility<br>La Tofi School of Social Responsibility   |
|                      | Kategori "Inovasi Pelaporan Berkelanjutan (Sustainable Accountability Disclosure and Reporting)"<br>Category "Innovation in Sustainability Reporting (Sustainable Accountability Disclosure and Reporting)"                                | Inovasi ESG Awards 2024<br>Inovasi ESG Awards 2024                                 | Sekolah Bisnis Manajemen Institut Teknologi Bandung (SBM-ITB)<br>School of Business and Management, Institut Teknologi Bandung (SBM-ITB) |
| Februari<br>February | Apresiasi Kerja sama dalam Mendukung Perekonomian Nasional melalui Berbagai Inisiatif Pascabencana<br>Appreciation for Collaboration in Supporting the National Economy Through Various Post-Disaster Initiatives                          | Pahlawan Ekonomi Nusantara Award (PENA)<br>Pahlawan Ekonomi Nusantara Award (PENA) | Kementerian Sosial Republik Indonesia<br>Ministry of Social Affairs of the Republic of Indonesia   |
|                      | Pemenang Kategori "ESG Recognition Commitment"<br>Winner of "ESG Recognition Commitment" Category  | Investor Daily ESG Appreciation Night<br>Investor Daily ESG Appreciation Night     | Investor Daily Indonesia<br>Investor Daily Indonesia   |

| Bulan<br>Month    | Titel Penghargaan<br>Award Title   | Ajang<br>Event   | Pemberi Penghargaan<br>Awardee                                       |
|-------------------|--|--|--|
| Maret<br>March    | <i>Company Change the World</i> untuk program Desa Sejahtera Astra (DSA)<br>Company Change the World for the Astra Prosperous Village (DSA) program  | The Fortune Indonesia Summit (FIS) 2024<br>The Fortune Indonesia Summit (FIS) 2024   | Fortune<br>Fortune   |
| April<br>April    | <i>Best Environmental Excellence Award - Bronze Medal</i><br>Best Environmental Excellence Award - Bronze Medal  | The 16 <sup>th</sup> Annual Global CSR & ESG Summit and Award™ 2024<br>The 16 <sup>th</sup> Annual Global CSR & ESG Summit and Award™ 2024 | The Pinnacle Group International<br>The Pinnacle Group International |
| Mei<br>May        | <ul style="list-style-type: none"> <li>TOP CSR Awards 2024 – Star 5<br/>TOP CSR Awards 2024 – 5-Star</li> <li>TOP CSR - Platinum Trophy Selama Lima Tahun berturut-turut<br/>TOP CSR - Platinum Trophy for 5 Consecutive Years</li> <li>TOP CSR - Platinum Trophy "TOP Leader on CSR Commitment 2024" untuk Djony Bunarto Tjondro<br/>TOP CSR - Platinum "Trophy for TOP Leader on CSR Commitment 2024" awarded to Djony Bunarto Tjondro</li> </ul>  | TOP CSR Awards 2024<br>TOP CSR Awards 2024   | Redaksi Top Business<br>Top Business Editorial                       |
|                   | <ul style="list-style-type: none"> <li><i>Diversity, Equity &amp; Inclusion Awards</i><br/>Diversity, Equity &amp; Inclusion Awards</li> <li><i>Sustainable Workplace Awards</i><br/>Sustainable Workplace Awards</li> <li><i>Best Companies to Work for in Asia 2024</i><br/>Best Companies to Work for in Asia 2024</li> </ul>   | HR Asia Awards 2024<br>HR Asia Awards 2024   | HR Asia<br>HR Asia   |
| Juni<br>June      | Pemenang Kategori " <i>Green Elite dan Gold Plus</i> "<br>Winner of the "Green Elite and Gold Plus" Categories   | Penghargaan Transparansi dan Penurunan Emisi Korporasi Terbaik 2024<br>Best Corporate Emission Transparency and Reduction Award 2024       | Investor Trust<br>Investor Trust                                     |
|                   | <ul style="list-style-type: none"> <li><i>Economic Empowerment – Silver</i><br/>Economic Empowerment – Silver</li> <li><i>Health Quality Improvement – Bronze</i><br/>Health Quality Improvement – Bronze</li> </ul>   | Indonesia Social Responsibility Awards (ISRA) 2024<br>Indonesia Social Responsibility Awards (ISRA) 2024                                   | Prospectus Media<br>Prospectus Media                                 |
|                   | <ul style="list-style-type: none"> <li>Pembina UMKM Terbaik – Platinum<br/>Best MSME Mentor – Platinum</li> <li>UMKM Koperasi Semedo Manise Sejahtera – Gold<br/>Semedo Manise Sejahtera MSME Cooperative – Gold</li> </ul>  | Bina Mitra UMKM Awards 2024<br>Bina Mitra UMKM Awards 2024   | CFCD FOUNDATION<br>CFCD FOUNDATION                                   |
|                   | <ul style="list-style-type: none"> <li><i>The Best Indonesia CSR-SDG-ESG Awards VII</i><br/>The Best Indonesia CSR-SDG-ESG Awards VII</li> <li><i>The Best Commitment Leader for CSR-SDG-ESG VII</i><br/>The Best Commitment Leader for CSR-SDG-ESG VII</li> </ul>   | Indonesia CSR-SDG-ESG Awards VII 2024<br>Indonesia CSR-SDG-ESG Awards VII 2024   | Economic Review<br>Economic Review                                   |
|                   | Kategori <i>Submission Project</i> untuk kategori <i>Circular Transition, SDG Pioneer, dan Social Impact</i><br>Submission Project for Circular Transition, SDG Pioneer, and Social Impact Category  | Reuters Sustainability Awards 2024<br>Reuters Sustainability Awards 2024   | Reuters<br>Reuters   |
| Juli<br>July      | Perusahaan Layak Anak<br>Child-Friendly Company  | PLANGI Awards 2024<br>PLANGI Awards 2024   | APSAI<br>APSAI   |
| Agustus<br>August | <ul style="list-style-type: none"> <li>Pemenang Kategori "Relations with Local Communities - Desa Sejahtera Astra, Rural Community Development Program"<br/>Winner of the "Relations with Local Communities Category - Astra Prosperous Village, Rural Community Development Program"</li> <li>Pemenang Kategori "Responsible Consumption &amp; Production – Astra Circular Economy Ecosystem"<br/>Winner of the Category "Responsible Consumption &amp; Production – Astra Circular Economy Ecosystem"</li> </ul> | Lestari Awards 2024<br>Lestari Awards 2024   | KG Media<br>KG Media   |
|                   | Pemenang Kategori "Program Sosial/Pengembangan Masyarakat – SATU Indonesia"<br>Winner of the Category "Social Program/Community Development – SATU Indonesia"  | Jawa Pos 7 Most Popular Brand of the Year 2024<br>Jawa Pos 7 Most Popular Brand of the Year 2024   | Jawa Pos<br>Jawa Pos   |

| Bulan<br>Month       | Titel Penghargaan<br>Award Title  | Ajang<br>Event   | Pemberi Penghargaan<br>Awardee  |
|----------------------|---|--|---|
| Agustus<br>August    | Presiden Direktur Astra Bapak Djony Bunarto Tjondro – Indonesia Green Leader for Green Orientation in Integrating Climate Crisis Awareness with Business Operational Activities, Kategori "Manufacture"<br>Astra President Director, Mr. Djony Bunarto Tjondro – Indonesia Green Leader for Green Orientation in Integrating Climate Crisis Awareness with Business Operational Activities, Category "Manufacture"      | Indonesia PR Top Green Leader Awards 2024<br>Indonesia PR Top Green Leader Awards 2024               | Warta Ekonomi<br>Warta Ekonomi  |
|                      | Pemenang Kategori "Perusahaan Multisektoral Terkemuka Penggerak Ekonomi Rakyat"<br>Winner of the Category "Leading Multisectoral Company Driving the People's Economy"  | Detik.com Awards 2024<br>Detik.com Awards 2024   | Detik.com<br>Detik.com  |
| Oktober<br>October   | Pemenang Kategori "Catalyst for Community Welfare Award"<br>Winner of the Category "Catalyst for Community Welfare Award"   | Corporate Social Responsibility Awards 2024<br>Corporate Social Responsibility Awards 2024           | Investor Trust<br>Investor Trust  |
|                      | PT Astra International Tbk:<br>Pemenang untuk Kategori "Perusahaan Besar melalui Program Desa Sejahtera Astra"<br>PT Astra International Tbk:<br>Winner of the Category "Large Company through Desa Sejahtera Astra Program"  | Indonesia SDG's Action Awards<br>Indonesia SDG's Action Awards                                       | Kementerian Perencanaan Pembangunan Nasional/ Badan Perencanaan Pembangunan Nasional (Kementerian PPN/Bappenas)<br>Ministry of National Development Planning/National Development Planning Agency |
|                      | <ul style="list-style-type: none"> <li>Top 3 Most Innovative Digital-Driven Engagement Program<br/>Top 3 Most Innovative Digital-Driven Engagement Program</li> <li>Stellar Workplace Recognition in Employee Commitment<br/>Stellar Workplace Recognition in Employee Commitment</li> <li>Stellar Workplace Recognition in Employee Satisfaction<br/>Stellar Workplace Recognition in Employee Satisfaction</li> </ul> | Stellar Workplace Awards 2024<br>Stellar Workplace Awards 2024                                       | Kontan & Investment Media, GML Performance Consulting<br>Kontan & Investment Media, GML Performance Consulting  |
| November<br>November | Silver Rank for 2023 for Sustainability Report<br>Silver Rank for 2023 for Sustainability Report  | Asia Sustainability Reporting Rating Awards 2024<br>Asia Sustainability Reporting Rating Awards 2024 | National Center for Corporate Reporting (NCCR)<br>National Center for Corporate Reporting (NCCR)  |
|                      | Appreciated Environment Reporting<br>Appreciated Environment Reporting  | ESG Awards 2024<br>ESG Awards 2024   | Investor Daily 2024 (B Universe)<br>Investor Daily 2024 (B Universe)  |
| Desember<br>December | Kategori Lingkungan<br>Environmental Category   | Padmamitra 2024<br>Padmamitra 2024   | Kementerian Sosial Republik Indonesia<br>Ministry of Social Affairs of the Republic of Indonesia  |

## Sertifikasi

SEOJK B.3

## Certifications

SEOJK B.3

Sertifikasi & Akreditasi  
Certification & Accreditation

Masa Berlaku  
Period of Validity

ISO 14001:2015  
Sistem Manajemen Lingkungan  
Environmental Management System

2024 - 2027

ISO 45001  
Sistem Manajemen Keselamatan dan Kesehatan Kerja  
Occupation Health and Safety Management System

2024 - 2027

**Sertifikasi & Akreditasi**  
Certification & Accreditation

**Masa Berlaku**  
Period of Validity

|  |             |
|--|-------------|
| <b>SMK3</b><br><b>Sistem Manajemen Keselamatan dan Kesehatan Kerja</b><br>Occupation Health and Safety Management System | 2024 - 2027 |
| <b>IATF 16949:2016</b><br><b>Sistem Manajemen Mutu Industri Otomotif</b><br>Industry Quality Management System           | 2024 - 2027 |
| <b>ISPO</b><br><b>Perkebunan Kelapa Sawit Berkelanjutan Indonesia</b><br>Indonesia Sustainable Palm Oil                  | 2024 - 2029 |
| <b>ISO 9001</b><br><b>Sistem Manajemen Mutu</b><br>Quality Management System   | 2024 - 2027 |
| <b>ISO 27001</b><br><b>Sistem Manajemen Keamanan Informasi</b><br>Information Security Management Systems                | 2024 - 2027 |
| <b>ISO 27701</b><br><b>Sistem Manajemen Informasi Privasi</b><br>Privacy Information Management System                   | 2024 - 2027 |

**Keanggotaan dalam Asosiasi**

SEOJK C.5 | GRI 2-28

**Membership in Associations**

SEOJK C.5 | GRI 2-28

| Nama Asosiasi   | Association Name  |
|---|---|
| <b>Asosiasi terkait Lini Bisnis Astra</b>   | <b>Associations related to Astra Business Lines</b>                                       |
| Asosiasi Asuransi Jiwa Indonesia (AAJI)   | Indonesian Life Insurance Association (AAJI)  |
| Asosiasi Asuransi Syariah Indonesia (AASI)  | Indonesia Sharia Insurance Association (AASI)   |
| Asosiasi Asuransi Umum Indonesia (AAUI)   | Indonesian General Insurance Association (AAUI)   |
| Asosiasi Industri Sepeda Motor Indonesia (AISI)   | Indonesian Motorcycle Industry Association (AISI)   |
| Asosiasi Industri Teknologi Informasi (AITI)  | Information Technology Industry Association (AITI)  |
| Asosiasi Jalan Tol Indonesia (ATI)  | Indonesia Toll Road Association (ATI)   |
| Asosiasi Jasa Konstruksi Nasional (GAPENSI)   | National Construction Services Association (GAPENSI)                                      |
| Asosiasi Kontraktor Indonesia (AKI)   | Indonesia Contractor Association (AKI)  |
| Asosiasi Logistik & Forwarder Indonesia (ALFI)  | Indonesia Logistics & Forwarder Association (ALFI)  |
| Asosiasi Pengadaan Pemeliharaan Perlengkapan Pegawai dan Kantor   | Employee and Office Equipment Maintenance Procurement Association                         |
| Asosiasi Pengusaha Komputer Indonesia (APKOMINDO)   | Indonesia Computer Entrepreneurs Association (APKOMINDO)                                  |
| Asosiasi Perusahaan Jasa Pengiriman Ekspres Indonesia (ASPERINDO)                                       | Indonesia Express Delivery Service Company Association (ASPERINDO)                        |
| Asosiasi Perusahaan Pengadaan Komputer dan Telematika Indonesia (ASPEKMI)                               | Indonesia Computer and Telematics Procurement Company Association (ASPEKMI)               |
| Asosiasi Perusahaan Perdagangan Barang, Distributor, Keagenan, dan Industri Indonesia (ARDIN INDONESIA) | Indonesia Distributors, Agencies and Industrial Goods Trade Association (ARDIN INDONESIA) |
| Asosiasi Perusahaan Rental Kendaraan Indonesia (ASPERKINDO)   | Indonesia Vehicle Rental Company Association (ASPERKINDO)                                 |

| Nama Asosiasi   | Association Name   |
|---|--|
| Asosiasi Perusahaan Teknik Mekanikal Elektrikal (APTEK) Provinsi DKI Jakarta                                  | Jakarta Mechanical and Electrical Engineering Company Association (APTEK)  |
| Forum Kemitraan Pembangunan Sosial Suku Anak Dalam (FKPSAD)/ Orang Rimba Social Development Partnership Forum | Anak Dalam Tribe Social Development Partnership Forum (FKPSAD)/ Orang Rimba Social Development Partnership Forum |
| Gabungan Industri Alat Mobil dan Motor (GIAMM)  | Automobile and Motorcycle Tools Industry Association (GIAMM)   |
| Gabungan Industri Kendaraan Bermotor Indonesia (GAIKINDO)   | Indonesian Automotive Industry Association (GAIKINDO)  |
| Gabungan Perusahaan Kelapa Sawit Indonesia (GAPKI)  | Indonesia Palm Oil Association (GAPKI)   |
| Himpunan Masyarakat Gambut Indonesia (HGI)  | Indonesia Peat Community Association (HGI)   |
| Indonesian National Shipowners' Association (INSA)  | Indonesian National Shipowners' Association (INSA)   |
| Konsorsium Genom Seluruh Indonesia<br>Palm Oil Genome Oil Project   | All Indonesian Genome Consortium<br>Palm Oil Genome Oil Project  |
| Perhimpunan Agen Alat Berat Indonesia (PAABI)   | Indonesia Heavy Equipment Agents Association (PAABI)   |
| Persatuan Balai Lelang Indonesia (PERBALI)  | Indonesia Auction Center Association (PERBALI)   |
| Persatuan Perusahaan Realestat Indonesia (REI)  | Indonesia Real Estate Company Association (REI)  |
| <b>Asosiasi terkait Hal Umum dan Profesi</b>  | <b>Associations related to General &amp; Professional Matters</b>  |
| Asosiasi Emiten Indonesia (AEI)   | Indonesia Public Companies Association (AEI)   |
| Asosiasi Pengusaha Indonesia (APINDO)   | Indonesia Entrepreneurs Association (APINDO)   |
| Asosiasi Perusahaan Sahabat Anak Indonesia (APSAI)  | Indonesia Child Friendly Company Association (APSAI)   |
| Ikatan Akuntan Indonesia (IAI)  | Indonesia Accountant Association (IAI)   |
| Indonesia Corporate Secretary Association (ICSA)  | Indonesia Corporate Secretary Association (ICSA)   |
| Kamar Dagang dan Industri Indonesia (KADIN)   | Indonesia Chamber of Commerce and Industry (KADIN)   |
| Perhimpunan Hubungan Masyarakat Indonesia (PERHUMAS)  | Indonesia Public Relations Association (PERHUMAS)  |





# Sekilas Astra

Astra at a Glance



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# Identitas Perusahaan

## Corporate Identity

### Jejak Langkah

#### Milestones

| 1957   | 1990   | 2022  | 2024   |
|--|--|---|--|
| <p>Berdiri di Jakarta dengan nama Astra International Inc.</p> <p>Established in Jakarta as Astra International Inc.</p> | <p>Tercatat di Bursa Efek Indonesia dengan kode perdagangan ASII.</p> <p>Listed on Indonesia Stock Exchange with the ticker code ASII.</p> | <p>Peluncuran Astra 2030 Sustainability Aspirations.</p> <p>Launched the Astra 2030 Sustainability Aspirations.</p> | <ul style="list-style-type: none"> <li>• Penyelesaian akuisisi 20,2% saham di PT Supreme Energy Rantau Dedap (SERD), yang mengoperasikan proyek panas bumi di Sumatra Selatan dengan kapasitas 2 x 49 MW senilai USD80,7 juta sehingga total kepemilikan Grup Astra di SERD mencapai 32,7%.<br/>Completed the acquisition of a 20.2% stake in PT Supreme Energy Rantau Dedap (SERD), which operates a geothermal project in South Sumatra with a capacity of 2 x 49 MW, valued at USD80.7 million, bringing the total Astra Group ownership in SERD to 32.7%.</li> <li>• Penyelesaian akuisisi 95,8% saham Heartology Cardiovascular Hospital dengan nilai investasi sebesar Rp643 miliar.<br/>Completed the acquisition of 95.8% of Heartology Cardiovascular Hospital with an investment value of Rp643 billion.</li> <li>• Pengoperasian 37 unit Astra Otopower yang tersebar di 32 lokasi di Pulau Jawa, seperti di gedung perkantoran, pusat perbelanjaan, hunian, tempat peristirahatan jalan tol, dan lokasi lainnya.<br/>The operation of 37 Astra Otopower units across 32 locations in Java Island, including office buildings, shopping centers, residential areas, highway rest areas, and other locations.</li> <li>• Komitmen Astra Net Zero Scope 1 &amp; 2 pada tahun 2050.<br/>Commitment to Astra Net Zero Scope 1 &amp; 2 by 2050.</li> </ul> |



**300**  
Perusahaan  
Companies

Terdiri dari induk perusahaan, anak perusahaan, ventura bersama, dan entitas asosiasi

Consist of parent entity, subsidiaries, joint ventures and associates



**200,074**  
Karyawan  
Employees

Tersebar di seluruh Indonesia

Across Indonesia

### Tujuh Lini Bisnis Astra

#### Seven Business Lines Astra



**Otomotif**  
Automotive



**Jasa Keuangan**  
Financial Services



**Alat Berat, Pertambangan, Konstruksi, dan Energi**  
Heavy Equipment, Mining, Construction, and Energy



**Agribisnis**  
Agribusiness



**Infrastruktur dan Logistik**  
Infrastructure and Logistics



**Teknologi Informasi**  
Information Technology



**Properti**  
Property

**Moto, Cita-Cita, Filosofi, serta Visi dan Misi Perseroan**  
**Our Company Motto, Aim, Philosophy, Vision and Mission**

SEOJK C.1

**Moto**  
Motto

**Per Aspera Ad Astra**

**Berjuang dan Menembus Segala Tantangan untuk Mencapai Bintang**  
 Through Difficulties to Reach a Star

**Cita-Cita**  
Aim

**Sejahtera Bersama Bangsa**

**Prosper With The Nation**

**Filosofi**  
Philosophy

**Catur Dharma**

- Menjadi milik yang bermanfaat bagi bangsa dan negara  
 To be an asset to the nation
- Memberikan pelayanan terbaik kepada pelanggan  
 To provide the best service to our customers
- Menghargai individu dan membina kerja sama  
 To respect individuals and promote teamwork
- Senantiasa berusaha mencapai yang terbaik  
 To continually strive for excellence

**Visi**  
Vision

- Menjadi salah satu perusahaan dengan pengelolaan terbaik di Asia Pasifik dengan pertumbuhan yang berkelanjutan dan struktur keuangan yang solid  
 To be one of the best managed corporations in Asia Pacific with sustainable growth and solid financial structure
- Menjadi perusahaan yang *intelligent* dan *agile* yang berfokus pada karyawan, pelanggan, dan masyarakat  
 To be an intelligent and agile corporation focusing on our people, customers and society

**Misi**  
Mission

**Sejahtera bersama bangsa dengan memberikan nilai terbaik kepada para pemangku kepentingan**  
 To prosper with the nation by providing the best value for our stakeholders

## Budaya Perusahaan Corporate Culture

SEOJK F.1



Budaya Perusahaan telah tertanam kuat melalui filosofi Catur Dharma yang menjadi nilai luhur Perusahaan dan menjadi dasar sistem manajemen Astra. Penerapan filosofi ini kemudian membentuk nilai komitmen, integritas, dedikasi, dan kompetensi unggul yang dibutuhkan oleh Perusahaan. Dengan filosofi ini, setiap insan Astra diharapkan mampu memberikan pelayanan terbaik bagi konsumen, menghargai setiap individu, saling bekerja sama dengan erat, serta mencapai kinerja terbaik.

Guna memastikan tingkat pemahaman dan efektivitas implementasi budaya Perusahaan di lingkup Grup Astra, Perusahaan menyelenggarakan program sosialisasi dan internalisasi budaya secara berkala. Bagi karyawan baru, sosialisasi dan internalisasi budaya Perusahaan disampaikan melalui program orientasi karyawan. Kemudian, program penguatan terhadap sikap-sikap dasar dan pengembangan nilai-nilai Perusahaan secara berkala dilakukan ke seluruh insan Astra di semua jenjang. Di samping pelaksanaan program, Perusahaan melakukan evaluasi dan peningkatan implementasi budaya Perusahaan secara rutin.

A strong corporate culture has been deeply embedded through the Catur Dharma philosophy, which serves as the Company's core values and the foundation of Astra's management system. The implementation of this philosophy has shaped key values such as commitment, integrity, dedication, and excellence in competence, which are essential for the Company's growth. Through this philosophy, every Astra employees is expected to provide the best service to customers, respect every individual, foster close collaboration, and achieve outstanding performance.

To ensure understanding and effective implementation of the corporate culture across the Astra Group, the Company conducts regular socialization and internalization programs. For new employees, corporate culture orientation is delivered through an employee onboarding program. Additionally, periodic training and reinforcement programs are conducted across all levels of Astra employees to strengthen core behaviors and instill Astra's values. Beyond these programs, the Company routinely evaluates and enhances the implementation of its corporate culture to ensure continuous improvement.

## Informasi Perusahaan Company Information

### Nama Perusahaan

Company Name

GRI 2-1



**PT Astra International Tbk**



### Alamat Perusahaan

Company Address

SEOJK C.2 GRI 2-1

#### Menara Astra, Lt. 59

Jl. Jenderal Sudirman Kav. 5-6

Jakarta, 10220, Indonesia

Telp.: (+62-21) 5084 3888

Fax.: (+62-21) 6530 4957

E-mail:

- Corporate Communications: [corcomm@ai.astra.co.id](mailto:corcomm@ai.astra.co.id)
- Corporate Investor Relations: [investor@ai.astra.co.id](mailto:investor@ai.astra.co.id)

Situs Web | Website: [www.astra.co.id](http://www.astra.co.id)



### Bidang Usaha

Business Sector

SEOJK C.4 GRI 2-6

Perdagangan, industri, pertambangan, pengangkutan, pertanian, pembangunan (konstruksi dan *real estate*) dan jasa (aktivitas profesional; ilmiah dan teknis; jasa informasi dan komunikasi), pengadaan listrik, *treatment* dan pemulihan material sampah, serta aktivitas penunjang kantor dan aktivitas penunjang usaha lainnya.

Trading, industry, mining, transportation, agriculture, construction (building development and real estate) and services (professional; scientific and technical activities; information and communication services) procurement of electricity, treatment and restoration of waste material, as well as office supporting activities and other business supporting activities.



### Wilayah Operasional

Operational Area

SEOJK C.3 GRI 2-1

1 (satu) negara: Republik Indonesia

1 (one) country: Republic of Indonesia



### Pasar yang Dilayani

Market Served

SEOJK C.4 GRI 2.6

Terdiri dari sektor otomotif; jasa keuangan; alat berat, pertambangan, konstruksi, dan energi; agribisnis; infrastruktur dan logistik; teknologi informasi; dan properti. Produk dan jasa dipasarkan di Indonesia dan luar negeri.

Consisting of automotive; financial services; heavy equipment, mining, construction and energy; agribusiness; infrastructure and logistics; information technology; and property. Products and services cover Indonesia and international markets.



### Status Hukum Kepemilikan

Legal Status of Ownership

SEOJK C.3 GRI 2-1

Perseroan Terbatas tercatat di Bursa Efek Indonesia (Kode Perdagangan: ASII).

Limited Liability Company Listed on the Indonesian Stock Exchange (Ticker Code: ASII).

## Skala Usaha

SEOJK B.1, C.3 | GRI 2-7

## Business Scale

SEOJK B.1, C.3 | GRI 2-7

### Posisi Keuangan | Financial Position

(dalam miliar Rupiah, kecuali dinyatakan lain | in billion Rupiah, unless stated otherwise)

| Uraian   Description                  | 2022    | 2023     | 2024    |
|---------------------------------------|---------|----------|---------|
| Pendapatan Bersih   Net Revenue       | 301,379 | 316,565  | 330,920 |
| Jumlah Aset   Total Assets            | 413,297 | 445,405* | 472,925 |
| Jumlah Liabilitas   Total Liabilities | 169,577 | 194,981* | 201,429 |
| Jumlah Ekuitas   Total Equity         | 243,720 | 250,424* | 271,496 |

Catatan | Note:

\* Terdapat penyajian kembali karena penyesuaian sesuai dengan disyaratkan oleh PSAK 103 - Kombinasi Bisnis.  
There is a restatement due to adjustments as required by PSAK 103 - Business Combinations.

## Jumlah Karyawan

## Number of Employees

(dalam jumlah orang, kecuali dinyatakan lain | in number of people, unless otherwise stated)

| Uraian   Description   | 2022    | 2023    | 2024    |
|--|---------|---------|---------|
| Perseroan, Anak Perusahaan, Ventura Bersama, dan Entitas Asosiasi<br>Company, Subsidiaries, Joint Ventures, and Associates Companies | 198,203 | 201,553 | 200,074 |
| Perseroan dan Anak Perusahaan<br>Company and Subsidiaries  | 130,888 | 135,785 | 135,410 |

## Pelibatan Pihak Lokal

## Local Involvement

(dalam satuan %, kecuali dinyatakan lain | in %, unless stated otherwise)

| Uraian   Description           | 2022  | 2023  | 2024  |
|--------------------------------|-------|-------|-------|
| Pemasok Lokal   Local Supplier | 89.98 | 93.25 | 92.94 |

## Komposisi Pemegang Saham

SEOJK C.3 | GRI 2-1

## Shareholders Composition

SEOJK C.3 | GRI 2-1

| Pemegang Saham<br>Shareholder  | Per 31 Desember 2024   As of December 31, 2024 <sup>1</sup> |                          |
|--|---|--------------------------|
|  | Jumlah Saham<br>Total Shares                                | Kepemilikan<br>Ownership |
| <b>Pemegang saham yang memiliki 5% (lima persen) atau lebih saham   Shareholders owning 5% (five percent) or more shares</b>                       |   |                          |
| 1. Jardine Cycle & Carriage Limited  | 20,288,255,040  | 50.11%                   |
| <b>Pemegang saham yang masing-masing memiliki kurang dari 5% (lima persen) saham   Shareholders each owning less than 5% (five percent) shares</b> |   |                          |
| 2. Djony Bunarto Tjondro (Presiden Direktur   President Director)  | 6,370,000   | 0.02%                    |
| 3. Anthony John Liddell Nightingale (Komisaris   Commissioner) <sup>2</sup>  | 6,100,000   | 0.02%                    |
| 4. Santosa (Direktur   Director)   | 5,224,300   | 0.01%                    |
| 5. Gidion Hasan (Direktur   Director)  | 4,565,000   | 0.01%                    |
| 6. Suparno Djasmin (Direktur   Director)   | 4,474,300   | 0.01%                    |
| 7. Henry Tanoto (Direktur   Director)  | 2,853,000   | 0.01%                    |
| 8. Hamdani Dzulkarnaen Salim (Direktur   Director)   | 2,207,000   | 0.01%                    |
| 9. Gita Tiffani Boer (Direktur   Director)   | 1,089,100   | 0.00%                    |
| 10. FXL Kesuma (Direktur   Director)   | 1,000,000   | 0.00%                    |
| 11. Masyarakat lainnya   Other Public (masing-masing di bawah   each less than 5%)   | 20,161,415,400  | 49.80%                   |
| <b>Total</b>   | <b>40,483,553,140</b>                                       | <b>100.00%</b>           |

Catatan | Note:

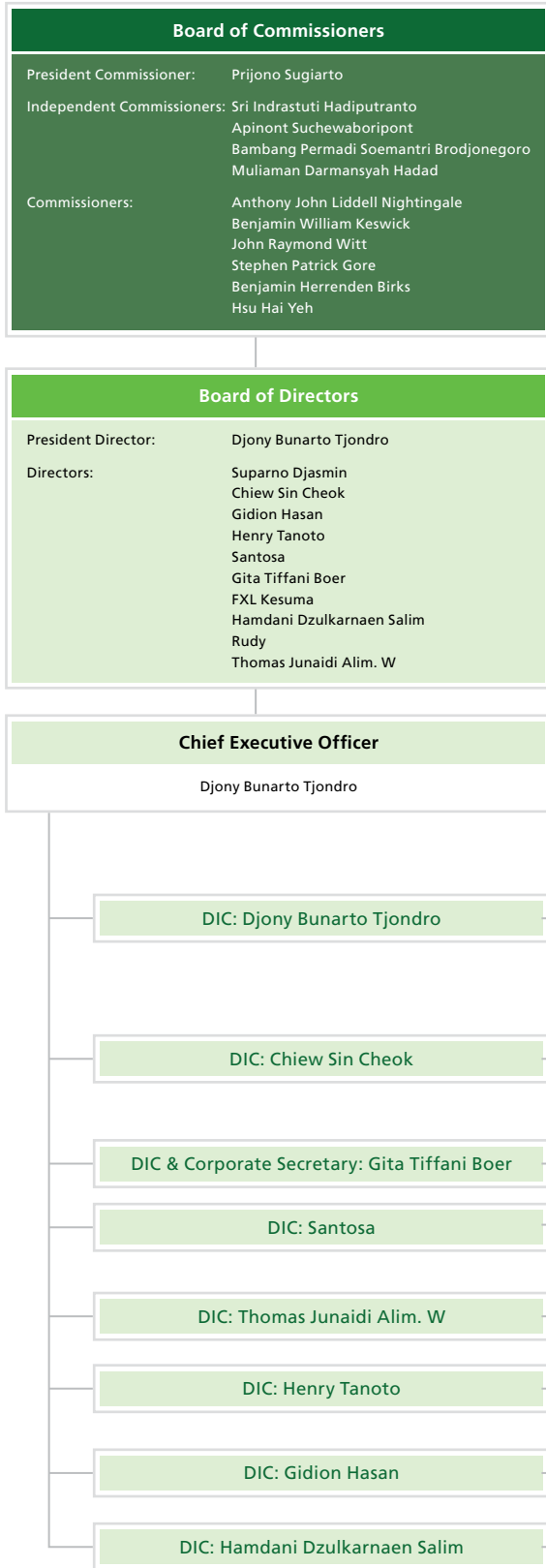
1. Terdapat perubahan dalam komposisi kepemilikan saham dibandingkan dengan tahun sebelumnya namun tidak terdapat perubahan signifikan pada ukuran dan struktur Perusahaan.  
There have been changes in the shareholding composition compared to the previous year; however, there were no significant changes in the size and structure of the Company.

2. Seluruh saham dimiliki melalui perusahaan kustodian UBS.  
All shares are owned through a UBS custodian company.

SEOJK C.6 | GRI 2-6

## Struktur Organisasi

GRI 2-6

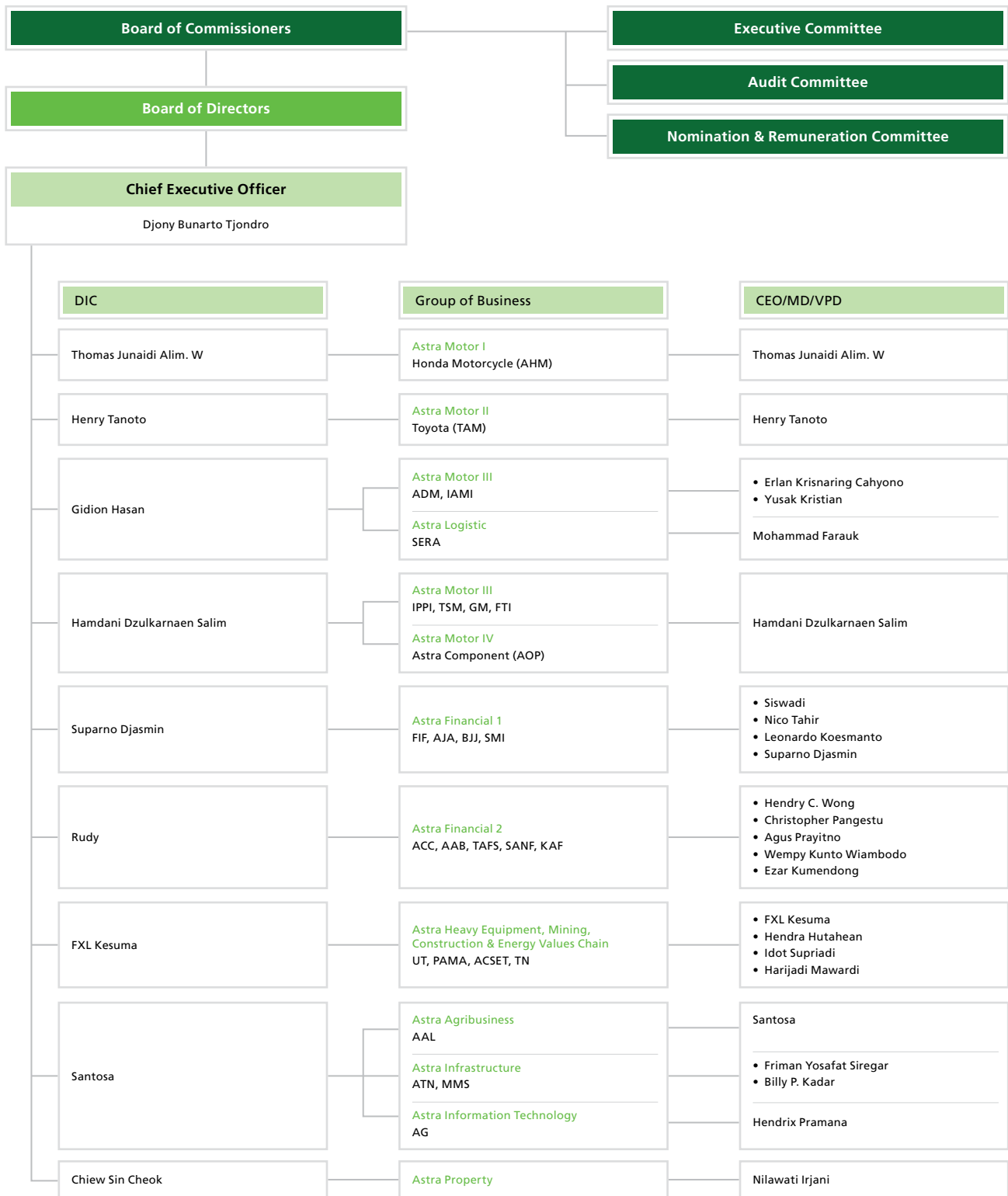


## Organization Structure

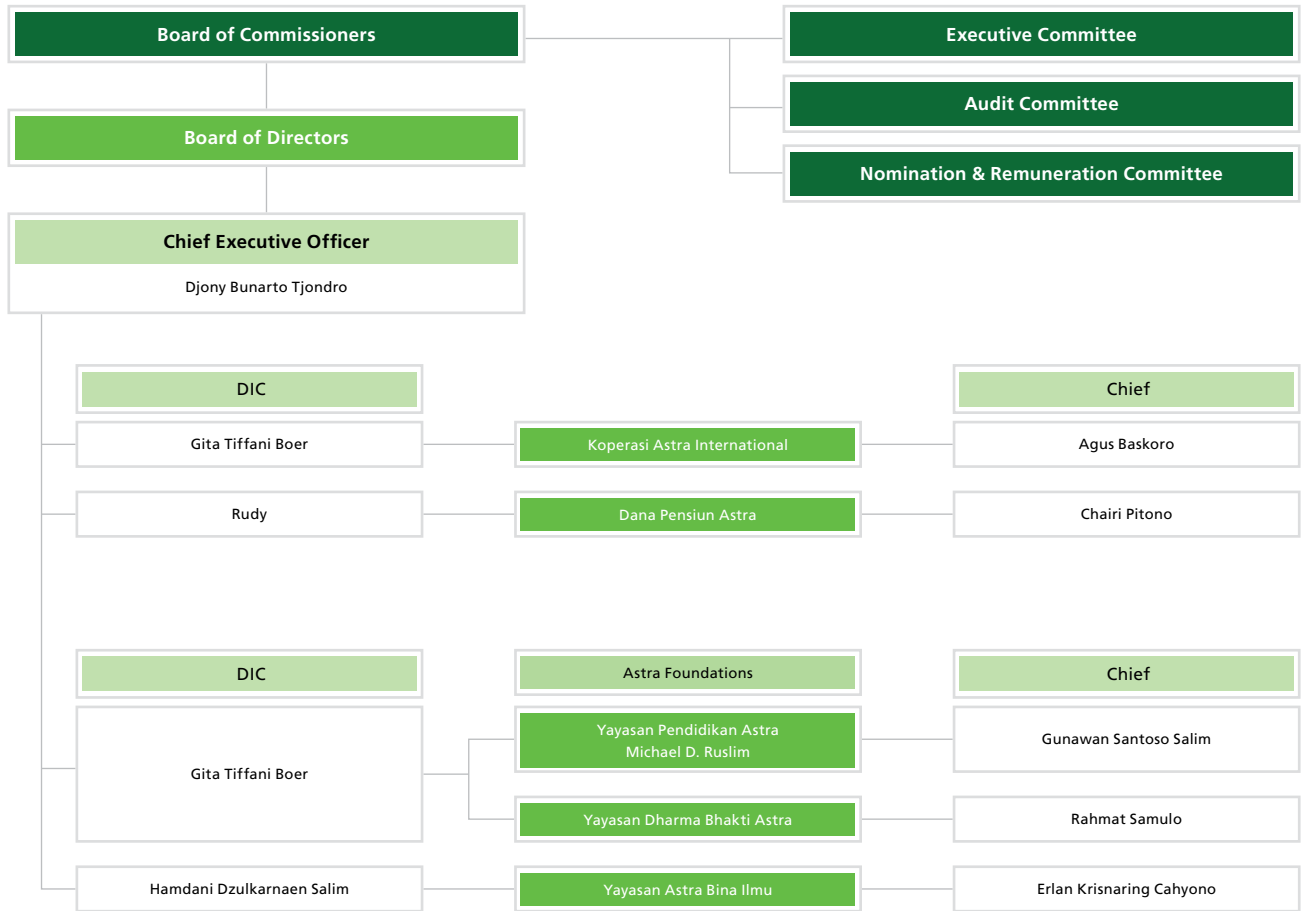
GRI 2-6



\*) Rangkap Jabatan | Concurrent    \*\*) Efektif per 22 Juli 2024 | Effective as of 22 July 2024    \*\*\*) Anggota khusus, tidak memiliki hak suara | Special member, no voting rights







# Bisnis dan Operasi

## Business and Operation

### Produk dan Layanan Usaha

#### Products and Business Services

SEOJK C.4 | GRI 2-6

## Otomotif Automotive



### Kendaraan Roda Empat Four-wheeler

- Toyota
- Lexus
- Daihatsu
- Isuzu
- UD Trucks
- BMW

### Kendaraan Roda Dua Two-wheeler

- Honda

### Komponen

#### Components

- PT Astra Otoparts Tbk

### Produk & Jasa Lainnya

#### Other Products & Services

- AstraWorld
- PT Mobilitas Digital Indonesia (Moda)
- PT Serasi Mitra Mobil (OLX Mobbi)
- PT Astra Healthcare Indonesia

## Jasa Keuangan Financial Services



### Pembiayaan Mobil

#### Car Financing

- PT Astra Sedaya Finance
- PT Toyota Astra Financial Services

### Pembiayaan Sepeda Motor

#### Motorcycle Financing

- PT Federal International Finance

### Pembiayaan Alat Berat

#### Heavy Equipment Financing

- PT Surya Artha Nusantara Finance
- PT Komatsu Astra Finance

### Asuransi Umum

#### General Insurance

- PT Asuransi Astra Buana

### Asuransi Jiwa

#### Life Insurance

- PT Asuransi Jiwa Astra (Astra Life)

### Fintek Pinjaman Mobile

#### Mobile Lending Fintech

- PT Astra WeLab Digital Arta (Maucash)

### Uang Elektronik

#### Electronic Money

- PT Astra Digital Arta (AstraPay)

### Perbankan

#### Banking

- PT Bank Jasa Jakarta

## Alat Berat, Pertambangan, Konstruksi, dan Energi Heavy Equipment, Mining, Construction, and Energy



### Mesin Konstruksi

#### Construction Machinery

- PT United Tractors Tbk
- PT Traktor Nusantara

### Kontraktor Penambangan

#### Mining Contractor

- PT Pamapersada Nusantara
- PT Kalimantan Prima Persada

### Pertambangan Batu Bara

#### Coal Mining

- PT Tuah Turangga Agung

### Pertambangan Emas

#### Gold Mining

- PT Agincourt Resources
- PT Sumbawa Jutaraya

### Pertambangan Mineral Lainnya

#### Other Mineral Mining

- PT Anugerah Surya Pasific Resources
- PT Stargate Pasific Resources
- PT Stargate Mineral Asia

### Industri Konstruksi

#### Construction Industry

- PT Acset Indonusa Tbk

### Energi

#### Energy

- PT Unitra Persada Energia
- PT Energia Prima Nusantara

## Agribisnis Agribusiness



### Perkebunan Kelapa Sawit Palm Oil Plantation

- PT Astra Agro Lestari Tbk

### Pabrik Pengolahan Minyak Sawit Palm Oil Refinery

- PT Tanjung Sarana Lestari
- PT Kreasijaya Adhikarya

### Perdagangan Komoditas Commodity Trading

- Astra-KLK Pte. Ltd.

## Infrastruktur dan Logistik Infrastructure and Logistics



### Infrastruktur Umum General Infrastructure

- PT Astra Tol Nusantara
- PT Astra Nusa Perdana

### Logistik Logistics

- PT Serasi Autoraya
- PT Solusi Mobilitas Bangsa

### Jalan Tol Toll Roads

- PT Marga Mandalasakti
- PT Marga Trans Nusantara
- PT Marga Harjaya Infrastruktur
- PT Marga Lingkar Jakarta
- PT Trans Marga Jateng
- PT Lintas Marga Sedaya
- PT Jasamarga Surabaya Mojokerto
- PT Jasamarga Pandaan Malang

### Pelabuhan Laut Sea Ports

- PT Pelabuhan Penajam Banua Taka

### Solusi Infrastruktur Infrastructure Solutions

- ASTRA Infra Solutions

## Teknologi Informasi Information Technology



### Layanan Printing & Digital Printing & Digital Services

- PT Astra Graphia Tbk

### Solusi Layanan Kantor Office Services Solution

- PT Astragraphia Xprins Indonesia

### Teknologi Informasi & Layanan Digital Information Technology & Digital Services

- PT Astra Graphia Information Technology

## Properti Property



### Komersial Commercial

- PT Menara Astra
- PT Samadista Karya
- PT Astari Marga Sarana
- PT Bhumi Prama Arjasa

### Residensial Residential

- PT Brahmayasa Bahtera
- PT Astra Land Indonesia
- PT Asya Mandira Land

- PT Award Global Infinity
- PT Lazuli Karya Sarana
- PT Saka Surya Wisesa

# Praktik Bisnis Bertanggung Jawab

## Responsible Business Practices



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- 83 **Keamanan Siber, Privasi Data, dan Tata Kelola Teknologi Informasi (TI)** | Cybersecurity, Data Privacy, and IT Governance

we're now taking more bold storides forward

# ASTRA NET ZERO

SCOPE 1&2 BY 2050

Accelerating our journey to build a more sustainable future for Astra and Indonesia



# Strategi Kami

Our Strategy

Di Astra, ketahanan bisnis dan keberlanjutan diperkuat melalui integrasi prinsip ESG, tata kelola, dan investasi berkelanjutan. Keputusan untuk tidak berinvestasi di tambang dan pembangkit listrik tenaga batu bara yang baru sejalan dengan strategi transisi menuju ekonomi rendah karbon. Melalui diversifikasi portofolio, optimalisasi operasional, dan tata kelola keberlanjutan yang transparan, pertumbuhan jangka panjang dan peningkatan nilai bagi pemangku kepentingan terus dioptimalkan.

At Astra, business resilience and sustainability are strengthened through the integration of ESG principles, governance, and sustainable investments. The decision not to invest in new coal mines and coal-fired power plants aligns with the strategy for transitioning to a low-carbon economy. Through portfolio diversification, operational optimization, and transparent sustainability governance, long-term growth and value enhancement for stakeholders continue to be optimized.



# Ikhtisar Kinerja

## Performance Snapshot

SEOJK B.1, F.2, F.3

### Sektor Energi Terbarukan

Renewable Energy Sector

#### Panas Bumi | Geothermal

Kapasitas  
Capacity

**2 x 49**  
MW | MW

Total Investasi  
Total Investment

**Rp2.3**  
Triliun | Trillion

#### Minihidro | Mini-hydro

Kapasitas  
Capacity

**24.4**  
MW | MW

Total Investasi  
Total Investment

**Rp300**  
Miliar | Billion

### Sektor Non-Batu Bara

Non-Coal Sector

#### Nikel | Nickel

Total Investasi  
Total Investment

**Rp14.3**  
Triliun | Trillion

#### Emas | Gold

Total Investasi  
Total Investment

**Rp16.9**  
Triliun | Trillion

### Sektor Kesehatan

Health Sector

Total Investasi  
Total Investment

**Rp4.2**  
Triliun | Trillion



# Komitmen dan Progress

## Commitment and Progress

SEOJK B.1, F.2, F.3

Topik  
Topic

Kinerja 2024  
2024 Performance

Astra 2030 Sustainability Aspirations



### Ketahanan Model Bisnis | Business Model Resilience

Meningkatkan *business resilience* dengan meningkatkan pendapatan non-batu bara hingga 88%  
Increase our business resilience by growing non-coal revenues to 88%

# 75%

**Pendapatan Non-Batu Bara**

Non-Coal Revenue

Flagship Initiatives



### Renewable Future

Fokus pada peningkatan proyek dan investasi kami pada energi terbarukan  
Focusing on scaling up our renewable energy projects and investments

# 18.4 MWp | MWp

**Proyek Instalasi Panel Surya**

Solar Panel Installation Project

# 155.6 MW | MW

**Kapasitas Sumber Energi Terbarukan Lainnya**

Other Renewable Energy Capacity



### Future of Mobility

Melakukan investasi pada ekosistem kendaraan listrik di Indonesia  
Pursuing investments in the electric vehicle ecosystem in Indonesia

# 22 Model | Model

**Kendaraan listrik (xEV) termasuk *battery electric vehicle* (BEV) dan *hybrid electric vehicle* (HEV).**

Electric vehicle (xEV), including battery electric vehicles (BEV) and hybrid electric vehicles (HEV).



### Future of Mines

Fokus pada diversifikasi ke pertambangan mineral non-batu bara  
Focusing on diversifying into non-coal mineral mining

# Rp31.2 Triliun | Trillion

**Total Investasi pada Tambang Mineral Non-Batu Bara**

Total Investment in Non-Coal Mineral Mining



### Ringkasan Inisiatif Snapshot of Initiatives

- **Ekspansi sektor kesehatan melalui akuisisi Heartology Cardiovascular Hospital.**  
Expansion of the healthcare sector through the acquisition of Heartology Cardiovascular Hospital.
- **Memperkuat portofolio energi terbarukan.**  
Strengthening the renewable energy portfolio.

- **Proyek instalasi panel surya mencapai 18,4 MWp.**  
Solar panel installation project reached 18.4 MWp.
- **Kapasitas Pembangkit Listrik Tenaga Minihidro (PLTM) sebesar 24,4 MW.**  
Capacity of Mini-hydro Power Plant is 24.4 MW.
- **Kapasitas Pembangkit Listrik Tenaga Panas Bumi (PLTP) sebesar 2 x 49 MW.**  
Capacity of Geothermal Power Plant is 2 x 49 MW.
- **Kapasitas Pembangkit Listrik Tenaga Sampah (PLTSa) sebesar 40 MW.**  
Capacity of Waste-to-Energy Power Plant is 40 MW.

**Pemasaran 22 model xEV di bawah merek Toyota dan Lexus, termasuk Prius HEV serta Vellfire HEV.**

Marketing of 22 xEV models under the Toyota and Lexus brands, including Prius HEV as well as Vellfire HEV.

**Total investasi pada sektor tambang mineral non-batu bara mencapai Rp31,2 triliun, terdiri dari Rp14,3 triliun pada tambang nikel dan Rp16,9 triliun pada tambang emas.**

Total investment in the non-coal mineral mining sector reached Rp31.2 trillion, consisting of Rp14.3 trillion in nickel mining and Rp16.9 trillion in gold mining.

**"Astra telah mengambil keputusan strategis untuk tidak melakukan investasi di tambang batu bara baru."**

"Astra has made a strategic decision not to make investments in new coal mines."

# Bisnis dan Operasional Berkelanjutan

Sustainable Business and Operations



Astra mengintegrasikan keberlanjutan dalam operasionalnya melalui Astra Green Company (AGC) untuk memastikan kepatuhan terhadap standar lingkungan, keselamatan, dan kesehatan kerja serta Astra Friendly Company (AFC) sebagai panduan utama program tanggung jawab sosial dalam memperkuat dampak sosial dan lingkungan.

Astra integrates sustainability into its operations through Astra Green Company (AGC) to ensure compliance with environment, occupational health and safety standards and Astra Friendly Company (AFC) as the main social responsibility program guideline to strengthen social and environmental impact.

## Model Bisnis yang Tangguh dan Berkelanjutan

Astra memiliki peta jalan strategis yang dirancang untuk mencapai visi menjadi *Sustained Leading Organization* pada tahun 2026, yang masih menjadi fokus utama sepanjang 2024. Peta jalan ini berakar pada tiga strategi fundamental: memperkuat portofolio bisnis inti, mengembangkan bisnis yang relevan, dan melakukan investasi strategis di area pertumbuhan baru. Strategi ini menjadi kerangka utama dalam membangun ketahanan bisnis jangka panjang, memastikan bahwa setiap langkah pengembangan selaras dengan arah transformasi industri dan kebutuhan masa depan.

Astra menyadari bahwa arah pembangunan ekonomi Indonesia ke depan semakin mengedepankan prinsip rendah karbon, sejalan dengan kebijakan nasional untuk secara bertahap mengurangi ketergantungan terhadap batu bara serta komitmen dalam menurunkan emisi gas rumah kaca dalam jangka menengah dan jangka panjang. Kondisi ini mendorong Astra untuk terus berinovasi, melakukan transisi, dan secara bertahap meningkatkan kontribusi dari bisnis non-batu bara. Astra juga telah berkomitmen untuk tidak melakukan investasi di tambang batu bara dan pembangkit listrik batu bara baru.

Melalui Astra 2030 Sustainability Aspirations, Astra memprioritaskan investasi strategis, antara lain di sektor energi terbarukan dan pertambangan mineral non-batu bara. Astra menargetkan peningkatan proporsi pendapatan non-batu bara hingga 88% pada tahun 2030, sebagai bagian dari upaya memperkuat ketahanan bisnis jangka panjang dan memastikan keselarasan dengan prinsip keberlanjutan. Sejalan dengan itu, Astra juga terus menjajaki peluang-peluang bisnis baru yang potensial, dengan mempertimbangkan aspek ESG dalam setiap pengambilan keputusan investasi melalui kerangka kerja ESG Due Diligence yang terus diperbarui.

## Resilient and Sustainable Business Model

Astra has a strategic roadmap designed to achieve the vision of becoming a Sustained Leading Organization by 2026, which remains a key focus throughout 2024. This roadmap is anchored by three fundamental strategies: strengthening our core business portfolio, developing adjacent businesses, and making strategic investments in new growth areas. These strategies serve as the main framework for building long-term business resilience, ensuring that every development step aligns with industry transformation and future demands.

Astra recognizes that the direction of Indonesia's economic development is increasingly prioritizing low-carbon principles, in line with national policies aimed at gradually reducing dependence on coal and committing to the reduction of greenhouse gas emissions in the mid-term and long-term. This has encouraged Astra to continue driving innovation, progressing with its transition, and gradually increasing contributions from non-coal sectors. Astra has also committed not to make investments in new coal mining and coal-fired power plants.

Through Astra 2030 Sustainability Aspirations, Astra prioritizes strategic investments in the renewable energy sector and non-coal mineral mining. The company targets increasing the proportion of non-coal revenue to 88% by 2030 as part of its efforts to strengthen long-term business resilience and ensure alignment with sustainability principles. In line with this, Astra also continues to explore new business opportunities with growth potential, incorporating ESG considerations into every investment decision through an ESG Due Diligence framework that is continuously updated.

## Flagship Program



## Kapasitas Pengolahan Sampah

Waste Processing Capacity

**2,000** Ton  
per hari | per day

## Kapasitas

Capacity

**40**  
MW | MW

## Kolaborasi Strategis Pengelolaan Sampah Strategic Waste Management Collaboration

PT Energia Prima Nusantara bersama Sumitomo Corporation dan Kanadevia Corporation (dulu Hitachi Zosen) mendirikan perusahaan patungan PT Jabar Environmental Solutions (JES). JES akan mengelola Tempat Pemrosesan Akhir Sampah (TPPAS) Regional Legok Nangka di Bandung, Jawa Barat dengan kapasitas pengolahan sampah 2.000 ton per hari yang akan menghasilkan listrik sebesar 40 MW dan diharapkan mulai beroperasi pada tahun 2029.

PT Energia Prima Nusantara in collaboration with Sumitomo Corporation and Kanadevia Corporation (formerly Hitachi Zosen), established the joint venture, PT Jabar Environmental Solutions (JES). JES will manage the Regional Legok Nangka Landfill Final Waste Treatment and Processing Facility (TPPAS) in Bandung, West Java with waste processing capacity of 2,000 tons daily that will generate 40 MW of electricity and expected to start operation in 2029.

## Produk dan Layanan yang Bertanggung Jawab

### Memberikan Produk dan Layanan Terbaik kepada Pelanggan

SEOJK F.17, F.26

Seluruh produk dan layanan Astra senantiasa ditinjau dan dievaluasi. Kebijakan ini sejalan dengan:



### Budaya Continuous Improvement

Continuous Improvement Culture

Kami berkomitmen untuk terus meningkatkan kualitas produk dan layanan kami.

We are committed to continuously enhancing the quality of our products and services.

## Responsible Products and Services

### Delivering the Best Products and Services to Customers

SEOJK F.17, F.26

All Astra products and services are continuously reviewed and evaluated. This policy aligns with:



### Budaya Inovasi Astra

Astra's Culture of Innovation

Termasuk penggunaan teknologi ramah lingkungan terkini.

This includes the adoption of the latest environmentally friendly technologies.

## Flagship Program



## Portofolio Investasi Astra di Sektor Layanan Kesehatan mencapai

Astra's Investment Portfolio in the Healthcare Sector Reaches

Rp  
**4.2**

Triliun | Trillion

## Transformasi Astra untuk Masa Depan Kesehatan Indonesia

### Astra's Transformation for the Future of Indonesia's Healthcare

Dalam rangka memperkuat lini dan ekosistem bisnis yang telah ada, Astra terus berupaya mengambil berbagai kebijakan strategis, di antaranya dengan diversifikasi bisnis pada sektor kesehatan. Astra telah menyelesaikan akuisisi Heartology Cardiovascular Hospital (Heartology) dengan total nilai investasi sebesar Rp643 miliar.

Akuisisi salah satu pusat layanan kesehatan jantung terbesar di Indonesia ini dilakukan melalui anak perusahaan, PT Astra Sehat Nusantara, dan melengkapi portofolio investasi Astra di sektor layanan kesehatan yang mencapai Rp4,2 triliun. Komitmen Astra di sektor kesehatan telah dimulai sejak tahun 2021, melalui investasi pada platform layanan kesehatan Halodoc dan kemudian diikuti oleh investasi di Rumah Sakit Hermina pada tahun 2022. Di samping makin kuatnya portofolio investasi, Astra juga telah meluncurkan 24 produk alat kesehatan di bawah merek GRIN yang dikembangkan oleh PT Astra Otoparts Tbk.

Melalui investasi pada Heartology, Astra berharap dapat memperluas kontribusinya untuk meningkatkan kualitas layanan kesehatan di Indonesia. Khususnya, dalam penanganan penyakit kritis yang menjadi langkah penting dalam upaya meningkatkan kualitas hidup masyarakat Indonesia.

In an effort to strengthen its business lines and ecosystems, Astra is adopting several strategic policies including diversifying into the healthcare sector. Astra successfully acquired Heartology Cardiovascular Hospital (Heartology) with a total investment of Rp643 billion.

This acquisition of one of Indonesia's largest cardiovascular healthcare centers was conducted through Astra's subsidiary, PT Astra Sehat Nusantara, and complements Astra's healthcare investment portfolio, which now totals Rp4.2 trillion. Astra's commitment to the healthcare sector began in 2021 with investments in the healthcare platform Halodoc, followed by investments in Hermina Hospital in 2022. In addition to strengthening its investment portfolio, Astra launched 24 medical device products under the GRIN brand, developed by PT Astra Otoparts Tbk.

Through its investment in Heartology, Astra is expanding its contribution to improving healthcare services in Indonesia, particularly for critical illnesses. This marks a significant step in Astra's efforts to enhance the quality of life for the people of Indonesia.

**Memastikan Keselamatan dan Kesehatan Pelanggan**  
Ensuring Customer Health and Safety

Astra memastikan seluruh produk telah melalui proses verifikasi keamanan dan keselamatan pelanggan, sesuai dengan standar nasional dan internasional. Seluruh produk/jasa yang dipasarkan turut memuat informasi yang jelas mengenai cara penggunaan produk dengan aman dan informasi ruang lingkup jasa yang diterima oleh pelanggan. Informasi ini, antara lain, dituangkan dalam dokumen *Material Safety Data Sheet (MSDS)*, informasi cara penggunaan produk, kontrak, *Certificate of Analysis*, dan dokumen lain sesuai dengan produk dan jasa dari masing-masing unit bisnis Grup Astra.

Astra ensures that all our products undergo rigorous safety verification processes in accordance with national and international standards. Every product and service offered includes clear information and guidelines on safe usage and the scope of services provided to customers. This information is documented in various forms, including a *Material Safety Data Sheet (MSDS)*, product usage instructions, contracts, *Certificate of Analysis*, and other relevant documents tailored to the specific products and services of each Astra Group business unit.

SEOJK F.27, F.28 | GRI 417-1

SEOJK F.27, F.28 | GRI 417-1



**Otomotif | Automotive**

Uji keselamatan dan keamanan pada setiap produk otomotif dan mematuhi peraturan emisi gas buang yang ditetapkan pemerintah sebagai bentuk tanggung jawab terhadap mitigasi emisi karbon.

Conducts rigorous safety and security tests on all automotive products and complies with government-mandated emission regulations as part of its commitment to carbon emission mitigation.



**Jasa Keuangan | Financial Services**

Menerapkan protokol keamanan data yang ketat dan memberikan pelatihan reguler kepada karyawan untuk mengatasi potensi kejahatan keuangan, serta menyediakan layanan pelanggan yang responsif dan aman.

Implements strict data security protocols, provides regular training for employees to prevent financial crimes, and ensures a responsive and secure customer service experience.



**Alat Berat, Pertambangan, Konstruksi, dan Energi | Heavy Equipment, Mining, Construction, and Energy**

Menerapkan kaidah pertambangan yang baik dan sesuai dengan peraturan yang diatur oleh Kementerian Energi dan Sumber Daya Mineral (ESDM) Republik Indonesia.

Adheres to Good Mining Practices (GMP) and complies with regulations set by Indonesia's Ministry of Energy and Mineral Resources (ESDM).



**Agribisnis | Agribusiness**

Menempatkan prioritas pada penerapan kontrol kualitas yang ketat dan memiliki ketelusuran sumber pasok yang baik, mulai dari bahan baku hingga produk diterima oleh pelanggan.

Prioritizes strict quality control measures and maintains robust supply chain traceability, ensuring transparency from raw materials to final product delivery to customers.



**Infrastruktur dan Logistik | Infrastructure and Logistics**

Memastikan jalan tol yang dikelola telah memenuhi standar layanan yang disyaratkan dengan menyelenggarakan pemeriksaan secara rutin.

Ensures that all toll roads under Astra's management meet the required service standards through regular inspections and maintenance programs.



**Teknologi Informasi | Information Technology**

Implementasi langkah-langkah keamanan siber yang kuat, termasuk enkripsi data dan pemantauan jaringan, serta mengembangkan sistem deteksi dini dan memberikan edukasi kepada pelanggan tentang praktik keamanan digital yang aman.

Implements strong cybersecurity measures, including data encryption and network monitoring, develops early detection systems, and provides customer education on secure digital practices.



**Properti | Property**

Memastikan pemeliharaan bangunan yang sesuai dengan standar keamanan, menyediakan informasi dan pelatihan kepada penghuni tentang prosedur keselamatan darurat, dan berkolaborasi dengan pihak berwenang setempat untuk memastikan lingkungan sekitar properti aman bagi penghuni.

Ensures building maintenance meets safety standards, provides residents with information and training on emergency safety procedures, and collaborates with local authorities to maintain a secure environment within and around Astra's properties.

Sebagai bentuk tanggung jawab Perseroan terhadap produk yang dipasarkan, Grup Astra terus menerapkan proses seleksi dan evaluasi pemasok dengan mempertimbangkan aspek sosial dan lingkungan.

SEOJK F.29 | GRI 308-1, 414-1, 416-1

As part of Astra's responsibility for the products and services it markets, the Group continues to apply a rigorous supplier selection and evaluation process that considers social and environmental aspects.

SEOJK F.29 | GRI 308-1, 414-1, 416-1

|  |  |  |
|--|--|--|
| <p><b>Pengaduan Masyarakat</b><br/>Community Complaints</p>  | <p>Astra senantiasa berkomitmen merespons dan menjalin komunikasi dua arah dengan masyarakat melalui mekanisme pengaduan masyarakat yang prosesnya disesuaikan di setiap anak perusahaan.</p> <p><b>SEOJK F.24</b></p> <p>Setiap laporan yang masuk akan segera ditindaklanjuti dan diproses dengan mempertimbangkan terlebih dahulu kesungguhan isi laporan, kredibilitas dan bukti-bukti yang diajukan, serta kemungkinan untuk melakukan konfirmasi pelaporan oleh unit terkait. Sepanjang tahun 2024, Grup Astra menerima total 4 pengaduan masyarakat terkait aspek lingkungan dan 12 pengaduan masyarakat terkait aspek sosial yang seluruhnya telah direspons dan ditindaklanjuti oleh Grup Astra.</p> <p><b>SEOJK F.24, F.16</b></p> | <p>Astra remains committed to maintaining responsive and two-way communication with the community through a community complaint mechanism, which is tailored to the specific processes of each subsidiary.</p> <p><b>SEOJK F.24</b></p> <p>All reports received are promptly reviewed and processed, considering the seriousness of the complaint, the credibility and supporting evidence provided, and the feasibility of verification by the relevant unit. Throughout 2024, Astra Group received 4 community complaints related to environmental aspects and 12 community complaints related to social aspects. All complaints have been addressed and resolved by Astra Group.</p> <p><b>SEOJK F.24, F.16</b></p> |
| <p><b>Mengajak Mitra Bisnis Menerapkan Keberlanjutan</b><br/>Encouraging Business Partners to Implement Sustainability</p> | <p>Grup Astra mendorong seluruh mitra bisnis, pemasok, dan subkontraktor dalam rantai pasok Grup Astra untuk mengimplementasikan prinsip-prinsip keberlanjutan serta bisnis yang bertanggung jawab. Upaya ini terus dilakukan kepada seluruh mitra bisnis Grup Astra melalui proses seleksi dan evaluasi mitra bisnis. Setiap mitra bisnis wajib menerapkan sejumlah kriteria, standar, dan komitmen, khususnya terkait aspek lingkungan, K3, sosial, dan hak asasi manusia.</p>   | <p>Astra Group actively encourages all business partners, suppliers, and subcontractors within its supply chain to implement sustainability principles and responsible business practices. This commitment is reinforced through a rigorous selection and evaluation process for all business partners. Each partner is required to adhere to specific criteria, standards, and commitments, particularly in areas related to environmental, OHS, social responsibility, and human rights.</p>   |
| <p><b>Tanggung Jawab untuk Keselamatan Pelanggan</b><br/>Responsibility for Customer Safety</p>                            | <p>Sebagai bentuk tanggung jawab Astra terhadap produk yang dipasarkan, pada tahun 2024, Grup Astra melakukan penarikan kembali (<i>recall</i>) sebanyak 259.626 unit kendaraan dan 90.909 unit suku cadang.</p> <p><b>SEOJK F.29</b></p>  | <p>As part of Astra's commitment to ensuring the quality and safety of its marketed products, in 2024, Astra Group conducted a recall of 259,626 vehicle units and 90,909 spare parts units.</p> <p><b>SEOJK F.29</b></p>  |

## Produk dan Jasa yang Sudah Dievaluasi Keamanannya bagi Pelanggan

Astra berkomitmen memberikan produk dan layanan berkualitas dan berdampak positif bagi seluruh pemangku kepentingan dengan meningkatkan kemampuan pelayanannya melalui berbagai inovasi dan mampu menghadapi tantangan di era digital.

**SEOJK F.17, F.26**

### Survei Kepuasan Pelanggan

**SEOJK F.30**

Untuk meningkatkan hubungan dengan pelanggan dan kualitas pelayanan, Grup Astra melakukan survei kepuasan pelanggan secara berkala dengan berbagai metode yang disesuaikan dengan produk dan jasa setiap segmen industri dan lini bisnis. Pada tahun 2024, sebanyak 65 anak perusahaan Astra telah melakukan survei kepuasan pelanggan. Hasilnya, sebanyak 86% dari seluruh anak perusahaan Astra berhasil mendapatkan nilai "Sangat Puas" dari pelanggan, sedangkan 14% mendapat nilai "Puas". Jumlah ini meningkat dari tahun lalu, dengan jumlah anak perusahaan yang mendapat nilai "Sangat Puas" sebanyak 75% dan predikat "Puas" sebanyak 25%.

## Products and Services Evaluated for Customer Safety

Astra is committed to delivering high-quality products and services that create a positive impact for all stakeholders. The Company continuously enhances its service capabilities through various innovations, ensuring resilience in the digital era.

**SEOJK F.17, F.26**

### Customer Satisfaction Survey

**SEOJK F.30**

To strengthen customer relationships and improve service quality, Astra Group conducts regular customer satisfaction surveys using various methods tailored to the products and services of each industry segment and business line. In 2024, 65 Astra subsidiaries conducted customer satisfaction surveys. The results showed that 86% of subsidiaries received a "Very Satisfied" rating from customers, while 14% received a "Satisfied" rating. This reflects an increase from the previous year, where 75% of subsidiaries achieved a "Very Satisfied" rating and 25% received a "Satisfied" rating.

## Pengadaan Berkelanjutan

GRI 204-1

Grup Astra senantiasa bekerja sama dengan sejumlah pemasok lokal dan internasional, baik barang maupun jasa. Grup Astra senantiasa mendorong mitra bisnis, pemasok, kontraktor, dan subkontraktor dalam rantai pasokan untuk menerapkan prinsip-prinsip ESG. Beberapa penerapan ESG, di antaranya terkait lingkungan, sosial, hak asasi manusia, K3, antikorupsi, dan antisuap pada proses seleksi dan evaluasi yang dituangkan dalam perjanjian kerja sama.

Perseroan juga memastikan seluruh pemasok telah melalui proses seleksi yang mencakup aspek kriteria lingkungan, ketenagakerjaan, dan K3.

## Sustainable Procurement

GRI 204-1

Astra Group consistently collaborates with a number of local and international goods and services suppliers. Astra Group actively encourages its business partners, suppliers, contractors, and subcontractors within its supply chain to implement ESG principles. ESG applications include aspects related to environmental, social responsibility, human rights, OHS, anti-corruption, and anti-bribery, which are incorporated into the selection and evaluation processes and formalized in cooperation agreements.

The Company also ensures that all suppliers undergo a selection process that evaluates environmental, labor, and OHS criteria.





**92.94%**

**Merupakan Pemasok Lokal dari Total Pemasok Grup Astra.**

Are Local Suppliers of Astra Groups Total Suppliers.

SEOJK B.1 | GRI 204-1



# Tata Kelola dan Kepatuhan

Governance and Compliance



Astra meneguhkan komitmen terhadap tata kelola dan kepatuhan sejalan dengan filosofi Catur Dharma, memastikan operasional yang transparan, etis, dan berkelanjutan.

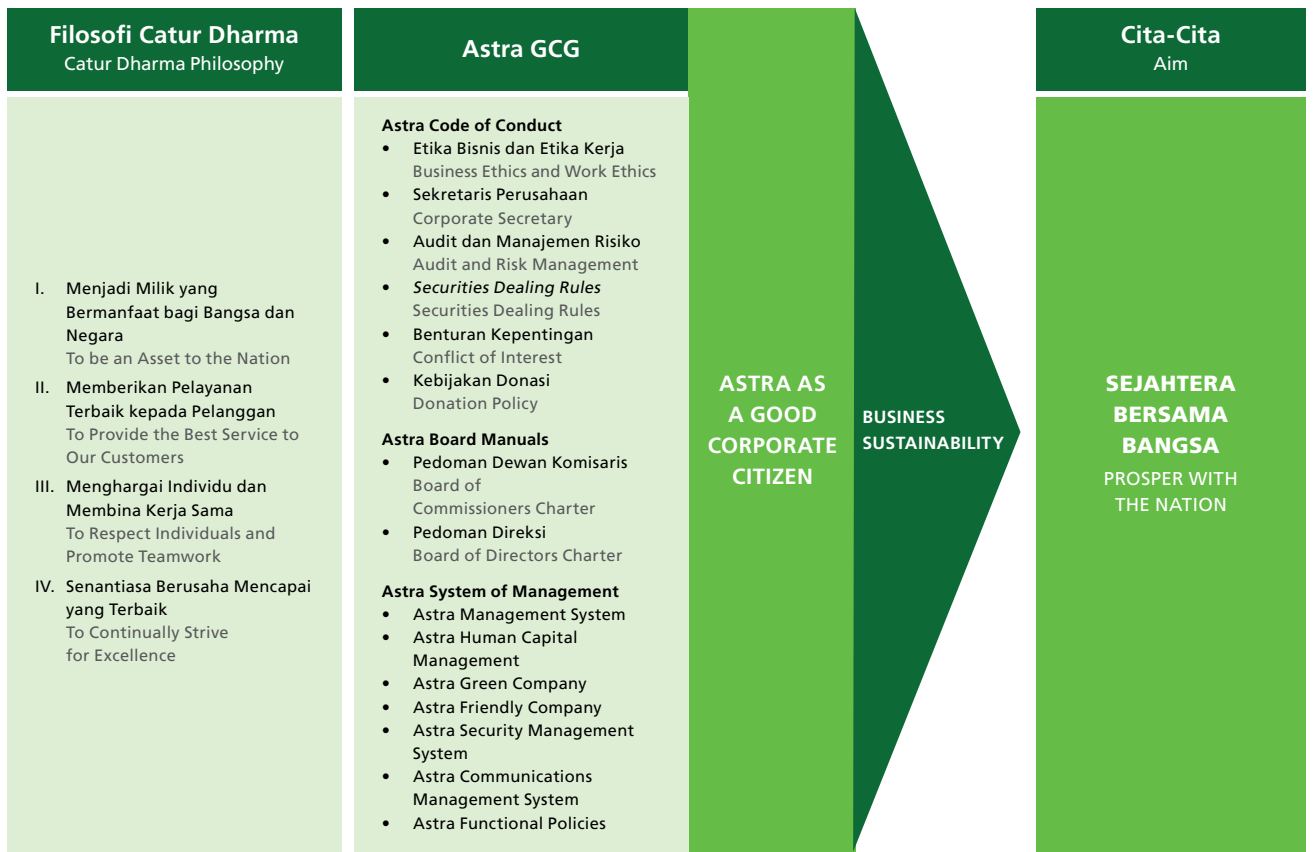
Astra strengthens its commitment to governance and compliance in line with the Catur Dharma philosophy, ensuring transparent, ethical, and sustainable operations.

Pada tahun 2024, Astra berfokus pada langkah-langkah strategis untuk menguatkan portofolio inti Perusahaan, memanfaatkan sinergi dalam ekosistem bisnis dan berinvestasi untuk mendukung pertumbuhan jangka panjang. Fokus ini sejalan dengan filosofi Astra, yakni Catur Dharma yang senantiasa memperhatikan prinsip-prinsip tata kelola perusahaan yang baik, serta prinsip ESG. Dengan demikian, cita-cita Astra untuk “Sejahtera Bersama Bangsa” dapat dicapai dengan setiap instrumen tata kelola yang telah dimiliki Astra.

Untuk mencapai fokus ini, Perseroan butuh memahami tantangan serta respons yang tepat untuk menghadapi tantangan tersebut sehingga tujuan Astra menjadi warga korporasi yang baik dapat tercapai.

In 2024, Astra focused on strategic initiatives to strengthen its core portfolio, leverage synergies within its business ecosystem and invest in long-term growth. This focus aligns with Astra’s Catur Dharma philosophy, which upholds the principles of Good Corporate Governance and ESG. By adhering to these principles, Astra remains committed to achieving its vision to “Prosper With The Nation”, ensuring that every governance instrument is effectively implemented.

To achieve this goal, the Company identifies challenges and develops appropriate responses, ensuring that Astra continues to fulfill its role as a responsible corporate citizen.



## Struktur Tata Kelola

GRI 2-9, 2-11

Sebagai perseroan terbatas yang didirikan berdasarkan hukum negara Republik Indonesia, Perseroan memiliki tiga organ perusahaan, yang terdiri dari:

- Rapat Umum Pemegang Saham;
- Dewan Komisaris; dan
- Direksi.

Setiap organ memiliki tugas dan wewenangnya masing-masing dan independen sesuai dengan Anggaran Dasar Perseroan dan peraturan perundangan yang berlaku. Rapat Umum Pemegang Saham (RUPS) merupakan wadah bagi para pemegang saham untuk menentukan anggota Direksi dan Dewan Komisaris Perseroan, mengesahkan Laporan Keuangan Tahunan, menyetujui Laporan Tahunan, menetapkan penggunaan laba bersih, serta menyetujui perubahan Anggaran Dasar dan restrukturisasi Perseroan. Dewan Komisaris menjalankan fungsi pengawasan, sedangkan Direksi bertugas menjalankan kepengurusan Perseroan.

### Rapat Umum Pemegang Saham (RUPS)

RUPS Perseroan memiliki wewenang yang tidak diberikan kepada Dewan Komisaris dan Direksi, dengan batasan yang ditentukan dalam peraturan perundang-undangan dan/atau Anggaran Dasar Perseroan. Wewenang tersebut mencakup pengambilan keputusan terhadap hal-hal sebagai berikut:

- Persetujuan atas Laporan Tahunan dan pengesahan laporan Dewan Komisaris, serta laporan keuangan tahunan Perseroan;
- Penggunaan laba bersih Perseroan;
- Pengangkatan dan pemberhentian anggota Dewan Komisaris dan Direksi, serta penetapan remunerasi anggota Dewan Komisaris dan Direksi;
- Penggabungan, peleburan, atau pemisahan Perseroan;
- Perubahan Anggaran Dasar Perseroan; dan
- Rencana Perseroan untuk melakukan transaksi yang melebihi nilai tertentu dan/atau transaksi yang mengandung benturan kepentingan.

### Dewan Komisaris

Dewan Komisaris Perseroan mengawasi kebijakan kepengurusan yang ditetapkan oleh Direksi, serta mengawasi dan memberikan nasihat kepada Direksi dalam menjalankan kepengurusan sesuai dengan Pedoman Dewan Komisaris Perseroan, Anggaran Dasar dan peraturan perundang-undangan yang berlaku,

## Governance Structure

GRI 2-9, 2-11

As a limited liability company established under the laws of the Republic of Indonesia, the Company has three corporate organs, consisting of:

- General Meeting of Shareholders;
- Board of Commissioners; and
- Board of Directors.

Each organ has its own duties and authorities and is independent in accordance with the Company's Articles of Association and prevailing laws and regulations. The General Meeting of Shareholders (GMS) is a forum for shareholders to determine the members of the Company's Board of Directors and Board of Commissioners, ratify the Annual Financial Statements, approve the Annual Report, determine the use of net profit and approve amendments to the Company's Articles of Association and restructuring. The Board of Commissioners carries out the supervisory function, while the Board of Directors is in charge of managing the Company.

### General Meeting of Shareholders (GMS)

The Company's GMS has authority that is not granted to the Board of Commissioners and the Board of Directors, with limitations specified in laws and regulations and/or the Company's Articles of Association. Such authority includes making decisions on the following matters:

- Approval of the Annual Report and ratification of the Board of Commissioners' report as well as the Company's annual financial statements;
- Utilization of the Company's net profit;
- Appointment and dismissal of members of the Board of Commissioners and the Board of Directors and determination of remuneration of members of the Board of Commissioners and the Board of Directors;
- Merger, consolidation or separation of the Company;
- Amendment of the Company's Articles of Association; and
- The Company's plan to conduct transactions exceeding a certain value and/or transactions containing conflicts of interest.

### Board of Commissioners

The Board of Commissioners oversees management policies made by the Board of Directors and oversees and advises the Board of Directors in accordance with the Company's Board of Commissioners Charter, Articles of Association

serta dengan memperhatikan prinsip-prinsip Astra GCG. Pengangkatan dan pemberhentian Dewan Komisaris dilakukan dan disetujui oleh RUPS. Dalam penetapan komposisinya, anggota Dewan Komisaris telah mengikuti proses nominasi dan seleksi yang mewakili keberagaman komposisi dari sisi keterwakilan pemegang saham, usia, gender, keahlian, pengalaman kerja, latar pendidikan, hingga kompetensi pada aspek-aspek keberlanjutan.

**GRI 2-10**

Pada tahun 2024, Perseroan memiliki 4 (empat) Komisaris Independen dari total 11 (sebelas) anggota Dewan Komisaris Perseroan. Seluruh anggota Dewan Komisaris telah membuat surat pernyataan sesuai dengan ketentuan Otoritas Jasa keuangan (OJK) serta tidak ada yang merangkap jabatan sebagai Direksi di Perseroan.

**GRI 2-11**

Dewan Komisaris di Perseroan juga telah membentuk komite khusus untuk membantu pelaksanaan tugasnya, yaitu Komite Eksekutif, Komite Audit, dan Komite Nominasi dan Remunerasi.

## Direksi

Direksi bertugas memimpin dan mengelola Perseroan sesuai dengan maksud dan tujuan Perseroan, Pedoman Direksi, Anggaran Dasar Perseroan, peraturan perundang-undangan, serta dengan memperhatikan prinsip-prinsip Astra GCG. Komposisi Direksi dipilih atas persetujuan RUPS dan telah melalui proses nominasi dan seleksi yang mewakili keberagaman, komposisi dari sisi keterwakilan pemegang saham, usia, gender, keahlian, pengalaman kerja, latar pendidikan, dan kompetensi pada aspek keberlanjutan.

**GRI 2-10**

and prevailing rules and regulations with due regard to Astra GCG principles. The appointment and dismissal of Commissioners are conducted and approved by the GMS. In determining its composition, members of the Board of Commissioners undergo a nomination and selection process that ensures diversity in shareholder representation, age, gender, expertise, work experience, educational background, and competencies in sustainability aspects.

**GRI 2-10**

As of 2024, the Company had 4 (four) Independent Commissioners out of a total of 11 Board members. All Board members have submitted a statement letter in compliance with the Financial Services Authority (OJK) regulations, and none hold concurrent positions as Directors within the Company.

**GRI 2-11**

To enhance its oversight function, the Board of Commissioners established specialized committees, namely the Executive Committee, Audit Committee, and the Nomination and Remuneration Committee.

## Board of Directors

The Board of Directors is responsible for leading and managing the Company in accordance with its vision and objectives, the Board of Directors' Guidelines, the Company's Articles of Association, applicable laws and regulations, and Astra's GCG principles. The composition of the Board of Directors is approved by the GMS and follows a nomination and selection process that ensures diversity in terms of shareholder representation, age, gender, expertise, work experience, educational background, and sustainability competencies.

**GRI 2-10**

## Susunan Dewan Komisaris

GRI 2-9



### Prijono Sugiarto

Presiden Komisaris | *President Commissioner*

Jenis Kelamin  
Gender

Pria | Male

Lama Masa Jabatan di Posisi yang  
Sama hingga tahun 2024

Tenure in the Same Position until 2024  
4 tahun 6 bulan | 4 years 6 months

Jabatan di Perseroan atau Institusi Lain, antara lain:

Positions in Other Companies or Institutions, among others:

- Group Senior Advisor Jardine Matheson Limited dan WeLab Holding Limited  
Group Senior Advisor, Jardine Matheson Limited and WeLab Holding Limited
- Direktur Schindler Lifts (Singapore) Pte. Ltd  
Director, Schindler Lifts (Singapore) Pte. Ltd

## Composition of the Board of Commissioners

GRI 2-9



### Sri Indrastuti Hadiputranto

Komisaris Independen | *Independent Commissioner*

Jenis Kelamin  
Gender

Wanita | Female

Lama Masa Jabatan di Posisi yang  
Sama hingga tahun 2024

Tenure in the Same Position until 2024  
7 tahun | 7 years

Jabatan di Perseroan atau Institusi Lain, antara lain:

Positions in Other Companies or Institutions, among others:

- Anggota Komite Audit Perseroan  
Company's Audit Committee Member
- Penasihat Senior Grup Gajah Tunggal dan PT Morgan Stanley Asia Indonesia  
Senior Advisor, Gajah Tunggal Group and PT Morgan Stanley Asia Indonesia
- Presiden Komisaris PT Mitra Adiperkasa Tbk  
President Commissioner, PT Mitra Adiperkasa Tbk
- Direktur Utama PT Bali Turtle Island Development (Kura Kura Bali)  
President Director, PT Bali Turtle Island Development (Kura Kura Bali)



### Apinont Suchewaboripont

Komisaris Independen | *Independent Commissioner*

Jenis Kelamin  
Gender

Pria | Male

Lama Masa Jabatan di Posisi yang  
Sama hingga tahun 2024

Tenure in the Same Position until 2024  
4 tahun 6 bulan | 4 years 6 months

Jabatan di Perseroan atau Institusi Lain, antara lain:

Positions in Other Companies or Institutions, among others:

Executive Vice President of Manufacturing Group at Toyota Motor Asia (Thailand).  
Executive Vice President of Manufacturing Group at Toyota Motor Asia (Thailand).



### Bambang Permadi Soemantri Brodjonegoro

Komisaris Independen | *Independent Commissioner*

Jenis Kelamin  
Gender

Pria | Male

Lama Masa Jabatan di Posisi yang  
Sama hingga tahun 2024

Tenure in the Same Position until 2024  
3 tahun 6 bulan | 3 years 6 months

Jabatan di Perseroan atau Institusi Lain, antara lain:

Positions in Other Companies or Institutions, among others:

- Ketua Komite Audit Perseroan  
Company's Audit Committee Chairman
- Komisaris Utama/Komisaris Independen PT Telkom Indonesia (Persero) Tbk  
President Commissioner/Independent Commissioner, PT Telkom Indonesia (Persero) Tbk
- Komisaris Utama PT Bukalapak.com Tbk  
President Commissioner, PT Bukalapak.com Tbk
- Komisaris Independen PT TBS Energi Utama Tbk  
Independent Commissioner, PT TBS Energi Utama Tbk
- Komisaris Independen PT Indofood Sukses Makmur Tbk  
Independent Commissioner, PT Indofood Sukses Makmur Tbk



### Muliaman Darmansyah Hadad

Komisaris Independen | Independent Commissioner

Jenis Kelamin  
Gender  
Pria | Male

Lama Masa Jabatan di Posisi yang  
Sama hingga tahun 2024  
Tenure in the Same Position until 2024  
1 tahun 4 bulan | 1 year 4 months

Jabatan di Perseroan atau Institusi Lain, antara lain:  
Positions in Other Companies or Institutions, among others:

Komisaris Utama merangkap Komisaris Independen  
PT Bank Syariah Indonesia Tbk  
President Commissioner & Independent Commissioner,  
PT Bank Syariah Indonesia Tbk



### Anthony John Liddell Nightingale

Komisaris | Commissioner

Jenis Kelamin  
Gender  
Pria | Male

Lama Masa Jabatan di Posisi yang  
Sama hingga tahun 2024  
Tenure in the Same Position until 2024  
24 tahun 7 bulan | 24 years 7 months

Jabatan di Perseroan atau Institusi Lain, antara lain:  
Positions in Other Companies or Institutions, among others:

- Direktur Matheson & Co Limited  
Director, Matheson & Co Limited
- Direktur Non-Eksekutif Vitasoy International Holdings Limited dan Shui On Land Limited  
Non-Executive Director, Vitasoy International Holdings Limited and Shui On Land Limited
- Chairperson The Sailors Home and Missions to Seafarers (Hong Kong)  
Chairperson, The Sailors Home and Missions to Seafarers (Hong Kong)



### Benjamin William Keswick

Komisaris | Commissioner

Jenis Kelamin  
Gender  
Pria | Male

Lama Masa Jabatan di Posisi yang  
Sama hingga tahun 2024  
Tenure in the Same Position until 2024  
17 tahun 7 bulan | 17 years 7 months

Jabatan di Perseroan atau Institusi Lain, antara lain:  
Positions in Other Companies or Institutions, among others:

- Executive Chairman Jardine Matheson  
Executive Chairman, Jardine Matheson
- Chairman, Mandarin Oriental  
Chairman, Mandarin Oriental
- Direktur, DFI Retail  
Director, DFI Retail
- Chairman of Group Sustainability Leadership Council,  
Jardine Matheson Holdings Group  
Chairman of Group Sustainability Leadership Council,  
Jardine Matheson Holdings Group



### John Raymond Witt

Komisaris | Commissioner

Jenis Kelamin  
Gender  
Pria | Male

Lama Masa Jabatan di Posisi yang  
Sama hingga tahun 2024  
Tenure in the Same Position until 2024  
8 tahun 8 bulan | 8 years 8 months

Jabatan di Perseroan atau Institusi Lain, antara lain:  
Positions in Other Companies or Institutions, among others:

- Group Managing Director Jardine Matheson Holdings  
Group Managing Director, Jardine Matheson Holdings
- Chairman Jardine Cycle & Carriage, Hongkong Land, dan DFI Retail Group  
Chairman, Jardine Cycle & Carriage, Hongkong Land, and DFI Retail Group



## Stephen Patrick Gore

Komisaris | Commissioner

Jenis Kelamin  
Gender

Pria | Male

Lama Masa Jabatan di Posisi yang  
Sama hingga tahun 2024  
Tenure in the Same Position until 2024  
5 tahun 8 bulan | 5 years 8 months

Jabatan di Perseroan atau Institusi Lain, antara lain:  
Positions in Other Companies or Institutions, among others:

- Group Director dan Chief Investment Officer Jardine Matheson Limited  
Group Director and Chief Investment Officer, Jardine Matheson Limited
- Group Director of Business Development Jardine Cycle & Carriage Limited  
Group Director of Business Development, Jardine Cycle & Carriage Limited



## Benjamin Herrenden Birks

Komisaris | Commissioner

Jenis Kelamin  
Gender

Pria | Male

Lama Masa Jabatan di Posisi yang  
Sama hingga tahun 2024  
Tenure in the Same Position until 2024  
4 tahun 6 bulan | 4 years 6 months

Jabatan di Perseroan atau Institusi Lain, antara lain:  
Positions in Other Companies or Institutions, among others:

- Group Managing Director Jardine Cycle & Carriage  
Group Managing Director, Jardine Cycle & Carriage
- Komisaris PT United Tractors Tbk  
Commissioner, PT United Tractors Tbk
- Chairman MINDSET Lembaga non profit terdaftar dari Jardine Matheson Singapura  
Chairman MINDSET, non profit organization of Jardine Matheson Singapura



## Hsu Hai Yeh

Komisaris | Commissioner

Jenis Kelamin  
Gender

Wanita | Female

Lama Masa Jabatan di Posisi yang  
Sama hingga tahun 2024  
Tenure in the Same Position until 2024  
8 bulan | 8 months

Jabatan di Perseroan atau Institusi Lain, antara lain:  
Positions in Other Companies or Institutions, among others:

- Group Finance Director Jardine Cycle & Carriage Limited  
Group Finance Director, Jardine Cycle & Carriage Limited
- Direktur Refrigeration Electrical Engineering Corporation  
Director, Refrigeration Electrical Engineering Corporation



Susunan Direksi

GRI 2-9



**Djony Bunarto Tjondro**

Presiden Direktur | President Director

Jenis Kelamin Gender Pria | Male  
 Lama Masa Jabatan di Posisi yang Sama hingga tahun 2024  
 Tenure in the Same Position until 2024  
 4 tahun 6 bulan | 4 years 6 months

Eksekutif/Noneksekutif | Executive/Non-Executive  
 Eksekutif | Executive

Jabatan di Perseroan atau Institusi Lain, antara lain:  
 Positions in Other Companies or Institutions, among others:

- Presiden Komisaris PT Toyota-Astra Motor  
President Commissioner, PT Toyota-Astra Motor
- Presiden Komisaris PT United Tractors Tbk  
President Commissioner, PT United Tractors Tbk
- Presiden Komisaris PT Pamapersada Nusantara  
President Commissioner, PT Pamapersada Nusantara
- Presiden Komisaris PT Astra Honda Motor  
President Commissioner, PT Astra Honda Motor
- Presiden Komisaris PT Astra Digital Internasional  
President Commissioner, PT Astra Digital Internasional

Composition of the Board of Directors

GRI 2-9



**Suparno Djasmin**

Direktur | Director

Jenis Kelamin Gender Pria | Male  
 Lama Masa Jabatan di Posisi yang Sama hingga tahun 2024  
 Tenure in the Same Position until 2024  
 10 tahun 8 bulan | 10 years 8 months

Eksekutif/Noneksekutif | Executive/Non-Executive  
 Eksekutif | Executive

Jabatan di Perseroan atau Institusi Lain, antara lain:  
 Positions in Other Companies or Institutions, among others:

- Presiden Komisaris PT Asuransi Astra Buana  
President Commissioner, PT Asuransi Astra Buana
- Presiden Komisaris PT Asuransi Jiwa Astra  
President Commissioner, PT Asuransi Jiwa Astra
- Presiden Komisaris PT Federal International Finance  
President Commissioner, PT Federal International Finance
- Presiden Komisaris PT Bank Jasa Jakarta  
President Commissioner, PT Bank Jasa Jakarta
- Presiden Direktur PT Sedaya Multi Investama  
President Director, PT Sedaya Multi Investama



**Chiew Sin Cheok**

Direktur | Director

Jenis Kelamin Gender Pria | Male  
 Lama Masa Jabatan di Posisi yang Sama hingga tahun 2024  
 Tenure in the Same Position until 2024  
 8 tahun 8 bulan | 8 years 8 months

Eksekutif/Noneksekutif | Executive/Non-Executive  
 Eksekutif | Executive

Jabatan di Perseroan atau Institusi Lain, antara lain:  
 Positions in Other Companies or Institutions, among others:

- Presiden Komisaris PT Astra Agro Lestari Tbk  
President Commissioner, PT Astra Agro Lestari Tbk
- Presiden Komisaris PT Menara Astra  
President Commissioner, PT Menara Astra
- Presiden Komisaris PT Astra Land Indonesia  
President Commissioner, PT Astra Land Indonesia
- Komisaris PT Astra Otoparts Tbk  
Commissioner, PT Astra Otoparts Tbk
- Komisaris PT United Tractors Tbk  
Commissioner, PT United Tractors Tbk
- Komisaris PT Pamapersada Nusantara  
Commissioner, PT Pamapersada Nusantara



**Gidion Hasan**

Direktur | Director

Jenis Kelamin Gender Pria | Male  
 Lama Masa Jabatan di Posisi yang Sama hingga tahun 2024  
 Tenure in the Same Position until 2024  
 8 tahun 8 bulan | 8 years 8 months

Eksekutif/Noneksekutif | Executive/Non-Executive  
 Eksekutif | Executive

Jabatan di Perseroan atau Institusi Lain, antara lain:  
 Positions in Other Companies or Institutions, among others:

- Presiden Komisaris PT Astra Otoparts Tbk  
President Commissioner, PT Astra Otoparts Tbk
- Presiden Komisaris PT UD Astra Motor Indonesia  
President Commissioner, PT UD Astra Motor Indonesia
- Presiden Komisaris PT Serasi Autoraya  
President Commissioner, PT Serasi Autoraya
- Wakil Presiden Komisaris PT Astra Daihatsu Motor dan PT Isuzu Astra Motor Indonesia  
Vice President Commissioner, PT Astra Daihatsu Motor and PT Isuzu Astra Motor Indonesia
- Komisaris PT Menara Astra & PT Astra Sedaya Finance  
Commissioner, PT Menara Astra & PT Astra Sedaya Finance
- Presiden Direktur PT Arya Kharisma  
President Director PT Arya Kharisma



## Henry Tanoto

Direktur | Director

Jenis Kelamin    Lama Masa Jabatan di Posisi yang Sama hingga tahun 2024

Gender            Tenure in the Same Position until 2024

Pria | Male        7 tahun 8 bulan | 7 years 8 months

Eksekutif/Noneksekutif | Executive/Non-Executive

Eksekutif | Executive

Jabatan di Perseroan atau Institusi Lain, antara lain:

Positions in Other Companies or Institutions, among others:

- Komisaris PT Serasi Autoraya  
Commissioner, PT Serasi Autoraya
- Komisaris PT Toyota Motor Manufacturing Indonesia  
Commissioner, PT Toyota Motor Manufacturing Indonesia
- Wakil Presiden Direktur PT Toyota-Astra Motor  
Vice President Director, PT Toyota-Astra Motor



## Santosa

Direktur | Director

Jenis Kelamin    Lama Masa Jabatan di Posisi yang Sama hingga tahun 2024

Gender            Tenure in the Same Position until 2024

Pria | Male        6 tahun 8 bulan | 6 years 8 months

Eksekutif/Noneksekutif | Executive/Non-Executive

Eksekutif | Executive

Jabatan di Perseroan atau Institusi Lain, antara lain:

Positions in Other Companies or Institutions, among others:

- Presiden Komisaris PT Astra Tol Nusantara  
President Commissioner, PT Astra Tol Nusantara
- Presiden Komisaris PT Astra Graphia Tbk  
President Commissioner, PT Astra Graphia Tbk
- Komisaris PT Arya Kharisma  
Commissioner, PT Arya Kharisma
- Presiden Direktur PT Astra Agro Lestari Tbk  
President Director, PT Astra Agro Lestari Tbk



## Gita Tiffani Boer

Direktur | Director

Jenis Kelamin    Lama Masa Jabatan di Posisi yang Sama hingga tahun 2024

Gender            Tenure in the Same Position until 2024

Wanita | Female   6 tahun 8 bulan | 6 years 8 months

Eksekutif/Noneksekutif | Executive/Non-Executive

Eksekutif | Executive

Jabatan di Perseroan atau Institusi Lain, antara lain:

Positions in Other Companies or Institutions, among others:

- Presiden Komisaris PT Arya Kharisma  
President Commissioner, PT Arya Kharisma
- Komisaris PT Toyota-Astra Motor  
Commissioner, PT Toyota-Astra Motor



## FXL Kesuma

Direktur | Director

Jenis Kelamin    Lama Masa Jabatan di Posisi yang Sama hingga tahun 2024

Gender            Tenure in the Same Position until 2024

Pria | Male        5 tahun 8 bulan | 5 years 8 months

Eksekutif/Noneksekutif | Executive/Non-Executive

Eksekutif | Executive

Jabatan di Perseroan atau Institusi Lain, antara lain:

Positions in Other Companies or Institutions, among others:

- Presiden Direktur PT United Tractors Tbk  
President Director, PT United Tractors Tbk
- Presiden Komisaris PT Surya Artha Nusantara Finance, PT Tuah Turangga Agung, PT Agincourt Resources, PT Acset Indonusa Tbk, PT Danusa Tambang Nusantara dan PT Komatsu Astra Finance  
President Commissioner, PT Surya Artha Nusantara Finance, PT Tuah Turangga Agung, PT Agincourt Resources, PT Acset Indonusa Tbk, PT Danusa Tambang Nusantara dan PT Komatsu Astra Finance
- Komisaris PT Pamapersada Nusantara dan PT Astra Tol Nusantara  
Commissioner, PT Pamapersada Nusantara and PT Astra Tol Nusantara



### Hamdani Dzulkaena Salim

Direktur | Director

Jenis Kelamin **Lama Masa Jabatan di Posisi yang Sama hingga tahun 2024**  
 Gender **Tenure in the Same Position until 2024**  
 Pria | Male **2 tahun 8 bulan | 2 years 8 months**

**Eksekutif/Noneksekutif | Executive/Non-Executive**  
**Eksekutif | Executive**

**Jabatan di Perseroan atau Institusi Lain, antara lain:**  
 Positions in Other Companies or Institutions, among others:

- **Presiden Direktur PT Astra Otoparts Tbk**  
 President Director, PT Astra Otoparts Tbk
- **Presiden Komisaris PT AT Indonesia, PT Aisin Indonesia, PT Denso Indonesia, PT GS Battery, PT Kayaba Indonesia, PT Akebono Brake Astra Indonesia, PT Gaya Motor, PT Inti Pantja Press Industri, PT Fuji Technica Indonesia, dan PT Tjahja Sakti Motor**  
 President Commissioner, PT AT Indonesia, PT Aisin Indonesia, PT Denso Indonesia, PT GS Battery, PT Kayaba Indonesia, PT Akebono Brake Astra Indonesia, PT Gaya Motor, PT Inti Pantja Press Industri, PT Fuji Technica Indonesia, and PT Tjahja Sakti Motor



### Rudy

Direktur | Director

Jenis Kelamin **Lama Masa Jabatan di Posisi yang Sama hingga tahun 2024**  
 Gender **Tenure in the Same Position until 2024**  
 Pria | Male **8 bulan | 8 months**

**Eksekutif/Noneksekutif | Executive/Non-Executive**  
**Eksekutif | Executive**

**Jabatan di Perseroan atau Institusi Lain, antara lain:**  
 Positions in Other Companies or Institutions, among others:

- **Presiden Komisaris PT Astra Sedaya Finance**  
 President Commissioner, PT Astra Sedaya Finance
- **Wakil Presiden Komisaris PT Toyota Astra Financial Services dan PT United Tractors Tbk**  
 Vice President Commissioner, PT Toyota Astra Financial Services and PT United Tractors Tbk
- **Komisaris PT Asuransi Astra Buana, PT Astra Daihatsu Motor, dan PT Menara Astra**  
 Commissioner, PT Asuransi Astra Buana, PT Astra Daihatsu Motor, and PT Menara Astra
- **Wakil Presiden Direktur PT Sedaya Multi Investama**  
 Vice President Director, PT Sedaya Multi Investama



### Thomas Junaidi Alim. W

Direktur | Director

Jenis Kelamin **Lama Masa Jabatan di Posisi yang Sama hingga tahun 2024**  
 Gender **Tenure in the Same Position until 2024**  
 Pria | Male **8 bulan | 8 months**

**Eksekutif/Noneksekutif | Executive/Non-Executive**  
**Eksekutif | Executive**

**Jabatan di Perseroan atau Institusi Lain, antara lain:**  
 Positions in Other Companies or Institutions, among others:

- **Presiden Komisaris PT Suryaraya Rubberindo Industries**  
 President Commissioner, PT Suryaraya Rubberindo Industries
- **Komisaris PT Federal International Finance, PT Astra Otoparts Tbk, PT Astra Digital Arta, PT Musashi Auto Parts Indonesia, dan PT Hitachi Astemo Bekasi Manufacturing**  
 Commissioner, PT Federal International Finance, PT Astra Otoparts Tbk, PT Astra Digital Arta, PT Musashi Auto Parts Indonesia, and PT Hitachi Astemo Bekasi Manufacturing
- **Wakil Eksekutif Presiden Direktur PT Astra Honda Motor**  
 Executive Vice President Director, PT Astra Honda Motor

## Evaluasi Kinerja Badan Tata Kelola

GRI 2-18

Evaluasi kinerja badan tata kelola tertinggi Astra yaitu Dewan Komisaris dan Direksi, dilakukan secara internal oleh Komite Nominasi dan Remunerasi. Penilaian kinerja Dewan Komisaris dan Direksi dilaksanakan secara internal setiap tahun buku, baik secara kolektif maupun individu, dengan menggunakan metode penilaian yang berlaku di Perseroan. Pada tahun 2024, Komite Nominasi dan Remunerasi juga telah melaksanakan dan mengoordinasikan penilaian sendiri (*self assessment*) oleh masing-masing anggota Direksi atas kinerja Direksi secara keseluruhan. Hasil penilaian kinerja ini juga akan digunakan sebagai dasar untuk menyusun rekomendasi terkait komposisi Dewan Komisaris dan Direksi untuk periode selanjutnya.

Selain penilaian internal, Astra juga menerima penilaian dari pihak eksternal independen untuk mengukur kinerja keberlanjutannya. Pada tahun 2024, Astra meraih S&P Global CSA Score sebesar 40 yang mencerminkan pengakuan atas komitmen keberlanjutan yang telah dijalankan. Ke depan, Astra akan terus memperkuat kinerja keberlanjutan dengan berkoordinasi lintas fungsi untuk secara bertahap memenuhi berbagai persyaratan ESG yang relevan. Upaya ini sejalan dengan strategi jangka panjang Astra untuk meningkatkan tata kelola perusahaan serta mendukung pencapaian keberlanjutan yang holistik dan menyeluruh.

## Kebijakan Remunerasi

GRI 2-19, 2-20

Perseroan memiliki kebijakan remunerasi di setiap level organisasi untuk memberikan penghargaan sesuai dengan jabatan dan insentif untuk mendorong pencapaian hasil kinerja yang terbaik. Kebijakan tersebut juga diterapkan dalam menentukan remunerasi Dewan Komisaris dan Direksi, di mana secara umum remunerasi ditentukan dengan memperhatikan:

1. Remunerasi yang berlaku pada industri lain dengan kegiatan usaha dan/atau skala usaha sejenis dari Perseroan;
2. Tugas, tanggung jawab dan wewenang serta target dan kinerja masing-masing anggota Dewan Komisaris dan Direksi; dan
3. Keseimbangan tunjangan yang bersifat tetap dan bersifat variabel, di mana secara keseluruhan tetap mempertimbangkan kemampuan Perseroan dan kondisi pasar.

## Evaluation of Governance Body Performance

GRI 2-18

The performance evaluation of Astra's highest governance bodies, the Board of Commissioners and the Board of Directors is conducted internally by the Nomination and Remuneration Committee. In 2024, the Committee also coordinated and conducted a self-assessment by each member of the Board of Directors and Board of Commissioners on their overall performance. The results of this performance evaluation will also serve as the basis for formulating recommendations regarding the composition of the Board of Commissioners and the Board of Directors for the next period.

In addition to internal assessments, Astra also undergoes evaluations by independent external parties to measure its sustainability performance. In 2024, Astra achieved an S&P Global CSA Score of 40, reflecting recognition of its sustainability commitments. In the future, Astra will continue to enhance its sustainability performance by coordinating across functions to gradually meet relevant ESG requirements. These efforts align with Astra's long-term strategy to strengthen its corporate governance and support a holistic and comprehensive approach to sustainability achievement.

## Remuneration Policy

GRI 2-19, 2-20

The Company has a remuneration policy at every organizational level to provide rewards based on position and incentives to encourage optimal performance outcomes. This policy is also applied in determining the remuneration of the Board of Commissioners and the Board of Directors, which is generally based on the following considerations:

1. Remuneration practices in other industries with similar business activities and/or scale as the Company;
2. Duties, responsibilities, authority, targets, and performance of each member of the Board of Commissioners and the Board of Directors; and
3. A balanced composition of fixed and variable benefits, while considering the Company's financial capability and market conditions.

Pada tahap awal proses penetapan remunerasi, Komite Nominasi dan Remunerasi menyusun rekomendasi dan usulan terkait remunerasi anggota Dewan Komisaris dan Direksi. Usulan remunerasi tersebut kemudian disampaikan kepada Dewan Komisaris, untuk selanjutnya diajukan dalam RUPS Tahunan untuk dimintakan persetujuan. Struktur remunerasi Direksi Perseroan terdiri atas gaji, tantiem dan tunjangan lainnya. Sementara itu, struktur remunerasi Dewan Komisaris Perseroan terdiri dari honorarium dan tunjangan lainnya.

## Penerapan Strategi dan Kebijakan

GRI 2-23, 2-24

Grup Astra mengadakan Forum Rapat Pimpinan (Rapim) setiap triwulan ketiga untuk merencanakan bisnis jangka panjang dan jangka pendek. Hasilnya dirangkum dalam *President Letter* yang disampaikan oleh Presiden Direktur dan Direksi kepada pimpinan, kepala divisi, dan personel kunci di seluruh Astra. *President Letter* menjadi pedoman strategi dan kebijakan Grup Astra.

Dalam keberlanjutan, Direksi mengevaluasi kinerja anak perusahaan melalui *Corporate Review* minimal tiga kali setahun, mencakup operasional, finansial, SDM, dan ESG yang telah menjadi bagian dari penilaian kinerja Perseroan dan *top management* Astra sejak tahun 2023.

## Sistem Manajemen Astra untuk Operasional yang Berkelanjutan

GRI 2-24, 2-25

Perseroan menerapkan sistem manajemen operasional yang bertanggung jawab untuk memastikan strategi keberlanjutan diterapkan secara efektif di seluruh Grup Astra. Dalam mendukung penerapan ini, Astra memiliki Astra Green Company (AGC), sistem manajemen lingkungan, keselamatan dan kesehatan kerja (LK3) yang memastikan pemantauan kinerja serta kepatuhan terhadap standar nasional dan internasional. Selain itu, Astra juga memiliki Astra Friendly Company (AFC), yang menjadi panduan utama dalam implementasi inisiatif CSR, memperkuat kontribusi Astra terhadap pembangunan sosial dan lingkungan yang berkelanjutan.

In the initial stage of the remuneration determination process, the Nomination and Remuneration Committee prepares recommendations and proposals regarding the remuneration of the Board of Commissioners and the Board of Directors. These proposals are then submitted to the Board of Commissioners before being presented at the Annual General Meeting of Shareholders (AGMS) for approval. The remuneration structure for the Company's Board of Directors consists of salaries, bonuses (tantiem), and other allowances. Meanwhile, the remuneration structure for the Board of Commissioners consists of honorariums and other allowances.

## Implementation of Strategy and Policy

GRI 2-23, 2-24

Astra Group holds a Leadership Meeting Forum every third quarter to plan long-term and short-term business strategies. The outcomes of this forum are summarized in the President's Letter, which is delivered by the President Director and the Board of Directors to leaders, division heads, and key personnel across Astra. The Letter also serves as a guideline for Astra Group's strategic direction and policies.

In terms of sustainability, the Board of Directors evaluates the performance of subsidiaries through a Corporate Review at least three times a year, covering operational, financial, human resources, and ESG which have been integrated into the performance assessment of the Company and Astra's top management since 2023.

## Astra's Management System for Sustainable Operations

GRI 2-24, 2-25

Astra Group implements a responsible operational management system to ensure the effective execution of sustainability strategies throughout the Company. To support this implementation, Astra established the Astra Green Company (AGC), an environmental, health, and occupational safety (EHS) management system designed to monitor performance and ensure compliance with national and international standards. Additionally, Astra developed the Astra Friendly Company (AFC), which serves as the primary framework for CSR initiatives, reinforcing Astra's contributions to sustainable social and environmental development.

## Astra Green Company

AGC berfokus pada Lingkungan, dan Keselamatan dan Kesehatan Kerja (LK3) dengan mengadopsi standar nasional dan internasional di bidang lingkungan dan K3, seperti ISO 14000, ISO 45000, dan SMK3, kriteria PROPER nasional, dan peraturan lainnya untuk mengembangkan berbagai kriteria panduan dalam AGC. AGC mencakup sejumlah kriteria yang menjadi referensi penilaian kinerja LK3 di seluruh Grup Astra, di antaranya:



## Astra Green Company

AGC focuses on environmental, occupational health and safety (EHS) aspects by adopting national and international standards, such as ISO 14000, ISO 45000, and OHSMS. Together with the PROPER national criteria and other relevant regulations, these standards form the basis for AGC's various guiding targets. AGC includes a comprehensive set of benchmarks for assessing EHS performance across Astra Group, including:

## Pencapaian Astra Green Company

### Astra Green Company Achievements

Evaluasi penerapan AGC di Grup Astra dilakukan secara berkala melalui penilaian mandiri, penilaian grup, dan penilaian perusahaan, dengan hasil yang diklasifikasikan dalam pemeringkatan hitam, merah, biru, hijau, dan emas. Pada tahun 2024, penilaian AGC mencakup 798 instalasi perusahaan di lingkungan Grup Astra, di mana 96,2% di antaranya meraih peringkat Biru, Hijau, dan Emas.

GRI 3-3

The evaluation of AGC implementation within the Astra Group is conducted periodically through self-assessments, group assessments, and company assessments, with results classified into black, red, blue, green, and gold ratings. In 2024, the AGC evaluation covered 798 company installations within the Astra Group, with 96.2% achieving Blue, Green, and Gold ratings.

GRI 3-3

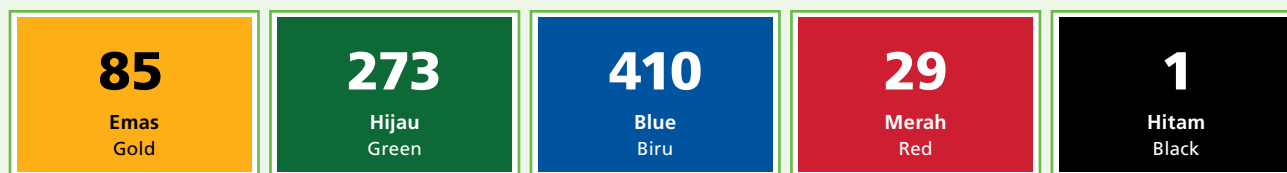
## Penilaian AGC Dilaksanakan di

AGC Assessment Conducted at

# 798

Instalasi Perusahaan Grup Astra

Installations of Astra Group Companies



Selain itu, implementasi AGC juga berkontribusi terhadap pencapaian kinerja lingkungan yang unggul, sebagaimana tercermin dalam hasil Program Penilaian Peringkat Kinerja Perusahaan (PROPER) oleh Kementerian Lingkungan Hidup/Badan Pengendalian Lingkungan Hidup (KLH/BPLH). Dalam program PROPER, peringkat Hijau mencerminkan kinerja yang melampaui kepatuhan (*beyond compliance*) dan peringkat Biru menunjukkan kepatuhan terhadap regulasi. Pencapaian kinerja lingkungan tersebut ditunjukkan melalui hasil PROPER berikut ini:

GRI 3-3



In addition, the implementation of AGC has contributed to strong environmental performance, as reflected in the results of the Corporate Performance Rating Assessment in the Environmental Sector (PROPER) by the Ministry of Environment / Environmental Management Agency (KLH/BPLH). In the PROPER program, a green rating reflects performance beyond compliance and blue indicates compliance with regulations. The environmental performance achievements are reflected in the following PROPER results:

GRI 3-3



### Astra Friendly Company

AFC berfungsi sebagai pedoman sekaligus metode penilaian terhadap kegiatan CSR serta untuk memastikan program kontribusi sosial berjalan efektif. AFC berfokus pada kontribusi sosial Perseroan dengan panduan internasional dan tanggung jawab sosial, seperti ISO 26000 dan *Sustainable Development Goals* (SDGs) untuk memandu Astra dalam mengembangkan panduan dan kriteria untuk AFC.

### Astra Friendly Company

AFC serves as a guideline and an assessment method for CSR activities, ensuring the effective execution of social contribution programs. AFC focuses on the Company's social contributions by aligning with international guidelines and social responsibility standards, such as ISO 26000 and the Sustainable Development Goals (SDGs), to guide Astra in developing criteria and guidelines for AFC.

### Pencapaian Astra Friendly Company

#### Astra Friendly Company Achievements

Penilaian penerapan AFC dilakukan melalui pelaksanaan audit AFC di instalasi perusahaan Grup Astra. Pada tahun 2024, penilaian AFC mencakup 472 instalasi Perusahaan Grup Astra dengan hasil sebagai berikut:

GRI 3-3

The assessment of AFC implementation was conducted through AFC audits at Astra Group company installations. In 2024, the assessment covered 472 installations within Astra Group companies with the following results:

GRI 3-3

#### Penilaian AFC Dilaksanakan di

AFC Assessment Conducted at

**472**

Instalasi Perusahaan Grup Astra

Installations of Astra Group Companies



Peringkat bintang 1 hingga 5 mencerminkan tingkat efektivitas dan keberlanjutan program. Semakin tinggi peringkat, semakin besar dampak yang dihasilkan terhadap aspek keberlanjutan serta kemandirian penerima manfaat dalam menjalankan program.

The 1 to 5 star rating reflects the program's level of effectiveness and sustainability. The higher the rating, the greater the impact on sustainability aspects and the beneficiaries' independence in managing the program.

## Manajemen Risiko Lingkungan, Sosial, dan Tata Kelola

Untuk mewujudkan sistem manajemen risiko yang efektif, Astra memiliki Group Risk Advisory (GRA) yang bertugas membantu manajemen menjalankan kerangka kerja *Enterprise Risk Management* (ERM) sesuai dengan profil risiko dan kebutuhan tiap bisnis. GRA mengkaji risiko utama yang diidentifikasi dan diukur potensi dampaknya oleh unit bisnis, termasuk risiko ESG, serta isu signifikan terkait pengendalian internal, kemudian hasil konsolidasi risiko utama tersebut dilaporkan kepada Direksi dan Komite Audit.

SEOJK E.3 GRI 2-24

Direksi dan manajemen mengkaji laporan konsolidasi risiko utama yang disampaikan oleh GRA secara berkala. Laporan tersebut berisi identifikasi risiko yang berdampak luas pada Perseroan, penilaian dampak terhadap bisnis Astra, penelaahan penerapan internal kontrol, serta rekomendasi mengenai tindakan mitigasi yang perlu dilakukan. Rekomendasi tersebut juga mencakup memberikan pandangan dan arahan atas risiko-risiko lain yang berpotensi memberi dampak jangka pendek (*short-term risks*) atau menengah (*emerging risks*).

SEOJK E.3

Dari sisi keberlanjutan, Astra mengidentifikasi risiko ESG sebagai risiko yang timbul dari potensi risiko fisik akibat peristiwa cuaca ekstrem, serta risiko transisi menuju ekonomi rendah karbon sebagai bagian dari upaya dari inisiatif nasional dan global dalam menjawab isu perubahan iklim. Sebagai langkah konkret, Astra telah memiliki kerangka keberlanjutan guna memperkuat tata kelola dan mengembangkan strategi keberlanjutan.

GRI 2-24

Dalam rangka identifikasi dan mitigasi risiko atas perubahan iklim, Perusahaan telah memiliki kerangka keberlanjutan untuk meningkatkan dan memperkuat tata kelola. Perusahaan melanjutkan melakukan analisis *Task Force on Climate-Related Financial Disclosures* (TCFD) pada aspek tata kelola, strategi, manajemen risiko, matriks dan target-target yang spesifik. Analisis ini selanjutnya akan bermanfaat dalam memperkuat kebijakan, tata kelola, strategi, serta pengelolaan risiko terkait perubahan iklim dengan lebih baik, sehingga ke depannya Grup Astra mampu menjadi perusahaan yang memiliki upaya mitigasi dan adaptasi terhadap perubahan iklim. Informasi lengkap mengenai analisis TCFD dapat dilihat pada halaman 118 dalam Laporan Keberlanjutan ini.

GRI 201-2

## Environmental, Social, and Governance Risk Management

To establish an effective risk management system, Astra implemented a Group Risk Advisory (GRA), which supports management in executing the Enterprise Risk Management (ERM) framework in alignment with each business unit's risk profile and needs. GRA assesses key risks identified and assessed for potential impact by the business units, including ESG risks, as well as significant issues related to internal controls. The consolidated key risk findings are then reported to the Board of Directors and the Audit Committee.

SEOJK E.3 GRI 2-24

The Board of Directors and management periodically review the consolidated key risk reports submitted by GRA. These reports include the identification of risks with broad impacts on the Company, assessment of the impact on Astra's business, review of internal control implementation, and recommendations for necessary mitigation actions. The recommendations also encompass insights and guidance on other risks that may pose short-term impacts (short-term risks) or have the potential to emerge in the medium term (emerging risks).

SEOJK E.3

From a sustainability perspective, Astra identifies ESG risks as those arising from potential physical risks due to extreme weather events, as well as transitional risks associated with the shift toward a low-carbon economy, in line with national and global climate initiatives. As a concrete step, Astra has established a sustainability framework to strengthen governance and develop sustainability strategies.

GRI 2-24

In order to identify and mitigate risks related to climate change, the Company has established a sustainability framework to enhance and strengthen governance. The Company continues to conduct Task Force on Climate-Related Financial Disclosures (TCFD) analysis across governance, strategy, risk management, metrics, and specific targets. This analysis will further support the strengthening of policies, governance, strategies, and risk management related to climate change, enabling Astra Group to enhance its mitigation and adaptation efforts. Comprehensive information on the TCFD analysis can be found on page 118 of this Sustainability Report.

GRI 201-2



## Kode Etik

GRI 2-23, 2-24

Kode etik Perseroan, yaitu Astra Code of Conduct, merupakan bagian dari Astra GCG yang disusun berlandaskan filosofi Perseroan, CaturDharma, khususnya, nilai CaturDharma yang pertama dan utama, yakni "Menjadi Milik yang Bermanfaat bagi Bangsa dan Negara", dengan memperhatikan prinsip-prinsip tata kelola perusahaan yang baik.

### Sosialisasi Kode Etik

Sebagai komponen penting dari Astra GCG, Astra Code of Conduct senantiasa dikembangkan sejak 1985 dan telah ditelaah kembali pada tahun 2012 untuk penyesuaian kebijakan dengan perkembangan peraturan dan praktik-praktik yang berlaku. Kemudian sejak tahun 2015, sosialisasi Astra Code of Conduct telah dilakukan baik di level pusat maupun lini-lini bisnis dan operasional.

Astra Code of Conduct memuat hal-hal sebagai berikut:

1. Etika Bisnis dan Etika Kerja, yaitu pedoman bagi:
  - i. Perseroan (termasuk Direktur, Komisaris, dan karyawan Perseroan) dalam berhubungan dengan lingkungannya, baik lingkungan internal maupun eksternal, dan
  - ii. Direktur, Komisaris, dan Karyawan Perseroan dalam bersikap, berperilaku, dan berhubungan dengan pihak-pihak di dalam Perseroan.
2. Pedoman Sekretaris Perusahaan
3. Pedoman Audit dan Manajemen Risiko
4. Pedoman *Securities Dealing Rules*

Peraturan pasar modal melarang komisaris, direktur, karyawan emiten untuk membeli atau menjual efek emiten, kecuali jika memenuhi persyaratan sebagaimana diatur dalam peraturan tersebut. Pedoman ini dibuat untuk melindungi Komisaris, Direktur, karyawan, dan Perseroan dari potensi pelanggaran atas ketentuan perundangan tersebut.
5. Pedoman Benturan Kepentingan
6. Kebijakan Donasi

Astra Code of Conduct secara lengkap dapat diunduh pada situs web Perseroan.

## Code of Conduct

GRI 2-23, 2-24

The Company's code of conduct is represented by the Astra Code of Conduct, which is part of Astra GCG and is structured based on Catur Dharma as the Company's philosophy, particularly the first and foremost value of Catur Dharma, which is "To be an Asset to the Nation", with due observance to good corporate governance principles.

### Socialization of the Code of Conduct

As a vital component of Astra GCG, Astra Code of Conduct has been continually developed since 1985 and was last reviewed in 2012 to make adjustments in line with current regulatory developments and practices. Thereafter, since 2015, socialization efforts have been conducted, both at the head office and across operational and business lines.

The Astra Code of Conduct sets forth the following matters:

1. Business Ethics and Work Ethics, which represent guidelines for:
  - i. The Company (including Directors, Commissioners, and Employees of the Company) in interacting with its surroundings, both internal and external, and
  - ii. Directors, Commissioners, and Employees of the Company in behaving, acting, and interacting with other internal parties within the Company.
2. Corporate Secretary Guidelines
3. Audit and Risk Management Guidelines
4. Securities Dealing Rules
 

Capital market regulations prohibit commissioners, directors, and employees of an issuer from buying or selling the securities of such issuer unless they meet the requirements set forth in the regulations. These rules are established to protect the commissioners, directors, employees of such issuer, and issuer itself from potential violations of the law.
5. Conflict of Interest Guidelines
6. Donation Policy

The full version of the Astra Code of Conduct can be downloaded from the Company's website.

## Kepatuhan dan Sanksi Pelanggaran Kode Etik

Secara keseluruhan, pedoman perilaku ini telah dilaksanakan dengan baik oleh Perseroan. Penyimpangan yang dilakukan akan dikenakan sanksi sesuai dengan kebijakan Perseroan yang telah ditetapkan.

### Kode Etik Astra

Astra's Code of Ethics



## Compliance and Sanction on Breach of Code of Conduct

In general, Astra's Code of Conduct has been well implemented by the Company. Irregularities committed will be subject to sanctions in accordance with Company policy.

## Kepatuhan terhadap Hukum dan Hak Asasi Manusia

GRI 2-27

Astra memiliki Divisi Group Legal yang bertugas untuk membantu menangani kepentingan Perseroan dari sisi hukum dan menjaga kepatuhan Perseroan terhadap peraturan perundang-undangan yang berlaku. Pada tahun 2024, Perseroan, Entitas Anak, anggota Dewan Komisaris dan/atau Direksi Perseroan tidak terlibat dalam sengketa hukum di Pengadilan yang bersifat material bagi Perseroan.

Selain itu, sepanjang tahun 2024 Perseroan, anggota Dewan Komisaris dan/atau Direksi Perseroan juga tidak menghadapi sanksi administratif dari otoritas pasar modal maupun otoritas lainnya yang berpotensi memiliki dampak material terhadap kinerja keuangan Perseroan.

## Sistem Pelaporan Pelanggaran

GRI 2-26

Perseroan memiliki unit-unit kerja yang bertugas dan menjalankan fungsi pengawasan dan pemeriksaan yaitu Grup Internal Audit, yang menjalankan mekanisme kerja untuk menerima laporan pelanggaran kode etik Perseroan yang berindikasi adanya kecurangan (*fraud*). Laporan pelanggaran lainnya disampaikan kepada Chief Corporate Human Capital Development dan Chief Group Legal. Perseroan akan melakukan penelaahan atas laporan dan mengambil tindakan-tindakan yang diperlukan. Selain itu, Perseroan akan melakukan tindakan perbaikan yang dianggap perlu untuk mencegah terjadinya pelanggaran yang sama.

## Compliance with Laws and Human Rights

GRI 2-27

Astra has a Group Legal Division that has the task to manage the interests of the Company in legal matters and helps to maintain the Company's compliance with prevailing laws and regulations. In 2024, the Company, its Subsidiaries, members of the Board of Commissioners and/or members of the Board of Directors of the Company are not involved in any legal proceedings in court deemed material to the Company.

In addition, during 2024 the Company, members of the Board of Commissioners and/or Board of Directors of the Company were not subject to administrative sanctions from the capital market authorities nor other authorities which may have potential material impact to the Company's financial performance.

## Whistleblowing System

GRI 2-26

The Company has working units which are assigned to perform the monitoring and auditing function, namely the Internal Audit Group, which operates a working mechanism to receive reports of fraud-indicated violations to the Company's code of ethics. Other violation reports are submitted to the Chief Corporate Human Capital Development and Chief Group Legal. The Company will review the report and take the necessary measures. In addition, the Company will take necessary corrective actions to prevent the occurrence of similar violations.

## Kebijakan Anti-Fraud dan Antikorupsi

GRI 205-2

Perseroan dengan tegas menolak tindakan curang (*fraud*) dan korupsi. Hal ini tercermin dalam Kebijakan *Anti-Fraud & Antikorupsi* Perseroan. Kebijakan tersebut berlaku bagi seluruh karyawan, Direksi, dan Dewan Komisaris Astra. Tujuan dari kebijakan ini adalah untuk memberikan panduan terkait upaya pencegahan tindakan curang (*fraud*) dan korupsi, yaitu setiap tindakan untuk memperkaya diri sendiri atau pihak lain yang berakibat merugikan keuangan Perseroan dan/atau negara, serta tindakan-tindakan lain yang bertentangan dengan peraturan perundang-undangan pemberantasan tindak pidana korupsi, termasuk *facilitating payment*.

Kebijakan ini telah disosialisasikan kepada karyawan operasional Perseroan. Pelanggaran terhadap kebijakan ini dapat dikenakan sanksi-sanksi, antara lain berupa tindakan disipliner oleh Perseroan, pemutusan hubungan kerja dan/atau proses hukum, baik secara pidana maupun perdata, sesuai peraturan yang berlaku. Setiap karyawan Perseroan dapat memberikan informasi/laporan mengenai pelanggaran atau dugaan pelanggaran kebijakan dengan menyampaikan informasi/laporan tersebut kepada atasan langsung atau atasan dari atasan langsung atau Chief Corporate Human Capital Development atau Chief Group Legal Astra.

## Menghormati dan Menjunjung Tinggi Hak Asasi Manusia

GRI 2-23, 2-24

Perseroan senantiasa berkomitmen untuk menjunjung tinggi HAM yang dibuktikan melalui kebijakan dan penerapan aturan-aturan manajemen Perseroan. Penerapan aturan manajemen ini sejalan dengan amanat Undang-Undang No. 39 Tahun 1999 tentang Hak Asasi Manusia, yakni hak untuk hidup, hak untuk berkeluarga dan melanjutkan keturunan, hak mengembangkan diri, hak memperoleh keadilan, hak atas kebebasan pribadi, hak atas rasa aman, hak atas kesejahteraan, hak turut serta dalam pemerintahan serta hak wanita dan anak.

Komitmen Astra dalam menjunjung tinggi HAM juga terkandung pada isi Peraturan Perusahaan (PP) dan Perjanjian Kerja Bersama (PKB) yang mencakup seluruh karyawan tanpa terkecuali. Sosialisasi juga secara rutin dilakukan agar segenap insan Astra memahami tujuan dan komitmen Perseroan terhadap HAM. Program sosialisasi rutin ini juga sejalan dengan cita-cita Perseroan untuk mewujudkan hubungan yang harmonis dengan tujuan:

1. Memperjelas hak dan kewajiban pengusaha, serikat pekerja, dan karyawan;
2. Mengatur syarat-syarat kerja dan kondisi kerja;

## Anti-Fraud and Anti-Corruption Policy

GRI 205-2

The Company firmly stands against fraud and corruption. This commitment is reflected in the Company's *Anti-Fraud & Anti-Corruption Policy*. The Policy applies to all employees, Board of Directors, and Board of Commissioners of the Company. The objective of the Policy is to provide guidance regarding efforts to prevent fraud and corruption, which are actions taken to benefit oneself or third parties that is detrimental to the finances of the Company and/or the state, along with other actions that violate prevailing anti-corruption laws, including *facilitating payment*.

Socialization of this policy has been carried out to operational employees of the Company. Non-compliance to this policy may be subject to sanctions, among others in form of disciplinary action by the Company, termination of employment and/or legal proceedings, both criminal and civil, in accordance with prevailing regulations. Employees may submit information/report regarding violation or alleged violation of the policy by providing said information/report to their immediate supervisor, the supervisor to their supervisor, Chief Corporate Human Capital Development or Chief Group Legal Astra.

## Respecting and Upholding Human Rights

GRI 2-23, 2-24

The Company remains committed to upholding human rights, as demonstrated through its policies and implementation of management regulations. These management regulations align with Law No. 39 of 1999 on Human Rights, which guarantees the right to life, family and offspring, self-development, justice, personal freedom, security, well-being, participation in governance, as well as women's and children's rights.

Astra's commitment to human rights is also embedded in the Company Regulations and Collective Labor Agreement (CLA), which apply to all employees without exception. Regular awareness programs are conducted to ensure that all Astra employees understand the Company's human rights commitments. These initiatives align with Astra's goal of fostering harmonious relationships by:

1. Clarifying the rights and obligations of employers, labor unions, and employees;
2. Regulating employment terms and working conditions;

3. Menciptakan dan memperteguh hubungan industrial yang harmonis dalam lingkungan kerja;
4. Mengatur cara-cara penyelesaian perbedaan pendapat; dan
5. Meningkatkan produktivitas karyawan.

Astra juga senantiasa menjunjung kesetaraan terhadap mitra bisnis, pemasok, pelanggan, dan masyarakat tanpa memandang suku, ras, agama, golongan, maupun gender.

GRI 412-2

## Mengelola Benturan Kepentingan

GRI 2-15

Astra memiliki Pedoman Benturan Kepentingan yang terkandung dalam *Code of Conduct*. Pedoman ini memuat prinsip-prinsip yang harus diperhatikan ketika Perseroan hendak melakukan transaksi dengan pihak terkait, antara lain: (i) harus dilakukan dengan persyaratan yang lazim dan harga yang wajar tanpa merugikan Perseroan; (ii) diperiksa terlebih dahulu oleh Group Legal Perseroan untuk memastikan kepatuhan terhadap peraturan perundang-undangan yang berlaku; dan (iii) mendapatkan persetujuan pemegang saham independen apabila diperlukan. Pada tahun pelaporan, Perseroan tidak memiliki transaksi yang mengandung benturan kepentingan.

## Tata Kelola Perpajakan

Perseroan memiliki *Group* dan *Corporate Function* yang berfungsi membantu Direksi mengelola kebijakan perpajakan Perseroan. Kebijakan perpajakan dituangkan melalui Pedoman Pengelolaan Perpajakan Perusahaan yang memuat pedoman dan prinsip-prinsip dasar pengelolaan perpajakan Perseroan untuk senantiasa:

1. Mematuhi peraturan perundang-undangan yang berlaku;
2. Mengelola risiko perpajakan secara aktif dan proaktif terkait dampak perubahan peraturan perpajakan;
3. Memenuhi harapan pemangku kepentingan dalam hal kepatuhan dan keterbukaan informasi;
4. Membangun komunikasi yang efektif dan positif dengan otoritas pajak; dan
5. Mempertahankan reputasi Astra.

Astra berkomitmen melakukan pelaporan praktik bisnis berkelanjutan sesuai dengan kebutuhan pemangku kepentingan dan selaras dengan standar dan peraturan yang berlaku. Astra menyampaikan informasi perpajakan secara jelas dan sesuai dengan ketentuan yang berlaku apabila diperlukan oleh otoritas maupun regulator. Astra juga memiliki Group Tax yang bertugas menjalankan

3. Establishing and strengthening industrial relations within the workplace;
4. Providing mechanisms for dispute resolution; and
5. Enhancing employee productivity.

Astra is also committed to promoting equality among business partners, suppliers, customers, and the broader community, regardless of ethnicity, race, religion, social group, or gender.

GRI 412-2

## Managing Conflicts of Interest

GRI 2-15

Astra established a Conflict of Interest Guideline, which is incorporated into its Code of Conduct. These guidelines outline key principles to be considered when the Company engages in transactions with related parties, including (i) The transactions must be conducted under fair terms and reasonable prices without harming the company, (ii) The transactions must be reviewed by the Company's Group Legal team to ensure compliance with applicable laws and regulations, and (iii) Independent shareholder approval must be obtained, if required. During the reporting year, there were no recorded cases of conflict of interest.

## Taxation Governance

The Company has a Group and Corporate Function dedicated to assisting the Board of Directors in managing the Company's tax policies. These policies are outlined in the Corporate Tax Management Guidelines, which set forth fundamental principles to ensure that the Company consistently:

1. Complies with applicable laws and regulations;
2. Manages tax risks actively and proactively in response to regulatory changes;
3. Meets stakeholder expectations regarding tax compliance and transparency;
4. Maintains effective and positive communication with tax authorities; and
5. Preserves Astra's reputation.

Astra is committed to reporting sustainable business practices in line with stakeholder requirements and in compliance with applicable standards and regulations. The Company provides clear and accurate tax information to regulators and authorities as required. Astra also has

kepatuhan terhadap kebijakan perpajakan, Group Risk Advisory (GRA), mengidentifikasi, mengelola, memantau, menganalisis, serta menilai potensi risiko pajak Perseroan.

GRI 207-1

Semua transaksi Grup Astra harus memiliki tujuan bisnis yang valid dan menggunakan harga pasar wajar. Untuk transaksi signifikan atau investasi jangka panjang, Grup Astra dapat melibatkan konsultan pajak terdaftar di Direktorat Jenderal Pajak yang berpengalaman sesuai ketentuan perpajakan. Penggunaan auditor eksternal atau afiliasinya untuk layanan nonaudit—termasuk konsultasi pajak—juga harus mengikuti Kebijakan Audit dan Jasa Nonaudit yang ditetapkan oleh Komite Audit. Astra juga menjaga hubungan positif dan proaktif dengan otoritas pajak, pemerintah, dan pihak ketiga melalui komunikasi profesional, akuntabel, dan tepat waktu oleh Bagian Pajak Astra dan anak perusahaan.

Penjaminan atas pengungkapan pajak dilakukan melalui audit keuangan yang dapat ditemukan dalam Laporan Tahunan PT Astra International Tbk 2024. Astra juga menyediakan saluran pelaporan melalui sistem pelaporan pelanggaran untuk melaporkan perilaku tidak etis atau pelanggaran hukum terkait pajak.

GRI 207-2, 207-3

## Keamanan Siber, Privasi Data, dan Tata Kelola Teknologi Informasi (TI)

GRI 3-3

Untuk menjaga keamanan informasi dan data pribadi serta mendukung keberlanjutan usaha di era digital, Astra menerapkan standar internasional untuk keamanan informasi dan Pelindungan Data Pribadi. Langkah ini mencakup kebijakan, prosedur berbasis standar terbaik, serta alokasi sumber daya yang sesuai, sejalan dengan Astra 2030 Sustainability Aspirations. Sementara untuk tata kelola keamanan informasi yang baik, Astra membentuk Group Information Security Committee (GISC) yang melibatkan *chief level* dan divisi terkait. GISC bertugas mengawasi penerapan keamanan informasi. Selain itu, Astra memiliki unit kerja yang mengelola keamanan siber di bawah Corporate Information System & Technology (CIST). Unit ini meninjau dan meningkatkan kontrol teknologi keamanan siber di sistem elektronik Perseroan secara rutin.

Adapun upaya yang telah dilakukan sebagai langkah menjaga keamanan informasi serta keamanan siber sepanjang tahun 2024, di antaranya:

1. Menambahkan dan memperkuat teknologi untuk meningkatkan sistem pengamanan informasi seperti implementasi *Network Detection & Response (NDR)*, *Cloud Security Posture Management (CSPM)*, *Multi-Factor Authentication (MFA)* pada semua aplikasi yang dapat diakses dari internet dan *multi-layer*

a Group Tax function responsible for tax compliance, while Group Risk Advisory (GRA) identifies, manages, monitors, analyzes, and assesses potential tax risks.

GRI 207-1

All Astra Group transactions must have a valid business purpose and adhere to fair market pricing. For significant transactions or long-term investments, Astra Group may engage tax consultants with relevant expertise who are registered with the Directorate General of Taxes. The engagement of external auditors or their affiliates for non-audit services, including tax advisory, must align with the Audit and Non-Audit Services Policy established by the Audit Committee. Astra also maintains a proactive and transparent relationship with tax authorities, the government, and third parties through professional, accountable, and timely communication managed by Astra's Tax Division and subsidiaries.

Tax disclosures are assured through financial audits, which can be found in the 2024 Annual Report of PT Astra International Tbk. Astra also provides a whistleblowing system for reporting unethical behavior or legal violations related to taxation.

GRI 207-2, 207-3

## Cybersecurity, Data Privacy, and IT Governance

GRI 3-3

To safeguard information security and personal data while supporting business sustainability in the digital era, Astra implements international standards for information security and Personal Data Protection. This approach includes policies, best practice-based procedures, and appropriate resource allocation, in alignment with Astra 2030 Sustainability Aspirations. For strong information security governance, Astra has established the Group Information Security Committee (GISC), comprising chief-level executives and relevant divisions. GISC is responsible for overseeing the implementation of information security measures. Additionally, Astra has a cybersecurity unit under the Corporate Information System & Technology (CIST) department, which regularly reviews and enhances cybersecurity controls across the Company's electronic systems.

The efforts made to ensure information security and cybersecurity throughout 2024 include:

1. Add and strengthen technologies to enhance the information security system, such as the implementation of *Network Detection & Response (NDR)*, *Cloud Security Posture Management (CSPM)*, *Multi-Factor Authentication (MFA)* for all applications accessible

*firewall*, serta meningkatkan pemantauan *Security Operations Center (SOC)* dengan memanfaatkan *Artificial Intelligence (AI)* untuk mencegah ancaman *ransomware* dan jenis ancaman siber lainnya.

2. Menjaga konsistensi penerapan pengamanan informasi baik dari sisi personel, proses dan teknologi di antaranya:
  - a. Meningkatkan kesadaran karyawan secara rutin melalui *e-mail* & poster, program pelatihan keamanan siber, sosialisasi kebijakan dan prosedur, melakukan survei untuk mengukur tingkat kesadaran keamanan siber dan *phishing test* secara berkala;
  - b. Memastikan kepatuhan penggunaan perangkat lunak berlisensi untuk seluruh pengguna dan/atau karyawan;
  - c. Menyusun dan mereviu prosedur serta strategi *Digital Forensic & Incident Response (DFIR)* bersama pihak ketiga, termasuk di dalamnya simulasi pelatihan tanggap darurat (*table top exercise*);
  - d. Secara berkala melakukan tinjauan & pemantauan risiko *Cyber/IT Risk Register/Management* berbasis aset secara berkesinambungan dan telah menyelesaikan penilaian risiko siber (*cyber risk assessment*) untuk seluruh aset dan melakukan asesmen secara kuantitatif pada aset digital terpenting (*crown jewel*), berdasarkan *framework NIST RMF* dan *ISO 27005:2022*;
  - e. Memperbarui *Business Continuity Plan (BCP)* dengan menambahkan skenario siber serta langkah kerjanya (*playbook*);
  - f. Melakukan simulasi *IT Disaster Recovery Plan (IT DRP)* dan berhasil beroperasi penuh di *environment Disaster Recovery Center (DRC)* sesuai dengan waktu yang ditentukan;
  - g. Menjalankan seluruh rekomendasi atas penilaian tingkat kematangan keamanan siber (*cyber security maturity assessment*) dari pihak ketiga;
  - h. Melaksanakan penilaian kerentanan (*vulnerability assessment*) sebelum uji keamanan aplikasi (*penetration testing*) atas sistem dan aplikasi secara rutin sebelum dipublikasikan oleh tim internal dan pihak ketiga;
  - i. Secara rutin menjalankan *Red Teaming Exercises*, *Private Bug Bounty* dan *Cybersecurity Health Check* untuk lebih mengetahui celah keamanan dan area mana yang dapat diperbaiki guna mencegah ancaman siber;
  - j. Memaksimalkan penggunaan teknologi *Extended Detection & Response (XDR)*, *Disk Encryption*, *Cyber Threat Intelligence (CTI)*.

from the internet, multi-layer firewalls, and improving the monitoring of the Security Operations Center (SOC) by utilizing Artificial Intelligence (AI) to prevent ransomware threats and other types of cyber threats.

2. Maintain consistent implementation of information security across people, processes, and technology, including:
  - a. Increase employee awareness regularly through emails & posters, cybersecurity training programs, socializing policies and procedures, conducting surveys to measure the level of cybersecurity awareness, and performing phishing tests periodically;
  - b. Ensure compliance with the use of licensed software for all users and/or employees;
  - c. Developed and review the Digital Forensic & Incident Response (DFIR) procedures and strategies with third parties, including conducting emergency response training simulations (table top exercise);
  - d. Regularly conduct reviews and monitoring of Cyber/IT Risk Register/Asset-based Risk Management on an ongoing basis, and completing cyber risk assessments for all assets, as well as performing quantitative assessments on the most critical digital assets (crown jewel), based on the NIST RMF and ISO 27005:2022 frameworks;
  - e. Updated the Business Continuity Plan (BCP) by adding cyber scenarios and their corresponding action steps (playbook);
  - f. Conduct a simulation of the IT Disaster Recovery Plan (IT DRP) and successfully operating fully in the Disaster Recovery Center (DRC) environment within the specified time frame.
  - g. Implement all recommendations from the third-party cyber security maturity assessment;
  - h. Conduct vulnerability assessments before application security testing (penetration testing) on systems and applications regularly, prior to publication by internal teams and third parties;
  - i. Regularly conduct Red Teaming Exercises, Private Bug Bounty, and Cybersecurity Health Checks to identify security gaps and areas for improvement in order to prevent cyber threats;
  - j. Maximize the use of Extended Detection & Response (XDR) technology, Disk Encryption, and Cyber Threat Intelligence (CTI).

3. Memastikan penggunaan penyedia layanan komputasi awan yang berkomitmen terhadap keamanan informasi dan privasi data dengan menjalankan prinsip ESG terutama komitmen dalam mengurangi dampak lingkungan dan perubahan iklim.
4. Membantu perusahaan Grup Astra memastikan penerapan kontrol keamanan informasi dengan memberikan panduan kebijakan keamanan informasi, menyediakan konsultasi dan perbandingan (*benchmark*) serta berbagi pengetahuan atas penerapan kontrol di Astra. Selain itu dilaksanakan pertemuan Cybersecurity Committee minimal setiap tiga bulan sekali dengan tujuan membahas, berbagi pengetahuan, dan merumuskan strategi untuk menghadapi ancaman siber yang semakin kompleks.

Dalam ranah Pelindungan Data Pribadi (PDP), Astra membentuk Gugus Tugas PDP yang terdiri dari perwakilan level Chief dan divisi terkait. Gugus Tugas PDP ini bertanggung jawab memastikan kepatuhan terhadap implementasi Undang-Undang Pelindungan Data Pribadi (UU PDP). Selain itu, untuk membantu dan memastikan implementasi PDP di tiap unit kerja, ditunjuk PIC yang terdiri dari beberapa karyawan dari tiap unit kerja. Beberapa kegiatan pada tahun 2024 terkait PDP, di antaranya penyusunan atau pelaksanaan:

1. Kebijakan terkait PDP dengan mengacu pada UU PDP, ISO 27701 dan praktik terbaik agar dapat diterapkan di lingkungan perusahaan Grup Astra. Kebijakan ini mencakup aturan dan pedoman utama bagi seluruh karyawan Perusahaan, dalam melakukan Pemrosesan Data Pribadi.
2. Berbagai prosedur di antaranya manajemen persetujuan, pemenuhan hak subjek data pribadi, manajemen penanganan insiden kebocoran data, manajemen siklus hidup data dan *cross-border data transfer*.
  - a. Manajemen persetujuan: Mengatur aktivitas yang membutuhkan persetujuan dari subjek data pribadi terlebih dahulu sebelum melakukan pemrosesan data pribadi, memastikan pemrosesan data pribadi yang dilakukan sesuai dengan persetujuan yang diberikan oleh subjek data, dan mekanisme penarikan persetujuan yang dapat dilakukan oleh subjek data pribadi sewaktu-waktu;
  - b. Pemenuhan hak subjek data pribadi: mengatur langkah-langkah atau teknis dalam memperbolehkan atau memenuhi permintaan maupun hak subjek data pribadi sesuai dengan yang diatur oleh UU PDP. Subjek data juga dapat melakukan pengubahan data pribadi secara mandiri melalui beberapa aplikasi atau laman web di mana subject data tersebut terdaftar sebagai pengguna;

3. Ensure the use of cloud service providers committed to information security and data privacy by implementing ESG principles, particularly their commitment to reducing environmental impact and addressing climate change.
4. Assist Astra Group companies in ensuring the implementation of information security controls by providing information security policy guidelines, offering consultations and benchmarking, and sharing knowledge on the implementation of controls within Astra. In addition, a Cybersecurity Committee meeting is held at least once every three months to discuss, share knowledge, and formulate strategies to address increasingly complex cyber threats.

In the realm of data privacy, Astra has established a PDP Task Force comprising representatives at the Chief level and relevant divisions. This PDP Task Force is responsible for ensuring compliance with the implementation of the Personal Data Protection Law (PDP Law). In addition, to support and ensure the implementation of PDP within each work unit, a PIC has been appointed, consisting of selected employees from each respective unit. Several activities in 2024 related to PDP included the preparation and/or implementation of the following:

1. The policy related to PDP refers to the PDP Law, ISO 27701, and best practices to be implemented across Astra Group companies. This policy consists the main rules and guidelines for all employees of the Company in processing Personal Data.
2. Various procedures consists of consent management, fulfillment of data subject rights, data breach incident handling management, data lifecycle management, and cross-border data transfer.
  - a. Consent management: Regulates activities that require the data subject's consent before processing personal data, ensures that the processing aligns with the consent given by the data subject, and includes a mechanism of consent withdrawal consent, which the data subject can exercise at any time;
  - b. Fulfillment of data subject rights: Regulates the steps or procedures to allow or fulfill the requests or rights of personal data subjects as outlined in the PDP Law. Data subjects can also independently modify their personal data through applications or websites where they are registered as users;

- c. Manajemen penanganan insiden kebocoran data pribadi: Mengatur teknis penanganan insiden kebocoran/kegagalan Pelindungan Data Pribadi termasuk mekanisme notifikasi ke Lembaga terkait maupun Subjek Data Pribadi dalam rentang waktu sesuai ketentuan UU PDP. Terdapat tim yang ditunjuk untuk menangani insiden kebocoran data pribadi yang terdiri dari perwakilan Chief dan divisi terkait;
  - d. Manajemen siklus hidup data: mengatur tentang tahapan pengelolaan data dari awal pengumpulan, penyimpanan, penggunaan, pengarsipan hingga penghapusan atau pemusnahan data sesuai masa retensi data;
  - e. Prosedur *cross-border data transfer*: Mengatur tentang mekanisme dan persyaratan yang harus dipenuhi ketika data pribadi dipindahkan atau diakses ke luar wilayah Indonesia.
3. Melanjutkan pencatatan atau perekaman kegiatan Pemrosesan Data Pribadi, yang dikoordinasikan dengan PIC dari masing-masing unit kerja, dan terdokumentasi dalam *Record of Processing Activities* (ROPA).
  4. Melanjutkan penilaian atas pemrosesan data pribadi yang berisiko tinggi yang terdokumentasi dalam *Data Privacy Impact Assessment* (DPIA). Penilaian dampak terkait risiko kegagalan perlindungan data pribadi merupakan hal yang juga diukur atau dinilai dalam penilaian risiko *cyber*.
  5. Menyusun panduan yang wajib diikuti oleh wiraniaga terkait bagaimana cara pengumpulan, penyimpanan dan *sharing/transfer*, dan penghapusan/pemusnahan data pribadi yang sesuai dengan kebijakan Astra dan UU PDP.
  6. Mengadakan pelatihan internal (*in-house*) dan/atau mengikuti pelatihan eksternal terkait privasi data yang merujuk pada Sistem Manajemen Informasi Privasi (SMIP) ISO 27701:2019 (ekstensi ISO 27001/SMKI) serta mengikutsertakan personel kunci dari divisi/fungsi terkait pada Pelatihan Pejabat Pelindungan Data Pribadi Bersertifikat (*Certified DPO*).
  7. Melaksanakan *awareness program* terkait privasi, baik untuk karyawan maupun pelanggan melalui poster dan *video awareness* yang ditampilkan dalam media publikasi yang digunakan Perusahaan.
  8. Mendistribusikan panduan ke Astra Group dalam implementasi UU PDP dan sesuai dengan praktik terbaik.
  9. Mengadakan pertemuan berkala tiap 2 bulan dengan tim implementasi UU PDP di Astra Group dan dari masing-masing divisi/fungsi terkait untuk pembahasan mengenai implementasi praktik terbaik UU PDP.
- c. Personal data breach management incidents: Regulates the technical handling of personal data breach incidents/failures in Personal Data Protection, including the notification mechanism to relevant authority and data subjects within the timeframe stipulated by the PDP Law. A designated team, consisting of the Chief Representative and related divisions, is responsible for handling personal data breach incidents.
  - d. Data lifecycle management: Regulates the stages of data management, from initial collection, storage, usage, archiving, to deletion or destruction of data, in accordance with data retention periods.
  - e. Cross-border data transfer procedures: Regulates the mechanisms and requirements that must be met when personal data is transferred or accessed outside Indonesia.
3. Continue the documentation or recording of Personal Data Processing activities, coordinated with the PIC from each work unit, and documented in the Record of Processing Activities (ROPA).
  4. Continue the assessment of high-risk personal data processing, Astra has documented the evaluation through a Data Privacy Impact Assessment (DPIA). The potential impact of personal data privacy failures is also considered and evaluated as part of the company's broader cybersecurity risk assessment.
  5. Developed guidelines that must be followed by sales representatives on how to collect, store, share/transfer, and delete/destroy personal data in accordance with Astra's policies and the PDP Law.
  6. Organize in-house training and/or participating in external training related to data privacy, referring to the Privacy Information Management System (SMIP) ISO 27701:2019 (extension of ISO 27001/SMKI), and including key personnel from related divisions/functions in the Certified Data Protection Officer (DPO) Training.
  7. Implementing an awareness program on privacy for both employees and customers through posters and awareness videos displayed on the Company's public media.
  8. Distributed guidelines to the Astra Group for implementing the PDP Law and in accordance with best practices.
  9. Holding periodic meetings every 2 months with the PDP implementation team in the Astra Group and from each related division/function to discuss the implementation of best practices of the PDP Law.



10. Secara konsisten menjalankan rekomendasi untuk memastikan kepatuhan terhadap regulasi, seperti melakukan penilaian kesenjangan untuk menjalankan tata kelola penyelenggaraan privasi data yang baik sesuai dengan UU PDP, ISO 27701 dan praktik terbaik, serta mengikuti pertemuan dan/atau undangan dari Kementerian Komunikasi dan Digital RI dan/atau asosiasi terkait agar Astra tetap mengikuti perkembangan isu privasi data.
11. Menerapkan klasifikasi dan penerapan akses terbatas terhadap informasi dan privasi data, menetapkan dan menyusun standar kebijakan privasi data pada masing-masing aplikasi dan/atau situs web dan/atau Surat Pemesanan Kendaraan (SPK) pada *sales operation* yang menjadi dasar pemrosesan privasi data, serta meningkatkan kesadaran terhadap privasi data dengan melakukan pelatihan kepada perwakilan pemilik proses (*process owner*) serta penyebaran informasi dan sosialisasi masif kepada seluruh karyawan terkait UU PDP dengan berbagai media khususnya media digital.
12. Menyusun program audit sebagai panduan bagi tim auditor dalam proses *assurance* implementasi UU PDP.

Untuk memastikan pengendalian internal, tata kelola, dan manajemen risiko berjalan baik, Astra membentuk tim Governance, Risk, and Compliance (GRC) di bawah fungsi CIST sebagai garis pertahanan pertama, Risk Advisory di bawah fungsi GANRA dan Grup Legal sebagai garis pertahanan kedua. Tim ini rutin melakukan audit internal sebagai bagian dari garis pertahanan ketiga melalui Grup Internal Audit.

Peningkatan dan penjagaan konsistensi yang dilakukan dalam poin-poin diatas, sudah melalui proses surveilans dalam implementasi ISO 27001 dan ISO 27701 juga diaudit secara berkala oleh auditor eksternal atau badan sertifikasi. Sepanjang 2024, tidak terdapat pengaduan terkait pelanggaran privasi atau hilangnya data pelanggan yang signifikan atau berdampak pada operasional perusahaan.

#### GRI 418-1

##### Keterangan:

Informasi dan paparan lebih lengkap mengenai komunikasi tentang masalah-masalah kritis, rasio kompensasi total tahunan dapat ditemukan dalam Laporan Tahunan PT Astra International Tbk 2024.

#### GRI 2-16, 2-21

10. Consistently implementing recommendations to ensure compliance with regulations, such as conducting gap assessments to implement good data privacy governance in accordance with the PDP Law, ISO 27701, and best practices, as well as attending meetings and/or invitations from the Ministry of Communication and Digital Affairs of Indonesia and/or related associations to ensure Astra stays updated on data privacy issues.
11. Apply classification and limited access to information and data privacy, set and prepare privacy data policy standards for each application and/or website and/or Sales Order Form (SPK) in sales operations, which serve as the basis for personal data processing, and raise awareness on data privacy by conducting training for process owners' representatives, as well as massive information dissemination and socialization to all employees regarding the PDP Law through various media, especially digital media.
12. Developed an audit program as a guide for the audit team in the assurance process of implementing the PDP Law.

To ensure effective internal control, governance, and risk management, Astra has established a Governance, Risk, and Compliance (GRC) team under the CIST function as the first line of defense, with Risk Advisory under the GANRA function and the Group Legal team serving as the second line of defense. These teams conduct regular internal audits as part of the third line of defense through the Internal Audit Group.

The improvements and consistency measures outlined above have undergone surveillance processes in the implementation of ISO 27001 and ISO 27701, and are regularly audited by external auditors or certification bodies. Throughout 2024, there were no complaints related to privacy violations or significant customer data loss that impacted the company's operations.

#### GRI 418-1

##### Notes:

Further information and explanations regarding communication of critical concerns, annual total compensation ratio can be seen in the in the 2024 Annual Report of PT Astra International Tbk.

#### GRI 2-16, 2-21



# Ketahanan Iklim

## Climate Resilience

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# Strategi Kami

Our Strategy

Astra menyeimbangkan kinerja jangka pendek dengan transformasi jangka panjang untuk mencapai Astra Net Zero Scope 1 & 2 pada tahun 2050 melalui efisiensi energi, mengadopsi bahan bakar yang lebih bersih, elektrifikasi kendaraan operasional dan peralatan, pemasangan *methane capture*, pemanfaatan energi terbarukan, dilengkapi dengan pembelian *Renewable Energy Certificate (REC)* dan diikuti dengan *carbon offset*.

Sejalan dengan inisiatif dekarbonisasi, Astra memperkuat ketahanan bisnis melalui peningkatan portofolio ramah lingkungan yang berfokus pada proyek dan investasi di ekosistem kendaraan listrik, energi terbarukan melalui energi panas bumi, minihidro, *waste-to-energy*, dan pertambangan mineral non-batu bara.

Astra balances near-term performance with long-term transformation to achieve Astra Net Zero Scope 1 & 2 by 2050 through energy efficiency, adoption of cleaner fuels, electrification of operational vehicles and equipment, installation of methane capture, and the use of renewable energy, complemented with Renewable Energy Certificate (REC) purchases and followed by carbon offset initiatives. In line with its decarbonization initiatives, Astra strengthens its business resilience by expanding its environmentally friendly portfolios, focusing on projects and investments in the electric vehicle ecosystem, renewable energy through geothermal, mini-hydro, waste-to-energy, and non-coal mineral mining.



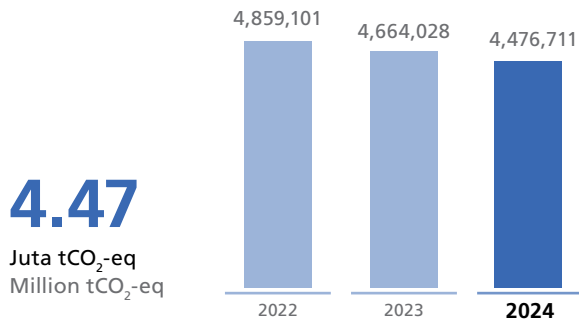
# Ikhtisar Kinerja

## Performance Snapshot

SEOJK B.2, F.7, F.12

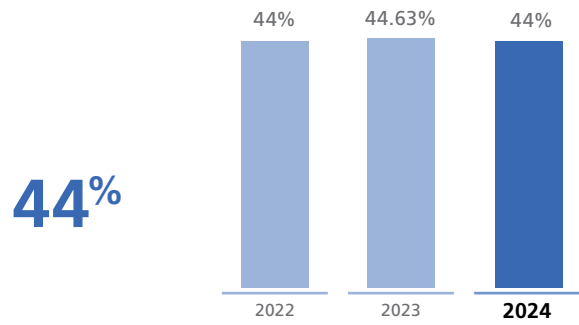
### Total Emisi GRK Scope 1 dan 2 (Net)

Total GHG Emissions Scope 1 and 2 (Net)



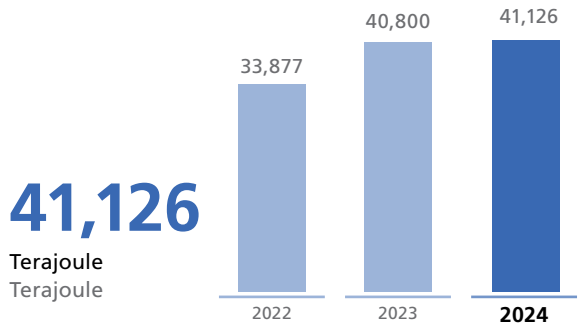
### Bauran Energi Terbarukan

Renewable Energy Mix



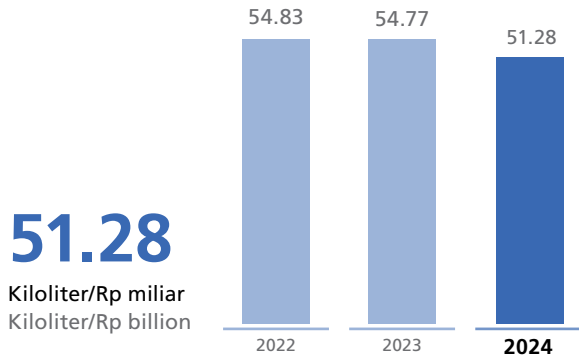
### Total Konsumsi Energi Terbarukan

Total Renewable Energy Consumption



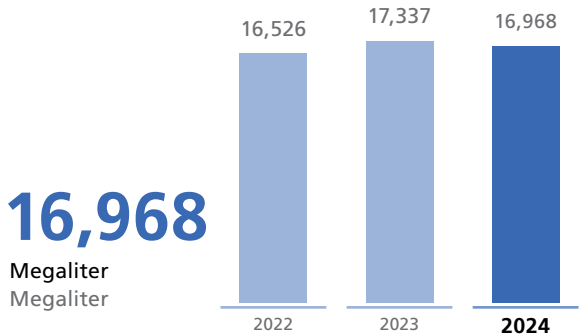
### Intensitas Pengambilan Air

Water Withdrawal Intensity



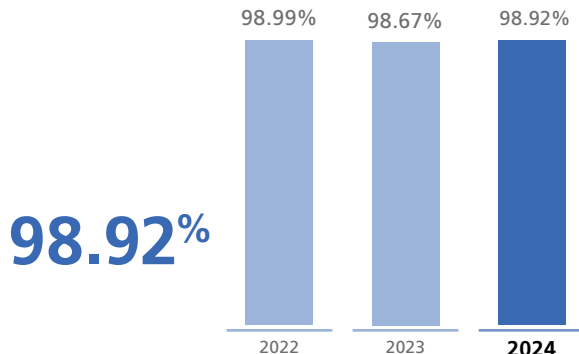
### Total Pengambilan Air

Total Water Withdrawal



### Total Limbah Padat *Diverted*








Total Solid Waste Diverted



# Komitmen dan Progres

## Commitment and Progress

SEOJK B.2, F.7, F.12

| Topik<br>Topic  | Kinerja 2024<br>2024 Performance  |
|---|---|
| <b>Astra 2030 Sustainability Aspirations</b>  |   |
|  <p><b>Emisi GRK   GHG Emission</b></p> <p>Menurunkan emisi gas rumah kaca Grup Astra Scope 1 dan 2 sebesar 30% dari <i>baseline</i> 2019<br/>Reduce group-wide Scope 1 and 2 greenhouse gas by 30% compared to 2019 baseline</p>                  | <p><b>17.41%*</b></p> <p><b>Penurunan emisi gas rumah kaca Grup Astra Scope 1 dan 2 dari <i>baseline</i> 2019</b></p> <p>Reduction of group-wide Scope 1 and 2 greenhouse gas compared to 2019 baseline</p> |
|  <p><b>Energi   Energy</b></p> <p>50% bauran energi terbarukan untuk mendukung kegiatan operasional<br/>50% renewable energy to supply operations</p>  | <p><b>44%</b></p> <p><b>Bauran energi terbarukan</b></p> <p>Renewable energy mix</p>  |
|  <p><b>Air   Water</b></p> <p>Mengurangi intensitas pengambilan air Grup Astra sebesar 15%<br/>Reduce group-wide water withdrawal intensity by 15% compared to 2019 baseline</p>  | <p><b>28.53%</b></p> <p><b>Pengurangan intensitas pengambilan air dari <i>baseline</i> 2019</b></p> <p>The reduction in water withdrawal intensity from the 2019 baseline</p>                               |
|  <p><b>Limbah Padat   Solid Waste</b></p> <p>Mencapai hingga 99% daur ulang dan <i>recovery</i> limbah padat<br/>Achieve 99% solid waste recycling and recovery</p>  | <p><b>98.92%</b></p> <p><b>Daur ulang dan <i>recovery</i> limbah padat</b></p> <p>Solid waste recycling and recovery</p>  |
| <b>Flagship Initiatives</b>   |   |
|  <p><b>Fuel Smart</b></p> <p>Meningkatkan kemajuan yang telah dicapai oleh semua unit bisnis dalam efisiensi bahan bakar dan energi<br/>Building on the progress that all our business units have already made in fuel and energy efficiency</p> | <p><b>3,136.84</b></p> <p><b>Terajoule penghematan energi</b></p> <p>Terajoule in energy saving</p>   |
|  <p><b>Renew &amp; Reduce</b></p> <p>Meningkatkan kapasitas energi terbarukan dalam operasional<br/>Increasing our renewable capacity in our operations</p>  | <p><b>28.05</b></p> <p><b>MWp kapasitas panel surya</b></p> <p>MWp installed solar panel capacity</p>   |
|  <p><b>Go Nature</b></p> <p>Menerapkan <i>Nature-Based Solution</i>, dimulai dengan inisiatif menanam tiga juta pohon<br/>Deploying Nature-Based Solutions, starting with an initiative to plant three million trees</p>                         | <p><b>1.28</b></p> <p><b>Juta pohon tertanam</b></p> <p>Million trees planted</p>   |

Catatan | Note:

\* Angka penurunan emisi gas rumah kaca merupakan angka *net emission* yang diperoleh setelah dikurangi dari efisiensi energi, pemanfaatan energi terbarukan, serta pembelian REC dan kredit karbon.

The greenhouse gas emissions reduction figure represents the net emissions, calculated after accounting for energy efficiency improvements, the use of renewable energy, as well as REC and carbon credit purchases.

**Ringkasan Inisiatif**  
Snapshot of Initiatives

- **Komitmen Astra Net Zero Scope 1 & 2 pada tahun 2050.**  
Astra Net Zero Scope 1 & 2 by 2050 Commitment.
  - **Astra Graphia berkomitmen untuk selaras dengan SBTi.**  
Astra Graphia is committed to aligning with SBTi.
  - **Pemanfaatan biomassa dan *biofuel* sebagai sumber energi terbarukan.**  
Use of biomass and biofuel as sources of renewable energy.
  - **Pemanfaatan REC dan kredit karbon.**  
Utilization of REC and carbon credits.
- 
- **Peningkatan penggunaan *biofuel* sebagai sumber energi terbarukan sebesar 22.980,29 Terajoule.**  
An increase in the use of biofuel as a renewable energy source reached 22,980.29 Terajoule.
  - **Pemanfaatan biomassa sebagai sumber energi terbarukan sebesar 17.416,17 Terajoule.**  
Utilization of biomass as a renewable energy source amounted to 17,416.17 Terajoule.
  - **Konsumsi energi dari panel surya mencapai 31.727 Gigajoule.**  
Energy consumption from solar panels reached 31,727 Gigajoule.
  - **Pemanfaatan REC sebesar 698.735 Gigajoule.**  
Utilization of REC amounted to 698,735 Gigajoule.
- 
- **Optimalisasi pengambilan air melalui efisiensi, daur ulang, dan penggunaan kembali air.**  
Optimization of water withdrawal through efficiency, recycling, and reuse of water.
- 
- **Implementasi ekosistem daur ulang sampah melalui Gerai Daur Ulang di beberapa instalasi Grup Astra.**  
Implementation of a waste recycling ecosystem through Recycling Stations at several Astra Group installations.
  - **Inisiatif *Link & Match* Bank Sampah dalam upaya penurunan timbulan limbah melalui kolaborasi dengan bank sampah.**  
Link & Match initiative with Waste Banks as part of efforts to reduce waste generation through collaboration with waste banks.
- 
- **Program efisiensi energi berhasil menghemat energi hingga 3.136,84 Terajoule.**  
The energy efficiency program successfully saved 3,136.84 Terajoules of energy.
- 
- **Kapasitas panel surya terpasang di Grup Astra sebesar 28,05 MWp.**  
Installed solar panel capacity in Astra Group reached 28.05 MWp.
- 
- **Penanaman pohon di 8 kabupaten bersama masyarakat petani sebagai upaya penurunan emisi GRK melalui Astra Sustainable Forest.**  
Tree planting in 8 districts with farmer communities as an effort to reduce GHG emissions through Astra Sustainable Forest.

**"Komitmen dan progres Astra terukur dalam pencapaian 2030 Sustainability Aspirations dan pelaksanaan Flagship Initiatives."**

"Astra's commitment and progress are measured through the achievement of 2030 Sustainability Aspirations and the implementation of Flagship Initiatives."

# Manajemen Lingkungan

Environmental Management



Astra berupaya untuk mencapai target penurunan emisi melalui inisiatif secara berkelanjutan berdasarkan hierarki pengendalian emisi, di antaranya melakukan efisiensi energi, pemanfaatan gas metana melalui instalasi *methane capture*, pemanfaatan energi terbarukan, serta dilengkapi dengan pembelian *Renewable Energy Certificate (REC)* dan diikuti dengan *carbon offset*.

Astra strives to achieve its emission reduction targets through continuous initiatives based on the emission control hierarchy. These efforts include energy efficiency, utilization of methane gas through methane capture installations, the use of renewable energy, and are further supported by the purchase of *Renewable Energy Certificate (REC)* and followed by *carbon offset*.



## Emisi Gas Rumah Kaca

GRI 3-3

Selaras dengan Astra 2030 Sustainability Aspirations, melalui berbagai inisiatif program dan inventarisasi emisi, Grup Astra berupaya menurunkan emisi gas rumah kaca *Scope 1* dan *2* sebesar 30%. Program ini sekaligus mendukung upaya pemerintah untuk mencapai *net zero emission* pada tahun 2060. Adapun pada tahun 2024, Grup Astra telah menurunkan emisi GRK *Scope 1* dan *2* sebesar 17,41%. Pencapaian ini didukung oleh upaya penurunan emisi di sepanjang rantai nilai melalui efisiensi energi dan pemanfaatan energi terbarukan, serta pembelian kredit karbon.

Inisiatif Astra dalam menurunkan emisi didasarkan pada hirarki pengendalian emisi. Langkah awal yang dilakukan adalah meningkatkan efisiensi energi dan bahan bakar yang digunakan pada kendaraan operasional maupun mesin stasioner. Inisiatif ini dilanjutkan dengan instalasi pembangkit energi terbarukan serta optimalisasi kapasitasnya. Di luar itu, beberapa perusahaan Grup Astra juga turut membeli *Renewable Energy Certificate (REC)* untuk mendukung transisi energi di pembangkit listrik nasional. Sebagai langkah pelengkap dalam mencapai target penurunan emisi, Grup Astra juga membeli kredit karbon dari proyek-proyek berkualitas yang tersedia di Bursa Karbon Indonesia.

Pada tahun 2024, Astra melakukan berbagai inisiatif dalam upaya reduksi emisi GRK di antaranya dengan membangun *biogas plant (methane capture)* untuk mencegah gas metana yang dihasilkan *Palm Oil Mill Effluent (POME)* terlepas ke atmosfer, mengganti alat konvensional dengan menggunakan peralatan listrik, seperti *Hybrid Towerlamp* dan *EV Bus*. Astra juga telah melakukan pembelian kredit karbon (SPE-GRK) melalui Bursa Karbon Indonesia (IDXCARBON). Angka kredit karbon yang dibeli dan di-*retire* melalui Sistem Registri Nasional (SRN) Kementerian Lingkungan Hidup/Badan Pengendalian Lingkungan Hidup RI diperhitungkan sebagai pengurangan terhadap total emisi *Scope 1* dan *2*.

## Emisi GRK Scope 1 dan 2

SEOJK F.11 | GRI 305-1, 305-2

| Emisi Emission | Satuan Unit             | 2022             | 2023             | 2024             |
|----------------|-------------------------|------------------|------------------|------------------|
| Scope 1        |                         | 4,387,685        | 4,604,076        | 4,642,016        |
| Scope 2        | Ton CO <sub>2</sub> -eq | 471,416          | 429,951          | 384,374          |
| <b>Total</b>   |                         | <b>4,859,101</b> | <b>5,034,027</b> | <b>5,026,390</b> |

## Greenhouse Gas Emissions

GRI 3-3

In line with Astra 2030 Sustainability Aspirations, the Astra Group is committed to reducing *Scope 1* and *2* greenhouse gas (GHG) emissions by 30% through various initiatives and emission inventories. This program also aligns with the government's goal of achieving *net zero emissions* by 2060. As of 2024, the Astra Group has successfully reduced *Scope 1* and *2* GHG emissions by 17.41%. This achievement was supported by emission reduction efforts across the value chain through energy efficiency and the use of renewable energy, as well as carbon credit purchases.

Astra's emission reduction initiatives follow a hierarchical emission control strategy. The first step focuses on improving energy and fuel efficiency in operational vehicles and stationary machinery. This is followed by the installation and optimization of renewable energy generation systems. Additionally, several Astra Group companies have purchased *Renewable Energy Certificate (REC)* to support the national electricity grid's energy transition. As a complementary step toward emission reduction targets, Astra has also purchased carbon credits from high-quality projects available on the Indonesia Carbon Exchange.

In 2024, Astra implemented various GHG emission reduction initiatives, including building *biogas plants (methane capture)* to prevent methane emissions from *Palm Oil Mill Effluent (POME)*, and substituting conventional equipment with electric alternatives, such as *Hybrid Tower Lamps* and *EV Buses*. Astra has also participated in carbon credit trading (SPE-GRK) through the Indonesia Carbon Exchange (IDXCARBON). The carbon credits purchased and retired via the National Registry System (SRN) under the Ministry of Environment and Forestry/Environmental Control Agency of Indonesia are accounted for as reductions in total *Scope 1* and *2* emissions.

## Scope 1 and 2 GHG Emission

SEOJK F.11 | GRI 305-1, 305-2

| Emisi Emission   | Satuan Unit             | 2022      | 2023      | 2024      |
|--|-------------------------|-----------|-----------|-----------|
| Total Emisi Scope 1 dan 2 (Gross)<br>Total Scope 1 and 2 Emission (Gross)    |                         | 4,859,101 | 5,034,027 | 5,026,390 |
| Kredit Karbon (SPE-GRK)<br>Carbon Credit (SPE-GRK)                           | Ton CO <sub>2</sub> -eq | -         | (369,999) | (549,679) |
| <b>Total Emisi Scope 1 dan 2 (Net)</b><br>Total Scope 1 dan 2 (Net) Emission |                         | 4,859,101 | 4,664,028 | 4,476,711 |

| Emisi Emission    | Satuan Unit             | 2022      | 2023      | 2024      |
|-------------------|-------------------------|-----------|-----------|-----------|
| Biogenic Emission | Ton CO <sub>2</sub> -eq | 1,051,066 | 1,431,394 | 1,594,590 |

**Keterangan:**

- Data konsolidasi emisi menggunakan pendekatan *operational control* sehingga mencakup entitas induk dan anak perusahaan (197 perusahaan).
- Jenis GRK dalam perhitungan emisi mencakup jenis gas CO<sub>2</sub>, CH<sub>4</sub>, dan N<sub>2</sub>O yang berasal dari *stationary combustions* (sumber emisi bergerak).
- Tahun 2019 menjadi *baseline* perhitungan emisi Scope 1 dan 2 (gross) sebesar 5,42 juta ton CO<sub>2</sub>-eq. *Baseline* tersebut dipilih karena tahun tersebut adalah puncak emisi Grup Astra selama periode tiga tahun dari tahun 2019–2021.
- Standar faktor konversi dan *Global Warming Potential (GWP)* untuk perhitungan emisi menggunakan *IPCC GHG Protocol Sixth Assessment Cycle (AR6)*, Kementerian Energi dan Sumber Daya Mineral RI, Department for Environment, Food and Rural Affairs (DEFRA) Inggris, dan United States Environmental Protection Agency (USEPA).
- Standar konversi listrik yang bersumber dari Perusahaan Listrik Negara (PLN) menggunakan faktor konversi dari Kementerian Energi dan Sumber Daya Mineral RI tahun 2019, sesuai dengan *grid* kelistrikan di tiap-tiap area operasional Grup Astra.
- SPE-GRK, yang biasa dikenal dengan Kredit Karbon adalah surat bentuk bukti pengurangan emisi oleh usaha dan/atau kegiatan yang telah melalui Pengukuran, Pelaporan, dan Verifikasi/Pengukuran, serta tercatat dalam Sistem Registri Nasional Pengendalian Perubahan Iklim dalam bentuk nomor dan/atau kode registri.
- Angka pada tabel yang dituliskan dalam tanda kurung “( )” menyatakan nilai negatif.
- Tidak ada SPE-GRK yang dibeli dan di-*retire* pada tahun 2022.
- Perhitungan emisi biogenik hanya bersumber dari *biofuel*. Emisi biogenik mengacu pada pelepasan senyawa organik yang mudah menguap (VOCs) dan gas lainnya dari organisme hidup, seperti tanaman dan mikroorganisme. Emisi ini terjadi secara alami dan memainkan peran penting dalam kimia atmosfer bumi.
- Perhitungan penurunan emisi dilakukan dengan mengurangi total emisi (gross) dengan kredit karbon yang telah di-*retire*.

**Notes:**

- Consolidated emissions data used an operational control approach, including parent entity and subsidiaries (197 companies).
- Types of GHG in the emissions calculation included CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O gasses originating from stationary combustion (immovable emission sources) and mobile combustion (moving emission sources).
- 2019 served as the baseline year for calculating Scope 1 and 2 (gross), totaling 5.42 million tons of CO<sub>2</sub>-eq. The baseline year was chosen because it was the peak of Astra Group’s emissions during the three years from 2019–2021.
- Standard conversion factor and Global Warming Potential (GWP) for emissions calculations using the Sixth Assessment Cycle of IPCC Protocol GHG (AR6), Indonesian Ministry of Energy and Mineral Resources, Department for Environment, Food and Rural Affairs (DEFRA) UK and United States Environmental Protection Agency (USEPA).
- Standard electricity conversion from the State Electricity Company (PLN) applied a conversion factor from the 2019 Ministry of Energy and Mineral Resources, by the electricity grid in each operational area of Astra Group.
- SPE-GRK, commonly known as Carbon Credit, is a certificate that serves as proof of emission reduction achieved by businesses and/or activities that have undergone Measurement, Reporting, and Verification (MRV). It is officially recorded in the National Registry System for Climate Change Control in the form of a registration number and/or code.
- Numbers expressed in bracket “( )” indicate negative value.
- No SPE-GRK was purchased or retired in 2022.
- Calculation of biogenic emissions was based only on biofuels. Biogenic emissions refer to the release of Volatile Organic Compounds (VOCs) and other gasses from living organisms, such as plants and microorganisms. These emissions occur naturally and play an important role in the Earth’s atmospheric chemistry.
- Emissions reduction is calculated by subtracting the total emissions (gross) by the carbon credits that have been retired.

## Intensitas Emisi GRK

(dalam ton CO<sub>2</sub>-eq/Rp miliar)

SEOJK F.11 GRI 305-4

| Tahun<br>Year | Intensitas Emisi GRK<br>GHG Emission Intensity |
|---------------|--|
| 2024          | 13.53  |
| 2023          | 14.73  |
| 2022          | 16.12  |

**Keterangan:**

- Intensitas emisi Grup Astra dihitung berdasarkan jumlah emisi Scope 1 dan 2 dibagi dengan total pendapatan Grup Astra sesuai laporan keuangan tahun tersebut.

**Note:**

- Astra Group’s emission intensity is calculated based on the sum of Scope 1 and 2 emissions divided by the total revenue of Astra Group as per the Financial Statements for that year.

## GHG Emission Intensity

(in ton CO<sub>2</sub>-eq/Rp billion)

SEOJK F.11 GRI 305-4

## Flagship Program



## Total Pengurangan Emisi

Total Emission Reduction

**42,694**  
tCO<sub>2</sub>-eq | tCO<sub>2</sub>-eq

## Reduksi Emisi dengan Pembangunan *Biogas Plant* Emission Reduction through Biogas Plant Development

GRI 305-5

Sebagai langkah nyata untuk menurunkan emisi GRK, PT Astra Agro Lestari Tbk telah membangun dua unit *Biogas Plant* berbasis teknologi *methane capture* yang mulai beroperasi pada 2024. Teknologi ini mencegah pelepasan gas metana dari *palm oil mill effluent* (POME) ke atmosfer dengan cara menutup kolam anaerobik pada instalasi pengolahan air limbah (IPAL). Gas metana yang ditangkap dimanfaatkan sebagai bahan bakar alternatif untuk produksi *crude palm oil* (CPO), sedangkan cairan POME yang telah diproses digunakan sebagai pupuk organik. Implementasi teknologi ini telah berkontribusi terhadap pengurangan emisi PT Astra Agro Lestari Tbk sebesar 42.694 ton CO<sub>2</sub>-eq. PT Astra Agro Lestari Tbk secara bertahap akan terus membangun *biogas plant* karena sepenuhnya yakin bahwa investasi ini mampu menciptakan solusi berkelanjutan yang ramah lingkungan dan menjadi elemen kunci bagi pemenuhan target reduksi emisi sebesar 30% pada tahun 2030 dari *baseline* 2019.

As a concrete step toward reducing GHG emissions, PT Astra Agro Lestari Tbk built two biogas plants utilizing methane capture technology, which began operations in 2024. This technology prevents methane gas from being released into the atmosphere from palm oil mill effluent (POME) by covering anaerobic ponds in the wastewater treatment facility. The captured methane is then used as an alternative fuel for crude palm oil (CPO) production, while the processed POME liquid is repurposed as organic fertilizer. The implementation of this technology contributed to an emission reduction of 42,694 tons of CO<sub>2</sub>-eq at PT Astra Agro Lestari Tbk. PT Astra Agro Lestari Tbk is committed to gradually expanding biogas plant development, recognizing that this investment provides an environmentally friendly sustainable solution and serves as a key element in achieving its 30% emission reduction target by 2030 from the 2019 baseline.

Pada tahun 2024, Grup Astra mencatatkan intensitas emisi sebesar 13,53 ton CO<sub>2</sub>-eq/Rp miliar pendapatan. Perhitungan intensitas emisi tersebut merupakan jumlah emisi gas rumah kaca yang dihasilkan per satu miliar Rupiah pendapatan.

Kami berkomitmen untuk mendukung transisi energi global dalam usaha baru kami, khususnya di sektor yang menghadapi tantangan besar dalam dekarbonisasi, seperti pertambangan, energi, dan logistik jarak jauh. Hal ini mencakup produksi material penting seperti nikel, yang sangat vital untuk baterai dan teknologi energi terbarukan. Dengan berfokus pada kontribusi yang strategis ini, kami berupaya memainkan peran signifikan dalam mendorong solusi energi berkelanjutan.

In 2024, the Astra Group recorded an emission intensity of 13.53 tons CO<sub>2</sub>-eq/Rp billion in revenue. This emission intensity calculation represents the total greenhouse gas emissions produced per one billion Rupiah of revenue.

We are committed to supporting the global energy transition for our new ventures, particularly within the hard-to-abate sectors such as mining, energy, and long-range logistics. This includes the production of essential materials like nickel, which are vital for batteries and renewable energy technologies. By focusing on these critical contributions, we aim to play a significant role in advancing sustainable energy solutions.

## Flagship Program



## Mendukung Upaya Global dalam Membatasi Pemanasan Bumi Hingga

Supporting Global Efforts to Limit Global Warming to

**1.5°**  
Celsius | Celsius

## Komitmen SBTi SBTi Commitment

Pada tahun 2024, PT Astra Graphia Tbk mengambil langkah strategis dengan berkomitmen menyelaraskan target pengurangan emisinya dengan Science Based Targets initiative (SBTi). Langkah ini menjadi bukti nyata kontribusi PT Astra Graphia Tbk dalam mendukung aksi iklim berbasis sains yang sejalan dengan upaya global untuk membatasi kenaikan suhu global tidak lebih dari 1,5°C dan mendukung transisi menuju ekonomi rendah karbon.

Saat ini, PT Astra Graphia Tbk tengah mempersiapkan validasi target yang direncanakan pada 2025. Validasi ini menjadi tonggak penting dalam memastikan target pengurangan emisi yang ditetapkan sesuai dengan standar yang diakui secara global. Selain itu, langkah ini juga meningkatkan transparansi serta memperkuat kredibilitas PT Astra Graphia Tbk di mata pemangku kepentingan.

In 2024, PT Astra Graphia Tbk took a strategic step by committing to align its emission reduction targets with the Science Based Targets initiative (SBTi). This move demonstrates its commitment to science-based climate action, in line with efforts to limit the global average temperature increase to no more than 1.5°C and support the transition to a low-carbon economy.

Currently, PT Astra Graphia Tbk is preparing for target validation, scheduled for 2025, to ensure that its emission reduction targets comply with globally recognized standards. This step will enhance transparency and strengthens credibility among stakeholders.

Menyadari tantangan unik yang dihadapi sektor-sektor ini, kami sedang mengembangkan *roadmap* dekarbonisasi yang disesuaikan. Rencana ini akan merinci langkah-langkah yang jelas dan terukur untuk bertransisi menuju masa depan rendah karbon, dengan memanfaatkan solusi inovatif dan teknologi canggih. Pendekatan kami melibatkan kolaborasi erat dengan para ahli industri dan pemangku kepentingan untuk memastikan kemajuan yang berarti dalam mengurangi emisi.

Selaras dengan rencana dekarbonisasi jangka panjang, Astra menetapkan target Net Zero Scope 1 & 2 pada tahun 2050, yang selaras dengan berbagai upaya yang dijalankan oleh seluruh Grup Astra.

Recognizing the unique challenges of these sectors, we are developing a bespoke decarbonization roadmap. This tailored plan will outline clear and achievable steps to transition towards a low-carbon future, leveraging innovative solutions and advanced technologies. Our approach involves close collaboration with industry experts and stakeholders to ensure meaningful progress in reducing emissions.

In line with its long-term decarbonization plan, Astra has set a target to achieve Net Zero Scope 1 & 2 by 2050, aligned with the various efforts undertaken across the Astra Group.

## Flagship Program



## Total Pengurangan Emisi

Total Emission Reduction

**95,185**  
tCO<sub>2</sub>-eq | tCO<sub>2</sub>-eq

## Efisiensi Energi pada Peralatan Equipment Energy Efficiency

GRI 305-5

PT Pamapersada Nusantara melakukan efisiensi energi pada peralatan operasional sebagai wujud komitmen perusahaan dalam mengurangi emisi gas rumah kaca dari aktivitas usahanya. Program ini mencakup tiga langkah strategis utama, yaitu transisi penggunaan bahan bakar dari B30 ke B35 untuk meningkatkan efisiensi energi, mengganti peralatan produksi dan pendukung dengan peralatan berbasis listrik seperti *hybrid towerlamp* dan bus listrik, serta implementasi rekayasa teknologi dan pemeliharaan rutin untuk memastikan kinerja optimal alat produksi, alat angkut, dan alat dukung. Implementasi program ini telah berkontribusi pada pengurangan emisi PT Pamapersada Nusantara sebesar 95.185 ton CO<sub>2</sub>-eq.

PT Pamapersada Nusantara implements operational equipment energy efficiency as part of its commitment to reducing greenhouse gas emissions from its activities. This consists of three key strategic steps: transitioning fuel use from B30 to B35 to improve energy efficiency, substituting production and support equipment with electric-based tools such as hybrid tower lamps and electric buses, and implementing technological engineering and routine maintenance to ensure the optimal performance of production equipment, transportation units, and support tools. This has contributed to an emissions reduction of 95,185 tons of CO<sub>2</sub>-eq.

### Astra Net Zero Scope 1 & 2 pada Tahun 2050

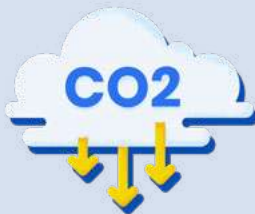
Astra berkomitmen untuk mencapai Net Zero Scope 1 & 2 pada tahun 2050 tetap memberikan nilai di seluruh industri dan menjaga lingkungan. Untuk mendukung komitmen ini, setiap lini bisnis dalam Grup Astra telah menyusun *Net Zero Pathway* untuk memastikan pencapaian target Net Zero Scope 1 & 2 pada tahun 2050. *Net Zero Pathway* tersebut kemudian dikonsolidasikan ke dalam *Pathway* Grup Astra sehingga upaya dekarbonisasi pada setiap kategori mitigasi dapat terlihat dengan jelas, dengan jangka waktu yang disesuaikan dengan kondisi makro dan teknologi yang tersedia.

### Astra Net Zero Scope 1 & 2 by 2050

Astra is committed to achieving Net Zero Scope 1 & 2 by 2050 while continuing to create value across industries and protect the environment. To support this commitment, each business line within the Astra Group has developed a Net Zero Pathway. These individual pathways are then consolidated into the Astra Group Pathway, providing a clear view of decarbonization efforts across different mitigation categories, with timelines adjusted based on macro conditions and available technologies.

|  |  |   |
|--|--|---|
| <b>2019</b> >  | <b>2022</b> >  | <b>2023</b>   |
| <b>Scope 1 dan 2 (gross)</b><br>Scope 1 and 2 (gross)<br><b>5.42 MtCO<sub>2</sub>-eq</b> | <b>Peluncuran Astra 2030 Sustainability Aspirations</b><br>Launch of Astra 2030 Sustainability Aspirations | <b>Scope 1 dan 2</b><br>Scope 1 and 2<br><b>4.66 MtCO<sub>2</sub>-eq</b><br><b>↓13.96%*</b> |

|  |   |
|--|---|
| <b>&gt; 2024</b> >   | <b>2030</b>   |
| <b>Scope 1 dan 2</b><br>Scope 1 and 2<br><b>4.47 MtCO<sub>2</sub>-eq ↓17.41%*</b> <ul style="list-style-type: none"> <li> Melakukan audit manajemen energi dan menerapkan langkah-langkah penghematan energi yang telah diidentifikasi<br/>Conduct energy management audits and implement identified energy-saving measures</li> <li> Meningkatkan <i>methane capture</i> secara bertahap untuk operasi agribisnis<br/>Gradually enhance methane capture for agribusiness operations</li> <li> Meningkatkan penggunaan pembangkit listrik tenaga surya di lokasi operasional<br/>Increase the use of solar power plants at operational sites</li> <li> Mengalihkan seluruh penggunaan bahan bakar diesel ke bahan bakar diesel yang lebih ramah lingkungan<br/>Transition all diesel fuel usage to more environmentally friendly alternatives</li> <li> Meningkatkan pembelian <i>Renewable Energy Certificate (REC)</i><br/>Increase the purchase of Renewable Energy Certificate (REC)</li> <li> Melakukan pembelian kredit karbon<br/>Purchase carbon credits</li> </ul> | <b>30%</b><br><b>Pengurangan Absolut**</b><br>Absolute Reduction**<br><b>dalam Scope 1 dan 2 berdasarkan baseline 2019</b><br>in Scope 1 and 2 emissions based on the 2019 baseline <ul style="list-style-type: none"> <li>• Memaksimalkan efisiensi energi<br/>Maximize energy efficiency</li> <li>• Adopsi bahan bakar yang lebih bersih<br/>Adopt cleaner fuels</li> <li>• Pemanfaatan sebagian <i>methane capture</i><br/>Utilize partial methane capture</li> <li>• Dilengkapi dengan pembelian REC dan diikuti dengan <i>carbon offset</i><br/>Complemented with REC purchase and followed by carbon offsets</li> </ul> |

|  |
|--|
| <b>&gt; 2050</b>   |
| <b>Net Zero Scope 1 &amp; 2**</b> <div style="display: flex; justify-content: space-between; align-items: flex-start; margin-top: 20px;"> <div style="width: 65%;"> <p><b>Elektrifikasi kendaraan operasional dan peralatan</b><br/>Electrification of operational vehicles and equipment</p> <p><b>Pemasangan <i>methane capture</i> di seluruh pabrik pengolahan kelapa sawit</b><br/>Installation of methane capture across all palm oil processing plants</p> <p><b>Seluruh emisi Scope 2 yang tersisa dikompensasi melalui pembelian REC, sementara Scope 1 diimbangi melalui mekanisme <i>carbon offset</i></b><br/>All remaining Scope 2 emissions are compensated through REC purchase, while Scope 1 emissions are offset through carbon offset mechanisms</p> </div> <div style="width: 30%; text-align: center;">  </div> </div> |

Catatan | Note:

\* Angka penurunan emisi gas rumah kaca merupakan angka *net emission* yang diperoleh setelah dikurangi dari efisiensi energi, pemanfaatan energi terbarukan, serta pembelian REC dan kredit karbon.

The greenhouse gas emissions reduction figure represents the net emissions, calculated after accounting for energy efficiency improvements, the use of renewable energy, as well as REC and carbon credit purchases.

\*\* Target pencapaian tahun 2030 dan 2050 merupakan target *net emission*

The targets set for 2030 and 2050 refer to net emission.

## Energi

GRI 3-3

Astra melaksanakan berbagai program efisiensi energi yang dilakukan untuk mendukung pencapaian SDGs, yakni Tujuan SDG 12 – Konsumsi dan Produksi yang Bertanggung Jawab, serta SDG 13 – Penanganan Perubahan Iklim. Program efisiensi energi ini dilakukan melalui Astra Green Energy (AGEn) yang mencakup sistem manajemen energi, konservasi energi, dan program efisiensi, serta implementasi teknologi terbaru yang menggunakan energi secara efisien. AGEn disusun berdasarkan ISO 50001 (*Energy Management System*) dan ISO 50002 (*Energy Audit*).

### Komposisi Konsumsi Energi Terbarukan

#### Renewable Energy Consumption Composition



# 44%

**Penggunaan Energi dari Sumber Terbarukan dari Total Konsumsi Energi Grup Astra**

Energy Usage of Astra Group's Total Energy Mix is from Renewable Sources

Sepanjang tahun 2024, Grup Astra memiliki inisiatif dalam meningkatkan efisiensi energi, di antaranya dengan pemanfaatan biomassa, pemasangan panel surya, optimalisasi sistem proses dengan penggunaan *economizer* untuk *heat treatment*, optimalisasi peralatan proses seperti *chiller*, *wet scrubber*, sistem kompresor, dan pemanfaatan teknologi *inverter*; penggunaan *booster pump*, pengaturan konsumsi listrik di bangunan gedung, khususnya pemakaian lampu dan pendingin ruangan, penggantian lampu TL menjadi lampu LED, serta penggunaan energi terbarukan bersumber dari *methane capture* sebagai salah satu penerapan *technology-based solution*.

Grup Astra juga telah menggunakan *Renewable Energy Certificate* (REC) dari Perusahaan Listrik Negara (PLN) serta *International Renewable Energy Certificate* (I-REC). Sertifikat ini merupakan salah satu upaya kami untuk mendapatkan energi listrik yang berasal dari sumber terbarukan. Pada tahun 2024, total bauran energi terbarukan di Grup Astra mencapai 44% dari total seluruh konsumsi energi.

## Energy

GRI 3-3

Astra implements various energy efficiency programs to support the achievement of the SDGs, specifically SDG 12 – Responsible Consumption and Production and SDG 13 – Climate Action. These energy efficiency initiatives are carried out through Astra Green Energy (AGEn), which encompasses energy management systems, energy conservation, efficiency programs, and the implementation of advanced energy-efficient technologies. AGEn is developed based on ISO 50001 (*Energy Management System*) and ISO 50002 (*Energy Audit*) to ensure systematic and effective energy management across Astra's operations.

Throughout 2024, Astra Group took various energy efficiency initiatives, including biomass utilization, solar panel installation, and process system optimization through the use of economizers for heat treatment, chillers, wet scrubbers, compressor systems, and inverter technology. Other efforts include booster pump utilization, electricity consumption management in buildings (especially lighting and air conditioning), replacing fluorescent lamps with LED lights, and utilizing renewable energy from methane capture as part of a technology-based solution.

Additionally, Astra Group obtained Renewable Energy Certificates (REC) from State Electricity Company (PLN) and International Renewable Energy Certificates (I-REC). These certificates serve as part of Astra's commitment to sourcing electricity from renewable energy sources. As of 2024, renewable energy accounts for 44% of Astra Group's total energy mix.



## Sertifikasi EDGE Green Building

EDGE Green Building Certification

# 3

Cabang Berpredikat Advanced Branches with Advanced Predicate

## Auto2000 Perkuat Komitmen Berkelanjutan dengan Aksi Nyata Auto2000 Strengthens Sustainability Commitment with Concrete Actions

SEOJK F.5

Komitmen Astra terhadap keberlanjutan diwujudkan melalui Astra 2030 Sustainability Aspiration. PT Astra International Tbk - Toyota Sales Operation (Auto2000), sebagai bagian dari Astra, turut berkontribusi secara nyata dengan meraih sertifikasi Excellence in Design for Greater Efficiencies (EDGE) Green Building berpredikat Advanced untuk tiga cabangnya. Sebelumnya pada tahun 2023, Auto2000 cabang Wahid Hasyim dan BSD City telah mendapatkan penghargaan dealer otomotif pertama di Indonesia yang mendapatkan penghargaan tersebut. Pada tahun 2024, sertifikat Green Building EDGE Advanced kembali diberikan kepada Auto2000 cabang Palembang Veteran yang mampu mencapai penghematan energi sebesar 41% yang diperoleh dari efisiensi pada sistem pendingin, penerangan alami gedung, dan penggunaan lampu LED, 44% *water saving* yang diperoleh dari efisiensi penggunaan air pada toilet, dapur, dan pencucian kendaraan, serta 54% *less embodied carbon in materials* dalam penggunaan bahan bangunan berdasarkan *baseline* EDGE.

Astra's commitment to sustainability is realized through the Astra 2030 Sustainability Aspiration. PT Astra International Tbk - Toyota Sales Operation (Auto2000), as part of Astra, has made significant contributions by achieving the Excellence in Design for Greater Efficiencies (EDGE) Green Building certification with an Advanced rating for three of its branches. In 2023, Auto2000 Wahid Hasyim and BSD City branch became the first automotive dealers in Indonesia to receive this recognition. In 2024, the EDGE Advanced Green Building certificate was awarded again to Auto2000 Palembang Veteran branch, which achieved 41% energy savings from cooling system efficiency, natural building lighting, and LED lighting usage. The branch also achieved 44% water savings through efficient water use in toilets, kitchens, and vehicle washing, as well as 54% less embodied carbon in materials based on the EDGE baseline.



## Flagship Program

Total Energi  
Terbarukan  
yang DihasilkanTotal Renewable  
Energy Generated

**339.25**  
Ribu kWh  
Thousand kWh

Total Kapasitas  
Panel Surya  
TerpasangTotal Installed Solar  
Panel Capacity

**493.86**  
kWp | kWp

## Panel Surya Solar Panel

GRI 302-5

Astra melakukan pemasangan panel surya di Astra dan berbagai anak perusahaannya, seperti Astra Graphia, Astra Honda Motor, Astra Otoparts, FIFGroup, Astra Sedaya Finance, Asuransi Astra Buana, United Tractors, Pamapersada Nusantara, Buah Turangga Agung, hingga Astra Tol Nusantara. Pada tahun 2024, total kapasitas panel surya yang terpasang mencapai 493,86 kWp, dengan total energi terbarukan yang dihasilkan sebesar 339.250 kWh. Pencapaian ini menjadi bagian dari komitmen Astra dalam mendukung transisi menuju energi bersih.

Astra has installed solar panel systems at Astra and several of its subsidiaries, including Astra Graphia, Astra Honda Motor, Astra Otoparts, FIFGroup, Astra Sedaya Finance, Asuransi Astra Buana, United Tractors, Pamapersada Nusantara, Buah Turangga Agung, and Astra Tol Nusantara. In 2024, the total installed solar panel capacity reached 493.86 kWp, with total renewable energy generated amounting to 339,250 kWh. This achievement reflects Astra's commitment to supporting the transition toward clean energy.

Total Konsumsi Bahan Bakar dari  
Sumber Daya Terbarukan

SEOJK F.6 GRI 302-1

| No.          | Energi Terbarukan<br>Renewable Energy | Satuan<br>Unit | Total Konsumsi Bahan Bakar dari Sumber Daya Terbarukan<br>Total Fuel Consumption from Renewable Resources |                   |                   |
|--------------|---------------------------------------|----------------|---|-------------------|-------------------|
|              |                                       |                | 2022  | 2023              | 2024              |
| 1.           | Biofuel<br>Biofuel                    | Gigajoule      | 14,798,580  | 20,628,418        | 22,980,298        |
| 2.           | Serabut<br>Fibers                     |                | 11,959,336  | 11,758,345        | 10,300,973        |
| 3.           | Cangkang<br>Shells                    |                | 6,905,260   | 7,924,837         | 7,115,201         |
| <b>Total</b> |                                       |                | <b>33,663,176</b>   | <b>40,311,600</b> | <b>40,396,472</b> |

Keterangan:

Data pada tabel di atas adalah data konsolidasi entitas induk dan anak perusahaan (197 perusahaan).

Note:

The data in the table above are consolidated data of parent entity and subsidiaries (197 companies).



## Utilisasi *Biofuel* sebagai Sumber Energi Terbarukan

### Biofuel Utilization as a Renewable Energy Source

SEOJK F.7 | GRI 302-5

Astra terus mendorong efisiensi energi melalui optimalisasi pemanfaatan *biofuel*, khususnya B35 yang mengandung 35% *Fatty Acid Methyl Ester* (FAME), sebagai alternatif bahan bakar untuk mengurangi ketergantungan terhadap bahan bakar fosil. Sejalan dengan inisiatif ini, seluruh entitas Grup Astra kini telah sepenuhnya beralih ke penggunaan *biofuel* dan terus mengupayakan optimalisasi penggunaannya. Implementasi inisiatif ini turut memberikan dampak positif bagi anak usaha kami, PT Pamapersada Nusantara, yang mencatatkan penurunan emisi sebesar 2,88%. Astra juga tengah menjajaki potensi pemanfaatan B40 untuk mendukung efisiensi energi yang lebih tinggi.

Sebagai bagian dari inisiatif tersebut, PT Astra Agro Lestari Tbk dan PT Pamapersada Nusantara berkolaborasi dengan pemerintah dalam uji coba B40, yang mendukung transisi energi sekaligus memperkuat ketahanan energi nasional.

Astra continues to promote energy efficiency by optimizing the use of biofuel, particularly B35, which contains 35% Fatty Acid Methyl Ester (FAME), as an alternative fuel to reduce dependence on fossil fuels. In line with this initiative, all Astra Group entities have fully transitioned to using biofuel and continue to improve its utilization. The implementation of this initiative has also delivered positive results, including a 2.88% emission reduction recorded by our business unit, PT Pamapersada Nusantara. Astra is also exploring the potential use of B40 to further enhance energy efficiency.

As part of this effort, PT Astra Agro Lestari Tbk and PT Pamapersada Nusantara are collaborating with the government on a B40 trial, which supports the national energy transition and strengthens energy security.

## Total Konsumsi Bahan Bakar dari Sumber Daya Tidak Terbarukan

SEOJK F.6 | GRI 302-1

| No.          | Energi Tidak Terbarukan<br>Non-Renewable Energy                 | Satuan<br>Unit | Total Konsumsi Bahan Bakar dari Sumber Daya Tidak Terbarukan<br>Total Fuel Consumption from Non-Renewable Resources |                   |                   |
|--------------|---|----------------|---|-------------------|-------------------|
|              |   |                | 2022  | 2023              | 2024              |
| 1.           | Bahan Bakar Penerbangan<br>Aviation Fuel                        | Gigajoule      | 6,595   | 6,861             | 5,190             |
| 2.           | <i>Biofuel</i><br>Biofuel                                       |                | 39,929,525  | 45,210,224        | 47,128,500        |
| 3.           | Batu Bara (Pembangkit Listrik)<br>Coal (Electricity Generation) |                | 1,805,347   | 1,997,678         | 1,803,974         |
| 4.           | <i>Diesel</i><br>Diesel   |                | 84,897  | 22,739            | 21,572            |
| 5.           | LPG<br>LPG  |                | 24,378  | 15,492            | 29,156            |
| 6.           | Gas Alam<br>Natural Gas   |                | 1,066,814   | 992,099           | 867,001           |
| 7.           | Bensin<br>Petrol  |                | 317,640   | 376,107           | 352,879           |
| 8.           | Limbah Oli<br>Waste Oil   |                | 0   | 280,481           | 282,444           |
| 9.           | <i>Marine Fuel Oil</i><br>Marine Fuel Oil                       |                | 0   | 0                 | 331,151           |
| <b>Total</b> |   |                | <b>43,235,196</b>   | <b>48,901,680</b> | <b>50,821,868</b> |

Keterangan:

Data pada tabel di atas adalah data konsolidasi entitas induk dan anak perusahaan (197 perusahaan).

Note:

The data in the table above are consolidated data of parent entity and subsidiaries (197 companies).

## Energi Listrik yang Dibeli

SEOJK F.6 | GRI 302-1

| No. | Jenis Energi<br>Energy Type | Satuan<br>Unit | Total Energi Listrik yang Dibeli<br>Total Electricity Purchased |           |           |
|-----|-----------------------------|----------------|---|-----------|-----------|
|     |                             |                | 2022  | 2023      | 2024      |
| 1.  | Listrik<br>Electricity      | Gigajoule      | 1,885,720   | 1,712,093 | 1,575,487 |

Keterangan:

Data pada tabel di atas adalah data konsolidasi entitas induk dan anak perusahaan (197 perusahaan).

Note:

The data in the table above are consolidated data of parent entity and subsidiaries (197 companies).

## Energi Listrik yang Dijual

SEOJK F.6 | GRI 302-1

| No. | Jenis Energi<br>Energy Type | Satuan<br>Unit | Total Energi Listrik yang Dijual<br>Total Electricity Sold |         |         |
|-----|-----------------------------|----------------|--|---------|---------|
|     |                             |                | 2022   | 2023    | 2024    |
| 1.  | Listrik<br>Electricity      | Gigajoule      | 132,303  | 142,555 | 148,081 |

Keterangan:

Data pada tabel di atas adalah data dari PT Energia Prima Nusantara (bagian dari anak Perusahaan).

Note:

The data in the table above are data of PT Energia Prima Nusantara (part of subsidiaries).

## Flagship Program



## Total Pengurangan Emisi

Total Emission Reduction

**174,813**  
tCO<sub>2</sub>-eq | tCO<sub>2</sub>-eq

## Total Energi Terbarukan

Total Renewable Energy

**194,093**  
MWh | MWh

## Renewable Energy Certificate

GRI 302-5

Sepanjang tahun 2024, Grup Astra menjalin kerja sama dengan Perusahaan Listrik Negara (PLN) melakukan pembelian *Renewable Energy Certificate* (REC) yang berkontribusi untuk menurunkan emisi sejalan dengan Astra 2030 Sustainability Aspirations. Melalui inisiatif ini, Grup Astra berhasil mengoptimalkan pemanfaatan energi terbarukan sebesar 194.093 MWh dan mencatat pengurangan emisi karbon hingga 174.813 ton CO<sub>2</sub>-eq sepanjang tahun 2024.

Throughout 2024, Astra Group collaborated with the State Electricity Company (PLN) to purchase Renewable Energy Certificate (REC). This initiative contributes to emission reduction, aligning with Astra 2030 Sustainability Aspirations. Through this initiative, Astra Group successfully optimized the use of renewable energy, reaching 194,093 MWh, and recorded a carbon emission reduction of up to 174,813 tons of CO<sub>2</sub>-eq throughout 2024.

## Total Konsumsi Energi

SEOJK F.6 | GRI 302-1

## Total Energy Consumption

SEOJK F.6 | GRI 302-1

| No.   | Jenis Energi<br>Energy Type   | Satuan<br>Unit | Total Konsumsi Energi<br>Total Energy Consumption |                   |                   |
|---|---|----------------|---|-------------------|-------------------|
|   |   |                | 2022  | 2023              | 2024              |
| <b>Energi Terbarukan   Renewable Energy</b>           |   |                |   |                   |                   |
| 1.  | Bahan Bakar dari Sumber Terbarukan<br>Fuels from Renewable Resources                      |                | 33,663,176  | 40,311,600        | 40,396,472        |
| 2.  | Panel Surya<br>Solar Panel  | Gigajoule      | 15,910  | 22,953            | 31,727            |
| 3.  | Pembelian REC<br>Purchased REC  |                | 198,323   | 466,361           | 698,735           |
| <b>Energi Tidak Terbarukan   Non-Renewable Energy</b> |   |                |   |                   |                   |
| 1.  | Bahan Bakar dari Sumber Tidak Terbarukan<br>Fuels from Non-Renewable Resources            |                | 43,235,196  | 48,901,680        | 50,821,868        |
| 2.  | Konsumsi Energi dari Listrik yang Dibeli<br>Energy Consumption from Purchased Electricity | Gigajoule      | 1,885,720   | 1,712,093         | 1,575,487         |
| <b>Total</b>  |   |                | <b>78,998,325</b>                                 | <b>91,414,687</b> | <b>93,524,289</b> |

### Keterangan:

- Data pada tabel di atas adalah data konsolidasi entitas induk dan anak perusahaan (197 perusahaan).
- Standar faktor konversi untuk perhitungan energi menggunakan standar dari Department for Environment, Food, and Rural Affairs (DEFRA) Inggris.
- Data total konsumsi energi mengacu pada Kriteria Pengumpulan dan Penghitungan Data yang terdapat pada halaman 208.
- Pada tahun 2024, terdapat peningkatan penggunaan sumber daya yang didominasi oleh peningkatan bahan bakar, tetapi diimbangi dengan penggunaan *biofuel* (B35) dan peningkatan penggunaan listrik terbarukan, baik melalui panel surya maupun sertifikat REC.

### Notes:

- The data in the table above are consolidated data of parent entity and subsidiaries (197 companies).
- Standard conversion factor for energy calculations using the Food and Rural Affairs (DEFRA) UK.
- The total energy consumption data are prepared using the Criteria for Data Collection and Calculation on page 208.
- In 2024, there was an increase in resource consumption, primarily driven by higher fuel usage. However, this was balanced by the adoption of *biofuel* (B35) and the increased use of renewable electricity, both through solar panels and REC certificates.

### Intensitas Energi

SEOJK F.6 | GRI 302-3

### Energy Intensity

SEOJK F.6 | GRI 302-3

| No. | Uraian<br>Description   | 2022   | 2023   | 2024   |
|-----|---|--|--------|--------|
| 1.  | Rasio intensitas energi (dalam GJ/Rp miliar) untuk organisasi yang dapat dihitung sebagai konsumsi energi absolut/unit pendapatan.<br>Energy intensity ratio (in GJ/Rp billion) for the organization, which can be calculated as absolute energy consumption/unit of revenue. | 262.12   | 288.77 | 282.62 |
| 2.  | Metrik khusus organisasi (pembilang) yang dipilih untuk menghitung rasio.<br>Organization-specific metric (the denominator) chosen to calculate the ratio.  | Per Rp miliar pendapatan.<br>Per Rp billion of revenue.  |        |        |
| 3.  | Jenis energi yang termasuk dalam rasio intensitas baik bahan bakar, listrik, pemanas, pendingin, uap, maupun seluruhnya.<br>Types of energy included in the intensity ratio whether it is fuel, electricity, heating, cooling, steam, or all.                                 | Bahan bakar dari sumber terbarukan, panel surya, pembelian REC, bahan bakar dari sumber tidak terbarukan, dan konsumsi energi dari listrik yang dibeli.<br>Renewable fuels, solar panels, REC purchases, nonrenewable fuels and energy consumption of purchased electricity. |        |        |
| 4.  | Apakah rasio tersebut menggunakan konsumsi energi di dalam organisasi, di luar organisasi, atau keduanya.<br>Whether the ratio uses energy consumption within the organization, outside of it, or both.   | Data kuantitatif untuk pengungkapan ini dikumpulkan dari 197 perusahaan, termasuk induk perusahaan, dan anak usahanya.<br>Quantitative data for this disclosure was gathered from 197 companies, including parent company and its subsidiaries.                              |        |        |

Upaya efisiensi energi di beberapa perusahaan Grup Astra melalui program Astra Green Energy, telah memberikan dampak nyata, sebagaimana ditunjukkan pada informasi di bawah ini:

SEOJK F.7, F.12 | GRI 302-4, 302-5, 305-5

Energy efficiency efforts across several companies of Astra Group through the Astra Green Energy program, have delivered tangible impacts, as shown in the information below:

SEOJK F.7, F.12 | GRI 302-4, 302-5, 305-5

## Pencapaian Program Astra Green Energy (AGEn)

### Astra Green Energy (AGEn) Program Achievements

**3,136.84**

**Terajoule | Terajoule**

**Penghematan Energi**

Energy Saving

**334,515.08**

**tCO<sub>2</sub>-eq | tCO<sub>2</sub>-eq**

**Penurunan Emisi Gas Rumah Kaca**

Greenhouse Gas Emissions Reduction

**Rp368**

**Miliar | Billion**

**Pengurangan Biaya Operasional**

Operating Cost Reduction

**28.05**

**MWp | MWp**

**Kapasitas Panel Surya Terpasang di Grup Astra**

Installed Solar Panel Capacity in Astra Group

## Flagship Program



### Air daur ulang yang dimanfaatkan

Recycled water utilized

**24,000 m<sup>3</sup>**  
per Tahun  
per Year

### Penurunan Pengambilan Air

Water Withdrawal Reduction

**15.48**  
Persen | Percent

## Daur Ulang Air dengan Teknologi *Zero Liquid Discharge* Water Recycling with Zero Liquid Discharge Technology

PT Astra Honda Motor (AHM) telah mengoperasikan instalasi daur ulang air dengan teknologi *zero liquid discharge* di pabrik Deltamas, Cikarang. Teknologi ini mampu mengolah limbah cair sehingga tidak ada limbah cair yang dibuang ke lingkungan. Hasil pengolahan air yang telah memenuhi standar baku mutu dimanfaatkan untuk kegiatan operasional produksi dan aktivitas karyawan. Melalui inisiatif ini, air daur ulang yang dimanfaatkan oleh PT Astra Honda Motor mencapai 24.000 m<sup>3</sup> per tahun, dengan penurunan pengambilan air sebesar 15,48%.

PT Astra Honda Motor (AHM) has implemented a water recycling system using zero liquid discharge technology at its Deltamas plant in Cikarang. This technology processes wastewater to ensure that no liquid waste is discharged into the environment. The treated water, which meets quality standards, is reused for production operations and employee activities. Through this initiative, recycled water utilized by PT Astra Honda Motor reaches 24,000 m<sup>3</sup> per year, with a 15.48% reduction in water withdrawal.

## Air dan Limbah Cair

GRI 3-3

Grup Astra berkomitmen untuk mengelola air dan limbah cair dengan tujuan mengurangi pengambilan air hingga 15% pada 2030 dari tahun *baseline* 2019. Pada tahun 2024, Astra berhasil melampaui target dengan mencapai 28,53% pengurangan intensitas air dari tahun *baseline* 2019.

## Water and Wastewater

GRI 3-3

Astra Group is committed to managing water use and wastewater with the goal of reducing water withdrawal by 15% by 2030, based on the 2019 baseline. In 2024, Astra exceeded this target, achieving a 28.53% reduction in water intensity compared to the 2019 baseline.

Flagship Program



**Penghematan Air**

Water Savings

**99,577 m<sup>3</sup>**  
per Tahun  
per Year

**Penghematan Biaya**

Cost Savings

**Rp 3.90**  
Miliar per Tahun  
Billion per Year

**Optimisasi Sumber Daya Ekonomi Sirkular untuk Keberlanjutan Produk**  
Optimizing Circular Economy Resources for Product Sustainability

PT Astra Daihatsu Motor melakukan optimisasi sumber daya air melalui penghematan penggunaan air, pemanfaatan kembali air hujan, dan melakukan instalasi pengolahan dan pemanfaatan kembali air buangan. Aktivitas ini diterapkan secara masif di seluruh area operasional PT Astra Daihatsu Motor yang berhasil menghemat 99.577 m<sup>3</sup> air per tahun, setara dengan penghematan biaya Rp3,90 miliar per tahun.

PT Astra Daihatsu Motor optimizes water resources by implementing water conservation measures, utilizing rainwater harvesting, and installing wastewater treatment and reuse systems. These initiatives have been widely applied across all PT Astra Daihatsu Motor operational areas, resulting in annual water savings of 99,577 m<sup>3</sup>, equivalent to a cost reduction of Rp3.90 billion per year.

**Pengelolaan Air dan Limbah Cair Grup Astra**

SEOJK F.14 | GRI 303-1, 303-2

**Astra Group Water and Wastewater Management**

SEOJK F.14 | GRI 303-1, 303-2

**Air**  
Water

GRI 303-1

Grup Astra memanfaatkan empat sumber air, yakni air tanah, air permukaan, air laut, serta air yang dibeli dari pihak ketiga. Grup Astra juga telah mengidentifikasi dan melakukan penilaian dampak pengambilan dan pembuangan air sehingga seluruh proses pengambilan air telah memenuhi standar dan baku mutu yang berlaku.

The Astra Group uses water from four sources, namely ground water, surface water, sea water and water purchased from third parties. Astra Group has also identified and assessed the impacts of water withdrawal and discharge, with all water intake processes carried out in accordance with applicable standards and quality thresholds.

**Limbah Cair**  
Wastewater

GRI 303-2

Grup Astra senantiasa berkomitmen untuk memenuhi standar baku mutu pembuangan limbah cair yang berasal dari kegiatan operasional dan industri. Dalam pengelolaannya, Grup Astra berupaya mengolah dan menggunakan kembali sebagian limbah cair untuk proses produksi sehingga meminimalkan dampak yang ditimbulkan dan jumlah pengambilan air dari lingkungan.

The Astra Group is dedicated to adhering to industry-standard regulations for wastewater disposal stemming from operational and industrial operations. In its management approach, the Astra Group strives to implement recycle and reuse strategies for a portion of the wastewater from production processes, thereby mitigating associated impacts and the amount of water withdrawn from the environment.

## Pengambilan Air

SEOJK F.8 | GRI 303-3

| No.          | Sumber Air<br>Water Sources                | Satuan<br>Unit | Air yang Diambil<br>Water Withdrawal |               |               |
|--------------|--|----------------|--------------------------------------|---------------|---------------|
|              |  |                | 2022                                 | 2023          | 2024          |
| 1.           | Air Permukaan<br>Surface Water             | Megaliter      | 13,299                               | 13,307        | 12,056        |
| 2.           | Air Tanah<br>Ground Water                  |                | 829                                  | 1,689         | 1,628         |
| 3.           | Air Laut<br>Sea Water                      |                | 0                                    | 156           | 132           |
| 4.           | Air dari Pihak Ketiga<br>Third-Party Water |                | 2,398                                | 2,185         | 3,152         |
| <b>Total</b> |  |                | <b>16,526</b>                        | <b>17,337</b> | <b>16,968</b> |

**Keterangan:**

- Data pada tabel di atas adalah data konsolidasi entitas induk dan anak perusahaan (197 perusahaan).
- Metodologi dan asumsi menggunakan gabungan antara pengukuran aktual menggunakan *flow meter* dan estimasi pengambilan.

## Water Withdrawal

SEOJK F.8 | GRI 303-3

**Notes:**

- The data in the table above are consolidated data of parent entity and subsidiaries (197 companies).
- Methodology and assumptions use a combination of actual measurements using a flow meter and withdrawal estimates.

## Intensitas Pengambilan Air Berdasarkan Pendapatan

| No.          | Sumber Air<br>Water Sources                | Satuan<br>Unit                              | Air yang Diambil<br>Water Intensity |              |              |
|--------------|--|---|-------------------------------------|--------------|--------------|
|              |  |   | 2022                                | 2023         | 2024         |
| 1.           | Air Permukaan<br>Surface Water             | Kiloliter/Rp miliar<br>Kiloliter/Rp billion | 44.13                               | 42.04        | 36.43        |
| 2.           | Air Tanah<br>Ground Water                  |   | 2.75                                | 5.34         | 4.92         |
| 3.           | Air Laut<br>Sea Water                      |   | 0                                   | 0.49         | 0.40         |
| 4.           | Air dari Pihak Ketiga<br>Third-Party Water |   | 7.96                                | 6.90         | 9.52         |
| <b>Total</b> |  |   | <b>54.83</b>                        | <b>54.77</b> | <b>51.28</b> |

**Keterangan:**

Perhitungan intensitas pengambilan air diperoleh dengan membagi jumlah pengambilan air dalam kiloliter dengan pendapatan bersih Astra pada tahun terkait.

**Note:**

The calculation of water withdrawal intensity is by dividing the amount of water withdrawn in kiloliters by Astra's revenue in the related year.



## Total Pengambilan Air dan Pengurangan Intensitas Pengambilan Air

GRI 303-3

# 16,968 Megaliter

## Pengambilan Air

Water Withdrawal

## Total Water Withdrawal and Reduction of Water Withdrawal Intensity

GRI 303-3

# 28.53%

## Pengurangan Intensitas Pengambilan Air dari Tahun *baseline* 2019

The reduction in water withdrawal intensity from the 2019 baseline

### Keterangan:

- Data tahun *baseline* 2019 sebesar 71,74 kiloliter/Rp miliar.
- Perhitungan intensitas pengambilan air diperoleh dengan membagi jumlah pengambilan air dalam kiloliter dengan pendapatan bersih Astra pada tahun terkait.
- Angka pengurangan intensitas pengambilan air dicapai melalui beberapa inisiatif, seperti penggunaan kembali air bekas pakai melalui proses pengolahan *recycle*, termasuk di antaranya teknologi air limbah *reverse osmosis*.

### Notes:

- 2019 baseline data is 71.74 kiloliters/Rp billion.
- The calculation of water withdrawal intensity is by dividing the amount of water withdrawal in kiloliter by Astra's revenue in the related year.
- The reduction in water withdrawal figure was achieved through several initiatives such as the reuse of used water to the use of reverse osmosis wastewater technology.

## Total Timbunan Limbah Cair

SEOJK F.13 | GRI 306-3, 306-4, 306-5

| No.  | Komposisi Limbah Cair<br>Wastewater Composition    | Satuan<br>Unit      | Limbah Cair yang Dihasilkan<br>Wastewater Generated |                  |                  |
|--|--|---------------------|---|------------------|------------------|
|  |  |                     | 2022  | 2023             | 2024             |
| <b>Limbah Cair B3   Hazardous Wastewater</b>         |  |                     |   |                  |                  |
| 1.   | Limbah Cair <i>Diverted</i><br>Wastewater Diverted | 10 <sup>3</sup> Ton | 18.32   | 20.34            | 21.55            |
| 2.   | Limbah Cair <i>Disposed</i><br>Wastewater Disposed |                     | 7.82  | 0.12             | 0.13             |
| <b>Limbah Cair Non-B3   Non-hazardous Wastewater</b> |  |                     |   |                  |                  |
| 1.   | Limbah Cair <i>Diverted</i><br>Wastewater Diverted | 10 <sup>3</sup> Ton | 5,555.85  | 5,674.97         | 5,523.29         |
| 2.   | Limbah Cair <i>Disposed</i><br>Wastewater Disposed |                     | 51,231.96   | 41,151.29        | 39,664.67        |
| <b>Total Limbah Cair<br/>Total Wastewater</b>        |  |                     | <b>56,813.95</b>                                    | <b>46,846.72</b> | <b>45,209.64</b> |

### Keterangan:

- Data pada tabel di atas adalah data konsolidasi entitas induk dan anak perusahaan (197 perusahaan).
- Limbah *diverted* adalah limbah yang telah melalui proses pengolahan dan digunakan kembali oleh Grup Astra maupun dikelola untuk diresirkulasi ke proses produksi ataupun penggunaan lain.
- Limbah cair B3 *disposed* dikirimkan ke TPA B3 yang memiliki izin.
- Limbah cair non-B3 *disposed* yang telah melalui proses pengolahan dibuang ke badan air setelah memenuhi baku mutu sesuai dengan ketentuan peraturan yang berlaku.
- Data total limbah cair B3 mengacu pada Kriteria Pengumpulan dan Penghitungan Data yang terdapat pada halaman 208.
- Limbah cair non-B3 *disposed* sudah termasuk air hujan yang masuk dan dialirkan melalui *settling pond* (khusus area pertambangan).

### Notes:

- The data in the table above are consolidated data of parent entity and subsidiaries (197 companies).
- Diverted waste is waste that has undergone treatment, is reused by the company or recirculated into production processes or other uses.
- Hazardous wastewater disposed sent to a licensed hazardous final disposal site.
- Disposed non-hazardous wastewater is wastewater that has undergone treatment and is discharged into water bodies after meeting quality standards, in accordance with applicable regulations.
- The total hazardous wastewater data are prepared using the Criteria for Data Collection and Calculation on page 208.
- Non-hazardous wastewater disposed includes run-off rainwater and drains through the settling pond (mining area only).

## Flagship Program



## Pengurangan Penggunaan Air Tanah

Groundwater Usage Reduction

**40**  
Persen | Percent



## Jalan Tol Berkelanjutan: Gerakan untuk Mencapai Produksi dan Konsumsi yang Berkelanjutan Sustainable Toll Roads: Advancing Sustainable Production and Consumption

Astra Tol Nusantara terus meningkatkan kinerja keberlanjutan, salah satunya melalui program pemanfaatan limbah cair domestik di *rest area* untuk penyiraman tanaman dan toilet. Program ini secara signifikan dapat mengurangi ketergantungan penggunaan air tanah sebesar 40% untuk kebutuhan operasional *rest area*. Selain itu, program ini dapat berfungsi sebagai sumber dan cadangan air alternatif untuk penyiraman tanaman ketika musim kemarau tiba.

Astra Tol Nusantara continues to enhance its sustainability performance, including through a program that reuses domestic wastewater from rest areas for plant irrigation and toilet flushing. This initiative has significantly reduced reliance on groundwater by 40% for rest area operations. Additionally, it serves as an alternative water source and reserve for plant irrigation during the dry season.

## Limbah Padat

GRI 3-3, 306-1, 306-2

Melalui Astra 2030 Sustainability Aspirations, Astra memiliki target mencapai 99% daur ulang *recovery* limbah padat pada 2030. Pada tahun 2024, Astra berhasil mencapai 98,92% daur ulang *recovery* limbah padat sebagai bukti komitmen Astra pada efisiensi sumber daya dan ekonomi sirkular.

Limbah B3 dihasilkan Astra melalui lini bisnis otomotif, manufaktur dan pertambangan, sedangkan limbah non-B3 dihasilkan Astra melalui lini bisnis perkebunan, jasa keuangan, properti, dan teknologi informasi. Untuk mengelola dampak lingkungan yang ditimbulkan, Perusahaan menerapkan konsep 6R (*Refine, Reduce, Reuse, Recycle, Recovery, Retrieve to energy*) untuk pengelolaan limbah padat. Apabila limbah padat tersebut

## Solid Waste

GRI 3-3, 306-1, 306-2

Through Astra 2030 Sustainability Aspirations, Astra has set a target to achieve 99% solid waste recycling and recovery by 2030. In 2024, Astra successfully achieved 98.92% solid waste recycling and recovery, demonstrating its commitment to resource efficiency and the circular economy.

Hazardous waste is generated from Astra's automotive, manufacturing, and mining businesses, while non-hazardous waste comes from the plantation, financial services, property, and information technology sectors. To mitigate environmental impacts, Astra applies the 6R waste management approach (*Refine, Reduce, Reuse, Recycle, Recovery, Retrieve to Energy*) for solid waste handling. If waste cannot be processed under the 6R

## Flagship Program



## Pengurangan Penggunaan Pestisida Kimia

Reduction in Chemical Pesticide Use

**26**  
Persen | Percent

## Dorong Pengendalian Organisme Pengganggu Tanaman dan Penurunan Timbulan Limbah B3 Melalui Pemanfaatan *Green on Biological Agent (G-Bant)* Promoting Plant Pest Management and the Reduction of Hazardous Waste Generation through the Implementation of the Green on Biological Agent (G-Bant) Program

Melalui program *Green on Biological Agent (G-Bant)*, PT Astra Agro Lestari Tbk mendorong pengendalian Organisme Pengganggu Tanaman (OPT) dengan memanfaatkan *biological agents* sebagai alternatif pengganti pestisida kimia. Pendekatan ini tidak hanya efektif dalam menjaga keseimbangan ekosistem, tetapi juga secara tidak langsung berkontribusi terhadap penurunan timbulan limbah B3, khususnya dari kemasan bekas pestisida. Dengan berkurangnya penggunaan pestisida kimia, volume limbah B3 yang dihasilkan turut menurun. Melalui program ini, PT Astra Agro Lestari Tbk mencatat penurunan penggunaan pestisida kimia sebesar 26%.

Through the Green on Biological Agent (G-Bant) program, PT Astra Agro Lestari Tbk promotes the control of plant pests by utilizing biological agents as an alternative to chemical pesticides. This approach is not only effective in maintaining ecosystem balance but also indirectly contributes to reducing hazardous waste (B3), particularly from used pesticide packaging. As the use of chemical pesticides decreases, the volume of hazardous waste generated also declines. Through this program, PT Astra Agro Lestari Tbk recorded a reduction in chemical pesticide use of 26%.

tidak bisa diterapkan 6R, maka limbah tersebut akan dikirimkan ke Tempat Pembuangan Akhir (TPA). Limbah yang dialihkan dari TPA akan dikelola dan digunakan kembali oleh Astra dengan tetap memenuhi standar dan regulasi yang berlaku.

### Gerai Daur Ulang

GRI 306-2

Sejalan dengan target daur ulang dan recovery limbah padat, Astra menghadirkan Gerai Daur Ulang sebagai pusat pengumpulan dan pengolahan sampah. Inisiatif ini bertujuan untuk mengurangi sampah ke TPA serta meningkatkan kesadaran masyarakat terhadap pentingnya daur ulang. Gerai ini terintegrasi dengan Program *Link & Match*, yang menghubungkan perusahaan Grup Astra dengan Bank Sampah Binaan Astra guna menciptakan sistem pengelolaan sampah yang terstruktur dan berkelanjutan.

framework, it is sent to landfills (TPA). Waste diverted from landfills is then managed and repurposed by Astra while ensuring compliance with applicable standards and regulations.

### Recycling Center

GRI 306-2

In line with its solid waste recycling and recovery targets, Astra introduced a Recycling Center as a hub for waste collection and processing. This initiative aims to reduce landfill waste while raising public awareness about the importance of recycling. The center is integrated with the *Link & Match* program, connecting Astra Business Units with Astra Fostered Waste Banks, thereby creating a structured and sustainable waste management system.

## Flagship Program



## Pengurangan Timbunan Sampah

Reduction in Waste Generated

**19.4**  
Persen | Percent

## #AKSI: Ayo Kurangi Sampah Indonesia

### #AKSI: Ayo Kurangi Sampah Indonesia

Sebagai bagian dari implementasi Tujuan SDG 12 - Konsumsi dan Produksi yang Bertanggung Jawab, FIFGROUP menginisiasi kampanye #AKSI: Ayo Kurangi Sampah Indonesia. Kampanye ini bertujuan meningkatkan kesadaran karyawan dan masyarakat terhadap pengelolaan sampah dengan prinsip ekonomi sirkular. Beberapa program yang menjadi bagian dari kampanye ini, antara lain, komitmen #AKSI, pembatasan penggunaan botol air mineral sekali pakai, kerja sama dengan bank sampah, aktivitas *beach clean up*, serta budidaya *maggot*. Program ini diterapkan di FIFGROUP Head Office dan seluruh cabang dengan melibatkan seluruh karyawan. Melalui implementasi program ini, FIFGROUP berhasil mencapai pengurangan timbunan sampah sebesar 19,4%.

As part of its commitment to SDG 12 - Responsible Consumption and Production, FIFGROUP launched the #AKSI: Ayo Kurangi Sampah Indonesia campaign. This initiative aims to raise awareness among employees and the public about waste management through circular economy principles. Key programs under this campaign include the #AKSI commitment, reducing the use of single-use plastic bottles, partnerships with waste banks, beach clean-up activities, and maggot farming for organic waste management. The program is implemented across FIFGROUP's Head Office and all branches, actively engaging employees at every level. Through the implementation of this program, FIFGROUP successfully achieved a 19.4% reduction in waste generation.

Sampah dari perkantoran dan karyawan Astra terlebih dahulu didata dan dipilah, kemudian disalurkan ke bank sampah binaan Astra sebagai mitra dalam daur ulang dan pemberdayaan masyarakat. Selanjutnya, bank sampah menyalurkan material yang telah dipilah ke Gerai Daur Ulang Astra untuk diproses lebih lanjut dalam ekosistem ekonomi sirkular. Saat ini, Astra mengoperasikan tiga Gerai Daur Ulang yang berlokasi di PT Astra International Tbk - Head Office, Astra Bizz Center BSD, dan Astra Bizz Center Bandung, dengan total daur ulang mencapai 15,85 ton sepanjang tahun 2024. Selain itu, implementasi program *Link & Match* di 16 kota juga turut mendukung inisiatif keberlanjutan lingkungan yang dijalankan Astra.

Waste from Astra offices and employees is first recorded and sorted, then distributed to Astra fostered waste banks, which serve as recycling partners and community empowerment agents. These waste banks further channel the sorted materials to Astra Recycling Centers for processing within the circular economy ecosystem. Currently, Astra operates three Recycling Centers located at PT Astra International Tbk - Head Office, Astra Bizz Center BSD, and Astra Bizz Center Bandung, with a total recycling amount of 15.85 tons throughout 2024. In addition, the implementation of the *Link & Match* program in 16 cities also supports Astra's environmental sustainability initiatives.

## Total Timbulan Limbah Padat

SEOJK F.13 | GRI 306-3, 306-4, 306-5

| No.  | Komposisi Limbah Padat<br>Solid Waste Composition    | Satuan<br>Unit      | Limbah Padat yang Dhasilkan<br>Solid Waste Generated |                 |                 |
|--|--|---------------------|--|-----------------|-----------------|
|  |  |                     | 2022   | 2023            | 2024            |
| <b>Limbah Padat B3   Hazardous Solid Waste</b>         |  |                     |  |                 |                 |
| 1.   | Limbah Padat <i>Diverted</i><br>Solid Waste Diverted | 10 <sup>3</sup> Ton | 31.00  | 15.75           | 15.38           |
| 2.   | Limbah Padat <i>Disposed</i><br>Solid Waste Disposed |                     | 3.38   | 13.65           | 10.17           |
| <b>Limbah Padat Non-B3   Non-hazardous Solid Waste</b> |  |                     |  |                 |                 |
| 1.   | Limbah Padat <i>Diverted</i><br>Solid Waste Diverted | 10 <sup>3</sup> Ton | 2,719.39   | 2,731.39        | 2,406.97        |
| 2.   | Limbah Padat <i>Disposed</i><br>Solid Waste Disposed |                     | 24.55  | 23.38           | 16.23           |
| <b>Total Limbah Padat<br/>Total Solid Waste</b>        |  |                     | <b>2,778.32</b>                                      | <b>2,784.18</b> | <b>2,448.75</b> |

### Keterangan:

- Data pada tabel di atas adalah data konsolidasi entitas induk dan anak perusahaan (197 perusahaan).
- Limbah padat *diverted* adalah limbah yang setelah melalui proses, digunakan kembali oleh Perseroan maupun dikelola untuk didistribusikan ke proses produksi ataupun penggunaan lain.
- Limbah padat B3 *disposed* dikirimkan ke TPA B3 yang memiliki izin.
- Limbah padat non-B3 *disposed* yang telah melalui proses dan dibuang ke TPA setelah pengolahan sesuai peraturan yang berlaku.
- Data total limbah padat mengacu pada Kriteria Pengumpulan dan Penghitungan Data yang terdapat pada halaman 208.

### Notes:

- The data in the table above are consolidated data of parent entity and subsidiaries (197 companies).
- Diverted solid waste is waste which after going through the process, is reused by the company or managed to be recirculated to production processes or other uses.
- Hazardous solid waste disposed sent to a licensed hazardous final disposal site.
- Non-hazardous solid waste disposed is discharged after processing to landfill according to applicable regulations.
- The total solid waste data are prepared using the Criteria for Data Collection and Calculation on page 208.

## Total Intensitas Limbah

| No.          | Limbah<br>Waste                                  | Satuan<br>Unit                  | Total Intensitas Limbah<br>Total Waste Intensity |               |               |
|--------------|--|---------------------------------|--|---------------|---------------|
|              |  |                                 | 2022   | 2023          | 2024          |
| 1.           | Limbah Cair B3<br>Hazardous Wastewater           | Ton/Rp miliar<br>Ton/Rp billion | 0.09   | 0.06          | 0.06          |
| 2.           | Limbah Cair Non-B3<br>Non-hazardous Wastewater   |                                 | 188.43   | 147.92        | 136.55        |
| 3.           | Limbah Padat B3<br>Hazardous Solid Waste         |                                 | 0.11   | 0.09          | 0.08          |
| 4.           | Limbah Padat Non-B3<br>Non-hazardous Solid Waste |                                 | 9.10   | 8.70          | 7.32          |
| <b>Total</b> |  |                                 | <b>197.73</b>                                    | <b>156.78</b> | <b>144.02</b> |

### Keterangan:

- Data pada tabel di atas adalah data konsolidasi entitas induk dan anak perusahaan (197 perusahaan).
- Perhitungan intensitas limbah diperoleh dengan membagi jumlah limbah dalam ton dengan pendapatan bersih Astra pada tahun terkait.

### Notes:

- The data in the table above are consolidated data of parent entity and subsidiaries (197 companies).
- The calculation of waste intensity is by dividing the amount of waste in tons by Astra's revenue in the related year.

# 98.92%

## Total Limbah Padat Diverted

Total Solid Waste Diverted

Limbah padat yang dihasilkan dimanfaatkan kembali melalui program 6R.  
Solid waste generated was diverted from Landfill through the 6R program.

### Nature-Based Solutions

GRI 302-5

Astra memiliki inisiatif solusi berbasis alam atau *nature-based solutions* sebagai bentuk komitmen keberlanjutan yang tertuang dalam Flagship Initiatives dengan menargetkan penanaman 3 juta pohon secara bertahap untuk membantu mengurangi emisi GRK. Astra merealisasikan komitmen ini, salah satunya melalui Astra Sustainable Forest. Sepanjang tahun 2024, Astra telah menanam lebih dari 1,28 juta pohon dengan total area mencapai 2.491 Ha di mana saat ini sedang dalam proses validasi melalui Sistem Registri Nasional (SRN) Kementerian Lingkungan Hidup/Badan Pengendalian Lingkungan Hidup Republik Indonesia.

SEOJK F.10

Selain mengembangkan *nature-based solutions*, Astra juga berkomitmen menjaga keanekaragaman hayati. Grup Astra mengidentifikasi dampak potensial terhadap keanekaragaman hayati melalui dokumen Analisis Mengenai Dampak Lingkungan (AMDAL). Grup Astra dengan kegiatan operasional berdampak signifikan terhadap keanekaragaman hayati, diwajibkan menyusun strategi manajemen lingkungan yang mencakup rencana aksi pelestarian keanekaragaman hayati.

SEOJK F.9

### Inisiatif Mitigasi Potensi Risiko di Area Konservasi

SEOJK F.10 | GRI 304-3

Sampai dengan akhir tahun 2024, Grup Astra telah mencatatkan area operasional yang berdekatan dengan area konservasi atau area dengan Nilai Konservasi Tinggi (NKT) untuk melakukan mitigasi potensi risiko. Beberapa langkah yang dilakukan Grup Astra, antara lain:

### Nature-Based Solutions

GRI 302-5

Astra implements nature-based solutions as part of its sustainability commitment, outlined in its Flagship Initiatives, with a target of planting 3 million trees gradually to help reduce GHG emissions. One way Astra is realizing this commitment is through the Astra Sustainable Forest. Throughout 2024, Astra had planted over 1.28 million trees across a total area of 2,491 Ha, and is currently undergoing validation through the National Registry System (SRN) of the Ministry of Environment and Forestry/ Environmental Control Agency of the Republic of Indonesia.

SEOJK F.10

In addition to developing nature-based solutions, Astra is also committed to preserving biodiversity. Astra Group identifies potential impacts on biodiversity through the Environmental Impact Assessment (AMDAL) document. Astra Group with operations that significantly impact biodiversity are required to develop an environmental management strategy, which includes a biodiversity conservation action plan.

SEOJK F.9

### Mitigation Initiatives for Potential Risks in Conservation Areas

SEOJK F.10 | GRI 304-3

By the end of 2024, the Astra Group had recorded operational areas adjacent to conservation areas or areas with High Conservation Value (HCV) to mitigate potential risks. Some of the actions taken by the Astra Group include:

- Implementasi manajemen keanekaragaman hayati dengan melakukan sistem persetujuan pembukaan lahan yang komprehensif dengan memastikan mitigasi semua risiko lingkungan;
  - Inspeksi prapembukaan untuk memastikan area telah aman dari satwa yang dilindungi;
  - Pengayaan hayati melalui penanaman tanaman lokal pada area reklamasi;
  - Konservasi flora dan fauna bekerja sama dengan Balai Konservasi Sumber Daya Alam (BKSDA) setempat atau dengan institusi lain;
  - Pembuatan kebijakan *No Deforestation* di lini bisnis agribisnis;
  - Pelibatan pemangku kepentingan, termasuk pemerintah daerah, konsultan, akademisi, dan lembaga swadaya masyarakat dalam identifikasi pengelolaan dan pemantauan NKT;
  - Konservasi spesies kunci dan langka;
  - Penanaman dan pengayaan kawasan konservasi dan sempadan sungai;
  - Pembentukan *Biodiversity Advisory Panel* di PT Agincourt Resources; dan
  - Perbaikan dan percepatan restorasi/rehabilitasi habitat pascatambang.
- Implementation of biodiversity management through a comprehensive land clearance approval system, ensuring the mitigation of all environmental risks;
  - Pre-clearance inspection to ensure the area is free from protected wildlife;
  - Biodiversity enrichment through the planting of local plants in reclamation areas;
  - Flora and fauna conservation in cooperation with local Natural Resources Conservation Agency (BKSDA) or other institutions;
  - Creation of a No Deforestation policy in the agribusiness sector;
  - Involvement of stakeholders, including local governments, consultants, academics, and NGOs in identifying and monitoring HCV management;
  - Conservation of key and rare species;
  - Planting and enrichment of conservation areas and riverbanks;
  - Establishment of a Biodiversity Advisory Panel in PT Agincourt Resources; and
  - Improvement and acceleration of post-mining habitat restoration/rehabilitation.

## Biaya Lingkungan Hidup

SEOJK F.4

Sepanjang tahun 2024, Perusahaan mengeluarkan biaya Rp357 miliar untuk lingkungan hidup yang dipergunakan untuk biaya retribusi, perizinan, pelatihan, sertifikasi lingkungan dan energi, konsultasi, biaya proyek terkait reduksi emisi, biaya *cleaner production*, pemantauan dan pengelolaan lingkungan, serta program CSR terkait lingkungan.

## Environmental Costs

SEOJK F.4

Throughout 2024, the Company incurred an environment cost of Rp357 billion, covering retribution fees, licensing, training, environmental and energy certifications, consultancy services, emission reduction projects, cleaner production, environmental monitoring and management, and environment-related CSR programs.

# Rp357 Miliar | Billion

## Total biaya lingkungan dari 197 anak perusahaan Grup Astra tahun 2024

Total environmental costs of 197 Astra Group subsidiaries in 2024

Keterangan | Note:

Angka pada biaya lingkungan diambil dari realisasi *budget* lingkungan Grup Astra dan merupakan *unaudited number*.

Figures on environmental costs are taken from the realization of the Astra Group environmental budget and are unaudited numbers.

# Climate Change Management

Climate Change Management



Astra melakukan analisis skenario iklim sesuai dengan TCFD untuk mengidentifikasi risiko dan peluang, serta menentukan langkah adaptasi dan transisi rendah karbon untuk memperkuat ketahanan bisnis.

Astra conducts climate scenario analysis aligned with TCFD to identify risks and opportunities, guiding adaptation and low-carbon transition to enhance business resilience.



Astra terus menunjukkan kemajuan terhadap komitmen iklim yang berakar pada Triple-P Roadmap Strategy. Melalui Astra 2030 Sustainability Aspirations, Astra memiliki acuan dalam mendukung pengembangan ekonomi rendah karbon. Pada tahun 2024, Astra telah melanjutkan perjalanannya dalam menghadapi perubahan iklim dengan melakukan analisis skenario iklim terkait potensi dampak berdasarkan risiko dan peluang utama bagi bisnis, serta mengembangkan implementasi solusi mitigasi dan adaptasi iklim di tingkat Grup.

Hasil analisis skenario iklim juga dipertimbangkan dalam penyusunan strategi untuk mencapai peta jalan jangka panjang Astra Net Zero Scope 1 & 2 pada tahun 2050, sebagai kelanjutan dari komitmen Astra 2030 Sustainability Aspirations. Hal ini menjadi salah satu komitmen Astra untuk meningkatkan ketahanan bisnis terhadap iklim dalam jangka panjang.

Astra terus berupaya dalam meningkatkan pemahaman terkait perubahan iklim kepada seluruh manajemen dan karyawan melalui program pelatihan bertema iklim. Pertimbangan terhadap iklim semakin diperkuat dengan mengintegrasikan iklim ke dalam analisis risiko utama Astra yang menggunakan kerangka kerja manajemen risiko dengan melibatkan para pemangku kepentingan di seluruh lini bisnis.

## Tata Kelola

### Dewan dan Komite Pengawasan

Astra mengatur dan mengelola hal-hal terkait perubahan iklim secara holistik dengan melibatkan seluruh bagian organisasi Grup yang relevan melalui pendekatan sebagai Grup yang terkoordinasi secara terpusat. Terkait dengan struktur tata kelola Astra dapat merujuk ke halaman 23 dalam laporan ini.

Direksi bertanggung jawab untuk mengoordinasikan implementasi dari isu terkait perubahan iklim sebagai bagian dari agenda keberlanjutan yang lebih luas, yang didiskusikan secara rutin melalui Rapat Direksi.

Astra continues to progress on its climate commitment, which is firmly guided by the Triple-P Roadmap Strategy. The Astra 2030 Sustainability Aspirations direct our actions to support the development of a low carbon economy. In 2024, Astra has continued its journey in addressing climate change by expanding the climate scenario analysis related to potential impacts based on key risks and opportunities for the business, as well as developing the implementation of climate mitigation and adaptation solutions at the Group level.

The result of the climate scenario analysis is also considered in the development of the Astra Net Zero Scope 1 & 2 by 2050 long-term roadmap, as a continuation of the Astra 2030 Sustainability Aspirations. This is one of Astra's commitments to increasing business resilience to climate change in the long term.

Astra continues to strive to increase understanding of climate change among all management and employees through a series of climate-related training programs. Consideration of climate is also strengthened by integrating climate-related risks into Astra's key risk analysis using a risk management framework involving stakeholders across all business lines.

## Governance

### Board and Oversight Committees

Astra governs and manages climate-related matters holistically involving all relevant bodies of the Group's organization, in a whole-of-group approach coordinated centrally. Details of Astra's governance structure could refer to page 23 in this report.

The Board of Directors (BOD) is responsible for coordinating the implementation of climate-related issues as part of a broader sustainability agenda which is discussed regularly in the BOD Meetings.

Rapat triwulanan Direksi mengenai isu keberlanjutan digunakan sebagai forum untuk mendiskusikan dan menentukan strategi, target, dan rencana aksi utama dari keberlanjutan Grup, termasuk agenda iklim dan metrik, serta agenda-agenda berkelanjutan lainnya di tingkat Grup. Rapat ini juga menjadi wadah bagi Direksi untuk meninjau agenda terkait perubahan iklim secara holistik di tingkat masing-masing unit bisnis.

Astra telah menetapkan *Key Performance Indicator (KPI)* untuk seluruh perusahaan Grup Astra dan manajemennya yang berkaitan dengan Astra 2030 Sustainability Aspirations, termasuk *KPI Sustainability Index*.

Kinerja dan target terkait iklim dari seluruh perusahaan Grup Astra termasuk ke dalam *Sustainability Index* yang ditinjau secara berkala oleh Direksi melalui *Group Corporate Review* yang dilakukan tiga kali dalam setahun. Kajian tersebut antara lain membahas pencapaian target iklim dalam Astra 2030 Sustainability Aspirations dari seluruh perusahaan Grup Astra, tantangan dan peluang, serta rencana aksi untuk menghadapi tantangan atau memanfaatkan peluang yang ada di seluruh perusahaan Grup Astra.

*Director in Charge (DIC)* untuk *sustainability* bekerja sama dengan Sustainability Steering Committee, yang terdiri dari DIC dari beberapa lini bisnis yang relevan dengan isu risiko iklim. Steering Committee bertanggung jawab untuk mengarahkan, meninjau, dan melakukan *monitoring* strategi serta kegiatan iklim di level Grup pada tingkat yang lebih spesifik sebelum memberikan laporan kepada Direksi.

Dewan Komisaris berperan dalam mengawasi dan memberikan nasihat kepada Direksi dalam mengelola bisnis. Direksi melaporkan rencana strategis terkait penerapan iklim dan kemajuannya dalam Astra 2030 Sustainability Aspirations kepada Dewan Komisaris. Direksi juga melaporkan pengelolaan Grup mengenai identifikasi dan mitigasi risiko terkait perubahan iklim kepada Dewan Komisaris melalui komitennya, yaitu Komite Audit. Komite Audit bertanggung jawab untuk membantu Dewan Komisaris dalam memantau kecukupan identifikasi dan mitigasi risiko terkait perubahan iklim.

## Peran Manajemen dalam Menilai dan Mengelola Risiko dan Peluang terkait Perubahan Iklim

Astra telah menunjuk DIC *Sustainability* yang bertugas mengoordinasikan dan mengarahkan Grup dalam implementasi program dan aktivitas keberlanjutan. Hal ini mencakup penerapan inisiatif dan program untuk mewujudkan Astra 2030 Sustainability Aspirations, penyusunan rencana pemenuhan Astra Net Zero Scope

The Board of Directors' quarterly sustainability meetings are used as a forum to discuss and determine the group's sustainability strategy, targets and major action plans, which include the group-level climate agenda and metrics and other sustainability agendas. The meetings also serve as a platform for the BOD to holistically review climate-related agendas at the level of each business unit.

Astra has established Key Performance Indicators (KPI) for all companies within Astra Group and its management related to Astra 2030 Sustainability Aspirations, including a Sustainability Index KPI.

The climate-related performance and targets of all companies within Astra Group are included in this Sustainability Index which impacts management performance and is regularly reviewed by the BOD as part of its thrice yearly Group Corporate Review. The Review will, among others, discuss the progress of climate targets under Astra 2030 Sustainability Aspirations of all companies within Astra Group, challenges and opportunities for all companies within Astra Group as well as action plans to meet the challenges or to seize the opportunities.

Director in Charge (DIC) of Sustainability works closely with the Sustainability Steering Committee, comprising DICs of several business lines relevant to climate risk issues. The Steering Committee is responsible for guiding, reviewing and monitoring group-level climate strategy and activities at a more granular level prior to reporting to the BOD.

The Board of Commissioners (BOC) has the role of overseeing and advising the BOD in managing the business. The BOD reports climate related strategic plans and implementation progress under Astra 2030 Sustainability Aspirations to the BOC. The BOD also reports the group management of climate-related risks identification and mitigation to the BOC, through its committee, the Audit Committee (AC). The AC is responsible among others, to assist the BOC in overseeing the adequacy of climate-related risks identification and mitigation.

## Management's Role in Assessing and Managing Climate-Related Risks and Opportunities

Astra has appointed DIC Sustainability, who is responsible for coordinating and guiding the group in implementing its sustainability programs and activities. This includes implementation of initiatives and programs to meet Astra 2030 Sustainability Aspirations, development of plan to achieve Astra Net Zero Scope 1 & 2 by 2050, monitoring

1 & 2 tahun 2050, memantau kemajuan yang dicapai di seluruh anak perusahaan, serta mengelola risiko dan peluang terkait perubahan iklim.

Dalam menjalankan perannya, DIC *Sustainability* didukung oleh *Sustainability Working Group*, yang terdiri dari Astra Head Office (HO) *Core Team*, Direktur Sustainability dari Grup Astra, dan Tim HO *Support* yang bersinergi untuk memastikan koordinasi yang erat serta kemajuan program keberlanjutan Astra di seluruh organisasi.

## Pelatihan dan Komunikasi Terkait dengan Perubahan Iklim

Secara berkala, Astra terus meningkatkan dan mengembangkan kompetensi Direksi dan karyawan di berbagai fungsi melalui kegiatan pengembangan kapasitas.

Pada tahun 2024, Astra melanjutkan Astra Sustainability Academy dan melaksanakan *capacity building* terkait kerangka TCFD. Astra Sustainability Academy dirancang untuk mengembangkan kompetensi keberlanjutan dengan memasukkan tema-tema terkait iklim ke dalam kurikulum pelatihan dan *workshop*, dengan tujuan meningkatkan pemahaman mendasar manajemen dan karyawan mengenai perubahan iklim hingga pengetahuan mendalam mengenai pengelolaan isu terkait iklim. Astra juga menyampaikan informasi yang efektif melalui media yang tersedia untuk memastikan pemahaman yang konsisten dan terkini tentang topik iklim ini di seluruh level organisasi.

Hingga tahun 2024, sebanyak 969 insan Astra sudah mengikuti Astra Sustainability Academy, yang mencakup level eksekutif, manajer, dan staf. Informasi detail dapat merujuk pada halaman 165.

Selain itu, Astra juga telah melaksanakan *capacity building* terkait kerangka TCFD dengan tujuan meningkatkan pemahaman risiko dan peluang yang teridentifikasi terkait iklim di lingkup Grup Astra. Kegiatan ini dihadiri secara langsung oleh 87 karyawan yang mewakili setiap lini bisnis, termasuk *Management Representatives* dan PIC.

## Manajemen Risiko

### Mengidentifikasi dan Menilai Risiko-Risiko Terkait Iklim

Group Risk Advisory secara berkala memeriksa beberapa risiko utama unit bisnis, termasuk risiko terkait iklim. Potensi risiko yang teridentifikasi dan potensi isu-isu signifikan dari pengendalian internal akan diukur atau dinilai. Hasilnya dilaporkan dan didiskusikan secara berkala dengan Direksi dan Komite Audit.

their progress and ensuring achievement across business unit as well as management of climate-related risks and opportunities.

In exercising its role, the DIC of Sustainability is supported by the Sustainability Working Group, comprising the Astra Head Office (HO) Core Team, Astra Group's Sustainability Directors, and HO Supporting Team who all work synergistically to ensure close coordination and progress of Astra's sustainability programs throughout the organization.

## Training and Communication related to Climate Change

Astra continues to improve and develop the competencies of the BOD and employees across various functions through regular capacity-building activities.

In 2024, Astra continued Astra Sustainability Academy and conducted capacity building related to the TCFD framework. Astra Sustainability Academy is designed to develop sustainability competencies by incorporating climate-related themes into training & workshop curriculum with the objective of upskilling management and employee's understanding of climate change, from fundamental concepts to in-depth knowledge of managing climate-related issues. Astra effectively communicates through available media to ensure a consistent and up-to-date understanding of climate issues at all levels of the organization.

As of 2024, a total of 969 Astra employees have participated in Astra Sustainability Academy, which includes executive, management, and staff levels. For detailed information refer to page 165.

In addition, Astra has also conducted capacity building related to the TCFD framework with the aim of enhancing the understanding of identified climate-related risks and opportunities within the Astra Group. This activity was attended by 87 employees representing each business line, including Management Representatives and PIC.

## Risk Management

### Identifying and Assessing Climate-Related Risks

The Group's Risk Advisory function on a periodic basis examines key risks of the business units including climate-related risks. Identified potential risks and significant issues of internal control will be measured or assessed. The results are regularly reported to and discussed with the BOD and Audit Committee regularly.

Astra mengidentifikasi risiko terkait iklim sebagai risiko yang muncul yang dapat memengaruhi bisnis dalam jangka waktu pendek hingga panjang, baik risiko fisik maupun transisi, sesuai panduan TCFD, melalui pendekatan *top-down* dan *bottom-up* untuk memperoleh profil risiko yang menyeluruh.

Berdasarkan latar belakang ini, penilaian risiko iklim untuk risiko fisik telah dilakukan secara berkala dengan memetakan lokasi-lokasi aset utama Grup di seluruh Indonesia dan menilai potensi dampaknya terhadap lokasi-lokasi yang memiliki nilai strategis bagi Grup Astra. Proses ini mengikutsertakan keterlibatan perwakilan lintas fungsi di seluruh lini bisnis kami dan penelitian terhadap tren global terkait masalah iklim, serta dampaknya terhadap aset, operasional, dan rantai pasok.

Risiko dan peluang diidentifikasi, kemudian diikuti dengan penentuan prioritas oleh para pemangku kepentingan, dengan mempertimbangkan signifikansi terhadap kelangsungan bisnis, tingkat urgensi, kemungkinan dan tingkat keparahan dampak, serta relevansinya terhadap operasi bisnis kami yang beragam. Hasil dari proses dan penilaian risiko terkait iklim ini akan menjadi bagian dari laporan konsolidasi mengenai risiko-risiko utama yang akan disampaikan kepada Direksi.

## Proses untuk Mengelola Risiko terkait Perubahan Iklim

Astra telah memulai dan akan terus memantau risiko-risiko terkait perubahan iklim secara berkala, yang digunakan sebagai landasan dalam upaya mitigasi dan pengembangan kontrol. Hasil penilaian risiko iklim pada tingkat Grup di atas selanjutnya akan diberikan respon risiko yang sesuai, yang diklasifikasikan menurut jenis pada ERM, yaitu menghindari, mengurangi, mengalihkan, atau menerima. Kami selanjutnya memanfaatkan proses analisis skenario iklim untuk menginformasikan paparan finansial tingkat tinggi mengenai risiko fisik dan transisi utama. Perlakuan risiko iklim yang kami usulkan mencakup:

- a) Mitigasi dampak perubahan iklim fisik (seperti *Business Continuity Plan* (BCP), perlindungan asuransi, ketahanan infrastruktur)
- b) Melakukan pemantauan dan penilaian dampak regulasi
- c) Menjajaki peluang bisnis baru (misalnya, produk dan layanan dengan emisi karbon lebih rendah)
- d) Mengeksplorasi dan mengadaptasi teknologi yang relevan
- e) Meninjau dan mengurangi jejak karbon
- f) Memperkuat tata kelola perusahaan

Astra identifies and assesses climate-related risks as emerging risks that could impact the business in the short-to long-term time frames, both physical and transitional risks, in line with TCFD guidelines, through top-down and bottom-up approaches to obtain a comprehensive risk profile.

Based on this background, climate risk assessments for physical risks have been conducted on a regular basis by mapping the locations of the Group's key assets across Indonesia and assessing the potential impact on locations of strategic value to the Astra Group. This process involves the involvement of cross-functional representatives across our business lines and research into global trends related to climate issues including its impact on assets, finance and supply chain.

Risks and opportunities were identified, followed with prioritization by stakeholders, considering the significance to business continuity, level of urgency, likelihood and severity of impact, as well as acknowledging the relevancy on our diverse business operations. The results of these climate-related processes and risk assessments will be part of a consolidated report on key risks presented to the BOD.

## Process for Managing Climate Change-Related Risks

Astra has initiated and will continue to monitor climate change-related risks on a regular basis, which is used as a foundation in mitigation efforts and control development. Results from group-level climate risk assessment above will then be assigned with the proper risk response, classified in line with customary ERM risk response types of avoid, reduce, transfer, or accept. We further leverage the climate scenario analysis process to inform high-level financial exposures from key physical and transitional risks. Our proposed climate-risk treatments include:

- a) Mitigating impact of physical climate changes (i.e. Business Continuity Plans, insurance coverage, infrastructure resilience)
- b) Monitoring and assessing regulatory impact
- c) Exploring new business opportunities (i.e., lower carbon emission products and services)
- d) Exploring and adapting relevant technology
- e) Reviewing and reducing carbon footprint
- f) Strengthening corporate governance

Berdasarkan hasil penilaian risiko, Astra telah memulai dan akan terus memantau risiko terkait iklim serta tindakan mitigasi terkait secara berkala, yang didokumentasikan dalam Astra's Climate Change Risk Register.

### Mengintegrasikan Risiko terkait Iklim ke Dalam Kerangka Kerja Manajemen Risiko

Risiko terkait iklim telah diidentifikasi dalam *Top Risk* Grup Astra dan dimasukkan ke dalam *Risk Library* Astra (Taksonomi Risiko). Pada 2024, Astra melanjutkan upaya untuk mengintegrasikan risiko iklim dari *Climate Change Risk Register* ke dalam pelaporan profil risiko utama (*Top Risk*) perusahaan. Risiko ini teridentifikasi sedemikian rupa sehingga Group Risk Advisory akan terus meningkatkan ERM Astra untuk menggabungkan proses-proses yang relevan secara komprehensif (mengidentifikasi, menilai, mengelola dan memantau) guna mencantumkan risiko iklim ke dalam pelaporan, seperti memastikan pengumpulan data jangka panjang yang memadai di seluruh bisnis mengenai dampak iklim untuk pengembangan metrik adaptasi/mitigasi, berbagi pembelajaran untuk memperkuat kesadaran iklim di seluruh Grup. Hal ini akan selaras dengan hasil analisis skenario iklim dan *adaptation roadmap* terkait, baik dalam aspek fisik maupun transisi.

Hasil keseluruhan Manajemen Risiko Terkait Iklim Astra yang mencakup analisis skenario serta identifikasi risiko/ peluang dan kegiatan adaptasi akan digunakan sebagai masukan kunci ke dalam strategi Grup, yang dijelaskan secara detail dalam bagian di bawah ini.

## Strategi

### Risiko dan Peluang terkait Perubahan Iklim

Kegiatan bisnis dapat terpengaruh oleh *physical impacts* perubahan iklim, serta *transitional impacts* yang terjadi akibat perubahan pada tingkat regulasi, teknologi, pasar, dan reputasi. Astra telah memperkuat proses internal untuk mengidentifikasi serta mengelola risiko dan peluang terkait perubahan iklim sesuai dengan kerangka kerja TCFD.

Sejak tahun 2023, Astra melibatkan perwakilan seluruh Grup dari berbagai fungsi dan level manajerial untuk mengidentifikasi risiko dan peluang terkait perubahan iklim serta dampaknya.

Astratelah mengidentifikasi, menguji, dan memprioritaskan risiko serta peluang utama terhadap operasional bisnis dengan mempertimbangkan tingkat kerentanan aset dan operasional akibat dampak iklim berdasarkan tingkat eksposur yang sesuai dengan lokasi. Tabel 1 menyajikan

Based on the assessment results, Astra has commenced and will continue monitoring climate-related risks and associated mitigation measures periodically, which are documented in Astra's Climate Change Risk Register.

### Integrating Climate Risks into the Risk Management Framework

Climate-related risk has been identified in the Astra Group Top Risk and included into Astra's Risk Library (Risk Taxonomy). In 2024, Astra continued its efforts to integrate climate risks by creating a specific Climate Change Risk Register and incorporating the relevant points into the company's Top Risk profile reporting. These risks have been identified that the Group Risk Advisory will continue to enhance Astra's Enterprise Risk Management (ERM) framework to comprehensively integrate relevant processes (identification, assessment, management, and monitoring) in order to incorporate climate-related risks into reporting. This includes ensuring adequate long-term data collection across businesses on climate impacts to support the development of adaptation and mitigation metrics, as well as sharing lessons learnt to strengthen climate awareness across the Group. This will align with the results of climate scenario analysis and its related adaptation roadmap, both physical and transitional.

The overall results of Astra's Climate-related Risk Management which comprises risks/opportunities identification and adaptation activities including scenario analysis will be utilized as a key input into the Group's strategy, which is detailed in the section below.

## Strategy

### Climate-Related Risks and Opportunities

Business could be affected by both the physical impacts of climate change, as well as the transitional impacts that occur from transformation on regulatory, technological, market and reputation aspects. Astra has enhanced our internal process to identify and manage climate-related risk and opportunity, aligned with the TCFD framework.

Since 2023, Astra engaged representatives across our Group from a diverse range of functions and managerial levels to identify climate-related risks and opportunities and associated impacts based on business lines.

Astra identified, assessed, and prioritized key risks and opportunities to its business operations, considering the vulnerability of assets and operations to climate impacts based on their location-specific exposure. Table 1 below presents the risks and opportunities that can be

risiko dan peluang, baik risiko fisik maupun transisi, yang dapat saling memengaruhi. Bahaya fisik yang serius dapat meningkatkan risiko transisi dan sebaliknya.

either physical or transitional, which can influence each other. Severe physical hazards may lead to heightened transitional risk and vice versa.

**Tabel 1 Ringkasan Risiko dan Peluang yang Teridentifikasi pada Level Grup Astra dan Lini Bisnis**

**Table 1 Summary of Identified Risks and Opportunities for Astra Group and Business Line**

| Risiko dan Peluang<br>Risk and Opportunity |                                     | Definisi<br>Definition  | Penggerak Prioritas<br>Prioritized Drivers  |
|--|-------------------------------------|---|---|
| Fisik<br>Physical                          | Akut<br>Acute                       | Kejadian yang timbul akibat cuaca ekstrem seperti banjir, gelombang badai, dan kebakaran hutan.<br>Arising from extreme weather events such as flooding, storm surge, and wildfires.  | Hujan ekstrem/banjir (ataupun hal lain terkait dengan tren curah hujan jangka panjang).<br>Extreme rain/flooding (also related with long term rainfall trends).   |
|  | Kronis<br>Chronic                   | Kejadian yang timbul dari proses iklim yang berubah dalam skala waktu yang lebih lama, seperti kenaikan suhu, kenaikan permukaan air laut dan perubahan curah hujan.<br>Arising from climate processes that change on a longer timescale, such as temperature rise, sea level rise and changes in rainfall. | Meningkatnya suhu dan panas yang ekstrem.<br>Rising temperatures and extreme heat.  |
| Transisi<br>Transitional                   | Kebijakan & Hukum<br>Policy & Legal | Perubahan regulasi untuk membatasi emisi GRK dengan penekanan pada operasi dan produk yang memproduksi emisi secara intensif.<br>Regulatory changes to limit GHG emissions with emphasis on emission-intensive operations and products.   | Pajak karbon terhadap perekonomian di Indonesia (termasuk program <i>carbon offset</i> ).<br>Economy wide carbon tax in Indonesia and emissions reduction commitment (including carbon offset program). |
|  | Teknologi<br>Technology             | Adopsi teknologi dan inovasi yang mendukung penurunan emisi sebagai potensi investasi yang dibutuhkan untuk mencapai efisiensi.<br>Technological adoptions and innovations that support emission reductions as potential investment required to pursue efficiency.  | Efisiensi melalui otomatisasi dan teknologi.<br>Efficiency through automation and technology.   |
|  | Pasar<br>Market                     | Meningkatnya permintaan akan produk dan jasa rendah karbon.<br>Increasing demand for lower carbon products and services.  | Pasar baru atau perubahan pasar (termasuk transisi di sektor transportasi).<br>New or changing market (including transition in the transportation sector).  |
|  | Reputasi<br>Reputation              | Bagaimana ekspektasi pemangku kepentingan berkembang, termasuk persepsi mereka terhadap respons organisasi dalam mencapai keberlanjutan.<br>How stakeholder expectations evolve, including their perceptions of an organization's response to pursue sustainability.  | Reputasi Perusahaan terancam turun bila bisnis tidak berjalan sesuai dengan ekspektasi pemangku kepentingan.<br>Reputation may be damaged if business not aligned to stakeholder expectations.          |

**Analisis Skenario Iklim**

Kami melakukan analisis skenario iklim dengan tujuan untuk memahami risiko dan peluang terkait perubahan iklim yang penting bagi bisnis kami dalam berbagai kondisi di masa depan. Analisis skenario ini mempertimbangkan perubahan iklim fisik (misalnya perubahan suhu) dan faktor sosio-ekonomi (misalnya bauran energi dan kebutuhan energi) sebagai hipotesis mengenai apa yang dapat terjadi dalam jangka pendek hingga jangka panjang. Skenario iklim yang digunakan dapat dilihat pada Tabel 2.

**Climate Scenario Analysis**

We conducted a climate scenario analysis intending to understand the most material climate-related risks and opportunities for our business under different future outlooks. This scenario analysis considered physical climate changes (e.g., temperature changes) and socio-economic drivers (e.g., energy mix and demands) as hypothesis about what could happen in the short to long-term. The climate scenarios used in our analysis are in Table 2.

Hasil proyeksi skenario iklim ini kemudian digabungkan dengan data yang relevan, termasuk data lokasi, energi, dan emisi untuk menilai strategi ketahanan dan portofolio kami pada setiap skenario iklim.

The outputs of the climate scenario projections were then combined with our own relevant data including location, energy and emissions data to assess the resilience of our strategy and portfolio under each climate scenario.

Tabel 2 Skenario Iklim

Table 2 Climate Scenario

|                          | Pemanasan di bawah 2°C Aksi Iklim Agresif (LCCP: Skenario Rendah Karbon)<br>Under 2°C warming Aggressive Climate Action (LCCP: Low Carbon Scenario)  | Pemanasan 2°C hingga 3°C Kebijakan dan Target Saat Ini (TRNS: Skenario Transisi)<br>2 to 3°C warming Current Policies and Targets (TRNS: Transition Scenario)   | Pemanasan lebih dari 3°C Aksi Iklim Terbatas (CPOS: Skenario Kebijakan Saat Ini)<br>Over 3°C warming Limited Climate Action (CPOS: Current Policies Scenario)   |
|--------------------------|--|---|---|
| Deskripsi<br>Description | Skenario rendah emisi yang mewakili skenario pengurangan emisi yang agresif untuk memenuhi <i>Paris Agreement</i> , yang ditandai dengan kolaborasi global antara pemerintah, masyarakat dan industri untuk mendorong dekarbonisasi secara cepat. Kebijakan yang ketat dan inovasi teknologi dapat membantu dalam mencapai <i>net zero</i> sebelum tahun 2050.<br>Low emissions scenario representing an aggressive emission reduction scenario to meet the Paris Agreement, marked by global collaboration between governments, society and industry to drive rapid decarbonization. Stringent policies and technological innovation help reach net zero before 2050. | Skenario emisi sedang hingga tinggi yang mewakili kebijakan yang tertunda dan berbeda sehingga mengakibatkan penurunan emisi yang lambat. Emisi dibatasi berdasarkan kebijakan yang ada dan komitmen yang diumumkan, termasuk Kontribusi Nasional, tetapi belum memenuhi target <i>Paris Agreement</i> .<br>Moderate to high emissions scenario representing a delayed and divergent policies result in a slow emission reduction. Emissions are curbed based on existing policies and announced commitments, including Nationally Determined Contributions, but fall short of meeting the Paris Agreement targets. | Skenario emisi tinggi yang mewakili dasar bagaimana emisi global akan berkembang jika pemerintah dan pasar tidak melakukan perubahan terhadap kebijakan yang ada dan investasi rendah karbon yang ada. Skenario ini tidak sejalan dengan <i>Paris Agreement</i> yang menargetkan kenaikan suhu di bawah 2°C pada tahun 2100.<br>High emissions scenario representing the baseline of how global emissions would evolve if governments and markets make no change to their existing policies or investments in low carbon. This scenario does not align to the Paris Agreement of under 2°C warming by 2100. |
| Referensi<br>Reference   | Risiko Fisik   Physical Risks: SSP1-2.6/RCP4.5<br>Risiko Transisi   Transitional Risk: Strategi Rendah Karbon Jangka Panjang Indonesia dan Ketahanan Iklim tahun 2050 NGFS dan Net Zero 2050<br>Indonesia's Long-Term Strategy for Low Carbon and Climate Resilience 2050 NGFS Net Zero 2050   | Risiko Transisi: Strategi Rendah Karbon Jangka Panjang Indonesia dan Ketahanan Iklim tahun 2050 NGFS dan Net Zero 2050<br>Transitional Risks: Indonesia's Long-Term Strategy for Low Carbon and Climate Resilience 2050 NGFS Net Zero 2050  | Risiko Fisik   Physical Risks: SSP5-8.5/RCP8.5  |

Keterangan:  
Jalur Sosial Ekonomi Bersama (SSP) | Jalur Konsentrasi Representatif (RCP) | Menghijaukan Sistem Keuangan (NGFS).

Note:  
Shared Socio-economic Pathway (SSP) | Representative Concentration Pathway (RCP) | Greening the Financial Systems (NGFS).

Astra meyakini bahwa permasalahan iklim akan muncul baik dalam jangka pendek maupun jangka panjang, sehingga jangka waktu risiko dan peluang yang didefinisikan mencakup jangka pendek (1 hingga 5 tahun), jangka menengah (5 hingga 15 tahun), dan jangka panjang (lebih dari 15 tahun).

Astra believes that climate issues will arise in both the short and long-term, so time horizon of risks and opportunities are defined as short term (1 to 5 years), medium term (5 to 15 years) and long term (more than 15 years).

Tabel 3 menyajikan versi terkini hasil analisis skenario iklim dari laporan sebelumnya, beserta potensi dampak serta strategi mitigasi dan adaptasi yang sedang dilaksanakan. Secara berkala, Astra terus memantau tren dan potensi risiko terkait permasalahan iklim. Kami akan mempertimbangkan untuk memperluas analisis skenario iklim di masa depan jika terdapat potensi munculnya dampak baru yang relevan.

Table 3 provides the updated version of climate scenario analysis results from our previous reporting, along with the potential impacts and ongoing mitigations and adaptations. Astra continues to regularly monitor the trends and potential risks surrounding climate matters. We will consider expanding future climate scenario analysis when new relevant potential impacts are observed.

**Tabel 3 Risiko dan Peluang Utama yang Teridentifikasi dan Langkah-Langkah Astra**

**Table 3 Identified Key Risks and Opportunities and Astra's Measures**

| Kondisi di Seluruh Skenario<br>Conditions across Scenarios  | Dampak Potensial<br>Potential impacts   | Rencana Aksi Solusi Mitigasi <sup>1</sup> dan Adaptasi <sup>2</sup><br>(Update Tahun 2024)<br>Mitigation <sup>1</sup> and Adaptation <sup>2</sup> Solution Action Plan<br>(2024 Update)  |
|---|---|--|
| <b>Fisik   Physical</b>   |   |  |
| <b>Basah dan berangin (R) - Jangka Menengah   Wet and windy (R) - Medium Term</b>   |   |  |
| <ul style="list-style-type: none"> <li>• Peningkatan curah hujan ekstrem dan total curah hujan tahunan<br/>Increase in extreme rainfall and total annual rainfall</li> <li>• Peningkatan kejadian banjir<br/>Increase in flooding events</li> <li>• Peningkatan intensitas badai petir dan topan<br/>Increase in thunderstorms and cyclone intensity</li> </ul> | <ol style="list-style-type: none"> <li>1. Meningkatnya gangguan operasional dan produktivitas menurun, seperti gangguan mobilitas karyawan, akses pelanggan dan penutupan kantor sementara akibat hujan ekstrem dan banjir<br/>Increase in operational disruptions and lower productivity e.g., disruption of employee mobility and customer access and temporarily closure of offices due to extreme rain and flooding events</li> <li>2. Potensi kehilangan dan kerusakan aset seperti bangunan, mesin dan inventaris<br/>Potential asset loss and damage e.g. building, machinery and inventory</li> <li>3. Meningkatnya masalah keselamatan dan kesehatan karyawan, khususnya yang bekerja di luar ruangan<br/>Increase in employees' health issues and safety risk, in particular those working outdoors</li> <li>4. Meningkatnya premi asuransi<br/>Increase in insurance premiums</li> </ol> | <ul style="list-style-type: none"> <li>• Implementasi prosedur perilaku keselamatan, seperti larangan bekerja dalam kondisi cuaca ekstrem (1,3,4)<br/>Implement safety behaviours procedures such as work prohibition in extreme weather condition (1,3,4)</li> <li>• Perumusan kebijakan manajemen rantai pasok yang mempertimbangkan perubahan iklim (1,2)<br/>Formulating climate change to supply chain management policy (1,2)</li> <li>• Melakukan penilaian risiko iklim tahap awal berdasarkan hasil <i>Climate Scenario Analysis</i> (CSA) (1,2,3,4)<br/>Conduct initial climate risk assessment based on previous Climate Scenario Analysis (CSA) result (1,2,3,4)</li> <li>• Melakukan upaya perlindungan dan restorasi alam di sekitar perusahaan untuk mengurangi abrasi dan dampak banjir (1,2)<br/>Conduct protection and restoration of natural barriers on company's surrounding area to reduce abrasion and flooding impact (1,2)</li> <li>• Pengumpulan data terkait iklim seperti data bahaya iklim, lokasi aset, jenis aset, nilai aset dan nilai pendapatan rata-rata (1,2,3,4)<br/>Collect data of climate hazard exposure, asset location, asset type, asset value, and average revenue value (1,2,3,4)</li> <li>• Menerapkan penilaian risiko banjir di seluruh lini bisnis (1,2,4)<br/>Implement flood risk assessment across business lines (1,2,4)</li> <li>• Memperkuat ketahanan gugus tugas, aset dan infrastruktur terhadap bahaya fisik (2,4)<br/>Strengthen task force, assets and infrastructures resilience against physical hazards (2,4)</li> <li>• Menerapkan <i>Emergency Response Plan</i> (ERP) dan <i>Business Continuity Plan</i> (BCP) untuk mengurangi dampak terhadap produktivitas operasional (1,3)<br/>Implement Emergency Response Plan (ERP) and Business Continuity Plan (BCP) to reduce impact on operational productivity (1,3)</li> <li>• Membentuk tim darurat, tim bencana dan tim <i>Search and Rescue</i> (SAR) di lokasi kerja yang bekerja sama dengan lembaga pemerintah (1,2)<br/>Establish emergency, disaster teams and Search and Research (SAR) team on site in collaboration with government agency (1,2)</li> <li>• Perlindungan asuransi untuk kerusakan aset fisik (2,4)<br/>Insurance coverage for physical asset damage (2,4)</li> </ul> |



| Kondisi di Seluruh Skenario<br>Conditions across Scenarios   | Dampak Potensial<br>Potential impacts   | Rencana Aksi Solusi Mitigasi <sup>1</sup> dan Adaptasi <sup>2</sup><br>(Update Tahun 2024)<br>Mitigation <sup>1</sup> and Adaptation <sup>2</sup> Solution Action Plan<br>(2024 Update)  |
|--|---|--|
| Panas dan kering (R) - Jangka Menengah   Hot and dry (R) - Medium Term   |   |  |
| <ul style="list-style-type: none"> <li>• Peningkatan suhu<br/>Increase in temperature</li> <li>• Peningkatan frekuensi gelombang panas<br/>More frequent heatwaves</li> <li>• Peningkatan periode kekeringan dan musim kemarau<br/>Longer periods of drought &amp; dry season</li> <li>• Peningkatan potensi kebakaran hutan<br/>Increase potential of wildfire</li> </ul> | <ol style="list-style-type: none"> <li>1. Penurunan produksi pertanian akibat meningkatnya insiden penyakit akibat hama, meningkatnya kematian pohon akibat panas dan penurunan tingkat pertumbuhan pohon<br/>Lower agricultural production due to increasing incidence of new and existing pests and diseases, increasing heat-induced tree mortality and declining in tree growth rates</li> <li>2. Peningkatan wabah penyakit menular<br/>Increase outbreaks of infectious diseases</li> <li>3. Berpotensi kehilangan produktivitas tenaga kerja dan gangguan operasional akibat kelangkaan air dan kejadian panas ekstrem<br/>Potential labor productivity losses and operational disruptions due to water scarcity and extreme heat events</li> <li>4. Meningkatnya masalah kesehatan karyawan<br/>Increase in employees' health issues</li> <li>5. Meningkatnya kebutuhan energi untuk pendinginan dan penggunaan energi untuk peralatan<br/>Increase in energy demand for cooling and energy use of equipment</li> <li>6. Meningkatnya biaya operasional akibat kebutuhan air bersih<br/>Increase in operational cost due to water demand</li> <li>7. Meningkatnya biaya akibat kerusakan aset<br/>Increased cost from damaged assets</li> <li>8. Meningkatnya premi asuransi atau tantangan untuk mendapatkan cakupan untuk area yang rentan terhadap kebakaran hutan<br/>Increase in insurance premiums or challenges in obtaining coverage for areas that are prone to wildfires</li> </ol> | <ul style="list-style-type: none"> <li>• Implementasi prosedur perilaku keselamatan, seperti larangan bekerja dalam kondisi cuaca ekstrem seperti gelombang panas, kabut, dll. (3,4)<br/>Implement safety behaviours procedures such as work prohibition in extreme weather condition for example heat waves, fog etc. (3,4)</li> <li>• Melakukan penelitian <i>climate-smart pest management</i>, melakukan pengembangan varietas kelapa sawit yang lebih tahan terhadap cekaman iklim, meningkatkan <i>water management system</i> dan sistem drainase (1)<br/>Conduct climate smart pest management research, Develop oil palm varieties that are more resilient to climate stress, improve water management and drainage systems (1)</li> <li>• Menetapkan pengurangan intensitas pengambilan air sebesar 15% pada tahun 2030 (3,6)<br/>Set 15% water withdrawal intensity reduction by 2030 (3,6)</li> <li>• Pengumpulan data terkait iklim seperti data bahaya iklim, lokasi aset, jenis aset, nilai aset, dan nilai pendapatan rata-rata (1-8)<br/>Collect data of climate hazard exposure, asset location, asset type, asset value, and average revenue value (1,8)</li> <li>• Melakukan <i>water assessment</i> (6)<br/>Conduct water assessment (6)</li> <li>• Memperkuat ketahanan gugus tugas, aset, dan infrastruktur terhadap bahaya fisik (7,8)<br/>Strengthen task force, assets and infrastructures resilience against physical hazards (7,8)</li> <li>• Menerapkan <i>Emergency Response Plan</i> (ERP) dan <i>Business Continuity Plan</i> (BCP) untuk mengurangi dampak terhadap produktivitas operasional (1,3,5,6,7)<br/>Implement Emergency Response Plan (ERP) and Business Continuity Plan (BCP) to reduce impact on operational productivity (1,3,5,6,7)</li> <li>• Menjamin asuransi untuk kerusakan aset fisik (7,8)<br/>Insurance coverage for physical asset damage (7,8)</li> </ul> |

| Kondisi di Seluruh Skenario<br>Conditions across Scenarios | Dampak Potensial<br>Potential impacts | Rencana Aksi Solusi Mitigasi <sup>1</sup> dan Adaptasi <sup>2</sup><br>(Update Tahun 2024)<br>Mitigation <sup>1</sup> and Adaptation <sup>2</sup> Solution Action Plan<br>(2024 Update) |
|--|---------------------------------------|---|
|--|---------------------------------------|---|

**Transisi | Transitional**

**Pajak karbon terhadap perekonomian di Indonesia dan komitmen penurunan emisi (R) - Jangka Pendek**  
Economy wide carbon tax in Indonesia and emissions reduction commitment (R) - Short Term

|  |  |   |
|--|--|---|
| <ul style="list-style-type: none"> <li>• Peningkatan pesat dalam penetapan harga karbon di bawah aksi iklim yang agresif, tetapi penetapan harga karbon yang dapat diabaikan di bawah aksi iklim yang terbatas<br/>Rapid increase in carbon pricing under aggressive climate action, but negligible carbon pricing under limited climate action</li> </ul> | <ol style="list-style-type: none"> <li>1. <i>Direct financial exposure</i> melalui pajak karbon atau mekanisme penetapan harga lainnya<br/>Direct financial exposure through carbon tax or other pricing mechanisms</li> <li>2. <i>Indirect carbon exposures</i> melalui biaya rantai pasokan yang lebih tinggi<br/>Indirect carbon exposures through higher supply chain costs</li> </ol> | <ul style="list-style-type: none"> <li>• Menetapkan pengurangan 30% untuk emisi Scope 1 dan 2 di seluruh Grup pada tahun 2030 dibandingkan dengan <i>baseline</i> 2019 (1,2)<br/>Set 30% reduction target for group-wide Scope 1 and 2 emissions by 2030 against 2019 baseline (1,2)</li> <li>• Menetapkan 50% energi terbarukan untuk memasok operasi pada tahun 2030 (1,2)<br/>Set 50% renewable energy target to supply operations by 2030 (1,2)</li> <li>• Inisiatif Renew &amp; Reduce: Meningkatkan kapasitas energi terbarukan di operasi kami seperti penggunaan <i>biofuel</i> dan biomassa (1,2)<br/>Renew &amp; Reduce initiative: Increasing our renewable capacity in our operations, such as using biofuel and biomass (1,2)</li> <li>• Inisiatif Renewable Future: Berfokus pada peningkatan proyek dan investasi energi terbarukan kami (1,2)<br/>Renewable Future Initiative: Focusing on scaling up renewable energy projects and investments (1,2)</li> <li>• Menggunakan energi terbarukan melalui skema REC (1,2)<br/>Use renewable energy under REC scheme (1,2)</li> <li>• Meningkatkan kapasitas energi surya fotovoltaik (PV) yang terpasang (1,2)<br/>Increase solar photovoltaic (PV) adoption (1,2)</li> <li>• Berkontribusi dalam program <i>carbon emissions offset</i> nasional (1,2)<br/>Contribute to national carbon emissions offset program (1,2)</li> <li>• Menerapkan program dengan <i>co-benefits</i>, seperti <i>Nature-Based Solutions</i> (1,2)<br/>Implement program with co-benefits e.g., Nature-Based Solutions (1,2)</li> </ul> |
|--|--|---|

**Efisiensi melalui otomatisasi dan teknologi<sup>3</sup> (O) - Jangka Menengah | Efficiency through automation and technology<sup>3</sup> (O) - Medium Term**

|   |   |   |
|---|---|---|
| <p>Tingkat efisiensi energi yang signifikan untuk teknologi berbasis bahan bakar fosil dan listrik di bawah aksi iklim yang agresif, tetapi peningkatan efisiensi energi yang lebih rendah di bawah aksi iklim yang terbatas<br/>Significant levels of energy efficiency for fossil fuel and electric-based technologies under aggressive climate action but lower energy efficiency improvement under limited climate action</p> | <p>Meningkatnya efisiensi operasional dan energi untuk mengurangi penggunaan energi, biaya listrik dan emisi<br/>Increase in operational and energy efficiency to reduce energy consumption, electricity expenses and emissions</p> | <ul style="list-style-type: none"> <li>• Mengeksplorasi teknologi baru yang dapat mengurangi emisi dengan unit bisnis, seperti implementasi penggunaan otomatisasi penggunaan <i>mode power</i> untuk menyesuaikan muatan pada alat berat<br/>Explore new technology that reduces emission with relevant Business Units, such as implementation of power modes automation to adjust machine load</li> <li>• Inisiatif Fuel Smart: Membangun kemajuan yang telah dicapai oleh semua unit bisnis Astra dalam inisiatif bahan bakar dan energi<br/>Fuel Smart initiative: Build on the progress that Astra Business Unit have made in fuel and energy initiatives</li> <li>• Meningkatkan upaya efisiensi energi untuk semua lini bisnis<br/>Improve energy efficiency efforts to all business lines</li> <li>• Menerapkan program audit energi untuk semua lini bisnis<br/>Implement energy audit programs to business lines</li> </ul> |
|---|---|---|

| Kondisi di Seluruh Skenario<br>Conditions across Scenarios   | Dampak Potensial<br>Potential impacts   | Rencana Aksi Solusi Mitigasi <sup>1</sup> dan Adaptasi <sup>2</sup><br>(Update Tahun 2024)<br>Mitigation <sup>1</sup> and Adaptation <sup>2</sup> Solution Action Plan<br>(2024 Update)  |
|--|---|--|
| <p>Akses ke pasar baru (O)/penurunan pasar bahan bakar fosil, aset terdampar (R) - Jangka Menengah<br/>Access to new markets (O)/decreasing fossil fuel markets, stranded assets (R) - Medium Term</p>   |   |  |
| <ul style="list-style-type: none"> <li>• Penurunan permintaan batu bara termal yang signifikan di bawah aksi iklim yang agresif dalam jangka panjang, sedangkan dalam jangka pendek-menengah, permintaan dapat bervariasi sesuai dengan tingkat aksi iklim<br/>Significant decrease of thermal coal demand under aggressive climate action in the long term, while in the short-medium-term demand may vary according to level of climate action</li> <li>• Berkembangnya transportasi rendah karbon, terutama untuk kendaraan listrik, hibrida, dan hidrogen<br/>Evolving low carbon transports notably for electric, hybrid and hydrogen fuel cell vehicles</li> <li>• Permintaan mineral yang lebih tinggi untuk teknologi rendah karbon seperti tembaga, nikel, dan bauksit<br/>Higher demand for minerals for low carbon technologies such as copper, nickel and bauxite</li> </ul> | <ol style="list-style-type: none"> <li>1. Penurunan pendapatan dari bisnis yang terkait dengan batu bara dan segmen pasar <i>Internal Combustion Engine</i> (ICE)<br/>Decline in revenue from coal-related business and Internal Combustion Engine (ICE) market segments</li> <li>2. Rendahnya tingkat pengembalian investasi dan risiko investasi yang tidak terserap dalam portofolio yang bergantung pada batu bara<br/>Lower return of investment and risk of stranded investment in coal dependent portfolio</li> <li>3. Meningkatnya tekanan pelanggan terhadap produk dan jasa rendah karbon<br/>Increase in customer pressure for low carbon products and services</li> </ol>   | <ul style="list-style-type: none"> <li>• Inisiatif Future of Mines: Tidak melakukan akuisisi ke tambang batu bara baru dan tidak melakukan investasi ke pembangkit listrik tenaga batu bara baru (1,2,3)<br/>Future of Mines initiative: No new coal mine acquisition and no investments in new coal-fired power plants (1,2,3)</li> <li>• Inisiatif Future of Mobility: Mendukung mitra kami dalam transisi kendaraan listrik dan mengupayakan investasi dalam ekosistem kendaraan listrik, seperti mengembangkan produk <i>Electric Vehicle Charging Station</i> (EVCS) (1,2,3)<br/>Future of Mobility initiative: Support our partners in the EV transition and pursue investments in the electric vehicle ecosystem, such as develop EVCS (Electric Vehicle Charging Station) (1,2,3)</li> <li>• Melanjutkan investasi di sektor-sektor industri baru dengan perbandingan jejak karbon yang relatif lebih rendah (1,2,3)<br/>Continue pursuing investments in new industry sectors with comparatively lower carbon footprints (1,2,3)</li> </ul>   |
| <p>Reputasi Perusahaan terancam turun bila bisnis tidak berjalan sesuai dengan ekspektasi pemangku kepentingan (R) - Jangka Pendek<br/>Reputation may be damaged if business not aligned to stakeholder expectation (R) - Short Term</p>   |   |  |
| <ul style="list-style-type: none"> <li>• Peningkatan kepedulian para pemangku kepentingan terhadap implikasi iklim dari keputusan dan sikap kritis mereka terkait dampak organisasi yang mereka dukung<br/>Increase in stakeholders' concern regarding climate implications of their decisions and criticality of the organization's impact that they support</li> <li>• Pergeseran preferensi pemangku kepentingan terhadap Perusahaan yang secara aktif terlibat dalam aksi iklim<br/>Shift in stakeholders' preference towards Companies actively engaged in climate action</li> </ul>  | <ol style="list-style-type: none"> <li>1. Berkurangnya kepemimpinan pasar akibat perubahan kebutuhan pelanggan yang didorong oleh iklim<br/>Loss of market leadership due to change in customer's climate-driven demands</li> <li>2. Meningkatnya tuntutan akan transparansi yang lebih besar pada kinerja iklim<br/>Increasing demand for more transparency on climate performance</li> <li>3. Perubahan risiko peringkat kredit yang bergantung pada kinerja iklim<br/>Changes in credit rating risk depending on climate performance</li> <li>4. Terbatasnya akses pada modal<br/>Limited access to capital</li> <li>5. Meningkatnya kesulitan dalam menarik dan mempertahankan talenta<br/>Increase in difficulty in talent attraction and retention</li> </ol> | <ul style="list-style-type: none"> <li>• Pengembangan kompetensi dan talenta karyawan terkait ESG dan iklim (1,2,5)<br/>Employee competency and talent development related to ESG and climate (1,2,5)</li> <li>• Menyediakan informasi terkini kepada para pemangku kepentingan untuk mengomunikasikan Astra Sustainability Aspirations, termasuk mendorong keterlibatan pemangku kepentingan terkait target, inisiatif, dan pencapaian iklim. (2)<br/>Provide updated information with stakeholders to communicate Astra Sustainability Aspirations, including promoting stakeholder engagement on related to climate target, initiative, and achievement (2)</li> <li>• Meningkatkan peringkat ESG Rating perusahaan (3)<br/>Improve company's ESG Rating (3)</li> <li>• Mendapatkan verifikasi independen atas Laporan Keberlanjutan Astra (3,5)<br/>Obtain assurance on Astra Sustainability Report (3,5)</li> <li>• Mempertimbangkan aspek ESG ke dalam kerangka kerja keputusan investasi (4)<br/>Incorporate ESG consideration into investment decision framework (4)</li> <li>• Mengedukasi para pemangku kepentingan untuk meningkatkan keterlibatan dalam inisiatif iklim (1)<br/>Educate stakeholders to promote engagement in climate initiatives (1)</li> </ul> |

Keterangan:

1. Mitigasi iklim merepresentasikan tindakan untuk mengurangi atau mencegah emisi dari gas rumah kaca yang berkontribusi terhadap perubahan iklim.
2. Adaptasi iklim merepresentasikan tindakan untuk mengadaptasi atau mengelola dampak perubahan iklim.
3. Untuk tema teknologi, potensi dampak finansial dari peluang yang dinilai adalah penghematan biaya berdasarkan masing-masing sumber energi, seperti solar, gas dan listrik dibandingkan dengan alternatif yang ada saat ini.

Notes:

1. Climate mitigation represents the actions to reduce or prevent emissions of greenhouse gases which contribute to climate change.
2. Climate adaptation represents the action to adapt or manage the effects of climate change.
3. For the technology theme, the potential financial impact of the opportunity assessed is the cost savings based on each energy source, such as diesel, gas and electricity compared to current alternatives.

Analisis skenario iklim memberikan informasi terkait strategi ketahanan Astra terhadap aktivitas bisnis kami yang mungkin terancam oleh peningkatan risiko tekanan pada aset, karyawan dan rantai pasokan, potensi hilangnya produktivitas, peningkatan persyaratan regulasi dan ekspektasi pemangku kepentingan. Oleh sebab itu, Astra telah meluncurkan inisiatif dan program untuk melakukan mitigasi dan adaptasi terhadap dampak perubahan iklim seperti terlihat pada Tabel 3.

Seluruh program mitigasi dan adaptasi yang diperlukan dapat dirangkum ke dalam empat area utama: (1) Membangun landasan bagi bisnis yang berketahanan iklim; (2) Mempromosikan operasi rendah karbon dan melindungi pekerja; (3) Memperkuat proses manajemen risiko; dan (4) Memperkuat pengumpulan dan pemantauan data terkait iklim. Rincian lebih lanjut disajikan dalam Tabel 4.

Climate scenario analysis informs the resilience of Astra's strategy around our business activities that could be jeopardized by increasing risks of stress on assets, staff and supply chains, potential productivity loss, increasing regulatory requirements and stakeholder expectations. Therefore, Astra has set initiatives and programs in place to mitigate and adapt to the impacts of climate change as shown in Table 3.

All necessary mitigation and adaptation programs can be summarized into four main areas: (1) Building the foundation for climate-resilient business; (2) Promoting low-carbon operations and protecting workers; (3) Strengthening risk management processes; and (4) Enhancing climate-related data collection and monitoring. Further details are presented in Table 4.

**Tabel 4 Area Mitigasi dan Adaptasi Utama**

**Table 4 Key Mitigation and Adaptation Area**

| Area-Area Mitigasi dan Adaptasi Utama Astra<br>Astra Key Mitigation and Adaptation Areas   |   |   |  |
|--|---|---|--|
| Membangun landasan bagi bisnis yang berketahanan iklim<br>Building the foundation for a climate resilient business   | Mempromosikan operasi rendah karbon dan melindungi pekerja kami<br>Promoting lower carbon operations and protecting our workers   | Memperkuat proses manajemen risiko<br>Strengthening risk management processes   | Memperkuat pengumpulan dan pemantauan data iklim<br>Reinforcing climate-related data collection and monitoring   |
| <p>Meningkatkan tata kelola dan perencanaan strategis untuk mendukung aksi iklim. Astra berkomitmen untuk mengeksplorasi peluang dan menginternalisasi risiko iklim ke dalam bisnis.</p> <p>Astra juga mulai mengembangkan kebijakan rantai pasok yang berkelanjutan untuk mendorong secara aktif kepada mitra rantai dan pemasok dalam mengurangi emisi GRK.</p> <p>Enhance governance and strategic planning to support climate action. Astra is committed to exploring opportunities and internalizing climate risk into the business.</p> <p>Astra has also started to develop a sustainable supply chain policy to actively encourage chain partners and suppliers to reduce GHG emissions.</p> | <p>Mengeksplorasi peluang untuk mengadopsi proses, teknologi, dan pembangkitan energi terbarukan yang rendah karbon. Melindungi pekerja dan aset Perusahaan, infrastruktur, dan operasi Perusahaan dari bahaya terkait perubahan iklim.</p> <p>Explore opportunities to adopt lower carbon processes, technologies and renewable energy generation. Protecting workers and safeguarding assets, infrastructures and operations against climate-related hazards.</p> | <p>Memasukkan risiko iklim ke dalam kerangka manajemen risiko perusahaan dan meningkatkan respons darurat untuk memitigasi dampak terkait perubahan iklim.</p> <p>Incorporate climate risks into enterprise risk management framework and enhance emergency response to mitigate climate-related impacts.</p> | <p>Meningkatkan proses pengumpulan dan pemantauan data untuk mengukur data terkait perubahan iklim, menetapkan metrik dan target untuk membantu menyelaraskan progres tindakan dekarbonisasi dan adaptasi, serta memperluas pasar penelitian untuk mengidentifikasi peluang, termasuk peluang kemitraan. Selain itu, untuk memastikan kualitas dan kredibilitas pada data yang disajikan pada Laporan Keberlanjutan, Astra telah melakukan proses <i>limited assurance</i> yang dilakukan secara eksternal. Pada 2024, Astra telah melakukan program advisory terkait dengan proses pengumpulan data metrik iklim yang dilakukan secara internal.</p> <p>Enhance data collection and monitoring process to account for climate-related data, establish metrics and targets to assist in monitoring decarbonization progress and adaptation actions as well as expanding market research to identify opportunities including partnership opportunities. In addition, to ensure the quality and credibility of the data presented in the Sustainable Report, Astra has conducted advisory and external limited assurance process. In 2024, Astra conducted internal advisory program related to the climate metrics data collection process.</p> |

Di setiap area mitigasi dan adaptasi, Astra telah mulai memasukkan hasil analisis skenario iklim ke dalam proses perencanaan anggaran, termasuk penambahan tenaga kerja dan investasi pada teknologi, serta perbaikan proses di dalam organisasi. Ke depannya, kami akan mempertimbangkan untuk mengintegrasikan

Within each mitigation and adaptation area, Astra has started to incorporate climate scenario analysis results within financial planning process, which includes addition of manpower and investment for technology and process improvement within the organization. Onwards, we will look

pertimbangan iklim ke dalam perencanaan investasi dan proses akuntansi keuangan di seluruh Grup untuk membantu dalam mengidentifikasi dan mengklasifikasi dampak iklim terhadap kinerja keuangan secara konsisten.

## Metrik dan Target

### Ringkasan Metrik dan Target Iklim

Astra terus berkomitmen untuk mengurangi *environmental footprint* dan telah menetapkan beberapa metrik yang perlu dipantau serta target, baik untuk jangka pendek dan jangka panjang. Metrik dan target Astra yang terkait dengan iklim telah dimasukkan ke dalam Astra 2030 Sustainability Aspirations, seperti yang ditunjukkan pada halaman 26.

Astra menyadari bahwa meskipun emisi gas rumah kaca merupakan metrik utama yang harus dipantau, terdapat beberapa target yang telah kami tetapkan di seluruh lini bisnis untuk memastikan kontrol yang jelas terhadap metrik kami terkait iklim. Metrik tersebut telah diselaraskan dengan strategi kami untuk meminimalkan dampak dari operasi dan meningkatkan pendapatan non-batu bara. Astra juga terus menjajaki peluang-peluang bisnis baru yang mempertimbangkan aspek ESG dalam pengambilan keputusan investasi melalui kerangka kerja ESG Due Diligence yang terus diperbaharui.

### Langkah Astra Selanjutnya

Astra menyadari pentingnya membangun ketahanan iklim untuk memastikan kemampuan kami untuk menciptakan nilai bagi para pemangku kepentingan dan mendukung aksi iklim nasional.

Kedepannya, Astra akan memperluas analisis skenario iklim dan mendukung masing-masing lini bisnis untuk mengembangkan tindakan mitigasi dan adaptasi yang sesuai dengan risiko dan peluang terkait iklim yang spesifik.

into integrating climate consideration within our investment planning and financial accounting process across the group to help identify and classify climate-related impacts on financial performance in a consistent manner.

## Metrics and Targets

### Summary of Climate Metrics and Targets

Astra stays committed to reducing our environmental footprint and have established several metrics to be monitored as well as both short and long-term targets. Astra's climate-related metrics and targets have been included within the Astra 2030 Sustainability Aspirations, as shown on page 26.

Astra recognizes that while our greenhouse gas emissions are the key metric to monitor, there are several targets we have set across our business lines to ensure clear control of our climate-aligned metrics. These metrics are aligned with our strategy of minimizing impact from our operations and increasing our non-coal revenue. Astra is also continuously exploring new business opportunities, taking into account ESG aspects into investment decision-making through the ESG Due Diligence framework which has been continuously updated.

### Astra's Next Steps

Astra acknowledges the importance of building climate resilience to ensure our ability to create values for our stakeholders and support national climate actions.

Onwards, Astra will expand climate scenario analysis and will support each business lines to develop correct mitigation and adaptation actions to specific climate-related risks and opportunities.

# Keunggulan SDM dan Tempat Kerja

People dan Workplace Excellence

- 134 **Strategi Kami** | Our Strategy
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# Strategi Kami

Our Strategy

**Di Astra, kami memprioritaskan keselamatan dan kesehatan kerja, serta mendukung keberagaman dan inklusivitas karyawan yang berfokus pada gender.**

Komitmen *People First, Safety by All for All* mendorong budaya keselamatan yang terintegrasi di seluruh Grup Astra melalui *Mandatory Key Action (MKA)* untuk memastikan kepatuhan dan tanggung jawab bersama. Melalui *Astra for Everyone*, Astra mendorong terciptanya lingkungan kerja yang mendukung kesetaraan gender. Sejalan dengan itu, *Astra Women Leaders Development* dirancang untuk memperkuat peran kepemimpinan perempuan.

At Astra, we prioritize workplace safety and health, as well as support employee diversity and inclusion focusing on gender. Our commitment to *People First, Safety by All for All* drives a safety culture integrated across Astra Group through *Mandatory Key Action (MKA)* to ensure compliance and shared responsibility. Through *Astra for Everyone*, Astra fosters an inclusive work environment that supports gender equality. Complementing this, the *Astra Women Leaders Development* program is designed to empower women in leadership roles.





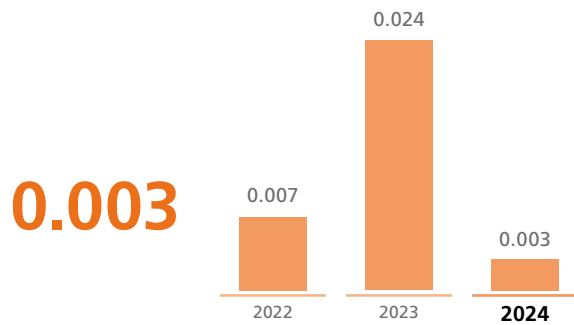
# Ikhtisar Kinerja

## Performance Snapshot

SEOJK B.3

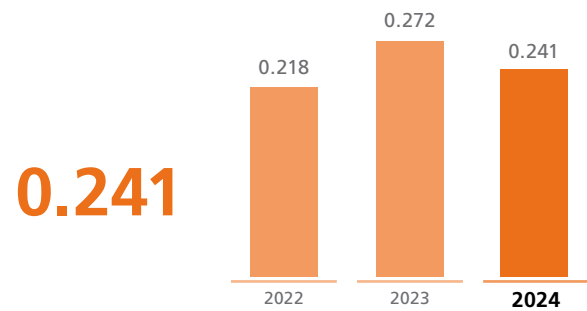
### Fatality Rate

Fatality Rate



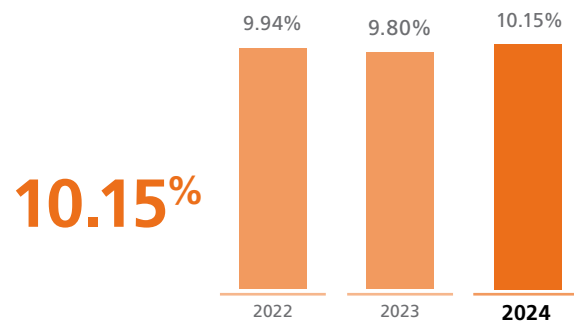
### Lost-Time Injury Frequency Rate (LTIFR) - Karyawan

Lost-Time Injury Frequency Rate (LTIFR) - Employee



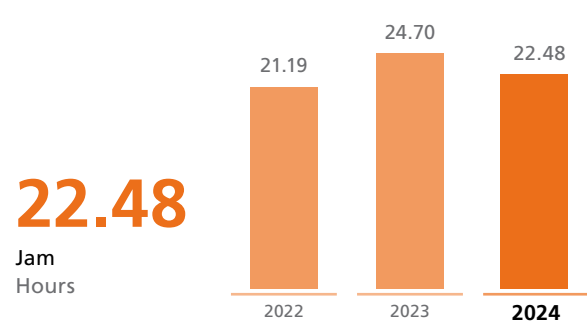
### Karyawan Wanita Astra

Astra Women Employees



### Rata-Rata Jam Pelatihan Karyawan

Average Training Hours per Employee



# Komitmen dan Progres

## Commitment and Progress

SEOJK B.3

Topik  
Topic

Kinerja 2024  
2024 Performance

Astra 2030 Sustainability Aspirations



### Keberagaman dan Inklusivitas Karyawan Employee Diversity & Inclusion

Keberagaman dan inklusivitas karyawan yang berfokus pada gender.  
Champion actions to support employee diversity and inclusion focusing on gender.

**5,112**

**Karyawan wanita level *supervisor* ke atas, atau setara dengan 19,35% dari total karyawan di Grup Astra level *supervisor* ke atas**

Female employees at the supervisor level and above, or equivalent to 19.35% of the total Astra Group employees at supervisor level and above



### Keselamatan dan Kesehatan Kerja Occupational Health & Safety

Mencapai zero *fatality* tenaga kerja dan pengurangan 60% Tingkat *Lost-Time Injury* karyawan Grup Astra dari *baseline* 2019.  
Achieve group-wide zero workforce fatalities and 60% reduction in Lost-Time Injury Rate compared to 2019 baseline.

**68%**

**Pengurangan Tingkat *Lost-Time Injury* Grup Astra dari *baseline* 2019**

Reduction in Lost-Time Injury Rate compared to 2019 baseline



### Keberagaman dan Inklusivitas Manajemen Board Diversity & Inclusion

Keberagaman dan inklusivitas di level eksekutif, Direksi dan Dewan Komisaris yang berfokus pada gender.  
Champion actions that support board and executive leadership diversity and inclusion, focusing on gender.

**34**

**Wanita menjabat sebagai Direksi, atau setara dengan 17,35% dari total Direksi di Grup Astra**

Women hold Director positions, or 17.35% of the total number of Directors at the Astra Group

Flagship Initiatives



### Astra for Everyone

Meluncurkan program tentang keberagaman, kesetaraan & inklusi, dengan fokus pada gender.  
Rolling out programs on diversity, equity and inclusion, focusing on gender.

**1,300**

**Karyawan wanita mengikuti Program Gender Diversity & Inclusion for Leaders**

Female employees participated in the Gender Diversity & Inclusion for Leaders Program

### Ringkasan Inisiatif Snapshot of Initiatives

- **Astra for Everyone**  
Astra for Everyone
  - **Implementasi Program Astra Women Leaders Development**  
Astra Women Leaders Development Program Implementation
- 
- **Komitmen People First, Safety by All for All**  
Commitment to People First, Safety by All for All
  - **Perumusan *Mandatory Key Action* (MKA)**  
Formulation of Mandatory Key Action (MKA)
  - **Astra On The Go**  
Astra On The Go
- 
- **Program Astra Women's Network**  
Astra Women's Network Program
- 
- **102 aktivitas yang mendukung pengembangan kapasitas karyawan wanita, termasuk *in-class training, coaching-mentoring, networking*, dan seminar**  
102 activities supporting female employee capacity development, including in-class training, coaching-mentoring, networking, and seminars.

**"Komitmen kami, People First, Safety by All for All, menjadi dasar dalam menanamkan budaya keselamatan di seluruh Grup Astra."**

"Our commitment, People First, Safety by All for All, serves as the foundation for instilling a safety culture across the Astra Group."

# Keselamatan dan Kesejahteraan di Tempat Kerja

Workplace Safety and Well-being



Astra menempatkan keselamatan dan kesehatan sebagai prioritas utama bagi seluruh insan Astra dan para pemangku kepentingan.

Astra places safety and health as a top priority for Astra employees and all stakeholders.

## Kinerja Keselamatan dan Kesehatan Kerja

GRI 3-3

Astra senantiasa berkomitmen untuk keselamatan dan kenyamanan seluruh insan Astra serta seluruh tamu yang berada di lingkungan Astra, dengan mengutamakan People First, Safety by All for All. Komitmen ini menekankan bahwa keselamatan sebagai prioritas utama bagi seluruh karyawan dan pemangku kepentingan di seluruh tingkat organisasi.

Sebagai bagian dari komitmen tersebut, Grup Astra secara konsisten mematuhi regulasi yang berlaku terkait Keselamatan dan Kesehatan Kerja (K3), yang mengacu pada Undang-Undang No. 1 Tahun 1970 tentang Keselamatan Kerja yang mengatur tentang kewajiban pimpinan tempat kerja dan pekerja dalam melaksanakan keselamatan kerja, Undang-Undang No. 23 Tahun 1992 tentang Kesehatan Pekerja, dan Permenaker No. 3 Tahun 1998 tentang Tata Cara Pelaporan dan Pemeriksaan Kecelakaan Kerja, Permenaker No. 5 Tahun 2021 tentang Tata Cara Penyelenggaraan Program Jaminan Kecelakaan Kerja, Jaminan Kematian dan Jaminan Hari Tua, Peraturan Pemerintah No. 50 Tahun 2012 tentang Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) dan Peraturan Menteri Energi dan Sumber Daya Mineral No. 26 Tahun 2018 tentang Sistem Manajemen Keselamatan Pertambangan (SMKP). Astra juga mematuhi standar internasional, seperti ISO 45001 yang telah tersertifikasi untuk memastikan bahwa setiap aspek keselamatan di tempat kerja memenuhi standar global.

## Occupational Health and Safety Performance

GRI 3-3

Astra is consistently committed to the safety and well-being of all Astra employees and visitors within its premises, prioritizing People First, Safety by All for All. This commitment emphasizes that safety is the top priority for all employees and stakeholders at every level of the organization.

As part of this commitment, Astra Group consistently complies with applicable regulations on Occupational Health and Safety (OHS), referring to Law No. 1 of 1970 on Occupational Safety, which regulates the obligations of workplace leaders and employees in implementing occupational safety; Law No. 23 of 1992 on Workers' Health, Minister of Manpower Regulation No. 3 of 1998 on Procedures for Reporting and Inspection of Work Accidents, Minister of Manpower Regulation No. 5 of 2021 on Procedures for Implementing Work Accident Insurance, Death Benefits, and Old-age Benefits Programs, Government Regulation No. 50 of 2012 on the Occupational Health and Safety Management System (SMK3), and Minister of Energy and Mineral Resources Regulation No. 26 of 2018 on the Mining Safety Management System (SMKP). Astra also complies with international standards, including ISO 45001 certification to ensure that every aspect of workplace safety meets global standards.

## Flagship Program



## Penurunan Kecelakaan Kerja Mitra AHM Sebesar

Reduction in Contractor Work Accidents at AHM

**75**  
Persen | Percent

## Digitalisasi Contractor Safety Management System (CSMS)

### Contractor Safety Management System (CSMS) Digitalization

PT Astra Honda Motor mengembangkan program digitalisasi CSMS yang dirancang untuk menjalankan seluruh tahapan CSMS dengan lebih sistematis, menyeluruh, dan terintegrasi. Dimulai pada awal 2023, program ini telah memberikan dampak positif dalam meningkatkan budaya safety mitra kerja dan menurunkan potensi kecelakaan, serta meningkatkan efisiensi proses kerja. Capaian ini tercermin dari penurunan jumlah kecelakaan kerja mitra, dari empat kasus pada tahun sebelumnya menjadi satu kasus.

PT Astra Honda Motor has developed a digitalized CSMS program designed to implement all Contractor Safety Management System (CSMS) stages in a more systematic, comprehensive, and integrated manner. Launched in early 2023, this program has had a positive impact by enhancing the safety culture among partners, reducing accident risks, and improving work process efficiency. This achievement is reflected in the reduction of contractor work accidents, from four cases in the previous year to one case.

## Identifikasi Bahaya dan Risiko Pekerjaan

Astra memiliki panduan yang disusun secara umum berdasarkan lini bisnis yang dijalankan oleh anak perusahaan dan didistribusikan kepada seluruh perusahaan Grup Astra. Panduan tersebut juga menjadi kesempatan untuk memperkuat protokol keselamatan dan kesehatan kerja, meningkatkan program pelatihan, dan berinvestasi pada infrastruktur serta peralatan yang lebih aman.

GRI 403-2, 403-10

Selain itu, Astra menerapkan sistem *Hazard Identification Risk Assessment and Determining Control (HIRADC)* dan *Job Safety Analysis (JSA)* untuk mengidentifikasi dan mengurangi risiko kecelakaan di lingkungan kerja. Kegiatan rutin, seperti *safety patrol* dan *safety talk* juga secara rutin dilaksanakan. Dalam penanganan kecelakaan,

## Hazard Identification and Job Risk Assessment

Astra has developed general guidelines based on the business lines operated by its subsidiaries, which are distributed to all companies within the Astra Group. These guidelines serve as an opportunity to reinforce occupational health and safety protocols, enhance training programs, and invest in safer infrastructure and equipment.

GRI 403-2, 403-10

In addition, Astra implements the Hazard Identification, Risk Assessment, and Determining Control (HIRADC) and Job Safety Analysis (JSA) systems to identify and mitigate work accident risks. Routine activities such as safety patrols and safety talks are also conducted regularly. For accident management, the Company receives periodic reports on

## Flagship Program



## Total Peserta Pelatihan

Total Training Participants

# 125

Orang | People

## FIFGROUP Aman Berjalan Lintas

FIFGROUP meluncurkan program FIFGROUP Aman Berjalan Lintas (FABL) dengan slogan “Prioritaskan Keselamatan di Setiap Perjalanan”. Program yang ditujukan untuk karyawan internal dan eksternal ini meliputi berbagai materi berkendara secara aman (*safety riding*) di antaranya aspek keselamatan berkendara, faktor penyebab kecelakaan, hingga teknik berkendara seperti pengereman, menikung, dan mengantisipasi potensi bahaya. Program pelatihan ini telah terlaksana di tiga wilayah FIFGROUP yakni Jakarta-Tangerang, Yogyakarta, dan Surabaya dengan total peserta pelatihan mencapai 125 orang.

FIFGROUP launched Aman Berjalan Lintas (FABL) program with the slogan “Prioritize Safety in Every Journey.” This initiative, designed for internal and external participants, provides comprehensive safe riding training covering key aspects such as road safety, accident risk factors, and riding techniques—including braking, cornering, and hazard anticipation. The training program has been conducted in three FIFGROUP regions Jakarta-Tangerang, Yogyakarta, dan Surabaya with a total of 125 participants completing the sessions.

Perusahaan menerima pelaporan berkala untuk kecelakaan ringan, sedangkan kecelakaan fatal dicatat dan diinvestigasi dalam waktu 2 x 24 jam. Perusahaan kemudian akan menggunakan hasil investigasi sebagai dasar perencanaan tindakan perbaikan dan pemantauan dalam proses implementasinya.

GRI 403-2, 403-4

minor incidents, while fatal accidents are recorded and investigated within 2 x 24 hours. The findings from these investigations are then used as a basis for corrective action planning and monitoring during the implementation process.

GRI 403-2, 403-4

### People First, Safety by All for All

Grup Astra menetapkan komitmen People First, Safety by All for All untuk memperkuat budaya keselamatan di seluruh perusahaan. Pendekatan ini menekankan bahwa keselamatan adalah tanggung jawab bersama, melibatkan setiap individu dalam menjaga lingkungan kerja yang aman dan sehat. Dalam mewujudkan komitmennya, Astra melakukan penguatan sistem manajemen K3 melalui implementasi prosedur keselamatan yang komprehensif, pelatihan rutin, serta pemantauan kinerja keselamatan secara berkala.

### People First, Safety by All for All

Astra Group upholds the People First, Safety by All for All commitment to strengthen the safety culture across all companies. This approach emphasizes that safety is a shared responsibility, engaging every individual in maintaining a safe and healthy work environment. To realize this commitment, Astra reinforces its OHS management system through the implementation of comprehensive safety procedures, regular training, and periodic safety performance monitoring.

Grup Astra melaksanakan K3 melalui pedoman K3, *safety talk* rutin, pelatihan K3, dan *Behavior-Based Safety* (BBS) yang menekankan pada pencatatan, analisis dan antisipasi, serta perubahan perilaku. Dengan penerapan BBS, semua karyawan di Grup Astra termasuk mitra kerja yang berada di bawah pengawasan dan operasional Grup Astra telah turut terlibat dalam upaya pencegahan *at-risk behavior* guna mencegah terjadinya kecelakaan. Selain itu, Grup Astra juga melakukan penilaian risiko secara berkala untuk menyesuaikan dan melakukan penilaian dampak K3 pada lingkungan kerja.

Khusus mitra kerja, Grup Astra menerapkan Sistem Manajemen K3 Kontraktor yang terintegrasi di dalam Astra Green Company. Sistem ini bertujuan untuk meningkatkan kinerja K3 yang berlaku baik untuk kontraktor maupun subkontraktor. SMK3 Astra mencakup semua personel, baik karyawan maupun nonkaryawan yang berada di area operasional.

GRI 403-1, 403-8

### Mandatory Key Action

GRI 403-7

Dalam upaya mencapai standar keselamatan kerja yang lebih tinggi, Astra telah merumuskan *Mandatory Key Action* (MKA) sebagai serangkaian langkah wajib yang harus diterapkan di seluruh perusahaan Grup Astra. MKA dirancang untuk memperkuat pengelolaan keselamatan kerja serta mendukung penanganan dan mitigasi K3 di lingkungan operasional. Langkah ini juga mendukung target strategis Astra untuk mencapai *zero fatality* tenaga kerja dan mengurangi *Lost-Time Injury Frequency Rate* (LTIFR) sebesar 60% pada tahun 2030, sesuai dengan Astra 2030 Sustainability Aspirations.

## 6 Area Mandatory Key Action

6 Mandatory Key Action Area

|   |  |
|---|--|
| 1 | <b>Komitmen Manajemen</b><br>Management Commitment                                   |
| 2 | <b>Kebijakan &amp; Prosedur</b><br>Policies & Procedures                             |
| 3 | <b>KPI Keselamatan, Penghargaan &amp; Sanksi</b><br>Safety KPIs, Rewards & Sanctions |

Astra Group implements OHS through OHS guidelines, routine safety talks, OHS training, and Behavior-Based Safety (BBS), which focuses on recording, analyzing, anticipating, and modifying behaviors. Through BBS implementation, all employees within Astra Group, including business partners under Astra Group's supervision and operations, actively participate in preventing at-risk behaviors to reduce work accidents. Additionally, Astra Group conducts regular risk assessments to evaluate and adjust the impact of OHS measures in the workplace.

For business partners, Astra Group applies an integrated Contractor OHS Management System within the Astra Green Company framework. This system aims to enhance OHS performance for both contractors and subcontractors. Astra's SMK3 covers all personnel, including both employees and non-employees operating within Astra's operational areas.

GRI 403-1, 403-8

### Mandatory Key Action

GRI 403-7

To achieve higher workplace safety standards, Astra has formulated *Mandatory Key Action* (MKA) as a set of required measures that must be implemented across all Astra Group companies. MKA is designed to enhance occupational safety management and support the handling and mitigation of OHS risks within operational environments. This initiative also aligns with Astra's strategic targets to achieve zero workforce fatalities and reduce the *Lost-Time Injury Frequency Rate* (LTIFR) by 60% by 2030, in line with Astra 2030 Sustainability Aspirations.

|   |  |
|---|--|
| 4 | <b>Pelatihan, Sertifikasi, dan Izin Kerja</b><br>Training, Certification & Work Permits                |
| 5 | <b>Program Keselamatan</b><br>Safety Programs  |
| 6 | <b>Tinjauan Pemantauan, Pelaporan &amp; Komunikasi</b><br>Monitoring, Reporting & Communication Review |



## Statistik Kinerja K3 Karyawan

GRI 403-9

| No. | Kategori Category                                    | 2022        | 2023        | 2024        |
|-----|--|-------------|-------------|-------------|
| 1.  | Manhours   | 284,272,699 | 293,857,647 | 295,069,442 |
| 2.  | Number of fatality cases                             | 2           | 7           | 1           |
| 3.  | Fatality rate  | 0.007       | 0.024       | 0.003       |
| 4.  | Number of high consequence work-related injury cases | 6           | 1           | 2           |
| 5.  | High consequence work-related injury rate            | 0.021       | 0.003       | 0.007       |
| 6.  | Number of recordable work-related injury cases       | 270         | 264         | 181         |
| 7.  | Recordable work-related injury rate                  | 0.950       | 0.898       | 0.613       |
| 8.  | Lost-Time Injury cases                               | 62          | 80          | 71          |
| 9.  | Lost-Time Injury Frequency Rate (LTIFR)              | 0.218       | 0.272       | 0.241       |

## Keterangan:

- Data pada tabel di atas adalah data konsolidasi entitas induk dan anak perusahaan (197 perusahaan).
- Lost-Time Injury Frequency Rate (LTIFR) dihitung menggunakan denominator 1.000.000 sesuai dengan American National Standards Institute (ANSI).
- Data jumlah kecelakaan fatalitas di tempat kerja, high consequence work-related injury rate, recordable work-related injury rate dan lost-time injury frequency rate pada karyawan mengacu pada Kriteria Pengumpulan dan Penghitungan Data yang terdapat pada halaman 208.

Grup Astra juga melakukan penilaian risiko secara berkala untuk menyesuaikan dan melakukan penilaian dampak K3 pada lingkungan kerja.

## OHS Performance Statistics of Employee

GRI 403-9

## Notes:

- The data in the table represents the consolidated figures from the parent entity and its subsidiaries (197 companies).
- The Lost-Time Injury Frequency Rate (LTIFR) is calculated using a denominator of 1,000,000, in accordance with the American National Standards Institute (ANSI).
- The data on fatality cases, high-consequence work-related injury rate, recordable work-related injury rate, and lost-time injury frequency rate for employees is based on the Criteria for Data Collection and Calculation outlined on page 208.

Astra Group also conducts regular risk assessments to evaluate and adjust the impact of OHS on the work environment.

## Statistik Kinerja K3 Kontraktor

GRI 403-9

| No. | Kategori Category                                    | 2022        | 2023        | 2024        |
|-----|--|-------------|-------------|-------------|
| 1.  | Manhours   | 138,994,104 | 155,232,970 | 171,753,998 |
| 2.  | Number of fatality cases                             | 6           | 4           | 2           |
| 3.  | Fatality rate  | 0.043       | 0.026       | 0.012       |
| 4.  | Number of high consequence work-related injury cases | 0           | 2           | 1           |
| 5.  | High consequence work-related injury rate            | 0           | 0.013       | 0.006       |
| 6.  | Number of recordable work-related injury cases       | 59          | 124         | 183         |
| 7.  | Recordable work-related injury rate                  | 0.424       | 0.799       | 1.065       |
| 8.  | Lost-Time Injury cases                               | 17          | 24          | 22          |
| 9.  | Lost-Time Injury Frequency Rate (LTIFR)              | 0.122       | 0.155       | 0.128       |

## Keterangan:

- Data pada tabel di atas adalah data konsolidasi entitas induk dan anak perusahaan (197 perusahaan)
- Lost-Time Injury Frequency Rate (LTIFR) dihitung menggunakan denominator 1.000.000 sesuai dengan American National Standards Institute (ANSI).
- Data jumlah kecelakaan fatalitas di tempat kerja, high consequence work-related injury rate, recordable work-related injury rate dan lost-time injury frequency rate pada karyawan mengacu pada Kriteria Pengumpulan dan Penghitungan Data yang terdapat pada halaman 208.

## Notes:

- The data in the table represents the consolidated figures from the parent entity and its subsidiaries (197 companies).
- The Lost-Time Injury Frequency Rate (LTIFR) is calculated using a denominator of 1,000,000, in accordance with the American National Standards Institute (ANSI).
- The data on fatality cases, high-consequence work-related injury rate, recordable work-related injury rate, and lost-time injury frequency rate for contractors is based on the Criteria for Data Collection and Calculation outlined on page 208.



## Penurunan Angka *Lost-Time Injury*

Decrease in Lost-Time Injury

**95.6**  
Persen | Percent

## Asesmen *Mandatory Key Action* di PT Astra Agro Lestari Tbk

### Assessment of Mandatory Key Action at PT Astra Agro Lestari Tbk

PT Astra Agro Lestari Tbk (AAL) terus memperkuat implementasi *Mandatory Key Action* (MKA) sebagai bagian dari komitmen mereka terhadap keselamatan kerja di seluruh operasionalnya. Hasil asesmen MKA menunjukkan bahwa perusahaan secara konsisten meningkatkan langkah-langkah keselamatan melalui berbagai inisiatif utama.

Salah satu upaya utama adalah peningkatan kunjungan rutin oleh *top management* dan pimpinan unit kerja ke site, memastikan bahwa protokol keselamatan diterapkan secara optimal. Kepatuhan karyawan terhadap peraturan keselamatan semakin diperkuat melalui *safety enforcement* yang dijalankan oleh Inspektur Operational Golden Rules (OGR). Selain itu, budaya keselamatan semakin diperkuat melalui program penghargaan keselamatan, seperti *InnovAgro*, yang mendorong inovasi keselamatan tahunan, serta *Safety Hero* yang memberikan apresiasi bulanan bagi karyawan dengan kepatuhan luar biasa terhadap prosedur keselamatan.

AAL juga memastikan pengembangan kompetensi melalui pelatihan teknis terstruktur berdasarkan matriks pelatihan, dengan kriteria kelulusan yang jelas untuk mengukur pemahaman karyawan. Lebih lanjut, penerapan PICA *Fatality* dan tindakan pencegahan di seluruh *site* menjadi langkah mitigasi proaktif untuk mengurangi risiko kecelakaan kerja. Langkah-Langkah ini mencerminkan dedikasi AAL dalam menciptakan lingkungan kerja yang lebih aman, disiplin, dan berkelanjutan bagi seluruh karyawan.

Sepanjang tahun 2024, AAL mencatat penurunan signifikan pada angka *Lost-Time Injury* (LTI), dari 12.515 kasus menjadi 550 kasus, atau setara dengan penurunan sebesar 95,6%.

PT Astra Agro Lestari Tbk (AAL) continues to strengthen the implementation of *Mandatory Key Action* (MKA) as part of its commitment to workplace safety across its operations. The results of the MKA assessment indicate that the company consistently enhances safety measures through various key initiatives.

One of the main efforts is increase in site visits by top management and unit leaders, ensuring that safety protocols are applied optimally. Employee compliance with safety regulations is further reinforced through safety enforcement carried out by the Operational Golden Rules (OGR) inspectors. The safety culture is also strengthened through safety reward programs such as *InnovAgro*, which encourages annual safety innovations, and *Safety Hero* which gives monthly recognition to employees who demonstrate exceptional adherence to safety procedures.

AAL also ensures competency development through structured technical training based on a training matrix, with clear graduation criteria to assess employee understanding. Furthermore, the implementation of PICA *Fatality* and preventive actions across all sites serves as a proactive measure to mitigate the risk of workplace accidents. These actions reflect AAL's dedication to creating a safer, more disciplined, and sustainable work environment for all employees.

Throughout 2024, AAL recorded a significant decrease in the number of *Lost-Time Injury* (LTI) cases, from 12,515 cases to 550 cases, representing a 95.6% reduction.

## Flagship Program



## Program ini Diikuti oleh

Participated by

**16,795**  
Karyawan Astra  
Astra Employees

## Astra On The Go Astra On The Go

Perseroan melaksanakan program Astra On The Go yang dirancang untuk meningkatkan gaya hidup sehat di kalangan karyawan Astra dengan melakukan aktivitas berupa tantangan *Go Walking*, *Go Running*, dan *Go Cycling* yang dilakukan secara virtual. Program ini diikuti oleh 16.795 karyawan Astra dengan total kilometer yang terkumpul dari aktivitas *Go Walking* sebanyak 530.994,30 Km, aktivitas *Go Running* sebanyak 121.944,36 Km dan aktivitas *Go Cycling* sebanyak 213.738,17 Km.

Tidak hanya mengajak karyawan untuk sehat, Astra On The Go juga mengajak karyawan untuk memberikan kontribusi positif terhadap sosial. Melalui kolaborasi dengan Astra Colleague Volunteering Program (CVP), setiap kilometer yang dihasilkan dari aktivitas *Go Walking*, *Go Running*, dan *Go Cycling* dikonversikan menjadi donasi berupa Pemberian Makanan Tambahan (PMT) untuk mengatasi stunting di Indonesia. Donasi yang terkumpul mencapai Rp723,12 juta dan kemudian dikonversikan menjadi 1.125 paket PMT. Paket PMT tersebut didistribusikan ke lima wilayah di Indonesia, yaitu Banyumas, Mataram, Gorontalo, Rote, dan Purwakarta, disertai dengan pendampingan bagi para penerima manfaat selama enam bulan.

The Company implemented the Astra On The Go 2024 program to promote a healthy lifestyle among Astra employees by engaging them in activities such as the Go Walking, Go Running, and Go Cycling challenge, which were conducted virtually. This program was participated by 16,795 Astra employees, with a total distance accumulated from Go Walking activities of 530,994.30 km, Go Running activities of 121,944.36 km, and Go Cycling activities of 213,738.17 km.

Not only did the program encourage employees to stay healthy, but Astra On The Go 2024 also encouraged employees to make a positive contribution to society. Through a collaboration with the Astra Colleague Volunteering Program (CVP), every kilometer generated from the Go Walking, Go Running, and Go Cycling activities was converted into donations in the form of Supplementary Feeding (PMT) packages to combat stunting in Indonesia. The total donation collected reached Rp723.12 million, which was then converted into 1,125 PMT packages. These packages were distributed across five regions in Indonesia, namely Banyumas, Mataram, Gorontalo, Rote, and Purwakarta, and accompanied by a six-month assistance program for the beneficiaries.

Sepanjang tahun 2024, Astra telah melakukan penguatan terhadap inisiatif yang telah berjalan saat ini, antara lain:

- **Penetapan *Safety Golden Rules***

Pedoman keselamatan yang diterapkan untuk memastikan lingkungan kerja yang aman di seluruh perusahaan, dengan tujuan utama mengurangi potensi kecelakaan dan meningkatkan kesadaran akan pentingnya keselamatan

Throughout 2024, Astra has reinforced its ongoing safety initiatives, including:

- **Safety Golden Rules Establishment**

A set of safety guidelines implemented to ensure a secure working environment across all Astra companies. These rules aim to minimize accident risks and enhance awareness of occupational safety. Their implementation

kerja. Penerapan *Safety Golden Rules* ini berdampak langsung pada pemenuhan poin-poin dalam *Mandatory Key Actions* dan mendukung upaya penurunan *Lost-Time Injury Frequency Rate (LTIFR)*.

- **Program Behaviour-Based Safety (BBS)**

Upaya pencegahan kecelakaan proaktif dengan pendekatan perilaku melalui identifikasi perilaku kerja yang berisiko (*at risk behavior*), pengamatan kerja (observasi), dan umpan balik dua arah yang dirancang untuk perbaikan keselamatan kerja.

- **Program Contractor Safety Management System (CSMS)**

Sistem manajemen untuk mengelola dan memantau kontraktor yang bekerja di lingkungan perusahaan. Sistem ini merupakan sistem yang komprehensif dalam pengelolaan tenaga kerja kontraktor mulai dari tahap perencanaan hingga pelaksanaan.

- **Safety Lesson Learnt**

Kegiatan saling berbagi informasi dan pengalaman terkait peningkatan keselamatan yang dilakukan perusahaan Grup Astra yang kemudian diperkenalkan kepada perusahaan Grup Astra lainnya untuk mencegah terjadinya kecelakaan kerja.

- **Safety Leadership Training**

Peningkatan kesadaran dan pengetahuan tentang keselamatan baik, di level supervisor hingga level eksekutif Grup Astra.

directly supports compliance with Mandatory Key Actions and contributes to reducing the Lost-Time Injury Frequency Rate (LTIFR).

- **Behaviour-Based Safety (BBS) Program**

A proactive accident prevention approach focusing on behavioral factors. This program involves identifying at-risk behaviors, workplace observations, and two-way feedback mechanisms to improve workplace safety.

- **Contractor Safety Management System (CSMS) Program**

A comprehensive system for managing and monitoring contractors working within Astra's operations. The system covers all aspects of contractor workforce management, from planning to execution, ensuring compliance with safety standards.

- **Safety Lesson Learnt**

A platform for knowledge-sharing on safety improvements within Astra Group companies. Best practices and experiences are disseminated to prevent workplace accidents across the organization.

- **Safety Leadership Training**

Awareness and competency development on workplace safety for employees, ranging from supervisors to to executives within the Astra Group.

## Pelatihan K3

Jumlah Karyawan yang Ikut Pelatihan terkait Program K3

GRI 403-5, 403-8

| No.          | Kategori<br>Category   | Jumlah Karyawan<br>Number of Employees |
|--------------|------------------------|--|
| 1.           | Operator<br>Operator   | 33,256                                 |
| 2.           | Staf<br>Staff          | 9,053                                  |
| 3.           | Manajer<br>Manager     | 1,293                                  |
| 4.           | Eksekutif<br>Executive | 46                                     |
| <b>Total</b> |                        | <b>43,648</b>                          |

Keterangan:

Data pada tabel di atas adalah data konsolidasi entitas induk, anak perusahaan, entitas perusahaan, dan entitas asosiasi (300 perusahaan dan 200.074 karyawan)

## OHS Training

Number of Employees Participating in Training Related to OHS Programs

GRI 403-5, 403-8

Note:

The data in the table above is the consolidated data of the parent entity, subsidiaries, corporate entities, and associated entities (300 companies and 200,074 employees).

### Daftar Sertifikasi K3 yang dimiliki Grup Astra per Akhir Tahun 2024

GRI 403-1

| No.          | Lini Bisnis<br>Business Lines   | ISO 45001 | SMK3      |
|--------------|---|-----------|-----------|
| 1.           | Otomotif<br>Automotive  | 45        | 21        |
| 2.           | Jasa Keuangan<br>Financial Services   | 0         | 0         |
| 3.           | Alat Berat, Pertambangan, Konstruksi, dan Energi<br>Heavy Equipment, Mining, Construction, and Energy | 34        | 9         |
| 4.           | Agribisnis<br>Agribusiness  | 0         | 0         |
| 5.           | Infrastruktur dan Logistik<br>Infrastructure and Logistics  | 3         | 3         |
| 6.           | Teknologi Informasi<br>Information Technology   | 2         | 0         |
| 7.           | Properti<br>Property  | 1         | 0         |
| <b>Total</b> |   | <b>85</b> | <b>33</b> |

#### Keterangan:

Data pada tabel di atas adalah data konsolidasi entitas induk, anak perusahaan, entitas perusahaan, dan entitas asosiasi (300 perusahaan dan 200.074 karyawan)

### List of OHS Certifications Held by Astra Group as of the End of 2024

GRI 403-1

#### Note:

The data in the table above is the consolidated data of the parent entity, subsidiaries, corporate entities, and associated entities (300 companies and 200,074 employees).

### Jumlah Penghargaan Bidang K3 yang Diterima Grup Astra Sepanjang 2024

GRI 403-1

| No.          | Lini Bisnis<br>Business Lines   | Jumlah Penghargaan K3<br>Total OHS Awards |
|--------------|---|---|
| 1.           | Otomotif<br>Automotive  | 20  |
| 2.           | Jasa Keuangan<br>Financial Services   | 6   |
| 3.           | Alat Berat, Pertambangan, Konstruksi, dan Energi<br>Heavy Equipment, Mining, Construction, and Energy | 103                                       |
| 4.           | Agribisnis<br>Agribusiness  | 3   |
| 5.           | Infrastruktur dan Logistik<br>Infrastructure and Logistics  | 20  |
| 6.           | Teknologi Informasi<br>Information Technology   | 0   |
| 7.           | Properti<br>Property  | 0   |
| <b>Total</b> |   | <b>152</b>                                |

#### Keterangan:

Data pada tabel di atas adalah data konsolidasi entitas induk, anak perusahaan, entitas perusahaan, dan entitas asosiasi (300 perusahaan dan 200.074 karyawan)

### Number of OHS Awards Received by Astra Group Throughout 2024

GRI 403-1

#### Note:

The data in the table above is the consolidated data of the parent entity, subsidiaries, corporate entities, and associated entities (300 companies and 200,074 employees).

### Pelatihan Bidang K3 untuk Karyawan dan Kontraktor

Perusahaan melaksanakan pelatihan K3 untuk karyawan dan kontraktor guna memastikan kesesuaian dengan standar Lingkungan, Keselamatan, dan Kesehatan Kerja. Sepanjang tahun 2024, pelatihan yang diberikan kepada karyawan di Grup Astra, mencakup berbagai topik, seperti dasar-dasar K3, standar dan peraturan K3,

### OHS Training for Employees and Contractors

The Company conducts OHS training for employees and contractors to ensure compliance with Environmental, Occupational Health, and Safety standards. Throughout 2024, the trainings provided to employees within Astra Group, covering various topics, such as the basics of OHS, OHS standards and regulations,

manajemen kebakaran, serta komunikasi efektif dalam K3. Selain itu, pelatihan *Sustainability Seasonal Course* dan *Safety Leadership Academy* juga dilaksanakan dengan fokus pada Behavior-Based Safety (BBS).

Pelatihan untuk kontraktor juga dilaksanakan dengan topik-topik terkait higiene makanan, manajemen keselamatan kontraktor, manajemen kelelahan, pertolongan pertama pada kecelakaan, serta *safety* untuk genset dan *scaffolding*, untuk memastikan kesesuaian dengan regulasi keselamatan yang berlaku.

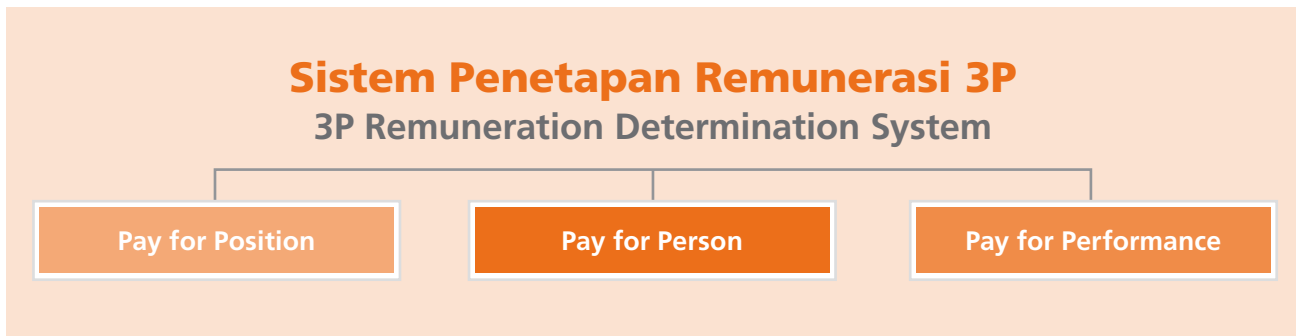
### Pelayanan Kesehatan

Astra menyediakan berbagai fasilitas olahraga dan layanan kesehatan, seperti klinik yang menyediakan obat-obatan dan layanan kesehatan untuk menjaga dan meningkatkan kesehatan karyawan sehingga berdampak positif pada produktivitas serta mematuhi praktik keselamatan dan kesehatan kerja.

GRI 403-3, 403-6

### Manfaat Karyawan

Perusahaan memiliki sistem penetapan remunerasi di Astra yang mengacu pada bagan berikut:



Selain gaji bulanan, Astra juga memberikan pendapatan variabel lainnya, seperti bonus, insentif, asuransi kesehatan pihak ketiga, BPJS Kesehatan, BPJS Ketenagakerjaan, jaminan pensiun yang dikelola oleh Dana Pensiun Astra (DPA), dan manfaat lain yang dapat menunjang kinerja karyawan. Seluruh karyawan menerima penilaian kinerja tahunan, yang digunakan sebagai dasar dalam menentukan kompensasi dan jenjang karier karyawan.

GRI 401-2, 404-3

Karyawan juga berhak mengajukan *Motor Ownership Program* (MOP) dan *Car Ownership Program* (COP) apabila sudah memenuhi persyaratan yang ditentukan oleh Perusahaan. Selain itu, karyawan tetap yang telah mencapai masa kerja lima tahun dan kelipatannya berhak atas istirahat panjang selama satu bulan kerja.

fire management, and effective communication in OHS. Additionally, the Sustainability Seasonal Course and Safety Leadership Academy were implemented, with a focus on Behavior-Based Safety (BBS).

Training for contractors was also conducted, covering topics such as food hygiene, contractor safety management, fatigue management, first aid for accidents, as well as safety for generators and scaffolding, to ensure compliance with applicable safety regulations.

### Healthcare Services

Astra provides various sports facilities and healthcare services, such as clinics offering medication and health services, to maintain and improve employee health, which positively impacts productivity and ensures compliance with occupational health and safety practices.

GRI 403-3, 403-6

### Employee Benefits

The Company has a remuneration system in Astra that refers to the following chart:

In addition to monthly salaries, Astra also provides other forms of variable income, such as bonuses, incentives, third-party health insurance, BPJS Health, BPJS Employment, pension benefits managed by Astra Pension Fund (DPA), and other benefits that support employee performance. All employees receive an annual performance review, which serves as the basis for determining compensation and career progression.

GRI 401-2, 404-3

Employees are also eligible to apply for the Motor Ownership Program (MOP) and Car Ownership Program (COP) if they meet the requirements set by the Company. Additionally, permanent employees who have completed five years of service, or multiples thereof, are entitled to a one-month long break.

Sistem remunerasi Astra rutin dikaji setiap tahun dengan mempertimbangkan faktor internal *fairness* dan *external competitiveness*. Penentuan remunerasi setiap karyawan dilakukan tanpa memandang latar belakang, gender, ras, agama, suku, dan kondisi fisik tertentu.

### Work-Life Balance

PT Astra International Tbk - Head Office senantiasa menerapkan konsep keseimbangan kehidupan kerja dan personal (*work-life balance*) yang mengutamakan kesehatan fisik dan mental karyawan. Selain itu, Grup Astra juga memiliki beragam program serupa yang mendukung *work-life balance*, memastikan bahwa karyawan di seluruh grup mendapatkan lingkungan kerja yang sehat, produktif, dan berkelanjutan.

SEOJK F.21

Astra's remuneration system is regularly reviewed each year, considering internal fairness and external competitiveness. The determination of remuneration for each employee is done regardless of background, gender, race, religion, ethnicity, and specific physical conditions.









### Work-Life Balance

PT Astra International Tbk - Head Office consistently implements the work-life balance concept, prioritizing employees' physical and mental well-being. Additionally, Astra Group offers a variety of similar programs that support work-life balance, ensuring that employees across the group benefit from a healthy, productive, and sustainable work environment.

SEOJK F.21

## Program Work-Life Balance

### Work-Life Balance Program

|  |  |  |  |
|--|--|--|--|
| <br><b>Astra On The Go</b><br>Astra On The Go | <br><b>Family Day</b><br>Family Day | <br><b>Fasilitas Nursery Room</b><br>Nursery Room Facilities | <br><b>Fasilitas Klinik</b><br>Clinic Facilities                          |
| <br><b>Pusat Kebugaran</b><br>Fitness Center  | <br><b>Perpustakaan</b><br>Library  | <br><b>Sports Hall</b><br>Sports Hall                        | <br><b>Program Mental Wellness Month</b><br>Mental Wellness Month Program |

### Cuti Melahirkan

Astra menerapkan cuti melahirkan kepada seluruh karyawan wanita Astra (*maternity leave*) dan hak cuti karyawan pria untuk menemani istri melahirkan (*paternity leave*) sesuai dengan perundang-undangan yang berlaku. Selain cuti melahirkan, Astra menyediakan fasilitas *Day Care* untuk mendukung karyawan, khususnya ibu bekerja, dalam menyeimbangkan karier dan keluarga. Fasilitas ini tidak hanya berfungsi sebagai tempat penitipan anak, tetapi juga mendukung perkembangan anak dan memberikan rasa aman bagi orang tua saat bekerja.

GRI 401-3

### Maternity Leave

Astra provides maternity leave for all female employees and paternity leave for male employees to accompany their wives during childbirth, in accordance with applicable regulations. In addition to maternity leave, Astra offers a *Day Care* facility to support employees, especially working mothers, in balancing their careers and family life. This facility not only serves as a childcare center but also supports their children's development and provides a sense of security for parents while they are at work.

GRI 401-3

## Program Persiapan Masa Pensiun

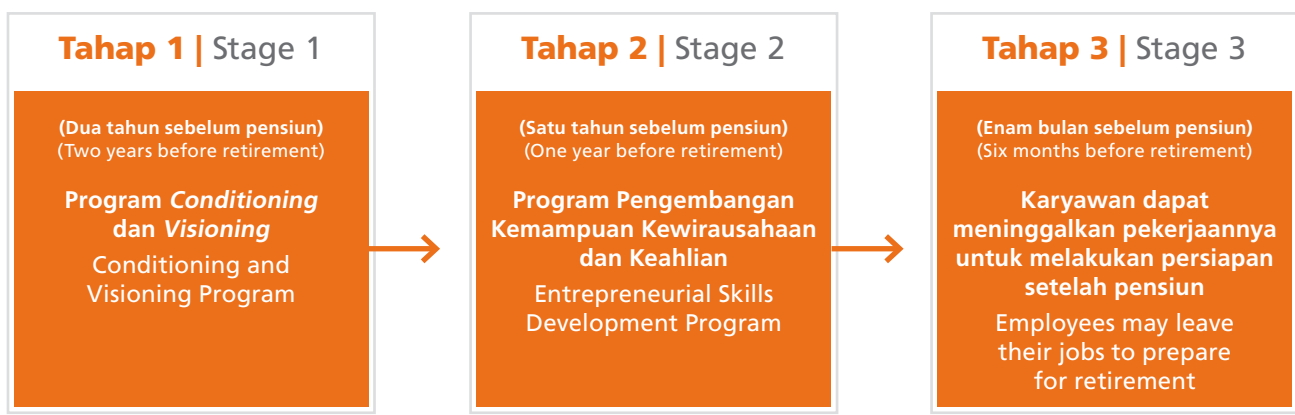
Astra memiliki program Dana Pensiun Astra (DPA) yang diperuntukan bagi karyawan Astra yang telah memberikan dedikasinya hingga mendekati usia pensiun. Program ini dilaksanakan dalam jangka waktu dua tahun dan sebanyak tiga tahap sebelum masa efektif purnabakti dan program BPJS Ketenagakerjaan dijalankan pemerintah. Program ini merupakan penghargaan dari Perusahaan terhadap dedikasi seluruh karyawan sehingga mampu menghadapi masa pensiun dengan penuh persiapan.

GRI 201-3, 404-2

## Retirement Preparation Program

Astra has the Astra Pension Fund (DPA) program, designed for employees who have dedicated their services until nearing retirement age. This program is implemented over a two-year period, with three stages before the effective retirement period and the BPJS Employment program run by the government. It is a form of appreciation from the Company for the dedication of all employees, ensuring they are well-prepared for retirement.

GRI 201-3, 404-2



## Dua Program Unggulan DPA

## Two Key Programs of DPA

|   |  |
|---|--|
| <b>Pengelolaan Dana Pensiun Karyawan</b><br>Employee Pension Fund Management<br>GRI 201-3     | Mengelola dana pensiun karyawan secara mandiri untuk melengkapi program jaminan hari tua dan jaminan pensiun dari pemerintah. Iuran bulanan dibayarkan bersama oleh karyawan dan Perusahaan berdasarkan persentase yang telah ditentukan.<br>Independently managing employee pension funds to complement the government's old-age security and pension programs. Monthly contributions are jointly paid by employees and the Company based on a predetermined percentage.  |
| <b>Program Persiapan Pensiun Astra</b><br>Astra's Retirement Preparation Program<br>GRI 404-2 | Memberi pembekalan <i>life skills</i> melalui bimbingan serta pelatihan finansial dan psikologis agar mampu merancang persiapan kehidupan selepas masa bakti. Perusahaan memberi keleluasaan untuk pengajuan cuti selama enam bulan sebelum purnabakti untuk mulai merintis usaha baru.<br>Providing life skills training through financial and psychological guidance to help employees prepare for life after retirement. The Company offers flexibility by allowing up to six months of pre-retirement leave to support employees in starting new ventures. |

## Hubungan Industrial

Astra berkomitmen untuk menciptakan hubungan kerja sama yang baik dan harmonis antara Perusahaan dan seluruh karyawan melalui Peraturan Perusahaan (PP) dan Perjanjian Kerja Bersama (PKB). Seluruh karyawan Grup Astra telah mendapat informasi mengenai kondisi kerja, syarat kerja, cakupan perjanjian, hingga peraturan yang berlaku. Grup Astra berkomitmen untuk memastikan tidak adanya praktik kerja paksa dan tindakan mempekerjakan anak di bawah umur.

SEOJK F.19 GRI 2-30

## Industrial Relations

Astra is committed to fostering a good and harmonious working relationship between the Company and all employees through the Company Regulations (PP) and Collective Labor Agreement (CLA). All employees within Astra Group have been informed about working conditions, terms of employment, the scope of agreements, and applicable regulations. Astra Group is committed to ensuring the absence of forced labor practices and child labor.

SEOJK F.19 GRI 2-30



Perusahaan juga memberikan kebebasan bagi karyawan untuk bergabung dengan serikat pekerja independen, sebagai bentuk komitmen dalam menghormati hak berserikat dan berorganisasi. Perusahaan menyediakan wadah komunikasi formal seperti LKS Bipartit dan Townhall, maupun komunikasi informal yang menjangkau berbagai level karyawan di Perusahaan. Sepanjang tahun 2024, tidak terdapat adanya aksi mogok kerja dan insiden lain yang disebabkan oleh diskriminasi, serta tidak ada kegiatan remediasi yang dilakukan Perusahaan maupun pengaduan terkait tindakan diskriminasi antarkaryawan di Grup Astra.

GRI 406-1, 2-30

The Company also grants employees the freedom to join independent trade unions, as a commitment to respecting their right to associate and organize. The Company provides formal communication channels such as the Bipartite LKS and Townhall, as well as informal communication that reaches various employee levels within the Company. Throughout 2024, there were no work stoppages or incidents caused by discrimination, and no remedial actions or complaints related to discrimination among employees within the Astra Group.

GRI 406-1, 2-30

## Praktik Hubungan Industrial di Lingkungan Kerja Astra

### Industrial Relations Practices at Astra Workplaces

- Astra memiliki serikat pekerja dalam berbagai bentuk dan afiliasinya untuk mewakili kepentingan karyawan. Pada periode pelaporan, 75% karyawan Astra tercakup dalam PKB dan 25% tercakup dalam PP.

Astra has labor unions in various forms and affiliations to represent the interests of employees. During the reporting period, 75% of Astra employees are covered by CLA, while 25% are covered by PP.

GRI 2-30

- Astra selalu berkomitmen untuk mematuhi peraturan perundang-undangan terkait ketenagakerjaan yang berlaku.

Astra is committed to complying with applicable labor regulations.

- Terdapat Lembaga Kerja Sama Bipartit yang menjadi wadah komunikasi dan konsultasi.

There is a Bipartite Cooperation Institution that serves as a forum for communication and consultation.

- Memberi imbalan jasa sesuai regulasi Upah Minimum Regional (UMR) yang berlaku di setiap wilayah operasional Grup Astra.

Provides compensation in accordance with the applicable Regional Minimum Wage (UMR) regulations in each operational area of the Astra Group.

SEOJK F.20 | GRI 202-1

**Sebagai wujud komitmen nyata, manajemen Astra sebagai entitas induk memiliki panduan mengenai:**

**As a demonstration of its commitment, Astra's management, as the parent entity, has guidelines regarding:**

1. Kebijakan yang dapat meningkatkan hubungan industrial yang harmonis dan produktif;  
Policies that foster harmonious and productive industrial relations;
2. Menumbuhkan rasa kepedulian, tenggang rasa dan partisipasi dalam menjaga kedamaian, ketentraman dan keharmonisan hubungan industrial; dan  
Cultivating a sense of care, tolerance and participation in maintaining peace, tranquility and harmony in industrial relations; and
3. Setiap insan wajib menciptakan hubungan industrial yang harmonis dan produktif.  
Every individual is required to create harmonious and productive industrial relations.

# Keberagaman, Inklusi, dan Pengembangan Karyawan

Diversity, Inclusion, and Employee Development



Astra memprioritaskan pengembangan sumber daya manusia yang berkualitas melalui Astra 2030 Sustainability Aspirations, dengan fokus pada lingkungan kerja yang beragam, inklusif, dan seimbang.

Astra prioritizes quality human resource development through Astra 2030 Sustainability Aspirations, focusing on a diverse, inclusive, and balanced work environment.

## Astra for Everyone

GRI 3-3

Astra memprioritaskan pengembangan sumber daya manusia yang berkualitas. Untuk itu Astra melalui Astra 2030 Sustainability Aspirations memiliki Flagship Initiatives Astra for Everyone untuk berfokus terhadap menciptakan tempat kerja yang beragam dan inklusif, aman, nyaman, memiliki *work-life balance* yang sehat, serta mampu mengembangkan insan Astra yang kompeten.

## Astra for Everyone

GRI 3-3

Astra prioritizes the development of quality human resources. For this reason, Astra through Astra 2030 Sustainability Aspirations has Flagship Initiative Astra for Everyone focusing on creating a diverse and inclusive workplace that is safe, comfortable, maintains a healthy work-life balance, and fosters the development of competent Astra employees.

## 5 Prinsip Astra Membangun Hubungan Kerja dengan Karyawan

### 5 Principles Astra Uses to Build Working Relationships with Employees



#### Respect Human Rights

Astra menghormati hak asasi manusia secara universal, serta hak dan kewajiban karyawan berdasarkan peraturan perundangan yang berlaku.

Astra respects universal human rights and the rights and obligations of employees in accordance with applicable laws and regulations.



#### Equal Opportunities

Astra memberi kesempatan yang sama tanpa membedakan senioritas, gender, suku, agama, ras, dan antar golongan dengan memperhatikan kompetensi serta kinerjanya.

Astra provides equal opportunities without discrimination based on seniority, gender, ethnicity, religion, race, or group, while considering competencies and performance.



#### Building Competence & Character

Astra memperlakukan karyawan sebagai aset yang berharga, karena itu perlu dihargai dan ditingkatkan kompetensi serta karakternya.

Astra treats employees as valuable assets, and as such, their competencies and character should be valued and continuously developed.



#### Open Two-Way Communication

Astra membangun suasana keterbukaan dan komunikasi dua arah dengan karyawan.

Astra fosters an atmosphere of openness and two-way communication with employees.



#### Rewarding Work Experience

Astra memberi penghargaan kepada karyawan yang berprestasi.

Astra rewards high-performing employees for their achievements.

## Keberagaman, Inklusivitas, dan Non-Diskriminasi

Astra berkomitmen untuk menjaga keberagaman di Perusahaan demi pertumbuhan bisnis yang efektif. Selain itu, Astra juga menjaga inklusivitas dan kesempatan yang sama bagi seluruh karyawan dan menentang adanya diskriminasi yang dilakukan dengan alasan apapun. Astra berkomitmen untuk memperlakukan seluruh karyawan dengan setara

## Diversity, Inclusivity, and Non-Discrimination

Astra is committed to maintaining diversity within the Company for effective business growth. Additionally, Astra upholds inclusivity and equal opportunities for all employees, and strongly opposes any form of discrimination. Astra is dedicated to treating all employees equally, without discrimination based on ethnicity, race,

tanpa membedakan baik suku, ras, agama, maupun golongan. Astra juga mendukung kesetaraan gender di seluruh level manajemen melalui Flagship Initiative Astra for Everyone. Pada tahun 2024, 34 perempuan menjabat sebagai Direksi di Grup Astra atau setara dengan 17,35% dari total keseluruhan Direksi di Grup Astra.

SEOJK F.18

## Keberagaman Badan Tata Kelola

GRI 405-1

| No.                     | Dewan Komisaris<br>Board of Commissioners | 2022         |                  |           | 2023         |                  |           | 2024         |                  |           |
|-------------------------|---|--------------|------------------|-----------|--------------|------------------|-----------|--------------|------------------|-----------|
|                         |   | Pria<br>Male | Wanita<br>Female | Total     | Pria<br>Male | Wanita<br>Female | Total     | Pria<br>Male | Wanita<br>Female | Total     |
| 1.                      | Di bawah 30 tahun<br>Under 30 years old   | 0            | 0                | 0         | 0            | 0                | 0         | 0            | 0                | 0         |
| 2.                      | 30-50 tahun<br>30-50 years old            | 3            | 0                | 3         | 1            | 0                | 1         | 0            | 1                | 1         |
| 3.                      | Di atas 50 tahun<br>Over 50 years old     | 6            | 1                | 7         | 8            | 1                | 9         | 9            | 1                | 10        |
| <b>Total</b>            |   | <b>9</b>     | <b>1</b>         | <b>10</b> | <b>9</b>     | <b>1</b>         | <b>10</b> | <b>9</b>     | <b>2</b>         | <b>11</b> |
| Persentase   Percentage |   | 90%          | 10%              | 100%      | 90%          | 10%              | 100%      | 81.82%       | 18.18%           | 100%      |

Keterangan:

Data pada tabel di atas adalah data Dewan Komisaris di PT Astra International Tbk - Head Office

religion, or group. Astra also supports gender equality across all management levels through the Flagship Initiative Astra for Everyone. In 2024, 34 women held positions as Directors within Astra Group, representing 17.35% of the total Directors in Astra Group.

SEOJK F.18

## Diversity in Governance Bodies

GRI 405-1

Note:

The data in the table above is the data of the Board of Commissioners at PT Astra International Tbk - Head Office

| No.                     | Direksi<br>Board of Directors           | 2022         |                  |           | 2023         |                  |           | 2024         |                  |           |
|-------------------------|---|--------------|------------------|-----------|--------------|------------------|-----------|--------------|------------------|-----------|
|                         |   | Pria<br>Male | Wanita<br>Female | Total     | Pria<br>Male | Wanita<br>Female | Total     | Pria<br>Male | Wanita<br>Female | Total     |
| 1.                      | Di bawah 30 tahun<br>Under 30 years old | 0            | 0                | 0         | 0            | 0                | 0         | 0            | 0                | 0         |
| 2.                      | 30-50 tahun<br>30-50 years old          | 0            | 0                | 0         | 0            | 0                | 0         | 1            | 0                | 1         |
| 3.                      | Di atas 50 tahun<br>Over 50 years old   | 9            | 1                | 10        | 9            | 1                | 10        | 9            | 1                | 10        |
| <b>Total</b>            |   | <b>9</b>     | <b>1</b>         | <b>10</b> | <b>9</b>     | <b>1</b>         | <b>10</b> | <b>10</b>    | <b>1</b>         | <b>11</b> |
| Persentase   Percentage |   | 90%          | 10%              | 100%      | 90%          | 10%              | 100%      | 90.91%       | 9.09%            | 100%      |

Keterangan:

Data pada tabel di atas adalah data Direksi di PT Astra International Tbk - Head Office

Note:

The data in the table above is the data of the Board of Directors at PT Astra International Tbk - Head Office

## Demografi Karyawan Astra

Hingga tahun 2024, Astra memiliki karyawan sebanyak 200.074 orang, atau menurun 1.479 orang dibandingkan dengan tahun sebelumnya yang berjumlah 201.553 orang. Penurunan ini terjadi seiring dengan dinamika ketenagakerjaan, seperti pengunduran diri, pensiun, dan faktor lainnya. Data karyawan Astra dihimpun melalui perhitungan *Manpower Statistics* (MPS) dari seluruh perusahaan Grup Astra.

## Astra Employee Demographics

As of 2024, Astra has 200,074 employees, a decrease of 1,479 from the previous year, which had 201,553 employees. This decrease occurred in line with workforce dynamics, such as resignations, retirements, and other contributing factors. Astra's employee data is compiled through the *Manpower Statistics* (MPS) reported by all companies within the Astra Group.

## Total Karyawan Berdasarkan Jenis Kelamin

SEOJK C.3 | GRI 2-7, 405-1

| No.          | Jenis Kelamin<br>Gender | 2022           | 2023           | 2024           |
|--------------|-------------------------|----------------|----------------|----------------|
| 1.           | Pria<br>Male            | 178,504        | 181,795        | 179,775        |
| 2.           | Wanita<br>Female        | 19,699         | 19,758         | 20,299         |
| <b>Total</b> |                         | <b>198,203</b> | <b>201,553</b> | <b>200,074</b> |

## Total Employees by Gender

SEOJK C.3 | GRI 2-7, 405-1

## Total Karyawan Berdasarkan Tingkat Pendidikan

SEOJK C.3 | GRI 2-7, 405-1

| No.          | Tingkat Pendidikan<br>Education Level | 2022           | 2023           | 2024           |
|--------------|---------------------------------------|----------------|----------------|----------------|
| 1.           | S-2/S-3<br>Post Graduate Degree       | 1,003          | 1,064          | 1,179          |
| 2.           | S-1<br>Bachelor Degree                | 32,229         | 34,412         | 36,471         |
| 3.           | Diploma<br>Diploma                    | 12,755         | 12,678         | 12,863         |
| 4.           | SMA<br>Senior High                    | 126,801        | 129,981        | 127,818        |
| 5.           | SD/SMP<br>Junior High                 | 25,415         | 23,418         | 21,743         |
| <b>Total</b> |                                       | <b>198,203</b> | <b>201,553</b> | <b>200,074</b> |

## Total Employees by Education Level

SEOJK C.3 | GRI 2-7, 405-1

## Total Karyawan Berdasarkan Kelompok Usia

SEOJK C.3 | GRI 2-7, 405-1

| No.          | Kelompok Usia<br>Age Group     | 2022           | 2023           | 2024           |
|--------------|--------------------------------|----------------|----------------|----------------|
| 1.           | >55 tahun<br>>55 years old     | 421            | 369            | 355            |
| 2.           | 46–55 tahun<br>46–55 years old | 20,387         | 21,379         | 22,000         |
| 3.           | 36–45 tahun<br>36–45 years old | 47,836         | 49,948         | 51,354         |
| 4.           | 26–35 tahun<br>26–35 years old | 77,445         | 75,650         | 72,204         |
| 5.           | 18–25 tahun<br>years old       | 52,114         | 54,207         | 54,161         |
| <b>Total</b> |                                | <b>198,203</b> | <b>201,553</b> | <b>200,074</b> |

## Total Employees by Age Group

SEOJK C.3 | GRI 2-7, 405-1

## Total Karyawan Berdasarkan Status Kepegawaian

SEOJK C.3 | GRI 2-7, 405-1

| No.          | Status Kepegawaian<br>Employment Status | 2022           | 2023           | 2024           |
|--------------|---|----------------|----------------|----------------|
| 1.           | Permanen<br>Permanent                   | 145,975        | 145,862        | 144,284        |
| 2.           | Kontrak<br>Contract                     | 51,943         | 55,396         | 55,489         |
| 3.           | Ekspatriat<br>Expatriate                | 285            | 295            | 301            |
| <b>Total</b> |   | <b>198,203</b> | <b>201,553</b> | <b>200,074</b> |

## Total Employees by Employment Status

SEOJK C.3 | GRI 2-7, 405-1

## Flagship Program



## Program Change Management telah Menjangkau

The Change Management program has reached

# ±24,700

**Karyawan**  
Employees

## Program Change Management: Ability Beyond Disability

### Change Management Program: Ability Beyond Disability

PT Astra Honda Motor menjalankan program keberagaman dan inklusivitas yang berfokus pada karyawan disabilitas, khususnya tuna rungu. Program ini mencakup Change Management, rekrutmen, dan evaluasi implementasi Tahap I pada tahun 2024, dengan tujuan menciptakan lingkungan kerja yang lebih inklusif.

Dengan tema "Ability Beyond Disability", PT Astra Honda Motor berupaya meningkatkan kesadaran, pemahaman, dan penerimaan seluruh karyawan terhadap kolega disabilitas. Hingga saat ini, program Change Management telah menjangkau ±24.700 karyawan, dengan 653 karyawan telah mengikuti sosialisasi program disabilitas, serta 18 karyawan disabilitas telah bergabung dalam tim PT Astra Honda Motor.

PT Astra Honda Motor implements a diversity and inclusion program focused on employees with disabilities, specifically those with hearing impairments. This program includes Change Management, recruitment, and an evaluation of Phase I implementation in 2024, with the goal of creating a more inclusive work environment.

With the theme "Ability Beyond Disability", PT Astra Honda Motor strives to raise awareness, understanding, and acceptance among all employees regarding their colleagues with disabilities. To date, the Change Management program has reached approximately 24,700 employees, with 653 employees having participated in disability program socialization, and 18 employees with disabilities joining the PT Astra Honda Motor team.

### Total Karyawan Berdasarkan Posisi Jabatan

SEOJK C.3 GRI 2-7

| No.          | Posisi Jabatan<br>Position   | 2022           |                  |                | 2023           |                  |                | 2024           |                  |                |
|--------------|------------------------------|----------------|------------------|----------------|----------------|------------------|----------------|----------------|------------------|----------------|
|              |                              | Pria<br>Male   | Wanita<br>Female | Total          | Pria<br>Male   | Wanita<br>Female | Total          | Pria<br>Male   | Wanita<br>Female | Total          |
| 1.           | Executive Level              | 267            | 59               | 326            | 291            | 69               | 360            | 260            | 66               | 326            |
| 2.           | Manager Level                | 1,931*         | 370*             | 2,301          | 1,915*         | 341*             | 2,256*         | 1,991          | 362              | 2,353          |
| 3.           | Supervisor/<br>Analyst Level | 16,623*        | 3,951*           | 20,574         | 17,459*        | 4,344*           | 21,803*        | 19,049         | 4,684            | 23,733         |
| 4.           | Staff/Officer Level          | 159,683*       | 15,319*          | 175,002        | 162,130*       | 15,004*          | 177,134*       | 158,475        | 15,187           | 173,662        |
| <b>Total</b> |                              | <b>178,504</b> | <b>19,699</b>    | <b>198,203</b> | <b>181,795</b> | <b>19,758</b>    | <b>201,553</b> | <b>179,775</b> | <b>20,299</b>    | <b>200,074</b> |

Keterangan:

\*Terdapat penyajian kembali data

### Total Employees by Position

SEOJK C.3 GRI 2-7

Note:

\*There is a restatement of data

Seluruh data pada tabel di atas merupakan data konsolidasi entitas induk, anak perusahaan, dan entitas asosiasi dari 300 perusahaan dan 200.074 karyawan. Hingga akhir 2024, Astra memiliki karyawan alih daya sebanyak 44.229 orang untuk mendukung proses operasional Perusahaan. Jumlah ini meningkat dibanding dengan tahun sebelumnya yang berjumlah 44.164 karyawan. Adapun peningkatan ini disebabkan oleh pengembangan kegiatan usaha Perusahaan sepanjang tahun 2024.

GRI 2-8

### Astra Women Networks

Astra mendukung keberagaman dan inklusivitas karyawan, khususnya gender, sesuai dengan Triple-P Roadmap Strategy. Astra juga membuktikan komitmennya dengan hadirnya dua orang Dewan Komisaris wanita dan satu orang Direksi wanita di seluruh Grup Astra sepanjang tahun 2024.

All the data in the table above represents the consolidated data of the parent entity, subsidiaries, and associated entities from 300 companies and 200,074 employees. As of the end of 2024, Astra employs 44,229 outsourced employees to support the Company's operational processes. This number has increased compared to the previous year, which had 44,164 employees. This increase is attributed to the expansion of the Company's business activities throughout 2024.

GRI 2-8

### Astra Women Networks

Astra supports employee diversity and inclusivity, particularly gender, in line with the Triple-P Roadmap Strategy. This commitment is further demonstrated by the presence of two female members of the Board of Commissioners and one female Director across Astra Group throughout 2024.

# Meet Astra Women

## Audrey Natasha

Corporate People Development Analyst, PT Astra International Tbk

Astra menyediakan kesempatan berkarier yang setara bagi semua gender, termasuk ibu bekerja, dengan memberikan fleksibilitas yang memungkinkan keseimbangan antara keluarga dan karier. Selama 10 tahun bekerja, saya memperoleh peluang untuk memperluas pengetahuan dan keterampilan melalui rotasi divisi. Inisiatif seperti *daycare* saat Ramadan, Young Women Leader, dan Astra Women Network memberdayakan perempuan untuk terus berkembang dan berkontribusi.

Astra provides equal career opportunities for all genders, including working mothers, by offering flexibility that allows for a balance between family and career. During my 10 years with the company, I had the opportunity to expand my knowledge and skills through division rotations. Initiatives such as *daycare* during Ramadan, Young Women Leader, and Astra Women Network empower women to continue growing and contributing.



## Merlin Andriani

Operator, PT Astra Daihatsu Motor



Di Astra, kesempatan berkarier diberikan secara setara, didukung oleh atasan dan sistem kerja yang baik. Pengembangan diri difasilitasi melalui berbagai program, termasuk pelatihan serta pengembangan keterampilan. Selain itu, program Astra Young Women Network menjadi salah satu sumber motivasi bagi saya untuk terus bertumbuh dan berkembang.

At Astra, career opportunities are provided equally, supported by strong leadership and a good workplace system. Personal development is facilitated through various programs, including training and skills enhancement. Additionally, the Astra Young Women Network has been a source of motivation for me to continue growing and developing.

## Mitha Fadilla

Environmental & Social Responsibility Department Head, PT Astra Sedaya Finance

Di Astra, saya merasakan dukungan luar biasa untuk mengembangkan karier sebagai perempuan. Berbagai pelatihan dan program kepemimpinan telah meningkatkan keterampilan dan membangun jaringan saya. Astra juga mendukung keseimbangan kehidupan kerja dan pribadi, membantu saya menjalankan peran sebagai karyawan, istri, dan ibu. Program pengembangan kepemimpinan perempuan memberi kesempatan bagi perempuan untuk berkembang, berkontribusi, dan merasa aman.

At Astra, I experience exceptional support in developing my career as a woman. Various training and leadership programs have enhanced my skills and expanded my network. Astra also supports work-life balance, helping me fulfill my roles as an employee, wife, and mother. The women's leadership development program provides opportunities for women to grow, contribute, and feel secure.



## Sarpita Gabe

Manhaul Operator, PT Agincourt Resources



Sejak 2013, saya menjalani peran sebagai operator *manhaul* dan merasa bangga mendapat kesempatan yang setara untuk bekerja di sektor tambang. Melalui pelatihan dan dukungan perusahaan, saya menjalankan tugas dengan percaya diri. Pengalaman ini menjadi bukti bahwa perempuan dapat berkontribusi di bidang yang selama ini identik dengan laki-laki, asalkan memiliki kemauan, keberanian, dan semangat untuk terus belajar.

Since 2013, I have served as a manhaul operator and take pride in having the opportunity to work on equal terms in the mining sector. With training and support from the company, I carry out my responsibilities with confidence. This experience is proof that women can contribute in fields traditionally associated with men, as long as they have the willingness, courage, and eagerness to keep learning.



**Agustina**

Infrastructure and Facilities Assistant, PT Astra Agro Lestari Tbk

Di Astra, saya merasakan kesempatan yang setara untuk berkembang dan berkarier tanpa perbedaan gender. Perempuan dibekali dengan keterampilan teknis, pelatihan keselamatan, serta akses ke program seperti Innovagro yang mendorong inovasi dan pengembangan diri. Astra menciptakan lingkungan kerja yang mendukung perempuan untuk berkontribusi secara optimal, baik dalam pekerjaan rutin maupun dalam membawa ide-ide baru.

At Astra, I experience equal opportunities to grow and build a career without gender differences. Women are equipped with technical skills, safety training, and access to programs like Innovagro, which encourage innovation and self-development. Astra creates a work environment that supports women in contributing optimally, both in routine tasks and in bringing new ideas.

**Yuni Ruliyanti**

Gate Supervisor, PT Marga Mandalasakti

Selama 29 tahun bergabung di industri jalan tol, saya memperoleh kesempatan untuk tumbuh dan berkontribusi secara setara, meskipun berada dalam tim yang di dominasi oleh pria. Astra memberi ruang bagi perempuan untuk menunjukkan kapasitas terbaiknya. Melalui program "Astra Berbagi Ilmu", pengetahuan saya bertambah, kekompakan tim meningkat, dan relasi eksternal semakin terjalin. Perempuan di Astra, percayalah kita yang merancang masa depan kita.

For 29 years in the toll road industry, I have had the opportunity to grow and contribute equally, even as part of a male-dominated team. Astra provides women with the space to demonstrate their full potential. Through the "Astra Berbagi Ilmu" program, my understanding has deepened, teamwork has strengthened, and external relationships have grown. Women at Astra, believe that we are the ones who shape our own future.

**Fanny Haryanto**

Chief of Finance, Investor Relation &amp; Inventory Management, PT Astra Graphia Tbk

Astra menyediakan lingkungan kerja yang inklusif dan suportif, di mana perusahaan berkomitmen untuk mendukung pengembangan karier perempuan melalui berbagai program. Saya merasakan manfaat dari program mentoring dan pelatihan yang disediakan, termasuk Astra Young Women Network yang mendorong perempuan untuk membangun kepercayaan diri dan mempersiapkan diri mengambil peran strategis di perusahaan.

Astra provides an inclusive and supportive work environment, where the company is committed to supporting women's career development through various programs. I have benefited from the mentoring and training programs offered, including the Astra Young Women Network, which encourages women to build confidence and prepare themselves to take on strategic roles within the company.

**Melisa Lubis**

Business Development Division Head, PT Astra Land Indonesia

Di Astra, budaya kerja yang inklusif dan kebijakan yang menjunjung tinggi kesetaraan memberikan ruang yang adil bagi setiap individu untuk berkembang. Melalui program Astra Women Leader Development, saya mendapatkan dukungan dan pembekalan untuk lebih percaya diri dalam mengambil peran kepemimpinan. Sistem mentorship yang terstruktur semakin memperkuat komitmen Astra dalam menciptakan lingkungan kerja yang setara dan berdaya.

At Astra, the inclusive work culture and policies that uphold equality provide a fair environment for every individual to grow. Through the Women Leader Development program, I received support and guidance that helped me build confidence in taking on leadership roles. The structured mentorship system further reinforces Astra's commitment to creating an equitable and empowering workplace.



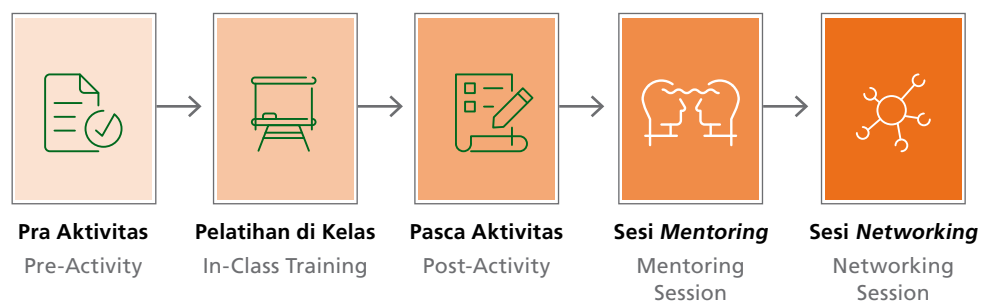
## Astra Women Leaders Development Program

Astra berkomitmen untuk mendukung *Diversity & Inclusion* (D&I), khususnya dalam meningkatkan keberagaman dan inklusi di lingkungan kerja. Sebagai bagian dari komitmen ini, Astra menjalankan program Astra Women Leaders Development Program yang bertujuan untuk mempersiapkan karyawan wanita dalam mengambil peran kepemimpinan yang lebih tinggi.

Program ini mencakup pelatihan kelas dan sesi *mentoring* yang membantu peserta memperkuat perannya sebagai pemimpin di perusahaan. Dalam pelatihan ini, peserta mendapatkan wawasan mendalam tentang kepemimpinan, strategi pengambilan keputusan, serta pengelolaan tim yang efektif. Selain itu, melalui sesi *mentoring*, peserta mendapatkan bimbingan langsung dari mentor berpengalaman untuk meningkatkan pengembangan kepemimpinan mereka.

Astra is committed to supporting Diversity & Inclusion (D&I), particularly in enhancing diversity and inclusion in the workplace. As part of this commitment, Astra runs the Astra Women Leaders Development Program, aimed at preparing female employees to take on higher leadership roles.

The program includes in-class training and mentoring sessions that help participants strengthen their roles as company leaders. During the training, participants gain in-depth insights into leadership, decision-making strategies, and effective team management. Additionally, through mentoring sessions, participants receive direct guidance from experienced mentors to enhance their leadership development.

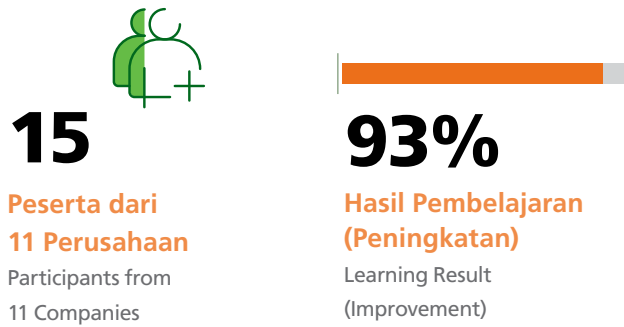


## In-Class Training

### IGNITE THE IMPACT OF WOMEN LEADER

Membahas dan melatih aspek-aspek yang diperlukan guna meningkatkan dampak kepemimpinan wanita.

Discussing and training the necessary aspects to enhance the impact of women leadership.



## Networking Session

### SISTEAHOOD

Sesi *networking* dengan sesama peserta dan mentor dari sesi *mentoring* (AWESOME) untuk *refreshment* topik yang telah dibahas selama sesi *mentoring*.

A networking session with fellow participants and mentors from the mentoring sessions (AWESOME) to refresh the topics discussed during the mentoring sessions.

## Mentoring Session

### AWESOME

2 sesi *mentoring* dengan Astra Women Executive (Astra Group) dengan metode *one-on-one* dan *group mentoring* yang membahas topik pilihan terkait penguatan kepemimpinan wanita.

2 mentoring sessions with Astra Women Executives (Astra Group) using one-on-one and group mentoring methods, discussing selected topics related to strengthening women's leadership.

Participants Mapping | Participants Mapping

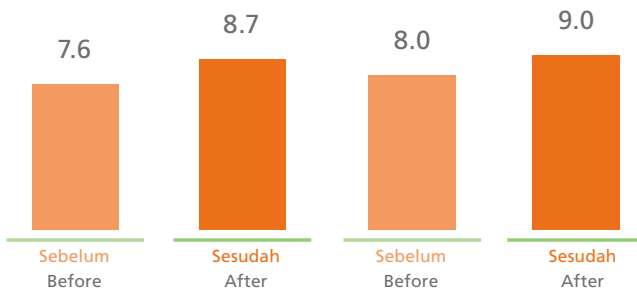


## Evaluasi pasca program menunjukkan peningkatan signifikan dalam kepercayaan diri, kesiapan, dan keterampilan kepemimpinan peserta.

Post-program evaluation shows a significant improvement in participants' confidence, readiness, and leadership skills.

### Pengetahuan, Keterampilan, dan Sikap

#### Knowledge, Skill, and Attitude



Keyakinan dengan pengetahuan dan keterampilan yang dimiliki sebagai women leader

Confidence in the knowledge and skills possessed as a women leader

Keyakinan untuk mampu mencapai posisi kepemimpinan yang lebih tinggi

Confidence in the ability to reach higher leadership positions

### Kepercayaan Diri dan Komitmen

#### Confidence and Commitment



Kepercayaan untuk menerapkan pembelajaran dalam pekerjaan

Confidence in applying the learning in the workplace

Komitmen untuk menerapkan hasil pembelajaran

Commitment to applying the learning outcomes

## Rekrutmen

GRI 3-3

Dalam memastikan inklusivitas dan memberikan kesempatan yang sama kepada calon karyawan, Astra mendorong proses rekrutmen dengan menerapkan sistem desentralisasi. Sistem ini memberikan keleluasaan bagi masing-masing anak perusahaan Astra untuk dapat memenuhi kebutuhan karyawan secara internal dan eksternal.

## Recruitment

GRI 3-3

To ensure inclusivity and provide equal opportunities for prospective employees, Astra encourages a decentralized recruitment process. This system allows each of Astra's subsidiaries the flexibility to meet their employee needs both internally and externally.

### Sistem Rekrutmen Astra Astra Recruitment System

#### Internal Internal

Proses pengembangan kompetensi dan mekanisme *Internal Job Posting (IJP)* atau rotasi jabatan.  
Competency development process and the Internal Job Posting (IJP) mechanism or job rotation.

#### Eksternal External

Kriteria 2C (*Competence dan Character*) yang sejalan dengan nilai-nilai Catur Dharma.  
The 2C criteria (Competence and Character) are in line with the values of Catur Dharma.

#### Calon Pemimpin Future Leaders

Program-Program, seperti Astra Graduate Program Management Trainee (AGPMT), Human Capital Trainee (HR Trainee), Audit and Risk Trainee, Astra Sustainability Development Program (ASDP), dan lainnya.  
Programs such as Astra Graduate Program Management Trainee (AGPMT), Human Capital Trainee (HR Trainee), Audit and Risk Trainee, Astra Sustainability Development Program (ASDP), and others.

#### Akademisi Academics

Program universitas, pengembangan kurikulum dan peningkatan proses pembelajaran di kelas, pengembangan kompetensi mahasiswa, partisipasi manajemen Astra sebagai narasumber atau pembicara, dan beasiswa untuk Astra Ambassador.  
University programs, curriculum development and enhancement of classroom learning processes, student competency development, Astra management's participation as speakers or resource persons, and scholarships for Astra Ambassadors.

Pada tahun 2024, Astra telah merekrut sebanyak **12.238** karyawan dengan tingkat rekrutmen **6,12%**

In 2024, Astra has recruited a total of 12,238 employees, with a recruitment rate of 6.12%

## Jumlah Karyawan Baru pada Tahun 2024

GRI 401-1

| No.          | Jenis Kelamin<br>Gender | Jumlah Karyawan Baru<br>Total New Recruit |
|--------------|-------------------------|---|
| 1.           | Pria<br>Male            | 9,909                                     |
| 2.           | Wanita<br>Female        | 2,329                                     |
| <b>Total</b> |                         | <b>12,238</b>                             |

Keterangan:

Data pada tabel di atas adalah data konsolidasi entitas induk, anak perusahaan, dan entitas asosiasi (300 perusahaan dan 200.074 karyawan)

## Number of New Employees in 2024

GRI 401-1

Note:

The data in the table above are consolidated data of parent entity, subsidiaries, and associates (300 companies and 200,074 employees)

## Turnover

GRI 3-3

Pada tahun 2024, jumlah karyawan Astra yang keluar sebanyak 14.451 orang, dengan tingkat *turnover* sebanyak 7,20%. Tingkat *turnover* meningkat dibandingkan tahun sebelumnya sebagai refleksi dari dinamika tenaga kerja yang terus berkembang.

## Turnover

GRI 3-3

In 2024, the number of employees who left Astra was 14,451 people, with a turnover rate of 7.20%. The turnover rate has increased compared to the previous year, reflecting the ongoing dynamics of the workforce.

## Jumlah Turnover Karyawan pada Tahun 2024

GRI 401-1

| No.          | Jenis Kelamin<br>Gender | Jumlah Turnover Karyawan<br>Number of Employees Turnover |
|--------------|-------------------------|--|
| 1.           | Pria<br>Male            | 12,215   |
| 2.           | Wanita<br>Female        | 2,236  |
| <b>Total</b> |                         | <b>14,451</b>  |

Keterangan:

Data pada tabel di atas adalah data konsolidasi entitas induk, anak perusahaan, dan entitas asosiasi (300 perusahaan dan 200.074 karyawan)

## Number of Employees Turnover in 2024

GRI 401-1

Note:

The data in the table above are consolidated data of parent entity, subsidiaries, associates (300 companies and 200,074 employees)

## Pelatihan dan Pengembangan Kompetensi

GRI 3-3

Astra senantiasa melakukan evaluasi kinerja guna meningkatkan kualitas kinerja karyawan melalui program pelatihan dan pengembangan kompetensi serta karier karyawan. Astra merancang dan menyelenggarakan program kepemimpinan untuk membangun kompetensi yang setara, memperkuat jejaring sesama insan Astra dan menjaga kelestarian budaya Astra. Program pengembangan kompetensi tersebut dikelola oleh Astra Management Development Institute (AMDI) yang mengembangkan dan menyediakan Leadership Development Program berdasarkan kebutuhan organisasi, nilai-nilai Catur Dharma, dan Astra Leadership Competencies (ALC).

## Training and Competency Development

GRI 3-3

Astra continually evaluates employee performance to enhance the quality of their work through training programs, competency development and career advancement. Astra designs and organizes leadership programs to build equal competencies, strengthen networks among Astra employees and preserve Astra culture. The competency development program is managed by the Astra Management Development Institute (AMDI), which develops and provides Leadership Development Programs based on organizational needs, Catur Dharma values, and Astra Leadership Competencies (ALC).

## Jumlah Peserta Program Persiapan Kepemimpinan

SEOJK F.22 | GRI 404-2

| No. | Nama Program<br>Program Name | 2022  |                         | 2023  |                         | 2024  |                         |
|-----|------------------------------|-------|-------------------------|-------|-------------------------|-------|-------------------------|
|     |                              | Batch | Peserta<br>Participants | Batch | Peserta<br>Participants | Batch | Peserta<br>Participants |
| 1.  | Astra Graduate Program       | 1     | 15                      | 1     | 11                      | 1     | 11                      |
| 2.  | Functional Trainee Program   | 2     | 43                      | 3     | 62                      | 3     | 54                      |

Keterangan:

Data pada tabel di atas merupakan program dari PT Astra International Tbk - Head Office.

Note:

The data in the table above represents the programs from PT Astra International Tbk - Head Office.

Astra juga mengadakan program pelatihan yang bertujuan untuk meningkatkan keterampilan sumber daya manusia yang ada dan menciptakan regenerasi kepemimpinan berdasarkan tingkat pengembangan kompetensi dan golongan melalui program Astra Middle Management Program (AMMP) dan Astra General Management Program (AGMP).

Astra also organizes training programs aimed at enhancing the skills of existing human resources and creating leadership regeneration based on the level of competency development and classification through the Astra Middle Management Program (AMMP) and the Astra General Management Program (AGMP).

# Perjalanan Karier Insan Astra

## Astra Employees Career Journey



### Fortunata Faustina

Accounting and Tax Department Head, PT Menara Astra

Saya memulai karier di PT Astra International Tbk - Head Office sebagai Corporate Accounting Analyst pada 2014. Pada 2021, saya dipercaya untuk menjabat sebagai Section Head di departemen yang sama. Kesempatan untuk berkembang lebih jauh datang pada 2024, saat saya diberikan tugas baru di segmen Astra Property, sebagai Finance, Accounting, and Tax Department Head di PT Menara Astra.

Sejak bergabung, Astra memberikan pelatihan yang komprehensif, mulai dari technical accounting hingga soft skills. Pelatihan teknis akuntansi yang saya terima, termasuk sertifikasi seperti Certified Pernyataan Standar Akuntansi Keuangan (CPSAK) dan Chartered Accountant (CA), didukung oleh divisi Corporate Finance & Accounting PT Astra International Tbk - Head Office. Selain itu, pelatihan *soft skills* seperti Astra Basic Management Program, Astra First-line Management Program, Astra Middle Management Program yang diselenggarakan oleh AMDI, sangat membantu saya dalam mengasah kemampuan kepemimpinan dan manajerial untuk posisi yang lebih tinggi.

I started my career at PT Astra International Tbk - Head Office as a Corporate Accounting Analyst in 2014. In 2021, I was entrusted with the position of Section Head in the same department. The opportunity for further growth came in 2024 when I was assigned a new role in the Astra Property segment as the Finance, Accounting, and Tax Department Head at PT Menara Astra.

Since joining, Astra has provided comprehensive training, ranging from technical accounting to soft skills. The technical accounting training I received, including certifications such as Certified Financial Accounting Standards (CPSAK) and Chartered Accountant (CA), was supported by the Corporate Finance & Accounting division at PT Astra International Tbk - Head Office. Additionally, soft skills training programs such as the Astra Basic Management Program, Astra First-line Management Program, and Astra Middle Management Program, organized by AMDI, have greatly assisted me in honing my leadership and managerial skills for higher positions.

Astra Basic Management Program

Astra First-line Management Program

Astra Middle Management Program



### Yoka Raditya Ranu Prana

Human Capital Operations Manager, PT Astra Agro Lestari Tbk

Perjalanan karier saya di Astra dimulai pada 2014 melalui program *Management Trainee* di PT Astra Agro Lestari Tbk, di mana saya menjalani masa trainee selama satu tahun di Sulawesi dan Kalimantan Timur. Setelah lulus, saya diangkat menjadi asisten HRGA di anak perusahaan PT Astra Agro Lestari Tbk. Seiring waktu, saya berpindah ke berbagai posisi di *Head Office*, hingga pada 2021, saya menjabat sebagai Human Resources Area Manager (HRAM) untuk Sulawesi. Sejak 2022, saya mengemban tugas di Human Capital Operations (HCO) dengan tanggung jawab di *payroll* dan *benefit* karyawan.

Selama perjalanan ini, Astra memberikan dukungan besar melalui berbagai program pelatihan yang relevan dengan pekerjaan saya, seperti pelatihan teknis K3, Human Capital Supervisor Development Program, Astra First-line Management Program, Astra Middle Management Program, dan Diversity & Inclusion (D&I). Program-program ini telah memperkaya keterampilan teknis dan kepemimpinan saya, yang sangat berkontribusi terhadap perkembangan karier saya hingga posisi saya saat ini.

My career journey at Astra began in 2014 through the Management Trainee program at PT Astra Agro Lestari Tbk, where I underwent a one-year trainee program in Sulawesi and East Kalimantan. After completing the program, I was appointed as an HRGA assistant at an PT Astra Agro Lestari Tbk subsidiary. Over time, I transitioned through various positions at the Head Office, and in 2021, I served as the Human Resources Area Manager (HRAM) for Sulawesi. Since 2022, I have been assigned to Human Capital Operations (HCO), responsible for payroll and employee benefits.

Throughout this journey, Astra has provided significant support through various training programs relevant to my work, such as technical K3 training, the Human Capital Supervisor Development Program, Astra First-line Management Program, Astra Middle Management Program, and Diversity & Inclusion (D&I). These programs have enriched my technical and leadership skills, greatly contributing to the advancement of my career to my current position.

Human Capital Supervisor Development Program

Astra First-line Management Program

Astra Middle Management Program



### Putri Isnaeni Rizqiana

Strategy & Consumer Research Senior Analyst, PT Astra International Tbk - Head Office

Perjalanan karier saya di Astra dimulai melalui Astra Data Scientist Bootcamp Batch 2. Setelah itu, saya bergabung sebagai Market Research Analyst dan berkembang menjadi Strategy & Consumer Research Senior Analyst dalam waktu enam tahun. Sepanjang perjalanan ini, Astra memberikan dukungan yang sangat besar dalam pengembangan karier saya melalui berbagai program pelatihan.

Astra menyediakan program pelatihan kepemimpinan yang sangat berharga, dimulai dengan Astra Attachment Program, yang membantu memperluas wawasan saya tentang Astra. Selanjutnya, Astra Basic Management Program dan Astra First-line Management Program memberikan pelatihan yang sangat berdampak dalam mengembangkan keterampilan kepemimpinan dan manajerial saya. Program-program ini memungkinkan saya untuk lebih berkembang dalam pekerjaan saya saat ini, mempersiapkan saya untuk menghadapi tantangan yang lebih besar dan berkontribusi lebih banyak di masa depan.

My career journey at Astra began through the Astra Data Scientist Bootcamp Batch 2. After that, I joined as a Market Research Analyst and progressed to Strategy & Consumer Research Senior Analyst within six years. Throughout this journey, Astra has provided tremendous support for my career development through various training programs.

Astra offers valuable leadership training, starting with the Astra Attachment Program, which helped broaden my understanding of the company. Following that, the Astra Basic Management Program and Astra First-line Management Program provided impactful training in developing my leadership and managerial skills. These programs have enabled me to grow in my current role, preparing me to face greater challenges and contribute more in the future.

Astra Attachment Program



Astra Basic Management Program



Astra First-line Management Program

## Astra Sustainability Academy untuk Perkuat ESG

GRI 2-17

Astra Sustainability Academy merupakan program pelatihan yang dikembangkan untuk meningkatkan kompetensi keberlanjutan dan membekali pemimpin dan pemimpin masa depan Astra dengan kompetensi ESG dan perubahan iklim.

Program ini terdiri dari berbagai program pelatihan terkait keberlanjutan berdasarkan level manajerial, seperti ESG Masterclass untuk pimpinan eksekutif, Astra Sustainability Leadership Program untuk manajer, serta Sustainability Seasonal Course for ESG Champion untuk PIC dan supervisor. Sepanjang tahun 2024, sebanyak 377 insan Astra mengikuti pelatihan Astra Sustainability Academy. Hingga saat ini, total peserta yang telah mengikuti program pelatihan mencapai 969 orang.

SEOJK E.2

## Astra Sustainability Academy to Strengthen ESG

GRI 2-17

The Astra Sustainability Academy is a training program developed to enhance sustainability competencies and equip current and future leaders at Astra with ESG and climate change knowledge.

This program consists of various sustainability-related training courses based on managerial levels, such as the ESG Masterclass for executive leaders, the Astra Sustainability Leadership Program for managers, and the Sustainability Seasonal Course for ESG Champions for PIC and supervisors. Throughout 2024, a total of 377 Astra employees participated in the Astra Sustainability Academy. To date, a total of 969 participants have taken part in the training program.

SEOJK E.2

## Tema Astra Sustainability Academy yang Berkaitan dengan Perubahan Iklim

GRI 2-17

## Astra Sustainability Academy Themes Related to Climate Change

GRI 2-17

| Program Pelatihan<br>Training Programs           | Level<br>Level  | Topik<br>Topic   |
|--|---|--|
| ESG Master Class                                 | Direksi Grup Astra<br>Board of Directors of Astra Group   | Isu global tentang iklim, risiko, dan peluang bisnis berkaitan dengan iklim untuk membangun bisnis yang tangguh, strategi dan komitmen ESG dari Peers. Global issues related to climate, risks, and business opportunities tied to climate change for building resilient businesses, strategies, and ESG commitments from peers.   |
| Astra Sustainability Leadership Program          | Kepala Divisi/General Manager Grup Astra<br>Head of Division/General Manager of Astra Group   | Meningkatkan pengetahuan tentang isu keberlanjutan dan ESG dari sudut pandang pemimpin dan bisnis, berbagi pengalaman, dan bertukar ide di seluruh unit bisnis. Memahami bagaimana merencanakan, melakukan, dan memantau upaya mitigasi dan adaptasi risiko iklim. Enhancing knowledge of sustainability and ESG issues from the perspective of leadership and business, sharing experiences, and exchanging ideas across business units. Understanding how to plan, implement, and monitor climate risk mitigation and adaptation efforts.                  |
| Sustainability Seasonal Courses for ESG Champion | Manajer/Supervisor/ Penanggung Jawab implementasi ESG di Grup Astra<br>Manager/Supervisor/Person in Charge of ESG Implementation at Astra Group | Pelatihan mendalam mengenai enam tema keberlanjutan secara tematik: Tata Kelola, CSR, K3, Pengelolaan Limbah Padat, Pengelolaan Air, Keanekaragaman Hayati, dan Aksi Iklim. Topik Aksi Iklim mencakup perhitungan emisi GRK, strategi dekarbonisasi, dan carbon offset. In-depth training on six sustainability themes, organized thematically: Governance, CSR, OHS, Solid Waste Management, Water Management, Biodiversity, and Climate Action. The Climate Action topic covers GHG emissions calculations, decarbonization strategies, and carbon offset. |
| Astra Sustainability Development Program         | Karyawan baru yang bertanggung jawab atas penerapan ESG di Grup Astra<br>New Employees Responsible for ESG Implementation at Astra Group        | Aspek mendasar dan teknis dari topik terkait ESG, termasuk TCFD, dekarbonisasi, manajemen air dan limbah padat serta pembelajaran melalui praktik nyata untuk mendukung implementasi ESG di berbagai sektor industri. Fundamental and technical aspects of ESG-related topics, including TCFD, decarbonization, water and solid waste management, as well as learning through real-life practices to support the implementation of ESG in various industry sectors.  |

## Program Pelatihan Astra Management Development Institute (AMDI)

GRI 404-2

## Astra Management Development Institute (AMDI) Training Program

GRI 404-2

| No.          | Nama Program<br>Program Name                         | 2022      |                     | 2023      |                     | 2024      |                     |
|--------------|--|-----------|---------------------|-----------|---------------------|-----------|---------------------|
|              |  | Batch     | Peserta Participant | Batch     | Peserta Participant | Batch     | Peserta Participant |
| 1.           | Astra Attachment Program                             | 7         | 309                 | 6         | 524                 | 6         | 395                 |
| 2.           | Astra Basic Management Program                       | 17        | 559                 | 20        | 658                 | 33        | 918                 |
| 3.           | Astra First-line Management Program                  | 14        | 476                 | 19        | 651                 | 23        | 647                 |
| 4.           | Astra Middle Management Program                      | 9         | 261                 | 10        | 311                 | 11        | 316                 |
| 5.           | Astra Senior Management Program                      | 4         | 128                 | 4         | 118                 | 5         | 143                 |
| 6.           | Astra General Management Program                     | 2         | 46                  | 2         | 41                  | 2         | 41                  |
| 7.           | Astra General Management Extension Program           | 1         | 12                  | 1         | 10                  | 1         | 16                  |
| 8.           | Astra Advanced Executive Program                     | 1         | 15                  | 1         | 14                  | -         | -                   |
| 9.           | Man Management Astra (MMA)                           | 7         | 162                 | 8         | 210                 | 10        | 269                 |
| 10.          | Human Capital for Line Manager (HCLM)                | 2         | 58                  | 3         | 108                 | 2         | 55                  |
| 11.          | Human Capital Officer Development Program (HCODP)    | 1         | 34                  | 2         | 80                  | 2         | 66                  |
| 12.          | Human Capital Manager Development Program (HCMDP)    | 1         | 12                  | 1         | 12                  | 1         | 8                   |
| 13.          | Human Capital Supervisor Development Program (HCSDP) | 2         | 47                  | 1         | 32                  | 1         | 35                  |
| <b>Total</b> |  | <b>68</b> | <b>2,119</b>        | <b>78</b> | <b>2,769</b>        | <b>97</b> | <b>2,909</b>        |

Keterangan:

Data pada tabel di atas merupakan program dari PT Astra International Tbk - Head Office

Note:

The data in the table above represents the programs from PT Astra International Tbk - Head Office.



### Jumlah Peserta Integrated Talent Development (ITD) Program

SEOJK F.22 GRI 404-2

### Number of Integrated Talent Development (ITD) Program Participants

SEOJK F.22 GRI 404-2

| No.          | Nama Program<br>Program Name                               | 2022      |                     | 2023      |                     | 2024      |                     |
|--------------|--|-----------|---------------------|-----------|---------------------|-----------|---------------------|
|              |  | Batch     | Peserta Participant | Batch     | Peserta Participant | Batch     | Peserta Participant |
| 1.           | Modular Program  | 7         | 166                 | 7         | 181                 | 4         | 143                 |
| 2.           | Digital Self Learning                                      | 2         | 45                  | 3         | 137                 | 3         | 81                  |
| 3.           | Leadership Learning Community                              | 3         | 248                 | 3         | 189                 | 2         | 156                 |
| 4.           | Executive Coaching (Astra Leadership Performance Coaching) | 1         | 14                  | 1         | 7                   | 1         | 9                   |
| 5.           | Thematic Agility Forum                                     | 1         | 331                 | 1         | 470                 | 1         | 447                 |
| 6.           | Cross-company Assignment                                   | -         | -                   | 1         | 5                   | 1         | 16                  |
| <b>Total</b> |  | <b>14</b> | <b>804</b>          | <b>16</b> | <b>989</b>          | <b>12</b> | <b>852</b>          |

**Keterangan:**

Data pada tabel di atas adalah konsolidasi entitas induk, anak perusahaan, dan entitas asosiasi (300 perusahaan dan 200.074 karyawan)

**Note:**

The data in the table above are consolidated data of parent entity, subsidiaries, associates (300 companies and 200,074 employees)

Astra juga mendirikan Lembaga Sertifikasi Profesi (LSP) Astra untuk mendukung pengembangan kompetensi. Bidang pengembangan yang dikelola oleh LSP, meliputi *human capital*, lingkungan, keselamatan dan kesehatan, kontribusi sosial, komunikasi, dan keamanan.

Astra has also established the Astra Professional Certification Institution (LSP) to support competency development. The areas of development managed by LSP include human capital, environment, health and safety, social contribution, communication, and security.

### Rata-Rata Jam Pelatihan per Karyawan

SEOJK F.22 GRI 404-1

### Average Training Hours per Employee

SEOJK F.22 GRI 404-1

| Keterangan<br>Description   | Kategori<br>Category       | 2024  |
|---|----------------------------|-------|
| Rata-rata jam pelatihan per karyawan berdasarkan gender<br>Average training hours per employee by gender    | Pria<br>Male               | 22.59 |
|   | Wanita<br>Female           | 21.54 |
| Rata-rata jam pelatihan per karyawan berdasarkan jabatan<br>Average training hours per employee by position | Manajer<br>Manager         | 43.23 |
|   | Non-Manajer<br>Non-Manager | 22.28 |

**Keterangan:**

Data pada tabel di atas merupakan program dari PT Astra International Tbk - Head Office.

**Note:**

The data in the table above represents the programs from PT Astra International Tbk - Head Office.



# Dampak Masyarakat dan Sosial

Community dan Social Impact

- 
- 170 **Strategi Kami** | Our Strategy
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  - 174 **Mengembangkan Potensi Masyarakat melalui Program Unggulan** | Developing Community Potential through Flagship Programs
  - 184 **Empat Pilar Kontribusi Sosial Berkelanjutan Astra** | Astra's Four Pillars of Sustainable Social Contribution



# Strategi Kami

Our Strategy

Melalui pilar Public Contribution, Astra memperkuat kontribusi sosial di *rural area* dalam bidang Kesehatan, Pendidikan, Lingkungan, dan Kewirausahaan yang diwujudkan dalam program unggulan, seperti SATU Indonesia Awards, Desa Sejahtera Astra (DSA), Kampung Berseri Astra (KBA), dan Nurani Astra Berbagi untuk Negeri. Dengan pendekatan Astra Friendly Company dan sinergi Yayasan Astra, kami memastikan kontribusi sosial yang berkelanjutan, terukur, dan berdampak untuk mewujudkan visi Sejahtera Bersama Bangsa.

Through our Public Contribution pillar, Astra strengthens its social contribution in rural areas across Health, Education, Environment, and Entrepreneurship, through flagship programs such as the SATU Indonesia Awards, Astra Prosperous Village (DSA), Astra Berseri Village (KBA), and Nurani Astra Berbagi untuk Negeri. With the Astra Friendly Company approach and Astra Foundation synergy, we ensure sustainable, measurable, and impactful social contributions to achieve the vision to Prosper With The Nation.



# Ikhtisar Kinerja

## Performance Snapshot

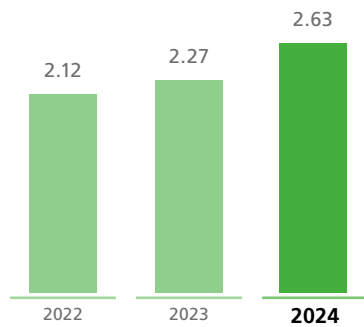
SEOJK B.3

### Penerima Manfaat

Beneficiaries

**2.63**

Juta Orang  
Million People

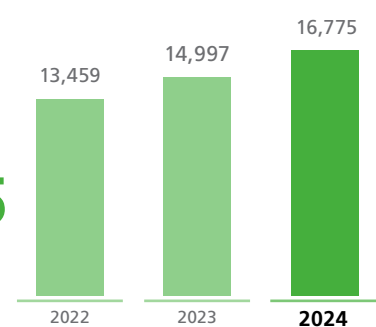


### Pendaftar SATU Indonesia Awards

SATU Indonesia Awards Applicants

**16,775**

Pendaftar  
Applicants

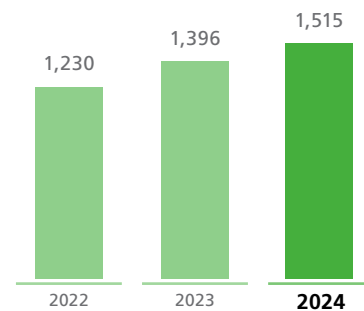


### Desa Sejahtera Astra dan Kampung Berseri Astra

Astra Prosperous Village and  
Astra Berseri Village

**1,515**

Desa  
Villages

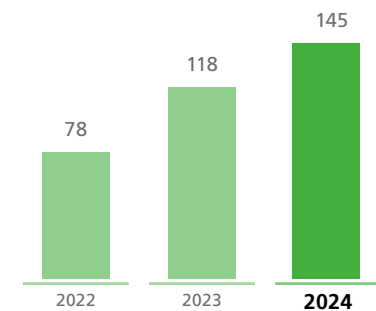


### Kampung Iklim Binaan Astra

Astra Fostered Climate Village

**145**

Kampung  
Villages



# Komitmen dan Progres Commitment and Progress

SEOJK B.3

Topik  
Topic

Astra 2030 Sustainability Aspirations

Kinerja 2024  
2024 Performance



## Pengembangan Masyarakat Community Development

Menjangkau 2,5 juta penerima manfaat melalui program pengembangan masyarakat  
Reach 2.5 million people through our community development programs

# 2.63

**Juta penerima manfaat**

Million beneficiaries



### Ringkasan Inisiatif Snapshot of Initiatives

- **SATU Indonesia Awards**  
SATU Indonesia Awards
- **Desa Sejahtera Astra dan Kampung Berseri Astra**  
Astra Prosperous Village and Astra Berseri Village
- **Empat Pilar Kontribusi Sosial Berkelanjutan**  
Four Pillars of Sustainable Social Contribution
- **Nurani Astra Berbagi untuk Negeri**  
Nurani Astra Berbagi untuk Negeri



**"Astra memastikan kontribusi sosial yang berkelanjutan, terukur, dan berdampak untuk mewujudkan visi Sejahtera Bersama Bangsa."**

"Astra ensures sustainable, measurable, and impactful social contributions to achieve the vision to Prosper With The Nation."

# Mengembangkan Potensi Masyarakat melalui Program Unggulan

Developing Community Potential through Flagship Programs

SEOJK F.23, F.25 | GRI 3-3, 413-1



Astra terus berkontribusi pada kemajuan masyarakat Indonesia melalui strategi Public Contribution Roadmap agar dapat memberikan dampak positif yang lebih luas, terutama bagi masyarakat desa.

Astra continues to contribute to the advancement of Indonesian society through the Public Contribution Roadmap strategy, aiming to deliver broader positive impacts, particularly for rural communities.



Kontribusi Perusahaan untuk masyarakat diwujudkan melalui empat pilar utama, yakni Astra untuk Indonesia Sehat, Astra untuk Indonesia Cerdas, Astra untuk Indonesia Hijau, dan Astra untuk Indonesia Kreatif. Keempat pilar ini diimplementasikan melalui program-program unggulan Astra, seperti SATU Indonesia Awards, Desa Sejahtera Astra (DSA), Kampung Berseri Astra (KBA), dan Nurani Astra Berbagi untuk Negeri.

The Company's contribution to society is realized through four main pillars: Astra untuk Indonesia Sehat, Astra untuk Indonesia Cerdas, Astra untuk Indonesia Hijau, and Astra untuk Indonesia Kreatif. These four pillars are implemented through Astra's flagship programs, such as the SATU Indonesia Awards, Astra Prosperous Village (DSA), Astra Berseri Village (KBA), and Nurani Astra Berbagi untuk Negeri.

### SATU Indonesia Awards

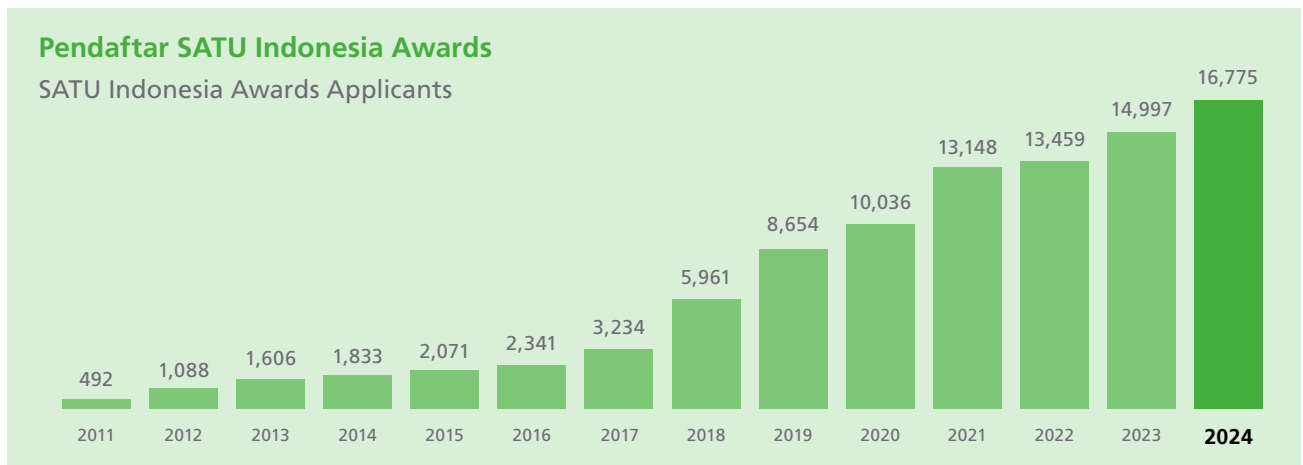
SEOJK F.25

Semangat Astra Terpadu untuk (SATU) Indonesia Awards adalah penghargaan tahunan yang diberikan oleh Astra sebagai bentuk apresiasi terhadap kontribusi dan pencapaian luar biasa individu, komunitas, dan mitra yang telah berperan aktif dalam mendorong pembangunan dan kemajuan di Indonesia. Penghargaan yang diberikan terbagi dalam beberapa bidang, yaitu Kesehatan, Pendidikan, Lingkungan, Kewirausahaan, dan Teknologi, serta satu kategori kelompok yang mewakili lima bidang tersebut.

### SATU Indonesia Awards

SEOJK F.25

Semangat Astra Terpadu untuk (SATU) Indonesia Awards is an annual award presented by Astra as a form of appreciation for the extraordinary contributions and achievements of individuals, communities, and partners who have actively played a role in driving development and progress in Indonesia. The awards are given in several categories, including Health, Education, Environment, Entrepreneurship, and Technology, with one group category that represents all five of these fields.



### SATU Indonesia Awards

|  | 2022   | 2023   | 2024   | 2010-2024 |
|--|--------|--------|--------|-----------|
| Pendaftar SATU Indonesia Awards<br>Applicants of SATU Indonesia Awards | 13,459 | 14,997 | 16,775 | 95,815    |
| Penerima Apresiasi Tingkat Nasional<br>Recipients of National Level    | 6      | 5      | 5      | 97        |
| Penerima Apresiasi Tingkat Provinsi<br>Recipients of Provincial Level  | 66     | 78     | 73     | 638       |

Adapun total nilai dana pembinaan untuk seluruh penerima apresiasi SATU Indonesia Awards 2024 berjumlah Rp705 juta. Beberapa penerima apresiasi tersebut telah dikolaborasikan oleh Astra dengan 84 Desa Sejahtera Astra dan 8 Kampung Berseri Astra di 14 provinsi di Indonesia.

The total value of the development fund for all recipients of the SATU Indonesia Awards 2024 is Rp705 million. Some of these awardees have been collaborated with Astra in 84 Astra Prosperous Villages and 8 Astra Berseri Villages across 14 provinces in Indonesia.

## Penerima apresiasi 15th SATU Indonesia Awards 2024

## Recipients of the 15th SATU Indonesia Awards 2024

**Bidang Kesehatan, Ayu Fauziyyah Adhimah, "Kreator Platform Edukasi Gizi" dari Sleman, Daerah Istimewa Yogyakarta**  
Health Sector, Ayu Fauziyyah Adhimah, "Creator of the Nutrition Education Platform" from Sleman, Special Region of Yogyakarta



Pada tahun 2019, Ayu Fauziyyah dan Yusrina Husnul mendirikan Gizipedia Indonesia sebagai platform digital yang menyediakan informasi gizi dari ahli gizi, termasuk dietisien dan nutritionis yang memiliki surat tanda registrasi dan terdaftar di Persatuan Ahli Gizi Indonesia (PERSAGI). Platform ini dibuat untuk menjadi wadah diskusi bagi masyarakat dan mahasiswa gizi serta menyediakan informasi yang valid di tengah maraknya penyebaran informasi gizi dari sumber yang kurang kredibel. Selain berbagi informasi, Gizipedia juga berupaya mengembangkan alat bantu seperti aplikasi perhitungan gizi dan menjajaki kerja sama lintas sektor untuk mendukung peningkatan kesadaran dan status gizi masyarakat.

In 2019, Ayu Fauziyyah and Yusrina Husnul founded Gizipedia Indonesia, a digital platform that provides nutrition information from registered nutrition experts, including dietitians and nutritionists who are members of the Indonesian Nutritionists Association (PERSAGI). This platform was created to be a discussion space for the public and nutrition students while providing valid information amid the widespread dissemination of nutrition advice from less credible sources. In addition to sharing information, Gizipedia also seeks to develop tools such as nutrition calculation applications and explore cross-sector collaborations to support increasing awareness and improving public nutrition status.

**Bidang Pendidikan, Hana Maulida, "Sahabat Pelindung Anak dari Kekerasan Seksual" dari Serang, Banten**  
Education Sector, Hana Maulida, "Protector Friend for Children from Sexual Violence" from Serang, Banten

Kakak Aman Indonesia adalah gerakan yang diinisiasi oleh Hana Maulida bersama dua rekannya pada Januari 2023 untuk mengedukasi anak-anak tingkat Taman Kanak-kanak dan Sekolah Dasar tentang perlindungan diri dari kekerasan seksual. Dalam kegiatannya, Kakak Aman Indonesia menggunakan modul edukasi yang disusun dengan bahasa sederhana agar mudah dipahami anak-anak. Penyampaian materi dilakukan secara interaktif melalui mendongeng, permainan, dialog, serta poster edukatif, dengan harapan anak-anak dapat memahami konsep tubuh pribadi, cara menjaganya, dan bagaimana merespons situasi yang tidak nyaman.

Kakak Aman Indonesia is a movement initiated by Hana Maulida and two of her colleagues in January 2023 to educate kindergarten and elementary school children about self-protection from sexual violence. In its activities, Kakak Aman Indonesia uses educational modules written in simple language for easy understanding by children. The materials are delivered interactively through storytelling, games, dialogues, and educational posters, with the hope that children will understand the concept of personal boundaries, how to protect them, and how to respond to uncomfortable situations.



**Bidang Lingkungan, Kevin Gani, “Pejuang Pangan Berkelanjutan” dari Surabaya, Jawa Timur**

Environment Sector, Kevin Gani, “Champion of Sustainable Food” from Surabaya, East Java



Garda Pangan, yang didirikan oleh Kevin Gani pada 2017 di Surabaya, adalah social enterprise yang fokus pada pengurangan sampah makanan dan kesetaraan akses pangan. Mereka mengumpulkan makanan surplus dari restoran dan hotel untuk disalurkan kepada masyarakat kurang mampu, serta mengolah sampah makanan menjadi pakan ternak menggunakan teknologi *Black Soldier Fly* (BSF). Garda Pangan telah mendistribusikan ratusan ribu porsi makanan dan mengurangi emisi gas rumah kaca, sambil meningkatkan kesadaran tentang pengelolaan sampah makanan dan mendukung ketahanan pangan.

Garda Pangan, founded by Kevin Gani in 2017 in Surabaya, is a social enterprise focused on reducing food waste and ensuring equal access to food. They collect surplus food from restaurants and hotels that is still fit for consumption and distribute it to underserved communities. Additionally, they process inedible food waste into animal feed using Black Soldier Fly (BSF) bioconversion technology. To date, Garda Pangan has distributed hundreds of thousands of food portions and reduced greenhouse gas emissions through effective food waste management. By involving volunteers and partnering with various business sectors, they strive to raise awareness about the importance of food waste management and support food security and environmental sustainability.

**Bidang Kewirausahaan, Yuyun Ahdiyanti, “Srikandi Penenun Asa Kampung Ntobo” dari Bima, Nusa Tenggara Barat**

Entrepreneurship Sector, Yuyun Ahdiyanti, “Srikandi Penenun Asa Kampung Ntobo” from Bima, West Nusa Tenggara

UKM Dina adalah usaha kain tenun Bima yang dirintis oleh Yuyun pada 2015 untuk memberdayakan para penenun di kampung halamannya, Ntobo, yang sebelumnya kurang dikenal sebagai Kampung Tenun. Berawal dari unggahan kain tenun keluarga di media sosial, Yuyun mulai menerima banyak pesanan dan memperluas usahanya dengan memberikan modal serta membantu pemasaran hasil tenun para penenun setempat. Kini, UKM Dina telah memberdayakan lebih dari 200 penenun dan 15 penjahit, sekaligus meningkatkan perekonomian sekitar. Pemasarannya telah menjangkau pasar luar negeri, dan kehadiran UKM Dina turut menarik wisatawan yang ingin melihat langsung proses pembuatan kain tenun.

SME Dina is a Bima woven fabric business founded by Yuyun in 2015 to empower weavers in her hometown, Ntobo, which was previously less known as a weaving village. Starting from a post of her family's woven fabric on social media, Yuyun began receiving many orders and expanded her business by providing capital and helping market the products of local weavers. Today, SME Dina has empowered more than 200 weavers and 15 seamstresses, while boosting the local economy. Its products have reached international markets, and SME Dina's presence has attracted tourists who wish to observe the weaving process firsthand.



**Bidang Teknologi, Irfan Y. Pratama, “Navigator Jaringan Jarak Jauh” dari Jakarta Selatan, DKI Jakarta**

Technology Sector, Irfan Y. Pratama, “Long-Distance Network Navigator” from South Jakarta, DKI Jakarta



Irfan mendirikan Awanio pada 2021 sebagai *Cloud Enabler Platform* (CEP) yang dikembangkan sepenuhnya di Indonesia untuk membantu perusahaan lokal dan penyedia layanan *cloud* dalam mengelola server mereka sendiri. Dengan server yang berlokasi di Indonesia, Awanio mendukung kedaulatan data dan efisiensi biaya operasional, memberikan alternatif bagi entitas yang selama ini bergantung pada layanan *cloud* global.

Irfan founded Awanio in 2021 as a Cloud Enabler Platform (CEP) fully developed in Indonesia to help local businesses and cloud service providers manage their own servers. With servers located in Indonesia, Awanio supports data sovereignty and operational cost efficiency, offering an alternative for entities that have previously relied on global cloud services.

## Desa Sejahtera Astra dan Kampung Berseri Astra

GRI 203-1, 3-3

Desa Sejahtera Astra (DSA) merupakan program yang berfokus pada pemberdayaan kewirausahaan berbasis potensi dan produk unggulan desa. Diluncurkan pada 2018, DSA melibatkan berbagai pemangku kepentingan, termasuk pemerintah pusat dan daerah, perguruan tinggi, komunitas, start-up, serta Kelompok Usaha Desa (KUD). Program ini mendorong pengembangan produk unggulan desa binaan Astra yang terbagi dalam tiga klaster utama: (1) pertanian dan produk olahannya, (2) kelautan dan perikanan, serta (3) wisata, kriya, dan budaya.

Sejalan dengan itu, Astra juga memiliki program Kampung Berseri Astra (KBA) yang merupakan program berbasis komunitas yang mengintegrasikan inisiatif empat pilar program kontribusi sosial berkelanjutan Astra dalam satu komunitas kampung. Program ini bertujuan untuk menciptakan lingkungan yang bersih, sehat, cerdas, dan produktif. Selain itu, KBA juga berperan dalam meningkatkan kapasitas adaptasi dan mitigasi masyarakat terhadap dampak perubahan iklim.

Astra telah membina 84 DSA baru dan 35 KBA baru, sehingga total DSA dan KBA pada tahun 2024 mencapai 1.515, dengan 145 di antaranya merupakan Kampung Iklim (PROKLIM), yakni program Kementerian Lingkungan Hidup/Badan Pengendalian Lingkungan Hidup (KLH/BPLH) dalam rangka meningkatkan ketangguhan dan kemampuan kampung dalam beradaptasi serta memitigasi dampak perubahan iklim.

## Astra Prosperous Village and Astra Berseri Village

GRI 203-1, 3-3

Astra Prosperous Village (DSA) is a program that focuses on entrepreneurship development based on the potential and key products of each village. Launched in 2018, DSA engages various stakeholders, including central and regional governments, universities, communities, start-ups, and Village Business Groups (KUD). This program fosters the development of Astra-supported villages by categorizing key products into three main clusters: (1) agriculture and its processed products, (2) marine and fisheries, and (3) tourism, crafts, and culture.

In line with this, Astra also has Astra Berseri Village (KBA), a community-based initiative that integrates Astra's four pillars of sustainable social contribution within a single village community, aiming to create a clean, healthy, intelligent, and productive environment. Additionally, KBA plays a role in enhancing the community's capacity to adapt to and mitigate the impacts of climate change.

Astra has fostered 84 new DSA and 35 new KBA, bringing the total number of DSA and KBA to 1,515 in 2024, with 145 of these designated as Climate Villages (PROKLIM), a program by the Ministry of Environment and Forestry/ Environmental Control Agency (KLH/BPLH) aimed at enhancing the resilience and capacity of villages to adapt to and mitigate the impacts of climate change.

145

Kampung Iklim  
Climate Villages

35

Jumlah Provinsi  
Sebaran DSA dan KBA  
Number of Provinces with  
DSA and KBA distribution

35

Jumlah KBA Baru  
pada 2024  
New KBA in 2024

84

Jumlah DSA baru  
pada 2024  
New DSA in 2024

## 468 Desa Ekspor | Export Villages

dari Total 1.280 DSA yang Produknya Dipasarkan ke 26 Negara

of the Total 1,280 DSA whose Products are Marketed to 26 Countries in the World



**3,272**

**Orang Tenaga Kerja Baru dari DSA**

New Workforce from DSA

**155**

**Kabupaten Sebaran DSA pada 2024**

Total of DSA Regencies in 2024

**86.11%**

**Rata-Rata Peningkatan Pendapatan Masyarakat di DSA**

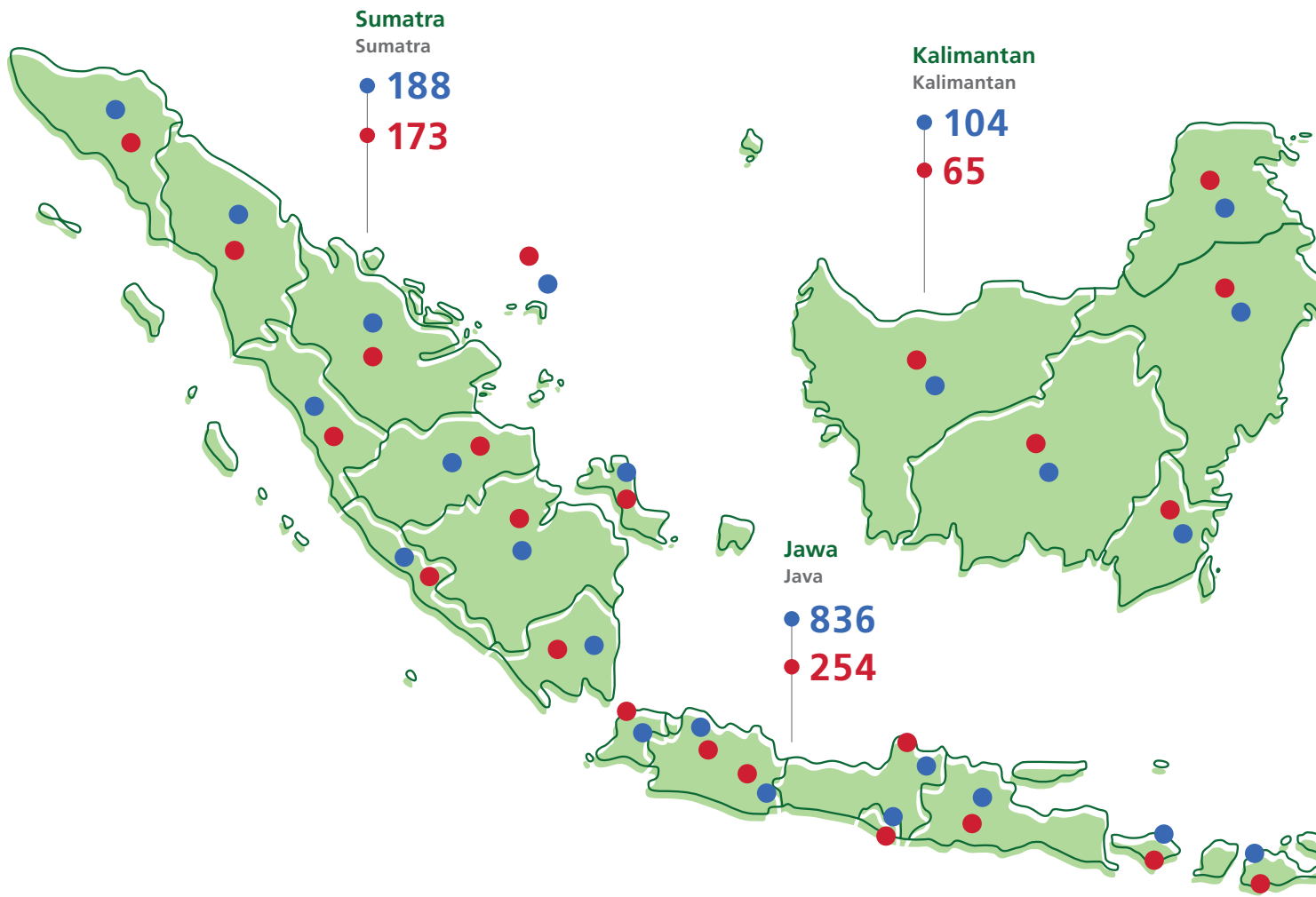
Average Increase in People's Income in DSA

**Rp349 Miliar | Billion**

**Valuasi Ekspor dari Produk DSA hingga 2024**

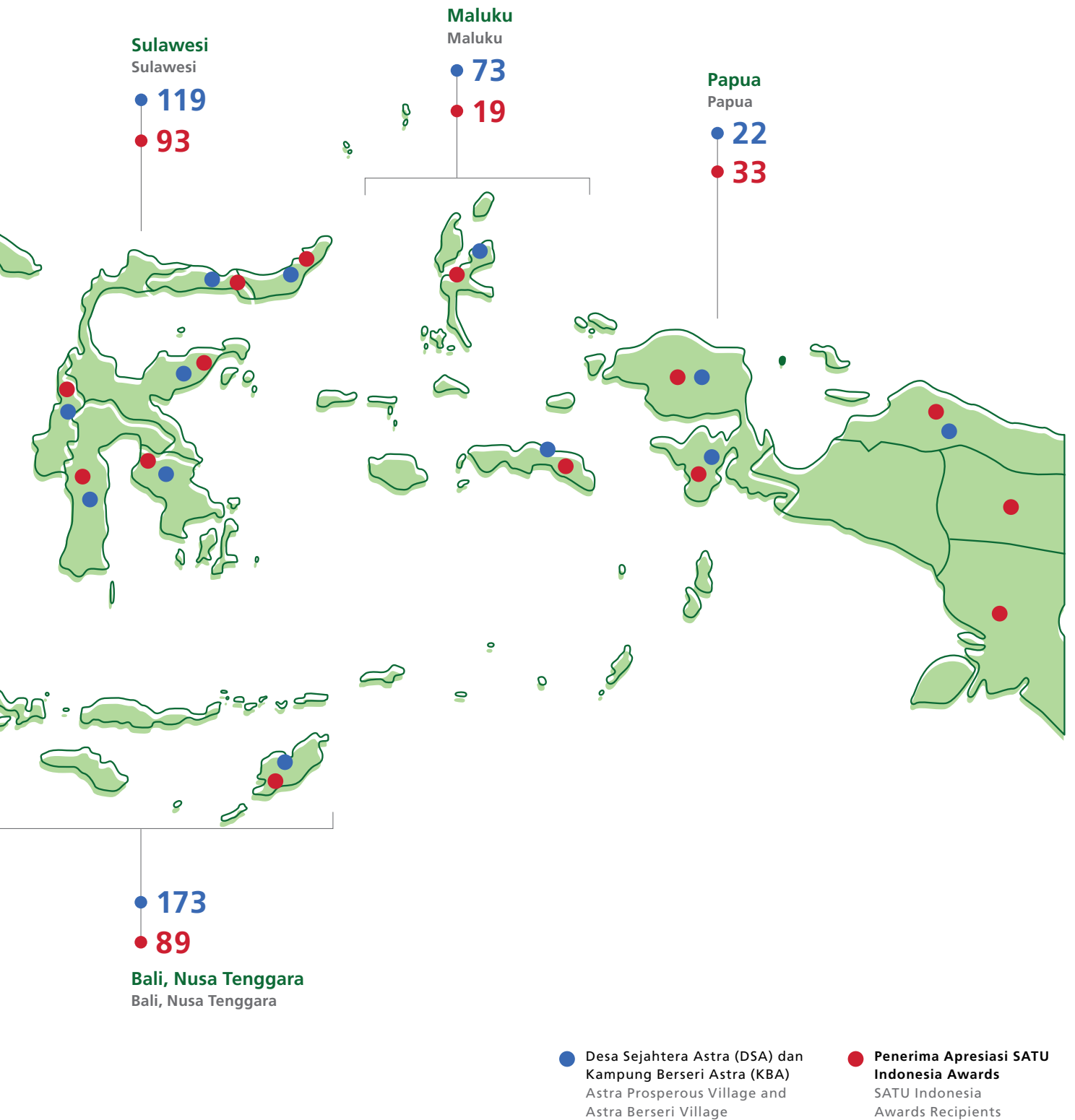
Export Valuation from DSA Products until 2024

**Sebaran Program Unggulan Kontribusi Sosial Berkelanjutan**  
**Distribution of Sustainable Social Contribution Flagship Program**



**726**  
**SATU INDONESIA AWARDS**  
 Penerima Apresiasi SATU Indonesia Awards di 37 Provinsi  
 SATU Indonesia Awards Recipients in 37 Provinces

**1,515**  
 desa sejahtera ASTRA    kampung berseri ASTRA  
 Desa Sejahtera Astra dan Kampung Berseri Astra di 35 Provinsi  
 Astra Prosperous Villages and Astra Berseri Village in 35 Provinces



## Flagship Program



### Memfasilitasi Ekspor Produk Unggulan

Facilitating the Export of Flagship Products

**3,500**  
Produk Kerajinan Kendang Djembe

Handcrafted Djembe Drum Products

### Berhasil Membina

Successfully Fostered

**1,515**  
Desa Sejahtera Astra dan Kampung Berseri Astra

Astra Prosperous Village and Astra Berseri Village

## Desa Sejahtera Astra (DSA) Ekspor Astra Prosperous Village (DSA) Export

Kontribusi sosial Astra juga diwujudkan melalui Desa Sejahtera Astra dan Kampung Berseri Astra. Hingga akhir tahun 2024, Astra telah membina 1.515 Desa Sejahtera Astra dan Kampung Berseri Astra. Melalui program Desa Sejahtera Astra, Perusahaan berhasil membuka peluang kerja sama dengan sejumlah pengusaha Tiongkok untuk memfasilitasi ekspor produk unggulan, yaitu 3.500 produk kerajinan Kendang Djembe dari Desa Sejahtera Astra Blitar. Nilai kerja sama ini mencapai Rp47,6 miliar.

Astra's social contribution is also realized through Astra Prosperous Village and Astra Berseri Village. By the end of 2024, Astra had successfully fostered 1,515 Astra Prosperous Villages and Astra Berseri Villages. Through the Astra Prosperous Village, the Company successfully established collaboration opportunities with several Chinese entrepreneurs to facilitate the export of a flagship product—3,500 handcrafted Djembe Drums from Astra Prosperous Village Blitar. The value of this collaboration reached Rp47.6 billion.

## Nurani Astra Berbagi untuk Negeri

Nurani Astra Berbagi untuk Negeri adalah program yang diinisiasi oleh Astra untuk memberikan bantuan kepada masyarakat dan lingkungan, serta berkontribusi pada pembangunan berkelanjutan. Pada tahun 2024, program ini berfokus pada penanggulangan bencana di berbagai daerah, di mana bantuan disalurkan langsung untuk membantu masyarakat yang terdampak. Dengan dukungan dari berbagai pihak, program Nurani Astra Berbagi untuk Negeri berhasil dijalankan dengan melibatkan partisipasi aktif para pemangku kepentingan.

## Nurani Astra Berbagi untuk Negeri

Nurani Astra Berbagi untuk Negeri is a program initiated by Astra to provide assistance to communities and the environment, while contributing to sustainable development. In 2024, this program focuses on disaster relief in various regions, where aid is directly distributed to assist affected communities. With support from various parties, the Nurani Astra Berbagi untuk Negeri program was successfully implemented, involving the active participation of stakeholders.

## Total Donasi Tersalurkan untuk Bantuan Kemanusiaan

Total Donation Disbursed for Humanitarian Assistance

**Rp1.4**  
Miliar | Billion





## Hasil Penilaian Dampak Lingkungan dan Sosial

GRI 413-1

Pada tahun 2024, Astra telah mengukur Social Return of Investment (SROI) untuk program Desa Sejahtera Astra. SROI digunakan untuk menilai efektivitas program dalam menciptakan nilai tambah bagi pemangku kepentingan dengan membandingkan investasi yang dikeluarkan dengan manfaat sosial yang dihasilkan. Astra telah melakukan pengukuran SROI di beberapa lokasi yang berbeda. Berdasarkan hasil perhitungan SROI di 129 desa sepanjang tahun 2024, didapatkan nilai SROI sebesar 4,09. Nilai SROI >1 menunjukkan bahwa program tersebut menghasilkan manfaat atau nilai tambah sosial yang lebih besar dibandingkan dengan biaya yang dikeluarkan sehingga menciptakan dampak positif bagi masyarakat atau lingkungan yang cukup efektif.

SEOJK F.23 | GRI 3-3, 413-1

Pencapaian ini menunjukkan bahwa program Desa Sejahtera Astra tidak hanya berkontribusi pada peningkatan kesejahteraan masyarakat, tetapi juga mampu menciptakan dampak sosial yang terukur. Melalui pendekatan yang fokus pada pemberdayaan ekonomi, penguatan kapasitas pelaku usaha lokal, serta pendampingan berkelanjutan. Program ini berhasil meningkatkan produktivitas dan kemandirian desa-desa binaan secara nyata.

## Environmental and Social Impact Assessment Results

GRI 413-1

In 2024, Astra measured the Social Return on Investment (SROI) for the Astra Prosperous Village program. SROI is used to assess the effectiveness of the program in creating added value for stakeholders by comparing the investments made with the social benefits generated. Astra has conducted SROI measurements in several different locations. Based on the SROI calculation results in 129 villages throughout 2024, an SROI value of 4.09 was obtained. An SROI value >1 indicates that the program generates greater social benefits or added value compared to the costs incurred, thus creating a positive impact on the community or environment that is quite effective.

SEOJK F.23 | GRI 3-3, 413-1

This achievement demonstrates that the Astra Prosperous Village not only contributes to improving community welfare but also creates measurable social impact. Through a focus on economic empowerment, capacity building for local entrepreneurs, and continuous mentoring. The program has significantly enhanced the productivity and self-reliance of supported villages.

129

Desa  
Villages

4.09

Nilai Rata-Rata SROI  
Average SROI Value

Rp49.82

Miliar | Billion  
Total Nilai Dampak  
Total Impact Value



Hasil pengukuran SROI juga menjadi acuan penting bagi Astra dalam memperkuat arah dan efektivitas program ke depan. Dengan data SROI sebagai dasar evaluasi, Astra dapat mengidentifikasi strategi yang paling berdampak dan mengembangkan model intervensi yang dapat direplikasi di wilayah lainnya. Langkah ini sejalan dengan komitmen Perusahaan untuk terus menciptakan nilai bersama (*shared value*) yang berkelanjutan bagi masyarakat dan lingkungan.

The SROI results also serve as an important reference for Astra in strengthening the direction and effectiveness of future programs. With SROI data as the foundation for evaluation, Astra can identify the most impactful strategies and develop intervention models that can be replicated in other regions. This approach aligns with the Company's commitment to continuously creating sustainable shared value for both society and the environment.

# Empat Pilar Kontribusi Sosial Berkelanjutan Astra

Astra's Four Pillars of Sustainable Social Contribution

SEOJK F.25 | GRI 413-1



Sejalan dengan Astra 2030 Sustainability Aspirations, Astra mendorong kesejahteraan masyarakat melalui empat pilar kontribusi sosial berkelanjutan.

In line with Astra 2030 Sustainability Aspirations, Astra promotes community welfare through four pillars of sustainable social contribution.

Astra terus mendorong terciptanya kesejahteraan masyarakat dilakukan berdasarkan empat pilar kontribusi sosial berkelanjutan, yaitu Astra untuk Indonesia Sehat, Astra untuk Indonesia Cerdas, Astra untuk Indonesia Hijau, dan Astra untuk Indonesia Kreatif. Keempat pilar ini merupakan nilai-nilai Astra yang selaras dengan tujuan global berupa Sustainable Development Goals (SDGs).

Astra continues to drive the creation of community welfare based on four pillars of sustainable social contribution: Astra untuk Indonesia Sehat, Astra untuk Indonesia Cerdas, Astra untuk Indonesia Hijau, and Astra untuk Indonesia Kreatif. These four pillars reflect Astra's values, which align with global goals, namely the Sustainable Development Goals (SDGs).

### Pencapaian Program Pengembangan Masyarakat

Community Development Program Achievements

#### Target 2030

2030 Target

**2.5**

Juta | Million

Orang Penerima Manfaat melalui Program Pengembangan Masyarakat

People Beneficiaries through Community Development Programs

#### Pencapaian 2024

2024 Achievement

**2.63**

Juta | Million

Orang Penerima Manfaat melalui Program Pengembangan Masyarakat

People Beneficiaries through Community Development Programs

### Astra untuk Indonesia Sehat

SEOJK F.25



Astra menjalankan berbagai program kesehatan yang berfokus pada ibu, anak, dan remaja baik bagi masyarakat maupun internal Grup Astra. Untuk kesehatan ibu dan anak, Astra aktif melakukan pembinaan Posyandu di berbagai wilayah Indonesia. Selain itu, Astra juga memiliki program khusus untuk meningkatkan gizi balita. Dalam menasar kelompok remaja, Astra membentuk Aksi Solidaritas Remaja Kesehatan Astra (AORTA) yang bertujuan meningkatkan kesadaran terkait edukasi kesehatan reproduksi, kesehatan mental, gizi, dan faktor risiko Penyakit Tidak Menular (PTM). Astra juga mendukung upaya pemerintah dalam membentuk Integrasi Layanan Primer (ILP) di beberapa daerah.

### Astra untuk Indonesia Sehat

SEOJK F.25

Astra implements various health programs focusing on mothers, children, and adolescents targeting both the general public and the internal Astra Group. For maternal and child health, Astra actively supports the development of integrated health service posts (Posyandu) in various regions across Indonesia. In addition, Astra runs specific programs aimed at improving nutrition for toddlers. To reach the adolescent group, Astra established the Astra Adolescent Health Cadres (AORTA), which aims to raise awareness about reproductive health education, mental health, nutrition, and risk factors for Non-Communicable Disease (NCD). Astra also supports government efforts in establishing the Integrated Primary Healthcare (ILP) program in several regions.

## Flagship Program



## Srikandi Lestari Berhasil Menjangkau

Srikandi Lestari Has Successfully Reached

**51**  
Balita  
Toddlers

## Srikandi Lestari - United Tractors for Community Health Responsibility (UTCARE) Srikandi Lestari - United Tractors for Community Health Responsibility (UTCARE)

Grup Astra melalui PT United Tractors Tbk (UT) berkontribusi dalam menurunkan angka gizi buruk dan stunting melalui kolaborasi program dengan Pemerintah Provinsi DKI Jakarta dalam *kick off* program Transforming Undernutrition to Thriving and Sustainable (TUNTAS) tahun 2024. Program ini dilaksanakan dengan bantuan 4 kader lokal dan 4 kader program Srikandi Lestari yang memantau program ini selama 24 minggu. Srikandi Lestari merupakan salah satu program di bawah payung program CSR PT United Tractors Tbk di bidang kesehatan, UT for Community Health Responsibility (UTCARE), yang bertujuan meningkatkan kapasitas kader pos pelayanan terpadu (Posyandu) untuk menjadi kader pembina Posyandu yang lebih terampil, edukatif, dan inspiratif. Sepanjang tahun 2024, program ini berhasil menjangkau 51 balita yang mengalami gizi buruk, kurang gizi, dan *underweight*.

Through PT United Tractors Tbk (UT), Astra Group contributes to reducing malnutrition and stunting by collaborating with the DKI Jakarta Provincial Government in the 2024 *kick off* Transforming Undernutrition to Thriving and Sustainable (TUNTAS) Program. This initiative is implemented with the support of 4 local cadres and 4 Srikandi Lestari cadres, who monitored the program for 24 weeks. Srikandi Lestari is part of UT for Community Health Responsibility (UTCARE), a CSR health program aimed at enhancing the capacity of integrated health post (Posyandu) cadres to become more skilled and learned, and to inspire other community health facilitators. In 2024, the program successfully reached 51 underweight children suffering from severe malnutrition and related conditions.

Sebagai bagian dari komitmen Astra, program ILP bertujuan untuk mengintegrasikan dan mengoptimalkan layanan kesehatan primer dengan pendekatan holistik, menghubungkan berbagai fasilitas kesehatan, tenaga medis, serta layanan pendukung guna memberikan pelayanan yang lebih efektif dan efisien bagi masyarakat di Posyandu, Puskesmas, dan Puskesmas Pembantu. Program ini mengedepankan pencegahan, deteksi dini, serta pengelolaan kesehatan yang komprehensif, dengan memanfaatkan teknologi digital untuk meningkatkan aksesibilitas dan kualitas layanan. Melalui kolaborasi dengan berbagai pemangku kepentingan, Astra berupaya memastikan bahwa layanan kesehatan primer dapat menjangkau lebih banyak masyarakat, terutama di area sekitar operasional perusahaan. Sepanjang tahun 2024, program ini berhasil menjangkau 5.621 penerima manfaat di 5 wilayah.

As a part of Astra's commitment ILP program is designed to integrate and optimize primary healthcare services through a holistic approach, connecting various health facilities, medical personnel, and support services to provide more effective and efficient care for the community by Posyandu, Community Health Center, and Sub-Community Health Center. The program emphasizes prevention, early detection, and comprehensive health management, utilizing digital technology to improve accessibility and service quality. Through collaboration with various stakeholders, Astra seeks to ensure that primary healthcare services can reach more people, particularly in areas around company operations. Throughout 2024, this program had successfully reached 5,621 beneficiaries in 5 regions.

Flagship Program



Bantuan Sumur Bor dan MCK di

Bore Well and MCK Assistance at

**16**

Titik Locations

Program Bantuan Kesehatan Health Assistance Program

Yayasan Astra - Yayasan Amaliah Astra (YAA) telah membangun 16 sumur bor dan fasilitas Mandi, Cuci, Kakus (MCK) di Banten dan Nusa Tenggara Barat (NTB) untuk pondok pesantren terpencil yang kekurangan air bersih. Selain itu, Yayasan Astra - YAA juga menyalurkan bantuan kacamata baca diberikan kepada 116 pelajar dan lansia di DKI Jakarta dan Banten, sementara layanan mobil jenazah telah membantu 105 keluarga di lima provinsi, khususnya karyawan Grup Astra dan keluarga kurang mampu.

Astra Foundation - Yayasan Amaliah Astra (YAA), has built 16 bore wells and Bathing, Washing, and Toilet facilities (MCK) in Banten and West Nusa Tenggara (NTB) to support remote Islamic boarding schools facing clean water shortages. In addition, Astra Foundation - YAA has provided reading glasses to 116 students and elderly individuals in DKI Jakarta and Banten, while the funeral transport service has assisted 105 families across five provinces, particularly Astra Group employees and underprivileged families.

Pencapaian Astra untuk Indonesia Sehat

Astra Untuk Indonesia Sehat Achievement

**644**

Posyandu Binaan

Fostered Integrated Service Post

**9**

Integrasi Layanan Primer

Integrated Primary Healthcare

**4,279**

Kader Kesehatan Binaan

Assisted Health Personnels

**89**

Kader Kesehatan Remaja (AORTA)

Adolescent Health Cadres (AORTA)

Keterangan | Note:

Data yang ditunjukkan di atas adalah data pencapaian sepanjang tahun 2024  
Data shown above is achievement data in 2024

Pilar kesehatan yang dijalankan Astra dalam aspek kontribusi sosial, sejalan dengan SDGs pada Tujuan 2 – Tanpa Kelaparan terutama pada target yang berkenaan dengan malnutrisi, Tujuan 3 – Kesehatan dan Kesejahteraan yang Baik, Tujuan 6 – Air Bersih dan Sanitasi Layak terutama pada target, serta penyediaan air bersih dan edukasi terkait sanitasi yang layak dan sehat.

The health pillar implemented by Astra in the aspect of social contribution aligns with the SDGs, specifically Goal 2 – Zero Hunger, particularly the target related to malnutrition, Goal 3 – Good Health and Well-being, Goal 6 – Clean Water and Sanitation, especially the targets related to providing clean water and educating communities about proper sanitation for health and hygiene.

## Flagship Program



## Pasien Terlayani di Kantor Pusat Jakarta (Faskes Tingkat 1 BPJS)

Patients Served at the Head Office Jakarta (BPJS Level 1 Health Facility)

# 7,645

Orang  
People

## Pasien Terlayani di Klinik BPJS Wini, NTT Sejak Tahun 2022

Patients Served at the BPJS Clinic in Wini, NTT Since 2022

# 340

Pasien  
Patients

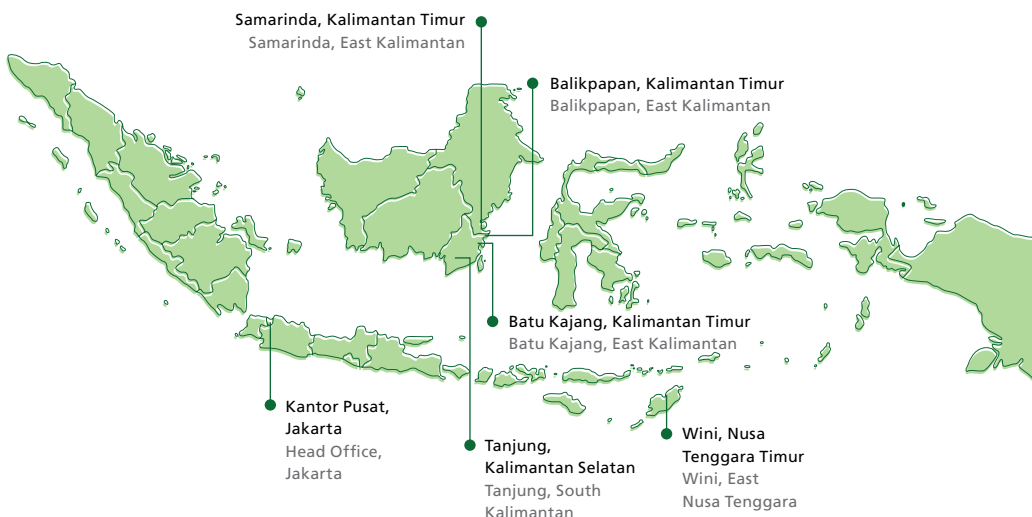
## Klinik Pratama United Tractors United Tractors Primary HealthCare

Yayasan Karya Bakti United Tractors (YKBUT) mendirikan Klinik Pratama United Tractors yang sejak tahun 2023 telah terakreditasi Paripurna oleh LAFKI (Lembaga Akreditasi Fasilitas Kesehatan Indonesia). Program ini menargetkan karyawan AHEMCE, YKBUT dan keluarganya serta anggota masyarakat yang mengalami kesulitan dalam mengakses layanan kesehatan dasar dan termasuk sebagai peserta jaminan sosial kesehatan BPJS.

Yayasan Karya Bakti United Tractors (YKBUT) established the United Tractors Primary HealthCare, which has been fully accredited by the Indonesian Health Facilities Accreditation Institute (LAFKI) since 2023. This program targets AHEMCE employees, YKBUT staff and their families, as well as community members who face challenges in accessing basic healthcare services and are covered by BPJS health insurance.

Klinik Pratama UT tersebar di beberapa lokasi yaitu:

United Tractors Primary HealthCare is located in several locations, including:



Flagship Program



**Lulusan Reguler Teknik Alat Berat UT School sampai Tahun 2024**

Regular Graduates in Heavy Equipment Engineering until 2024

**8,336**

**Lulusan Employees**

**UT School** UT School

Grup Astra melalui Yayasan Karya Bakti United Tractors juga mendirikan UT School, untuk menunjang perkembangan usaha yang terus meningkat dan menjawab tantangan kebutuhan Mekanik dan Operator alat berat yang terampil dan berkarakter untuk mendukung jalannya industri serta bisnis alat berat yang bergerak di sektor-sektor pertambangan, konstruksi, pertanian maupun kehutanan. Sampai tahun 2024, UT School sudah menghasilkan 8.336 lulusan reguler Teknik Alat Berat, dan 59 siswa di antaranya lulusan IT.

Astra Group, through the Yayasan Karya Bakti United Tractors, also established a UT School to support growing business development and address the demand for skilled and character-driven heavy equipment mechanics and operators. This initiative aims to support the industries and businesses in the heavy equipment sector, which operate in mining, construction, agriculture, and forestry. By 2024, the UT School had produced 8,336 regular graduates in Heavy Equipment Engineering, with 59 of them being IT graduates.

**Astra untuk Indonesia Cerdas**

SEOJK F.25



Melalui pilar Astra untuk Indonesia Cerdas, Astra berkomitmen untuk memberikan dampak positif pada pengembangan kualitas Sumber Daya Manusia (SDM) yang sejalan dengan tujuan pemerintah sekaligus pencapaian Tujuan 4 – Pendidikan Berkualitas. Program Astra untuk Indonesia Cerdas berfokus pada peningkatan mutu sekolah (pelatihan guru, pengembangan kurikulum, dan pengembangan *life skill*), pemberian beasiswa, serta pemberian donasi sarana dan prasarana pendidikan, terutama untuk sekolah-sekolah di sekitar instalasi Grup Astra dan daerah prasejahtera lainnya. Astra juga menjalankan program pelopor Indonesia Ayo Aman Berlalu Lintas (IAABL), dengan tujuan mengedukasi dan mendorong kesadaran akan pentingnya keselamatan berlalu lintas di masyarakat.

**Astra untuk Indonesia Cerdas**

SEOJK F.25

Through Astra untuk Indonesia Cerdas, Astra is committed to making a positive impact on the development of Human Resource (HR) quality in line with government goals and the achievement of Goal 4 – Quality Education. The Astra untuk Indonesia Cerdas program focuses on improving school quality (teacher training, curriculum development, and life skills development), providing scholarships, and donating educational facilities and infrastructure, especially to schools around Astra Group installations and other underserved areas. Astra also runs the Indonesia Ayo Aman Berlalu Lintas (IAABL) program, aimed at educating and raising awareness about the importance of traffic safety in society.

## Flagship Program



## Penerima Manfaat Program ini Hingga Tahun 2024

Beneficiaries of This Program until 2024

# 2,378

**Penerima Manfaat**  
Beneficiaries

## Program Beasiswa Astra Astra Scholarship Program

Yayasan Astra - Yayasan Amaliah Astra (YAA) menyalurkan Beasiswa Amaliah Astra sebagai program pendidikan berkelanjutan yang tidak hanya berupa bantuan finansial, tetapi juga pendampingan dan pelatihan bagi penerima beasiswa. Pada tahun 2024, sebanyak 2.378 penerima manfaat di 33 provinsi, termasuk di Ring 1 perusahaan Grup Astra dan sekolah binaan, telah merasakan manfaat dari program ini.

Di samping itu, Yayasan Astra - Yayasan Astra Bina Ilmu melalui Politeknik Astra (ASTRAtech) juga turut memberikan beasiswa bagi Sekolah Menengah Atas dan Kejuruan, serta beasiswa untuk mahasiswa usulan dari Grup Astra, di mana beasiswa yang diberikan berupa bebas biaya pendidikan serta pemberian uang saku bulanan.

Astra Foundation - Yayasan Amaliah Astra (YAA), distributes the Amaliah Astra Scholarship as a sustainable education program that not only provides financial assistance but also offers mentoring and training for scholarship recipients. In 2024, a total of 2,378 beneficiaries across 33 provinces—including those in Ring 1 areas of Astra Group companies and partner schools—have benefited from this program.

In addition, Astra Foundation - Yayasan Astra Bina Ilmu melalui Politeknik Astra (ASTRAtech) also provides scholarships for senior high school and vocational school students, as well as scholarships for university students nominated by Astra Group. These scholarships cover tuition fees and include a monthly living allowance.



Flagship Program



Penerima Manfaat Program ini Hingga Tahun 2024

Beneficiaries of this Program until 2024

59

Sekolah | Schools

Yayasan Astra - Yayasan Astra Bina Ilmu melalui Politeknik Astra (ASTRAtech) Astra Foundation - Yayasan Astra Bina Ilmu melalui Politeknik Astra (ASTRAtech)

Pada tahun 2024, ASTRAtech melaksanakan pembinaan yang berfokus pada pengembangan pendidikan tingkat menengah. Kegiatan ini mencakup pelatihan untuk siswa dan guru, pendampingan kurikulum, kegiatan *teaching factory*, pengujian dan penjurian untuk mengukur kemampuan siswa, serta memberikan kesempatan bagi sekolah-sekolah untuk melakukan visitasi ke fasilitas ASTRAtech. Program ini dilaksanakan dengan kolaborasi bersama berbagai mitra, antara lain Divisi ESR PT Astra International Tbk - Head Office, PT Astra Honda Motor, Yayasan Astra - Yayasan Pendidikan Astra Michael D. Ruslim, dan PT Pamapersada Nusantara.

In 2024, ASTRAtech carried out a training program focused on the development of education at the secondary school level. This program includes training for students and teachers, curriculum mentoring, teaching factory activities, testing and judging to assess students' abilities, as well as providing opportunities for schools to visit ASTRAtech's facilities. This program is carried out in collaboration with various partners, including the ESR Division of PT Astra International Tbk - Head Office, PT Astra Honda Motor, Astra Foundation - Yayasan Pendidikan Astra Michael D. Ruslim, and PT Pamapersada Nusantara.

Pencapaian Astra untuk Indonesia Cerdas

Astra untuk Indonesia Cerdas Achievement

176

Pendidikan Anak Usia Dini (PAUD) Binaan

Fostered Early Childhood Education

3,544

Paket Beasiswa

Scholarship Packages

2,357

Sekolah Binaan

Fostered Schools

2

SMK National Showcase

SMK National Showcases

100

Sekolah Adiwiyata Binaan

Fostered Adiwiyata Schools

Keterangan | Note:

Data yang ditunjukkan di atas adalah data pencapaian yang dihitung berdasarkan program yang dilaksanakan sepanjang tahun 2024  
The data shown above represents achievements calculated based on the addition of new programs throughout 2024.

## Flagship Program



## Total Penerima Manfaat

Total Beneficiaries

# 27,976

Siswa dan Guru  
Students and  
Teachers

## SMK Teknik Sepeda Motor Astra Honda Astra Honda Vocational School of Motorcycle Engineering

PT Astra Honda Motor konsisten mengembangkan pendidikan sejak 2010. Hingga akhir 2024, PT Astra Honda Motor berhasil membina 713 SMK TSM Astra Honda dengan total 27.976 penerima manfaat (siswa dan guru) yang tersebar di 295 kota atau kabupaten di 36 provinsi di Indonesia. PT Astra Honda Motor juga memfasilitasi para pelajar dengan menghadirkan 114 Tempat Uji Kompetensi (TUK) agar siswa dapat mengikuti uji sertifikasi kompetensi sebelum memasuki dunia kerja.

Since 2010, PT Astra Honda Motor has been committed to advancing vocational education. By the end of 2024, PT Astra Honda Motor had successfully fostered 713 Astra TSM Vocational Schools, benefiting a total of 27,976 students and teachers across 295 cities or districts in 36 provinces throughout Indonesia. Additionally, PT Astra Honda Motor has established 114 Competency Test Centers (CTC), enabling students to obtain relevant certification before entering the workforce.

## Astra untuk Indonesia Hijau

SEOJK F.25



Melalui pilar Astra untuk Indonesia Hijau, Astra beradaptasi dengan tantangan perubahan iklim global. Melalui program pelestarian lingkungan, Astra berkomitmen pada aksi nyata untuk mengurangi dampak lingkungan dan melakukan mitigasi terhadap perubahan iklim. Upaya ini sejalan dengan SDGs, yaitu Tujuan 13 – Penanganan Perubahan Iklim dan Tujuan 15 – Ekosistem Daratan.

## Astra untuk Indonesia Hijau

SEOJK F.25

Through Astra untuk Indonesia Hijau pillar, Astra adapts to the challenges of global climate change. Through environmental conservation programs, Astra is committed to taking concrete actions to reduce environmental impacts and mitigate climate change. These efforts align with the SDGs, specifically Goal 13 – Climate Action and Goal 15 – Life on Land.

Flagship Program



**Astra Sustainable Forest di Kabupaten Garut**

Astra Sustainable Forest in Garut Regency

**200**  
Hektare  
Hectare

**Peresmian Astra Sustainable Forest** Inauguration of the Astra Sustainable Forest

Astra bersama Institut Pertanian Bogor (IPB) dan Institut Teknologi Bandung (ITB) meresmikan Astra Sustainable Forest di Kabupaten Garut, Jawa Barat, sebagai bagian dari kerja sama program Carbon Offset yang telah berlangsung sejak 2022. Program ini mendukung target *Nationally Determined Contribution* (NDC) Indonesia melalui konsep agroforestri, yang mengintegrasikan tanaman pertanian dan kehutanan dalam satu sistem lahan berkelanjutan. Sebagai bagian dari kegiatan ini, turut dilakukan penyematan Program untuk Konservasi Satwa Langka Astra (PUSAKA) Ranger, dengan fokus pada perlindungan kukang, satwa endemik di Kabupaten Garut. Inisiatif ini mencerminkan komitmen Astra dalam mendukung upaya konservasi alam serta pelestarian keanekaragaman hayati.

Astra, in collaboration with Institut Pertanian Bogor (IPB) and Institut Teknologi Bandung (ITB), inaugurated the Astra Sustainable Forest in Garut Regency, West Java, as part of the Carbon Offset program that has been running since 2022. This program supports Indonesia's *Nationally Determined Contribution* (NDC) targets through an agroforestry concept, which integrates agricultural and forestry crops into a sustainable land system. As part of this initiative, the Astra Wildlife Conservation Ranger Program (PUSAKA) was also launched, focusing on the protection of the kukang, a slow loris, endemic to Garut Regency. This initiative reflects Astra's commitment to supporting conservation efforts and preserving biodiversity.

**Pencapaian Astra untuk Indonesia Hijau**

Astra Untuk Indonesia Hijau Achievement

**1.37** Juta | Million

**Penanaman Pohon**  
Tree planting

**1,374**

**Tanaman Buah Langka**  
Rare local fruits

**156,524**

**Pohon Mangrove**  
Mangrove Trees

**146**

**Bank Sampah Binaan**  
Fostered Waste Banks

Keterangan | Note:

- Angka penanaman pohon mencakup penanaman pohon untuk *carbon offset* sepanjang tahun 2024.  
The tree planting figures include trees planted for carbon offset purposes throughout 2024.
- Data yang ditunjukkan di atas adalah data pencapaian sepanjang tahun 2024.  
Data shown above is achievement data in 2024.

## Flagship Program



## Jumlah Sekolah Binaan Yayasan Astra - YPA MDR

Number of Astra Foundation - YPA MDR Fostered School

# 80

Sekolah Binaan Fostered Schools

## Yayasan Astra - Yayasan Pendidikan Astra Michael D. Ruslim Astra Foundation - Yayasan Pendidikan Astra Michael D. Ruslim

Yayasan Astra - Yayasan Pendidikan Astra Michael D. Ruslim (YPA MDR) menginisiasi Program Pembinaan Budidaya Hidroponik untuk menanamkan karakter cinta lingkungan dan jiwa kewirausahaan di sekolah-sekolah SMK. Program ini terbagi menjadi dua jenis, yaitu Hidroponik Umum untuk sekolah yang menanam sayur mayur, dan Hidroponik Khusus untuk SMK yang terintegrasi dengan *Teaching Factory* (TeFa) pada jurusan Agribisnis. Pada 2024, Yayasan Astra - YPA MDR berhasil mengimplementasikan program ini di 80 sekolah di berbagai daerah, menghasilkan sayur mayur dan melon hidroponik, dengan lebih dari 79 sekolah berhasil panen pada tahun ini.

Astra Foundation - Yayasan Pendidikan Astra Michael D. Ruslim (YPA MDR) initiated the Hydroponic Cultivation Development Program to instill environmental awareness and entrepreneurial spirit in vocational schools. The program is divided into two types: General Hydroponics for schools growing vegetables and Special Hydroponics for vocational schools integrated with Teaching Factory (TeFa) in the Agribusiness major. In 2024, Astra Foundation - YPA MDR successfully implemented this program in 80 schools across various regions, producing vegetables and hydroponic melons, with more than 79 schools successfully harvesting this year.

## Astra untuk Indonesia Kreatif

SEOJK F.25 | GRI 203-2



Melalui pilar Astra untuk Indonesia Kreatif, Astra berfokus pada pengembangan UMKM pemasok Grup Astra, UMKM di sekitar instalasi Astra, komunitas kewirausahaan berbasis kawasan pedesaan, serta *start-up* dengan mengusung konsep *Creating Shared Value* (CSV). Melalui program kewirausahaan ini, Astra memberdayakan pelaku usaha kecil dan *start-up* melalui pelatihan, penguatan kelembagaan, bantuan peralatan produksi, dan akses ke pasar. Upaya ini dilakukan untuk mendorong kemandirian UMKM.

## Astra untuk Indonesia Kreatif

SEOJK F.25 | GRI 203-2

Through the Astra untuk Indonesia Kreatif pillar, Astra focuses on developing MSMEs suppliers of the Astra Group, MSMEs located around Astra installations, rural-based entrepreneurship communities, and start-ups promoting the concept of *Creating Shared Value* (CSV). Through this entrepreneurship program, Astra empowers small businesses and start-ups by providing training, institutional strengthening, production equipment assistance, and market access. These efforts are aimed at promoting MSME self-reliance.

## Flagship Program



## FIFriendibility berhasil menjangkau

FIFriendibility has successfully reached

# 214

## Karyawan Disabilitas

Employees with Disabilities

## FIFriendibility FIFriendibility

FIFGROUP berkomitmen kuat terhadap keberagaman dan inklusivitas di lingkungan kerja dengan mendukung keberadaan karyawan disabilitas melalui program FIFriendibility. Program ini tidak hanya sebatas upaya menciptakan peluang pekerjaan yang inklusif, tetapi juga tentang membangun budaya kerja yang menghargai perbedaan dengan merangkul keselarasan, memberikan kesempatan untuk berkarya dan mempromosikan keberagaman. Program ini terselenggara melalui kerja sama dengan Dinas Sosial DKI Jakarta, Shine Disability Community, Alunjiva Indonesia. Sepanjang periode 2022 – 2024, program ini berhasil menjangkau 214 karyawan disabilitas.

FIFGROUP is strongly committed to diversity and inclusion in the workplace, supporting employees with disabilities through the FIFriendibility program. This initiative goes beyond creating inclusive employment opportunities—it fosters a workplace culture that values differences, promotes harmony, and empowers individuals to contribute and thrive. The program is carried out in collaboration with Dinas Sosial DKI Jakarta, Shine Disability Community, and Alunjiva Indonesia. From 2022 – 2024, FIFriendibility has successfully reached 214 employees with disabilities.

Astra juga menjalankan program Astronauts, yaitu inisiatif yang dikelola oleh Group Digital Strategy untuk memacu perkembangan UMKM dan start-up di bidang ekonomi berkelanjutan melalui teknologi. Astra percaya bahwa mendukung kewirausahaan dan UMKM merupakan langkah kunci dalam meningkatkan ekonomi lokal.

Astra also runs the Astronauts program, an initiative managed by the Group Digital Strategy to accelerate the growth of MSMEs and start-ups in the sustainable economy sector through technology. Astra believes that supporting entrepreneurship and MSMEs is a key step in strengthening the local economy.

## Pencapaian Astra untuk Indonesia Kreatif

Astra Untuk Indonesia Kreatif Achievement

# 1,285

UMKM Binaan

Fostered MSMEs

# 16

Start-Up Binaan

Fostered Start-Ups

# 4

Lembaga Pengembangan Bisnis (LPB)

Business Development Institute

Keterangan | Note:

Data yang ditunjukkan di atas adalah data pencapaian sepanjang tahun 2024.

Data shown above is achievement data in 2024.



## Mentari Bronang telah Memberikan Dampak Nyata dengan

Mentari Bronang has made a tangible impact with

# 221

**Penerima Manfaat Langsung**  
Direct Beneficiaries

dan | and

# 884

**Penerima Manfaat Ketahanan Pangan**  
Food Security Beneficiaries

## Mentari Bronang: Pemberdayaan Masyarakat Adat Dayak Ngaju Kalimantan Tengah

### Mentari Bronang: Empowering the Dayak Ngaju Indigenous Community in Central Kalimantan

Melalui program Mentari Bronang, PT Buah Turangga Agung mengembangkan sistem pertanian terpadu yang mengubah kebiasaan masyarakat dari praktik ladang berpindah menjadi pengelolaan lahan pertanian yang menetap dan ramah lingkungan. Program ini bertujuan membantu Suku Dayak Ngaju di Desa Barunang meningkatkan ketahanan pangan sekaligus menjaga kelestarian lingkungan. Diprakarsai oleh Koperasi Pengembangan Bisnis Taraku Mandiri, yang telah menjadi binaan sejak 2015, program ini ditargetkan mencapai kemandirian kelembagaan pada tahun 2025. Hingga saat ini, Mentari Bronang telah memberikan dampak nyata dengan 221 penerima manfaat langsung dan 884 penerima manfaat ketahanan pangan, serta peningkatan pendapatan dari Rp1.045.000 menjadi Rp4.300.000 per orang. Program ini juga berhasil mengurangi laju deforestasi sebesar 442 hektare, dan menghasilkan nilai SROI sebesar 2,34. Melalui pendekatan ini, Mentari Bronang tidak hanya memperkuat keberlanjutan ekonomi masyarakat, tetapi juga berkontribusi terhadap konservasi hutan dan pengurangan emisi karbon, menciptakan dampak positif jangka panjang bagi lingkungan dan generasi mendatang.

Through the Mentari Bronang program, PT Buah Turangga Agung developed an integrated farming system that transforms the community's practice from shifting cultivation to sustainable land management that is environmentally friendly. This program aims to help the Dayak Ngaju tribe in Barunang Village enhance food security while preserving the environment. Initiated by Koperasi Pengembangan Bisnis Taraku Mandiri, which has been a partner since 2015, the program is targeted to reach institutional independence by 2025. To date, Mentari Bronang has had a significant impact, benefiting 221 direct recipients and 884 beneficiaries for food security, while increasing incomes from Rp1,045,000 to Rp4,300,000 per person. The program has also successfully reduced deforestation by 442 hectares, and achieved a SROI value of 2.34. Through this approach, Mentari Bronang not only strengthens the economic sustainability of the community but also contributes to forest conservation and carbon emission reduction, creating long-term positive impacts for the environment and future generations.

## Flagship Program



## UMKM yang Terlibat

Involved MSMEs

51

UMKM  
MSMEs

## Yayasan Astra - Yayasan Dharma Bhakti Astra Dukung UMKM dalam Rantai Pasok Industri Besar

### Astra Foundation - Yayasan Dharma Bhakti Astra Supports MSMEs in the Supply Chain of Large Industries

Sebagai bagian dari upaya mendukung kebijakan pemerintah dalam memperkuat rantai pasok dan optimalisasi Tingkat Kandungan Dalam Negeri (TKDN), Yayasan Astra - Yayasan Dharma Bhakti Astra (YDBA) terus berkolaborasi dengan berbagai pemangku kepentingan untuk mendorong UMKM masuk ke dalam rantai pasok industri besar. Sejak akhir 2022, Yayasan Astra - YDBA telah bekerja sama dengan Kementerian Perindustrian RI, KADIN Indonesia, dan PT Astra Honda Motor dalam mengembangkan serta melibatkan UMKM sebagai *supplier tier 1* bagi PT Astra Honda Motor. Kolaborasi ini terus berlanjut hingga akhir 2024 dengan tambahan partisipasi dari PT Astra Otoparts Tbk.

Pada 2024, Yayasan Astra - YDBA juga memperluas kemitraannya dengan PT Triatra Sinergia Pratama untuk mendukung UMKM binaan dalam rantai pasok, dengan menjadikannya sebagai *supplier* bagi PT Triatra Sinergia Pratama. Hingga Desember 2024, program ini telah melibatkan 57 UMKM binaan Yayasan Astra - YDBA dengan nilai transaksi mencapai Rp165 miliar, atau 157% dari target yang ditetapkan sebesar Rp105,2 miliar.

As part of its efforts to support government policies in strengthening the supply chain and optimizing the Domestic Component Level (TKDN), Astra Foundation - Yayasan Dharma Bhakti Astra (YDBA), continues to collaborate with various stakeholders to encourage MSMEs to become part of the supply chain for large industries. Since the end of 2022, Astra Foundation - YDBA, has partnered with the Ministry of Industry of the Republic of Indonesia, KADIN Indonesia, and PT Astra Honda Motor to develop and involve MSMEs as PT Astra Honda Motor's tier 1 suppliers. This collaboration will continue through the end of 2024, with additional participation from PT Astra Otoparts Tbk.

In 2024, Astra Foundation - YDBA expanded its partnership with PT Triatra Sinergia Pratama to support its fostered MSMEs in the supply chain, making them suppliers for PT Triatra Sinergia Pratama. By December 2024, this program has involved 57 MSMEs with a transaction value reaching Rp165 billion, or 157% of the target set at Rp105.2 billion.

## Flagship Program



## Festival Astra 2024 Berhasil Menarik

Festival Astra 2024 successfully attracted

**20,000**  
Pengunjung  
Visitors

## Festival Astra Festival Astra

Semangat Grup Astra dalam berkontribusi terhadap pembangunan berkelanjutan diwujudkan melalui Festival Astra 2024, yang menjadi bagian dari kontribusi sosial berkelanjutan Astra. Festival ini bertujuan untuk memperkenalkan program-program kontribusi sosial Astra yang berlandaskan pada empat pilar utama, sekaligus memberikan apresiasi kepada masyarakat penggerak yang telah berkontribusi dalam mengembangkan program CSR Astra di bidang Kesehatan, Pendidikan, Lingkungan, dan Kewirausahaan.

Festival ini menghadirkan ruang kontribusi yang menampilkan beragam inisiatif, seperti sembilan yayasan Astra, program Desa Sejahtera Astra, Kampung Berseri Astra, penerima apresiasi SATU Indonesia Award, serta Ruang Riang. Diselenggarakan dengan semarak, Festival Astra 2024 berhasil menarik 20.000 pengunjung dan dimeriahkan oleh penampilan musisi nasional, berbagai permainan interaktif berhadiah, serta area photobooth.

The Astra Group's commitment to sustainable development was showcased through the Festival Astra 2024, a key part of Astra's ongoing social contributions. The festival aimed to introduce Astra's social contribution programs based on four main pillars, while also giving recognition to community changemakers who have contributed to the development of Astra's CSR programs in the fields of Health, Education, Environment, and Entrepreneurship.

The festival featured a contribution space showcasing a variety of initiatives, including the nine Astra foundations, Astra Prosperous Village, Astra Berseri Village, SATU Indonesia Award recipients, and Ruang Riang. Held in a lively atmosphere, the 2024 Festival Astra attracted 20,000 visitors and was enlivened by performances from national musicians, various interactive games with prizes, and photobooth areas.








# Tentang Laporan Ini

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POSYANDU

# Pendahuluan

## Introduction

Laporan Keberlanjutan Astra tahun 2024 merupakan laporan ke-23 yang diterbitkan secara tahunan sejak tahun 2002. Laporan ini merupakan pendamping dari Laporan Tahunan Astra 2024 yang isinya bersifat melengkapi berbagai aspek kegiatan usaha Astra. Dalam Laporan Keberlanjutan ini, Astra menyatakan komitmennya untuk memberikan informasi yang lengkap guna menjawab kebutuhan seluruh pemangku kepentingan mengenai kinerja keberlanjutan Perusahaan di bidang ekonomi, sosial, dan lingkungan.

Laporan Keberlanjutan ini juga menjelaskan komitmen dan strategi Astra yang diwujudkan dalam Astra 2030 Sustainability Aspirations. Komitmen tersebut kemudian diimplementasikan ke dalam Triple-P Roadmap, yakni Portfolio Roadmap, People Roadmap, dan Public Contribution Roadmap. Ketiga roadmap ini telah mencakup sejumlah inisiatif dalam bidang lingkungan, sosial, ekonomi, dan tata kelola.

The 2024 Astra Sustainability Report marks the 23rd edition, published annually since 2002. This report serves as a companion to the 2024 Astra Annual Report, complementing various aspects of Astra's business activities. Through this Sustainability Report, Astra reaffirms its commitment to providing comprehensive information to meet stakeholders' needs regarding the Company's economic, social, and environmental sustainability performance.

This Sustainability Report also outlines Astra's commitment and strategy, embodied in the Astra 2030 Sustainability Aspirations. This commitment is implemented through Triple-P Roadmap: Portfolio Roadmap, People Roadmap, and Public Contribution Roadmap, which encompass various initiatives across environmental, social, economic, and governance aspects.



2019



2020



2021



2022



2023

# Pelibatan Pemangku Kepentingan

## Stakeholder Engagement

Astra secara proaktif menempatkan keterlibatan pemangku kepentingan sebagai elemen kunci dalam memastikan keberlanjutan dan kesuksesan bisnis. Dengan memahami bahwa setiap pemangku kepentingan memiliki prioritas dan kebutuhan yang berbeda, Astra menggunakan berbagai strategi partisipasi, termasuk diskusi terbuka, penelitian lapangan, pertemuan tatap muka, survei kepuasan, serta formulir umpan balik.

Proses identifikasi dan pengelolaan isu dilakukan dengan pendekatan yang terstruktur dan inklusif. Astra secara konsisten mendengarkan masukan dari para pemangku kepentingan, menganalisis setiap kebutuhan, dan memastikan bahwa semua masukan tersebut diterjemahkan ke dalam tindakan nyata yang relevan dan tepat waktu. Dengan cara ini, Astra tidak hanya mampu merespons kebutuhan yang ada, tetapi juga membangun hubungan jangka panjang yang saling menguntungkan.

Melalui komitmen ini, Astra menunjukkan bahwa keterlibatan pemangku kepentingan bukan hanya aktivitas formal, melainkan bagian integral dari strategi Perusahaan untuk mencapai tujuan bersama dan menciptakan dampak positif bagi seluruh pihak terkait.

Astra proactively positions stakeholder engagement as a key element in ensuring business sustainability and success. Recognizing that each stakeholder has distinct priorities and needs, Astra employs various participation strategies, including open discussions, field research, face-to-face meetings, satisfaction surveys, and feedback forms.

The identification and management of issues follow a structured and inclusive approach. Astra consistently listens to stakeholder input, analyzes their needs, and ensures that all feedback is translated into relevant and timely actions. This approach enables Astra not only to respond effectively to existing needs but also to build long-term, mutually beneficial relationships.

Through this commitment, Astra demonstrates that stakeholder engagement is not merely a formal activity but an integral part of the Company's strategy, working towards shared goals and creating a positive impact for all stakeholders.

### Ikhtisar Basis Identifikasi, Topik, dan Metode Pelibatan Pemangku Kepentingan

SEOJK E.4 | GRI 2-29

### Highlights of Stakeholder Identification Basis, Topics, and Methods of Stakeholder Engagement

SEOJK E.4 | GRI 2-29

| Pemangku Kepentingan Stakeholder                       | Basis Penetapan Pemangku Kepentingan Basis for Stakeholder Determination     | Metode Pelibatan dan Frekuensi Pertemuan Engagement Method and Meeting Frequency  | Isu Terkait Related Issue   |
|--|--|---|---|
| Pelanggan Customer                                     | Ketergantungan Reliance  | <ul style="list-style-type: none"> <li>Layanan pelanggan Customer service</li> <li>Survei kepuasan pelanggan tahunan Annual customer satisfaction survey</li> </ul>   | <ul style="list-style-type: none"> <li>Kualitas produk Product quality</li> <li>Jasa layanan pelanggan Customer service</li> </ul>  |
| Karyawan Employee                                      | Ketergantungan, Kedekatan, dan Kewajiban Reliance, Proximity, and Obligation | <ul style="list-style-type: none"> <li>Pelaksanaan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) Implementation of Occupational Health and Safety Management System (OHSMS)</li> <li>Penyediaan fasilitas K3 Provision of OHS facilities</li> <li>Pelatihan K3 OHS Training</li> <li>Forum bipartit dengan Serikat Pekerja Bipartite Forum with Labor Unions</li> </ul> | <ul style="list-style-type: none"> <li>Keselamatan dan Kesehatan Kerja (K3) Occupational Health and Safety (OHS)</li> <li>Praktik ketenagakerjaan Employment practices</li> <li>Kesejahteraan Welfare</li> <li>Pelatihan dan pengembangan Training and development</li> <li>Lapangan pekerjaan Job field</li> </ul> |
| Pemegang Saham dan Investor Shareholders and Investors | Pengaruh dan Tekanan Impact and Pressure                                     | <ul style="list-style-type: none"> <li>Laporan per kuartal dan Laporan Tahunan Quarterly report and Annual Report</li> <li>Rapat Umum Pemegang Saham Tahunan Annual General Meeting of Shareholders</li> <li>Roadshow Keberlanjutan Sustainability Roadshow</li> </ul>  | <ul style="list-style-type: none"> <li>Pelaksanaan tata kelola Implementation of governance</li> <li>Manfaat finansial Financial benefits</li> <li>Manajemen risiko dan reputasi Risk management and reputation</li> </ul>  |

| Pemangku Kepentingan Stakeholder               | Basis Penetapan Pemangku Kepentingan Basis for Stakeholder Determination                    | Metode Pelibatan dan Frekuensi Pertemuan Engagement Method and Meeting Frequency  | Isu Terkait Related Issue   |
|--|---|---|---|
| Pemerintah Government                          | Ketergantungan, Kewajiban, Tekanan, dan Pengaruh Reliance, Obligation, Pressure, and Impact | <ul style="list-style-type: none"> <li>Pertemuan luring dan daring Online and offline meetings</li> <li>Laporan kegiatan Activity report</li> </ul>   | <ul style="list-style-type: none"> <li>Sinergi dan dukungan terhadap program pemerintah Synergy and support for government programs</li> </ul>  |
| Masyarakat dan Komunitas Society and Community | Kedekatan, Perbedaan Pandangan, dan Tekanan Proximity, Different Perspective, and Pressure  | <ul style="list-style-type: none"> <li>Pelaksanaan program kontribusi sosial berkelanjutan Astra dan Grup Astra Implementation of Astra and Astra Group's sustainable social contribution program</li> <li>Press release mengenai kontribusi sosial berkelanjutan Astra Press release on Astra's sustainable social contribution</li> </ul> | <ul style="list-style-type: none"> <li>Program pendidikan, peningkatan kesejahteraan, dan kesehatan Education, welfare improvement, and health programs</li> <li>Pengentasan kemiskinan Poverty alleviation</li> <li>Pengelolaan dampak lingkungan Environmental impact management</li> </ul> |
| Media Media                                    | Kedekatan, Perbedaan Pandangan, dan Tekanan Proximity, Different Perspective, and Pressure  | <ul style="list-style-type: none"> <li>Program kehumasan atau public events Public relations programs or public events</li> <li>Workshop bagi wartawan Journalist workshop</li> <li>Roadshow keberlanjutan Sustainability roadshow</li> </ul>   | <ul style="list-style-type: none"> <li>Paparan kinerja Performance exposure</li> </ul>  |

Keterangan:

Metode identifikasi pemangku kepentingan mengacu pada AA1000AS-Accountability Assurance Standard.

Note:

The stakeholder identification method refers to the AA1000AS-Accountability Assurance Standard.

# Manajemen Topik Material

## Management of Material Topics

GRI 3-1, 3-2, 3-3

Astra melakukan peninjauan topik material setiap tahun guna memastikan prospek bisnis, strategi, dan inisiatif keberlanjutannya tetap relevan dan selaras dengan dinamika ekspektasi pemangku kepentingan. Pada tahun 2024, Astra memperluas proses penilaian materialitas dengan menerapkan pendekatan *double materiality*, yang mengintegrasikan kerangka *assessment* International Financial Reporting Standards (IFRS) S1 dan S2 untuk *financial materiality* dan kerangka Global Reporting Initiative (GRI) untuk *impact materiality*, sehingga penilaian ini mencakup dua aspek utama:

- **Impact Materiality:** Dampak aktivitas perusahaan terhadap lingkungan dan sosial (*inside-out*).
- **Financial Materiality:** Dampak isu-isu material terhadap kondisi keuangan dan kinerja bisnis perusahaan (*outside-in*).

Dalam proses ini, Astra melibatkan pemangku kepentingan internal dan eksternal, yaitu *business unit*, *corporate function*, dan *shareholder* melalui survei materialitas.

Astra conducts an annual review of material topics to ensure that its business outlook, strategies, and sustainability initiatives remain relevant and aligned with the evolving expectations of stakeholders. In 2024, Astra expanded its materiality assessment process by adopting a double materiality approach, integrating International Financial Reporting Standards (IFRS) S1 and S2 for financial materiality, and Global Reporting Initiative (GRI) for impact materiality, thereby covering two key aspects:

- **Impact Materiality:** Evaluating the company's impact on the environment and society (*inside-out*).
- **Financial Materiality:** Assessing how material issues affect Astra's financial performance and business conditions (*outside-in*).

In this process, Astra engages internal and external stakeholders, including business units, corporate functions, and shareholders, through a materiality survey.

Hasil dari survei ini menjadi masukan strategis untuk menentukan arah dan langkah keberlanjutan Grup Astra ke depannya. Hasil penilaian materialitas menghasilkan topik-topik prioritas yang ditentukan berdasarkan tingkat perhatian, urgensi, dan relevansi pada tahun 2024.

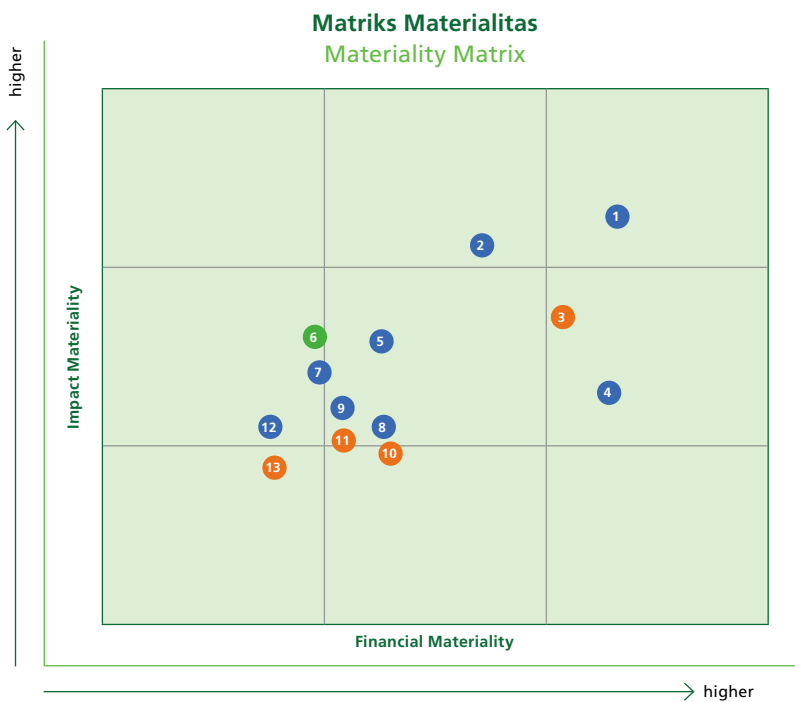
Salah satu pembaruan penting dalam penilaian materialitas tahun ini adalah penambahan satu topik material, yaitu perubahan iklim. Penambahan ini didorong oleh meningkatnya urgensi global untuk mengatasi dampak perubahan iklim, kebutuhan untuk memitigasi risiko bisnis yang terkait dengan perubahan iklim, serta komitmen Astra untuk mendukung transisi menuju ekonomi rendah karbon. Topik-topik material ini tetap selaras dengan Astra 2030 Sustainability Aspirations.

Berikut disajikan matriks dan daftar topik material untuk tahun 2024 beserta relevansinya dengan Astra 2030 Sustainability Aspirations.

The survey results serve as strategic input to guide Astra Group's future sustainability direction and initiatives. The materiality assessment results identify priority topics based on their level of attention, urgency, and relevance in 2024.

One of the key updates in this year's materiality assessment is the addition of climate change as a material topic. This addition is driven by the growing global urgency to address the impacts of climate change, the need to mitigate business risks associated with climate change, and Astra's commitment to supporting the transition to a low-carbon economy. These material topics remain aligned with the Astra 2030 Sustainability Aspirations.

Below is the materiality matrix and the list of material topics for 2024, along with their relevance to Astra 2030 Sustainability Aspirations.



**Legenda | Legend:**

- Pilar Portfolio  
Portfolio Pillar
- Pilar People  
People Pillar
- Pilar Public Contribution  
Public Contribution Pillar

**Topik Material | Materiality Topic:**

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li><span style="color: blue;">1</span> Emisi dan Perubahan Iklim<br/>Emission and Climate Change</li> <li><span style="color: blue;">2</span> Energi<br/>Energy</li> <li><span style="color: orange;">3</span> Keselamatan dan Kesehatan Kerja<br/>Occupational Health and Safety</li> <li><span style="color: blue;">4</span> Kinerja Ekonomi dan Model Bisnis Berkelanjutan<br/>Economic Performance and Sustainable Business Model</li> <li><span style="color: blue;">5</span> Limbah<br/>Waste</li> <li><span style="color: green;">6</span> Kontribusi untuk Masyarakat<br/>Contribution to Society</li> <li><span style="color: blue;">7</span> Air<br/>Water</li> </ul> | <ul style="list-style-type: none"> <li><span style="color: blue;">8</span> Produk dan Jasa Ramah Lingkungan<br/>Environmentally Friendly Products and Services</li> <li><span style="color: orange;">9</span> Dampak Ekonomi Tidak Langsung<br/>Indirect Economic Impact</li> <li><span style="color: orange;">10</span> Hubungan Industrial<br/>Industrial Relations</li> <li><span style="color: orange;">11</span> Pendidikan dan Pelatihan<br/>Education and Training</li> <li><span style="color: blue;">12</span> Praktik Pengadaan<br/>Procurement Practice</li> <li><span style="color: orange;">13</span> Ketenagakerjaan yang Setara dan Inklusif<br/>Equal and Inclusive Employment</li> </ul> |
|---|---|

Hasil survei materialitas tahun 2024 menunjukkan bahwa aspirasi Astra 2030 Sustainability Aspirations tetap sejalan dengan ekspektasi para pemangku kepentingan. Berikut adalah penjelasan mengenai tiga topik material teratas Astra pada tahun 2024:

1. Topik Emisi dan Perubahan Iklim

Topik Emisi dan Perubahan Iklim mencerminkan fokus pemangku kepentingan terhadap pengelolaan emisi GRK dan mitigasi dampak perubahan iklim dalam operasional Astra. Dari perspektif *financial materiality*,

The results of the 2024 materiality survey indicate that the Astra 2030 Sustainability Aspirations remain aligned with stakeholder expectations. Below is an explanation of Astra's top three material topics in 2024:

1. Emissions and Climate Change Topic

The Emissions and Climate Change topic reflects stakeholder concerns regarding GHG emissions management and climate change mitigation within Astra's operations. From a *financial materiality*



pengelolaan emisi yang efektif mendukung kepatuhan terhadap regulasi lingkungan, mengurangi risiko pajak karbon serta meningkatkan efisiensi operasional dan daya saing. Sementara itu, dari sisi *impact materiality*, Astra berkontribusi dalam pengurangan emisi melalui efisiensi energi, peningkatan bauran energi terbarukan, dan berbagai Flagship Initiatives Grup Astra yang mendukung transisi menuju ekonomi rendah karbon dan keberlanjutan lingkungan.

## 2. Topik Energi

Topik Energi mencerminkan fokus pemangku kepentingan terhadap optimalisasi konsumsi energi dan transisi menuju sumber energi yang lebih berkelanjutan dalam operasional Astra. Dari perspektif *financial materiality*, efisiensi energi berkontribusi pada pengurangan biaya operasional, mitigasi risiko volatilitas harga energi, serta kepatuhan terhadap kebijakan transisi energi nasional dan global. Sementara itu, dari sisi *impact materiality*, Astra berperan dalam mengurangi dampak lingkungan melalui program efisiensi energi, pemanfaatan energi terbarukan dari panel surya, pembelian *Renewable Energy Certificate* (REC), dan Flagship Initiatives lainnya yang mendukung komitmen terhadap keberlanjutan dan pengurangan jejak karbon.

## 3. Topik Keselamatan dan Kesehatan Kerja (K3)

Topik Keselamatan dan Kesehatan Kerja (K3) mencerminkan fokus pemangku kepentingan terhadap perlindungan karyawan dan menciptakan lingkungan kerja yang aman dan sehat dalam operasional Astra. Dari perspektif *financial materiality*, penerapan standar K3 yang ketat berkontribusi pada pengurangan risiko kecelakaan kerja, peningkatan produktivitas, serta kepatuhan terhadap regulasi keselamatan kerja. Sementara itu, dari sisi *impact materiality*, Astra berkomitmen untuk membangun budaya keselamatan yang kuat, sejalan dengan komitmen *People First, Safety for All by All*, melalui penguatan sistem manajemen K3, pelatihan berkelanjutan, serta implementasi teknologi mitigasi risiko, guna memastikan keberlanjutan operasional dan lingkungan kerja yang aman bagi semua.

perspective, effective emissions management supports compliance with environmental regulations, reduces the risk of carbon taxes, enhances operational efficiency and strengthens competitiveness. Meanwhile, from an impact materiality perspective, Astra contributes to emissions reduction through energy efficiency measures, increasing the renewable energy mix, and implementing various Flagship Initiatives that support the transition to a low-carbon economy and environmental sustainability.

## 2. Energy Topic

The Energy topic reflects stakeholder concerns regarding the optimization of energy consumption and the transition to more sustainable energy sources within Astra's operations. From a financial materiality perspective, energy efficiency contributes to reducing operational costs, mitigating the risks of energy price volatility, and ensuring compliance with national and global energy transition policies. Meanwhile, from an impact materiality perspective, Astra plays a role in minimizing environmental impact through energy efficiency programs, the utilization of renewable energy from solar panels, the purchase of Renewable Energy Certificates (REC), and other Flagship Initiatives that reinforce its commitment to sustainability and carbon footprint reduction.

## 3. Occupational Health and Safety (OHS) Topic

The Occupational Health and Safety (OHS) topic reflects stakeholder concerns regarding employee protection and the creation of a safe and healthy work environment within Astra's operations. From a financial materiality perspective, strict OHS standards help reduce workplace accident risks, improve productivity, and ensure compliance with occupational safety regulations. Meanwhile, from impact materiality perspective, Astra is committed to fostering a strong safety culture, aligned with its *People First, Safety for All by All* commitment. This is achieved through strengthening OHS management systems, continuous training programs, and the implementation of risk mitigation technologies, ensuring operational sustainability and a safe working environment for all.

# Kriteria Pengumpulan dan Penghitungan Data

## Criteria for Data Collection and Calculation

### Keselamatan dan Kesehatan Kerja (K3)

1. Kecelakaan yang dilaporkan berasal dari karyawan dan kontraktor PT Astra International Tbk dan anak perusahaannya.
2. Kecelakaan berkonsekuensi tinggi terkait pekerjaan mengacu pada kecelakaan terkait pekerjaan yang membuat pekerja tidak dapat, tidak, atau tidak diharapkan untuk pulih sepenuhnya ke status kesehatan sebelum cedera (termasuk kesehatan fisik dan mental) dalam waktu enam bulan.
3. Kecelakaan terkait pekerjaan yang dapat dicatat mengacu pada kecelakaan terkait pekerjaan yang mengakibatkan salah satu dari status berikut: kematian, hari tidak bisa bekerja, pekerjaan terbatas atau pemindahan ke pekerjaan lain, perawatan medis melampaui pertolongan pertama, atau kehilangan kesadaran; atau cedera signifikan yang didiagnosis oleh dokter atau tenaga kesehatan berlisensi lainnya, sekalipun tidak menyebabkan kematian, hari tidak bisa bekerja, pekerjaan terbatas atau pemindahan ke pekerjaan lain, perawatan medis melampaui pertolongan pertama, atau kehilangan kesadaran.
4. *Lost-time injuries* mengacu kepada cedera akibat kecelakaan kerja yang diderita oleh karyawan atau kontraktor yang menyebabkan hilangnya waktu kerja produktif.
5. Jumlah jam kerja didasarkan pada jam aktual atau perkiraan berdasarkan jam kerja kontraktual semua karyawan dan kontraktor dalam satu tahun, termasuk jam lembur rata-rata, tidak termasuk hari cuti tahunan berbayar, hari istirahat, dan hari libur resmi/hari libur sesuai dengan jenis karyawan yang berbeda.
6. Tingkat kematian mengacu pada jumlah kematian per 1.000.000 jam kerja yang dihitung sebagai  $(\text{jumlah total kematian} \times 1.000.000) / \text{total jam kerja}$ . Faktor 1.000.000 menunjukkan jumlah cedera terkait pekerjaan per 500 pekerja penuh waktu selama jangka waktu satu tahun, berdasarkan asumsi bahwa satu pekerja penuh waktu bekerja 2.000 jam per tahun.
7. Tingkat kecelakaan terkait pekerjaan berkonsekuensi tinggi mengacu pada jumlah kecelakaan terkait pekerjaan berkonsekuensi tinggi per 1.000.000 jam kerja yang dihitung sebagai  $(\text{jumlah total kecelakaan terkait pekerjaan berkonsekuensi tinggi} \times 1.000.000) / \text{total jam kerja}$ . Faktor 1.000.000 menunjukkan jumlah kecelakaan terkait pekerjaan per 500 pekerja penuh waktu selama jangka waktu satu tahun, berdasarkan asumsi bahwa satu pekerja penuh waktu bekerja 2.000 jam per tahun.

### Occupational Health and Safety (OHS)

1. The reported accidents are derived from the employees and contractors of PT Astra International Tbk and its subsidiaries.
2. A work-related high-consequence accident refers to a work-related accident where the worker cannot, does not, or is not expected to fully recover to pre-injury health status (including physical and mental health) within six months.
3. A recordable work-related injury refers to a work-related injury that results in any of the following: death, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, or loss of consciousness; or significant injury diagnosed by a physician or other licensed healthcare professional, even if it did not result in death, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, or loss of consciousness.
4. Lost-time injuries refer to on-the-job injuries incurred by an employee or contractor that lead to a loss of productive work time.
5. The number of working hours is based on actual or estimated hours based on contractual working hours of all employees and contractors in one year, including average overtime hours, excluding paid annual leave days, rest days, and statutory holidays/holidays according to different types of employees.
6. The fatality rate refers to the number of fatalities per 1,000,000 hours worked calculated as  $(\text{total number of fatalities} \times 1,000,000) / \text{total working hours}$ . The factor of 1,000,000 indicates the number of work-related injuries per 500 full-time workers over a period of one year, based on the assumption that one full-time worker works 2,000 hours per year.
7. The high consequence work-related accident rate refers to the number of high consequence work-related accidents per 1,000,000 hours worked calculated as  $(\text{total number of high consequence work-related accidents} \times 1,000,000) / \text{total working hours}$ . The factor of 1,000,000 indicates the number of work-related accidents per 500 full-time workers over a period of one year, based on the assumption that one full-time worker works 2,000 hours per year.

8. Tingkat kecelakaan terkait pekerjaan yang dapat dicatat mengacu pada jumlah kecelakaan terkait pekerjaan yang dapat dicatat per 1.000.000 jam kerja yang dihitung sebagai (jumlah total kecelakaan terkait pekerjaan yang dapat dicatat x 1.000.000)/ total jam kerja. Faktor 1.000.000 menunjukkan jumlah kecelakaan terkait pekerjaan per 500 pekerja penuh waktu selama jangka waktu satu tahun, berdasarkan asumsi bahwa satu pekerja penuh waktu bekerja 2.000 jam per tahun.
9. Kecelakaan yang dilaporkan sebagaimana diuraikan pada poin 2 dan 3 tidak termasuk kecelakaan di luar jam kerja, penyakit akibat kerja, kecelakaan perjalanan, kebakaran dan kerusakan properti sehubungan dengan kepentingan kegiatan usaha Grup.

## Emisi GRK

1. Emisi GRK *Scope 1* berasal dari pembakaran bahan bakar dari fosil atau sumber energi terbarukan, emisi fugitif (*refrigerant, fire suppression, metana batu bara*), dan emisi yang dihasilkan dari pembuatan atau pemrosesan bahan kimia dan material.
2. Emisi GRK *Scope 1* dihitung dengan menggunakan faktor emisi yang diterbitkan oleh Kementerian Energi dan Sumber Daya Mineral RI, Department for Environment, Food and Rural Affairs (DEFRA) Inggris, Intergovernmental Panel on Climate Change (IPCC), dan United States Environmental Protection Agency (USEPA).
3. Emisi GRK *Scope 2* yang dihitung merupakan emisi berbasis pasar yang mencakup emisi dari pembangkit listrik yang dibeli atau diperoleh, pemanasan, pendinginan, dan penguapan.
4. Emisi GRK *Scope 2* dihitung dengan menggunakan faktor emisi dari pemasok listrik lokal (jika tersedia), sumber regional/nasional, dan Kementerian Energi dan Sumber Daya Mineral RI;
5. Kredit karbon mewakili usaha pengurangan emisi GRK yang dilakukan oleh Perusahaan dan/ atau kegiatan untuk kompensasi emisi yang dilakukan di tempat lain. Kredit karbon yang dihitung adalah Sertifikat Penurunan Emisi-Gas Rumah Kaca (SPE-GRK) yang terdaftar di Sistem Registri Nasional (SRN) Pengendalian Perubahan Iklim (PPI) Kementerian Lingkungan Hidup/Badan Pengendalian Lingkungan Hidup (KLH/BPLH) dan IDX Carbon.
6. Emisi biogenik yang dilaporkan berasal dari penggunaan bahan bakar *biofuel*. Emisi biogenik dari penggunaan cangkang dan fiber hasil perkebunan kelapa sawit tidak disertakan ke dalam penghitungan total emisi biogenik karena keterbatasan literatur untuk referensi angka faktor emisi.

8. The recordable work-related accident rate refers to the number of recordable work-related accidents per 1,000,000 hours worked calculated as (total number of recordable work-related accidents x 1,000,000)/ total working hours. The factor of 1,000,000 indicates the number of work-related accidents per 500 fulltime workers over a period of one year, based on the assumption that one full-time worker works 2,000 hours per year.
9. Recorded accidents as described in points 2 and 3 exclude accidents outside working hours, occupational diseases, travel accidents, fire and property damage in connection with the Group's business activities.

## GHG Emissions

1. Scope 1 GHG emissions come from the combustion of fuels from fossil or renewable energy sources, fugitive emissions (refrigerants, fire suppression, coalbed methane) and emissions resulting from the manufacture or processing of chemicals and materials.
2. Scope 1 GHG emissions are calculated using emission factors published by the Indonesian Ministry of Energy and Mineral Resources, the UK Department for Environment, Food and Rural Affairs (DEFRA), the Intergovernmental Panel on Climate Change (IPCC) and the United States Environmental Protection Agency (USEPA).
3. Scope 2 GHG emissions are calculated using a market-based approach, which include the emissions from the generation of purchased or acquired electricity, heating, cooling and steam.
4. Scope 2 GHG emissions are calculated using emission factors from local electricity suppliers where available, regional/national sources and the Ministry of Energy and Mineral Resources Republic of Indonesia.
5. Carbon credits represent GHG emission reduction efforts made by the Company and/or activities to compensate for emissions carried out elsewhere. The carbon credit calculated is the GHG Emission Reduction Certificate (SPE-GRK) registered in the Sistem Registri Nasional (SRN) Pengendalian Perubahan Iklim (PPI) of the Ministry of Environment/Environmental Control Agency (KLH/BPLH) and IDX Carbon.
6. Reported biogenic emissions are derived from the use of biofuel. Biogenic emissions from the use of shell and fiber from oil palm plantations are not included in the calculation of total biogenic emissions due to limited literature on emission factor reference numbers.

7. Emisi nonbiogenik dari penggunaan bahan bakar cangkang dan fiber hasil perkebunan kelapa sawit tidak disertakan ke dalam penghitungan total emisi GRK *scope 1* karena keterbatasan literatur untuk referensi angka faktor emisi.

## Energi

1. Konsumsi energi adalah total bahan bakar stasioner dan mobile. Data konsumsi energi dikumpulkan dari catatan pengukuran, tagihan utilitas, catatan pembelian, atau perkiraan internal yang digunakan untuk bagian yang tidak signifikan dari total konsumsi energi.
2. Sumber konsumsi energi mencakup sumber terbarukan dan tidak terbarukan, seperti bensin, solar, *liquefied petroleum gas* (LPG), *liquefied natural gas* (LNG), *compressed natural gas* (CNG), gas alam, minyak tanah, avtur, batu bara, *biofuel*, serta cangkang dan fiber hasil perkebunan kelapa sawit.

## Limbah

1. Total limbah yang dilaporkan terdiri dari limbah padat dan limbah cair. Sumber data limbah yang dihasilkan berasal dari catatan pengukuran dan estimasi internal. Sumber data limbah berasal dari catatan pengukuran dengan menggunakan alat instrumen yang telah dikalibrasi atau metode estimasi internal dengan literatur dan bukti yang dapat dipertanggungjawabkan.
2. Limbah padat tidak berbahaya merupakan residu dari kegiatan usaha yang tidak mengandung bahan berbahaya dan beracun.
3. Limbah padat dan cair dari bahan berbahaya dan beracun (B3) merupakan limbah dengan karakteristik yang memenuhi regulasi Indonesia atau kriteria Konvensi Basel.

### Keterangan:

Seluruh komponen yang terdapat dalam kriteria pengumpulan dan penghitungan data di atas diperoleh dari entitas yang beroperasi di Indonesia dan belum mencakup entitas yang baru diakuisisi sejak tahun 2024 oleh Perseroan.

7. Non-biogenic emissions from the use of shells and fiber from oil palm plantations are not included in the calculation of total *scope 1* GHG emissions due to limited literature on emission factor reference numbers.

## Energy

1. Energy consumption is the total of stationary and mobile combustions. Energy consumption data is collected from metering records, utility bills, purchase records, or internal estimates used for an insignificant portion of total energy consumption.
2. Sources of energy consumption include renewable and non-renewable sources such as gasoline, diesel, Liquefied Petroleum Gas (LPG), Liquefied Natural Gas (LNG), Compressed Natural Gas (CNG), natural gas, kerosene, aviation fuel, coal, biofuel, and shells and fiber from oil palm plantations.

## Waste

1. Total reported waste consists of solid waste and liquid waste. The waste generated data is derived from measurement records and internal estimates. These records are obtained using calibrated instruments or internal estimation methods supported by credible literature and verifiable evidence.
2. Non-hazardous solid waste is residue from business activities that does not contain hazardous and toxic materials.
3. Hazardous solid and liquid wastes are those that meet the criteria outlined in Indonesian regulations or the Basel Convention.

### Notes:

All components contained in the criteria for data collection and calculation above are obtained from entities operating in Indonesia and do not include entities newly acquired in 2024 by the Company.

## Tanggapan atas Umpan Balik yang Diterima untuk Laporan Sebelumnya

SEOJK G.3

Astra menerima masukan dari pemangku kepentingan mengenai penyajian data emisi dalam Laporan Keberlanjutan 2023. Masukan tersebut telah ditindaklanjuti dalam laporan tahun ini.

## Umpan Balik

SEOJK G.3 GRI 2-3

Astra menyambut baik saran, kritik, masukan, dan rekomendasi terkait Laporan Keberlanjutan Astra 2024 sebagai sarana peningkatan kualitas laporan ke depan. Pertanyaan dan informasi lebih lanjut mengenai laporan ini dapat ditujukan kepada:

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- Corporate Investor Relations: [investor@ai.astra.co.id](mailto:investor@ai.astra.co.id)

Situs: [www.astra.co.id](http://www.astra.co.id)

## Responses to Feedback Received for the Previous Report

SEOJK G.3

Astra received stakeholder feedback on the presentation of emission data in the 2023 Sustainability Report. This feedback has been addressed in this year's report.

## Feedback

SEOJK G.3 GRI 2-3

Astra welcomes suggestions, criticisms, feedback, and recommendations regarding the 2024 Sustainability Report as a means to enhance future report quality. For inquiries and further information about this report, please contact:

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- Corporate Investor Relations: [investor@ai.astra.co.id](mailto:investor@ai.astra.co.id)

Website: [www.astra.co.id](http://www.astra.co.id)

# Lampiran

## Appendix

### Daftar Pengungkapan Sesuai POJK No. 51/POJK.03/2017 dan SEOJK No.16/POJK.04/2021 List of Disclosure Based on POJK No. 51/POJK.03/2017 and SEOJK No.16/POJK.04/2021

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| <b>Standar Sektor yang Digunakan</b><br>Applicable GRI Sector Standard(s) | Tidak dapat diterapkan<br>Not Applicable   |

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|   | 2-4                     | Informasi pernyataan ulang<br>Restatements of information  | 6                                     |               |                        |
|   | 2-5                     | Assurance dari pihak eksternal<br>External assurance   | 6                                     |               |                        |
|   | 2-6                     | Kegiatan, rantai pasokan dan hubungan bisnis lainnya<br>Activities, value chain and other business relationships                   | 43-45, 48                             |               |                        |
|   | 2-7                     | Karyawan<br>Employees  | 44, 155, 157                          |               |                        |



| GRI Standard | Pengungkapan Disclosure   | Halaman Page            | Hal yang Tidak Dicantumkan   Omission |               |                        |
|--------------|---|-------------------------|---------------------------------------|---------------|------------------------|
|              |   |                         | Persyaratan Requirement(s)            | Alasan Reason | Penjelasan Explanation |
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| 2-10         | Nominasi dan seleksi tata kelola<br>Nomination and selection of the highest governance body   | 66-67                   |                                       |               |                        |
| 2-11         | Ketua badan tata kelola tertinggi<br>Chair of the highest governance body   | 66-67                   |                                       |               |                        |
| 2-12         | Peran badan tata kelola tertinggi dalam mengawasi pengelolaan dampak<br>Role of the highest governance body in overseeing the management of impacts | 22-23                   |                                       |               |                        |
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| 2-14         | Peran badan tata kelola tertinggi dalam pelaporan keberlanjutan<br>Role of the highest governance body in sustainability reporting                  | 22                      |                                       |               |                        |
| 2-15         | Konflik kepentingan<br>Conflicts of interest  | 82                      |                                       |               |                        |
| 2-16         | Komunikasi tentang masalah-masalah kritis<br>Communication of critical concerns   | 87                      |                                       |               |                        |
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| 2-19         | Kebijakan remunerasi<br>Remuneration policies   | 74-75                   |                                       |               |                        |
| 2-20         | Proses untuk Menentukan remunerasi<br>Process to determine remuneration   | 74-75                   |                                       |               |                        |
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| 2-26         | Mekanisme untuk meminta saran dan menyampaikan kekhawatiran<br>Mechanisms for seeking advice and raising concerns                                   | 80                      |                                       |               |                        |
| 2-27         | Kepatuhan terhadap hukum dan peraturan<br>Compliance with laws and regulations  | 80                      |                                       |               |                        |
| 2-28         | Keanggotaan asosiasi<br>Membership associations   | 36-37                   |                                       |               |                        |
| 2-29         | Pendekatan terhadap keterlibatan pemangku kepentingan<br>Approach to stakeholder engagement   | 204-205                 |                                       |               |                        |
| 2-30         | Perjanjian kerja bersama<br>Collective bargaining agreements  | 150-151                 |                                       |               |                        |

| GRI Standard  | Pengungkapan Disclosure | Halaman Page  | Hal yang Tidak Dicantumkan   Omission                 |  |   |
|---|-------------------------|---|---|--|---|
|   |                         |   | Persyaratan Requirement(s)                            | Alasan Reason  | Penjelasan Explanation                              |
| <b>GRI 3: Topik Material   Material Topics</b>                                |                         |   |   |  |   |
| GRI 3: Topik Material 2021<br>Material Topics 2021                            | 3-1                     | Proses untuk menentukan topik material<br>Process to determine material topics  | 7, 205-207  |  |   |
|   | 3-2                     | Daftar topik material<br>List of material topics  | 205-207   |  |   |
| <b>Kinerja Ekonomi   Economic Performance</b>                                 |                         |   |   |  |   |
| GRI 3: Topik Material 2021<br>Material Topics 2021                            | 3-3                     | Pengelolaan topik-topik material<br>Management of material topics   | 78, 150   |  |   |
| GRI 201: Kinerja Ekonomi 2016<br>Economic Performance 2016                    | 201-1                   | Nilai ekonomi langsung yang dihasilkan dan didistribusikan<br>Direct economic value generated and distributed   | Laporan Keuangan FY2024<br>Financial Statement FY2024 |  |   |
|   | 201-2                   | Implikasi finansial serta risiko dan peluang lain akibat dari perubahan iklim<br>Financial implications and other risks and opportunities due to climate change | 78  |  |   |
|   | 201-3                   | Kewajiban program pensiun manfaat pasti dan program pensiun lainnya<br>Defined benefit plan obligations and other retirement plans                              | 150   |  |   |
|   | 201-4                   | Bantuan finansial yang diterima dari pemerintah<br>Financial assistance received from government  | -   | Bantuan finansial yang diterima dari pemerintah<br>Financial assistance received from government | Informasi belum tersedia<br>Information unavailable |
| <b>Dampak Ekonomi Tidak Langsung   Indirect Economic Impacts</b>              |                         |   |   |  |   |
| GRI 3: Topik Material 2021<br>Material Topics 2021                            | 3-3                     | Pengelolaan topik-topik material<br>Management of material topics   | 178-179, 194-197                                      |  |   |
| GRI 203: Dampak Ekonomi Tidak Langsung 2016<br>Indirect Economic Impacts 2016 | 203-1                   | Investasi infrastruktur dan dukungan layanan<br>Infrastructure investments and services supported   | 178-179   |  |   |
|   | 203-2                   | Dampak ekonomi tidak langsung yang signifikan<br>Significant indirect economic impacts  | 194-197   |  |   |
| <b>Praktik Pengadaan   Procurement Practices</b>                              |                         |   |   |  |   |
| GRI 3: Topik Material 2021<br>Material Topics 2021                            | 3-3                     | Pengelolaan topik-topik material<br>Management of material topics   | 62, 63  |  |   |
| GRI 204: Praktik Pengadaan 2016<br>Procurement Practices 2016                 | 204-1                   | Proporsi pengeluaran untuk pemasok lokal<br>Proportion of spending on local suppliers   | 62, 63  |  |   |
| <b>Energi   Energy</b>  |                         |   |   |  |   |
| GRI 3: Topik Material 2021<br>Material Topics 2021                            | 3-3                     | Pengelolaan topik-topik material<br>Management of material topics   | 101   |  |   |
| GRI 302: Energi 2016<br>Energy 2016   | 302-1                   | Konsumsi energi dalam organisasi<br>Energy consumption within the organization  | 103-106   |  |   |

| GRI Standard   | Pengungkapan Disclosure | Halaman Page   | Hal yang Tidak Dicantumkan   Omission |  |  |  |
|--|-------------------------|--|---------------------------------------|--|--|--|
|  |                         |  | Persyaratan Requirement(s)            | Alasan Reason  | Penjelasan Explanation   |  |
|  | 302-2                   | Konsumsi energi di luar organisasi<br>Energy consumption outside of the organization                                       | -                                     | Konsumsi energi di luar organisasi<br>Energy consumption outside of the organization   | Informasi belum tersedia<br>Information unavailable/incomplete | Astra masih dalam tahap menginventarisasi konsumsi energi Grup Astra dari luar Grup Astra<br>Astra is still in the phase of inventarizing the Group's Energy consumption outside of the organization |
|  | 302-3                   | Intensitas energi<br>Energy intensity  | 107                                   |  |  |  |
|  | 302-4                   | Pengurangan konsumsi energi<br>Reduction of energy consumption   | 107                                   |  |  |  |
|  | 302-5                   | Pengurangan pada energi yang dibutuhkan untuk produk dan jasa<br>Reduction in energy requirements of products and services | 103, 104, 106, 107, 116-117           |  |  |  |
| <b>Air dan Efluen   Water and Effluents</b>              |                         |  |                                       |  |  |  |
| GRI 3: Topik Material 2021<br>Material Topics 2021       | 3-3                     | Pengelolaan topik-topik material<br>Management of material topics  | 108-111                               |  |  |  |
| GRI 303: Air dan Efluen 2018<br>Water and Effluents 2018 | 303-1                   | Interaksi dengan air sebagai sumber daya bersama<br>Interactions with water as a shared resource                           | 109                                   |  |  |  |
|  | 303-2                   | Manajemen dampak yang berkaitan dengan pembuangan air<br>Management of water discharge-related impacts                     | 109                                   |  |  |  |
|  | 303-3                   | Pengambilan air<br>Water withdrawal  | 110-111                               |  |  |  |
|  | 303-4                   | Pembuangan air<br>Water discharge  | -                                     | Pembuangan air<br>Water discharge  | Informasi belum tersedia<br>Information unavailable/incomplete | Astra masih dalam tahap penyalarsan data pembuangan air Grup Astra<br>Astra is still in the process of aligning water discharge data across the Astra Group  |
|  | 303-5                   | Konsumsi air<br>Water consumption  | -                                     | Konsumsi air<br>Water consumption  | Informasi belum tersedia<br>Information unavailable/incomplete | Astra masih dalam tahap penyalarsan data konsumsi air Grup Astra<br>Astra is still in the process of aligning water consumption data across the Astra Group  |
| <b>Emisi   Emissions</b>                                 |                         |  |                                       |  |  |  |
| GRI 3: Topik Material 2021<br>Material Topics 2021       | 3-3                     | Pengelolaan topik-topik material<br>Management of material topics  | 95-99                                 |  |  |  |
| GRI 305: Emisi 2016<br>Emissions 2016                    | 305-1                   | Emisi GRK langsung (Cakupan 1)<br>Direct (Scope 1) GHG emissions   | 95-96                                 |  |  |  |
|  | 305-2                   | Emisi energi GRK (Cakupan 2) tidak langsung<br>Energy indirect (Scope 2) GHG emissions                                     | 95-96                                 |  |  |  |
|  | 305-3                   | Emisi GRK (Cakupan 3) tidak langsung lainnya<br>Other indirect (Scope 3) GHG emissions                                     | -                                     | Emisi GRK (Cakupan 3) tidak langsung lainnya<br>Other indirect (Scope 3) GHG emissions | Informasi belum tersedia<br>Information unavailable            | Astra masih dalam fase melakukan inventarisasi emisi GRK cakupan 3<br>Astra is still in the phase of inventarizing the scope 3 GHG emission  |
|  | 305-4                   | Intensitas emisi GRK<br>GHG emissions intensity  | 96-97                                 |  |  |  |
|  | 305-5                   | Pengurangan emisi GRK<br>Reduction of GHG emissions  | 97, 99, 107                           |  |  |  |

| GRI Standard  | Pengungkapan Disclosure   | Halaman Page  | Hal yang Tidak Dicantumkan   Omission  |   |   |
|---|---|---|--|---|---|
|   |   |   | Persyaratan Requirement(s)   | Alasan Reason                                       | Penjelasan Explanation  |
| 305-6   | Emisi zat perusak ozon (ODS)<br>Emissions of Ozone-Depleting Substances (ODS)   | -   | Emisi dari Ozon - Depleting Substances (ODS)<br>Emissions of Ozone - Depleting Substances (ODS)  | Informasi belum tersedia<br>Information unavailable | Astra masih dalam fase melakukan inventarisasi emisi ODS<br>Astra is still in the phase of inventarizing the ODS emission   |
| 305-7   | Nitrogen Oksida (NOx), Sulfur Oksida (SOx) dan emisi udara signifikan Lainnya<br>Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions | -   | Nitrogen oksida (NOx), sulfur oksida (SOx) dan emisi udara lainnya yang signifikan<br>Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions | Informasi belum tersedia<br>Information unavailable | Astra masih dalam fase melakukan inventarisasi emisi ODS<br>Astra is still in the phase of inventarizing the ODS emission   |
| <b>Limbah   Waste</b>   |   |   |  |   |   |
| GRI 3: Topik Material 2021<br>Material Topics 2021                      | 3-3   | Pengelolaan topik-topik material<br>Management of material topics   | 112-114  |   |   |
| GRI 306: Limbah 2020<br>Waste 2020                                      | 306-1   | Timbulan limbah dan dampak-dampak yang signifikan terkait limbah<br>Waste generation and significant waste-related impacts  | 112-113  |   |   |
|   | 306-2   | Pengelolaan dampak yang signifikan terkait limbah<br>Management of significant waste-related impacts  | 112-114  |   |   |
|   | 306-3   | Timbulan limbah<br>Waste generated  | 111, 115   |   |   |
|   | 306-4   | Limbah yang dialihkan Dari pembuangan akhir<br>Waste diverted from disposal   | 111, 115   |   |   |
|   | 306-5   | Limbah yang dikirimkan ke pembuangan akhir<br>Waste directed to disposal  | 111, 115   |   |   |
| <b>Ketenagakerjaan   Employment</b>                                     |   |   |  |   |   |
| GRI 3: Topik Material 2021<br>Material Topics 2021                      | 3-3   | Pengelolaan topik-topik material<br>Management of material topics   | 153-162  |   |   |
| GRI 401: Ketenagakerjaan 2016<br>Employment 2016                        | 401-1   | Perekrutan karyawan baru dan karyawan yang keluar<br>New employee hires and employee turnover   | 162-163  |   |   |
|   | 401-2   | Tunjangan yang Diberikan kepada karyawan purnawaktu yang tidak diberikan kepada karyawan sementara atau paruh waktu<br>Benefits provided to full-time employees that are not provided to temporary or part-time employees | 149  |   |   |
|   | 401-3   | Cuti melahirkan<br>Parental leave   | 149  | Cuti melahirkan<br>Parental leave                   | Informasi belum tersedia<br>Information unavailable<br><br>Astra masih dalam fase melakukan inventarisasi kuantitatif data untuk pengungkapan ini<br>Astra is still in the phase of inventarizing quantitative data for this disclosure |
| <b>Keselamatan dan Kesehatan Kerja   Occupational Health and Safety</b> |   |   |  |   |   |
| GRI 3: Topik Material 2021<br>Material Topics 2021                      | 3-3   | Pengelolaan topik-topik material<br>Management of material topics   | 139-148  |   |   |

| GRI Standard   | Pengungkapan Disclosure | Halaman Page   | Hal yang Tidak Dicantumkan   Omission |               |                        |
|--|-------------------------|--|---------------------------------------|---------------|------------------------|
|  |                         |  | Persyaratan Requirement(s)            | Alasan Reason | Penjelasan Explanation |
| GRI 403: Keselamatan dan Kesehatan Kerja 2018<br>Occupational Health and Safety 2018 | 403-1                   | Sistem manajemen keselamatan dan kesehatan kerja<br>Occupational health and safety management system   |                                       |               |                        |
|  | 403-2                   | Identifikasi bahaya, penilaian risiko dan investigasi insiden<br>Hazard identification, risk assessment and incident investigation   |                                       |               |                        |
|  | 403-3                   | Layanan kesehatan kerja<br>Occupational health services  |                                       |               |                        |
|  | 403-4                   | Partisipasi, konsultasi dan komunikasi pekerja pada keselamatan dan kesehatan kerja<br>Worker participation, consultation and communication on occupational health and safety  |                                       |               |                        |
|  | 403-5                   | Pelatihan bagi pekerja mengenai kesehatan dan keselamatan kerja<br>Worker training on occupational health and safety   |                                       |               |                        |
|  | 403-6                   | Peningkatan kualitas kesehatan pekerja<br>Promotion of worker health   |                                       |               |                        |
|  | 403-7                   | Pencegahan dan mitigasi kesehatan dan keselamatan kerja yang berdampak langsung dalam hubungan bisnis<br>Prevention and mitigation of occupational health and safety impacts directly linked by business relationships |                                       |               |                        |
|  | 403-8                   | Pekerja yang tercakup dalam sistem manajemen keselamatan dan kesehatan kerja<br>Workers covered by an occupational health and safety management system   |                                       |               |                        |
|  | 403-9                   | Kecelakaan kerja<br>Work-related injuries  |                                       |               |                        |
|  | 403-10                  | Penyakit akibat kerja<br>Work-related ill health   |                                       |               |                        |
| <b>Pelatihan dan Pendidikan   Training and Education</b>                             |                         |  |                                       |               |                        |
| GRI 3: Topik Material 2021<br>Material Topics 2021                                   | 3-3                     | Pengelolaan topik-topik material<br>Management of material topics  |                                       |               |                        |
| GRI 404: Pelatihan dan Pendidikan 2016<br>Training and Education 2016                | 404-1                   | Rata-rata jam pelatihan per tahun per karyawan<br>Average hours of training per year per employee  |                                       |               |                        |
|  | 404-2                   | Program untuk meningkatkan keterampilan karyawan dan program bantuan peralihan<br>Programs for upgrading employee skills and transition assistance programs  |                                       |               |                        |
|  | 404-3                   | Persentase karyawan yang menerima tinjauan rutin terhadap kinerja dan pengembangan karier<br>Percentage of employees receiving regular performance and career development reviews                                      |                                       |               |                        |
| <b>Keanekaragaman dan Kesempatan yang Setara   Diversity and Equal Opportunity</b>   |                         |  |                                       |               |                        |
| GRI 3: Topik Material 2021<br>Material Topics 2021                                   | 3-3                     | Pengelolaan topik-topik material<br>Management of material topics  |                                       |               |                        |
| GRI 405: Keberagaman dan Kesempatan yang Setara 2016                                 | 405-1                   | Keanekaragaman badan tata kelola dan karyawan<br>Diversity of governance bodies and employees  |                                       |               |                        |

| GRI Standard   | Pengungkapan Disclosure  | Halaman Page | Hal yang Tidak Dicantumkan   Omission  |   |  |
|--|--|--------------|--|---|--|
|  |  |              | Persyaratan Requirement(s)   | Alasan Reason                                       | Penjelasan Explanation   |
| GRI 405: Keberagaman dan Kesempatan yang Setara 2016                 | 405-2<br>Rasio gaji pokok dan remunerasi perempuan dibandingkan laki-laki<br>Ratio of basic salary and remuneration of women to men  | -            | Rasio gaji pokok dan remunerasi perempuan dibandingkan laki-laki<br>Ratio of basic salary and remuneration of women to men                                   | Batasan kerahasiaan<br>Confidentiality constraints  | Berisi informasi rahasia termasuk data sensitif atau pribadi yang tidak dimaksudkan untuk diungkapkan kepada publik atau individu yang tidak berwenang<br>Contains confidential information, including any sensitive or private data that is not meant to be disclosed to the public or unauthorized individuals |
| <b>Masyarakat Lokal   Local Communities</b>                          |  |              |  |   |  |
| GRI 3: Topik Material 2021<br>Material Topics 2021                   | 3-3<br>Pengelolaan topik-topik material<br>Management of material topics   | 174-199      |  |   |  |
| GRI 413: Masyarakat Lokal 2016<br>Local Communities 2016             | 413-1<br>Operasi dengan keterlibatan masyarakat lokal, penilaian dampak dan program pengembangan<br>Operations with local community engagement, impact assessments and development programs                    | 174-199      |  |   |  |
|  | 413-2<br>Operasi yang secara aktual dan yang berpotensi memiliki dampak negatif signifikan terhadap masyarakat lokal<br>Operations with significant actual and potential negative impacts on local communities | -            | 413-2 (a)  | Informasi belum tersedia<br>Information unavailable | Astra masih memastikan kemungkinan dan sejauh mana dampak negatif dari program pengembangan masyarakat dapat ditimbulkan bagi penerima manfaat<br>Astra is still ensuring the possibility and to what extent should any negative impacts from community development programs may cause to the beneficiaries      |
| <b>Pemasaran dan Pelabelan   Marketing and Labeling</b>              |  |              |  |   |  |
| GRI 3: Topik Material 2021<br>Material Topics 2021                   | 3-3<br>Pengelolaan topik-topik material<br>Management of material topics   | 60-61        |  |   |  |
| GRI 417: Pemasaran dan Pelabelan 2016<br>Marketing and Labeling 2016 | 417-1<br>Persyaratan untuk pelabelan dan informasi produk dan jasa<br>Requirements for product and service information and labeling  | 60-61        |  |   |  |
|  | 417-2<br>Insiden ketidakpatuhan terkait pelabelan dan informasi produk dan jasa<br>Incidents of noncompliance concerning product and service information and labeling  | -            | Insiden ketidakpatuhan terkait informasi dan pelabelan produk dan jasa<br>Incidents of noncompliance concerning product and service information and labeling | Batasan kerahasiaan<br>Confidentiality constraints  | Berisi informasi rahasia termasuk data sensitif atau pribadi yang tidak dimaksudkan untuk diungkapkan kepada publik atau individu yang tidak berwenang<br>Contains confidential information, including any sensitive or private data that is not meant to be disclosed to the public or unauthorized individuals |
|  | 417-3<br>Insiden ketidakpatuhan terkait komunikasi pemasaran<br>Incidents of non-compliance concerning marketing communications  | -            | Insiden ketidakpatuhan terkait komunikasi pemasaran<br>Incidents of non-compliance concerning marketing communications                                       | Batasan kerahasiaan<br>Confidentiality constraints  | Berisi informasi rahasia termasuk data sensitif atau pribadi yang tidak dimaksudkan untuk diungkapkan kepada publik atau individu yang tidak berwenang<br>Contains confidential information, including any sensitive or private data that is not meant to be disclosed to the public or unauthorized individuals |

| GRI Standard   | Pengungkapan Disclosure | Halaman Page   | Hal yang Tidak Dicantumkan   Omission |               |                        |
|--|-------------------------|--|---------------------------------------|---------------|------------------------|
|  |                         |  | Persyaratan Requirement(s)            | Alasan Reason | Penjelasan Explanation |
| <b>Privasi Pelanggan   Customer Privacy</b>              |                         |  |                                       |               |                        |
| GRI 3: Topik Material 2021                               | 3-3                     | Pengelolaan topik-topik material<br>Management of material topics  |                                       |               | 83-87                  |
| GRI 418: Privasi Pelanggan 2016<br>Customer Privacy 2016 | 418-1                   | Pengaduan yang berdasar mengenai pelanggaran terhadap privasi pelanggan dan hilangnya data pelanggan<br>Substantiated complaints concerning breaches of customer privacy and losses of customer data |                                       |               | 87                     |

### Topik dalam Standar Sektor GRI yang Berlaku Dianggap Tidak Material Topics in the Applicable GRI Sector Standards Determined as not Material

| Topik Topic | Keterangan Explanation  |
|-------------|---|
|             | Belum terdapat standar sektor yang tersedia untuk PT Astra International Tbk sebagai perusahaan induk.<br>No Sector Standard available yet for PT Astra International Tbk as a holding company. |

### Daftar Pengungkapan Topik Standar GRI yang Bukan Topik Material tetapi turut dilaporkan dalam laporan ini. List of GRI Standard Topic Disclosures that are not Material Topics but are also reported in this Report

| GRI Standard   | Pengungkapan Disclosure  | Halaman Location   |
|--|--|--|
| GRI 202: Keberadaan Pasar 2016<br>Market Presence 2016   | 202-1 Rasio standar upah karyawan entry-level berdasarkan jenis kelamin terhadap upah minimum regional<br>Ratios of standard entry-level wage by gender compared to local minimum wage | 151  |
| GRI 205: Anti-Korupsi 2016<br>Anti-Corruption 2016   | 205-2 Komunikasi dan pelatihan tentang kebijakan dan prosedur anti-korupsi<br>Communication and training about anti-corruption policies and procedures                                 | 81   |
|  | 207-1 Pendekatan terhadap pajak<br>Approach to tax   | 82-83  |
| GRI 207: Pajak 2016<br>Tax 2016  | 207-2 Tata kelola, pengendalian dan manajemen risiko pajak<br>Tax governance, control and risk management  | 83   |
|  | 207-3 Keterlibatan pemangku kepentingan dan pengelolaan perhatian yang berkaitan dengan pajak<br>Stakeholder engagement and management of concerns related to tax                      | 83   |
|  | GRI 308: Penilaian Pemasok Lingkungan 2016<br>Supplier Environmental Assessment 2016   | 308-1 Seleksi pemasok baru dengan menggunakan kriteria lingkungan<br>New suppliers that were screened using environmental criteria |
| GRI 406: Non-diskriminasi 2016<br>Non-discrimination 2016  | 406-1 Insiden diskriminasi dan tindakan perbaikan yang dilakukan<br>Incidents of discrimination and corrective actions taken   | 151  |
| GRI 412: Penilaian Hak Asasi Manusia 2016<br>Human Rights Assessment 2016                        | 412-2 Pelatihan karyawan mengenai kebijakan atau prosedur hak asasi manusia<br>Employee training on human rights policies or procedures  | 82   |
| GRI 414: Evaluasi Kinerja sosial Ketenagakerjaan Pemasok 2016<br>Supplier Social Assessment 2016 | 414-1 Seleksi pemasok baru dengan menggunakan kriteria sosial<br>New suppliers that were screened using social criteria  | 60   |
| GRI 416: Kesehatan dan Keselamatan Pelanggan 2016<br>Customer Health and Safety 2016             | 416-1 Penilaian dampak kesehatan dan keselamatan dari berbagai kategori produk dan jasa<br>Assessment of the health and safety impacts of product and service categories               | 60   |

## Informasi Keberlanjutan Terpilih yang Diberikan Assurance secara Independen Selected Sustainability Information Independently Assured

Kami menugaskan KAP Rintis, Jumadi, Rianto & Rekan (anggota jaringan global PricewaterhouseCoopers) untuk menjalankan Perikatan Keyakinan Terbatas (*limited assurance*) sehubungan dengan informasi keberlanjutan terpilih sebagai berikut:

We have engaged with KAP Rintis, Jumadi, Rianto & Rekan (a member of the PricewaterhouseCoopers network of firms) to undertake a limited assurance engagement for the following selected sustainability information:

| Informasi Keberlanjutan<br>Sustainability Information  | Satuan<br>Unit  | Angka untuk tahun<br>yang berakhir pada<br>31 Desember 2024<br>Amount for the year ended<br>31 December 2024 |
|--|---|--|
| Total gross emisi gas rumah kaca (Scope 1 dan 2)<br>Total gross greenhouse gas emission (Scope 1 and 2)                            | Ton CO <sub>2</sub> -eq<br>Ton CO <sub>2</sub> -eq                                | 5,026,390  |
| Kredit karbon<br>Carbon credits  | Ton CO <sub>2</sub> -eq<br>Ton CO <sub>2</sub> -eq                                | 549,679  |
| Total konsumsi energi<br>Total energy consumption  | Gigajoule<br>Gigajoule  | 93,524,289   |
| Total limbah (tidak termasuk limbah cair non-B3) <sup>*)</sup><br>Total waste (excluding non-hazardous liquid waste) <sup>*)</sup> | Ton<br>Ton  | 2,470,428  |
| Jumlah kejadian fatalitas di tempat kerja - karyawan<br>Number of fatalities in workplace - employees                              | Kejadian<br>Case  | 1  |
| Jumlah kejadian fatalitas di tempat kerja - kontraktor<br>Number of fatalities in workplace - contractors                          | Kejadian<br>Case  | 2  |
| Jumlah high consequence work-related injury rate - karyawan<br>Number of high consequence work-related injury rate - employees     | Kejadian<br>Case  | 2  |
| Jumlah high consequence work-related injury rate - kontraktor<br>Number of high consequence work-related injury rate - contractors | Kejadian<br>Case  | 1  |
| Jumlah recordable work-related injury – karyawan<br>Number of recordable work-related injury – employees                           | Kejadian<br>Case  | 181  |
| Jumlah recordable work-related injury – kontraktor<br>Number of recordable work-related injury – contractors                       | Kejadian<br>Case  | 183  |
| Jumlah lost-time injury frequency – karyawan<br>Number of lost-time injury frequency – employees                                   | Kejadian<br>Case  | 71   |
| Jumlah lost-time injury frequency – kontraktor<br>Number of lost-time injury frequency – contractors                               | Kejadian<br>Case  | 22   |
| Jumlah high consequence work-related injury rate – karyawan<br>Total high consequence work-related injury rate – employees         | Jumlah kejadian per 1.000.000 jam kerja<br>Number of cases per 1,000,000 manhours | 0.007  |
| Jumlah high consequence work-related injury rate – kontraktor<br>Total high consequence work-related injury rate – contractors     | Jumlah kejadian per 1.000.000 jam kerja<br>Number of cases per 1,000,000 manhours | 0.006  |
| Jumlah recordable work-related injury rate – karyawan<br>Total recordable work-related injury rate – employees                     | Jumlah kejadian per 1.000.000 jam kerja<br>Number of cases per 1,000,000 manhours | 0.613  |
| Jumlah recordable work-related injury rate – kontraktor<br>Total recordable work-related injury rate – contractors                 | Jumlah kejadian per 1.000.000 jam kerja<br>Number of cases per 1,000,000 manhours | 1.065  |
| Lost-time injury frequency rate – karyawan<br>Lost-time injury frequency rate – employees  | Jumlah kejadian per 1.000.000 jam kerja<br>Number of cases per 1,000,000 manhours | 0.241  |
| Lost-time injury frequency rate – kontraktor<br>Lost-time injury frequency rate – contractors                                      | Jumlah kejadian per 1.000.000 jam kerja<br>Number of cases per 1,000,000 manhours | 0.128  |

\*) Penjumlahan dari limbah cair B3 diverted sebesar 21,55 x 10<sup>3</sup> ton, limbah cair B3 disposed sebesar 0,13 x 10<sup>3</sup> ton (halaman 111) dan total limbah padat sebesar 2.448,75 x 10<sup>3</sup> ton (halaman 115)

Represent the total of hazardous liquid waste diverted of 21.55 x 10<sup>3</sup> ton, hazardous liquid waste disposed of 0,13 x 10<sup>3</sup> ton (page 111) and solid waste of 2,448.75 x 10<sup>3</sup> ton (page 115)



# Pernyataan Assurance Independen

## Independent Assurance Statement

SEOJK G.1



### INDEPENDENT PRACTITIONER'S LIMITED ASSURANCE REPORT ON THE IDENTIFIED SUSTAINABILITY INFORMATION IN PT ASTRA INTERNATIONAL TBK'S SUSTAINABILITY REPORT

To the Board of Directors of PT Astra International Tbk

N20250416004/DC2/EDR/2025

#### Limited Assurance Conclusion

We have conducted a limited assurance engagement on the selected sustainability information of PT Astra International Tbk and subsidiaries (the "Group") listed below and included in the section "Selected Sustainability Information Independently Assured" of the Group's Sustainability Report as at 31 December 2024 and for the year then ended (the "2024 Sustainability Report") (the "Identified Sustainability Information").

#### Identified Sustainability Information

The Identified Sustainability Information for the year ended 31 December 2024 is summarised below:

| Sustainability Information  | Units                                  |
|---|--|
| Total gross greenhouse gas ("GHG") emission (Scope 1 and Scope 2) | ton CO <sub>2</sub> eq                 |
| Carbon credits  | ton CO <sub>2</sub> eq                 |
| Total energy consumption  | Gigajoule                              |
| Total waste (excluding non-hazardous liquid waste)                | ton                                    |
| Number of fatalities in workplace – employees                     | Case(s)                                |
| Number of fatalities in workplace – contractors                   |  |
| Number of high consequence work-related injury – employees        |  |
| Number of high consequence work-related injury – contractors      |  |
| Number of recordable work-related injury – employees              |  |
| Number of recordable work-related injury – contractors            |  |
| Number of lost-time injury frequency – employees                  |  |
| Number of recordable work-related injury – contractors            |  |
| Total high consequence work-related injury rate – employees       | Number of cases per 1,000,000 manhours |
| Total high consequence work-related injury rate – contractors     |  |
| Total recordable work-related injury rate – employees             |  |
| Total recordable work-related injury rate – contractors           |  |
| Lost-time injury frequency rate – employees                       |  |
| Lost-time injury frequency rate – contractors                     |  |

#### Kantor Akuntan Publik Rintis, Jumadi, Rianto & Rekan

WTC 3, Jl. Jend. Sudirman Kav. 29-31, Jakarta 12920 – Indonesia  
T: +62 (21) 5099 2901 / 3119 2901, F: +62 (21) 5290 5555 / 5290 5050, www.pwc.com/id

Nomor Izin Usaha: KEP-315/KM.1/2024.



Our assurance was with respect to the year ended 31 December 2024 information only and we have not performed any procedures with respect to earlier periods or any other elements included in the 2024 Sustainability Report and, therefore, do not express any conclusion thereon.

#### *Criteria*

The criteria used by the Group to prepare the Identified Sustainability Information is set out in section "Criteria for Data Collection and Calculation" of the 2024 Sustainability Report (the "Criteria").

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Group's Identified Sustainability Information for the year ended 31 December 2024 is not prepared, in all material respects, in accordance with the Criteria.

#### **Basis for Conclusion**

We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance Engagements other than Audits or Reviews of Historical Financial Information ("ISAE 3000 (Revised)"), and, in respect of greenhouse gas emissions, International Standard on Assurance Engagements 3410, Assurance Engagements on Greenhouse Gas Statements ("ISAE 3410"), issued by the International Auditing and Assurance Standards Board.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion. Our responsibilities under this standard are further described in the Practitioner's responsibilities section of our report.

#### *Our Independence and Quality Management*

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies International Standard on Quality Management 1, which requires the firm to design, implement, and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

#### **Responsibilities for the Identified Sustainability Information**

Management of the Group is responsible for:

- The preparation of the Identified Sustainability Information in accordance with the Criteria;
- Designing, implementing and maintaining such internal control as the Group determines is necessary to enable the preparation of the Identified Sustainability Information in accordance with the Criteria, that is free from material misstatement, whether due to fraud or error; and
- The selection and application of appropriate sustainability reporting methods and making assumptions and estimates that are reasonable in the circumstances.



Those charged with governance are responsible for overseeing the Group's sustainability reporting process.

#### *Inherent Limitations in Preparing the Identified Sustainability Information*

The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measures and measurement techniques and can affect comparability between entities.

Non-financial performance information is subject to more inherent limitations than financial information, given the characteristics of the underlying subject matter and the methods used for determining such information. The precision of different measurement techniques may also vary. In addition, GHG quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

#### **Practitioner's Responsibilities**

Our responsibility is to plan and perform the assurance engagement to obtain limited assurance about whether the Identified Sustainability Information is free from material misstatement, due to fraud or error, and to issue a limited assurance report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of the Identified Sustainability Information.

As part of a limited assurance engagement in accordance with ISAE 3000 (Revised) and ISAE 3410 we exercise professional judgement and maintain professional scepticism throughout the engagement. We also:

- Determine the suitability in the circumstances of the Group's use of the Criteria as the basis for the preparation of the Identified Sustainability Information.
- Perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify where material misstatements are likely to arise, whether due to fraud or error, but not for the purpose of providing a conclusion on the effectiveness of the Group's internal control.
- Design and perform procedures responsive to where material misstatements are likely to arise in the Identified Sustainability Information. The risk is not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentation, or the override of internal control.

#### **Summary of the Work Performed**

A limited assurance engagement involves performing procedures to obtain evidence about the Identified Sustainability Information. The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. The nature, timing and extent of procedures selected depend on professional judgement, including the identification of where material misstatements are likely to arise in the Identified Sustainability Information, whether due to fraud or error.



In conducting our limited assurance engagement, we:

- Obtained an understanding of the Group's reporting processes relevant to the preparation of its Identified Sustainability Information by:
  - Making inquiries of the persons responsible for the sustainability report;
  - Inspecting relevant documentation relating to the Group's reporting processes.
- Evaluated whether all information identified by the process to identify the information reported in the Identified Sustainability Information is included in the Identified Sustainability Information.
- Performed inquiries of relevant personnel and analytical procedures on selected information in the Identified Sustainability Information.
- Performed substantive assurance procedures on selected information in the Identified Sustainability Information.
- Evaluated the methods, assumption and data for developing estimates.

#### **Restriction on Distribution and Use**

Our report has been prepared for and only for the Board of Directors of the Group and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the content of this report.

JAKARTA,  
16 April 2025

**Eddy Rintis, S.E., CPA**  
License of Public Accountant No. AP. 0230

# Lembar Umpan Balik

## Feedback Form

SEOJK G.2

Terima kasih atas perhatian dan apresiasi Bapak/Ibu terhadap Laporan Keberlanjutan kami ini.  
Thank you for your attention and appreciation on our Sustainability Report.

Untuk meningkatkan pelayanan kami dalam mengembangkan laporan yang akan datang, maka kami mohon Bapak/Ibu untuk mengisi kuesioner berikut dan dapat mengirimkannya kembali kepada kami. Kami sangat mengharapkan pemikiran, saran dan kritik dari Bapak/Ibu.

To improve our next report, please let us know what you think about this report by filling the questionnaire below and return this feedback form to us. Your views and critics are very much welcomed and appreciated.

| No. | Pernyataan Statement   | SS SA | S A | N N | TS D | STS SD | Alasan Comment |
|-----|--|-------|-----|-----|------|--------|----------------|
| 1.  | Laporan ini berisi/mengandung informasi yang bermanfaat mengenai komitmen Astra dan kebijakannya<br>This report contains useful information on Astra's Sustainability Development commitment and policy  |       |     |     |      |        |                |
| 2.  | Laporan ini menyediakan suatu gambaran mengenai kinerja Grup Astra yang sejalan dengan usaha pencapaian sustainable development<br>This report provides a good overview on Astra's performance in its pursuit to reach sustainable development |       |     |     |      |        |                |
| 3.  | Laporan ini mudah dimengerti<br>This report is easy to understand  |       |     |     |      |        |                |
| 4.  | Informasi pada laporan ini cukup lengkap (detail)<br>The report provides enough detail of information  |       |     |     |      |        |                |
| 5.  | Laporan ini layak/dapat dipertanggungjawabkan<br>This report is credible enough  |       |     |     |      |        |                |

SS: Sangat Setuju

S: Setuju

N: Netral

TS: Tidak Setuju

STS: Sangat Tidak Setuju

SA: Strongly Agree

A: Agree

N: Neutral

D: Disagree

SD: Strongly Disagree

Informasi yang menarik adalah:  
Most interested information is (are):

Informasi yang kurang menarik adalah:  
Least interested information is (are):

Saran dan/atau kritik mengenai isi, desain, layout dan lain-lain  
Comments on content, design, layout, etc.

Informasi yang dapat ditambahkan  
Any additional comments:

### Profil Anda Your Profile

Nama (tidak wajib) Name (optional) :

Umur & Jenis kelamin (wajib) Age & Sex (obligatory) :

Institusi/Perusahaan (tidak wajib) Institution/Company (optional) :

Jenis Institusi/Perusahaan Institution/Company :

Pemerintah Government

Industri Industry

Media Media

LSM NGO

Masyarakat Community

Lain-lain Others

Terima kasih atas ketersediaan Bapak/Ibu untuk meluangkan waktu dalam mengisi feedback form ini. Mohon agar formulir ini dapat dikirim kepada kami.

Thank you for your time provided to fill in this feedback form. Please send this form back to us:

### Corporate Communications

PT Astra International Tbk

GRI 2-3

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LAPORAN KEBERLANJUTAN  
SUSTAINABILITY REPORT

20  
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