



Sanggahan dan Batasan Tanggung Jawab

Laporan Keberlanjutan PT Astra International Tbk disusun berdasarkan ketentuan peraturan perundang-undangan yang berlaku, dan dengan memperhatikan prinsip-prinsip Tata Kelola Perusahaan yang Baik. Laporan Keberlanjutan ini dapat diunduh di situs web resmi Perseroan yaitu www.astra.co.id.

Laporan Keberlanjutan Astra berisi pernyataan-pernyataan, data dan informasi, yang beberapa diantaranya dapat dianggap sebagai pandangan masa depan (*forward looking statements*) dan memiliki prospek risiko dan ketidakpastian, dimana kenyataan yang terjadi mungkin dapat secara material berbeda dengan apa yang terdapat dalam pernyataan.

Panduan Umum

Dalam Laporan Keberlanjutan ini kata "Perseroan" dan "Astra" mengacu pada PT Astra International Tbk sebagai perusahaan induk. Adapun kata "Grup" dan "Grup Astra" merujuk pada PT Astra International Tbk, anak perusahaan dan perusahaan afiliasinya. Adakalanya kata "kami" digunakan sebagai kemudahan untuk menyebut PT Astra International Tbk secara umum. Seluruh informasi keuangan disajikan dalam mata uang Rupiah sesuai dengan Standar Akuntansi Keuangan Indonesia.

Disclaimer and Limitation of Liability

The Sustainability Report of PT Astra International Tbk is prepared in accordance with applicable laws and regulations, and with due regard to the principles of Good Corporate Governance. This Sustainability Report can be downloaded from the Company's official website at www.astra.co.id.

Astra Sustainability Report contains statements, data, and information, some of which may be considered forward-looking statements and involve risks and uncertainties, whereby actual results may differ materially from those stated in the statements.

General Guidance

In this Sustainability Report, the words "the Company" and "Astra" refer to PT Astra International Tbk as the parent company. The words 'Group' and "Astra Group" refer to PT Astra International Tbk, its subsidiaries, and its affiliates. The word "we" is sometimes used for convenience to refer to PT Astra International Tbk in general. All financial information is presented in Indonesian Rupiah in accordance with Indonesian Financial Accounting Standards.

Pertumbuhan yang Tangguh untuk Dampak Berkelanjutan

Resilient Growth for Sustainable Impact

Di tengah dinamika perubahan dan tantangan yang memengaruhi sejumlah industri, Perseroan tetap menempatkan keberlanjutan sebagai bagian yang terintegrasi dalam operasional perusahaan guna menjaga ketahanan jangka panjang yang mendukung strategi dan relevansi bisnis Perseroan. Astra meyakini bahwa pertumbuhan yang tangguh perlu dibangun melalui keseimbangan antara kinerja saat ini, transformasi bisnis, dan penciptaan nilai jangka panjang sehingga mampu memberikan dampak positif yang berkelanjutan.

Amid dynamic changes and challenges affecting various industries, the Company continues to position sustainability as a key element integrated into its operations to maintain long-term resilience that supports its strategy and business relevance. Astra believes that resilient growth must be driven by a balance between current performance, business transformation, and long-term value creation. This enables the Company to deliver sustainable positive impacts.



Strategi Keberlanjutan

Sustainability Strategy

SEOJK A.1

Pendekatan Kami Our Approach

- **Menyeimbangkan kebutuhan saat ini dan masa depan**
Balancing the needs of the present and future generations
- **Menyelaraskan dengan strategi pemerintah Indonesia**
Align with the government of Indonesia's strategy
- **Mempertimbangkan perspektif pemangku kepentingan terhadap keberlanjutan**
Respond to stakeholders regarding sustainability

Tujuan Jangka Pendek Near-Term Goal

10
ASTRA 2030
Sustainability Aspirations

7 Flagship Initiatives

 Fuel Smart	 Renew & Reduce	 Future of Mobility	 Future of Mines
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.	Meningkatkan kapasitas energi terbarukan dalam operasional kami. Increasing our renewable capacity in our operations.	Melakukan investasi pada ekosistem kendaraan listrik di Indonesia. Pursuing investments in the electric vehicle ecosystem in Indonesia.	Fokus pada diversifikasi ke pertambangan mineral non-batu bara. Focusing on diversifying into non-coal mineral mining.
4,182.65 Terajoule Penghematan Energi Energy Savings	62.40 MWp Kapasitas Panel Surya Terpasang Installed Solar Panel Capacity	31 Model Models Kendaraan Listrik Roda Empat (xEV) Four-Wheeler Electric Vehicle (xEV) 4 Model Models Kendaraan Roda Dua Berbasis <i>Battery Electric Vehicle</i> (BEV) Two-Wheeler Battery Electric Vehicle (BEV)	Rp31.9 Triliun Trillion Total Investasi pada Pertambangan Mineral Non-Batubara Total Investment in Non-Coal Mineral Mining

Catatan:

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

Tujuan Jangka Panjang Penurunan Emisi Gas Rumah Kaca

Greenhouse Gas Emissions Reduction Long-Term Goal

Ringkasan Pencapaian 2025

2025 Achievement Highlights

18.15%*

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

88%

Pengurangan tingkat *lost-time injury* karyawan dari *baseline* 2019

Reduction in employee lost-time injury rate compared to 2019 baseline

Menjangkau

Reached

3.01

Juta penerima manfaat melalui program pengembangan masyarakat

Million **beneficiaries** through community development programs

**ASTRA
NET ZERO**
SCOPE 1&2 **BY 2050**



Renewable Future

Fokus pada peningkatan proyek dan investasi kami pada energi terbarukan.

Focusing on scaling up our renewable energy projects and investments.

37.57

 MWp

Proyek Instalasi Panel Surya
Solar Panel Installation Project

91.20

 MW

Kapasitas Energi Panas Bumi
Geothermal Energy Capacity

34.40

 MW

Kapasitas Energi Minihidro
Mini-Hydro Energy Capacity



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.

2.94

 Juta Million

Pohon Ditanam
Trees Planted



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.

1,602

 Manajer dan Eksekutif
Managers and Executives

Berpartisipasi dalam Program Gender Diversity & Inclusion for Leaders

Participated in the Gender Diversity & Inclusion for Leaders Program

Note:

* 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 Renewable Energy Certificate (REC) and carbon credit purchases.

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Tentang Astra

About Astra

Informasi Perusahaan

Company Information

Nama Perusahaan Company Name GRI 2-1	Status Perusahaan Company Status SEOJK C.3 GRI 2-1	Jumlah Tenaga Kerja Total Employees SEOJK C.3
 PT Astra International Tbk	Perseroan Terbatas tercatat di Bursa Efek Indonesia (Kode Perdagangan: ASII) A publicly listed limited liability company on the Indonesia Stock Exchange (Ticker Code: ASII)	>190,000 Karyawan tersebar di seluruh Indonesia Employees across Indonesia
Komposisi Grup Usaha Group Structure GRI 2-2	Wilayah Operasional Operational Area SEOJK C.3 GRI 2-1	
321 Perusahaan terdiri dari induk perusahaan, anak perusahaan, ventura bersama, dan entitas asosiasi Companies, comprising the parent company, subsidiaries, joint ventures, and associated entities	1 (satu) negara: Republik Indonesia 1 (one) country: Republic of Indonesia	
Bidang Usaha Business Sector SEOJK C.4 GRI 2-6		
Perdagangan, industri, pertambangan, pengangkutan, pertanian, pembangunan (konstruksi dan <i>real estate</i>), dan jasa (aktivitas profesional, ilmiah dan teknis, jasa informasi dan komunikasi), pengadaan listrik, <i>treatment</i> dan pemulihan material sampah, serta aktivitas penunjang kantor dan aktivitas penunjang usaha lainnya. Trading, industry, mining, transportation, agriculture, construction (building development and real estate), services (professional, scientific and technical activities, information and communication services), procurement of electricity, treatment and restoration of waste material, and office supporting activities and other business supporting activities.		
Alamat Perusahaan Company Address SEOJK C.2 GRI 2-1	Pasar yang Dilayani Market Served SEOJK C.4 GRI 2-6	
Menara Astra, Lantai 59 59 th Floor Jl. Jend. 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 Corporate Investor Relations: investor@ai.astra.co.id Situs Web Website: www.astra.co.id Media Sosial Social Media: @ satu_indonesia in PT Astra International Tbk X SATU_Indonesia ▶ SATU Indonesia d satu_indonesia	Terdiri dari sektor otomotif & mobilitas; jasa keuangan; alat berat, pertambangan, konstruksi, dan energi; agribisnis; infrastruktur; teknologi informasi; dan properti. Produk dan jasa dipasarkan di Indonesia dan luar negeri. Comprising the automotive & mobility; financial services; heavy equipment, mining, construction, and energy; agribusiness; infrastructure; information technology; and property sectors. Astra's products and services are marketed in Indonesia and internationally.	



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 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.

Skala Usaha

Business Scale

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

Posisi Keuangan

(dalam miliar Rupiah, kecuali dinyatakan lain)

Uraian Description	2023	2024*	2025
Pendapatan Bersih Net Revenue	316,565	328,480	323,392
Jumlah Aset Total Assets	445,405	471,449	507,366
Jumlah Liabilitas Total Liabilities	194,981	199,445	216,554
Jumlah Ekuitas Total Equity	250,424	272,004	290,812

Catatan:

* Terdapat penyajian kembali karena penyesuaian sesuai dengan disyaratkan oleh PSAK 117 - Kontrak Asuransi.

Financial Position

(in billion Rupiah, unless stated otherwise)

Note:

* There is a restatement due to adjustments as required by PSAK 117 - Insurance Contracts.

Jumlah Karyawan

SEOJK C.3 | GRI 2-7

(dalam jumlah orang, kecuali dinyatakan lain)

Uraian Description	2023	2024	2025
Perseroan, Anak Perusahaan, Ventura Bersama, dan Entitas Asosiasi Company, Subsidiaries, Joint Ventures, and Associates Companies	201,553	200,074	196,021
Perseroan dan Anak Perusahaan Company and Subsidiaries	135,785	135,410	133,667

Number of Employees

SEOJK C.3 | GRI 2-7

(in number of people, unless stated otherwise)

Pelibatan Pihak Lokal

SEOJK B.1 | GRI 204-1

(dalam %, kecuali dinyatakan lain)

Uraian Description	2023	2024	2025
Pemasok Lokal Local Supplier	93.25	92.94	93.54

Catatan:

Astra mendefinisikan lokal dan lokasi operasi yang signifikan sebagai Indonesia, yang merupakan wilayah pelaksanaan seluruh kegiatan usaha utama Astra.

Local Involvement

SEOJK B.1 | GRI 204-1

(in %, unless stated otherwise)

Note:

Astra defines local and significant operational locations as Indonesia, which is the area where all of Astra's principal business activities are conducted.

Komposisi Pemegang Saham

SEOJK C.3 | GRI 2-1

Shareholders Composition

SEOJK C.3 | GRI 2-1

Pemegang Saham Shareholders	Per 31 Desember 2025 ¹ As of 31 December 2025 ¹	
	Jumlah Saham Total Shares	Kepemilikan Ownership
Pemegang saham yang memiliki 5% atau lebih saham Shareholders who own shares by 5% or more		
1. Jardine Cycle & Carriage Limited	20,288,255,040	50.11%
Pemegang saham yang masing-masing memiliki kurang dari 5% saham Shareholders who own shares by less than 5%		
2. Djony Bunarto Tjondro (Presiden Direktur President Director)	9,530,000	0.02%
3. Santosa (Direktur Director)	7,825,400	0.02%
4. Anthony John Liddell Nightingale (Komisaris Commissioner) ²	6,100,000	0.02%
5. Gidion Hasan (Direktur Director)	6,065,000	0.01%
6. Henry Tanoto (Direktur Director)	3,803,000	0.01%
7. Prijono Sugiarto (Presiden Komisaris President Commissioner)	2,665,200	0.01%
8. Gita Tiffani Boer (Direktur Director)	2,319,100	0.01%
9. Hamdani Dzulkarnaen Salim (Direktur Director)	2,207,000	0.01%
10. FXL Kesuma (Direktur Director)	2,200,000	0.01%
11. Benjamin Herrenden Birks (Komisaris Commissioner) ²	1,700,000	0.00%
12. Rudy (Wakil Presiden Direktur Vice President Director)	1,200,000	0.00%
13. Thomas Junaidi Alim. W (Direktur Director)	745,400	0.00%
14. Masyarakat lainnya (masing-masing di bawah 5%) Other public (each less than 5%)	19,879,100,200	49.10%
Jumlah saham beredar Total outstanding shares	40,213,715,340	99.33%
15. Saham treasuri Treasury shares	269,837,800	0.67%
Jumlah saham ditempatkan dan disetor penuh Total shares issued and fully paid	40,483,553,140	100.00%

Catatan:

1. Terdapat perubahan dalam komposisi kepemilikan saham dibandingkan dengan tahun sebelumnya namun tidak terdapat perubahan signifikan pada ukuran dan struktur Perusahaan.
2. Seluruh saham dimiliki melalui perusahaan kustodian UBS.

SEOJK C.6 | GRI 2-6

Notes:

1. 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. All shares are owned through a UBS custodian company.

SEOJK C.6 | GRI 2-6

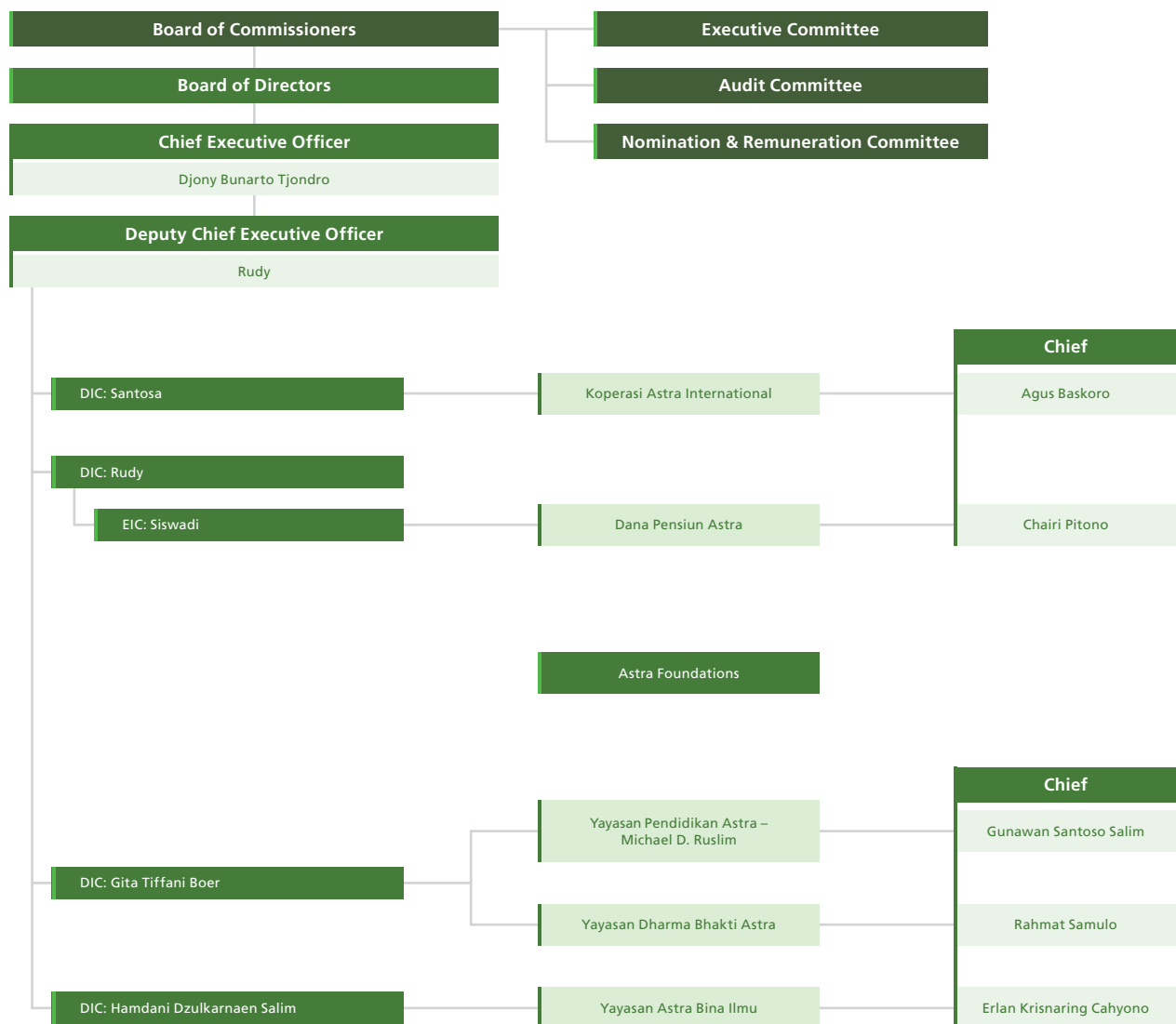
Struktur Perusahaan

Corporate Structure

GRI 2-9







Bisnis Kami

Our Business

Tujuh Lini Bisnis Astra

SEOJK C.4 | GRI 2-6



Otomotif dan Mobilitas
Automotive and Mobility



Jasa Keuangan
Financial Services



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



Agribisnis
Agribusiness



Infrastruktur
Infrastructure



Teknologi Informasi
Information Technology



Properti
Property

Astra Seven Business Lines

SEOJK C.4 | GRI 2-6

Produk dan Layanan Usaha

SEOJK C.4 | GRI 2-6



Otomotif dan Mobilitas
Automotive and Mobility

Kendaraan Roda Empat
Four-Wheeler Vehicles

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

Kendaraan Roda Dua
Two-Wheeler Vehicles

- Honda

Komponen
Components

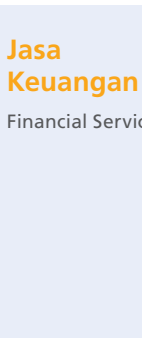
- PT Astra Otoparts Tbk

Produk & Jasa Lainnya
Other Products & Services

- AstraWorld
- PT Astra Healthcare Indonesia

Mobilitas
Mobility

- PT Serasi Autoraya
- PT Mobilitas Digital Indonesia (Moda)
- PT Serasi Mitra Mobil (OLXmobbi)
- PT Solusi Mobilitas Bangsa



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 Jiwa
Life Insurance

- PT Asuransi Jiwa Astra (Astra Life)

Asuransi Umum
General Insurance

- PT Asuransi Astra Buana

Perbankan
Banking

- PT Bank Saku Indonesia

Uang Elektronik
Electronic Money

- PT Astra Digital Arta (AstraPay)



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

Segmen Lainnya Other Segment

- PT Acset Indonusa Tbk
- PT Energia Prima Nusantara
- PT Unitra Persada Energia



Agribisnis

Agribusiness

Perkebunan Kelapa Sawit Palm Oil Plantations

- PT Astra Agro Lestari Tbk

Pabrik Pengolahan Minyak Sawit Palm Oil Processing Plant

- PT Tanjung Sarana Lestari
- PT Kreasijaya Adhikarya

Perdagangan Komoditas Commodity Trading

- Astra-KLK Pte. Ltd.



Infrastruktur

Infrastructure

Infrastruktur Umum Public Infrastructure

- PT Astra Tol Nusantara
- PT Astra Nusa Perdana

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

Solusi Dokumen Document Solutions

- PT Astra Graphia Tbk
- PT Astragraphia Xprins Indonesia

Solusi Teknologi Informasi Information Technology Solutions

- 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

Industrial

- PT Pratista Industrial Properti
- PT Saka Industrial Perkasa
- PT Mega Manunggal Property Tbk



Pesan dari Presiden Komisaris

Message from the President Commissioner

SEOJK D.1 | GRI 2-22

Selaras dengan filosofi Catur Dharma, Astra terus memperkuat ketahanan dalam menghadapi dinamika tantangan yang berkembang, dengan mengintegrasikan keberlanjutan untuk mendorong penciptaan nilai berkelanjutan dan dampak jangka panjang.

Guided by the Catur Dharma philosophy, Astra continues to strengthen its resilience to remain robust and grow amid evolving challenges, by integrating sustainability to drive sustainable value creation and long-term impact.

Prijono Sugiarto

Presiden Komisaris

President Commissioner

Integrasi Nilai-nilai Keberlanjutan untuk Meningkatkan Ketahanan Bisnis

Pada tahun 2025, lanskap bisnis dipengaruhi oleh dinamika yang kompleks dalam lingkup nasional maupun global. Dalam lingkup global, tahun ini juga ditandai dengan meningkatnya perkembangan geopolitik dan dampak dari perubahan iklim. Kondisi ini turut memengaruhi arah pembangunan nasional, yang menempatkan transisi menuju ekonomi rendah karbon – yang seimbang dengan kebutuhan pembangunan nasional – sebagai salah satu bagian penting dalam agenda pembangunan berkelanjutan.

Untuk itu, pemerintah Indonesia bersama pelaku industri dan para pemangku kepentingan terus mendorong berbagai inisiatif kolaboratif, sejalan dengan komitmen pemerintah Indonesia yang sesuai dengan *Second Nationally Determined Contribution* (SNDC). Inisiatif ini mencakup pengembangan kebijakan pendukung serta implementasi berbagai program terkait perubahan iklim. Pencapaian target tersebut tetap menjadi prioritas yang membutuhkan komitmen berkelanjutan dan kerangka evaluasi yang sistematis, agar mampu memastikan ketangguhan jangka panjang.

Oleh karena itu, sebagai bagian dari upaya yang lebih luas, Astra terus menyelaraskan strategi keberlanjutannya dengan prioritas nasional, sekaligus memperkuat tata kelola dan pelaksanaan di internal Perseroan. Dalam pelaksanaannya, keberlanjutan tetap menjadi bagian yang terintegrasi dalam keseluruhan operasional Astra. Perjalanan transisi keberlanjutan kami tetap sejalan dengan Astra 2030 Sustainability Aspirations.

Memperkuat Tata Kelola dan Pengawasan Strategis

Sepanjang tahun 2025, Dewan Komisaris terus menjalankan fungsi pengawasan dengan memantau progres kinerja keberlanjutan melalui pelaporan rutin serta koordinasi yang erat dengan Direksi dan Komite Audit. Dewan Komisaris mengevaluasi kinerja Grup secara menyeluruh sekaligus memberikan arahan strategis yang sesuai.

Embedding Sustainability to Advance Business Resilience

The 2025 business landscape was shaped by a complex dynamics at both global and national levels. Globally, the year was marked by increasing geopolitical developments, and the continued effects of climate change. This global condition directly reshaped Indonesia's national development trajectory, placing the transition toward a low-carbon economy – that balances the needs of national development – as a significant aspect for sustainable development.

To this end, the Government of Indonesia, together with industry players and stakeholders, continues to advance joint initiatives, in alignment with the Government of Indonesia's Second Nationally Determined Contribution (SNDC). These initiatives include the development of enabling policies and the promotion of climate-related programs. Realizing such targets remains a primary focus, requiring sustained commitments and a systematic evaluation framework to ensure long-term resilience.

Therefore, as part of these broader efforts, Astra continues to align its sustainability strategy with national priorities while strengthening its internal governance and execution. In doing so, sustainability remains an integral part of Astra's business operations. Our trajectory is aligned to achieve Astra 2030 Sustainability Aspirations.

Strengthening Governance and Strategic Oversight

Throughout 2025, the Board of Commissioners continued to carry out its oversight by monitoring the sustainability progress through regular reporting process and close coordination with the Board of Directors and audit committees. The Board of Commissioners evaluates the Group's overall performance and provides timely strategic direction.

Dewan Komisaris juga menekankan penerapan pendekatan *Plan, Do, Check, Action* (PDCA) dalam meninjau efektivitas implementasi strategi guna menjaga kedisiplinan dalam pelaksanaannya.

Kami yakin sinergi dan koordinasi yang baik di dalam manajemen Astra akan semakin memperkuat kinerja perusahaan dalam mendukung pencapaian target keberlanjutan. Astra juga meyakini bahwa penguatan integrasi aspek keberlanjutan ke dalam praktik tata kelola serta perumusan kebijakan akan mendukung portofolio bisnis yang lebih tangguh.

Ke depannya, bersama para pemangku kepentingan, kami berkomitmen untuk memperkuat manajemen risiko, memastikan penerapan kebijakan yang konsisten, dan meningkatkan kompetensi di seluruh Grup agar tercipta keselarasan yang berkesinambungan terhadap progres keberlanjutan Astra.

Progres Keberlanjutan dalam Memperkuat Ketahanan Bisnis Menuju Kesejahteraan Bersama

Pada tahun 2025, Astra telah menunjukkan kemajuan dalam mendorong komitmen keberlanjutannya. Astra juga terus melakukan diversifikasi bisnisnya, di antaranya dengan mengembangkan sektor layanan kesehatan, pergudangan modern, dan pertambangan emas. Langkah tersebut untuk memperkuat ketahanan jangka panjang sekaligus menjaga keselarasan dengan prinsip keberlanjutan.

Kami menyadari bahwa Insan Astra berperan penting dalam pencapaian tujuan keberlanjutan perusahaan. Selaras dengan filosofi Catur Dharma, Perseroan terus memperkuat kapasitasnya untuk maju dan terus bertahan di tengah tantangan yang selalu berkembang. Kami percaya bahwa strategi kunci untuk menghadapi tantangan ini adalah dengan membangun perspektif keberlanjutan di antara Insan Astra, yang tidak hanya berfokus pada kepatuhan semata, tetapi juga menekankan pada hasil yang sesuai dengan tujuan serta dampak jangka panjang.

To strengthen strategic discipline, the Board of Commissioners also emphasizes the use of Astra's Plan, Do, Check, Action (PDCA) approach in reviewing the effectiveness of strategy implementation.

We believe that effective synergy and coordination will further enhance Astra's performance in supporting the achievement of the Company's sustainability targets. Astra believes that strengthening the integration of sustainability aspect into governance practices and policy development will build a more resilient business portfolio.

Looking ahead, together with our stakeholders, we will enhance risk management, ensure consistent policy implementation, and strengthen Group-wide competencies to ensure continued alignment on Astra sustainability progress.

Sustainability Progress in Strengthening Business Resilience Towards Shared Prosperity

During 2025, Astra has shown progress in advancing its sustainability commitment. Astra also continued to diversify its revenue streams, including advancing its healthcare, modern warehousing, and gold mining. These steps are expected to strengthen long-term resilience while maintaining alignment with sustainability principles.

The Board recognizes that Astra employees are central to achieving the Group's sustainability goals. Guided by the Catur Dharma philosophy, the Company continues to strengthen its ability to progress and remain resilient amid evolving challenges. We believe that a key strategy to address this is to promote the sustainability perspectives in Astra employees that go beyond mere compliance and places emphasis on the effectiveness of outcomes and long-term impact.

Sebagai bagian dari upaya tersebut, kami terus membangun budaya yang mengutamakan keselamatan dan kesejahteraan karyawan, serta ketahanan organisasi dalam jangka panjang. Dewan Komisaris senantiasa mengawasi implementasi People Roadmap yang berperan sebagai panduan untuk memperkuat inisiatif keberagaman dan inklusi demi mendukung aspirasi jangka panjang perusahaan.

Dewan Komisaris memberikan arahan bagi Direksi untuk memastikan bahwa program pemberdayaan masyarakat dan kontribusi sosial dilaksanakan sesuai dengan empat bidang kontribusi sosial, yaitu kesehatan, pendidikan, lingkungan, dan kewirausahaan.

Pada tahun 2025, program-program kontribusi sosial Astra telah menjangkau sekitar 3,01 juta penerima manfaat melalui berbagai program unggulan dan perluasan inisiatif pemberdayaan desa, melalui dukungan pada program pemerintah seperti Rumah Layak Huni (RLH). Upaya-upaya tersebut merujuk pada Public Contribution Roadmap, yang bertujuan memastikan bahwa setiap program sosial mampu mengatasi permasalahan yang dihadapi oleh masyarakat, mendukung prioritas strategis nasional, dan mencapai cita-cita Astra untuk Sejahtera Bersama Bangsa.

To support this, we continue to reinforce a culture that prioritizes employee safety and wellbeing, and long-term organizational resilience. The Board of Commissioners continues to oversee the implementation of the People Roadmap, which serves as a guiding framework for strengthening diversity and inclusion to support the company's long-term aspirations.

The Board of Commissioners provides guidance to the Board of Directors to ensure that community empowerment programs and social contributions are implemented in alignment with Astra's four fields of public contribution, including health, education, environment, and entrepreneurship.

In 2025, these programs reached approximately 3.01 million beneficiaries through various flagship programs and expansion of rural empowerment initiatives, through support of government programs such as decent housing programs (RLH). These efforts are guided by the Public Contribution Roadmap, which ensures that social programs address genuine community needs, while supporting national strategic priorities and ultimately move closer to achieving Astra's aim to Prosper with the Nation.

Bergerak Bersama untuk Hari ini dan Masa Depan Indonesia

Dewan Komisaris menyampaikan apresiasi kepada seluruh Insan Astra dan para pemangku kepentingan atas komitmen dan sinergi mereka dalam membangun masa depan Astra yang lebih tangguh, inklusif, dan berkelanjutan. Dengan menjaga tata kelola yang kuat, strategi yang adaptif, dan implementasi yang dilakukan secara berkesinambungan, kami yakin Astra akan terus menghadirkan nilai yang berkelanjutan untuk hari ini dan masa depan Indonesia.

Moving Together for Today and the Future of Indonesia

The Board of Commissioners extends its appreciation to all Astra employees and stakeholders for their commitment and synergy in advancing Astra toward a more resilient, inclusive, and sustainable future. By maintaining strong governance, adaptive strategies, and consistent execution, we are confident that Astra will continue to deliver lasting value for today and the future of Indonesia.

Atas Nama Dewan Komisaris
On Behalf of the Board of Commissioners



Prijono Sugiarto

Presiden Komisaris
President Commissioner



Pesan dari Presiden Direktur

Message from the President Director

SEOJK D.1 | GRI 2-22

Pada tahun 2025, Astra terus memperkuat portofolio bisnis untuk mendukung pertumbuhan jangka panjang sebagai bagian dari strategi untuk mendukung perjalanan transisi Astra menjadi perusahaan yang lebih berkelanjutan dan tangguh.

In 2025, Astra continued to strengthen its business portfolio to support long-term growth as a part of strategies to support Astra's transition journey to become a more sustainable and resilient company.

Djony Bunarto Tjondro

Presiden Direktur

President Director

Menavigasi Dinamika Global dengan Ketangguhan

Meskipun upaya untuk mempercepat aksi iklim terus dilakukan oleh komunitas global, masih terdapat beberapa tantangan besar terutama terkait dengan pendanaan yang dibutuhkan untuk mendorong mitigasi dan adaptasi perubahan iklim. Selain itu, terdapat pergeseran prioritas kebijakan energi di sejumlah negara ekonomi utama yang kembali memberi ruang lebih besar pada pemanfaatan bahan bakar fosil serta mengadopsi pendekatan yang lebih moderat terhadap komitmen perjanjian iklim internasional.

Menyikapi dinamika tersebut, Astra tetap menjaga kinerja yang seimbang dengan berlandaskan pada Astra 2030 Sustainability Aspirations dan memastikan keselarasan dengan agenda pembangunan nasional serta kondisi makroekonomi yang terus berkembang.

Kinerja Keberlanjutan 2025

Pada tahun 2025, Astra terus memperkuat portofolio bisnis untuk mendukung pertumbuhan jangka panjang, di antaranya dengan meningkatkan kepemilikan di investasi layanan kesehatan Halodoc dan PT Medikaloka Hermina Tbk, memasuki sektor pergudangan modern dan mengembangkan segmen pertambangan emas. Investasi-investasi ini merupakan bagian dari strategi kami untuk mendukung perjalanan transisi Astra untuk menjadi perusahaan yang lebih berkelanjutan dan tangguh.

Grup mengintegrasikan pertimbangan keberlanjutan dalam mengevaluasi usulan investasi baru, termasuk rencana merger dan akuisisi. Pendekatan ini memungkinkan risiko serta peluang keberlanjutan untuk diidentifikasi dan dikelola secara lebih sistematis.

Hingga akhir 2025, Grup telah berhasil menurunkan emisi gas rumah kaca sebesar 18,15% dibandingkan dengan *baseline* 2019 serta mencapai bauran energi terbarukan sebesar 48,42%, didukung oleh implementasi program pengurangan emisi seperti *methane capture* dan reduksi pupuk anorganik di sektor agribisnis serta peningkatan kapasitas panel surya. Intensitas pengambilan air menurun sebesar 7,5% dari *baseline* 2019 dan tingkat pengalihan limbah padat dari tempat pembuangan akhir mencapai 98,85%. Dari sisi penerapan keselamatan dan kesehatan kerja, Grup berhasil mencatat penurunan tingkat kecelakaan kerja yang mengakibatkan kehilangan waktu kerja (*lost-time injury frequency rate*) menjadi 0,092 (2024: 0,241). Program kontribusi masyarakat yang dijalankan Grup telah melampaui target 2030 dengan mencapai 3,01 juta penerima manfaat pada tahun 2025.

Navigating Global Dynamics with Resilience

While global efforts continue to strive for climate progress, significant challenges remain, particularly in addressing the substantial financing gap required to accelerate climate mitigation and adaptation. There has also been a shifting energy policy priorities in major economies, which gives greater room to fossil fuel utilization and adopts moderate approach in their commitments with international climate agreements.

In response to these dynamics, Astra maintains a balanced performance, guided by the Astra 2030 Sustainability Aspirations, while ensuring alignment with national development goals and evolving macroeconomic conditions.

2025 Sustainability Performance

In 2025, Astra continued to strengthen its business portfolio to support long-term growth, among others, by increasing its ownership in its healthcare investment Halodoc and PT Medikaloka Hermina Tbk, entering modern warehousing sector and expanding its gold mining segment. These investments are part of our strategies to support Astra's transition journey to become a more sustainable and resilient company.

The Group has embedded sustainability considerations in evaluating proposed new investment, including merger and acquisition proposal. Through this approach, sustainability-related risks and opportunities can be more systematically identified and managed.

By the end of 2025, the Group had reduced greenhouse gas emissions 18.15% from the 2019 baseline and achieved a 48.42% renewable energy mix, supported by the implementation of emission reduction program such as methane capture and inorganic fertilizer reduction in agribusiness sector as well as the expansion of solar-photovoltaic capacity. Water withdrawal intensity lowered at least 7.5% from the 2019 baseline and solid waste diversion from disposal reached 98.85%. In terms of occupational health and safety, the Group recorded a decline in the lost-time injury frequency rate fell to 0.092 (2024: 0.241). Our public contribution programs have surpassed the 2030 target, reaching 3.01 million beneficiaries in 2025.

Di saat yang sama, Astra terus memperkuat kapabilitas internal untuk mendukung kinerja jangka panjang yang berkelanjutan. Melalui People Roadmap, Grup Astra memperkuat komitmennya dalam menciptakan lingkungan kerja yang aman, inklusif, dan berkelanjutan bagi seluruh karyawan.

Terkait dengan inklusi dan keberagaman karyawan, representasi karyawan wanita pada posisi *supervisor* ke atas mencapai 20,33%, yang mencerminkan upaya berkelanjutan melalui program pengembangan kepemimpinan dan inklusi. Di tingkat Direksi, keterwakilan perempuan mencapai 17,37%, memperkuat komitmen Perseroan terhadap keberagaman dalam struktur kepemimpinan dan tata kelola.

Di berbagai wilayah Indonesia, Astra terus menguatkan komitmennya terhadap pengembangan masyarakat melalui inisiatif pemberdayaan desa yang terpadu. Sampai tahun 2025, Astra memperluas skala dan dampak dari program kontribusi sosial dan pemberdayaan pedesaan, dengan mendukung 1.533 desa dan memfasilitasi kegiatan ekspor di 492 desa dengan total nilai ekspor sebesar Rp411,7 miliar. Melalui program kontribusi sosial ini, Astra terus berperan dalam membangun komunitas yang tangguh dan memperluas kesempatan bagi penerima manfaat di seluruh Indonesia.

Menanamkan Budaya Keberlanjutan

Insan Astra merupakan fondasi utama Perseroan. Melalui Astra for Everyone sebagai flagship initiative di People Roadmap, kami mengembangkan talenta yang adaptif dan tangguh dengan menciptakan lingkungan kerja yang beragam dan inklusif. Flagship Initiative ini juga didukung oleh beragam inisiatif seperti Astra Sustainability Academy, Astra Women Leaders Development Program, serta Perempuan Astra, sebuah komunitas Perempuan Astra yang diluncurkan di tahun 2025.

Komitmen tersebut ditopang oleh budaya perusahaan yang menekankan perbaikan yang berkesinambungan. Kami meyakini bahwa perjalanan keberlanjutan adalah tanggung jawab kolektif seluruh Insan Astra. Karena itu, kami membangun pola pikir yang memprioritaskan implementasi dalam setiap inisiatif keberlanjutan. Menjaga konsistensi langkah menjadi kunci daya saing sekaligus memperkuat budaya akuntabilitas dalam merealisasikan komitmen keberlanjutan.

At the same time, Astra continued to strengthen its internal capabilities to support sustainable long-term performance. Through its People Roadmap, Astra reinforce its commitment to fostering a safe, inclusive, and sustainable work environment for our employees.

In relation to employee diversity and inclusion, female representation at the supervisor level and above reached 20.33%, reflecting sustained efforts through leadership development and inclusion programs. At the leadership level, female representation among Directors reached 17.37%, reinforcing the company's commitment to diversity and inclusion across executive and governance structures.

Across Indonesia, Astra continued to strengthen its commitment to community development through integrated rural empowerment initiatives. By 2025, Astra had expanded the scale and impacts of its rural empowerment and social contribution programs, supporting 1,533 villages and facilitating export activities across 492 villages with total export value of Rp411.7 billion. Through these social contribution programs, Astra continues to contribute to building resilient communities and expanding access to opportunities for beneficiaries nationwide.

Embedding a Sustainability Culture

Astra employees remain the cornerstone of our organization. Through Astra for Everyone as our flagship in the People Roadmap, we cultivate adaptive, resilient talent by fostering diverse and inclusive work environments. This is supported by several initiatives such as the Astra Sustainability Academy, Astra Women Leaders Development Program and Astra Women, an Astra women community launched in 2025.

Central to upholding these commitments is a corporate culture that prioritizes continuous improvements. We believe that our sustainability journey is the collective responsibility of our people; and, therefore, we foster a mindset that prioritizes execution across our sustainability initiatives. For Astra, maintaining this momentum is essential to our competitiveness and reinforces a corporate culture that encourages accountability in delivering our sustainability commitments.

Public Contribution Roadmap

Astra terus memperluas jangkauan dan dampak dari program pengembangan masyarakat di wilayah pedesaan Indonesia. Melalui SATU Indonesia Awards dan Desa Sejahtera Astra, Grup Astra dan Yayasan Astra bekerja dalam kemitraan dengan pemangku kepentingan desa dan komunitas lokal untuk memperkuat ekosistem perekonomian lokal, memperluas akses ke layanan pendidikan dan kesehatan, serta mendorong inisiatif pelestarian lingkungan. Program ini dirancang bukan sekadar sebagai bantuan, melainkan sebagai upaya pemberdayaan jangka panjang untuk memperkuat kemandirian dan ketahanan masyarakat.

Inovasi dan kewirausahaan lokal tetap berperan sentral dalam program komunitas Astra, dengan para pemimpin dan penggerak komunitas berperan aktif merancang solusi sesuai kebutuhan dan konteks setempat.

Pendekatan Astra juga menekankan peran generasi muda. Para penerima SATU Indonesia Awards terlibat aktif dalam berbagai program berbasis komunitas di sejumlah provinsi, menghadirkan solusi nyata di bidang kesehatan, pendidikan, lingkungan, kewirausahaan, dan teknologi yang tersebar di 21 provinsi.

Sejalan dengan prioritas pembangunan nasional, Astra turut mendukung program pemerintah, seperti Program Rumah Layak Huni (RLH). Di tahun 2025, kami telah mulai membangun 250 RLH di Banyumas dan Garut. Melalui kolaborasi lintas sektor, upaya ini telah meningkatkan kualitas pembangunan masyarakat seiring dengan penciptaan nilai jangka panjang.

Nurani Astra turut mendukung bantuan kemanusiaan terkait bencana alam yang melanda Sumatra pada akhir tahun 2025, dengan memberikan bantuan berupa obat-obatan, bahan pangan, alat berat, dan bantuan evakuasi kepada masyarakat terdampak.

Hingga saat ini, program kontribusi masyarakat kami telah menjangkau lebih dari 3,01 juta penerima manfaat di Indonesia.

Public Contribution Roadmap

Across diverse rural regions in Indonesia, Astra continued to expand the reach and depth of its community development initiatives. Through the SATU Indonesia Awards and Astra Prosperous Village, Astra Group and Astra Foundations worked in close partnership with village stakeholders and local communities to strengthen local economic ecosystems, broaden access to healthcare and education services, and promoting environmental conservation initiatives. These initiatives were designed not merely as assistance programs, but as long-term empowerment efforts aimed at enhancing community self-reliance and resilience.

Local innovation and enterprises remained central to Astra's community development initiatives, with community leaders and change-makers playing an active role in shaping solutions rooted in local needs and context.

Astra's approach also emphasized the role of the young generation. Recipients of the SATU Indonesia Awards were actively engaged in community-based programs across multiple provinces, contributing practical solutions in areas such as health, education, environment, entrepreneurship, and technology spanning 21 provinces.

In alignment with national development priorities, we remained steadfast in supporting the government programs, such as the Decent Housing Program. In 2025, we commenced building 250 decent housing in Banyumas and Garut. Through cross-sector collaborations, these efforts have improved community development outcomes alongside long-term value creation.

Nurani Astra supported the humanitarian assistance related to the natural disaster that struck Sumatra at the end of 2025, by providing coordinated supports that include medicine, food supplies, heavy equipment, and evacuation assistance to affected communities.

To date, our public contribution programs have reached more than 3.01 million beneficiaries across the country.

Apresiasi dan Penutup

Atas nama Direksi, saya ingin menyampaikan apresiasi dan terima kasih yang tulus kepada seluruh pemangku kepentingan atas dedikasi dan kepercayaan yang terus diberikan dalam mendukung perjalanan keberlanjutan Astra. Berlandaskan nilai-nilai Catur Dharma dan dengan mengintegrasikan keberlanjutan dalam setiap keputusan dan tindakan, kami berkomitmen untuk terus memberikan kontribusi yang berarti untuk menjadi perusahaan Kebanggaan Bangsa.

Appreciation and Conclusion

On behalf of the Board of Directors, I would like to extend our sincere appreciation and gratitude to all stakeholders for their continued dedication and trust in supporting Astra's sustainability journey. Guided by the values of Catur Dharma and by embedding sustainability into our actions and decisions, we remain committed to contributing meaningfully to becoming the Pride of the Nation.

Atas Nama Direksi

On Behalf of the Board of Directors



Djony Bunarto Tjondro

Presiden Direktur

President Director

Penghargaan dan Sertifikasi

Awards and Certifications

Penghargaan Awards

Bulan Month	Titel Penghargaan Award Title	Ajang Event	Pemberi Penghargaan Awarding Institution
Februari February	• <i>Best Environmental Excellence Award</i> • <i>Best Community Programme Award</i>	The 17 th Annual Global CSR & ESG Summit and Award™ 2025	The Pinnacle Group International
	• <i>Organization and Work Culture for DEI Practices</i> • <i>Social Change Innovation</i>	Anugerah Avirama Nawasena 2024	Sekolah Bisnis Manajemen Institut Teknologi Bandung
	• <i>The Best Company for Comprehensive ESG Implementation Practices</i> • <i>The Best Company for Climate Change Initiatives Focused on Carbon Emission Reduction</i> • <i>The Best Leadership Committed to ESG Implementation Program</i>	Indonesia Sustainability Award 2025	Indonesia Popular Mandiri (First Magazine)
	• <i>Indonesia 20 CSR Brand Equity Awards 2025</i> • <i>Indonesia Best CSR Awards 2025</i>	CSR Brand Equity Summit 2025	The Iconomics
	• Peringkat <i>Gold</i> dalam kategori Pembina Terbaik Gold Rank in the Best Mentor Category • Peringkat <i>Gold</i> dalam kategori UMKM Terbaik • Gold Rank in the Best MSMEs Category	Bina Mitra UMKM Award 2025	CFCD Foundation
	• <i>Indonesia Excellence Good Corporate Ethics in Advancing Governance through Technology and Risk Conflict Mitigation</i>	Indonesian Excellence Good Corporate Governance (GCG) Awards 2025	Warta Ekonomi
Juni June	• Peringkat <i>Star 5</i> Star 5 Rank • <i>Platinum Trophy (Star 5 selama enam tahun berturut-turut)</i> Platinum Trophy (Star 5 for six consecutive years) • <i>TOP Leader on CSR Commitment</i>	TOP CSR Awards 2025	Top Business
	• <i>HR Asia Sustainable Workplace Awards</i>	HR Asia Awards 2025	Business Media International (BMI)

Bulan Month	Titel Penghargaan Award Title	Ajang Event	Pemberi Penghargaan Awarding Institution
Oktober October	Waste Management	Lestari Awards 2025	KG Media
November November	Kategori Sustainable Synergy (Multisector Holding) Sustainable Synergy (Multisector Holding) Category	Indonesia Sustainable Synergy and SDGs Visionary Leader Award 2025	Plus Idea Komunika dan and Netralnews.com
	Kategori Eco-Innovation Eco-Innovation Category	ESG Appreciation 2025	B-Universe
	Kategori Inspirasi Wirausaha & Ekonomi Kreatif Entrepreneurship & Creative Economy Inspiration Category	Beritasatu Malam Apresiasi 2025	B-Universe
	Peringkat Gold dalam kategori Waste Management Gold Rank in the Waste Management Category	Asia ESG Positive Impact Awards 2025	Asia ESG Positive Impact Consortium (A-EPIC)
	Peringkat Silver dalam kategori Sustainability Report Silver Rank in the Sustainability Report Category	ASRRAT (Asia Sustainability Reporting Rating) 2025	National Center for Corporate Reporting (NCCR)
	Peringkat Gold pada Astra Circular Economy Institute Gold Rank for the Astra Circular Economy Institute	Indonesian Circular Economy Awards 2025	Indonesia Circular Economy Sustainability (ICEST) Institute
	Peringkat Platinum pada Astra Circular Economy Ecosystem Platinum Rank for the Astra Circular Economy Ecosystem		
	Circular Economy Leader		
Desember December	Peringkat Platinum pada pencapaian SDGs 7.3 Platinum Rank for the achievement of SDG 7.3	Indonesia SDGs Awards 2025	CFCD Foundation
	Peringkat Gold pada pencapaian SDGs 8.3.b Gold Rank for the achievement of SDG 8.3.b		
	Gold Rank for the achievement of SDG 8.3.b		

Sertifikasi Certifications

Sertifikasi dan Akreditasi Certification and Accreditation	Masa Berlaku Period of Validity
BCA Green Mark For Existing Non-Residential Buildings	2024-2027
Greenship For Neighborhood (Plan)	2023-2028 & 2024-2029
Green Toll Road	2025-2027
IATF 16949 Sistem Manajemen Mutu Industri Otomotif Automotive Industry Quality Management System	2025-2028
ISO 9001 Sistem Manajemen Mutu Quality Management System	2025-2028
ISO 14001 Sistem Manajemen Lingkungan Environmental Management System	2025-2028
ISO 27001 Sistem Manajemen Keamanan Informasi Information Security Management System	2020-2026
ISO 27701 Sistem Manajemen Informasi Privasi Privacy Information Management System	2023-2026
ISO 45001 Sistem Manajemen Keselamatan dan Kesehatan Kerja Occupational Health and Safety Management System	2025-2028
ISO 50001 Sistem Manajemen Energi Energy Management System	2025-2028
ISPO Sistem Sertifikasi Perkebunan Kelapa Sawit Berkelanjutan Indonesia Indonesia Sustainable Palm Oil	2025-2030
SMK3 Sistem Manajemen Keselamatan dan Kesehatan Kerja Occupational Health and Safety Management System	2025-2028

Keanggotaan Asosiasi

Membership in Associations

SEOJK C.5 GRI 2-28

Nama Asosiasi	Association Name
Asosiasi terkait Lini Bisnis Astra	Associations related to Astra Business Lines
ASEAN Manufacturing Network	ASEAN Manufacturing Network
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)	General Insurance Association of Indonesia (AAUI)
Asosiasi Distributor Resmi Mesin Fotocopy Berwarna dan Mesin Multifungsi Berwarna (ADMINKOM)	Indonesian Association of Authorized Distributors of Color Photocopiers and Color Multifunction Machines (ADMINKOM)
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 Jasa Pertambangan Indonesia (ASPINDO)	Indonesian Mining Services Association (ASPINDO)
Asosiasi Kontraktor Indonesia (AKI)	Indonesian Contractors Association (AKI)
Asosiasi Logistik & Forwarder Indonesia (ALFI)	Indonesian Logistics & Forwarders Association (ALFI)
Asosiasi Pengadaan Pemeliharaan Perlengkapan Pegawai dan Kantor (AP4K)	Employee and Office Equipment Maintenance Procurement Association (AP4K)
Asosiasi Pengusaha Pengisian Kendaraan Listrik Indonesia (APPKLI)	Indonesian Electric Vehicle Charging Entrepreneurs Association (APPKLI)
Asosiasi Pengusaha Komputer Indonesia (APKOMINDO)	Indonesia Computer Entrepreneurs Association (APKOMINDO)
Asosiasi Penyelenggara Jasa Internet Indonesia (APJII)	Indonesian Internet Service Providers Association (APJII)
Asosiasi Pertambangan Batubara Indonesia (APBI)	Indonesian Coal Mining Association (APBI)
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)

Nama Asosiasi	Association Name
Asosiasi Perusahaan Rental Kendaraan Indonesia (ASPERKINDO)	Indonesia Vehicle Rental Company Association (ASPERKINDO)
Asosiasi Perusahaan Teknik Mekanikal Elektrikal (APTEK) Provinsi DKI Jakarta	Jakarta Mechanical and Electrical Engineering Company Association (APTEK)
Asosiasi Piranti Lunak Telematika Indonesia (ASPILUKI)	Indonesian Telematics Software Association (ASPILUKI)
Asosiasi Produsen Alat Kesehatan Indonesia (ASPAKI)	Indonesian Medical Devices Manufacturers Association (ASPAKI)
Forum Kemitraan Pembangunan Sosial Suku Anak Dalam (FKPS-SAD)/Orang Rimba Social Development Partnership Forum	Anak Dalam Tribe Social Development Partnership Forum (FKPS-SAD)/Orang Rimba Social Development Partnership Forum
Gabungan Industri Alat Mobil dan Motor (GIAMM)	Indonesian Automotive Parts & Components Industries Association (GIAMM)
Gabungan Industri Kendaraan Bermotor Indonesia (GAIKINDO)	Association of Indonesia Automotive Industries (GAIKINDO)
Gabungan Perusahaan Kelapa Sawit Indonesia (GAPKI)	Indonesia Palm Oil Association (GAPKI)
Gabungan Perusahaan Konstruksi Nasional Indonesia (GAPEKSINDO)	Indonesian National Construction Company Association (GAPEKSINDO)
Indonesia Mold & Dies Industry Association (IMDIA)	Indonesia Mold & Dies Industry Association (IMDIA)
Indonesian National Shipowners' Association (INSA)	Indonesian National Shipowners' Association (INSA)
Konsorsium Genom Seluruh Indonesia	All Indonesian Genome Consortium
Oil Palm Genome Projects	Oil Palm Genome Projects
Perhimpunan Agen Alat Berat Indonesia (PAABI)	Association of Indonesian Heavy Equipment Sole Agents (PAABI)
Perkumpulan Masyarakat Gambut Indonesia (HGI)	Indonesia Peat Community Association (HGI)
Perkumpulan Pelaksana Konstruksi Nasional (ASPEKNAS)	Association of National Construction Contractors (ASPEKNAS)
Persatuan Balai Lelang Indonesia (PERBALI)	Indonesia Auction Center Association (PERBALI)
Persatuan Perusahaan Real estat Indonesia (REI)	Indonesia Real Estate Company Association (REI)
Asosiasi terkait Hal Umum dan Profesi	Associations related to General & Professional Matters
Asosiasi Emiten Indonesia (AEI)	The Indonesian Issuers Association (AEI)
Asosiasi Pengusaha Indonesia (APINDO)	Indonesian Employers Association (APINDO)
Asosiasi Perusahaan Sahabat Anak Indonesia (APSAI)	Indonesian Association of Child Friendly Companies (APSAI)
Ikatan Akuntan Indonesia (IAI)	Institute of Indonesia Chartered Accountants (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)



Pendekatan terhadap Keberlanjutan

Approach to Sustainability





38	Kerangka Keberlanjutan: Strategi Triple-P Roadmap Sustainability Framework: Triple-P Roadmap Strategy	47	Sistem Manajemen Astra untuk Operasional yang Berkelanjutan Astra Management System for Sustainable Operations
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Kerangka Keberlanjutan: Strategi Triple-P Roadmap

Sustainability Framework: Triple-P Roadmap Strategy

SEOJK A.1



Astra mengintegrasikan aspek keberlanjutan ke dalam Triple-P Roadmap Strategy yang terdiri atas tiga pilar utama, yaitu Portfolio Roadmap, People Roadmap, dan Public Contribution Roadmap, dengan tata kelola perusahaan yang baik sebagai penggerak utama (*key enabler*). Berdasarkan kerangka kerja ini, Astra menetapkan Astra 2030 Sustainability Aspirations sebagai pedoman yang lebih komprehensif dan terukur dalam perjalanan keberlanjutan Astra menuju tahun 2030.

Dalam mengimplementasikan Triple-P Roadmap Strategy, tata kelola Perseroan dijalankan berdasarkan Astra Code of Conduct, Astra Board Manuals, dan Astra System of Management. Selain itu, Astra menerapkan pedoman Astra Green Company dan Astra Friendly Company yang memadukan berbagai standar nasional dan internasional di bidang lingkungan, Keselamatan dan Kesehatan Kerja (K3), serta aspek sosial. Tanggung jawab atas penerapan komitmen dan pedoman tersebut dialokasikan secara jelas di berbagai tingkat organisasi, mulai dari Dewan Komisaris dan Direksi hingga manajemen dan karyawan, serta diintegrasikan ke dalam strategi, kebijakan, dan prosedur operasional perusahaan. Komitmen ini juga diterapkan dalam hubungan bisnis dengan mitra dan pemasok melalui ketentuan dan standar yang relevan. Guna memastikan pemahaman dan penerapan yang konsisten, Astra secara berkala menyelenggarakan sosialisasi dan pelatihan terkait penerapan Astra Code of Conduct dan pedoman lainnya yang terkait.

GRI 2-24

Astra integrates sustainability considerations into its Triple-P Roadmap Strategy, which comprises three core pillars, namely Portfolio Roadmap, People Roadmap, and Public Contribution Roadmap, with good corporate governance serving as the key enabler. Based on this framework, Astra established the Astra 2030 Sustainability Aspirations as a more comprehensive and measurable guideline for Astra's sustainability journey toward 2030.

In implementing the Triple-P Roadmap Strategy, the Company's governance is carried out in accordance with Astra Code of Conduct, Astra Board Manuals, and Astra System of Management. In addition, Astra applies Astra Green Company and Astra Friendly Company guidelines, which integrate various national and international standards covering environmental management, Occupational Health and Safety (OHS), and social aspects. Responsibility for implementing these commitments and guidelines is clearly allocated across all levels of the organization, from the Board of Commissioners and the Board of Directors to management and employees, and is embedded into the Company's strategy, policies, and operational procedures. These commitments are also applied within Astra's business relationships with partners and suppliers through relevant provisions and standards. To ensure consistent understanding and implementation, Astra periodically conducts socialization and training programs on Astra Code of Conduct and other related guidelines.

GRI 2-24

Kerangka Keberlanjutan Astra

Astra Sustainability Framework



Astra 2030 Sustainability Aspirations

Melalui Astra 2030 Sustainability Aspirations, Astra berkontribusi dalam meningkatkan ketahanan iklim, mendorong pertumbuhan ekonomi Indonesia, serta mendukung masyarakat yang inklusif dan sejahtera.

Through Astra 2030 Sustainability Aspirations, Astra contributes to increasing climate resilience, improving Indonesia's economic growth, and supporting an inclusive and prosperous society.

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



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.



Capaian dan Tantangan Implementasi Keberlanjutan

Achievements and Challenges in Sustainability Implementation

SEOJK E.5

Selain pencapaian Astra 2030 Sustainability Aspirations yang menunjukkan progres positif, dampak dari berbagai inisiatif keberlanjutan juga tercermin dalam penilaian ESG *rating* oleh pihak eksternal independen. Pada tahun 2025, penilaian S&P Global Corporate Sustainability Assessment (CSA) pada kategori Konglomerasi Industri menunjukkan peningkatan skor dari 40 pada tahun 2024 menjadi 43, menjadi salah satu indikator kemajuan dalam penguatan tata kelola keberlanjutan serta keselarasan Astra dengan standar global yang terus berkembang.

Di sisi lain, tantangan keberlanjutan terus berkembang seiring meningkatnya ekspektasi pemangku kepentingan, perubahan kebijakan, serta dorongan untuk menyeimbangkan antara pertumbuhan ekonomi dengan praktik bisnis yang bertanggung jawab. Kondisi tersebut menuntut Astra untuk terus beradaptasi dalam mengelola dampak lingkungan, sosial, dan tata kelola (ESG) pada bisnis-bisnis Grup Astra.

Menyikapi tantangan yang ada, Astra terus melakukan evaluasi dan penyesuaian terhadap strategi keberlanjutan agar tetap relevan, sekaligus menjaga keseimbangan antara pertumbuhan bisnis dengan pemenuhan kebutuhan saat ini dan di masa mendatang.

In addition to the positive progress achieved under Astra 2030 Sustainability Aspirations, the impact of various sustainability initiatives is also reflected in external ESG ratings conducted by independent parties. In 2025, the S&P Global Corporate Sustainability Assessment (CSA) for the Industrial Conglomerates category recorded an increase in Astra's score from 40 in 2024 to 43, serving as one indicator of progress in strengthening sustainability governance and enhancing alignment with evolving global standards.

On the other hand, sustainability challenges continue to intensify amid rising stakeholder expectations, regulatory developments, and the growing need to balance economic growth with responsible business practices. These dynamics require Astra to continuously adapt in managing Environmental, Social, and Governance (ESG) impacts across Astra Group's businesses.

In response to these challenges, Astra continues to evaluate and refine its sustainability strategy to ensure it remains relevant, while maintaining a balance between business growth and the needs of both present and future generations.

Organisasi Keberlanjutan Astra

Astra Sustainability Organization

Organisasi keberlanjutan 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

Astra menerapkan mekanisme pelaporan yang memastikan isu-isu penting terkait keberlanjutan disampaikan dan dibahas di tingkat badan tata kelola tertinggi melalui *Board Sustainability Meeting*. Selama periode pelaporan, rapat ini diadakan setidaknya empat kali dalam setahun. Rapat ini membahas strategi, inisiatif, target, dampak operasional, serta tinjauan kinerja keberlanjutan, termasuk masukan dari para pemangku kepentingan.

SEOJK F.1 | GRI 2-16

Sepanjang tahun 2025, *Board Sustainability Meeting* telah diselenggarakan sebanyak delapan kali. Beberapa topik bahasan yang pernah menjadi agenda utama, antara lain, pemetaan strategi dekarbonisasi jangka panjang, *safety management*, evaluasi pencapaian tahunan Astra 2030 Sustainability Aspirations, dan ESG *Due Diligence*, serta pemantauan progres tahunan Astra 2030 Sustainability Aspirations. Setiap hasil pertemuan menjadi dasar bagi Astra dalam meninjau kembali kebijakan, strategi, dan praktik keberlanjutan agar tetap selaras dengan dinamika bisnis dan aspirasi jangka panjang Perseroan. Seluruh evaluasi dan capaian tersebut juga dilaporkan kepada Dewan Komisaris sebagai bagian dari komitmen Perseroan terhadap tata kelola dan pengawasan yang baik.

Dalam pelaksanaan keberlanjutan, Divisi Environment and Social Responsibility (bagian dari Fungsi Corporate Affairs) berperan mengoordinasikan penerapan program keberlanjutan serta pemantauan kinerjanya di tingkat induk dan anak perusahaan.

GRI 2-9, 2-12, 2-14, 2-16

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

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

Astra established a reporting mechanism to ensure that material sustainability issues are escalated and deliberated at the highest governance level through Board Sustainability Meeting. During the reporting period, this meeting was held at least four times a year. The meetings addressed sustainability strategies, initiatives, targets, operational impacts, and performance reviews, including input from stakeholders.

SEOJK F.1 | GRI 2-16

Throughout 2025, the Board Sustainability Meeting was held eight times. Key topics discussed as part of the main agenda included long-term decarbonization strategy mapping, safety management, evaluation of the annual progress toward Astra's 2030 Sustainability Aspirations, and ESG *Due Diligence*, as well as monitoring the annual progress of Astra 2030 Sustainability Aspirations. The outcomes of these meetings serve as the basis for Astra to periodically review its sustainability policies, strategies, and practices to ensure continued alignment with evolving business dynamics and the Company's long-term aspirations. All evaluations and achievements are also reported to the Board of Commissioners as part of the Company's commitment to good governance and effective oversight.

In implementing sustainability, the Environment and Social Responsibility Division (part of the Corporate Affairs Function) plays a coordinating role in the implementation of sustainability programs and the monitoring of their performance at both the parent company and subsidiary levels.

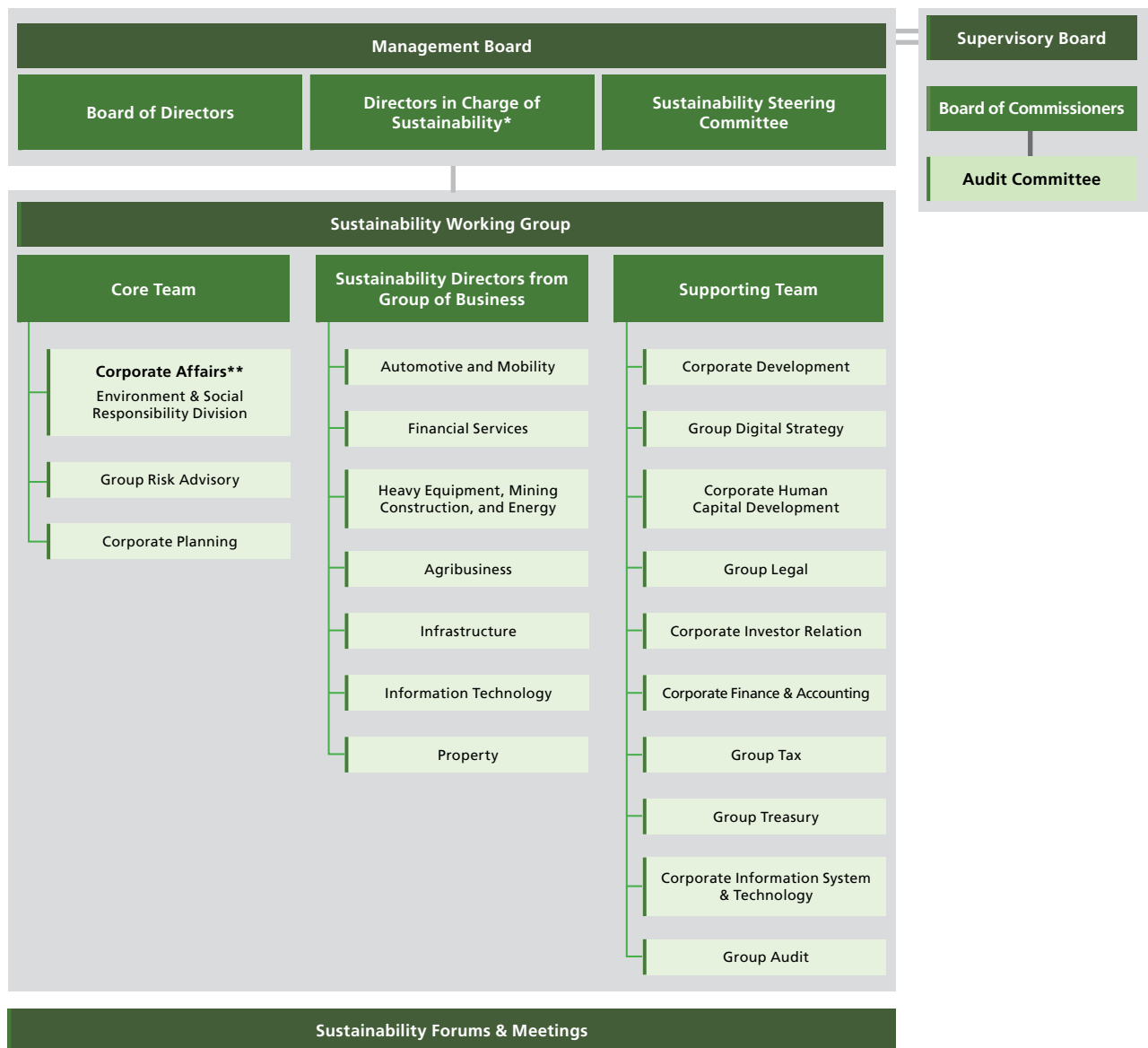
GRI 2-9, 2-12, 2-14, 2-16

Struktur Organisasi Keberlanjutan

GRI 2-12, 2-13

Sustainability Organization Structure

GRI 2-12, 2-13



* Sepanjang periode pelaporan, *Director in Charge of Sustainability* dilaksanakan oleh Gita Tiffani Boer.

** Membawahi tidak hanya Divisi Environment & Social Responsibility (ESR), tetapi juga Divisi Corporate Communication dan Corporate Security.

* During the reporting period, the role of Director in Charge of Sustainability was held by Gita Tiffani Boer.

** Oversees the Environment & Social Responsibility (ESR) Division, as well as the Corporate Communication and Corporate Security Divisions.

Sistem Manajemen Astra untuk Operasional yang Berkelanjutan

Astra Management System for Sustainable Operations

GRI 2-24, 2-25

Perseroan menerapkan sistem manajemen operasional yang bertanggung jawab untuk memastikan strategi keberlanjutan dijalankan secara efektif di seluruh Grup Astra. Untuk mendukung penerapan tersebut, Astra mengimplementasikan Astra Green Company (AGC), yaitu sistem manajemen Lingkungan serta Keselamatan dan Kesehatan Kerja (LK3) yang berfungsi memastikan pemantauan kinerja dan kepatuhan terhadap berbagai peraturan, standar nasional maupun internasional.

Selain itu, Astra juga mengembangkan Astra Friendly Company (AFC) sebagai pedoman utama dalam pelaksanaan inisiatif tanggung jawab sosial perusahaan. Panduan ini memperkuat kontribusi Astra terhadap pembangunan sosial dan lingkungan yang berkelanjutan, sekaligus memastikan bahwa setiap program CSR selaras dengan prinsip keberlanjutan Astra.

Astra Green Company

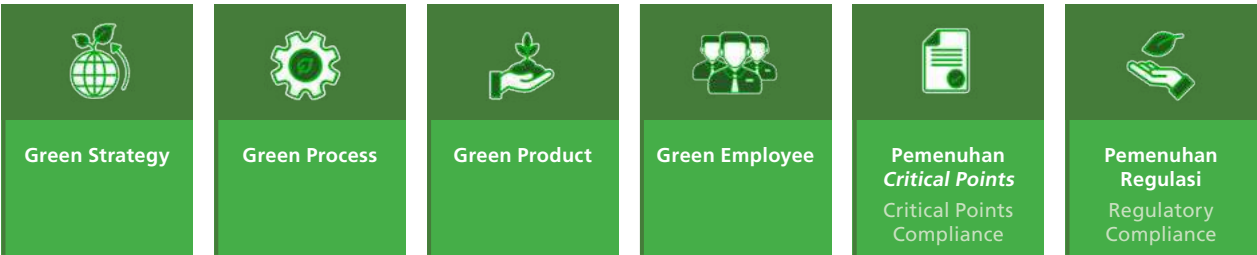
AGC berfokus pada aspek LK3 dengan mengadopsi berbagai standar nasional dan internasional, seperti ISO 14000, ISO 45000, SMK3, kriteria PROPER nasional, dan ketentuan lainnya. Berbagai standar tersebut menjadi dasar penyusunan kriteria panduan dalam AGC.

The Company implements a responsible operational management system to ensure that its sustainability strategy is effectively executed across Astra Group. To support this implementation, Astra applies Astra Green Company (AGC), an Environmental and Occupational Health and Safety (EHS) management system designed to ensure performance monitoring and compliance with applicable regulations, national and international standards.

In addition, Astra has developed Astra Friendly Company (AFC) as the primary guideline for the implementation of corporate social responsibility initiatives. This guideline strengthens Astra’s contribution to sustainable social and environmental development, while ensuring that all CSR programs are aligned with Astra’s sustainability principles.

Astra Green Company

AGC focuses on environmental, EHS by adopting various national and international standards, including ISO 14000, ISO 45000, SMK3, national PROPER criteria, and other applicable requirements. These standards form the basis for the development of the AGC guideline criteria.



Pencapaian Astra Green Company

Evaluasi penerapan AGC di seluruh Grup Astra dilaksanakan secara berkala melalui penilaian mandiri, penilaian grup, dan penilaian perusahaan. Hasil penilaian tersebut dikategorikan dalam pemeringkatan Hitam, Merah, Biru, Hijau, dan Emas sebagai dasar pengukuran kinerja LK3.

Pada tahun 2025, penilaian AGC mencakup 798 instalasi perusahaan di lingkungan Grup Astra. Dari jumlah tersebut, 93,99% berhasil meraih peringkat Biru, Hijau, dan Emas, yang mencerminkan tingkat kepatuhan dan kinerja LK3 yang lebih baik dari tahun sebelumnya.

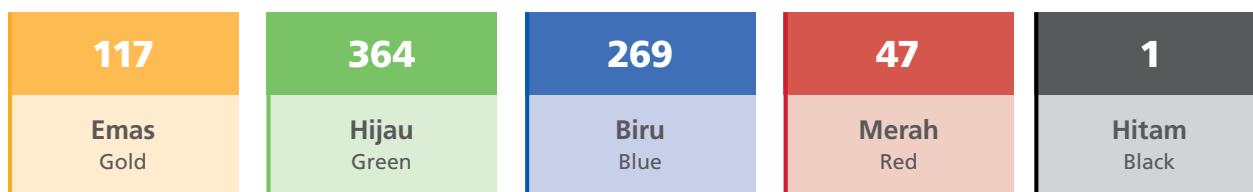
Astra Green Company Achievements

The evaluation of AGC implementation across Astra Group is conducted on a regular basis through self-assessments, group-level assessments, and company-level assessments. The assessment results are classified into Black, Red, Blue, Green, and Gold ratings, which serve as the basis for measuring EHS performance.

In 2025, the AGC assessment covered 798 company facilities across Astra Group. Of these, 93.99% achieved Blue, Green, and Gold ratings, reflecting an improvement in EHS performance compared to the previous year.

Penilaian AGC Dilaksanakan di 798 Instalasi Perusahaan Grup Astra

AGC Assessment Conducted at 798 Installations of Astra Group Companies



Selain itu, implementasi AGC turut memberikan kontribusi signifikan terhadap peningkatan kinerja lingkungan perusahaan, yang tercermin dalam hasil Program Penilaian Peringkat Kinerja Perusahaan (PROPER) oleh Kementerian Lingkungan Hidup/Badan Pengendalian Lingkungan Hidup. Dalam program PROPER, peringkat Hijau menunjukkan kinerja yang melampaui kepatuhan (*beyond compliance*), sedangkan peringkat Biru menandakan pemenuhan terhadap seluruh ketentuan regulasi.

In addition, the implementation of AGC has contributed significantly to improvements in the Company's environmental performance, as reflected in the results of the Corporate Performance Rating Assessment Program (PROPER) conducted by the Ministry of Environment/Environmental Control Agency. Under the PROPER program, a Green rating indicates performance beyond regulatory compliance, while a Blue rating signifies full compliance with applicable regulatory requirements.

Astra Friendly Company

AFC berfungsi sebagai pedoman sekaligus alat penilaian bagi pelaksanaan kegiatan CSR. Dengan adanya AFC, program kontribusi sosial diharapkan dapat berjalan lebih efektif dan terukur. Kerangka ini berfokus pada kontribusi sosial Perseroan dengan mengacu pada berbagai panduan dan standar internasional, termasuk ISO 26000 serta *Sustainable Development Goals* (SDGs) yang juga menjadi dasar bagi Astra dalam menyusun kriteria dan pedoman implementasi AFC.

Astra Friendly Company

AFC serves as both a guideline and an assessment tool for the implementation of CSR activities. Through the application of AFC, social contribution programs are expected to be implemented in a more effective and measurable manner. This framework focuses on the Company's social contributions by referring to various international guidelines and standards, including ISO 26000 and the Sustainable Development Goals (SDGs), which also serve as the basis for Astra in developing the criteria and implementation guidelines for AFC.

Pencapaian Astra Friendly Company

Penilaian penerapan AFC dilaksanakan melalui audit AFC pada instalasi perusahaan di seluruh Grup Astra. Hasil audit diklasifikasikan ke dalam peringkat bintang satu hingga bintang lima yang menunjukkan tingkat efektivitas dan keberlanjutan program. Peringkat yang lebih tinggi menunjukkan dampak keberlanjutan yang lebih kuat serta kemandirian penerima manfaat yang lebih besar dalam melanjutkan program-program tersebut. Pencapaian AFC ditunjukkan melalui dengan hasil sebagai berikut:

Astra Friendly Company Achievements

The assessment of AFC implementation is conducted through AFC audits at company facilities across Astra Group. Audit results are classified into one-star to five-star ratings, reflecting the level of effectiveness and sustainability of the programs. A higher rating indicates a stronger sustainability impact and greater beneficiary independence in continuing the programs. AFC achievements are presented through the following results:

Penilaian AFC Dilaksanakan di 472 Instalasi Perusahaan Grup Astra
AFC Assessment Conducted at 472 Installations of Astra Group Companies



Manajemen Topik Material

Material Topic Management

GRI 3-1

Astra melakukan peninjauan topik material setiap tahun untuk memastikan prospek bisnis, strategi, dan inisiatif keberlanjutan tetap relevan serta selaras dengan dinamika ekspektasi pemangku kepentingan. Sejak 2024, Astra telah menerapkan penilaian materialitas ganda sebagai pendekatan utama dalam proses penilaian materialitas Grup. Penilaian ini mengintegrasikan kerangka *International Financial Reporting Standards* (IFRS) S1 dan S2 untuk aspek materialitas keuangan, serta standar *Global Reporting Initiative* (GRI) untuk aspek materialitas dampak sehingga mencakup dua dimensi utama:

- **Materialitas Dampak**—dampak aktivitas perusahaan terhadap lingkungan dan sosial (*inside-out*).
- **Materialitas Keuangan**—dampak isu material terhadap kondisi keuangan dan kinerja bisnis perusahaan (*outside-in*).

Sebagai bagian dari *group materiality assessment*, Astra melibatkan berbagai pemangku kepentingan internal dan eksternal, termasuk unit bisnis, fungsi korporat, dan pemegang saham melalui survei materialitas. Pendekatan ini memastikan bahwa prioritas keberlanjutan yang ditetapkan mencerminkan perspektif risiko dan dampak secara komprehensif di seluruh Grup Astra. Hasil survei tersebut kemudian menjadi masukan strategis dalam menetapkan arah dan prioritas keberlanjutan Astra pada tahun 2025.

Proses penilaian materialitas menghasilkan daftar topik material yang diprioritaskan berdasarkan tingkat perhatian, urgensi, dan relevansinya terhadap kondisi bisnis pada tahun tersebut. Tidak terdapat perubahan pada daftar topik material dibandingkan tahun sebelumnya. Konsistensi ini mencerminkan bahwa prioritas keberlanjutan Astra tetap selaras dengan ekspektasi pemangku kepentingan serta sejalan dengan fokus strategis perusahaan dalam mewujudkan Astra 2030 Sustainability Aspirations.

Astra conducts an annual review of material topics to ensure that its business outlook, strategies, and sustainability initiatives remain relevant and aligned with evolving stakeholder expectations. Since 2024, Astra has adopted a double materiality assessment as the primary approach in the Group's materiality assessment process. This assessment integrates the International Financial Reporting Standards (IFRS) S1 and S2 frameworks for financial materiality and the Global Reporting Initiative (GRI) standard for impact materiality, thereby covering two key dimensions:

- **Impact Materiality**—the impacts of the Company's activities on the environment and society (*inside-out*).
- **Financial Materiality**—the effects of material issues on the Company's financial position and business performance (*outside-in*).

As part of the group materiality assessment, Astra engages a wide range of internal and external stakeholders, including business units, corporate functions, and shareholders, through a materiality survey. This approach ensures that the sustainability priorities identified reflect a comprehensive view of risks and impacts across Astra Group. The survey results subsequently serve as strategic input in defining Astra's sustainability direction and priorities for 2025.

The materiality assessment process resulted in a prioritized list of material topics based on their level of stakeholder concern, urgency, and relevance to the Company's business conditions during the reporting year. There were no changes to the list of material topics compared to the previous year. This consistency reflects that Astra's sustainability priorities remain aligned with stakeholder expectations and are in line with the Company's strategic focus in advancing Astra 2030 Sustainability Aspirations.

Berdasarkan penilaian materialitas tahun 2025, jumlah topik material mengalami penyesuaian dari 13 menjadi 12 topik melalui penggabungan dan perubahan terminologi. Penyesuaian tersebut mencakup pengintegrasian Dampak Ekonomi Tidak Langsung ke dalam topik Hubungan dan Dampak terhadap Masyarakat, serta penyesuaian terminologi tanpa mengubah substansi topik yang dibahas, sebagaimana tecermin dalam matriks materialitas berikut:

GRI 3-2

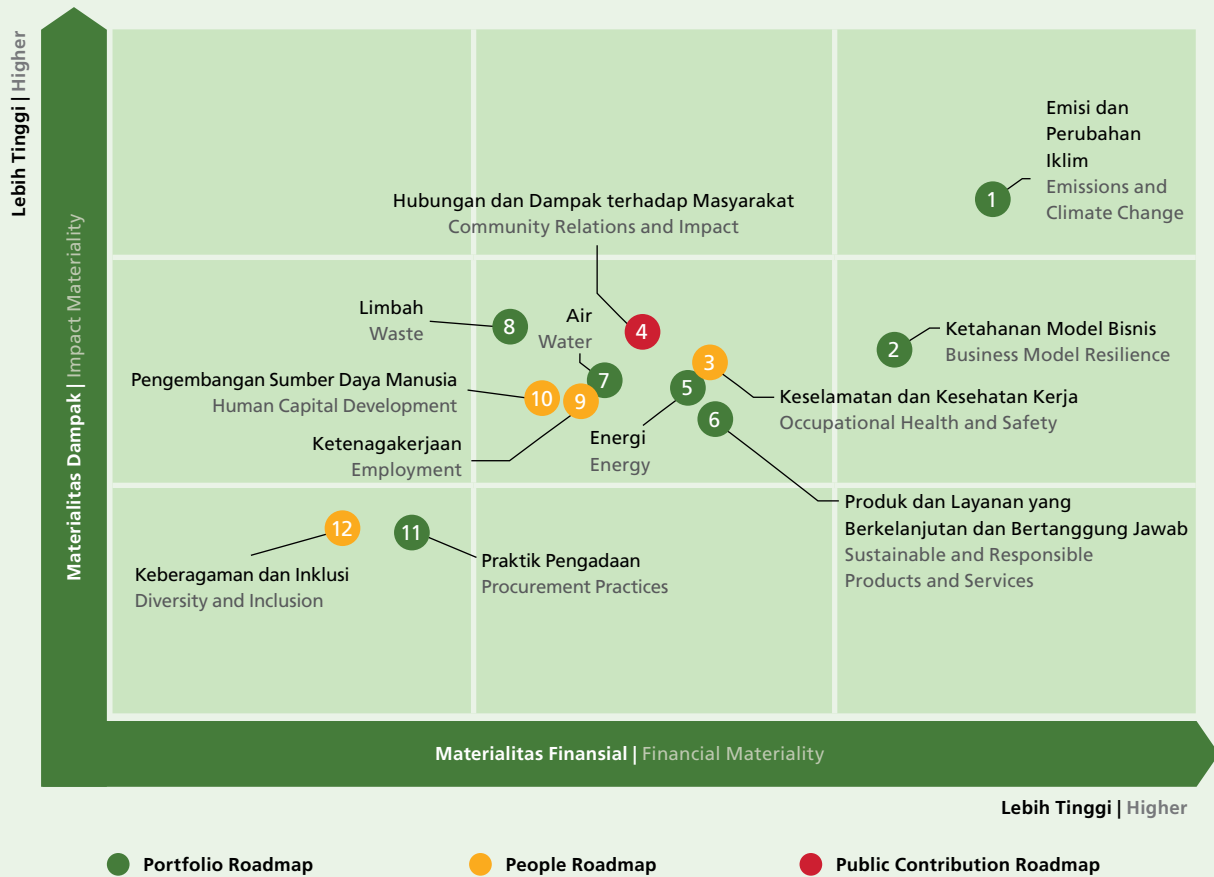
Based on the 2025 materiality assessment, the number of material topics was adjusted from 13 to 12 through topic consolidation and terminology refinement. This adjustment included the integration of Indirect Economic Impact into the Community Relations and Impact topic, as well as terminology refinements without changes to the substance of the topics, as reflected in the materiality matrix below:

GRI 3-2

Matriks Materialitas

Materiality Matrix

GRI 3-2



Hasil survei materialitas tahun 2025 menunjukkan bahwa Astra 2030 Sustainability Aspirations tetap sejalan dengan ekspektasi para pemangku kepentingan. Berikut adalah penjelasan mengenai tiga topik material teratas Astra pada tahun 2025:

GRI 3-3

1. Emisi dan Perubahan Iklim

Topik Emisi dan Perubahan Iklim mencerminkan perhatian pemangku kepentingan terhadap emisi GRK Astra serta risiko terkait perubahan iklim yang dapat memengaruhi operasional dan rantai pasok. Dari perspektif *financial materiality*, pengelolaan emisi yang efektif mendukung kepatuhan terhadap regulasi lingkungan, memitigasi potensi risiko pajak karbon, serta meningkatkan efisiensi operasional dan daya saing. Sementara itu, dari sisi *impact materiality*, Astra berkontribusi dalam pengurangan emisi melalui peningkatan efisiensi energi, optimalisasi bauran energi terbarukan, serta implementasi berbagai Flagship Initiatives Grup Astra yang mendukung transisi menuju ekonomi rendah karbon dan keberlanjutan lingkungan.

2. Ketahanan Model Bisnis

Topik Ketahanan Model Bisnis mencerminkan perhatian pemangku kepentingan terhadap kemampuan Astra dalam beradaptasi terhadap perubahan regulasi, dinamika pasar, dan faktor lingkungan yang dapat memengaruhi stabilitas keuangan, operasional, serta penciptaan nilai jangka panjang. Dari perspektif *financial materiality*, penguatan ketahanan model bisnis mendukung keberlanjutan profitabilitas, mitigasi risiko transisi, termasuk penetrasi kendaraan listrik (EV) serta menjaga daya saing di tengah perubahan struktur industri. Sementara itu, dari sisi *impact materiality*, Astra mengintegrasikan prinsip ESG ke dalam strategi dan pengambilan keputusan investasi guna memastikan portofolio usaha yang adaptif, tangguh, dan selaras dengan arah pembangunan berkelanjutan.

The results of the 2025 materiality survey indicate that Astra 2030 Sustainability Aspirations remain aligned with stakeholder expectations. Below is an explanation of Astra's top three material topics in 2025:

GRI 3-3

1. Emissions and Climate Change

Emissions and Climate Change topic reflects stakeholders' attention to Astra's GHG emissions and climate-related risks that may affect operations and the supply chain. From a financial materiality perspective, effective emissions management supports compliance with environmental regulations, mitigates potential carbon tax risks, and enhances operational efficiency and competitiveness. From an impact materiality standpoint, Astra contributes to emissions reduction through improved energy efficiency, optimization of its renewable energy mix, and the implementation of various Astra Group Flagship Initiatives that support the transition toward a low-carbon economy and environmental sustainability.

2. Business Model Resilience

Business Model Resilience topic reflects stakeholders' attention to Astra's ability to adapt to regulatory changes, market dynamics, and environmental factors that may affect financial stability, operations, and long-term value creation. From a financial materiality perspective, strengthening business model resilience supports sustained profitability, mitigates transition risks, including electric vehicle (EV) penetration and preserves competitiveness amid evolving industry structures. From an impact materiality standpoint, Astra integrates ESG principles into its strategy and investment decision-making to ensure an adaptive, resilient portfolio aligned with sustainable development pathways.

3. Keselamatan dan Kesehatan Kerja (K3)

Topik 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 by All for All, melalui penguatan sistem manajemen K3, pelatihan berkelanjutan, serta implementasi teknologi mitigasi risiko, guna memastikan keberlanjutan operasional dan lingkungan kerja yang aman bagi semua.

3. Occupational Health and Safety (OHS)

OHS topic reflects stakeholders' focus on employee protection and the creation of a safe and healthy working environment across Astra's operations. From a financial materiality perspective, the implementation of stringent OHS standards contributes to reducing workplace accident risks, enhancing productivity, and ensuring compliance with occupational safety regulations. From an impact materiality standpoint, Astra is committed to fostering a strong safety culture in line with its People First, Safety by All for All commitment, through the strengthening of OHS management systems, continuous training, and the implementation of risk mitigation technologies to ensure operational sustainability and a safe workplace for all.

Pelibatan Pemangku Kepentingan

Stakeholders Engagement

SEOJK E.4 | GRI 2-29

Dalam menjalankan kegiatan usahanya, Astra melibatkan pemangku kepentingan yang memiliki keterkaitan dengan operasional Perseroan. 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.

In conducting its business activities, Astra engages with stakeholders that are connected to the Company's operations. Recognizing that each stakeholder group has different priorities and needs, Astra employs a range of engagement strategies, including open dialogues, field research, face-to-face meetings, satisfaction surveys, and feedback forms.

The process of identifying and managing issues is carried out through a structured and inclusive approach. Astra consistently listens to stakeholders input, analyzes their needs, and ensures that such input is translated into relevant and timely actions. Through this approach, Astra is able not only to respond 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 to achieve shared objectives and create positive impacts for all relevant stakeholders.

Kerangka Identifikasi dan Pelibatan Pemangku Kepentingan

SEOJK E.4 | GRI 2-29

Stakeholder Identification and Engagement Framework

SEOJK E.4 | GRI 2-29

Pemangku Kepentingan Stakeholder	Basis Penetapan Pemangku Kepentingan Basis for Stakeholder Determination	Metode Pelibatan dan Frekuensi Pertemuan Engagement Method & Meeting Frequency	Isu Terkait Related Issue
Pelanggan Customer	Ketergantungan Reliance	- Layanan pelanggan Customer service - Survei kepuasan pelanggan tahunan Annual customer satisfaction survey	- Kualitas produk Product quality - Jasa layanan pelanggan Customer service
Karyawan Employee	Ketergantungan, Kedekatan, dan Kewajiban Reliance, Proximity, and Obligation	- Pelaksanaan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) Implementation of Occupational Health and Safety Management System (SMK3) - Penyediaan fasilitas K3 Provision of OHS facilities - Pelatihan K3 OHS training - Forum bipartit dengan serikat pekerja Bipartite forum with labor unions	- Keselamatan dan Kesehatan Kerja (K3) Occupational Health and Safety (OHS) - Praktik ketenagakerjaan Employment practices - Kesejahteraan Welfare - Pelatihan dan pengembangan Training and development - Lapangan pekerjaan Job field
Pemegang Saham dan Investor Shareholders and Investors	Pengaruh dan Tekanan Impact and Pressure	- Laporan per kuartal dan Laporan Tahunan Quarterly report and Annual Report - Rapat Umum Pemegang Saham Tahunan Annual General Meeting of Shareholders <i>Investor meeting</i>	- Pelaksanaan tata kelola Implementation of governance - Manfaat finansial Financial benefits - Manajemen risiko dan reputasi Risk management and reputation
Pemerintah Government	Ketergantungan, Kewajiban, Tekanan, dan Pengaruh Reliance, Obligation, Pressure, and Impact	- Pertemuan luring dan daring Online and offline meetings - Laporan kegiatan Activity report	- Kebencanaan Disaster management - Program prioritas pemerintah Government priority programs

Pemangku Kepentingan Stakeholder	Basis Penetapan Pemangku Kepentingan Basis for Stakeholder Determination	Metode Pelibatan dan Frekuensi Pertemuan Engagement Method & Meeting Frequency	Isu Terkait Related Issue
Masyarakat dan Komunitas Society and Community	Kedekatan, Perbedaan Pandangan, dan Tekanan Proximity, Different Perspective, and Pressure	- Perencanaan, pelaksanaan, dan evaluasi program kontribusi sosial berkelanjutan Astra dan Grup Astra Planning, implementation, and evaluation of Astra and Astra Group's sustainable social contribution program - Rilis pers mengenai kontribusi program sosial berkelanjutan Astra Press release on Astra's sustainable social contribution program	- Kesehatan ibu dan anak Maternal and child health - Kualitas dan akses pendidikan Quality and access to education - Pengelolaan dampak lingkungan Environmental impact management - Pengentasan kemiskinan Poverty alleviation
Media	Kedekatan, Perbedaan Pandangan, dan Tekanan Proximity, Different Perspective, and Pressure	- Program kehumasan atau kegiatan publik Public relations programs or public events - Lokakarya bagi wartawan Journalist workshop - Roadshow keberlanjutan Sustainability roadshow	Paparan capaian program kontribusi sosial Exposure of social contribution program achievements

Keterangan:

Metode identifikasi pemangku kepentingan mengacu pada AA1000AS-
Accountability Assurance Standard.

Note:

The stakeholder identification method refers to the AA1000AS-
Accountability Assurance Standard.

Budaya Keberlanjutan

Sustainability Culture

SEOJK F.1

Sepanjang tahun 2025, Astra terus memperkuat budaya keberlanjutan bersama seluruh pemangku kepentingan. Komitmen ini diwujudkan melalui berbagai inisiatif yang mendorong peningkatan pemahaman dan kapasitas insan Astra, termasuk penyelenggaraan Astra Sustainability Academy sebagai pusat pembelajaran untuk menginternalisasikan prinsip-prinsip keberlanjutan secara strategis di seluruh lini bisnis. Melalui Astra Sustainability Academy, pada tahun 2025, Astra menyelenggarakan ESG Masterclass yang diikuti oleh 57 peserta.

Astra juga memastikan komunikasi keberlanjutan yang efektif melalui mekanisme internal yang selaras dengan Panduan Komunikasi Keberlanjutan Astra. Berbagai kanal seperti majalah internal, situs web, dan siaran pers digunakan untuk menyampaikan informasi yang relevan dan memperkuat pemahaman karyawan mengenai target-target keberlanjutan Astra. Pada tahun 2025, Astra menyelenggarakan dua kegiatan untuk menyosialisasikan Panduan Komunikasi Keberlanjutan, guna meningkatkan pemahaman karyawan terhadap kebijakan dan panduan keberlanjutan Astra.

Sebagai bentuk apresiasi dan dorongan motivasi, Astra kembali menyelenggarakan beragam program penghargaan yang mendorong insan Astra dan unit bisnis dalam meningkatkan kinerja dan pencapaian yang selaras dengan Astra 2030 Sustainability Aspirations. Program penghargaan yang dilaksanakan pada tahun 2025, 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*.
- **FIFGroup Sustainability Awards:** Penghargaan kepada insan FIFGroup untuk mendorong implementasi keberlanjutan.
- **Astra Infra Sustainability Fest 2025:** Penghargaan bagi talenta difabel dan *neurodiverse* yang menampilkan karya kreatif dan berkontribusi dalam mendorong aksi iklim dan keberlanjutan.

Throughout 2025, Astra continued to strengthen its sustainability culture across all stakeholder groups. This commitment was realized through various initiatives aimed at enhancing the understanding and capabilities of Astra employees, including the implementation of Astra Sustainability Academy as a learning hub to strategically internalize sustainability principles across all business lines. Through Astra Sustainability Academy, in 2025, Astra conducted ESG Masterclass attended by 57 participants.

Astra also ensures effective sustainability communication through internal mechanisms aligned with Astra Sustainability Communication Guidelines. Various channels, including internal magazines, the Company's website, and press releases, are used to disseminate relevant information and strengthen employee understanding of Astra's sustainability targets. In 2025, Astra organized two activities to socialize the Sustainability Communication Guidelines, aimed at enhancing employee understanding of Astra's sustainability policies and guidelines.

As a form of appreciation and motivation, Astra continued to organize various award programs to encourage Astra employees and business units to enhance performance and achievements aligned with Astra 2030 Sustainability Aspirations. Award programs implemented in 2025 included:

- **Corporate Affairs Awards:** Awards presented by the Company to Astra Group for its efforts in developing innovative programs in the areas of *Environment, Occupational Health and Safety, Social Responsibility, Corporate Communication*, and *Corporate Security*.
- **FIFGroup Sustainability Awards:** Awards presented to FIFGroup employees to encourage the implementation of sustainability.
- **Astra Infra Sustainability Fest 2025:** Awards presented to talents with disabilities and *neurodiverse* who showcase creative works and contribute to advancing climate action and sustainability.

- **ESG Awards Infra:** Penghargaan unit bisnis Grup Astra Infra yang sukses mengadaptasikan dan mengimplementasikan strategi ESG.
- **Astra Otoparts Executive Gathering 2025:** Penghargaan kepada perusahaan Grup Astra Otoparts untuk mendorong implementasi Astra 2030 Sustainability Aspirations.
- **AHEMCE Communication Festival:** Penghargaan kepada perusahaan Grup UT untuk mendorong proses implementasi komunikasi keberlanjutan di masing-masing entitas perusahaan.
- **KPP Mining ESG Awards:** Penghargaan terhadap inisiatif ESG terbaik di seluruh *job site* Kalimantan Prima Persada.
- **ESG Awards Infra:** Awards presented to Astra Infra Group business units that have successfully adapted and implemented ESG strategies.
- **Astra Otoparts Executive Gathering 2025:** Awards presented to Astra Otoparts Group companies to encourage the implementation of Astra 2030 Sustainability Aspirations.
- **AHEMCE Communication Festival:** Awards presented to United Tractors Group companies to promote the implementation of sustainability communication across respective entities.
- **KPP Mining ESG Awards:** Awards presented for the best ESG initiatives across all job sites of Kalimantan Prima Persada.



Tata Kelola yang Bertanggung Jawab

Responsible Governance





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dan Tata Kelola Teknologi
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Protection (PDP), and Information
Technology (IT) Governance





Astra memperkuat komitmennya terhadap tata kelola perusahaan yang baik dengan menjadikan Catur Dharma sebagai landasan dalam memastikan kepatuhan, integritas, dan akuntabilitas di seluruh lini pengelolaan Perseroan.

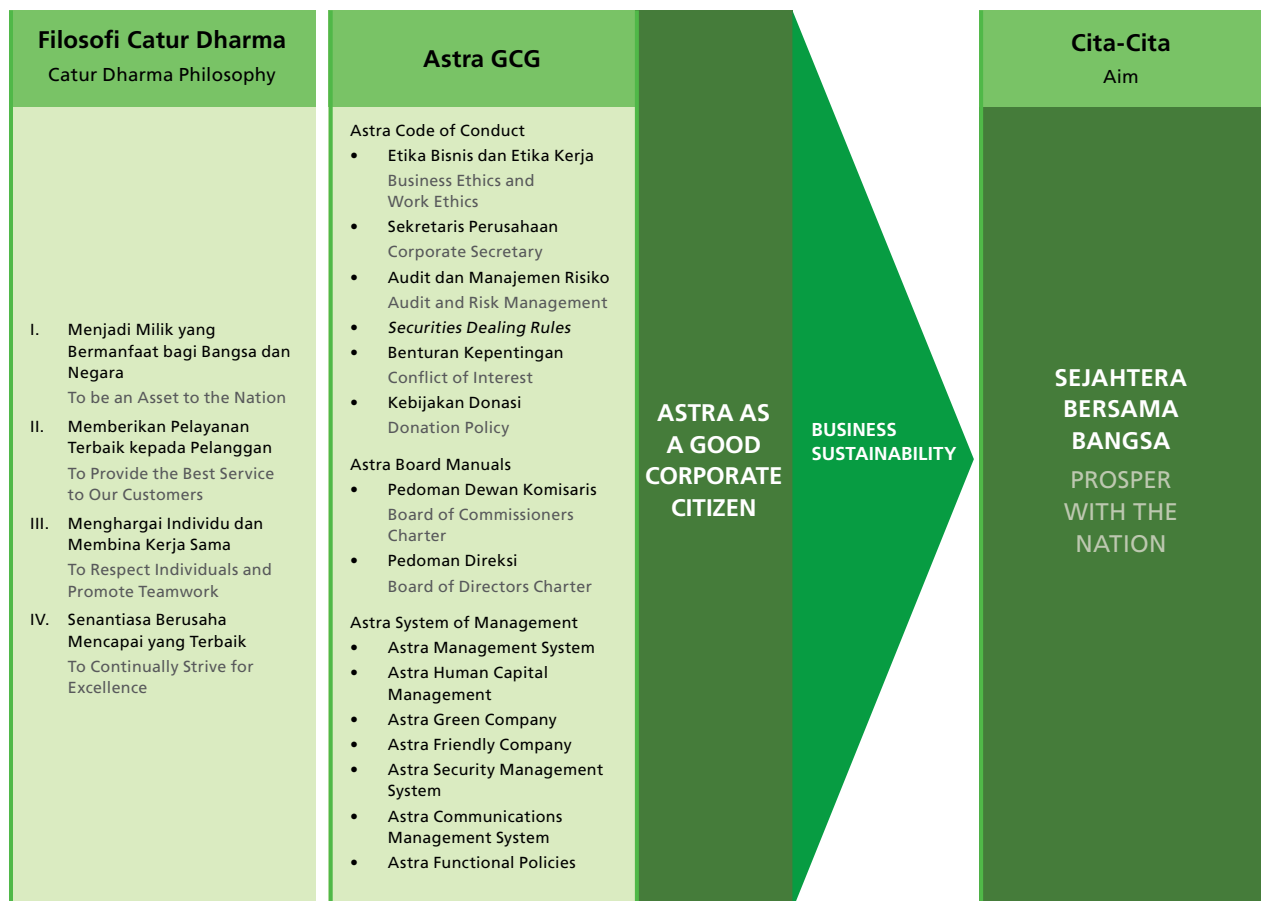
Astra strengthens its commitment to good corporate governance by upholding the Catur Dharma philosophy as the foundation for ensuring compliance, integrity, and accountability across all aspects of the Company's management.

Tata Kelola Perusahaan dan Kepatuhan

Corporate Governance and Compliance

Astra menempatkan tata kelola perusahaan yang baik sebagai fondasi dalam menjaga keberlanjutan pertumbuhan sekaligus menavigasi arah strategis Perseroan di tengah berbagai dinamika serta tantangan. Penerapan tata kelola Perseroan berpedoman pada Astra Good Corporate Governance, yang merupakan panduan bagi insan Astra dalam bersikap dan berperilaku secara pantas, sesuai dengan filosofi Astra, Catur Dharma. Pada tahun 2025, Perseroan melaksanakan sejumlah inisiatif penerapan tata kelola, antara lain penguatan sosialisasi Astra Code of Conduct melalui pengembangan *platform e-learning* dan meningkatkan pemantauan tingkat pemahaman peserta, peninjauan dan penyempurnaan terhadap kebijakan internal terkait batasan kewenangan, penguatan kebijakan dan prosedur internal terkait perlindungan data pribadi serta melaksanakan *awareness program* melalui pelaksanaan *Personal Data Protection Conference*, serta peningkatan kualitas keterbukaan informasi dalam Laporan Tahunan. Dengan tata kelola yang terus diperkuat, Astra berupaya menjalankan bisnis secara bertanggung jawab dan terus berkomitmen untuk memberikan manfaat yang lebih luas serta berkelanjutan bagi para pemangku kepentingan.

Astra places good corporate governance as the foundation for sustaining growth while navigating the Company's strategic direction amid various dynamics and challenges. The implementation of Company's governance refers to Astra Good Corporate Governance, which serves as a guideline for Astra employees to act and behave appropriately, in line with Astra's philosophy, Catur Dharma. In 2025, the Company implemented several initiatives to strengthen governance practices, including enhancing the dissemination of Astra Code of Conduct through the development of an e-learning platform and improving monitoring of participants' level of understanding, reviewing and refining internal policies related to authority limits, strengthening internal policies and procedures related to personal data protection, conducting awareness programs through the Personal Data Protection Conference, and improving the quality of information disclosure in the Annual Report. Through strengthened governance, Astra strives to conduct its business responsibly and remains committed to delivering broader and sustainable value to its stakeholders.



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, Anggaran Dasar, dan peraturan perundang-undangan yang berlaku, serta dengan memperhatikan prinsip-prinsip Astra GCG.

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) serves as a forum for shareholders to appoint members of the Board of Directors and the Board of Commissioners, approve the Annual Financial Statements, ratify the Annual Report, determine the use of net profit, and approve amendments to the Articles of Association and restructuring. The Board of Commissioners carries out a 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 Company's Board of Commissioners oversees the management policies established by the Board of Directors, and supervises and provides advice to the Board of Directors in the conduct of management, in accordance with the Board of Commissioners' Charter, the Company's Articles of Association, and prevailing laws and regulations, with due regard to Astra GCG.

Pengangkatan dan pemberhentian Dewan Komisaris dilakukan dan disetujui oleh RUPS. Dalam penetapan komposisinya, anggota Dewan Komisaris telah melalui proses nominasi dan seleksi yang mencerminkan keberagaman dari sisi keterwakilan pemegang saham, usia, gender, keahlian, pengalaman kerja, latar belakang pendidikan, hingga kompetensi pada aspek-aspek keberlanjutan.

GRI 2-10

Pada tahun 2025, Perseroan memiliki tiga Komisaris Independen dari total sepuluh anggota Dewan Komisaris. Seluruh anggota Dewan Komisaris telah membuat surat pernyataan sesuai ketentuan Otoritas Jasa Keuangan (OJK) dan tidak ada yang merangkap jabatan sebagai Direksi di Perseroan.

GRI 2-11

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

Direksi

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

GRI 2-10

Direksi Perseroan memiliki keahlian dan kemampuan yang mendukung peran pengelolaan dan pengawasan isu keberlanjutan, termasuk dalam pengembangan strategi, manajemen risiko keberlanjutan, serta pengambilan keputusan yang mempertimbangkan aspek lingkungan, sosial, dan tata kelola.

The appointment and dismissal of members of the Board of Commissioners are carried out and approved by the GMS. In determining its composition, members of the Board of Commissioners undergo a nomination and selection process that reflects diversity in terms of shareholder representation, age, gender, expertise, work experience, educational background, as well as competencies in sustainability-related aspects.

GRI 2-10

In 2025, the Company had three Independent Commissioners out of a total of ten members of the Board of Commissioners. All members of the Board of Commissioners have submitted statements of compliance in accordance with the requirements of the Financial Services Authority (OJK), and none hold concurrent positions as members of the Company's Board of Directors.

GRI 2-11

To assist its oversight function, the Board of Commissioners established specialized committees, namely the Executive Committee, the 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 the Company's objectives and purposes, the Board of Directors' Guidelines, the Articles of Association, laws and regulations, and with due regard to the principles of the General Meeting of Shareholders' approval and having undergone a nomination and selection process that reflects diversity in terms of shareholder representation, age, gender, expertise, work experience, educational background, and competence in sustainability aspects.

GRI 2-10

The Company's Board of Directors has the expertise and capabilities to support the management and oversight of sustainability issues, including in strategy development, sustainability risk management, and decision-making that takes into account environmental, social, and governance aspects.

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 2025

Tenure in the Same Position until 2025

5 tahun 6 bulan | 5 years 6 months

Jabatan di Perseroan atau Institusi Lain, antara lain:

Positions in Other Companies or Institutions:

- 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 2025

Tenure in the Same Position until 2025

7 tahun 11 bulan | 7 years 11 months

Jabatan di Perseroan atau Institusi Lain, antara lain:

Positions in Other Companies or Institutions:

- Presiden Komisaris Independen PT Mitra Adiperkasa Tbk
Independent 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)
- Penasihat Senior Grup Gajah Tunggal
Senior Advisor, Gajah Tunggal Group



**Apinont
Suchewaboripont**

Komisaris Independen
Independent Commissioner

Jenis Kelamin

Gender

Pria | Male

Lama Masa Jabatan di Posisi yang Sama hingga Tahun 2025

Tenure in the Same Position until 2025

5 tahun 6 bulan | 5 years 6 months

Jabatan di Perseroan atau Institusi Lain, antara lain:

Positions in Other Companies or Institutions:

- Executive Advisor Manufacturing Group Toyota Motor Asia (Thailand)
Executive Advisor of Manufacturing Group, Toyota Motor Asia (Thailand)



**Muliaman
Darmansyah Hadad**

Komisaris Independen
Independent Commissioner

Jenis Kelamin

Gender

Pria | Male

Lama Masa Jabatan di Posisi yang Sama hingga Tahun 2025

Tenure in the Same Position until 2025

2 tahun 4 bulan | 2 years 4 months

Jabatan di Perseroan atau Institusi Lain, antara lain:

Positions in Other Companies or Institutions:

- Komisaris Utama merangkap sebagai Komisaris Independen PT Bank Syariah Indonesia Tbk
President Commissioner concurrently serving as Independent Commissioner, PT Bank Syariah Indonesia Tbk
- Wakil Ketua Dewan Pengawas Danantara Indonesia
Vice Chairman, Supervisory Board of Danantara Indonesia



**Anthony John
Liddell Nightingale**

Komisaris
Commissioner

Jenis Kelamin
Gender

Pria | Male

**Lama Masa Jabatan di Posisi
yang Sama hingga Tahun 2025**

Tenure in the Same Position until 2025

25 tahun 7 bulan | 25 years 7 months

Jabatan di Perseroan atau Institusi Lain, antara lain:

Positions in Other Companies or Institutions:

- **Direktur Non-Eksekutif Vitasoy International Holdings Limited dan Shui On Land Limited**
Non-Executive Director, Vitasoy International Holdings Limited and Shui On Land Limited
- **Direktur Matheson & Co Limited**
Director, Matheson & Co 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 2025**

Tenure in the Same Position until 2025

18 tahun 7 bulan | 18 years 7 months

Jabatan di Perseroan atau Institusi Lain, antara lain:

Positions in Other Companies or Institutions:

- **Executive Chairman Jardine Matheson Holdings Limited**
Executive Chairman, Jardine Matheson Holdings Limited
- **Chairman Mandarin Oriental International Limited**
Chairman, Mandarin Oriental International Limited
- **Chairman Group Sustainability Leadership Council Jardine Matheson Holdings Group**
Chairman, Group Sustainability Leadership Council Jardine Matheson Holdings Group



Stephen Patrick Gore

Komisaris
Commissioner

Jenis Kelamin
Gender

Pria | Male

**Lama Masa Jabatan di Posisi
yang Sama hingga Tahun 2025**

Tenure in the Same Position until 2025

6 tahun 8 bulan | 6 years 8 months

Jabatan di Perseroan atau Institusi Lain, antara lain:

Positions in Other Companies or Institutions:

- **Group Director dan Chief Investment Officer Jardine Matheson Limited**
Group Director and Chief Investment Officer, Jardine Matheson Limited
- **Group Director Jardine Cycle & Carriage Limited**
Group Director, Jardine Cycle & Carriage Limited



**Benjamin
Herrenden Birks**

Komisaris
Commissioner

Jenis Kelamin
Gender

Pria | Male

**Lama Masa Jabatan di Posisi
yang Sama hingga Tahun 2025**

Tenure in the Same Position until 2025

5 tahun 6 bulan | 5 years 6 months

Jabatan di Perseroan atau Institusi Lain, antara lain:

Positions in Other Companies or Institutions:

- **Group Managing Director Jardine Cycle & Carriage Limited**
Group Managing Director, Jardine Cycle & Carriage Limited
- **Komisaris PT United Tractors Tbk**
Commissioner, PT United Tractors Tbk
- **Chairman MINDSET, lembaga nonprofit terdaftar dari Jardine Matheson Singapura**
Chairman MINDSET, non-profit organization of Jardine Matheson in Singapore



Lincoln Lin Feng Pan

Komisaris
Commissioner

Jenis Kelamin

Gender

Pria | Male

**Lama Masa Jabatan di Posisi
yang Sama hingga Tahun 2025**

Tenure in the Same Position until 2025

1 bulan | 1 month

Jabatan di Perseroan atau Institusi Lain, antara lain:

Positions in Other Companies or Institutions:

- **CEO Jardine Matheson Holdings Limited**
CEO, Jardine Matheson Holdings Limited
- **Chair DFI Retail**
Chair, DFI Retail
- **Direktur Hongkong Land**
Director, Hongkong Land



Lee Liang Whye

Komisaris
Commissioner

Jenis Kelamin

Gender

Pria | Male

**Lama Masa Jabatan di Posisi
yang Sama hingga Tahun 2025**

Tenure in the Same Position until 2025

1 bulan | 1 month

Jabatan di Perseroan atau Institusi Lain, antara lain:

Positions in Other Companies or Institutions:

- **Group Finance Director Jardine Cycle & Carriage Limited**
Group Finance Director, Jardine Cycle & Carriage Limited

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 2025

Tenure in the Same Position until 2025

5 tahun 6 bulan | 5 years 6 months

Eksekutif/Noneksekutif | Executive/Non-Executive:

Eksekutif | Executive

Jabatan di Perseroan atau Institusi Lain, antara lain:

Positions in Other Companies or Institutions:

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

Composition of the Board of Directors

GRI 2-9



Rudy

Wakil Presiden Direktur
Vice President Director

Jenis Kelamin

Gender

Pria | Male

Lama Masa Jabatan di Posisi yang Sama hingga Tahun 2025

Tenure in the Same Position until 2025

7 bulan | 7 months

Eksekutif/Noneksekutif | Executive/Non-Executive:

Eksekutif | Executive

Jabatan di Perseroan atau Institusi Lain, antara lain:

Positions in Other Companies or Institutions:

- Presiden Komisaris PT Sedaya Multi Investama, PT Federal International Finance, dan PT Astra Sedaya Finance
President Commissioner, PT Sedaya Multi Investama, PT Federal International Finance, and PT Astra Sedaya Finance
- Wakil Presiden Komisaris PT United Tractors Tbk dan PT Toyota Astra Financial Services
Vice President Commissioner, PT United Tractors Tbk and PT Toyota Astra Financial Services
- Komisaris PT Pamapersada Nusantara, PT Astra Tol Nusantara, PT Astra Nusa Perdana, PT Toyota-Astra Motor, PT Menara Astra, PT Astra Daihatsu Motor, dan PT Asuransi Astra Buana
Commissioner, PT Pamapersada Nusantara, PT Astra Tol Nusantara, PT Astra Nusa Perdana, PT Toyota-Astra Motor, PT Menara Astra, PT Astra Daihatsu Motor, and PT Asuransi Astra Buana



Gidion Hasan

Direktur
Director

Jenis Kelamin

Gender

Pria | Male

Lama Masa Jabatan di Posisi yang Sama hingga Tahun 2025

Tenure in the Same Position until 2025

9 tahun 8 bulan | 9 years 8 months

Eksekutif/Noneksekutif | Executive/Non-Executive:

Eksekutif | Executive

Jabatan di Perseroan atau Institusi Lain, antara lain:

Positions in Other Companies or Institutions:

- Presiden Komisaris PT Astra Otoparts Tbk, PT UD Astra Motor Indonesia, PT Serasi Autoraya, dan PT Isuzu Astra Motor Indonesia, PT Astra Digital Mobil, dan PT Jakarta Pakar Kardia
President Commissioner, PT Astra Otoparts Tbk, PT UD Astra Motor Indonesia, PT Serasi Autoraya, PT Isuzu Astra Motor Indonesia, PT Astra Digital Mobil, and PT Jakarta Pakar Kardia
- Wakil Presiden Komisaris PT Astra Daihatsu Motor
Vice President Commissioner, PT Astra Daihatsu Motor
- Komisaris PT Astra Sedaya Finance, PT Menara Astra, PT Medikaloka Hermina Tbk, dan PT Polinasi Iddea Investama
Commissioner, PT Astra Sedaya Finance, PT Menara Astra, PT Medikaloka Hermina Tbk, and PT Polinasi Iddea Investama



Henry Tanoto

Direktur
Director

Jenis Kelamin

Gender

Pria | Male

Lama Masa Jabatan di Posisi yang Sama hingga Tahun 2025

Tenure in the Same Position until 2025

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:

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

**Santosa**Direktur
Director**Jenis Kelamin**
Gender**Pria | Male****Lama Masa Jabatan di Posisi yang Sama hingga Tahun 2025**

Tenure in the Same Position until 2025

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:

- Presiden Komisaris PT Astra Agro Lestari Tbk, PT Astra Tol Nusantara, PT Astra Nusa Perdana, dan PT Astra Graphia Tbk
President Commissioner, PT Astra Agro Lestari Tbk, PT Astra Tol Nusantara, PT Astra Nusa Perdana, and PT Astra Graphia Tbk
- Komisaris PT Astra Digital Internasional
Commissioner, PT Astra Digital Internasional

**Gita Tiffani Boer**Direktur
Director**Jenis Kelamin**
Gender**Wanita | Female****Lama Masa Jabatan di Posisi yang Sama hingga Tahun 2025**

Tenure in the Same Position until 2025

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:

- Presiden Komisaris PT Arya Kharisma
President Commissioner, PT Arya Kharisma
- Komisaris PT United Tractors Tbk, PT Astra Healthcare Indonesia, dan PT Astra Sehat Nusantara
Commissioner, PT United Tractors Tbk, PT Astra Healthcare Indonesia, and PT Astra Sehat Nusantara

**FXL Kesuma**Direktur
Director**Jenis Kelamin**
Gender**Pria | Male****Lama Masa Jabatan di Posisi yang Sama hingga Tahun 2025**

Tenure in the Same Position until 2025

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:

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

**Hamdani
Dzulkarnaen Salim**Direktur
Director**Jenis Kelamin**
Gender**Pria | Male****Lama Masa Jabatan di Posisi yang Sama hingga Tahun 2025**

Tenure in the Same Position until 2025

3 tahun 8 bulan | 3 years 8 months**Eksekutif/Noneksekutif | Executive/Non-Executive:**

Eksekutif | Executive

Jabatan di Perseroan atau Institusi Lain, antara lain:

Positions in Other Companies or Institutions:

- 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
- Presiden Direktur PT Astra Otoparts Tbk
President Director, PT Astra Otoparts Tbk



**Thomas Junaedi
Alim. W**
Direktur
Director

Jenis Kelamin
Gender

Pria | Male

**Lama Masa Jabatan di Posisi
yang Sama hingga Tahun 2025**

Tenure in the Same Position until 2025

1 tahun 8 bulan | 1 year 8 months

Eksekutif/Noneksekutif | Executive/Non-Executive:

Eksekutif | Executive

Jabatan di Perseroan atau Institusi Lain, antara lain:

Positions in Other Companies or Institutions:

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



Hsu Hai Yeh
Direktur
Director

Jenis Kelamin
Gender

Wanita | Female

**Lama Masa Jabatan di Posisi
yang Sama hingga Tahun 2025**

Tenure in the Same Position until 2025

1 bulan | 1 month

Eksekutif/Noneksekutif | Executive/Non-Executive:

Eksekutif | Executive

Jabatan di Perseroan atau Institusi Lain, antara lain:

Positions in Other Companies or Institutions:

- **Komisaris PT Pamapersada Nusantara**
Commissioner, PT Pamapersada Nusantara
- **Direktur Refrigeration Electrical Engineering Corporation**
Director, Refrigeration Electrical Engineering Corporation

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 setiap tahun buku, baik secara kolektif maupun individu, dengan menggunakan metode penilaian yang berlaku di Perseroan. Pada tahun 2025, Komite Nominasi dan Remunerasi juga telah melaksanakan dan mengoordinasikan penilaian diri (*self-assessment*) oleh masing-masing anggota Direksi atas kinerja Direksi secara keseluruhan. Hasil penilaian ini digunakan sebagai dasar dalam menyusun rekomendasi terkait komposisi Dewan Komisaris dan Direksi untuk periode selanjutnya.

Evaluasi Kinerja Operasional dan Keberlanjutan Astra

GRI 2-23, 2-24

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

Dalam rangka memantau keselarasan strategi keberlanjutan, Direksi melakukan evaluasi kinerja anak perusahaan melalui *Corporate Review* sedikitnya tiga kali setahun. Evaluasi ini mencakup aspek operasional, finansial, dan SDM, serta aspek ESG yang telah menjadi bagian dari penilaian kinerja Perseroan dan manajemen puncak Astra sejak tahun 2023.

Kebijakan Remunerasi

GRI 2-19, 2-20

Perseroan memiliki kebijakan remunerasi di setiap level organisasi untuk memberikan penghargaan sesuai jabatan serta insentif yang mendorong pencapaian kinerja terbaik. Kebijakan ini juga diterapkan dalam penentuan remunerasi Dewan Komisaris dan Direksi, yang secara umum ditetapkan dengan mempertimbangkan:

Performance Evaluation of Governance Bodies

GRI 2-18

The performance evaluation of Astra's highest governance bodies, namely the Board of Commissioners and the Board of Directors, is conducted internally by the Nomination and Remuneration Committee. Performance assessments of the Board of Commissioners and the Board of Directors are carried out annually for each financial year, both collectively and individually, using the Company's assessment methodologies. In 2025, the Nomination and Remuneration Committee also conducted and coordinated a self-assessment by each member of the Board of Directors on the overall performance of the Board of Directors. The results of these evaluations are used as the basis for formulating recommendations regarding the composition of the Board of Commissioners and the Board of Directors for the next period.

Evaluation of Astra's Operational and Sustainability Performance

GRI 2-23, 2-24

Astra Group holds the Leadership Forum annually in the third quarter to formulate both long-term and short-term business plans. The results of the Forum are summarized in the President Letter, which is delivered by the President Director and the Board of Directors to leaders, division heads, and key personnel across Astra. The President Letter serves as a strategic and policy guideline for Astra Group.

To monitor the alignment of its sustainability strategy, the Board of Directors evaluates the performance of subsidiaries through Corporate Reviews conducted at least three times a year. The evaluation encompasses operational, financial, and human capital aspects, as well as ESG considerations, which have been integrated into the performance assessment of the Company and Astra's top management since 2023.

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. Remunerasi yang berlaku pada industri lain dengan kegiatan usaha dan/atau skala usaha sejenis;
2. Tugas, tanggung jawab, wewenang, target, dan kinerja masing-masing anggota Dewan Komisaris dan Direksi; dan
3. Keseimbangan antara tunjangan tetap dan variabel, dengan tetap memperhatikan kemampuan Perseroan dan kondisi pasar.

Pada tahap awal proses penetapan remunerasi, Komite Nominasi dan Remunerasi menyusun rekomendasi dan usulan remunerasi bagi anggota Dewan Komisaris dan Direksi dengan mempertimbangkan praktik terbaik serta masukan dari konsultan remunerasi independen. Konsultan tersebut bersifat independen dan tidak memiliki hubungan dengan Perseroan, badan tata kelola tertinggi, maupun eksekutif senior.

Usulan remunerasi kemudian disampaikan kepada Dewan Komisaris untuk selanjutnya diajukan dalam RUPS Tahunan guna memperoleh persetujuan pemegang saham. Struktur remunerasi Direksi Perseroan terdiri atas gaji, tantiem, dan tunjangan lainnya, sedangkan remunerasi Dewan Komisaris terdiri atas honorarium dan tunjangan lainnya. Informasi lebih rinci mengenai persetujuan dan hasil voting, serta rasio kompensasi total tahunan disajikan dalam Laporan Tahunan PT Astra International Tbk 2025.

GRI 2-20, 2-21

Manajemen Risiko

Dalam mewujudkan sistem manajemen risiko yang efektif, Astra memiliki Grup Risk Advisory (GRA) yang berperan membantu manajemen menjalankan kerangka kerja *Enterprise Risk Management* (ERM) sesuai dengan profil risiko dan kebutuhan masing-masing lini bisnis. GRA melakukan kajian atas risiko utama yang diidentifikasi oleh unit bisnis, termasuk risiko keberlanjutan dan isu signifikan terkait pengendalian internal.

Dalam proses penilaian risiko, GRA menggunakan Risk Library Astra (Taksonomi Risiko) dan melakukan analisis guna menyusun profil risiko yang komprehensif. Tingkat risiko dinilai berdasarkan kombinasi kemungkinan dan dampak dalam jangka pendek (≤ 12 bulan) dan jangka menengah (1–3 tahun), dengan mempertimbangkan batas toleransi risiko. Hasil konsolidasi risiko tersebut disampaikan kepada Direksi dan Komite Audit sebagai dasar pengambilan keputusan dan pengawasan.

SEOJK E.3

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

At the initial stage of the remuneration determination process, the Nomination and Remuneration Committee formulates recommendations and proposals regarding the remuneration of members of the Board of Commissioners and the Board of Directors, taking into consideration best practices and input from an independent remuneration consultant. The consultant is independent and has no affiliation with the Company, the highest governance body, or senior executives.

The proposed remuneration is subsequently submitted to the Board of Commissioners and then presented at the Annual GMS for approval. The remuneration structure for the Board of Directors consists of salary, tantiem, and other benefits, while the remuneration structure for the Board of Commissioners comprises honorarium and other benefits. Further detailed information regarding approvals and voting results, as well as the annual total compensation ratio, are disclosed in the 2025 Annual Report of PT Astra International Tbk.

GRI 2-20, 2-21

Risk Management

To support the implementation of an effective risk management system, Astra's Risk Advisory Group (GRA) assists management in applying the Enterprise Risk Management (ERM) framework in line with the risk profile and specific needs of each business line. GRA conducts assessments of key risks identified by business units, including sustainability-related risks and significant issues related to internal control.

In the risk assessment process, GRA uses Astra Risk Library (Risk Taxonomy) and conducts analysis to develop a comprehensive risk profile. Risk levels are assessed based on a combination of likelihood and impact over the short term (≤ 12 months) and the medium term (1–3 years), taking into account defined risk tolerance limits. The consolidated risk assessment results are reported to the Board of Directors and the Audit Committee to support decision-making and oversight.

SEOJK E.3

Sebagai bagian dari pengawasan berkelanjutan, Direksi dan manajemen secara berkala mengkaji laporan konsolidasi risiko utama yang disusun oleh GRA, yang memuat identifikasi risiko yang berpotensi memengaruhi Grup, penilaian dampaknya terhadap bisnis Astra, serta hasil evaluasi atas penerapan pengendalian internal. Laporan ini juga mencakup rekomendasi tindakan mitigasi yang diperlukan, termasuk pandangan dan arahan atas risiko yang dapat menimbulkan dampak jangka pendek maupun risiko *emerging* pada periode mendatang. Peninjauan eksposur risiko Perusahaan dilakukan setiap triwulan.

SEOJK E.3

Dengan menggunakan perspektif keberlanjutan, Astra mengidentifikasi risiko keberlanjutan sebagai risiko yang muncul dari potensi dampak fisik akibat peristiwa cuaca ekstrem, serta risiko transisi menuju ekonomi rendah karbon seiring dengan meningkatnya inisiatif nasional dan global dalam menghadapi perubahan iklim. Sebagai langkah konkret, Astra telah mengembangkan kerangka keberlanjutan yang bertujuan memperkuat tata kelola sekaligus memandu penyusunan strategi keberlanjutan secara menyeluruh. Sejalan dengan upaya tersebut, risiko terkait perubahan iklim dan risiko keberlanjutan diidentifikasi dan dicantumkan ke dalam *risk library* Astra. Astra menilai risiko terkait perubahan iklim setiap semester melalui *Climate Change Risk Register* (CRR) yang kemudian digunakan sebagai *driver* untuk memantau profil risiko serta pelaksanaan aksi mitigasi dan adaptasi perubahan iklim secara berkelanjutan.

GRI 2-24

Dalam pengelolaan risiko terkait perubahan iklim, Astra melakukan analisis berbasis *Task Force on Climate-Related Financial Disclosures* (TCFD) dan *International Financial Reporting Standards* (IFRS) S2 – *Climate-related Disclosures* yang mencakup aspek tata kelola, strategi, manajemen risiko, serta metrik dan target. Analisis ini menjadi dasar penguatan kebijakan dan proses pengelolaan risiko iklim, sekaligus mendukung upaya mitigasi dan adaptasi terhadap dampak perubahan iklim. Informasi lebih lanjut mengenai manajemen risiko iklim disajikan pada Bab "Ketahanan Iklim" dalam Laporan Keberlanjutan ini.

As part of ongoing oversight, the Board of Directors and management periodically review consolidated reports on key risks prepared by GRA, which include the identification of risks with the potential to affect the Group, assessments of their impacts on Astra's business, and the results of evaluations of the effectiveness of internal controls. The reports also include recommended mitigation actions, as well as perspectives and guidance on risks that may give rise to short-term impacts and emerging risks in future periods. The review of the Company's risk exposure is conducted every quarter.

SEOJK E.3

From a sustainability perspective, Astra identifies sustainability risks as risks arising from potential physical impacts of extreme weather events, as well as transition risks associated with the shift toward a low-carbon economy in line with increasing national and global initiatives to address climate change. As a concrete step, Astra developed a sustainability framework aimed at strengthening governance while guiding the formulation of a comprehensive sustainability strategy. In line with these efforts, climate-related and broader sustainability risks are identified and incorporated into Astra risk library. Astra assesses climate-related risks on a semi-annual basis through the *Climate Change Risk Register* (CRR), which serves as a key driver for monitoring the risk profile and overseeing the implementation of climate mitigation and adaptation measures on an ongoing basis.

GRI 2-24

In managing risks related to climate change, Astra conducts an analysis based on the *Task Force on Climate-related Financial Disclosures* (TCFD) and *International Financial Reporting Standards* (IFRS) S2 – *Climate-related Disclosures*, covering governance, strategy, risk management, and metrics and targets. This analysis serves as the basis for strengthening climate risk management policies and processes, while also supporting mitigation and adaptation efforts in response to the impacts of climate change. Further information on climate risk management is presented in "Climate Resilience" Chapter of this Sustainability Report.

Selain itu, Perseroan secara aktif meningkatkan kompetensi sumber daya manusia di bidang manajemen risiko melalui program pelatihan manajemen risiko, yang diikuti oleh unit-unit terkait, termasuk GRA sebagai peserta. Program pelatihan ini bertujuan untuk memperkuat pemahaman terhadap kerangka ERM, proses identifikasi dan pengelolaan risiko, serta peran masing-masing fungsi dalam mendukung penerapan manajemen risiko yang konsisten dan berkelanjutan di seluruh organisasi.

In addition, the Company actively enhances human capital competencies in risk management through risk management training programs participated by relevant units, including GRA as participant. These training programs aim to strengthen understanding of the ERM framework, risk identification and management processes, and the roles of respective functions in supporting the consistent and sustainable implementation of risk management across the organization.



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, Catur Dharma, khususnya nilai Catur Dharma yang pertama dan utama, yaitu “Menjadi Milik yang Bermanfaat bagi Bangsa dan Negara”, dengan tetap memperhatikan prinsip-prinsip tata kelola perusahaan yang baik.

Astra Code of Conduct memuat hal-hal sebagai berikut:

1. Etika Bisnis dan Etika Kerja, yaitu pedoman bagi:
 - a. Perseroan (termasuk Direktur, Komisaris, dan karyawan) dalam berhubungan dengan lingkungan internal maupun eksternal; dan
 - b. Direktur, Komisaris, dan karyawan 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, dan karyawan emiten membeli atau menjual efek emiten, kecuali memenuhi persyaratan yang ditetapkan. Pedoman ini dibuat untuk melindungi Komisaris, Direktur, karyawan, dan Perseroan dari potensi pelanggaran ketentuan tersebut.
5. Pedoman Benturan Kepentingan
6. Kebijakan Donasi

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

Sosialisasi Kode Etik

Sejak tahun 2015, sosialisasi Astra Code of Conduct telah dilakukan baik di level pusat maupun lini-lini bisnis dan operasional.

Pada tahun ini, Perseroan memperkuat program sosialisasi tersebut melalui pengembangan *platform e-learning* Astra Code of Conduct yang dilengkapi dengan materi pembelajaran yang lebih interaktif dan mudah dipahami. Selain itu, di *platform e-learning* tersebut, Perseroan juga melakukan pemantauan tingkat pemahaman (*awareness monitoring*) peserta melalui penyusunan kuesioner yang lebih relevan dengan kondisi terkini.

Code of Conduct

GRI 2-23, 2-24

The Company's Code of Conduct, namely Astra Code of Conduct, which is part of Astra GCG and is structured based on the Company's philosophy, Catur Dharma, particularly the first and foremost value, “To Be an Asset to the Nation”, with due observation to good corporate governance principles.

Astra Code of Conduct sets forth the following matters:

1. Business Ethics and Work Ethics, which represent guidelines for:
 - a. The Company (including Directors, Commissioners, and Employees of the Company) in interacting with its surroundings, both internal and external; and
 - b. 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 the issuer themselves from potential violations of the law.
5. Conflict of Interest Guidelines
6. Donation Policy

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

Socialization Code of Conduct

Since 2015, the dissemination of Astra Code of Conduct has been carried out at both the corporate and business line and operational levels.

This year, the Company strengthened its socialization program by developing Astra Code of Conduct e-learning platform, which is equipped with more interactive and easy-to-understand learning materials. In addition, through the e-learning platform, the Company also monitors participants' level of understanding (*awareness monitoring*) by developing questionnaires that are more relevant to current conditions.

Keterlibatan dalam Kegiatan Politik

Astra memiliki kebijakan untuk tidak memberikan kontribusi dana terkait kegiatan politik. Oleh karenanya, tidak ada kontribusi pemberian dana terkait kegiatan politik yang dilakukan Astra pada tahun 2025.

Berdasarkan Pedoman Kebijakan Donasi dalam Astra Code of Conduct, Astra memprioritaskan pemberian donasi di bidang atau kegiatan yang terkait dengan bencana alam, pendidikan, kesehatan, dan lingkungan hidup.

Kepatuhan dan Sanksi Pelanggaran Kode Etik

Secara keseluruhan, pedoman perilaku yang tertuang dalam Astra Code of Conduct telah dilaksanakan dengan baik oleh Perseroan. Penyimpangan yang dilakukan akan dikenakan sanksi sesuai dengan kebijakan Perseroan yang telah ditetapkan.

Sistem Pelaporan Pelanggaran

GRI 2-26

Perseroan memiliki unit-unit kerja yang bertugas dan menjalankan fungsi pengawasan dan pemeriksaan. Salah satu di antaranya Grup Internal Audit yang menjalankan mekanisme kerja untuk menerima laporan pelanggaran kode etik Perseroan berindikasi kecurangan (*fraud*). Sementara itu, bentuk-bentuk laporan pelanggaran lainnya dapat 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.

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 2025, Perseroan, anak perusahaan, serta anggota Dewan Komisaris dan/atau Direksi tidak terlibat dalam sengketa hukum di pengadilan yang bersifat material bagi Perseroan.

Selain itu, sepanjang tahun 2025, Perseroan serta anggota Dewan Komisaris dan/atau Direksi juga tidak menerima sanksi administratif dari otoritas pasar modal maupun otoritas lainnya yang berpotensi menimbulkan dampak material terhadap kinerja keuangan Perseroan.

Involvement in Political Activities

Astra has a policy of no financial contributions to political activities. As such, no financial contribution was made by Astra in 2025 related to political activities.

In accordance with the Donation Policy Guidelines set out in Astra Code of Conduct, Astra prioritizes donations in areas or activities related to natural disaster relief, education, healthcare, and environmental.

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.

Whistleblowing System

GRI 2-26

The Company has dedicated units responsible for carrying out oversight and audit functions. One of these is the Internal Audit Group, which applies mechanisms to receive reports of violations of the Company's Code of Conduct that indicate potential fraud. Other types of violation reports could be submitted to the Chief of Corporate Human Capital Development and the Chief of Group Legal. The Company reviews all reports received and takes necessary actions accordingly. In addition, the Company implements corrective measures as deemed necessary to prevent the recurrence of similar violations.

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 2025, the Company, its subsidiaries, members of the Board of Commissioners and/or members of the Board of Directors of the Company were not involved in any legal proceedings in court deemed material to the Company.

In addition, throughout 2025, neither the Company, the Board of Commissioners, nor the Board of Directors were subject to administrative sanctions from capital market authorities or other authorities that could have a material impact on the Company's financial performance.

Menghormati dan Menjunjung Tinggi Hak Asasi Manusia

GRI 2-23, 2-24

Perseroan senantiasa berkomitmen untuk menjunjung tinggi Hak Asasi Manusia (HAM), yang dibuktikan melalui kebijakan serta penerapan aturan-aturan manajemen Perseroan. Penerapan aturan tersebut sejalan dengan amanat Undang-Undang No. 39 Tahun 1999 tentang Hak Asasi Manusia, yang mencakup 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 untuk turut serta dalam pemerintahan, serta hak perempuan dan anak.

Komitmen Astra dalam menjunjung tinggi HAM juga tercantum dalam Peraturan Perusahaan (PP) dan Perjanjian Kerja Bersama (PKB) yang mencakup seluruh karyawan tanpa terkecuali. Sosialisasi rutin dilakukan agar seluruh insan Astra memahami tujuan dan komitmen Perseroan terhadap HAM. Sosialisasi ini menjadi bagian dari upaya membangun hubungan industrial yang harmonis, dengan tujuan, antara lain:

1. Memperjelas hak dan kewajiban pengusaha, serikat pekerja, dan karyawan;
2. Mengatur syarat-syarat kerja dan kondisi kerja;
3. Menciptakan dan memperteguh hubungan industrial yang harmonis dalam lingkungan kerja;
4. Mengatur cara-cara penyelesaian perbedaan pendapat; dan
5. Meningkatkan produktivitas karyawan.

Astra menerapkan prinsip kesetaraan dan non-diskriminasi dalam seluruh aktivitas bisnis dan interaksi dengan mitra bisnis, pemasok, pelanggan, serta masyarakat dengan memastikan seluruh interaksi bisnis dilakukan tanpa membedakan suku, ras, agama, golongan, maupun gender.

Kebijakan Anti-Fraud dan Antikorupsi

GRI 205-2

Perseroan dengan tegas menolak tindakan curang (*fraud*) dan korupsi. Komitmen ini dituangkan dalam Kebijakan *Anti-Fraud* dan Antikorupsi yang berlaku bagi seluruh karyawan, Direksi, dan Dewan Komisaris Astra. Kebijakan tersebut bertujuan memberikan panduan pencegahan tindakan curang dan korupsi, termasuk segala bentuk upaya memperkaya diri sendiri atau pihak lain yang dapat merugikan keuangan Perseroan dan/atau negara, serta tindakan lain yang bertentangan dengan peraturan perundang-undangan pemberantasan tindak pidana korupsi, termasuk *facilitating payment*.

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, the right to form a family and procreate, the right to self-development, the right to justice, the right to personal liberty, the right to security, the right to well-being, the right to participate in governance, as well as the rights of women and children.

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 socialization is conducted to ensure that all Astra employees understand the Company's human rights commitments. This socialization forms part of efforts to foster harmonious industrial relations, with the following objectives:

1. Clarifying the rights and obligations of employers, labor unions, and employees;
2. Regulating employment terms and working conditions;
3. Foster and strengthen harmonious industrial relations within the workplace;
4. Establish mechanisms for resolving differences of opinion; and
5. Improve employee productivity.

Astra applies principles of equality and non-discrimination across all business activities and interactions with business partners, suppliers, customers, and communities by ensuring that all business engagements are conducted without distinction based on ethnicity, race, religion, social group, or gender.

Anti-Fraud and Anti-Corruption Policy

GRI 205-2

The Company stands firmly against fraud and corruption. This commitment is reflected in the Company's Anti-Fraud and Anti-Corruption Policy that 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 are detrimental to the finances of the Company and/or the state, along with other actions that violate prevailing anti-corruption laws, including *facilitating payment*.

Kebijakan ini telah disosialisasikan kepada seluruh karyawan Perseroan. Pelanggaran terhadap kebijakan dapat dikenakan sanksi, antara lain, tindakan disiplin, pemutusan hubungan kerja, dan/atau proses hukum, baik pidana maupun perdata, sesuai peraturan yang berlaku. Setiap karyawan Perseroan dapat melaporkan pelanggaran atau dugaan pelanggaran kebijakan kepada atasan langsung, atasan dari atasan langsung, Chief Corporate Human Capital Development, atau Chief Group Legal Astra.

Pada tahun 2025, Perseroan, Entitas Anak, anggota Dewan Komisaris dan/atau Direksi Perseroan tidak terlibat dalam kasus korupsi yang membawa dampak material bagi Perseroan.

GRI 205-3

Mengelola Benturan Kepentingan

GRI 2-15

Astra memiliki Pedoman Benturan Kepentingan yang terkandung dalam Astra 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 *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, di antaranya:

GRI 207-1

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 terkait perpajakan;
4. Membangun komunikasi yang efektif dan positif dengan otoritas pajak; dan
5. Mempertahankan reputasi Astra.

This policy has been communicated to all Company employees. Non-compliance to this policy may result in sanctions, including disciplinary actions, termination of employment, and/or legal proceedings, both criminal and civil, in accordance with applicable laws and regulations. The Company's employee may report violations or suspected violations of the policy to their immediate supervisor, the supervisor's superior, the Chief of Corporate Human Capital Development, or the Astra Chief of Group Legal.

In 2025, the Company, its subsidiaries, and members of the Board of Commissioners and/or Board of Directors were not involved in any corruption cases that had a material impact on the Company.

GRI 205-3

Managing Conflicts of Interest

GRI 2-15

Astra has Conflict of Interest Guidelines set out in the Astra Code of Conduct. These guidelines establish principles to be observed 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 Corporate Function dedicated to assist the Board of Directors in managing the Company's tax policies. The Company's tax policy is set out in the Corporate Tax Management Guidelines, which outline the guidelines and fundamental principles governing the Company's tax management, including:

GRI 207-1

1. Complying with applicable laws and regulations;
2. Actively and proactively managing tax risks in response to regulatory changes;
3. Meeting stakeholder expectations regarding tax compliance and transparency;
4. Maintaining effective and constructive communication with tax authorities; and
5. Preserving Astra's reputation.

Astra berkomitmen untuk melakukan pelaporan praktik bisnis berkelanjutan sesuai dengan kebutuhan pemangku kepentingan yang selaras dengan standar dan peraturan yang berlaku. Astra menyampaikan informasi perpajakan secara jelas kepada otoritas ataupun regulator, sesuai dengan ketentuan yang berlaku. Group Tax Astra bertugas melaporkan dan menjalankan kepatuhan terhadap aturan perpajakan serta mengidentifikasi, menganalisis, memitigasi, dan memantau potensi risiko pajak Perseroan. Di samping itu, Astra juga memiliki GRA yang berperan untuk membantu Manajemen dalam mengawasi dan menilai potensi risiko pajak Perseroan secara berkala.

GRI 207-1

Transaksi dalam Grup Astra harus memiliki tujuan bisnis dan komersial yang valid dengan menggunakan harga pasar wajar. Untuk transaksi signifikan atau investasi jangka panjang, Grup Astra dapat melibatkan konsultan pajak yang berpengalaman dan terdaftar di Direktorat Jenderal Pajak untuk dapat membantu memastikan perlakuan perpajakan perusahaan dilakukan sesuai dengan ketentuan yang berlaku. Penggunaan auditor eksternal atau afiliasinya untuk layanan nonaudit, termasuk konsultasi pajak juga harus mengikuti Kebijakan Audit dan Jasa Nonaudit yang ditetapkan oleh Komite Audit. Group Tax Astra berupaya membangun dan menjaga hubungan positif dan konstruktif dengan otoritas pajak, pemerintah, dan pihak ketiga melalui komunikasi yang profesional, akuntabel, dan tepat waktu.

Pengungkapan pajak dipastikan melalui audit keuangan yang dapat ditemukan dalam Laporan Tahunan PT Astra International Tbk 2025. 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 Informasi, Pelindungan Data Pribadi (PDP), 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 keamanan informasi dan pelindungan data pribadi melalui kebijakan, prosedur, dan alokasi sumber daya yang memadai, sejalan dengan Astra 2030 Sustainability Aspirations.

Astra is committed to report sustainable business practices in line with the stakeholder requirements and in compliance with the applicable standards and regulations. Astra provides clear and accurate tax information to regulators and authorities as required. Astra's Group Tax function is responsible for tax reporting and compliance in accordance with the prevailing tax regulations and identifying, analysing, mitigating, and assessing the Company's potential tax risks. In addition, Astra has a GRA which supports the Management in overseeing and assessing the Company's potential tax risks regularly.

GRI 207-1

Astra Group transactions must have a valid business and commercial 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 to ensure tax treatments are in line with the prevailing tax regulations. 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. Group Tax Astra builds and maintains a positive and constructive relationship with tax authorities, the government, and third parties through professional, accountable, and timely communication.

Tax disclosures are ensured through the financial audit process, the results of which are presented in the 2025 Annual Report of PT Astra International Tbk. Astra also provides a reporting channel through its whistleblowing system to report unethical conduct or legal violations related to taxation.

GRI 207-2, 207-3

Information Security, Personal Data Protection (PDP), and Information Technology (IT) Governance

GRI 3-3

To safeguard information security and personal data while supporting business sustainability in the digital era, Astra implements internationally recognized standards for information security and personal data protection through established policies, procedures, and adequate resource allocation, in alignment with Astra 2030 Sustainability Aspirations.

Pengelolaan keamanan informasi dan perlindungan data pribadi di Perseroan didukung oleh keterlibatan anggota Direksi yang memiliki latar belakang dan pengalaman yang relevan di bidang teknologi informasi, keamanan informasi, dan/atau perlindungan data pribadi. Keterlibatan tersebut berfokus pada pengawasan strategis dan pengambilan keputusan untuk memastikan penerapan tata kelola teknologi informasi, keamanan informasi, dan perlindungan data pribadi berlangsung efektif.

Pengawasan strategis serta kepemimpinan tata kelola TI dan keamanan informasi Grup Astra berada di bawah tanggung jawab Presiden Direktur dan *Director in Charge* (DIC) terkait. Perseroan memiliki *Group Information Security Committee* (GISC) yang bertanggung jawab melakukan pengawasan dan pelaksanaan tata kelola keamanan informasi.

GISC terdiri dari pimpinan fungsi Corporate Information System & Technology (CIS&T), Corporate Human Capital & Development, Corporate Affairs, Grup Risk Advisory (GRA), Group Legal, Investor Relations, Group Executive Management & Development, dan Corporate Finance & Accounting bertugas mengarahkan dan mengimplementasikan keamanan informasi, serta melaporkan hasil peninjauan strategi, kondisi, pengelolaan insiden, dan rencana peningkatan keamanan secara berkala kepada Direksi melalui pelaporan semesteran.

Pada tahun ini, Perseroan telah membuat Panduan Kebijakan Keamanan Informasi Grup Astra, yang berisi komitmen Perseroan untuk mematuhi seluruh peraturan yang berlaku terkait keamanan informasi. Melalui kebijakan ini, Perseroan juga berkomitmen untuk terus meningkatkan sistem keamanannya secara berkelanjutan, menjaga keamanan dan integritas data, melakukan upaya proaktif dalam mendeteksi dan merespons potensi ancaman, menetapkan tanggung jawab individu atas keamanan informasi bagi seluruh karyawan, serta mewajibkan seluruh karyawan dan mitra pihak ketiga untuk mematuhi standar keamanan informasi yang ditetapkan.

The management of information security and personal data protection within the Company is supported by the involvement of members of the Board of Directors who possess relevant expertise and experience in information technology, information security, and/or personal data protection. Their involvement focuses on strategic oversight and decision-making to ensure the effective implementation of governance related to information technology, information security, and personal data protection.

Strategic oversight and leadership of information technology and information security governance across Astra Group are under the responsibility of the President Director and the relevant Director in Charge (DIC). The Company has a Group Information Security Committee (GISC) that is responsible for overseeing and implementing information security governance.

The GISC consists of the heads of the Corporate Information System & Technology (CIS&T), Corporate Human Capital & Development, Corporate Affairs, Risk Advisory Group (GRA), Legal Group, Investor Relations, Executive Management & Development Group, and Corporate Finance & Accounting functions. The committee is responsible for directing and implementing information security initiatives, as well as periodically reporting the results of strategy review, conditions, incident management, and improvement plans to the Board of Directors through semi-annual reporting.

During the year, the Company has developed Astra Group Information Security Policy Guidelines, which outline the Company's commitment to complying with all applicable regulations related to information security. Through this policy, the Company also commits to continuously enhancing its security systems, maintaining data security and integrity, proactively detecting and responding to potential threats, defining individual responsibilities for information security across all employees, and requiring employees as well as third-party partners to comply with the established information security standards.

Adapun upaya yang telah dilakukan sebagai langkah menjaga keamanan informasi serta keamanan siber sepanjang tahun 2025, di antaranya:

1. Melaksanakan *Breach Attack Simulation* (BAS) yang berfungsi untuk mengevaluasi ketahanan sistem, implementasi *Network Security Policy Management* untuk melakukan pemantauan, penilaian, dan perbaikan konfigurasi perangkat keamanan jaringan, serta penguatan penerapan *third-party risk management*.
2. Menjaga konsistensi penerapan pengamanan informasi baik dari sisi personel, proses, dan teknologi, di antaranya:
 - a. Meningkatkan kesadaran karyawan secara rutin melalui penyebaran *email* dan poster serta sosialisasi kebijakan dan prosedur. Perseroan melaksanakan program *security awareness training* interaktif yang diwajibkan untuk karyawan dan dilaksanakan minimal dua kali dalam setahun sedangkan *phishing test simulation* dilakukan minimal tiga kali dalam setahun;
 - b. Memastikan kepatuhan penggunaan perangkat lunak berlisensi untuk seluruh pengguna dan/atau karyawan;
 - c. Menyusun dan meninjau prosedur serta strategi *Digital Forensic & Incident Response* (DFIR) bersama pihak ketiga, termasuk di dalamnya simulasi pelatihan tanggap darurat (*tabletop exercise*) untuk skenario siber yang melibatkan jajaran manajemen dari unit bisnis dan TI;
 - d. Meninjau, memantau, dan melaporkan risiko siber empat kali dalam setahun, dan melakukan asesmen secara kuantitatif pada aset digital terpenting (*crown jewel*) berdasarkan kerangka kerja NIST *Risk Management Framework* (RMF) dan ISO/IEC 27005:2022;
 - e. Memperbarui BCP dengan menambahkan skenario siber serta langkah kerjanya (*playbook*);
 - f. Meninjau dan memperbarui prosedur *IT Disaster Recovery Plan* (IT DRP) serta melakukan simulasi IT DRP setiap tahun. Dalam simulasi IT DRP, sistem dan aplikasi telah berhasil beroperasi penuh di lingkungan *Disaster Recovery Center* (DRC) sesuai dengan waktu pemulihan yang ditentukan;
 - g. Melaksanakan penilaian kerentanan (*vulnerability assessment*) secara bulanan serta mewajibkan uji keamanan aplikasi (*penetration testing*) setiap perubahan sistem atau aplikasi sebelum dipublikasikan, yang dilakukan oleh *Person in-Charge* (PIC) bersertifikasi baik dari pihak internal maupun eksternal. Selain itu, audit keamanan informasi juga dilakukan oleh Grup Internal Audit (GIA) dari internal Perseroan maupun oleh pihak eksternal British Standard Institution (BSI) setiap tahun;

Efforts undertaken to maintain information security and cybersecurity throughout 2025 include the following:

1. Conducted *Breach Attack Simulation* (BAS) to evaluate system resilience, implemented *Network Security Policy Management* to monitor, assess, and improve network security configurations, and strengthened the implementation of *third-party risk management*.
2. Maintained the consistent implementation of information security controls across people, processes, and technology, including:
 - a. The Company regularly enhances employee awareness through email campaigns, posters, and the socialization of policies and procedures. Interactive security awareness training is mandatory for employees and conducted at least twice a year, while phishing simulation tests are carried out a minimum of three times annually;
 - b. Ensuring compliance with the use of licensed software by all users and/or employees;
 - c. Developed and reviewed *Digital Forensic & Incident Response* (DFIR) procedures and strategies in collaboration with third parties, including emergency response tabletop exercises for cyber scenarios involving management representatives from business units and IT;
 - d. Reviewed, monitored, and reported cyber risks four times a year, and conducted quantitative risk assessments on critical digital assets (*crown jewels*) based on the NIST *Risk Management Framework* (RMF) and ISO/IEC 27005:2022;
 - e. Updating the BCP by incorporating cyber scenarios and corresponding response playbooks;
 - f. Reviewed and updated the *IT Disaster Recovery Plan* (IT DRP) and conducted annual IT DRP simulations. During the simulations, systems and applications successfully operated fully in the *Disaster Recovery Center* (DRC) environment within the defined recovery time objective;
 - g. Conducted monthly vulnerability assessments and requiring application security testing (*penetration testing*) for every system or application change prior to deployment, carried out by certified *Person in-Charge* (PIC) from both internal and external parties. In addition, information security audits are conducted annually by Internal Audit Group (GIA) from within the Company as well as by the external party, the British Standards Institution (BSI);

- h. Menjalankan *Red Teaming Exercises* dan *Private Bug Bounty* bersama pihak eksternal serta melaksanakan *Cybersecurity Health Check* bersama auditor internal setiap tahun untuk mengidentifikasi dan memperbaiki celah keamanan; dan
 - i. Melakukan peninjauan dan modernisasi teknologi keamanan informasi yang telah diterapkan secara berkala, meliputi *Network Detection & Response* (NDR), *Cloud Security Posture Management* (CSPM), *Multi-Factor Authentication* (MFA), *multi-layer firewall*, *Extended Detection & Response* (XDR), *disk encryption*, dan *Cyber Threat Intelligence* (CTI). Pengawasan *Security Operations Center* (SOC) juga ditingkatkan dengan dukungan AI untuk mempercepat deteksi dan mitigasi ancaman siber.
 3. Memastikan penggunaan penyedia layanan komputasi awan yang berkomitmen terhadap keamanan informasi dan data pribadi dengan menjalankan prinsip ESG, terutama komitmen 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, terdapat pertemuan *Cybersecurity Committee* yang diselenggarakan minimal setiap tiga bulan sekali dengan tujuan membahas, berbagi pengetahuan, dan merumuskan strategi untuk menghadapi ancaman siber yang kian kompleks.
- h. Conducted *Red Teaming exercises* and a *private bug bounty* program in collaboration with external parties, and performed an annual *Cybersecurity Health Check* with internal auditors to identify and remediate security gaps; and
 - i. Conducted periodic reviews and modernization of deployed information security technologies, including *Network Detection & Response* (NDR), *Cloud Security Posture Management* (CSPM), *Multi-Factor Authentication* (MFA), *multi-layer firewalls*, *Extended Detection & Response* (XDR), *disk encryption*, and *Cyber Threat Intelligence* (CTI). Oversight of the *Security Operations Center* (SOC) was further enhanced with AI-supported capabilities to accelerate cyber threat detection and mitigation.
 3. Ensured the use of cloud computing service providers that are committed to information security and personal data and that apply ESG principles, particularly commitments to reducing environmental impacts and addressing climate change.
 4. Supported Astra Group companies in strengthening the implementation of information security controls by providing information security policy guidance, consultation and benchmarking services, and knowledge sharing on the implementation of controls across Astra. In addition, *Cybersecurity Committee* meetings were held at least quarterly to discuss developments, share insights, and formulate strategies to address increasingly complex cyber threats.

Selain keamanan informasi dan tata kelola TI, Astra juga berkomitmen untuk menempatkan Pelindungan Data Pribadi (PDP) sebagai prioritas utama, selaras dengan Undang-Undang Pelindungan Data Pribadi, serta Pemberitahuan Privasi Astra yang dapat diakses di laman resmi Perseroan. Kebijakan dan pemberitahuan privasi tersebut menjadi acuan bagi karyawan, pelanggan, dan pihak ketiga dalam menjaga data pribadi di seluruh aktivitas operasional Perseroan.

Dalam ranah PDP, Astra memiliki *Task Force* PDP yang terdiri dari perwakilan setingkat Chief dan divisi terkait. *Task Force* 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, Astra menunjuk PIC yang terdiri dari beberapa karyawan dari tiap unit kerja. Beberapa kegiatan pada tahun 2025 terkait PDP, di antaranya:

1. Kebijakan terkait PDP dengan mengacu pada UU PDP, ISO/IEC27701:2019, 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.

In addition to information security and IT governance, Astra is also committed to prioritizing Personal Data Protection (PDP) in accordance with Personal Data Protection Law, and Astra's Privacy Notice, which is available on the Company's official website. These privacy policies and notices serve as references for employees, customers, and third parties in safeguarding personal data across all of the Company's operational activities.

In the area of PDP, Astra has a PDP Task Force comprising chief-level representatives and relevant divisions. The 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 across each work unit, Astra has appointed PICs consisting of several employees from each unit. Several activities carried out in 2025 related to PDP include the following:

1. Developed PDP-related policies in accordance with PDP Law, ISO/IEC27701:2019, and best practices, to be applied across Astra Group. These policies set out the key rules and guidelines for all company's employees in carrying out Personal Data Processing.

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 subjek data tersebut terdaftar sebagai pengguna;
 - 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. Publikasi Pemberitahuan Privasi melalui situs web Perusahaan sebagai bentuk transparansi kepada subjek data terkait pemrosesan Data Pribadi.
 4. Implementasi *consent collection system* untuk memastikan pengelolaan dan pencatatan persetujuan dilakukan secara terstruktur dan terdokumentasi.
 5. 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).
2. Established various procedures, including consent management, fulfillment of personal data subject rights, personal data breach incident management, data lifecycle management, and cross-border data transfer procedures.
 - a. Consent management: governing activities that require prior consent from personal data subjects before processing personal data, ensuring that data processing is carried out in accordance with the consent provided, and providing mechanisms for data subjects to withdraw consent at any time;
 - b. Fulfillment of personal data subject rights: setting out the steps and technical mechanisms to allow and fulfill requests and rights of personal data subjects in accordance with the PDP Law. Data subjects may also independently update their personal data through certain applications or websites where they are registered as users;
 - c. Personal data breach incident management: regulating the handling of personal data breach or protection failure incidents, including notification mechanisms to relevant authorities and personal 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: regulating 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: regulating the mechanisms and requirements to be fulfilled when personal data is transferred or accessed outside Indonesia.
 3. Publication of the Privacy Notice on the Company's website as a form of transparency to data subjects regarding the processing of Personal Data.
 4. Implementation of a consent collection system to ensure that the management and documentation of consent are conducted in a structured and well-recorded manner.
 5. Continued recording and documentation of Personal Data Processing activities, coordinated with PICs from each work unit and documented in the Record of Processing Activities (RoPA).

6. 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.
7. 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.
8. Sepanjang tahun 2025, Astra mengadakan tiga pelatihan internal yang bersifat wajib bagi PIC/*Champion* di seluruh unit kerja dan *Task Force* PDP. Pelatihan tersebut diikuti oleh sekitar 200 PIC perwakilan dari berbagai entitas Grup Astra. Materi pelatihan mencakup pemahaman UU PDP serta penguatan praktik penerapan UU PDP guna memastikan kepatuhan terhadap regulasi yang berlaku. Selain itu, pada tahun 2025, Astra melaksanakan pelatihan eksternal terkait privasi data yang merujuk pada Sistem Manajemen Informasi Privasi (SMIP) ISO 2771:2019 (ekstensi ISO 27001/SMKI) serta mengikutsertakan personel kunci dari divisi/fungsi terkait pada Pelatihan Pejabat Pelindungan Data Pribadi Bersertifikat (*Certified DPO*).
9. Menyelenggarakan konferensi *Personal Data Protection* (PDP) bekerja sama dengan Asosiasi Profesional Privasi Data Indonesia (APPDII), yang dihadiri oleh Direksi, jajaran manajemen, Data Protection Officer (DPO), serta *champion* dari lingkungan Grup Astra sebagai bentuk penguatan komitmen terhadap tata kelola dan kepatuhan perlindungan data pribadi.
10. Melaksanakan *awareness* program terkait privasi, baik untuk karyawan maupun pelanggan melalui poster dan video *awareness* yang ditampilkan dalam media publikasi yang digunakan Perusahaan.
11. Mendistribusikan panduan ke Grup Astra dalam implementasi UU PDP dan sesuai dengan praktik terbaik.
12. Mengadakan pertemuan berkala setiap dua bulan dengan tim implementasi UU PDP di Grup Astra dan dari masing-masing divisi/fungsi terkait untuk pembahasan mengenai implementasi praktik terbaik UU PDP.
13. Secara konsisten menjalankan rekomendasi untuk memastikan kepatuhan terhadap regulasi, seperti melakukan penilaian kesenjangan untuk menjalankan tata kelola penyelenggaraan data pribadi 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.
6. Continued assessment of high-risk personal data processing activities, documented in the 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.
7. Developed mandatory guidelines for sales personnel covering the collection, storage, sharing/transfer, and deletion or destruction of personal data in accordance with Astra policies and the PDP Law.
8. Throughout 2025, Astra conducted three mandatory internal training sessions for PICs/Champions across all business units and PDP Task Force. The training was attended by approximately 200 PIC representatives from various Astra Group entities. The training materials covered an overview of the Personal Data Protection Law as well as the strengthening of its implementation practices to ensure compliance with applicable regulations.

In addition, in 2025 Astra organized external training on data privacy referring to the Privacy Information Management System (PIMS) ISO 27701:2019 (an extension of ISO 27001/ISMS), and enrolled key personnel from relevant divisions/functions in the Certified Data Protection Officer (DPO) Training program.
9. Organization of a Personal Data Protection (PDP) Conference in collaboration with the Indonesian Data Privacy Professionals Association (APPDII), attended by members of the Board of Directors, management representatives, and Data Protection Officers (DPOs), as well as champions from Astra Group, as part of strengthening the Company's commitment to data governance and regulatory compliance in personal data protection.
10. Implemented privacy awareness programs for both employees and customers through posters and awareness videos displayed on the Company's communication and publication media.
11. Distributed implementation guidelines to Astra Group companies to support compliance with the PDP Law and alignment with best practices.
12. Held regular meetings every two months with PDP Law implementation teams across Astra Group and relevant divisions/functions to discuss the implementation of PDP Law best practices.
13. Consistently implemented recommendations to ensure regulatory compliance, including conducting gap assessments to strengthen personal data governance in accordance with the PDP Law, ISO 27701, and best practices, as well as participating in meetings and/or invitations from the Ministry of Communication and Digital Affairs of the Republic of Indonesia and/or relevant associations to remain informed of developments in data privacy issues.

14. 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.
15. Menyusun program audit sebagai panduan bagi tim auditor dalam proses asurans 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, Grup Risk Advisory 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 di atas, sudah melalui proses sertifikasi dan surveilans sesuai standar yang berlaku di dalam implementasi ISO/IEC 27001:2022 dan ISO/IEC 27701:2019 yang diaudit secara berkala setiap tahun oleh British Standards Institution (BSI) sebagai auditor eksternal atau badan sertifikasi. Sampai dengan diterbitkannya laporan ini, nomor sertifikat yang masih berlaku adalah IS 726916 dan PM 790051. Perseroan akan melakukan resertifikasi atas kedua sertifikat tersebut pada tahun 2026.

Penanganan Insiden *Security Breach*

Dalam upaya memperkuat pengelolaan keamanan informasi, Astra menerapkan mekanisme penanganan insiden yang terstruktur, termasuk mekanisme eskalasi bagi karyawan untuk melaporkan insiden keamanan informasi, kerentanan, maupun aktivitas mencurigakan melalui portal dan *contact center* yang disediakan Perseroan, untuk selanjutnya ditindaklanjuti sesuai prosedur yang berlaku. Sejalan dengan pengelolaan yang dilakukan, pada periode pelaporan tidak terdapat insiden *security breach*, pengaduan terkait pelanggaran privasi, maupun kehilangan data pelanggan yang berdampak material terhadap operasional Perseroan.

GRI 418-1

14. Implemented data classification and restricted access controls for information and data privacy, established and developed data privacy policy standards for applications, websites, and/or Vehicle Order Forms (SPK) used in sales operations as the basis for data privacy processing, and enhanced data privacy awareness through training for process owners and broad dissemination and socialization of the PDP Law to all employees using various media, particularly digital platforms.
15. Developed an audit program as guidance for auditors in conducting assurance processes on the implementation of the PDP Law.

To ensure effective internal control, governance, and risk management, Astra established a Governance, Risk, and Compliance (GRC) team under the CIST function as the first line of defense, with the Risk Advisory Group and Legal Group function serving as the second line of defense. Internal audits are conducted on a regular basis by the Internal Audit Group as part of the third line of defense.

Continuous improvement efforts and consistency in the initiatives described above have been certified and maintained through surveillance processes in accordance with applicable International Organization for Standardization standards, specifically ISO/IEC 27001:2022 and ISO/IEC 27701:2019. These certifications are audited annually by the British Standards Institution (BSI) as the external auditor and certification body. As of the issuance of this report, the valid certificate numbers are IS 726916 and PM 790051. The Company plans to conduct recertification for both certifications in 2026.

Security Breach Incident Handling

To strengthen information security management, Astra implements a structured incident management mechanism, including an escalation process that enables employees to report information security incidents, vulnerabilities, or suspicious activities through the Company's designated portal and contact center. These reports are subsequently followed up in accordance with established procedures. In line with these management practices, during the reporting period there were no security breach incidents, complaints related to privacy violations, or losses of customer data that had a material impact on the Company's operations.

GRI 418-1



Praktik Bisnis yang Bertanggung Jawab

Responsible Business Practices



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Strategi Kami

Our Strategy



Astra terus memperkuat ketahanan bisnis melalui integrasi prinsip ESG, kesadaran atas tata kelola yang baik, dan peningkatan investasi di sektor-sektor berkelanjutan. Dengan fokus pada diversifikasi portofolio bisnis, Astra menyeimbangkan kebutuhan saat ini dengan pertumbuhan jangka panjang dan memastikan nilai berkelanjutan bagi pemangku kepentingan.

Astra continues to strengthen its business resilience by integrating ESG principles, reinforcing good corporate governance practices, and increasing investments in sustainable sectors. With a focus on portfolio diversification, Astra balances current business needs with long-term growth while ensuring sustainable value creation for its stakeholders.



Ikhtisar Kinerja

Performance Snapshot

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

Total investasi yang disajikan pada Ikhtisar Kinerja mencerminkan akumulasi realisasi investasi sejak tahun 2021 hingga tahun pelaporan.

The total investment presented in the Performance Snapshot represents the cumulative investment realized from 2021 to the reporting year.

Sektor Mineral Non-Batu Bara

Non-Coal Mineral Sector

Emas | Gold



Nikel | Nickel



Sektor Layanan Kesehatan

Healthcare Sector



Sektor Pergudangan Modern

Modern Warehousing Sector



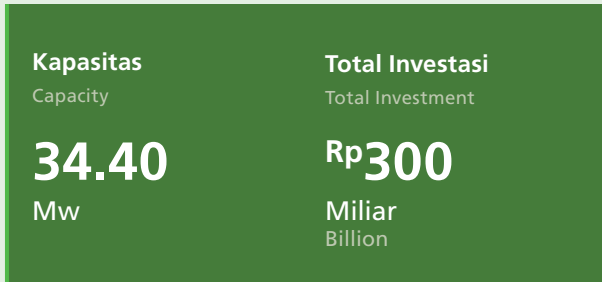
Sektor Energi Terbarukan

Renewable Energy Sector

Panas Bumi | Geothermal



Minihidro | Mini-Hydro





Ketahanan usaha dan keberlanjutan jangka panjang Grup Astra dicapai melalui penguatan portofolio inti serta diversifikasi yang terarah.

The resilience and long-term sustainability of Astra Group is achieved through strengthening its core portfolio and targeted diversification.

Model Bisnis yang Tangguh dan Berkelanjutan

Resilient and Sustainable Business Model

Diversifikasi untuk Ketahanan Bisnis

Diversifikasi bisnis merupakan strategi utama Grup Astra dalam mendorong keberlanjutan dan ketahanan bisnis jangka panjang. Perjalanan ini berangkat dari penguatan portofolio tujuh lini bisnis inti sebagai fondasi utama yang terus dikembangkan untuk memastikan kinerja dan hasil yang optimal. Selanjutnya, Astra melakukan ekspansi ke bisnis-bisnis yang berkaitan dengan bisnis inti dan menjajaki peluang baru untuk mendorong pertumbuhan Astra.

Selama enam tahun terakhir, beragam diversifikasi strategis telah dilakukan Astra yang juga mempertimbangkan aspek keberlanjutan jangka panjang. Grup terus melakukan penguatan bisnis inti melalui aksi strategis di sektor pertambangan non-batu bara melalui bisnis nikel, emas, dan energi terbarukan. Di sektor properti, Astra terus berkontribusi dalam pengembangan ekonomi nasional melalui pengembangan fasilitas pergudangan modern, yang salah satunya dilakukan melalui akuisisi PT Mega Manunggal Property Tbk di tahun 2025. Astra juga telah memulai investasi di sektor kesehatan sejak tahun 2021 yang menegaskan komitmen Astra untuk terus mendukung sektor kesehatan Indonesia dengan berfokus pada penyediaan layanan kesehatan yang terjangkau dan berkualitas bagi masyarakat.

Diversification for Business Resilience

Business diversification is the main strategy of Astra Group in driving long-term sustainability and business resilience. This journey began with strengthening the portfolio of seven core business lines as the main foundation that continues to be developed to ensure optimal performance and results. Furthermore, Astra expands into business that are related to its core portfolios and explores new business opportunities to support Astra's growth.

Over the past six years, Astra has undertaken various strategic diversification initiatives, taking into consideration long-term sustainability aspects. The Group continues to strengthen its core business by expanding into the non-coal mining sector through nickel, gold, and renewable energy businesses. In the property sector, Astra is contributing to national economic development with modern warehousing facilities and the acquisition of PT Mega Manunggal Property Tbk in 2025. Astra has also initiated investments in a new sector through its entry into the healthcare industry since 2021, underscoring its commitment to continuously support Indonesia's healthcare sector by focusing on the provision of affordable and quality healthcare services for the community.

2021

Sector Focus

Digital, Kesehatan, dan Infrastruktur
Digital, Healthcare, and Infrastructure

Key Investment Actions

Memasuki sektor *digital consumer* dan memulai investasi kesehatan lewat Halodoc, sekaligus memperkuat sektor infrastruktur melalui PT Jasamarga Pandaan Malang.

Expanding into the digital consumer sector and initiating healthcare investments through Halodoc, while simultaneously strengthening infrastructure sector through PT Jasamarga Pandaan Malang.

2022

Sector Focus

Properti, Otomotif Digital, Energi Terbarukan, dan Mineral Non-Batu Bara
Property, Digital Automotive, Renewable Energy, and Non-Coal Minerals

Key Investment Actions

Memperluas bisnis di sektor layanan kesehatan melalui RS Hermina, memasuki sektor energi terbarukan (PT Arkora Hydro Tbk), serta mengakuisisi PT Bank Jasa Jakarta.

Expanding business in the healthcare sector through Hermina Hospital, entering the renewable energy sector (PT Arkora Hydro Tbk) as well as the acquisition of PT Bank Jasa Jakarta.

2023

Sector Focus

Properti, Otomotif Digital, Energi Terbarukan, dan Mineral Non-Batu Bara
Property, Digital Automotive, Renewable Energy, and Non-Coal Minerals

Key Investment Actions

Mengembangkan properti melalui PT Bhumi Prama Arjasa, melakukan transformasi digital otomotif lewat PT Tokobagus dengan merek OLX, serta mempercepat ekspansi ke mineral non-batu bara dan energi bersih melalui PT Stargate Pasific Resources, Nickel Industries Limited, dan PT Supreme Energy Sriwijaya.

Developing property through PT Bhumi Prama Arjasa, advancing digital transformation in the automotive sector through PT Tokobagus under the OLX brand, and accelerating expansion into non-coal minerals and clean energy through PT Stargate Pasific Resources, Nickel Industries Limited, and PT Supreme Energy Sriwijaya.

2024

Sector Focus

Kesehatan dan Energi Terbarukan
Healthcare and Renewable Energy

Key Investment Actions

Memperkuat layanan kesehatan spesialis melalui Heartology Cardiovascular Hospital dan melanjutkan ekspansi energi terbarukan bersama PT Supreme Energy Rantau Dedap.

Strengthening specialized healthcare services through Heartology Cardiovascular Hospital and continuing renewable energy expansion in partnership with PT Supreme Energy Rantau Dedap.

2025

Sector Focus

Pergudangan Modern dan Pertambangan Emas

Modern Warehousing and Gold Mining

Key Investment Actions

Memperluas portofolio infrastruktur industri dan logistik melalui akuisisi PT Mega Manunggal Property Tbk dan melakukan ekspansi strategis ke pertambangan emas melalui PT Arafura Surya Alam.

Expanding industrial and logistics infrastructure portfolio through the acquisitions of PT Mega Manunggal Property Tbk and pursuing strategic expansion into gold mining through PT Arafura Surya Alam.



Flagship Program



Akuisisi Acquisition of 91.4% Saham Shares	Nilai Transaksi Transaction Value Rp3.66 Triliun Trillion
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Merajut Ekosistem Logistik Terintegrasi Weaving an Integrated Logistics Ecosystem

Astra, melalui PT Saka Industrial Arjaya (SIA), merealisasikan akuisisi 91,4% saham PT Mega Manunggal Property Tbk (MMP), perusahaan pengembang industri properti dan logistik, dengan nilai transaksi sebesar Rp3,66 triliun. Akuisisi ini dilakukan sebagai bagian dari strategi untuk memperluas portofolio logistik berkelanjutan serta memperkuat peran Perseroan dalam mendukung pengembangan ekosistem rantai pasok yang efisien, rendah emisi, dan distribusi yang terintegrasi.

Through PT Saka Industrial Arjaya (SIA), Astra has completed the acquisition of approximately 91.4% of the shares of PT Mega Manunggal Property Tbk (MMP), an industrial and logistic property developer, with a transaction value of Rp3.66 trillion. This is part of Astra's strategy to expand its sustainable logistic portfolio and strengthen the Company's role in supporting the development of an efficient, low-emission, and integrated supply chain ecosystem.



Flagship Program



Menyelesaikan Akuisisi Completed Acquisition of 100%* Saham Shares	Nilai Transaksi Transaction Value USD540 Juta Million
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Akuisisi Pertambangan Emas Gold Mining Acquisition

Di sektor pertambangan mineral non-batu bara, Astra melalui PT United Tractors Tbk (UT) telah menyelesaikan 100%* akuisisi PT Arafura Surya Alam, sebuah perusahaan tambang emas yang berlokasi di Sulawesi Utara, dengan nilai transaksi sebesar USD540 juta. Investasi ini mencerminkan komitmen Perseroan dalam mendiversifikasi portofolio bisnis pertambangan, meningkatkan kontribusi pendapatan non-batu bara, serta memperkuat eksposur terhadap komoditas mineral bernilai strategis.

In the non-coal mineral mining sector, through PT United Tractors Tbk (UT), Astra has completed 100%* acquisition of PT Arafura Surya Alam, a gold mining company located in North Sulawesi, with a total transaction value of USD540 million. This investment reflects the Company's commitment to diversifying its mining business portfolio, increasing the contribution of non-coal revenue, and strengthening its exposure to strategically valuable mineral commodities.

* 100% akuisisi diselesaikan pada bulan Februari 2026.
100% acquisition was completed in February 2026.

Integrasi Aspek Keberlanjutan pada Bisnis

Dalam upaya melakukan investasi untuk mendukung diversifikasi portofolio bisnis, Astra mencermati berbagai faktor yang memengaruhi kelayakan dan keberlanjutan sebuah investasi. Faktor-faktor tersebut mencakup dinamika kebijakan dan regulasi, kebutuhan pembiayaan jangka panjang untuk investasi berkelanjutan, serta volatilitas suku bunga dan nilai tukar. Selain itu, peningkatan biaya kepatuhan dan kebutuhan investasi awal untuk penerapan aspek keberlanjutan, termasuk teknologi rendah karbon, turut memengaruhi struktur biaya dan proyeksi pengembalian investasi.

Oleh karena itu, dalam pemilihan investasi baru, Astra telah mengintegrasikan pertimbangan keberlanjutan ke dalam proses pengambilan keputusan investasi melalui penerapan kerangka ESG *Due Diligence*. Pertimbangan ini tidak hanya memperhitungkan aspek finansial, tetapi juga mencakup potensi dampak sosial, lingkungan, dan tata kelola, serta penerapan mekanisme *Internal Carbon Pricing* (ICP).

Astra juga secara berkala melakukan *strategic review* untuk memastikan bahwa strategi yang ditetapkan telah berjalan dengan tepat. Di tengah kondisi yang kompleks dan dinamis, Direksi tetap berkomitmen untuk mendukung pertumbuhan dan keberlanjutan Astra dalam jangka panjang. Sambil menunggu hasil akhir *strategic review* yang telah dimulai sejak tahun 2025, Direksi akan melanjutkan pelaksanaan strategi tahun 2026 dengan tetap menyeimbangkan penciptaan nilai jangka pendek, menengah, dan panjang bagi seluruh pemangku kepentingan.

Integrating Sustainability Aspects into Business

In its efforts to make investments that support business portfolio diversification, Astra carefully considers various factors that influence the feasibility and sustainability of an investment. These factors include the dynamics of policies and regulations, the need for long-term financing for sustainable investments, as well as the volatility of interest rates and exchange rates. Additionally, the rising costs of compliance and the initial investment required to implement sustainability aspects, including low-carbon technologies, also affect cost structures and investment return projections.

Therefore, in selecting new investments, Astra has integrated sustainability considerations into its investment decision-making process through the implementation of an ESG Due Diligence framework. These considerations take into account not only financial aspects but also potential social, environmental, and governance impacts, as well as the implementation of an Internal Carbon Pricing (ICP) mechanism.

Astra regularly conducts strategic reviews to ensure that the strategies implemented are progressing as planned. Amid complex and dynamic conditions, the Board of Directors remains committed to supporting Astra's growth and long-term sustainability. While awaiting the final results of the strategic review that began in 2025, the Board will continue to implement the 2026 strategy, balancing the creation of short, medium, and long-term value for all stakeholders.



Produk dan Layanan yang Bertanggung Jawab

SEOJK F.17, F.26

Astra memastikan setiap produk dan layanan dikembangkan secara bertanggung jawab dengan mengutamakan kualitas, keamanan, dan prinsip keberlanjutan sehingga memberikan nilai tambah bagi pelanggan, masyarakat, dan lingkungan.

Kualitas Produk dan Layanan

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

Responsible Products and Services

SEOJK F.17, F.26

Astra ensures that all products and services are developed responsibly by prioritizing quality, safety, and sustainability principles, thereby delivering added value to customers, communities, and the environment.

Products and Services Quality

All Astra products and services are regularly reviewed and evaluated. This policy is aligned with:



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.



Budaya Inovasi Astra

Astra's Culture of Innovation

Penggunaan teknologi ramah lingkungan terkini.

Adoption of the latest environmentally friendly technologies.

Aspek Keberlanjutan, Keselamatan, dan Keamanan Produk dan Layanan

SEOJK F.27, F.28 | GRI 3-3, 417-1

Astra memastikan setiap produk menjalani proses verifikasi keamanan dan keselamatan pelanggan sesuai standar nasional maupun internasional. Produk dan jasa yang dipasarkan juga dilengkapi informasi penggunaan yang lengkap dan mudah dipahami, termasuk panduan penggunaan yang aman serta ruang lingkup layanan yang diterima pelanggan. Informasi tersebut disampaikan melalui berbagai dokumen, seperti *Material Safety Data Sheet* (MSDS), petunjuk penggunaan, kontrak, *Certificate of Analysis*, dan dokumen pendukung lainnya yang disesuaikan dengan karakteristik setiap unit bisnis Grup Astra.

Astra menerapkan standar keselamatan, keamanan, dan keberlanjutan yang disesuaikan dengan karakteristik setiap lini bisnis sebagai berikut:

Sustainability, Safety, and Security Aspects of Products and Services

SEOJK F.27, F.28 | GRI 3-3, 417-1

Astra ensures that each product undergoes customer safety and security verification processes in accordance with applicable national and international standards. Products and services offered are also accompanied by comprehensive and easy-to-understand usage information, including guidance on safe use and the scope of services provided to customers. Such information is communicated through various documents, including Material Safety Data Sheets (MSDS), user manuals, contracts, Certificates of Analysis, and other supporting documents tailored to the characteristics of each Astra Group business unit.

Astra applies safety, security, and sustainability standards tailored to the characteristics of each business line, as follows:

Lini Bisnis Business Line	 Otomotif & Mobilitas Automotive & Mobility	 Jasa Keuangan Financial Services	 Alat Berat, Pertambangan, Konstruksi, dan Energi Heavy Equipment, Mining, Construction, and Energy
Aspek Keberlanjutan Sustainability Aspects	- Tersedia 31 model kendaraan roda empat listrik berbasis <i>Battery Electric Vehicle</i> (BEV) dan <i>Hybrid Electric Vehicle</i> (HEV). There are 31 electric four-wheeler vehicle model based on Battery Electric Vehicles (BEVs) and Hybrid Electric Vehicles (HEVs). - Lini produk kendaraan roda dua listrik mencakup 4 model berbasis <i>Battery Electric Vehicle</i> (BEV). The electric two-wheeler vehicle product line includes 4 models based on Battery Electric Vehicle (BEV). - Jaringan pengisian Kendaraan Bermotor Listrik Berbasis Baterai (KBLBB) mencapai 65 unit. The battery-based electric vehicle charging stations has reached 65 units. - Produk dan layanan kendaraan yang telah memenuhi standar emisi. Vehicle products and services that meet emissions standards.	Memperluas portofolio produk melalui instrumen hijau (<i>green bonds</i>) dan pinjaman berbasis keberlanjutan (<i>sustainability-linked loans</i>). Expanding the product portfolio through green finance instruments, including green bonds and sustainability-linked loans.	- Portofolio energi terbarukan (minihidro, geotermal, <i>solar PV</i>, dan <i>waste-to-energy</i>). Renewable energy portfolios (mini-hydro, geothermal, solar PV, and waste-to-energy). - Teknologi hijau melalui adopsi alat berat <i>hybrid</i> dan elektrik. Green technologies through the adoption of hybrid and electric heavy equipment.
Aspek Keselamatan dan Keamanan Safety and Security Aspects	Uji keselamatan dan keamanan produk untuk memastikan standar keamanan tertinggi. Product safety and security testing to ensure the highest safety standards.	- Menerapkan protokol keamanan data yang ketat. Implementing stringent data security protocols. - Memberikan pelatihan reguler kepada karyawan untuk mengatasi potensi kejahatan keuangan. Providing regular training to employees to mitigate potential financial crimes.	Menerapkan kaidah pertambangan yang baik dan sesuai dengan peraturan yang diatur oleh Kementerian Energi dan Sumber Daya Mineral (ESDM) Republik Indonesia. Implementing good mining practices in compliance with regulations issued by the Ministry of Energy and Mineral Resources of the Republic of Indonesia.



Agribisnis Agribusiness

- Seluruh produk dipastikan 100% bebas deforestasi dan 100% ketertelusuran.
All products are ensured to be 100% deforestation-free and 100% traceability.
- Produk Tandan Buah Segar (TBS) dan *Crude Palm Oil* (CPO) bersertifikasi *Indonesian Sustainable Palm Oil* (ISPO).
Fresh Fruit Bunches (FFB) and Crude Palm Oil (CPO) products certified under Indonesian Sustainable Palm Oil (ISPO).
- Menempatkan prioritas pada penerapan kontrol kualitas yang ketat dan memiliki ketertelusuran sumber pasok yang baik, mulai dari bahan baku hingga produk diterima oleh pelanggan.
Prioritizing the application of stringent quality control and robust supply chain traceability, from raw materials through to product delivery to customers.

- Menerapkan standar K3 di seluruh kegiatan operasional anak perusahaan dan kontraktor.
Implementing OHS standards across all operational activities in company's subsidiaries and contractors.



Infrastruktur Infrastructure

- Praktik operasional dengan sertifikasi *Green Toll Road Indonesia* (GTRI).
Toll road operations certified under the Green Toll Road Indonesia (GTRI).

- Memastikan jalan tol yang dikelola telah memenuhi Standar Pelayanan Minimal (SPM) terkait K3 dengan menyelenggarakan pemeriksaan secara rutin.
Ensuring that managed toll roads comply with Minimum Service Standards (MSS) for OHS through regular inspections.



Teknologi Informasi Information Technology

- Produk *printer* FUJIFILM ramah lingkungan yang menggunakan bahan baku ramah lingkungan, serta dapat mengurangi konsumsi daya dan emisi GRK pada proses pencetakan.
Environmentally friendly FUJIFILM printer products that use environmentally responsible materials and help reduce energy consumption and GHG emissions in the printing process.
- Praktik bisnis dengan target pengurangan emisi gas rumah kaca yang telah mendapatkan predikat "*Science Based Targets initiative (SBTi)-aligned*".
Business practices with greenhouse gas emission reduction targets that have been certified as "Science Based Targets initiative (SBTi)-aligned".

- Implementasi langkah-langkah keamanan siber yang kuat, termasuk enkripsi data dan pemantauan jaringan.
Implementing robust cybersecurity measures, including data encryption and network monitoring.
- Mengembangkan sistem deteksi dini dan memberikan edukasi kepada pelanggan tentang praktik keamanan digital yang aman.
Developing early detection systems and providing customer education on safe digital security practices.



Properti Property

- Sertifikasi *green building* untuk bangunan komersial dan residensial.
Green building certification for commercial and residential buildings.

- Memastikan pemeliharaan bangunan sesuai standar keselamatan, memberikan edukasi prosedur darurat kepada penghuni, serta berkoordinasi dengan pihak berwenang untuk menjaga keamanan lingkungan sekitar properti.
Ensuring building maintenance meets safety standards, educating occupants on emergency procedures, and coordinating with local authorities to maintain a safe surrounding environment.

Evaluasi Keamanan Produk dan Jasa

SEOJK F.17, F.26, F.29 | GRI 416-1

Astra memastikan setiap produk dan jasa telah melalui proses evaluasi keamanan sebelum dipasarkan untuk menjamin keselamatan dan kenyamanan pelanggan. Evaluasi ini dilakukan melalui pengujian dan verifikasi yang konsisten agar seluruh produk dan layanan memenuhi standar kualitas dan keamanan yang ditetapkan.

Sebagai bagian dari tanggung jawab Astra dalam memastikan keselamatan pelanggan, pada tahun 2025 Grup Astra melakukan penarikan kembali (*recall*) sebanyak 117.444 unit kendaraan dan 21.742 unit suku cadang.

Pengelolaan Pengaduan Masyarakat

SEOJK F.16, F.24

Astra berkomitmen menjaga komunikasi dua arah dengan masyarakat melalui mekanisme pengaduan yang dikelola oleh setiap anak perusahaan serta memastikan setiap masukan dan keluhan ditangani secara cepat dan bertanggung jawab. Setiap laporan yang diterima diproses dengan menilai kesungguhan isi pengaduan, kredibilitas pelapor, bukti pendukung, serta kemungkinan untuk melakukan konfirmasi pelaporan oleh unit terkait. Sepanjang 2025, Grup Astra menerima 19 pengaduan terkait lingkungan dan 47 pengaduan terkait aspek sosial, yang seluruhnya telah direspons dan ditindaklanjuti oleh Grup Astra.

Survei Kepuasan Pelanggan

SEOJK F.30

Grup Astra secara rutin melaksanakan survei kepuasan pelanggan sebagai bagian dari upaya meningkatkan kualitas produk dan layanan di seluruh lini bisnis. Survei dilakukan dengan metode yang disesuaikan dengan produk dan jasa setiap segmen industri dan lini bisnis.

Products and Services Safety Evaluation

SEOJK F.17, F.26, F.29 | GRI 416-1

Astra ensures that all products and services undergo safety evaluation processes prior to market release to safeguard customer safety and comfort. These evaluations are conducted through consistent testing and verification to ensure that all products and services meet established quality and safety standards.

As part of Astra's responsibility to ensure customer safety, in 2025 Astra Group conducted recalls of 117,444 vehicle units and 21,742 spare part units.

Community Grievance Management

SEOJK F.16, F.24

Astra is committed to maintaining two-way communication with communities through grievance mechanisms managed by each subsidiary and to ensuring that all feedback and complaints are addressed promptly and responsibly. Each report received is processed through an assessment of the grievance substance, the credibility of the reporting party, supporting evidence, and the feasibility of verification by the relevant units. Throughout 2025, Astra Group received 19 environmental-related grievances and 47 social-related grievances, all of which were responded to and followed up by Astra Group.

Customer Satisfaction Survey

SEOJK F.30

Astra Group regularly conducts customer satisfaction surveys as part of its efforts to enhance the quality of products and services across all business lines. The surveys are carried out using methods tailored to the characteristics of the products and services within each industry segment and business line.

81

Anak perusahaan melaksanakan survei kepuasan pelanggan pada tahun 2025

Subsidiaries conducted customer satisfaction surveys in 2025

73%

Memperoleh penilaian "Sangat Puas"

Received a "Very Satisfied" rating

27%

Memperoleh penilaian "Puas"

Received a "Satisfied" rating

Pengadaan Berkelanjutan

SEOJK B.1 | GRI 3-3, 204-1, 308-1, 414-1

Grup Astra senantiasa bekerja sama dengan berbagai pemasok lokal dan internasional, baik untuk pengadaan barang maupun jasa. Kolaborasi dengan pemasok lokal menjadi perhatian utama dalam memperkuat rantai pasok domestik, sejalan dengan upaya Astra untuk meningkatkan pemanfaatan produk lokal dan mewujudkan cita-cita “Sejahtera Bersama Bangsa”.

Selain itu, Astra memastikan proses pengadaan dijalankan secara bertanggung jawab dengan menerapkan prinsip ESG kepada seluruh mitra bisnis, pemasok, kontraktor, dan subkontraktor. Penerapan ini dilakukan melalui mekanisme seleksi dan evaluasi yang mencakup aspek lingkungan, sosial, hak asasi manusia, K3, serta antikorupsi dan antisuap yang tertuang dalam perjanjian kerja sama. Setiap pemasok diwajibkan memenuhi kriteria tersebut sebagai bagian dari komitmen Astra menjaga kualitas produk dan membangun rantai pasok yang berkelanjutan.

GRI 2-24

Astra juga memperkuat keterlibatan pemasok lokal dalam kegiatan pengadaan sebagai bentuk dukungan terhadap penguatan rantai pasok dan perekonomian lokal. Sepanjang tahun 2025, representasi pemasok lokal mencapai 93,54% dari total pemasok Grup Astra.

Sustainable Procurement

SEOJK B.1 | GRI 3-3, 204-1, 308-1, 414-1

Astra Group works closely with a broad range of local and international suppliers for the procurement of goods and services. Collaboration with local suppliers is a key priority in strengthening the domestic supply chain, in line with Astra's efforts to increase the use of local products and to advance its vision to “Prosper With The Nation”.

In addition, Astra ensures that procurement processes are conducted responsibly by applying ESG principles to all business partners, suppliers, contractors, and subcontractors. These principles are embedded in selection and evaluation mechanisms that cover environmental and social aspects, human rights, OHS, as well as anti-corruption and anti-bribery requirements, as stipulated in partnership agreements. All suppliers are required to meet these criteria as part of Astra's commitment to maintaining product quality and building a sustainable supply chain.

GRI 2-24

Astra also strengthens the involvement of local suppliers in procurement activities as a form of support for supply chain resilience and local economic development. Throughout 2025, local suppliers represented 93.54% of the total suppliers within Astra Group.



Komitmen dan Progres

Commitment and Progress

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

Topik | Topic

Kinerja 2025 | 2025 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%.

76%

Pendapatan Non-Batu Bara

Non-Coal Revenue

24%

Pendapatan Batu Bara

Coal Revenue

5%

Pendapatan Batu Bara Termal
Thermal Coal Revenue

2%

Pendapatan Batu Bara Metalurgi
Metallurgical Coal Revenue

17%

Pendapatan Kontraktor Penambangan Batu Bara
Mining Contracting 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.

37.57 MWp

Proyek Instalasi Panel Surya

Solar Panel Installation Project

125.60 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.

31 Model | Models

Kendaraan Listrik Roda Empat (xEV)

Four-Wheeler Electric Vehicle (xEV)

4 Model | Models

Kendaraan Roda Dua Berbasis Battery Electric Vehicle (BEV)

Two-Wheeler Battery Electric Vehicle (BEV)



Future of Mines

Fokus pada diversifikasi ke pertambangan mineral non-batu bara.

Focusing on diversifying into non-coal mineral mining.

Rp31.9 Triliun | Trillion

Total Investasi pada Tambang Mineral Non-Batu Bara

Total Investment in Non-Coal Mineral Mining

Ringkasan Inisiatif | Snapshot of Initiatives

- Memperluas portofolio infrastruktur industri dan logistik melalui akuisisi PT Mega Manunggal Property Tbk.
Expanding industrial and logistics infrastructure portfolio through the acquisitions of PT Mega Manunggal Property Tbk.
- Memperkuat portofolio melalui akuisisi pertambangan emas PT Arafura Surya Alam.
Strengthening the portfolio through the acquisition of the gold mining company PT Arafura Surya Alam.

- Proyek instalasi panel surya mencapai 37,57 MWp.
Solar panel installation project reached 37.57 MWp.
- Kapasitas Pembangkit Listrik Tenaga Minihidro (PLTM) sebesar 34,40 MW.
Capacity of Mini-hydro Power Plant is 34.40 MW.
- Kapasitas Pembangkit Listrik Tenaga Panas Bumi (PLTP) sebesar 91,20 MW.
Capacity of Geothermal Power Plant is 91.20 MW.

- Pemasaran 31 model kendaraan roda empat xEV dan 4 model kendaraan roda dua BEV.
Marketing of 31 four-wheeler xEV models and 4 two-wheeler BEV models.

- Total investasi pada sektor tambang mineral non-batu bara mencapai Rp31,9 triliun, terdiri dari Rp17 triliun investasi pada tambang emas dan Rp14,9 triliun investasi pada tambang nikel.
Total investment in the non-coal mineral mining sector reached Rp31.9 trillion, consisting of Rp17 trillion investment in gold mining and Rp14.9 trillion investment in nickel mining.

Astra mengoptimalkan kinerja melalui penguatan tujuh lini bisnis inti dan ekspansi strategis ke berbagai peluang bisnis baru.

Astra optimizes its performance by strengthening seven core business lines and strategically expanding into various new business opportunities.

Ketahanan Iklim

Climate Resilience



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Strategi Kami

Our Strategy



Astra mendukung transisi energi berkelanjutan melalui penguatan diversifikasi portofolio bisnis serta mengambil langkah-langkah dekarbonisasi operasional. Strategi ini diwujudkan melalui implementasi efisiensi energi, peralihan ke sumber energi yang lebih rendah emisi, elektrifikasi kendaraan dan peralatan, pemanfaatan energi terbarukan, serta dukungan terhadap transisi energi nasional melalui pembelian *Renewable Energy Certificate* (REC) dan kredit karbon.

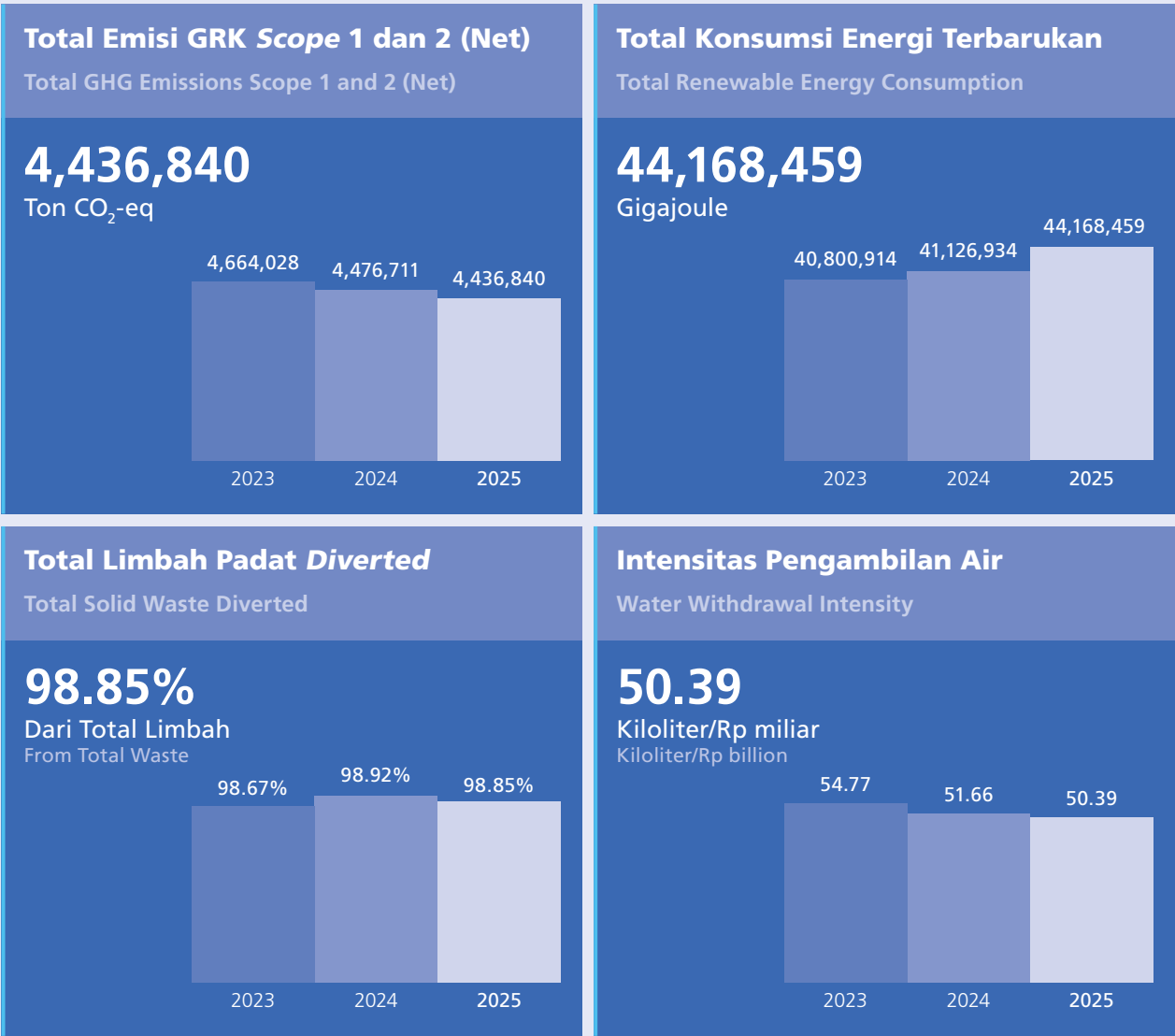
Astra supports the sustainable energy transition by strengthening its diversified business portfolio and the implementation of operational decarbonization measures. This strategy is executed through the adoption of energy efficiency initiatives, a shift toward lower-emission energy sources, the electrification of vehicles and equipment, and renewable energy use. Astra also supports the national energy transition through the purchase of Renewable Energy Certificates (RECs) and carbon credits.



Ikhtisar Kinerja

Performance Snapshot

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





Sejalan dengan Astra 2030 Sustainability Aspirations, Astra terus memperkuat pengelolaan aspek lingkungan yang mencakup emisi, energi, limbah, dan air, sekaligus meningkatkan ketahanan iklim melalui identifikasi serta pengelolaan risiko dan peluang terkait perubahan iklim.

In line with Astra 2030 Sustainability Aspirations, Astra continues to strengthen the management of environmental aspects, including emissions, energy, waste, and water, while enhancing climate resilience through the identification and management of climate-related risks and opportunities.

Tata Kelola

Governance

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. Pengawasan atas risiko dan peluang perubahan iklim di Grup Astra berada di bawah tanggung jawab Direksi dan Dewan Komisaris. Terkait dengan struktur tata kelola Astra dapat merujuk ke Bab "Pendekatan terhadap Keberlanjutan" dalam laporan ini.

Direksi bertanggung jawab untuk meninjau dan mengarahkan strategi Grup agar tetap sejalan dengan strategi keberlanjutan Astra, termasuk isu perubahan iklim. Isu perubahan iklim dibahas secara rutin setiap triwulan melalui *Board Sustainability Meeting* sebagai forum utama untuk membahas, meninjau, dan mengevaluasi strategi keberlanjutan Astra sehingga dapat menentukan strategi keberlanjutan ke depannya.

Direksi mempertimbangkan aspek keberlanjutan, termasuk perubahan iklim, dalam pengawasan arah strategis Perseroan dan pengambilan keputusan bisnis guna memastikan ketahanan dan keberlanjutan bisnis dalam jangka panjang. Dalam pengawasan tersebut, Direksi juga mempertimbangkan berbagai implikasi dan *trade-off* yang mungkin timbul dari risiko dan peluang terkait perubahan iklim sehingga keputusan yang diambil tetap seimbang antara kinerja, pengelolaan risiko, dan penciptaan nilai jangka panjang yang selaras dengan komitmen keberlanjutan Perseroan. Pertimbangan tersebut diimplementasikan melalui penerapan ESG *Due Diligence* dalam pengambilan keputusan investasi baru, seperti *merger* dan *acquisition*.

Dewan Komisaris berperan dalam mengawasi dan memberikan masukan kepada Direksi dalam mengelola bisnis. Direksi melaporkan rencana strategis terkait penerapan perubahan 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.

Board and Committee Oversight

Astra manages and oversees climate change-related matters in a holistic manner by engaging all relevant functions across the Group through a centrally coordinated Group-wide approach. Oversight of climate-related risks and opportunities within Astra Group is the responsibility of the Board of Directors and the Board of Commissioners. Further details on Astra's governance structure, please refer to "Approach to Sustainability" Chapter of this report.

The Board of Directors is responsible for reviewing and directing the Group's strategy to ensure alignment with Astra's sustainability strategy, including climate change-related issues. Climate change issues are discussed on a quarterly basis through the Board Sustainability Meeting, which serves as the primary forum to discuss, review, and evaluate Astra's sustainability strategy and to determine the direction of the Company's sustainability initiatives going forward.

The Board of Directors incorporates sustainability aspects, including climate change, into the oversight of the Company's strategic direction and business decision-making to ensure long-term resilience and business continuity. In this oversight, the Board also evaluates various implications and potential trade-offs arising from climate-related risks and opportunities, ensuring that decisions remain balanced between performance, risk management, and long-term value creation in alignment with the Company's sustainability commitments. These considerations are implemented through the application of ESG Due Diligence in new investment decisions, such as mergers and acquisitions.

The Board of Commissioners plays a role in overseeing the business and providing guidance to the Board of Directors. The Board of Directors reports climate-related strategic plans and progress in implementing Astra 2030 Sustainability Aspirations to the Board of Commissioners. The Board of Directors also reports the Group's management of climate change-related risk identification and mitigation to the Board of Commissioners through its committee, the Audit Committee. The Audit Committee is also responsible for assisting the Board of Commissioners in monitoring the adequacy of the identification and mitigation of climate-related risks.

Dalam memastikan pencapaian kinerja dan target perubahan iklim dari seluruh perusahaan Grup, Astra menghimpun seluruh capaian tersebut dalam Sustainability Index. Astra juga menetapkan *Key Performance Indicators* (KPI) Sustainability Index bagi seluruh perusahaan Grup dan manajemennya, yang ditinjau oleh Direksi melalui *Group Corporate Review* yang diselenggarakan tiga kali dalam setahun. Forum ini mencakup evaluasi pencapaian target perubahan iklim dalam Astra 2030 Sustainability Aspirations, tantangan dan peluang yang dihadapi, serta rencana aksi di tingkat Grup untuk merespons tantangan dan mengoptimalkan peluang tersebut.

Astra telah menunjuk DIC Sustainability yang bertanggung jawab untuk mengoordinasikan dan mengarahkan Grup dalam implementasi program dan aktivitas keberlanjutan. Peran ini mencakup pengembangan dan pelaksanaan berbagai inisiatif dan program untuk mendukung pencapaian Astra 2030 Sustainability Aspirations, penyusunan rencana pemenuhan komitmen Astra Net Zero Scope 1 & 2 pada tahun 2050, pemantauan kemajuan kinerja berkelanjutan di seluruh anak perusahaan, serta pengelolaan risiko dan peluang terkait perubahan iklim.

Dalam pelaksanaannya, DIC Sustainability bekerja sama dengan Sustainability Steering Committee yang terdiri dari DIC yang mewakili lini bisnis Astra. Sustainability Steering Committee berperan untuk memberikan arahan strategis, melakukan peninjauan, serta memantau implementasi strategi berkelanjutan dan inisiatif terkait perubahan iklim di tingkat Grup secara lebih mendalam, sebelum memberikan laporan kepada Direksi.

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 HO Supporting Team. Melalui sinergi dan koordinasi yang erat, Sustainability Working Group berperan dalam memastikan konsistensi implementasi, percepatan pencapaian target, serta kemajuan program keberlanjutan Astra di seluruh organisasi.

Pelatihan dan Komunikasi Internal Terkait dengan Perubahan Iklim

Secara berkala, Astra memastikan ketersediaan dan pengembangan kompetensi Direksi dan karyawan yang diperlukan dalam mengawasi dan mengimplementasikan strategi untuk merespons risiko dan peluang terkait perubahan iklim. Upaya tersebut dilakukan melalui penetapan peran dan tanggung jawab yang jelas, penguatan tata kelola, serta peningkatan kapasitas secara berkelanjutan.

To ensure the achievement of climate performance and targets across all Group companies, Astra consolidates these achievements within the Sustainability Index. Astra also establishes the Sustainability Index as a Key Performance Indicator (KPI) for all Group companies and their management, which is reviewed by the Board of Directors through the Group Corporate Review held three times a year. The forum covers the evaluation of climate target achievements under Astra 2030 Sustainability Aspirations, the challenges and opportunities encountered, and the action plans at the Group level to address challenges and optimize opportunities.

Astra has appointed a Sustainability DIC, responsible for coordinating and guiding the Group in the implementation of sustainability programs and activities. This role includes development and implementation of various initiatives and programs to support the achievement of Astra 2030 Sustainability Aspirations, developing the roadmap to achieve Astra Net Zero Scope 1 & 2 by 2050 commitment, monitoring sustainability performance progress across all subsidiaries, as well as managing climate-related risks and opportunities.

In carrying out these responsibilities, the Sustainability DIC works closely with the Sustainability Steering Committee, which comprises DICs representing Astra's business lines. The Sustainability Steering Committee plays a role in providing strategic direction, conducting reviews, and monitoring the implementation of sustainability strategies and climate-related initiatives at the Group level in greater depth, prior to reporting to the Board of Directors.

In performing its role, the Sustainability DIC is supported by the Sustainability Working Group, which comprises Astra Head Office (HO) Core Team, Sustainability Directors from across Astra Group, and HO Supporting Team. Through close synergy and coordination, the Sustainability Working Group plays a vital role in ensuring consistent implementation, accelerating target achievement, and advancing Astra's sustainability programs throughout the entire organization.

Internal Training and Communication Related to Climate Change

Periodically, Astra ensures the availability and development of the necessary competencies for both the Board of Directors and employees to oversee and implement strategies in response to climate-related risks and opportunities. These efforts are carried out through the establishment of clear roles and responsibilities, the strengthening of governance, and continuous capacity building.

Pada tahun 2025, Astra melanjutkan Astra Sustainability Academy yang dirancang untuk mengembangkan kompetensi keberlanjutan dengan memasukkan tema-tema terkait perubahan iklim ke dalam kurikulum pelatihan dan lokakarya, dengan tujuan meningkatkan pemahaman mendasar karyawan, manajer, dan eksekutif Grup Astra mengenai perubahan iklim hingga pengetahuan mendalam mengenai pengelolaan isu terkait perubahan iklim.

Astra juga mendorong program komunikasi yang menjangkau pemangku kepentingan internal dan eksternal untuk mendukung inisiatif *net zero* di lingkungan Grup Astra. Sepanjang tahun pelaporan, Astra melaksanakan sosialisasi terkait pedoman komunikasi untuk mendukung pencapaian Astra Net Zero Scope 1 & 2 pada tahun 2050 kepada seluruh Grup Astra. Sosialisasi tersebut diselenggarakan sebanyak dua kali dengan total kehadiran 134 perwakilan manajemen dan penanggung jawab komunikasi Grup Astra. Sejalan dengan upaya tersebut, sebanyak 157 perusahaan turut mengomunikasikan inisiatif keberlanjutan melalui berbagai saluran informasi dan media komunikasi, baik ditujukan kepada pemangku kepentingan internal maupun eksternal.

In 2025, Astra continued the Astra Sustainability Academy, which is designed to build sustainability competencies by integrating climate-related themes into its training curriculum and workshops, with the aim to enhance foundational understanding of climate change among Astra Group employees, managers, and executives, as well as to develop more advanced knowledge in managing climate-related issues.

Astra also promoted communication programs that engage both internal and external stakeholders to support net zero initiatives across Astra Group. Throughout the reporting year, Astra conducted socialization sessions on communication guidelines to support the achievement of Astra Net Zero Scope 1 & 2 by 2050 across Astra Group. These sessions were held twice, with a total attendance of 134 management representatives and communication leads across Astra Group. In line with these efforts, 157 companies also communicated their sustainability initiatives through various information channels and communication media, targeting both internal and external stakeholders.

Manajemen Risiko

Risk Management

Mengidentifikasi dan Menilai Risiko-Risiko Terkait Perubahan Iklim

Grup Risk Advisory secara berkala melakukan penelaahan atas risiko utama pada unit bisnis, termasuk risiko terkait perubahan iklim. Proses ini mencakup identifikasi, penilaian dan aksi mitigasi dari pengendalian internal, yang selanjutnya dimonitor dan dilaporkan untuk dibahas secara berkala bersama Direksi dan Komite Audit.

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

Penilaian risiko terkait perubahan iklim, khususnya risiko fisik, telah dilakukan secara berkala melalui pemetaan lokasi aset-aset utama Grup Astra di seluruh Indonesia

Identification and Assessment of Climate-Related Risks

Risk Advisory Group periodically reviews key risks across business units, including climate change-related risks. This process includes identification, assessment, and mitigation actions arising from internal controls, which are subsequently monitored and reported for regular discussion with the Board of Directors and the Audit Committee.

Astra identifies climate-related risks as emerging risks that may affect the business over the short-, medium-, to long-term, encompassing physical and transition risks, in line with TCFD guidance. A top-down and bottom-up approach is applied to develop a comprehensive risk profile.

Climate risk assessments, particularly for physical risks, have been carried out regularly through the mapping of key Astra Group asset locations across Indonesia and

dan penilaian potensi dampaknya terhadap aset-aset yang memiliki nilai strategis. Proses ini melibatkan perwakilan lintas fungsi dari berbagai lini bisnis dan mempertimbangkan tren global perubahan iklim beserta implikasinya terhadap aset, kegiatan operasional, dan rantai pasok.

Risiko dan peluang yang teridentifikasi selanjutnya dinilai melalui kerangka manajemen risiko Grup dengan mempertimbangkan tingkat materialitas terhadap keberlanjutan bisnis, probabilitas kejadian, serta keselarasan terhadap profil dan kompleksitas operasional Grup Astra. Hasil penilaian tersebut digunakan sebagai dasar penetapan prioritas risiko utama dan dilaporkan kepada Direksi sebagai bagian dari konsolidasi profil risiko Grup.

Proses untuk Mengelola Risiko Terkait Perubahan Iklim

Astra telah memulai dan secara berkelanjutan melakukan pemantauan berkala atas risiko terkait perubahan iklim sebagai dasar dalam perumusan langkah mitigasi dan penguatan pengendalian. Penilaian risiko terkait perubahan iklim pada tingkat Grup, dan hasilnya ditindaklanjuti melalui penerapan respon risiko yang sesuai, yang diklasifikasikan berdasarkan kerangka *Enterprise Risk Management* (ERM), yaitu menghindari, mengurangi, mengalihkan, atau menerima risiko.

Dalam mendukung proses pengambilan keputusan, Astra memanfaatkan analisis skenario perubahan iklim guna menginformasikan paparan finansial tingkat tinggi atas risiko fisik dan risiko transisi utama. Perlakuan risiko perubahan iklim yang diusulkan mencakup:

- Mitigasi dampak perubahan iklim fisik (seperti *Business Continuity Plan* (BCP), perlindungan asuransi, ketahanan infrastruktur);
- Pemantauan dan penilaian dampak regulasi;
- Penjajakan peluang bisnis baru, termasuk pengembangan produk dan layanan dengan emisi karbon lebih rendah;
- Eksplorasi dan adaptasi teknologi yang relevan;
- Peninjauan dan upaya pengurangan jejak karbon; dan
- Penguatan tata kelola perusahaan.

the assessment of potential impacts on strategically important assets. This process involves cross-functional representatives from various business lines and considers global climate change trends and their implications for assets, operations, and the supply chain.

Identified risks and opportunities are subsequently assessed using the Group's risk management framework, considering their materiality to business sustainability, likelihood of occurrence, and alignment with Astra Group's risk profile and operational complexity. The results of this assessment serve as the basis for prioritizing key risks and are reported to the Board of Directors as part of the consolidation of the Group's risk profile.

Processes for Managing Climate-Related Risks

Astra has initiated and continues to conduct regular monitoring of climate-related risks as a basis for formulating mitigation steps and strengthening controls. Climate risk assessments at the Group level, and the results are followed up through appropriate risk responses, classified in accordance with the *Enterprise Risk Management* (ERM) framework, namely risk avoidance, risk reduction, risk transfer, or risk acceptance.

To support decision-making process, Astra uses climate scenario analyses to inform high-level assessments of financial exposure to key physical and transition risks. Proposed climate risk responses include:

- Mitigating the impacts of physical climate change (such as Business Continuity Plan (BCP), insurance protection, and infrastructure resilience);
- Monitoring and assessing regulatory impacts;
- Exploring new business opportunities, including the development of lower-carbon products and services;
- Exploring and adapting relevant technologies;
- Reviewing and striving to reduce carbon footprints; and
- Strengthening corporate governance.

Berdasarkan hasil penilaian risiko tersebut, Astra telah memulai dan akan terus memantau risiko terkait perubahan iklim beserta efektivitas tindakan mitigasinya secara berkala, yang didokumentasikan dalam Astra *Climate Change Risk Register*.

Mengintegrasikan Risiko Terkait Perubahan Iklim ke dalam Kerangka Kerja Manajemen Risiko

Risiko terkait perubahan iklim telah ditetapkan sebagai bagian dari *Top Risk* Grup Astra dan dimasukkan ke dalam *Risk Library* Astra (Taksonomi Risiko).

Grup Risk Advisory secara berkelanjutan memperkuat penerapan ERM Astra dengan mengintegrasikan proses identifikasi, penilaian, pengelolaan, dan pemantauan risiko terkait perubahan iklim secara lebih komprehensif pada setiap semester. Penguatan ini mencakup peningkatan pengumpulan dan analisis data jangka panjang terkait dampak perubahan iklim di seluruh bisnis guna mendukung pengembangan metrik adaptasi dan mitigasi, serta memfasilitasi berbagi pembelajaran untuk meningkatkan kesadaran dan kapabilitas pengelolaan risiko perubahan iklim di tingkat Grup. Pendekatan tersebut diselaraskan dengan hasil analisis skenario perubahan iklim dan peta jalan adaptasi yang mencakup risiko fisik dan transisi.

Kerangka dan proses yang sama juga diterapkan untuk mengidentifikasi, menilai, memprioritaskan, dan memantau peluang terkait perubahan iklim. Analisis skenario perubahan iklim dimanfaatkan untuk mengidentifikasi peluang usaha serta inisiatif strategis yang mendukung agenda transisi dan memperkuat ketahanan jangka panjang Perseroan.

Hasil analisis risiko terkait perubahan iklim digunakan sebagai dasar untuk mengevaluasi dampaknya terhadap *Enterprise Risk Register* (ERR) Astra. Risiko fisik dan transisi diidentifikasi secara berkelanjutan dalam berbagai horizon waktu (jangka pendek, menengah, dan panjang) sebagai risiko yang dapat mengamplifikasi profil risiko Grup secara keseluruhan. Apabila risiko terkait perubahan iklim teridentifikasi berada dalam horizon jangka pendek atau telah termaterialisasi, risiko tersebut akan dinilai dampaknya dan diintegrasikan ke dalam ERR dan menjadi bagian dari *Top Risk* Grup Astra.

Based on the results of the risk assessment, Astra has initiated and will continue to periodically monitor climate-related risks and the effectiveness of their mitigation actions, which are documented in Astra *Climate Change Risk Register*.

Integrating Climate-Related Risks into the Risk Management Framework

Climate change-related risks have been designated as part of Astra Group's Top Risks and are incorporated into Astra Risk Library (Risk Taxonomy).

Risk Advisory Group continues to strengthen the implementation of Astra's ERM framework by more comprehensively every semester with integrating the identification, assessment, management, and monitoring of climate-related risks. These efforts include enhancing the collection and analysis of long-term climate impact data across businesses to support the development of adaptation and mitigation metrics, as well as facilitating knowledge sharing to increase awareness and capabilities in managing climate-related risks at the Group level. This approach is aligned with the results of climate scenario analysis and the adaptation roadmap, covering physical and transition risks.

The same framework and processes are also applied to identify, assess, prioritize, and monitor climate-related opportunities. Climate scenario analyses are applied to identify business opportunities and strategic initiatives that support the transition agenda and strengthen the Company's long-term resilience.

The results of climate-related risk analyses serve as the foundation for evaluating their impact on Astra's Enterprise Risk Register (ERR). Physical and transition risks are identified on an ongoing basis across various time horizons (short, medium, and long-term) as risks that may amplify the Group's overall risk profile. If climate-related risks are identified within the short-term horizon or have materialized, their impacts are assessed and integrated into the ERR, becoming part of Astra Group's Top Risks.

Integrasi ini mencakup penyesuaian tingkat risiko, penetapan langkah mitigasi dan adaptasi, serta mekanisme pemantauan dan pelaporan kepada manajemen. Pendekatan ini memastikan keterkaitan yang jelas antara pengelolaan risiko terkait perubahan iklim dan pengelolaan risiko perusahaan secara keseluruhan, serta mendukung konsistensi pelaporan risiko dan keberlanjutan Astra.

Melalui proses ini, risiko fisik dan transisi diidentifikasi sebagai faktor pendorong (*risk drivers*) yang berpotensi memengaruhi eksposur risiko utama (*Top Risk*). Risiko fisik terkait perubahan iklim menunjukkan indikasi dampak yang mulai dirasakan dalam jangka pendek seiring meningkatnya frekuensi dan intensitas kejadian cuaca ekstrem. Kondisi tersebut meningkatkan eksposur Perseroan terhadap risiko bencana alam maupun *manmade disaster*, yang berpotensi menimbulkan gangguan operasional, meningkatkan risiko terhadap keselamatan dan kesehatan pekerja, serta menyebabkan kerusakan aset dan infrastruktur operasional Perseroan.

Di sisi lain, risiko transisi terus berkembang seiring perubahan kebijakan dan regulasi, dinamika pasar, percepatan, perkembangan, dan adopsi teknologi rendah karbon. Dampak risiko transisi menjadi semakin relevan dalam jangka pendek hingga menengah. Perubahan regulasi dan standar keberlanjutan dapat meningkatkan eksposur terhadap risiko kepatuhan, sementara pergeseran preferensi pasar dan ekspektasi pemangku kepentingan berpotensi memengaruhi risiko daya saing dan reputasi Perseroan. Selain itu, percepatan inovasi teknologi rendah karbon menuntut kesiapan adaptasi bisnis untuk menjaga efisiensi operasional dan keberlanjutan nilai jangka panjang.

This integration includes adjusting risk levels, establishing mitigation and adaptation measures, as well as defining monitoring and reporting mechanisms to management. This approach ensures a clear link between climate-related risk management and overall corporate risk management, while supporting consistency in Astra's risk and sustainability reporting.

Through this process, physical and transition risks are identified as risk drivers that potentially influence key risk exposures (Top Risks). Physical risks related to climate change show indications of impacts starting to be felt in the short term, alongside the increasing frequency and intensity of extreme weather events. These conditions increase the Company's exposure to natural disasters and man-made disasters, which have the potential to cause operational disruptions, increase risks to worker health and safety, and lead to damage to the Company's operational assets and infrastructure.

On the other hand, transition risks continue to evolve alongside changes in policies and regulations, market dynamics, acceleration, development, and adoption of low-carbon technologies. The impact of transition risks is becoming increasingly relevant in the short to medium term. Changes in regulations and sustainability standards may increase exposure to compliance risks, while shifts in market preferences and stakeholder expectations have the potential to affect the Company's competitiveness and reputational risks. Furthermore, the acceleration of low-carbon technological innovation demands business adaptation readiness to maintain operational efficiency and long-term value sustainability.

Strategi, Metrik, dan Target

Strategy, Metrics, and Targets

Risiko dan Peluang Terkait Perubahan Iklim

Kegiatan bisnis dapat terpengaruh oleh dampak risiko fisik perubahan iklim, serta dampak risiko transisi 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 TCFD, dan pada 2025, Astra mulai mempersiapkan kesesuaian pelaporan menggunakan kerangka IFRS S2.

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

Astra telah mengidentifikasi, menguji, dan memprioritaskan risiko serta peluang utama terhadap operasional bisnis dengan mempertimbangkan tingkat kerentanan aset dan operasional akibat dampak perubahan iklim berdasarkan tingkat eksposur yang sesuai dengan lokasi. Tabel 1 menyajikan risiko dan peluang, baik risiko fisik maupun transisi, yang dapat saling memengaruhi. Bahaya fisik yang serius dapat meningkatkan risiko transisi dan sebaliknya.

Tabel 1 Ringkasan Risiko dan Peluang yang Teridentifikasi Grup Astra

Risiko dan Peluang Risk and Opportunity		Definisi Definition	Penggerak Prioritas Prioritized Drivers
Fisik Physical	Akut Acute	Kejadian yang timbul akibat cuaca ekstrem, seperti banjir, gelombang badai, dan kebakaran hutan. 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). Extreme rain/flooding (also related to long-term rainfall trends).
	Kronis Chronic	Kejadian yang timbul dari proses perubahan iklim yang berubah dalam skala waktu yang lebih lama, seperti kenaikan suhu, kenaikan permukaan air laut, dan perubahan curah hujan. 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. Rising temperatures and extreme heat.
Transisi Transition	Kebijakan dan Hukum Policy and Legal	Perubahan regulasi untuk membatasi emisi GRK dengan penekanan pada operasi dan produk yang memproduksi emisi secara intensif. 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>). Economy-wide carbon tax in Indonesia and emissions reduction commitment (including carbon offset program).

Climate-Related Risks and Opportunities

Business activities may be affected by the physical impacts of climate change as well as transition risks arising from changes in regulation, technology, markets, and reputation. Astra has strengthened its internal processes to identify and manage climate-related risks and opportunities in line with TCFD, and as of 2025, Astra has begun preparing its reporting alignment with the IFRS S2 framework.

Since 2023, Astra has engaged representatives from across the Group, covering various functions and management levels, to identify climate-related risks and opportunities to assess their impacts.

Astra has identified, tested, and prioritized key risks and opportunities affecting business operations by considering the vulnerability of assets and operations to climate impacts based on location-specific exposure levels. Table 1 presents climate-related risks and opportunities, encompassing both physical and transition risks, which may interact with one another. Severe physical hazards may exacerbate transition risks, and vice versa.

Table 1 Summary of Identified Risks and Opportunities by Astra Group

Risiko dan Peluang Risk and Opportunity	Definisi Definition	Penggerak Prioritas Prioritized Drivers
Teknologi Technology	Adopsi teknologi dan inovasi yang mendukung penurunan emisi sebagai potensi investasi yang dibutuhkan untuk mencapai efisiensi. Technological adoptions and innovations that support emission reductions as potential investment required to pursue efficiency.	Efisiensi melalui otomatisasi dan teknologi. Efficiency through automation and technology.
Pasar Market	Meningkatnya permintaan akan produk dan jasa rendah karbon. Increasing demand for lower carbon products and services.	Pasar baru atau perubahan pasar (termasuk transisi di sektor transportasi). New or changing market (including transition in the transportation sector).
Reputasi Reputation	Bagaimana ekspektasi pemangku kepentingan berkembang, termasuk persepsi mereka terhadap respons organisasi dalam mencapai keberlanjutan. 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. Reputation may be damaged if the business is not aligned with stakeholder expectations.

Analisis Skenario Perubahan Iklim

Astra melakukan analisis skenario perubahan iklim dengan tujuan untuk memahami risiko dan peluang terkait perubahan iklim yang penting bagi bisnis perusahaan 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 perubahan iklim yang digunakan dapat dilihat pada Tabel 2.

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

Climate Scenario Analysis

Astra conducts climate scenario analysis to understand climate change-related risks and opportunities that are material to the Company's business under a range of potential future conditions. The analysis considers both physical climate changes (such as temperature variations) and socio-economic factors (such as the energy mix and energy demand) as hypotheses of potential developments over the short- to long-term. The climate scenarios applied are presented in Table 2.

The climate scenario projection results are then integrated with relevant data, including location, energy, and emissions data, to assess Astra's resilience strategy and portfolio under each climate scenario.

Tabel 2 Skenario Terkait Iklim

Table 2 Climate Scenario

	Pemanasan di bawah 2°C Aksi Iklim Agresif (LCCP: Skenario Rendah Karbon) 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) 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) Over 3°C warming Limited Climate Action (CPOS: Current Policies Scenario)
Deskripsi Description	Skenario rendah emisi yang mewakili skenario pengurangan emisi yang agresif untuk memenuhi Paris Agreement, 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. A 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 Paris Agreement. A moderate to high emissions scenario representing delayed and divergent policies resulting 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 Paris Agreement yang menargetkan kenaikan suhu di bawah 2°C pada tahun 2100. A 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 with the Paris Agreement of under 2°C warming by 2100.
Referensi Reference	Risiko Fisik: SSP1-2.6/RCP4.5 Risiko Transisi: Strategi Rendah Karbon Jangka Panjang Indonesia dan Ketahanan Iklim tahun 2050 NGFS dan Net Zero 2050 Physical Risks: SSP1-2.6/RCP4.5 Transition Risks: Indonesia's Long-Term Strategy for Low Carbon and Climate Resilience 2050 NGFS Net Zero 2050	Risiko Transisi: Kebijakan NGFS saat ini Transition Risks: NGFS Current Policies	Risiko Fisik: SSP5-8.5/RCP8.5 Physical Risks: SSP5-8.5/RCP8.5

Keterangan:

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

Astra menyadari bahwa tantangan perubahan iklim berpotensi timbul dalam jangka waktu pendek, menengah, maupun panjang. Oleh karena itu, Perseroan menetapkan horizon waktu untuk pengelolaan risiko dan peluang terkait perubahan iklim, yaitu jangka pendek (1–5 tahun), jangka menengah (5–15 tahun), dan jangka panjang (lebih dari 15 tahun).

Grup Astra menyusun dan menerapkan rencana adaptasi terhadap risiko fisik perubahan iklim guna meningkatkan ketahanan operasional pada kegiatan usaha yang telah berjalan maupun pada pengembangan operasi baru. Rencana adaptasi ini disusun berdasarkan hasil identifikasi dan penilaian risiko fisik perubahan iklim yang relevan dengan karakteristik lokasi, jenis aktivitas operasional, serta paparan terhadap bahaya perubahan iklim, seperti basah dan berangin serta panas dan kering.

Note:

Shared Socio-economic Pathway (SSP) | Representative Concentration Pathway (RCP) | Network for Greening the Financial System (NGFS).

Astra recognizes that climate-related challenges may arise over the short-, medium-, or long-term. Accordingly, the Company has defined time horizons for managing climate-related risks and opportunities, comprising the short-term (1–5 years), medium-term (5–15 years), and long-term (more than 15 years).

Astra Group developed and implemented an adaptation plan to address physical climate risks in order to strengthen operational resilience across existing business activities as well as future operational expansions. The adaptation plan is based on the identification and assessment of physical climate risks relevant to location characteristics, types of operational activities, and exposure to climate hazards, such as wet and windy conditions as well as hot and dry conditions.

Tabel 3 menyajikan hasil analisis skenario perubahan iklim, beserta potensi dampak serta strategi mitigasi dan adaptasi yang sedang dilaksanakan. Astra secara berkelanjutan memantau perkembangan tren dan potensi risiko terkait perubahan iklim, serta akan mempertimbangkan perluasan cakupan analisis skenario perubahan iklim pada periode mendatang apabila muncul potensi dampak baru yang relevan.

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Tabel 3 Risiko dan Peluang Utama yang Teridentifikasi dan Langkah Astra

Table 3 presents the results of the climate scenario analysis, including potential impacts and the mitigation and adaptation strategies currently being implemented. Astra continuously monitors developments in climate-related trends and potential risks and will consider expanding the scope of its climate scenario analysis in future periods when new and relevant potential impacts emerge.

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

Kondisi di Seluruh Skenario Conditions Across Scenarios	Dampak Potensial Potential Impacts	Rencana Aksi Solusi Mitigasi dan Adaptasi Mitigation and Adaptation Solution Action Plan
Fisik Physical		
Basah dan berangin (R) – Jangka Pendek		
Wet and windy (R) – Short-Term		
- Peningkatan curah hujan ekstrem dan total curah hujan tahunan Increase in extreme rainfall and total annual rainfall - Peningkatan kejadian banjir Increase in flooding events - Peningkatan intensitas badai petir dan topan Increase in thunderstorms and cyclone intensity	- Meningkatnya gangguan operasional dan produktivitas menurun, seperti gangguan mobilitas karyawan, akses pelanggan dan penutupan kantor sementara akibat hujan ekstrem dan banjir. 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. - Potensi kehilangan dan kerusakan aset, seperti bangunan, mesin, dan inventaris. Potential asset loss and damage, such as building, machinery, and inventory. - Meningkatnya masalah keselamatan dan kesehatan karyawan, khususnya yang bekerja di luar ruangan. Increase in employees' health issues and safety risk, in particular those working outdoors. - Meningkatnya premi asuransi. Increase in insurance premiums.	- Implementasi prosedur perilaku keselamatan, seperti larangan bekerja dalam kondisi cuaca ekstrem. ^(1,3,4) Implement safety behaviors procedures, such as work prohibition in extreme weather condition. ^(1,3,4) - Perumusan kebijakan manajemen rantai pasok yang mempertimbangkan perubahan iklim. ^(1,2) Formulation of supply chain management policies that take climate change into account. ^(1,2) - Melakukan penilaian risiko iklim tahap awal berdasarkan hasil Climate Scenario Analysis (CSA). ^(1,2,3,4) Conduct initial climate risk assessment based on previous Climate Scenario Analysis (CSA) result. ^(1,2,3,4) - Melakukan upaya perlindungan dan restorasi alam di sekitar perusahaan untuk mengurangi abrasi dan dampak banjir. ^(1,2) Conduct protection and restoration of natural barriers on company's surrounding area to reduce abrasion and flooding impact. ^(1,2) - Pengumpulan data terkait iklim, seperti data bahaya iklim, lokasi aset, jenis aset, nilai aset, dan nilai pendapatan rata-rata. ^(1,2,3,4) Collect climate-related data, such as climate hazard data, asset locations, asset types, asset values, and average revenue values. ^(1,2,3,4) - Menerapkan penilaian risiko banjir di seluruh lini bisnis. ^(1,2,4) Implement flood risk assessment across business lines ^(1,2,4) - Memperkuat ketahanan gugus tugas, aset, dan infrastruktur terhadap bahaya fisik. ^(2,4) Strengthen task force, assets, and infrastructures resilience against physical hazards. ^(2,4) - Menerapkan <i>Emergency Response Plan</i> (ERP) dan <i>Business Continuity Plan</i> (BCP) untuk mengurangi dampak terhadap produktivitas operasional. ^(1,3) Implement Emergency Response Plan (ERP) and Business Continuity Plan (BCP) to reduce impact on operational productivity. ^(1,3) - Membentuk tim darurat, tim bencana, dan tim <i>Search and Rescue</i> (SAR) di lokasi kerja yang bekerja sama dengan lembaga pemerintah. ^(1,2) Establish emergency, disaster teams, and Search and Rescue (SAR) team on site in collaboration with government agency. ^(1,2) - Perlindungan asuransi untuk kerusakan aset fisik. ^(2,4) Insurance coverage for physical asset damage. ^(2,4)

Kondisi di Seluruh Skenario Conditions Across Scenarios	Dampak Potensial Potential Impacts	Rencana Aksi Solusi Mitigasi dan Adaptasi Mitigation and Adaptation Solution Action Plan
Panas dan kering (R) – Jangka Pendek Hot and dry (R) – Short-Term		
• Peningkatan suhu Increase in temperature • Peningkatan frekuensi gelombang panas More frequent heatwaves • Peningkatan periode kekeringan dan musim kemarau Longer periods of drought and dry season • Peningkatan potensi kebakaran hutan Increase potential of wildfire	1. Penurunan produksi pertanian di sektor agribisnis akibat meningkatnya insiden penyakit akibat hama, meningkatnya kematian pohon akibat panas dan penurunan tingkat pertumbuhan pohon. Lower agricultural production in agribusiness sector due to increasing incidence of new and existing pests and diseases, increasing heat-induced tree mortality and declining in tree growth rates. 2. Peningkatan wabah penyakit menular. Increase outbreaks of infectious diseases. 3. Berpotensi kehilangan produktivitas tenaga kerja dan gangguan operasional akibat kelangkaan air dan kejadian panas ekstrem. Potential labor productivity losses and operational disruptions due to water scarcity and extreme heat events. 4. Meningkatnya masalah kesehatan karyawan. Increase in employees' health issues. 5. Meningkatnya kebutuhan energi untuk pendinginan dan penggunaan energi untuk peralatan. Increase in energy demand for cooling and energy use of equipment. 6. Meningkatnya biaya operasional akibat kebutuhan air bersih. Increase in operational cost due to water demand. 7. Meningkatnya biaya akibat kerusakan aset. Increased cost from damaged assets. 8. Meningkatnya premi asuransi atau tantangan untuk mendapatkan cakupan untuk area yang rentan terhadap kebakaran hutan. Increase in insurance premiums or challenges in obtaining coverage for areas that are prone to wildfires.	• Implementasi prosedur perilaku keselamatan, seperti larangan bekerja dalam kondisi cuaca ekstrem, seperti gelombang panas, kabut, dll. ^(3,4) Implement safety behaviors procedures, such as work prohibition in extreme weather condition for example heat waves, fog, etc. ^(3,4) • 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⁾ Conduct climate smart pest management research, develop oil palm varieties that are more resilient to climate stress, improve water management and drainage systems. ⁽¹⁾ • Menetapkan pengurangan intensitas pengambilan air sebesar 15% pada tahun 2030. ^(3,6) Set 15% water withdrawal intensity reduction by 2030. ^(3,6) • Pengumpulan data terkait iklim, seperti data bahaya iklim, lokasi aset, jenis aset, nilai aset, dan nilai pendapatan rata-rata. ⁽¹⁻⁸⁾ Collect climate-related data, such as climate hazard data, asset locations, asset types, asset values, and average revenue values. ⁽¹⁻⁸⁾ • Melakukan <i>water assessment</i>. ⁽⁶⁾ Conduct water assessment. ⁽⁶⁾ • Memperkuat ketahanan gugus tugas, aset, dan infrastruktur terhadap bahaya fisik. ^(7,8) Strengthen task force, assets and infrastructures resilience against physical hazards. ^(7,8) • Menerapkan <i>Emergency Response Plan (ERP)</i> dan <i>Business Continuity Plan (BCP)</i> untuk mengurangi dampak terhadap produktivitas operasional. ^(1,3,5,6,7) Implement Emergency Response Plan (ERP) and Business Continuity Plan (BCP) to reduce impact on operational productivity. ^(1,3,5,6,7) • Menjamin asuransi untuk kerusakan aset fisik. ^(7,8) Insurance coverage for physical asset damage. ^(7,8) • Melakukan studi "Pencegahan <i>Heat Stress</i> dalam Kesehatan Kerja". ^(3,4) Conduct "Heat Stress Prevention in Occupational Health". study ^(3,4)

Kondisi di Seluruh Skenario Conditions Across Scenarios	Dampak Potensial Potential Impacts	Rencana Aksi Solusi Mitigasi dan Adaptasi Mitigation and Adaptation Solution Action Plan
Transisi Transition		
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		
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. Rapid increase in carbon pricing under aggressive climate action, but negligible carbon pricing under limited climate action.	1. <i>Direct financial exposure</i> melalui pajak karbon atau mekanisme penetapan harga lainnya. Direct financial exposure through carbon tax or other pricing mechanisms. 2. <i>Indirect carbon exposures</i> melalui biaya rantai pasokan yang lebih tinggi. Indirect carbon exposures through higher supply chain costs.	- Menetapkan pengurangan 30% untuk emisi <i>Scope 1 & 2</i> pada tahun 2030 dari <i>baseline</i> 2019 di seluruh Grup, serta menetapkan target Net Zero <i>Scope 1 & 2</i> pada tahun 2050. ^(1,2) Set a 30% reduction target for Scope 1 & 2 emissions by 2030 from a 2019 baseline across the Group, and establishing a Net Zero Scope 1 & 2 target by 2050. ^(1,2) - Menetapkan 50% energi terbarukan untuk memasok operasi pada tahun 2030. ^(1,2) Set 50% renewable energy target to supply operations by 2030. ^(1,2) - Inisiatif Renew & Reduce: Meningkatkan kapasitas energi terbarukan di operasi kami, seperti penggunaan biofuel dan biomassa. ^(1,2) Renew & Reduce initiative: Increasing our renewable capacity in our operations, such as using biofuel and biomass. ^(1,2) - Inisiatif Renewable Future: Berfokus pada peningkatan proyek dan investasi energi terbarukan kami. ^(1,2) Renewable Future Initiative: Focusing on scaling up renewable energy projects and investments. ^(1,2) - Meningkatkan kapasitas energi surya fotovoltaik (PV) yang terpasang. ^(1,2) Increase solar photovoltaic (PV) adoption. ^(1,2) - Menggunakan energi terbarukan melalui skema REC. ^(1,2) Use renewable energy under REC scheme. ^(1,2) - Berkontribusi dalam program <i>carbon emissions offset</i> nasional. ^(1,2) Contribute to national emissions offset program. ^(1,2) - Menerapkan program dengan <i>co-benefits</i>, seperti <i>Nature-Based Solutions</i>. ^(1,2) Implement program with co-benefits, such as Nature-Based Solutions. ^(1,2) - Menerapkan penilaian <i>Internal Carbon Pricing</i> (ICP) untuk aktivitas <i>Merger and Acquisition</i> (M&A). ^(1,2) Implement Internal Carbon Pricing (ICP) assessments for Merger and Acquisition (M&A) activities. ^(1,2)

Kondisi di Seluruh Skenario Conditions Across Scenarios	Dampak Potensial Potential Impacts	Rencana Aksi Solusi Mitigasi dan Adaptasi Mitigation and Adaptation Solution Action Plan
Efisiensi melalui otomatisasi dan teknologi (O) – Jangka Menengah Efficiency through automation and technology (O) – Medium-Term		
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. 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.	Meningkatnya efisiensi operasional dan energi untuk mengurangi penggunaan energi, biaya listrik, dan emisi. Increase in operational and energy efficiency to reduce energy consumption, electricity expenses, and emissions.	- Mengeksplorasi teknologi baru yang dapat mengurangi emisi dengan unit bisnis, seperti implementasi penggunaan otomatisasi penggunaan mode power untuk menyesuaikan muatan pada alat berat. Explore new technology that reduces emission with relevant business units, such as implementation of power modes automation to adjust machine load. - Inisiatif Fuel Smart: Membangun kemajuan yang telah dicapai oleh semua unit bisnis Astra dalam inisiatif bahan bakar dan energi. Fuel Smart initiative: Build on the progress that Astra Business Unit have made in fuel and energy initiatives. - Meningkatkan upaya efisiensi energi untuk semua lini bisnis. Improve energy efficiency efforts to all business lines. - Menerapkan program audit energi untuk semua lini bisnis. Implement energy audit programs to business lines. - Melakukan proses monitor berkala terhadap perkembangan teknologi rendah karbon (misal: EV 2W & 4W, charging station, solar PV, general green building) dan tren perkembangan bisnis untuk selanjutnya risiko/peluang tersebut diintegrasikan dalam strategi pengembangan bisnis dan alokasi kapital unit bisnis Astra. Conduct periodic monitoring of low-carbon technology developments (e.g., 2W & 4W EV, charging stations, solar PV, general green building) and business trends, subsequently integrating these risks/opportunities into the business development strategies and capital allocation of Astra's business units.
Akses ke pasar baru (O) / penurunan pasar bahan bakar fosil, aset terdampar (R) – Jangka Menengah Access to new markets (O) / decreasing fossil fuel markets, stranded assets (R) – Medium-Term		
- 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. 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. - Berkembangnya transportasi rendah karbon, terutama untuk kendaraan listrik, hibrida, dan hidrogen. Evolving low carbon transports notably for electric, hybrid and hydrogen fuel cell vehicles. - Permintaan mineral yang lebih tinggi untuk teknologi rendah karbon, seperti tembaga, nikel, dan bauksit. Higher demand for minerals for low carbon technologies, such as copper, nickel, and bauxite.	- Penurunan pendapatan dari bisnis yang terkait dengan batu bara dan segmen pasar <i>Internal Combustion Engine</i> (ICE). Decrease in revenue from coal-related business and internal combustion engine (ICE) market segments. - Rendahnya tingkat pengembalian investasi dan risiko investasi yang tidak terserap dalam portofolio yang bergantung pada batu bara. Lower return of investment and risk of stranded investment in coal dependent portfolio. - Meningkatnya tekanan pelanggan terhadap produk dan jasa rendah karbon. Increase in customer pressure for low carbon products and services.	- 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) Future of Mines initiative: No new coal mine acquisition and no new investments in new coal-fired power plants. ^(1,2,3) - 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) Future of Mobility initiative: Support our partners in the EV transition and pursue investments in the electric vehicle ecosystem, such as developing EVCS (Electric Vehicle Charging Station). ^(1,2,3) - Melanjutkan investasi di sektor-sektor industri baru dengan perbandingan jejak karbon yang relatif lebih rendah. ^(1,2,3) Continue pursuing investments in new industry sectors with comparatively lower carbon footprints. ^(1,2,3)

Kondisi di Seluruh Skenario Conditions Across Scenarios	Dampak Potensial Potential Impacts	Rencana Aksi Solusi Mitigasi dan Adaptasi Mitigation and Adaptation Solution Action Plan
Reputasi Perusahaan terancam turun bila bisnis tidak berjalan sesuai dengan ekspektasi pemangku kepentingan (R) – Jangka Pendek Reputation may be damaged if business is not aligned to stakeholder expectation (R) – Short-Term		
- Peningkatan kepedulian para pemangku kepentingan terhadap implikasi iklim dari keputusan dan sikap kritis mereka terkait dampak organisasi yang mereka dukung. Increase in stakeholders' concern regarding climate implications of their decisions and criticality of the organization's impact that they support. - Pergeseran preferensi pemangku kepentingan terhadap Perusahaan yang secara aktif terlibat dalam aksi iklim. Shift in stakeholders' preference towards Companies actively engaged in climate action.	- Berkurangnya kepemimpinan pasar akibat perubahan kebutuhan pelanggan yang didorong oleh iklim. Loss of market leadership due to change in customer's climate-driven demands. - Meningkatnya tuntutan akan transparansi yang lebih besar pada kinerja iklim. Increasing demand for more transparency on climate performance. - Perubahan risiko peringkat kredit yang bergantung pada kinerja iklim. Changes in credit rating risk depending on climate performance. - Terbatasnya akses pada modal Limited access to capital - Meningkatnya kesulitan dalam menarik dan mempertahankan talenta Increase in difficulty in talent attraction and retention	- Menyediakan informasi terkini kepada para pemangku kepentingan untuk mengomunikasikan Astra 2030 Sustainability Aspirations, termasuk mendorong keterlibatan pemangku kepentingan terkait target, inisiatif, dan pencapaian iklim. ⁽²⁾ Provide updated information with stakeholders to communicate Astra 2030 Sustainability Aspirations, including promoting stakeholder engagement on related to climate target, initiative, and achievement. ⁽²⁾ - Peningkatan efektivitas komunikasi dengan seluruh pemangku kepentingan. ⁽¹⁾ Enhance the effectiveness of communication with all stakeholders. ⁽¹⁾ - Mendapatkan asurans atas Laporan Keberlanjutan Astra. ^(3,5) Obtain assurance on Astra Sustainability Report ^(3,5) - Meningkatkan peringkat ESG Rating perusahaan. ⁽³⁾ Improve the Company's ESG Rating. ⁽³⁾ - Mengedukasi para pemangku kepentingan untuk meningkatkan keterlibatan dalam inisiatif iklim. ⁽¹⁾ Educate stakeholders to promote engagement in climate initiatives. ⁽¹⁾ - Mempertimbangkan aspek ESG ke dalam kerangka kerja keputusan investasi. ⁽⁴⁾ Incorporate ESG considerations into investment decision framework. ⁽⁴⁾ - Melakukan monitor media secara rutin terhadap pemberitaan tren keberlanjutan. ^(1,2) Conduct regular media monitoring on sustainability trend coverage. ^(1,2) - Terus berupaya menegakkan <i>no deforestation policy</i> khususnya pada sektor bisnis terkait. ^(2,4) Continues to uphold the no deforestation policy, particularly in relevant business sectors. ^(2,4) - Pengembangan kompetensi dan talenta karyawan terkait ESG dan iklim. ^(1,2,5) Employee competency and talent development related to ESG and climate. ^(1,2,5)

Keterangan:

- (R) Risiko dan (O) Opportunity.
- Adaptasi Iklim merepresentasikan tindakan untuk mengadaptasi atau mengelola dampak perubahan iklim.
- Mitigasi Iklim merepresentasikan tindakan untuk mengurangi atau mencegah emisi dari gas rumah kaca yang berkontribusi terhadap perubahan iklim.
- 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.

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.

Notes:

- (R) Risk and (O) Opportunity.
- Climate adaptation represents the action to adapt or manage the effects of climate change.
- Climate mitigation represents the actions to reduce or prevent emissions of greenhouse gases which contribute to climate change.
- 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.

All required mitigation and adaptation programs can be grouped into four main areas: (1) Building a foundation for climate-resilient business operations; (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 Areas

Area Mitigasi dan Adaptasi Utama Astra Astra Key Strategic Adaptation Areas			
Membangun landasan bagi bisnis yang berketahanan iklim Building the foundation for a climate resilient business	Mempromosikan operasi rendah karbon dan melindungi pekerja kami Promoting lower carbon operations and protecting our workers	Memperkuat proses manajemen risiko Strengthening risk management process	Memperkuat pengumpulan dan pemantauan data iklim Reinforcing climate data collection and monitoring
Meningkatkan tata kelola dan perencanaan strategis untuk mendukung aksi iklim. Astra berkomitmen untuk mengeksplorasi peluang dan menginternalisasi risiko iklim ke dalam bisnis. Astra juga mulai mengembangkan kebijakan rantai pasok yang berkelanjutan untuk mendorong secara aktif kepada mitra rantai dan pemasok dalam mengurangi emisi GRK. Enhance governance and strategic planning to support climate action. Astra is committed to exploring opportunities and internalizing climate risk into the business. Astra has also started to develop a sustainable supply chain policy to actively encourage chain partners and suppliers to reduce GHG emissions.	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. Explore opportunities to adopt lower carbon processes, technologies and renewable energy generation. Protecting workers and safeguarding assets, infrastructures and operations against climate-related hazards.	Memasukkan risiko iklim ke dalam kerangka manajemen risiko perusahaan dan meningkatkan respons darurat untuk memitigasi dampak terkait perubahan iklim. Incorporate climate risks into enterprise risk management framework and enhance emergency response to mitigate climate-related impacts.	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 asurans terbatas yang dilakukan secara eksternal. Sejak tahun 2024, Astra telah melakukan program <i>advisory</i> terkait dengan proses pengumpulan data metrik iklim yang dilakukan secara internal. Enhancing data collection and monitoring processes to measure climate-related information, establishing metrics and targets to help align progress on decarbonization and adaptation actions, and expanding research outreach to identify opportunities, including partnership opportunities. In addition, to ensure the quality and credibility of the data presented in the Sustainability Report, Astra has undertaken an externally conducted limited assurance process. Since 2024, Astra also carried out an advisory program related to the internal collection of climate metrics data.

Analisis skenario perubahan iklim kini menjadi landasan dalam penyusunan anggaran dan perbaikan operasional guna mendukung langkah mitigasi serta adaptasi. Langkah selanjutnya mencakup penggabungan pertimbangan perubahan iklim ke dalam sistem akuntansi keuangan dan rencana investasi di seluruh Grup Astra untuk memfasilitasi identifikasi serta klasifikasi dampak perubahan iklim terhadap kinerja keuangan secara seragam.

Sejalan dengan pengelolaan risiko dan peluang terkait perubahan iklim, Astra juga menerjemahkan strategi keberlanjutan ke dalam program dan inisiatif yang terukur pada berbagai aspek lingkungan utama yaitu sebagai berikut:

Climate scenario analysis is now a foundation for budgeting and operational improvements to support mitigation and adaptation efforts. The next steps include integrating climate considerations into financial accounting systems and investment planning across Astra Group to facilitate the consistent identification and classification of climate-related impacts on financial performance.

In line with the management of climate-related risks and opportunities, Astra also translates its sustainability strategy into measurable programs and initiatives across the following key environmental aspects:



Pemanfaatan Pupuk Hayati dalam Menekan Emisi

Utilizing Biofertilizers to Reduce Emissions

SEOJK F.12 | GRI 305-5

PT Astra Agro Lestari Tbk (AAL) berkomitmen untuk menciptakan sistem produksi dan konsumsi yang lebih berkelanjutan melalui penerapan praktik pertanian regeneratif di seluruh perkebunan dengan mensubstitusi secara bertahap pupuk anorganik menjadi pupuk hayati ASTEMIC berbasis mikroorganisme. Hingga 2025, penerapan program ini mencakup 51.345 ha, mensubstitusi 25% pupuk NPK dan menurunkan emisi 20.888 ton CO₂-eq/tahun, sekaligus meningkatkan kesuburan tanah dan efisiensi pemupukan.

PT Astra Agro Lestari Tbk (AAL) is committed to advancing more sustainable production and consumption systems by applying regenerative agricultural practices across its plantations. This includes gradually replacing inorganic fertilizers with ASTEMIC biofertilizer, a microorganism-based solution that supports soil health. As of 2025, the program covers 51,345 ha, substitutes 25% of NPK fertilizer, and reduces emissions by 20,888 tons of CO₂-eq/year, while improving soil fertility and fertilization efficiency.



Efisiensi Energi melalui Pabrik Baru yang Ramah Lingkungan

Energy Efficiency through an Environmentally Friendly New Plant

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

PT Astra Daihatsu Motor menekan emisi operasional melalui teknologi manufaktur efisien di Karawang *Assembly Plant 2* melalui pengadopsian *Dry Booth Technology*, *Heat Pump Technology*, *Maximize Precision*, *High Speed Transfers*, *Compressor IE3 class*, serta pemasangan panel surya. Inovasi di proses *welding*, *painting*, *assembly*, dan *utility* ini meningkatkan efisiensi sekaligus menurunkan emisi hingga 19.207 ton CO₂-eq per tahun.

PT Astra Daihatsu Motor reduces operational emissions through energy-efficient manufacturing technologies at Karawang Assembly Plant 2. The facility adopts Dry Booth Technology, Heat Pump Technology, precision optimization, high-speed transfer systems, IE3-class compressors, and solar panel installation. These innovations in welding, painting, assembly, and utility improve efficiency while cutting emissions by 19,207 tons CO₂-eq per year.

Emisi Gas Rumah Kaca (GRK)

GRI 3-3

Selaras dengan Astra 2030 Sustainability Aspirations, Grup Astra melakukan berbagai inisiatif program dan inventarisasi emisi untuk menurunkan emisi gas rumah kaca *Scope 1* dan *2* sebesar 30% dibandingkan *baseline* 2019. Inisiatif Astra dalam menurunkan emisi didasarkan pada hierarki pengendalian emisi. Langkah awal yang dilakukan adalah konservasi dan efisiensi energi dari bahan bakar yang digunakan pada kendaraan operasional maupun mesin stasioner. Inisiatif ini dilanjutkan dengan instalasi pembangkit energi terbarukan serta optimalisasi kapasitasnya.

Di samping upaya operasional, beberapa perusahaan Grup Astra melakukan pembelian *Renewable Energy Certificate* (REC) untuk mendukung transisi energi pada pembangkit listrik nasional. Sebagai langkah pelengkap dalam pencapaian target penurunan emisi, Grup Astra juga membeli kredit karbon yang bersumber dari proyek-proyek berkualitas di Bursa Karbon Indonesia.

Sepanjang tahun 2025, Grup Astra melanjutkan dan memperkuat inisiatif penurunan emisi GRK yang telah diimplementasikan, termasuk pemanfaatan 2 unit *biogas plant (methane capture)* untuk mengendalikan emisi metana dari *Palm Oil Mill Effluent (POME)*, serta peningkatan adopsi peralatan berbasis listrik, seperti *Hybrid Tower Lamp* dan *EV Bus*.

Astra juga telah melakukan pembelian kredit karbon berupa Sertifikat Pengurangan Emisi Gas Rumah Kaca (SPE-GRK) melalui Bursa Karbon Indonesia (IDXCarbon). Jumlah kredit karbon yang dibeli dan di-*retire* melalui Sistem Registri Nasional (SRN) Kementerian Lingkungan Hidup/Badan Pengendalian Lingkungan Hidup Republik Indonesia diperhitungkan sebagai pengurang terhadap total emisi *Scope 1* dan *2*.

SEOJK F.12

Selaras dengan komitmen pengurangan emisi Grup Astra, PT Astra Graphia Tbk mengambil langkah strategis dengan menyelaraskan target pengurangan emisi dengan *Science Based Targets initiative* (SBTi). Komitmen ini diwujudkan melalui *Near-Term Target* yang telah divalidasi oleh SBTi pada tahun 2025.

Hingga tahun 2025, Grup Astra telah menurunkan emisi GRK *Scope 1* dan *2* sebesar 18,15% dari *baseline* 2019. Pencapaian ini didukung oleh upaya penurunan emisi melalui efisiensi energi dan pemanfaatan energi terbarukan, serta pembelian kredit karbon yang tecermin pada tabel kinerja emisi GRK berikut:

Greenhouse Gas (GHG) Emissions

GRI 3-3

In line with Astra 2030 Sustainability Aspirations, Astra Group implements various initiatives and conducts emissions inventories to reduce *Scope 1* and *2* greenhouse gas emissions by 30% compared to the 2019 baseline. Astra's emissions reduction initiatives are based on an emissions control hierarchy. The initial step taken involves energy conservation and efficiency for fuels used in operational vehicles and stationary machinery. These efforts are followed by the installation of renewable energy generation facilities and the optimization of their capacity.

In addition to operational measures, several Astra Group companies purchase Renewable Energy Certificates (RECs) to support the national power generation energy transition. As a complementary measure to achieve its emissions reduction targets, Astra Group also purchases carbon credits sourced from high-quality projects traded on the Indonesia Carbon Exchange.

Throughout 2025, Astra Group continued and strengthened its previously implemented GHG emissions reduction initiatives. These included the operation of 2 biogas plant units (methane capture) to control methane emissions from Palm Oil Mill Effluent (POME), as well as increased adoption of electrification-based equipment, such as Hybrid Tower Lamps and EV buses.

Astra also purchased carbon credits in the form of Greenhouse Gas Emission Reduction Certificates (SPE-GRK) through the Indonesia Carbon Exchange (IDX Carbon). The volume of carbon credits purchased and retired through the National Registry System (SRN) of the Ministry of Environment/Environmental Control Agency of the Republic of Indonesia is accounted for as a deduction from total *Scope 1* and *2* emissions.

SEOJK F.12

In alignment with Astra Group's emission reduction commitments, PT Astra Graphia Tbk has taken a strategic step by aligning its emission reduction targets with the Science Based Targets initiative (SBTi). This commitment is demonstrated through the Near-Term Targets, which were validated by SBTi in 2025.

As of 2025, Astra Group had reduced *Scope 1* and *2* GHG emissions by 18.15% compared to 2019 baseline. This achievement was supported by emissions reduction efforts through energy efficiency initiatives, the utilization of renewable energy, and the purchase of carbon credits, as reflected in the following GHG emissions performance table:

Emisi GRK Scope 1 dan 2

SEOJK F.11 | GRI 305-1, 305-2, 305-4

GHG Emission Scope 1 and 2

SEOJK F.11 | GRI 305-1, 305-2, 305-4

Deskripsi Description	Satuan Unit	2023	2024	2025
Scope 1		4,604,076	4,642,016	4,352,042
Scope 2		429,951	384,374	373,818
Total Scope 1 dan 2 (Gross) Total Scope 1 and 2 (Gross)		5,034,027	5,026,390	4,725,860
Kredit Karbon (SPE-GRK) Carbon Credit (SPE-GRK)	Ton CO ₂ -eq	(369,999)	(549,679)	(289,020)
Total Scope 1 dan 2 (Net) Total Scope 1 and 2 (Net)		4,664,028	4,476,711	4,436,840
Biogenic Emission		3,036,809*	3,013,869*	3,207,930
Intensitas Emisi Scope 1 dan 2 Emission Intensity Scope 1 and 2	Ton CO ₂ -eq/ Rp miliar Ton CO ₂ -eq/ Rp billion	14.73	13.63**	13.72

Keterangan:

- * Terdapat penyajian kembali data emisi biogenik tahun 2023–2024 seiring perluasan cakupan perhitungan pada tahun 2025 yang mencakup biofuel, cangkang, dan serabut. 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.
- ** Terdapat penyajian kembali angka intensitas emisi Scope 1 dan 2 tahun 2024 seiring dengan penyajian kembali angka pembagi intensitas yaitu angka pendapatan bersih Astra tahun 2024 karena penyesuaian sesuai dengan disyaratkan oleh PSAK 117 - Kontrak Asuransi.
- Data konsolidasi emisi menggunakan pendekatan kendali operasional sehingga mencakup entitas induk dan anak perusahaan (198 perusahaan). Informasi lebih lanjut dapat dilihat pada bagian Batasan dan Ruang Lingkup di halaman 221.
- Jenis GRK dalam perhitungan emisi mencakup jenis gas CO₂, CH₄, dan N₂O yang berasal dari *stationary combustions* (sumber emisi tidak bergerak).
- Tahun 2019 menjadi *baseline* bagi perhitungan emisi Scope 1 dan 2 (gross) sebesar 5,42 juta ton CO₂-eq. *Baseline* tersebut dipilih karena merupakan puncak emisi Grup Astra selama periode tiga tahun dari tahun 2019–2021.
- Data emisi Scope 2 sebesar 373.818 ton CO₂-eq, yang tercantum dalam tabel merupakan emisi *market-based*, sedangkan emisi Scope 2 *location-based* 2025 sebesar 576.338 ton CO₂-eq.
- Intensitas emisi dihitung berdasarkan jumlah emisi Scope 1 dan 2 dibagi dengan total pendapatan sesuai laporan keuangan tahun tersebut. Intensitas emisi didefinisikan sebagai jumlah emisi gas rumah kaca yang dihasilkan per satu miliar Rupiah pendapatan.
- 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 Republik Indonesia, 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 Republik Indonesia tahun 2019, sesuai dengan jaringan kelistrikan di tiap-tiap area operasional Grup Astra.
- SPE-GRK atau Kredit Karbon adalah surat bentuk bukti pengurangan emisi oleh usaha dan/atau kegiatan yang telah melalui pengukuran, pelaporan, dan verifikasi, serta tercatat dalam Sistem Registri Nasional Pengendalian Perubahan Iklim dalam bentuk nomor dan/atau kode registrasi. SPE-GRK yang dibeli Astra berasal dari solusi berbasis teknologi (*technology-based solutions*) di Indonesia.
- Angka pada tabel yang dituliskan dalam tanda kurung “()” menyatakan nilai negatif.
- Perhitungan penurunan emisi dilakukan dengan mengurangi total emisi (gross) dengan kredit karbon yang telah ditarik (*retired*).

Notes:

- * There is a restatement of biogenic emissions data for 2023–2024 following the expansion of the calculation scope in 2025 to include biofuel, shell, and fiber. Biogenic emissions refer to the release of Volatile Organic Compounds (VOCs) and other gases from living organisms, such as plants and microorganisms. These emissions occur naturally and play an important role in the Earth’s atmospheric chemistry.
- ** There is a restatement of the 2024 emissions intensity Scope 1 and 2 resulting from a restatement of the intensity denominator, namely Astra’s 2024 net revenue, following adjustments in accordance with PSAK 117 - Insurance Contracts.
- Consolidated emissions data used an operational control approach, including parent entity and subsidiaries (198 companies). For more detail, see Reporting Boundaries and Scope on page 221.
- Types of GHG in the emissions calculation included CO₂, CH₄ and N₂O gases 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 ton CO₂-eq. The baseline year was chosen because it was the peak of Astra Group’s emissions during the three years from 2019–2021.
- Scope 2 emissions of 373,818 ton CO₂-eq presented in the table reflect the market-based emissions, while the location-based Scope 2 emissions for 2025 amounted to 576,338 ton CO₂-eq.
- 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. Emission intensity is defined as the amount of greenhouse gas emissions generated per one billion Rupiah of revenue.
- The 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).
- The standard electricity conversion sourced from the State Electricity Company (PLN) uses a conversion factor issued by the Ministry of Energy and Mineral Resources of the Republic of Indonesia in 2019, in accordance with 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. Astra’s purchased SPE-GRK were sourced from technology-based solutions in Indonesia.
- Numbers expressed in brackets “()” indicate negative value.
- Emissions reduction is calculated by subtracting the total emissions (gross) by the carbon credits that have been retired.

Target Khusus untuk Investasi Baru

Dalam rangka mendorong ketahanan bisnis jangka panjang, Astra terus melakukan diversifikasi bisnis melalui investasi di berbagai sektor strategis yang dapat memperkuat portofolio bisnis inti serta menjajaki peluang baru untuk mendorong pertumbuhan Perseroan. Diversifikasi ini juga dilakukan dengan mempertimbangkan dinamika di tingkat nasional dan arah kebijakan pemerintah Indonesia.

Sejalan dengan strategi tersebut, Astra menetapkan target dekarbonisasi terpisah untuk investasi-investasi baru yang diakuisisi setelah peluncuran Astra 2030 Sustainability Aspirations pada tahun 2022. Hal ini diterapkan untuk memastikan bahwa target penurunan emisi untuk investasi baru tetap relevan, terukur dan mencerminkan kondisi operasional terkini. Komitmen Astra terhadap Astra Net Zero Scope 1 & 2 pada tahun 2050 tetap menjadi arah jangka panjang yang konsisten di seluruh Grup.

Bespoke Target for New Investment

To drive long-term business resilience, Astra continues to diversify its business through investments across various strategic sectors that strengthen its core business portfolio, while also exploring new opportunities to drive the Company's growth. This diversification is undertaken with consideration of national-level dynamics and the policy direction of the Government of Indonesia.

In line with this strategy, Astra adopts separate decarbonization targets for new investments acquired after the launch of Astra 2030 Sustainability Aspirations in 2022. This approach aims to ensure that emission reduction targets for these new investments remain relevant, measurable, and reflective of the latest operational conditions. Astra's commitment to achieving its Astra Net Zero Scope 1 & 2 by 2050 target remains a consistent long-term direction across the Group.



Astra Net Zero Scope 1 & 2 pada Tahun 2050

Astra berkomitmen untuk mencapai Net Zero Scope 1 & 2 pada tahun 2050 dengan tetap menciptakan nilai di seluruh industri. Untuk mendukung komitmen tersebut, setiap lini bisnis dalam Grup Astra telah menyusun *Net Zero Pathway* sebagai panduan dalam mengimplementasikan upaya penurunan emisi secara signifikan dalam jangka panjang untuk mencapai Astra Net Zero Scope 1 & 2 pada tahun 2050.

Net Zero Pathway pada masing-masing lini bisnis dikonsolidasikan dalam *Pathway Net Zero* Grup Astra, sehingga arah dan tahapan dekarbonisasi pada setiap kategori mitigasi dapat dipetakan secara jelas, dengan jangka waktu yang disesuaikan dengan kondisi makroekonomi serta perkembangan 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 all industries. To support this commitment, each business line within Astra Group has developed a Net Zero Pathway to serve as a guideline for implementing significant long-term emission reduction efforts toward achieving Astra Net Zero Scope 1 & 2 by 2050.

The Net Zero Pathways of each business line are consolidated into Astra Group Net Zero Pathway, enabling a clear mapping of the direction and stages of decarbonization across each mitigation category, with timelines calibrated to reflect macroeconomic conditions and the development of available technologies.

2019		2022	
Scope 1 dan 2 Scope 1 and 2	5.42 MtCO ₂ -eq	Peluncuran Astra 2030 Sustainability Aspirations Launch of Astra 2030 Sustainability Aspirations	
2024		2025	
Scope 1 dan 2 Scope 1 and 2	4.47 MtCO ₂ -eq ▼17.41%*	Scope 1 dan 2 Scope 1 and 2	4.44 MtCO ₂ -eq ▼18.15%*
2030		2050	
Pengurangan Absolut** sebesar 30% Absolute Reduction** by dalam Scope 1 dan 2 berdasarkan baseline 2019 in Scope 1 and 2 emissions based on the 2019 baseline		Astra Net Zero Scope 1 & 2** - Elektrifikasi kendaraan operasional dan peralatan; Electrification of operational vehicles and equipment; - Pemasangan <i>methane capture</i> di seluruh pabrik pengolahan kelapa sawit; dan Installation of methane capture across all palm oil processing plants; and - Mengompensasi seluruh emisi Scope 2 yang tersisa melalui pembelian REC dan mekanisme <i>carbon offset</i> pada emisi Scope 1. All remaining Scope 2 emissions are compensated through RECs purchase, while Scope 1 emissions are offset through carbon offset mechanisms.	
- Memaksimalkan efisiensi energi; Maximize energy efficiency; - Adopsi bahan bakar yang lebih bersih; Adopt cleaner fuels; - Pemanfaatan sebagian <i>methane capture</i>; dan Utilize partial methane capture; and - Dilengkapi dengan pembelian REC dan <i>carbon offset</i>. Complemented with RECs purchase and followed by carbon offsets.			

Catatan:

* 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.

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

Notes:

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

** The targets set for 2030 and 2050 refer to net emissions.

Nature-Based Solutions

Dalam upaya menurunkan emisi GRK, Astra menerapkan pengendalian emisi melalui pendekatan berjenjang, termasuk pemanfaatan *nature-based solution* sebagai bagian dari upaya penyerapan karbon. Dalam kerangka Flagship Initiatives, *nature-based solution* merupakan salah satu inisiatif yang berkontribusi pada penurunan emisi GRK melalui penanaman tiga juta pohon secara bertahap. Komitmen tersebut direalisasikan antara lain melalui Astra Sustainable Forest (ASF) di beberapa daerah seperti Samosir, Garut, Cianjur, Sukabumi, Banyumas, Pemalang, Kediri, dan Tulungagung.

Hingga tahun 2025, Astra telah melakukan penanaman 2,94 juta pohon berupa tanaman kehutanan seperti rasamala, saninten, dan puspa, serta tanaman produktif seperti alpukat, petai, durian, dan kopi dengan total luasan mencapai 2.491 Ha. Pada tahun 2025, seluas 227,72 ha telah divalidasi terhadap Dokumen Rencana Aksi Mitigasi (DRAM) oleh Lembaga Validasi dan Verifikasi (LVV) yang disetujui oleh Sistem Registri Nasional (SRN).

Dalam pelaksanaannya, ASF juga dilengkapi dengan Program Konservasi Satwa Langka Astra (PUSAKA), yang bekerja sama dengan partner untuk melaksanakan edukasi kepada 444 murid sekolah dasar dan 77 anggota masyarakat di sekitar area ASF guna meningkatkan kesadaran mengenai perlindungan Kukang Jawa (*Nycticebus javanicus*), satwa endemik di Kabupaten Garut yang memiliki status konservasi *Critically Endangered* (CR). Program ini diperkuat dengan pemasangan papan interpretasi serta mendorong terbentuknya masyarakat sebagai bentuk keterlibatan dan penguatan berbasis komunitas.

SEOJK F.10

Selain mendukung pencapaian target penurunan emisi, *nature-based solution* juga memberikan manfaat tambahan dalam menjaga dan melestarikan keanekaragaman hayati di Indonesia. Sehubungan dengan hal tersebut, Astra mengidentifikasi potensi dampak terhadap keanekaragaman hayati melalui penilaian keanekaragaman hayati. Seluruh entitas dalam Grup Astra yang kegiatan operasionalnya berpotensi menimbulkan dampak signifikan diwajibkan menyusun dan menerapkan strategi manajemen lingkungan, termasuk rencana aksi pelestarian keanekaragaman hayati, sebagai bagian dari pengelolaan dampak yang terencana dan berkelanjutan.

SEOJK F.9, F.10

Inisiatif Mitigasi Potensi Risiko di Area Konservasi

Hingga tahun 2025, Grup Astra telah mengidentifikasi dan mencatat area operasional yang berdekatan dengan kawasan konservasi atau area yang memiliki

Nature-Based Solutions

In its efforts to reduce GHG emissions, Astra applies a tiered emissions control approach, including the use of nature-based solutions as part of its carbon sequestration efforts. Under the Flagship Initiatives framework, nature-based solutions represent one of the initiatives contributing to GHG emissions reduction through the gradual planting of three million trees. This commitment is realized through Astra Sustainable Forest (ASF) in several regions, including Samosir, Garut, Cianjur, Sukabumi, Banyumas, Pemalang, Kediri, and Tulungagung.

Until 2025, Astra planted 2.94 million trees consisting of forestry species such as rasamala, saninten, and puspa, as well as productive plants like avocado, bitter bean (petai), durian, and coffee covering a total area of 2,491 hectares. In 2025, an area of 227.72 hectares was validated of the Mitigation Action Plan Document (DRAM) by the Validation and Verification Body (LVV) approved by the National Registry System (SRN).

In its implementation, ASF is complemented by the Program Konservasi Satwa Langka Astra (PUSAKA) Program. In collaboration with partners, this program conducted education for 444 elementary school students and 77 community members surrounding the ASF area to raise awareness about the protection of the Javan Slow Loris (*Nycticebus javanicus*), an endemic species in Garut Regency with a Critically Endangered (CR) conservation status. This program is further strengthened by the installation of interpretation boards and the encouragement of community formation as a form of engagement and community-based empowerment.

SEOJK F.10

In addition to supporting the achievement of emissions reduction targets, nature-based solutions also deliver co-benefits by safeguarding and conserving biodiversity in Indonesia. In this regard, Astra identifies potential impacts on biodiversity through biodiversity assessments. All entities within Astra Group whose operations may generate significant impacts are required to develop and implement environmental management strategies, including biodiversity conservation action plans, as part of a planned and sustainable impact management approach.

SEOJK F.9, F.10

Initiatives to Mitigate Potential Risks in Conservation Areas

As of 2025, Astra Group has identified and documented operational areas located near conservation areas or areas with High Conservation Value (HCV)

Nilai Konservasi Tinggi (NKT) sebagai dasar mitigasi potensi risiko. Untuk tujuan tersebut, Grup Astra menerapkan sejumlah langkah, antara lain:

- Implementasi manajemen keanekaragaman hayati melalui sistem persetujuan pembukaan lahan yang komprehensif dengan memastikan seluruh risiko lingkungan telah dimitigasi;
- Pelaksanaan inspeksi prapembukaan lahan untuk memastikan area operasional aman dari keberadaan satwa dilindungi;
- Pengayaan keanekaragaman hayati melalui penanaman spesies tanaman lokal pada area reklamasi;
- Konservasi flora dan fauna bekerja sama dengan Balai Konservasi Sumber Daya Alam (BKSDA) setempat dan institusi terkait lainnya;
- Penerapan kebijakan *No Deforestation* pada lini bisnis agribisnis;
- Pelibatan pemangku kepentingan, termasuk pemerintah daerah, konsultan, akademisi, dan lembaga swadaya masyarakat, dalam proses identifikasi, pengelolaan, dan pemantauan area Nilai Konservasi Tinggi (NKT);
- Konservasi spesies kunci dan langka;
- Penanaman dan pengayaan kawasan konservasi serta sempadan sungai;
- Pembentukan *Biodiversity Advisory Panel* di PT Agincourt Resources; dan
- Perbaikan serta percepatan restorasi dan rehabilitasi habitat pascatambang.

as a basis for mitigating potential risks. For this purpose, Astra Group has implemented a range of measures, including:

- Implementing biodiversity management through a comprehensive land-clearing approval system to ensure that all environmental risks are mitigated;
- Conducting pre-clearing inspections to ensure that operational areas are free from the presence of protected wildlife;
- Enhancing biodiversity through the planting of local plant species in reclaimed areas;
- Conserving flora and fauna in collaboration with local Natural Resources Conservation Agencies (BKSDA) and other relevant institutions;
- Implementing a No Deforestation policy across agribusiness operations;
- Engaging stakeholders, including local governments, consultants, academics, and non-governmental organizations, in the identification, management, and monitoring of High Conservation Value (HCV) areas;
- Conserving key and endangered species;
- Planting and enriching conservation areas and river buffer zones;
- Establishing Biodiversity Advisory Panels at selected Astra Group companies; and
- Improving and accelerating post-mining habitat restoration and rehabilitation efforts.



Flagship Program



Lebih dari
More than

2,000

Spesies Flora dan Fauna Teridentifikasi
Identified Flora and Fauna Species

Upaya Konservasi Keanekaragaman Hayati melalui Kajian NKT

Biodiversity Conservation through HCV Assessments

SEOJK F.9, F.10

PT Astra Agro Lestari Tbk (AAL) menunjukkan komitmen terhadap pelestarian keanekaragaman hayati melalui pelaksanaan kajian Nilai Konservasi Tinggi (NKT) di 41 anak perusahaan serta memetakan lebih dari 10.000 ha area konservasi dan lebih dari 2.000 spesies bernilai tinggi. Inisiatif ini melindungi habitat kunci, jasa ekosistem, serta situs budaya dan sumber daya masyarakat dengan melibatkan lebih dari 200 desa.

PT Astra Agro Lestari Tbk (AAL) demonstrates its commitment to biodiversity conservation by conducting High Conservation Value (HCV) assessments across 41 subsidiaries, mapping more than 10,000 hectares of conservation areas and identifying over 2,000 high-value species. This initiative protects critical habitats, ecosystem services, cultural sites, and community resources, with active involvement from more than 200 villages.

Energi

GRI 3-3

Program pengelolaan dan efisiensi energi Grup Astra dilakukan melalui Astra Green Energy (AGEn) mencakup sistem manajemen energi, pelaksanaan audit energi, konservasi energi, program efisiensi, serta investasi pada inisiatif dan teknologi efisiensi energi. Program ini disusun berdasarkan ISO 50001 (*Energy Management System*) dan ISO 50002 (*Energy Audit*).

SEOJK F.7

Dalam kerangka tersebut, Grup Astra menetapkan target kinerja energi yang disesuaikan dengan karakteristik masing-masing perusahaan dan secara berkala melaksanakan audit energi untuk mengidentifikasi peluang peningkatan efisiensi, optimalisasi proses dan peralatan, serta area prioritas yang memerlukan tindakan perbaikan. Berdasarkan hasil audit energi tersebut, Grup Astra melakukan investasi berkelanjutan dalam inovasi dan pengembangan teknologi guna menurunkan konsumsi energi dan meningkatkan efisiensi operasional.

Sebagai implementasi dari strategi dan investasi yang telah ditetapkan, sepanjang tahun 2025 Grup Astra mengimplementasikan berbagai inisiatif pengelolaan energi yang mencakup konservasi, efisiensi, serta pemanfaatan energi terbarukan. Upaya konservasi dilakukan melalui pengaturan konsumsi listrik di bangunan gedung, khususnya penggunaan pencahayaan dan pendingin ruangan, serta penggantian lampu TL menjadi lampu LED. Selain itu, efisiensi energi ditingkatkan melalui optimalisasi sistem dan peralatan proses, termasuk penerapan *economizer* pada proses *heat treatment*, optimalisasi kinerja *chiller*, *wet scrubber*, dan sistem kompresor, pemanfaatan teknologi *inverter*, serta penggunaan *booster pump* untuk meningkatkan efisiensi operasional.

Sejalan dengan upaya tersebut, Grup Astra memperkuat transisi energi bersih melalui pemanfaatan energi terbarukan, termasuk penggunaan biomassa, pemanfaatan energi dari *methane capture*, serta instalasi panel surya secara ekstensif di seluruh fasilitas dan entitas anak perusahaan. Hingga tahun 2025, total kapasitas panel surya terpasang mencapai 62,40 MWp. Selain itu, pada tahun 2025 Astra telah mengimplementasikan penggunaan biofuel B40 yang mengandung 40% *Fatty Acid Methyl Ester* (FAME) sebagai alternatif untuk mengurangi ketergantungan pada bahan bakar fosil, serta memanfaatkan *Renewable Energy Certificate* (REC).

SEOJK F.7

Guna mendukung keberhasilan implementasi program efisiensi energi, Grup Astra menyelenggarakan pelatihan dan program peningkatan kesadaran bagi karyawan terkait pengelolaan dan penggunaan energi

Energy

GRI 3-3

Astra Group's energy management and efficiency programs are implemented through Astra Green Energy (AGEn) and encompass energy management systems, the conduct of energy audits, energy conservation initiatives, efficiency programs, and investments in energy efficiency technologies and initiatives. These programs are developed in accordance with ISO 50001 (*Energy Management System*) and ISO 50002 (*Energy Audit*).

SEOJK F.7

Within this framework, Astra Group sets energy performance targets tailored to the characteristics of each company and regularly conducts energy audits to identify opportunities for efficiency improvements, process and equipment optimization, and priority areas requiring corrective actions. Based on the results of these energy audits, Astra Group makes ongoing investments in innovation and technology development to reduce energy consumption and enhance operational efficiency.

As part of its established strategy and investments, Astra Group implemented various energy management initiatives encompassing energy conservation, efficiency improvements, and renewable energy use throughout 2025. Conservation efforts were carried out through the management of electricity consumption in buildings, particularly in lighting and air conditioning systems, as well as the replacement of fluorescent (TL) lamps with LED lighting. In addition, energy efficiency was enhanced through the optimization of process systems and equipment, including the application of economizers in heat treatment processes, optimization of chiller, wet scrubber, and compressor systems, the use of inverter technology, and the deployment of booster pumps to improve operational efficiency.

In line with these efforts, Astra Group strengthened its clean energy transition through the use of renewable energy, including biomass, energy generated from methane capture, and the extensive installation of solar panels across facilities and subsidiaries. As of 2025, the total installed solar panel capacity reached 62.40 MWp. In addition, in 2025 Astra implemented the use of B40 biofuel, which contains 40% *Fatty Acid Methyl Ester* (FAME), as an alternative to reduce reliance on fossil fuels, and made use of *Renewable Energy Certificates* (RECs).

SEOJK F.7

To support the success of its energy efficiency programs, Astra Group conducts employee training and awareness-raising programs on energy management and efficient energy use, including programs to reduce

secara efisien termasuk mengurangi konsumsi energi secara berlebihan. Pelatihan ini mencakup pemahaman terhadap praktik konservasi energi, perilaku hemat energi di lingkungan kerja, serta peran individu dalam mendukung pencapaian target efisiensi energi.

excessive energy consumption. These programs cover an understanding of energy conservation practices, energy-saving behaviors in the workplace, and the role of individuals in supporting the achievement of energy efficiency targets.

Total Konsumsi Bahan Bakar

SEOJK F.6 | GRI 302-1

Total Fuel Consumption

SEOJK F.6 | GRI 302-1

Jenis Bahan Bakar Fuel type	Satuan Unit	2023	2024	2025
Sumber Daya Terbarukan Renewable Resources				
Biofuel	Gigajoule	20,628,418	22,980,298	24,856,261
Serabut Fibers		11,758,345	10,300,973	10,851,525
Cangkang Shells		7,924,837	7,115,201	7,327,066
Methane Capture		-	-	288,641
Total Bahan Bakar dari Sumber Daya Terbarukan		40,311,600	40,396,472	43,323,493
Total Fuel from Renewable Resources				
Sumber Daya Tidak Terbarukan Non-Renewable Resources				
Biofuel	Gigajoule	45,210,224	47,128,500	42,213,425
Batu bara (pembangkit listrik) Coal (electricity generation)		1,997,678	1,803,974	1,517,657
Gas alam Natural gas		992,099	867,001	888,863
Bensin Petrol		376,107	352,879	351,080
Marine fuel oil		-	331,151	353,013
Limbah Oli Waste oil		280,481	282,444	221,447
Diesel		22,739	21,572	22,115
LPG		15,492	29,156	16,005
Bahan bakar penerbangan Aviation fuel		6,861	5,190	5,149
Total Bahan Bakar dari Sumber Daya Tidak Terbarukan		48,901,680	50,821,868	45,588,754
Total Fuel from Non-Renewable Resources				

Keterangan:

- Data pada tabel di atas adalah data konsolidasi entitas induk dan anak perusahaan (198 perusahaan). Informasi lebih lanjut dapat dilihat pada bagian Batasan dan Ruang Lingkup di halaman 221.
- Pencatatan konsumsi bahan bakar dari *methane capture* dilakukan pertama kali pada tahun 2025.

Notes:

- The data in the table above are consolidated data of parent entity and subsidiaries (198 companies). For more detail, see Reporting Boundaries and Scope on page 221.
- Data tracking for fuel consumption derived from methane capture commenced for the first time in 2025.

Energi Listrik yang Dibeli dan Dijual

SEOJK F.6 | GRI 302-1

Purchased and Sold Electricity

SEOJK F.6 | GRI 302-1

Jenis Energi Energy Type	Satuan Unit	2023	2024	2025
Listrik yang dibeli Electricity purchased	Gigajoule	1,712,093	1,575,487	1,456,277
Listrik yang dijual Electricity sold		142,555	148,081	165,913

Keterangan:

Data pada tabel di atas adalah data konsolidasi entitas induk dan anak perusahaan (198 perusahaan). Informasi lebih lanjut dapat dilihat pada bagian Batasan dan Ruang Lingkup di halaman 221.

Note:

The data in the table above are consolidated data of parent entity and subsidiaries (198 companies). For more detail, see Reporting Boundaries and Scope on page 221.

Total Konsumsi Energi

SEOJK F.6 | GRI 302-1

Total Energy Consumption

SEOJK F.6 | GRI 302-1

Jenis Energi Energy Type	Satuan Unit	2023	2024	2025
Energi Terbarukan Renewable Energy				
Bahan bakar dari sumber terbarukan Fuels from renewable resources	Gigajoule	40,311,600	40,396,472	43,323,493
Panel surya Solar panel		22,953	31,727	47,408
Pembelian REC Purchased REC		466,361	698,735	797,558
Total Konsumsi Energi Terbarukan Total Renewable Energy Consumption		40,800,914	41,126,934	44,168,459
Energi Tidak Terbarukan Non-Renewable Energy				
Bahan bakar dari sumber tidak terbarukan Fuels from non-renewable resources	Gigajoule	48,901,680	50,821,868	45,588,754
Konsumsi energi dari listrik yang dibeli Energy consumption from purchased electricity		1,712,093	1,575,487	1,456,277
Total Konsumsi Energi Tidak Terbarukan Total Non-Renewable Energy Consumption		50,613,773	52,397,355	47,045,031
Total Konsumsi Energi Total Energy Consumption		91,414,687	93,524,289	91,213,490

Keterangan:

- Data pada tabel di atas adalah data konsolidasi entitas induk dan anak perusahaan (198 perusahaan). Informasi lebih lanjut dapat dilihat pada bagian Batasan dan Ruang Lingkup di halaman 221.
- 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 224.

Notes:

- The data in the table above are consolidated data of parent entity and subsidiaries (198 companies). For more detail, see Reporting Boundaries and Scope on page 221.
- 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 224.

Intensitas Energi

SEOJK F.6 | GRI 302-3

Energy Intensity

SEOJK F.6 | GRI 302-3

Keterangan Description	Satuan Unit	2023	2024*	2025
Intensitas energi Energy intensity	GJ/Rp miliar GJ/Rp billion	288.77	284.72	282.05

Keterangan:

- * Terdapat penyajian kembali angka intensitas energi tahun 2024 seiring dengan penyajian kembali angka pembagi intensitas yaitu angka pendapatan bersih Astra tahun 2024 karena penyesuaian sesuai dengan disyaratkan oleh PSAK 117 - Kontrak Asuransi.
- Data pada tabel di atas adalah data konsolidasi entitas induk dan anak perusahaan (198 perusahaan). Informasi lebih lanjut dapat dilihat pada bagian Batasan dan Ruang Lingkup di halaman 221.
- Perhitungan intensitas energi mencakup energi dalam organisasi dan menggunakan metrik khusus organisasi (pembilang) berupa per Rp miliar pendapatan.
- Jenis energi yang termasuk dalam rasio intensitas berupa bahan bakar (dari sumber terbarukan dan bahan bakar dari sumber tidak terbarukan), dan konsumsi energi dari listrik yang dibeli.

Notes:

- * There is a restatement of the 2024 energy intensity resulting from a restatement of the intensity denominator, namely Astra's 2024 net revenue, following adjustments in accordance with PSAK 117 - Insurance Contracts.
- The data in the table above are consolidated data of parent entity and subsidiaries (198 companies). For more detail, see Reporting Boundaries and Scope on page 221.
- The calculation of energy intensity covered energy consumed within the organization and used an organization-specific metric (numerator), expressed per Rp billion of revenue.
- The types of energy included in the intensity ratio comprised fuel consumption (from renewable and non-renewable sources) and energy consumption from purchased electricity.

Pencapaian Program Astra Green Energy (AGEn)

Astra Green Energy (AGEn) Program Achievements

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

4,182.65 Terajoule

Penghematan Energi

Energy Saving

428,269.99 Ton CO₂-eq

Penurunan Emisi Gas Rumah Kaca

Greenhouse Gas Emissions Reduction

Rp500.22 Miliar | Billion

Pengurangan Biaya Operasional

Operating Cost Reduction

62.40 MWp

Kapasitas Panel Surya Terpasang di Grup Astra

Installed Solar Panel Capacity in Astra Group



Pengelolaan Energi Komprehensif sebagai Strategi Optimalisasi Energi

Comprehensive Energy Management as a Strategy for Energy Optimization

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

PT Astra Otoparts Tbk (AOP) terus menerapkan pengelolaan energi untuk menekan emisi sekaligus meningkatkan efisiensi operasional. Strategi ini dilaksanakan melalui berbagai inisiatif seperti konservasi, efisiensi, serta pemanfaatan energi terbarukan yang difokuskan untuk memastikan manufaktur berjalan dengan optimal. Salah satu penerapan positif dilakukan oleh PT Automotive Compressor Indonesia (TACI) yang telah menerapkan upaya komprehensif mulai dari *Organization & Culture, People & Behavior, Machine & Equipment, Initiatives, dan Decision Making*. Implementasi strategi yang dilaksanakan TACI tersebut berhasil mengurangi konsumsi energi hingga 7.007 MWh per tahun.

PT Astra Otoparts Tbk (AOP) continues to implement energy management practices to reduce emissions while improving operational efficiency. This strategy is carried out through various initiatives, including energy conservation, efficiency improvements, and the utilization of renewable energy to ensure optimal manufacturing operations. One notable implementation was carried out by PT Automotive Compressor Indonesia (TACI), which undertook comprehensive efforts ranging from *Organization & Culture, People & Behavior, Machine & Equipment, Initiatives, and Decision Making*. The implementation of these initiatives enabled TACI to reduce energy consumption by 7,007 MWh per year.

Biaya Lingkungan

SEOJK F.4

Sepanjang tahun 2025, Perusahaan mengeluarkan biaya Rp706,13 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 *Corporate Social Responsibility* (CSR) terkait lingkungan.

Environmental Costs

SEOJK F.4

Throughout 2025, the Company incurred Rp706.13 billion in environmental costs. These costs covered environmental levies and permitting, training, environmental and energy certifications, consulting services, emission reduction-related project costs, cleaner production initiatives, environmental monitoring and management, as well as environment-related Corporate Social Responsibility (CSR) programs.

Limbah Padat

GRI 3-3

Menyadari pengelolaan limbah sebagai bagian integral dalam meminimalkan dampak lingkungan dan mendorong penerapan ekonomi sirkular, Grup Astra mengoptimalkan pengelolaan limbah melalui pengembangan *solid waste pathway* yang mencakup berbagai inisiatif hingga tahun 2030. Dalam menjalankan kegiatan usahanya, Astra menghasilkan limbah Bahan Berbahaya dan Beracun (B3) dan non-B3. Limbah B3 dihasilkan melalui lini bisnis otomotif, manufaktur, dan pertambangan, sedangkan limbah non-B3 berasal dari lini bisnis perkebunan, jasa keuangan, properti, dan teknologi informasi.

Dalam mengelola limbah, Grup Astra menerapkan pendekatan ekonomi sirkular melalui konsep 9R yang mencakup *Refuse, Rethink, Reduce, Reuse, Repair, Refurbish, Remanufacture, Repurpose, Recycle, dan Recover*. Pendekatan ini bertujuan untuk mencegah timbulnya limbah sejak tahap perancangan, memperpanjang umur pakai produk dan material, serta mengoptimalkan pemanfaatan kembali sumber daya guna menciptakan nilai ekonomi sekaligus mengurangi dampak lingkungan. Limbah padat yang tidak dapat diolah atau dimanfaatkan melalui pendekatan tersebut akan dialihkan ke Tempat Pembuangan Akhir (TPA) sesuai dengan standar dan regulasi yang berlaku.

SEOJK F.14 | GRI 306-1, 306-2

Sejalan dengan komitmen daur ulang limbah padat, Astra mengimplementasikan Program Link & Match yang menghubungkan perusahaan Grup Astra dengan bank sampah mitra Astra untuk membangun ekosistem pengelolaan sampah yang terstruktur dan berkelanjutan. Capaian penerapan pengelolaan limbah padat juga didukung oleh implementasi program Link & Match bank sampah di 25 kota hingga tahun 2025.

Astra juga menghadirkan Gerai Daur Ulang sebagai pusat pengumpulan dan pengolahan sampah untuk meminimalkan volume sampah yang berakhir di TPA. Inisiatif ini juga bertujuan menumbuhkan kesadaran kolektif karyawan mengenai pentingnya praktik daur ulang. Sampah dari perkantoran dan karyawan Astra terlebih dahulu dipilah dan didata. Selanjutnya, dikumpulkan dan dipilah ke Gerai Daur Ulang untuk proses pengelolaan limbah padat yang bertanggung jawab. Hingga tahun 2025, Astra mengoperasikan 12 Gerai Daur Ulang yang tersebar di wilayah Jabodetabek dan Bandung, dengan total 35.729 transaksi dan jumlah sampah yang berhasil didaur ulang mencapai sekitar 361 ton limbah padat.

GRI 306-2

Solid Waste

GRI 3-3

Recognizing waste management as an integral part of minimizing environmental impacts and advancing the circular economy, Astra Group optimizes its waste management through the development of a solid waste pathway, encompassing various initiatives through 2030. During its operations, Astra generates hazardous and toxic (B3) waste and non-hazardous waste. Hazardous waste is generated primarily from the automotive, manufacturing, and mining business lines, while non-hazardous waste originates from the plantation, financial services, property, and information technology business lines.

In managing waste, Astra Group adopts a circular economy approach through the 9R concept, which comprises *Refuse, Rethink, Reduce, Reuse, Repair, Refurbish, Remanufacture, Repurpose, Recycle, and Recover*. This approach is designed to prevent waste generation at the design stage, extend the useful life of products and materials, and optimize resource utilization to create economic value while minimizing environmental impact. Solid waste that cannot be processed or recovered through this approach is directed to landfills in compliance with applicable standards and regulations.

SEOJK F.14 | GRI 306-1, 306-2

In line with its commitment to solid waste recycling, Astra has implemented the Link & Match Program, connecting Astra Group companies with Astra partner waste banks to establish a structured and sustainable waste management ecosystem. The implementation of solid waste management is further supported by the expansion of the Link & Match waste bank program across 25 cities as of 2025.

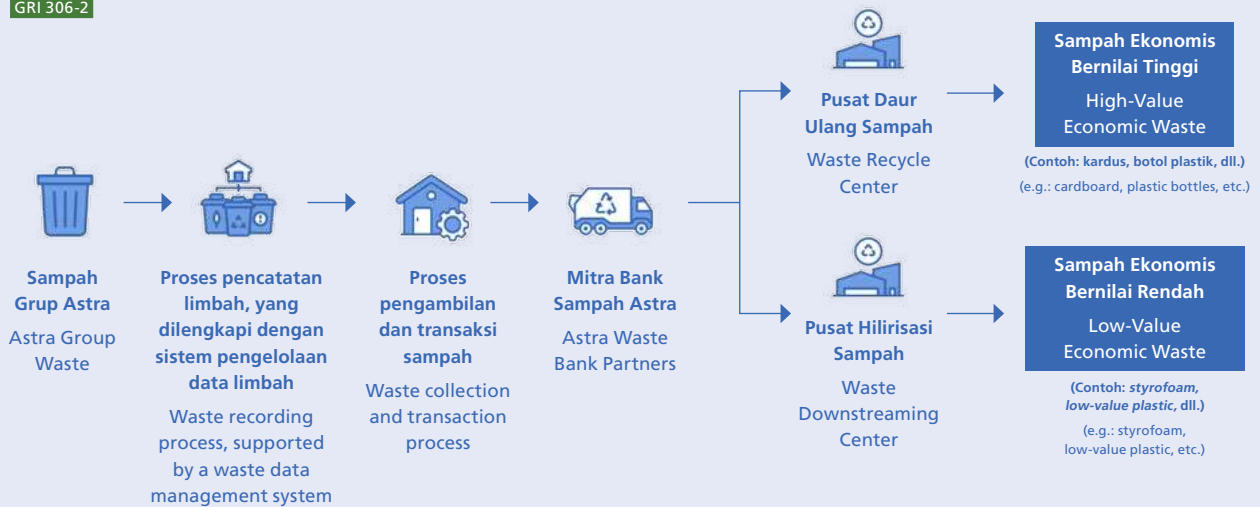
Astra has also introduced Gerai Daur Ulang as collection and processing hubs to minimize the volume of waste ending up in landfills. This initiative aims to foster collective awareness among employees on the importance of recycling practices. Waste generated from Astra's offices and employees is first sorted and recorded, then collected and transferred to Gerai Daur Ulang for responsible solid waste management. As of 2025, Astra operates 12 Gerai Daur Ulang across Greater Jakarta and Bandung, with a total of 35,729 transactions and approximately 361 tons of solid waste successfully recycled.

GRI 306-2

Ekosistem Daur Ulang Sampah Astra

Astra's Waste Recycling Ecosystem

GRI 306-2



Grup Astra juga berkomitmen untuk mengurangi timbulan limbah B3 melalui pengiriman limbah B3 kepada pengelola berizin untuk diproses melalui mekanisme daur ulang, pemanfaatan kembali, atau pengolahan akhir sesuai regulasi yang berlaku.

Pada tahun 2025, timbulan limbah padat meningkat dibandingkan tahun 2024, terutama disebabkan oleh peningkatan limbah cangkang dan serabut di sektor agribisnis yang turut mendorong peningkatan limbah padat yang diolah. Secara keseluruhan, selama tiga tahun terakhir Grup Astra tetap mampu menjaga tingkat limbah padat *diverted* di atas 98,85%.

Astra Group is also committed to reducing hazardous waste generation by delivering hazardous waste to licensed waste management providers for processing through recycling, reuse, or final treatment mechanisms in accordance with applicable regulations.

In 2025, solid waste generation increased compared to 2024, primarily due to higher volumes of shell and fiber waste in the agribusiness sector, which also contributed to an increase in the amount of solid waste diverted. Overall, over the past three years, Astra Group has maintained a diverted solid waste rate of above 98.85%.



Total Timbunan Limbah Padat

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

Total Solid Waste Generated

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

Komposisi Limbah Padat Solid Waste Composition	Satuan Unit	2023	2024	2025
Limbah Padat B3 Hazardous Solid Waste				
Limbah padat <i>diverted</i> Solid waste diverted	10 ³ ton	15.75	15.38	24.59
Limbah padat <i>disposed</i> Solid waste disposed		13.56	10.17	9.81
Total limbah padat B3 Total hazardous solid waste		29.31	25.55	34.40
Limbah Padat Non-B3 Non-hazardous Solid Waste				
Limbah padat <i>diverted</i> Solid waste diverted	10 ³ ton	2,731.39	2,406.97	2,481.65
Limbah padat <i>disposed</i> Solid waste disposed		23.38	16.23	19.24
Total limbah padat non-B3		2,754.77	2,423.20	2,500.89
Total non-hazardous solid waste				
Total Limbah Padat Total Solid Waste		2,784.18	2,448.75	2,535.28

Keterangan:

- Data pada tabel di atas adalah data konsolidasi entitas induk dan anak perusahaan (198 perusahaan). Informasi lebih lanjut dapat dilihat pada bagian Batasan dan Ruang Lingkup di halaman 221.
- Limbah padat *diverted* adalah limbah yang setelah melalui proses, digunakan kembali oleh Perseroan maupun dikelola untuk disirkulasikan ke proses produksi ataupun penggunaan lain.
- Limbah padat B3 *disposed* dikirimkan ke TPA B3 yang memiliki izin.
- Limbah Padat Non-B3 yang tidak terolah telah disalurkan ke TPA sesuai dengan ketentuan yang berlaku.
- Data total limbah padat mengacu pada Kriteria Pengumpulan dan Penghitungan Data yang terdapat pada halaman 224.

Notes:

- The data in the table above are consolidated data of parent entity and subsidiaries (198 companies). For more detail, see Reporting Boundaries and Scope on page 221.
- 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 that could not be processed has been disposed of at landfills in accordance with applicable regulations.
- The total solid waste data are prepared using the Criteria for Data Collection and Calculation on page 224.

Total Intensitas Limbah Padat

Total Solid Waste Intensity

Limbah Padat Solid Waste	Satuan Unit	2023	2024*	2025
Limbah padat B3 Hazardous solid waste	Ton/	0.09	0.08	0.11
Limbah padat non-B3 Non-hazardous solid waste	Rp miliar	8.70	7.38	7.73
Total Intensitas Limbah Padat	Ton/	8.79	7.46	7.84
Total Solid Waste Intensity	Rp billion			

Keterangan:

- * Terdapat penyajian kembali angka intensitas limbah padat tahun 2024 seiring dengan penyajian kembali angka pembagi intensitas yaitu angka pendapatan bersih Astra tahun 2024 karena penyesuaian sesuai dengan disyaratkan oleh PSAK 117 - Kontrak Asuransi.
- Data pada tabel di atas adalah data konsolidasi entitas induk dan anak perusahaan (198 perusahaan). Informasi lebih lanjut dapat dilihat pada bagian Batasan dan Ruang Lingkup di halaman 221.
- Perhitungan intensitas limbah diperoleh dengan membagi jumlah limbah dalam ton dengan pendapatan bersih Astra pada tahun terkait.

Notes:

- * There is a restatement of the 2024 total solid waste intensity resulting from a restatement of the intensity denominator, namely Astra's 2024 net revenue, following adjustments in accordance with PSAK 117 - Insurance Contracts.
- The data in the table above are consolidated data of parent entity and subsidiaries (198 companies). For more detail, see Reporting Boundaries and Scope on page 221.
- The calculation of waste intensity is by dividing the amount of waste in tons by Astra's revenue in the related year.

Memperkuat Pengelolaan Limbah Padat melalui Pendekatan Ekonomi Sirkular

Strengthening Solid Waste Management through a Circular Economy Approach

SEOJK F.5, F.14 | GRI 306-2

Pencegahan dan Efisiensi Prevention and Efficiency



Pemulihan Nilai Material Material Value Recovery



Pengelolaan limbah padat menjadi salah satu fokus utama Astra dalam mendukung transisi menuju praktik bisnis yang lebih berkelanjutan. Melalui Astra Circular Economy Institute (ACEI), Astra memperkuat upaya pengurangan timbulan limbah, peningkatan pemanfaatan kembali material, serta optimalisasi nilai residu limbah padat melalui pendekatan ekonomi sirkular. Inisiatif ini sejalan dengan Astra 2030 Sustainability Aspirations, khususnya pada Portfolio Roadmap yang salah satunya menekankan efisiensi sumber daya dan pengelolaan limbah yang bertanggung jawab di seluruh rantai nilai.

Pada 2025, ACEI berperan sebagai platform pembelajaran dan kolaborasi terpusat (*central hub*) untuk mendorong integrasi prinsip 9R dalam pengelolaan limbah padat di lingkungan Grup Astra.

Melalui rangkaian sesi pembelajaran, diskusi praktik baik, serta pemetaan kesenjangan implementasi, Astra mendorong unit usaha untuk tidak hanya berfokus pada pengolahan limbah di hilir, tetapi juga pada upaya pengurangan limbah sejak tahap desain produk, proses produksi, hingga pola konsumsi internal. Inisiatif ini diperkuat dengan pengembangan Astra Circular Economy Learning Platform sebagai pusat pengetahuan

Solid waste management is one of Astra's key priorities in supporting the transition toward more sustainable business practices. Through Astra Circular Economy Institute (ACEI), Astra has strengthened its efforts to reduce waste generation, increase material reuse, and optimize the residual value of solid waste by applying circular economy approach. These initiatives are aligned with Astra 2030 Sustainability Aspirations, particularly the Portfolio Roadmap, which emphasizes resource efficiency and responsible waste management across the value chain.

In 2025, ACEI served as a centralized learning and collaboration platform (*central hub*) to promote the integration of the 9R principles in solid waste management across Astra Group.

Through a series of learning sessions, best-practice discussions, and implementation gap assessments, Astra encourages its business units to move beyond a downstream-only approach to waste management and place greater emphasis on waste reduction from the product design stage, production processes, through to internal consumption patterns. These efforts are reinforced by the development of Astra Circular Economy

Perpanjangan Umur Produk Product Life Extension

R3 Reuse

Inisiatif | Initiative

Menggunakan kembali kemasan plastik untuk suku cadang di gudang.
Reusing plastic packaging for spare parts storage in warehouses.

Unit Bisnis yang Terlibat Business Unit Involved

Komatsu Remanufacturing Asia, Toyota Astra Motor, Astra Honda Motor

R4 Repair

Inisiatif | Initiative

Menyediakan layanan perbaikan untuk memperpanjang usia pakai suku cadang.
Providing repair services to extend the service life of spare parts.

Unit Bisnis yang Terlibat Business Unit Involved

Seluruh *Sales Operation* Astra serta Shop & Drive
All Astra Sales Operations, including Shop & Drive

R6 Remanufacturing

Inisiatif | Initiative

Memproduksi ulang komponen mesin dan alat berat sesuai spesifikasi awal.
Remanufacturing engine components and heavy equipment parts in accordance with original specifications.

Unit Bisnis yang Terlibat Business Unit Involved

Komatsu Remanufacturing Asia

R5 Refurbish

Inisiatif | Initiative

Memulihkan dan menjual kembali produk bekas agar bernilai dan kompetitif.
Refurbishing and reselling used products to maintain value and market competitiveness.

Unit Bisnis yang Terlibat Business Unit Involved

Astra Digital Mobil, Astra Graphia

dan referensi implementasi ekonomi sirkular, termasuk pengelolaan limbah padat secara sistematis dan terukur. Pada praktik penguatan kapasitas internal dan penyelarasan praktik pengelolaan limbah, Astra berupaya menurunkan dampak lingkungan operasional, meningkatkan efisiensi penggunaan material, serta memperkuat ketahanan bisnis menuju 2030 dan seterusnya.

Learning Platform, which serves as a central knowledge hub and reference for circular economy implementation, including the systematic and measurable management of solid waste. Through internal capacity-building and the alignment of waste management practices, Astra aims to reduce the environmental impact of its operations, improve material-use efficiency, and strengthen business resilience toward 2030 and beyond.

Capaian 2025

2025 Achievements

55

Perusahaan Astra terlibat dalam inisiatif Astra Circular Economy Institute (ACEI)

Astra companies participated in Astra Circular Economy Institute (ACEI) initiatives

120

Peserta dari berbagai unit bisnis mengikuti program pembelajaran Astra Circular Economy Institute (ACEI)

Participants from various business units took part in Astra Circular Economy Institute (ACEI) learning programs

Air dan Limbah Cair

SEOJK F.8, F.14 | GRI 3-3, 303-1, 303-2

Menyadari air sebagai sumber daya yang terbatas, Grup Astra mengoptimalkan pengelolaan sumber daya air melalui pengembangan *water pathway* yang mencakup berbagai inisiatif efisiensi hingga tahun 2030. Dalam operasionalnya, Grup Astra memanfaatkan empat sumber air, yaitu air tanah, air permukaan, air laut, air yang dibeli dari pihak ketiga, dan memanfaatkan air hujan sebagai sumber alternatif. Untuk memastikan pemanfaatannya dilakukan secara bertanggung jawab, Grup Astra telah mengidentifikasi serta melakukan penilaian terhadap dampak pengambilan dan pembuangan air sehingga seluruh proses pengelolaan air dilaksanakan sesuai dengan standar dan baku mutu yang berlaku.

Berdasarkan hasil penilaian tersebut, Grup Astra menerapkan praktik pengelolaan efisiensi air secara terstruktur guna meningkatkan kinerja penggunaan air secara berkelanjutan. Praktik ini didukung oleh pelaksanaan *water assessment* yang mencakup menyusun Astra Water Assessment Tools (ASWAT) berbasis ISO 46001 yang digunakan sebagai sarana untuk melakukan identifikasi peluang perbaikan pengelolaan air di instalasi Grup Astra yang digunakan sebagai dasar untuk perencanaan strategi di masa mendatang. Sejalan dengan penerapan kebijakan dan praktik operasional tersebut, Grup Astra juga menyelenggarakan program peningkatan kesadaran bagi karyawan melalui pelatihan dan komunikasi internal mengenai konservasi air, penggunaan air secara efisien, serta peran individu dalam mendukung pengelolaan sumber daya air yang berkelanjutan.

Sejak tahun *baseline* 2019, Astra mencatat penurunan intensitas pengambilan air berbasis pendapatan bersih yang merefleksikan peningkatan penghematan air serta efisiensi proses oleh Grup. Tren penurunan ini terjadi pada tahun 2025 dimana terdapat penurunan nilai absolut pengambilan air dibandingkan tahun 2024 yang disebabkan oleh faktor penurunan produksi serta peningkatan daur ulang air limbah.

Water and Wastewater

SEOJK F.8, F.14 | GRI 3-3, 303-1, 303-2

Recognizing water as a limited resource, Astra Group optimizes water resource management through the development of a *water pathway*, encompassing various efficiency initiatives through 2030. In its operations, Astra Group has four water sources, namely groundwater, surface water, seawater, water purchased from third parties, and utilizing rainwater as an alternative source. To ensure responsible use, Astra Group identifies and assesses the impacts of water withdrawal and discharge, ensuring that all water management processes are carried out in compliance with applicable standards and regulatory quality requirements.

Based on the results of these assessments, Astra Group executes structured water-efficiency management practices to enhance sustainable water-use performance. This practice is supported by the implementation of water assessments, including the development of Astra Water Assessment Tools (ASWAT) based on ISO 46001. The tool is used to identify opportunities for improving water management across Astra Group installations and serves as a basis for future strategic planning. In line with these policies and operational practices, Astra Group also conducts employee awareness programs through training and internal communications on water conservation, efficient water use, and the role of individuals in supporting sustainable water resource management.

Since the 2019 baseline year, Astra has recorded a reduction in water withdrawal intensity based on net revenue, reflecting improved water conservation and process efficiency across the Group. This downward trend continued in 2025, with total water withdrawal decreasing compared to 2024, driven by lower production levels as well as increased wastewater recycling.

Total Pengambilan Air

SEOJK F.8 | GRI 303-3

Total Water Withdrawal

SEOJK F.8 | GRI 303-3

Sumber Air Water Sources	Satuan Unit	2023	2024	2025
Air permukaan Surface water	Megaliter	13,307	12,056	11,543
Air tanah Ground water		1,689	1,628	1,266
Air laut Sea water		156	132	163
Air dari pihak ketiga Third-party water		2,185	3,152	3,324
Total Pengambilan Air Total Water Withdrawal		17,337	16,968	16,296

Keterangan:

- Data pada tabel di atas adalah data konsolidasi entitas induk dan anak perusahaan (198 perusahaan). Informasi lebih lanjut dapat dilihat pada bagian Batasan dan Ruang Lingkup di halaman 221.
- Metodologi dan asumsi menggunakan gabungan antara pengukuran aktual menggunakan *flow meter* dan estimasi pengambilan.

Notes:

- The data in the table above are consolidated data of parent entity and subsidiaries (198 companies). For more detail, see Reporting Boundaries and Scope on page 221.
- Methodology and assumptions use a combination of actual measurements using a flow meter and withdrawal estimates.

Pengambilan Air dari Sumber Alternatif

SEOJK F.8 | GRI 303-3

Water Withdrawal from Alternative Sources

SEOJK F.8 | GRI 303-3

Sumber Air Water Sources	Satuan Unit	2023	2024	2025
Air hujan Rain water	Megaliter	-	10,713	14,729

Keterangan:

- Data pada tabel di atas adalah data konsolidasi entitas induk dan anak perusahaan (198 perusahaan). Informasi lebih lanjut dapat dilihat pada bagian Batasan dan Ruang Lingkup di halaman 221.
- Perhitungan pengambilan air hujan mulai dilakukan pada tahun 2024.

Notes:

- The data in the table above are consolidated data of parent entity and subsidiaries (198 companies). For more detail, see Reporting Boundaries and Scope on page 221.
- The calculation of rainwater withdrawal began in 2024.

Intensitas Pengambilan Air

Water Withdrawal Intensity

Sumber Air Water Sources	Satuan Unit	2023	2024*	2025
Air permukaan Surface water	Kiloliter/ Rp miliar Kiloliter/ Rp billion	42.04	36.70	35.69
Air tanah Ground water		5.34	4.96	3.92
Air laut Sea water		0.49	0.40	0.50
Air dari pihak ketiga Third-party water		6.90	9.60	10.28
Total Intensitas Pengambilan Air Total Water Withdrawal Intensity		54.77	51.66	50.39

Keterangan:

- * Terdapat penyajian kembali angka intensitas pengambilan air tahun 2024 seiring dengan penyajian kembali angka pembagi intensitas yaitu angka pendapatan bersih Astra tahun 2024 karena penyesuaian sesuai dengan disyaratkan oleh PSAK 117 - Kontrak Asuransi.
- Perhitungan intensitas pengambilan air diperoleh dengan membagi jumlah pengambilan air dalam kiloliter dengan pendapatan bersih Astra pada tahun terkait.

Notes:

- * There is a restatement of 2024 water withdrawal intensity resulting from a restatement of the intensity denominator, namely Astra's 2024 net revenue, following adjustments in accordance with PSAK 117 - Insurance Contracts.
- 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 Timbunan Limbah Cair

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

Total Wastewater Generated

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

Komposisi Limbah Cair Wastewater Composition	Satuan Unit	2023	2024	2025
Limbah Cair B3 Hazardous Wastewater				
Limbah cair <i>diverted</i> Wastewater diverted	10³ ton	20.34	21.55	23.22
Limbah cair <i>disposed</i> Wastewater disposed		0.12	0.13	0.16
Total limbah cair B3 Total Hazardous Wastewater		20.46	21.68	23.38
Limbah Cair Non-B3 Non-hazardous Wastewater				
Limbah cair <i>diverted</i> Wastewater diverted	10³ ton	5,674.97	5,523.29	6,197.89
Limbah cair <i>disposed</i> Wastewater disposed		41,151.29	39,664.67	34,741.26
Total limbah cair non-B3 Total Non-hazardous Wastewater		46,826.26	45,187.96	40,939.16
Total Limbah Cair Total Wastewater		46,846.72	45,209.64	40,962.53

Keterangan:

- Data pada tabel di atas adalah data konsolidasi entitas induk dan anak perusahaan (198 perusahaan). Informasi lebih lanjut dapat dilihat pada bagian Batasan dan Ruang Lingkup di halaman 221.
- Limbah cair *diverted* adalah limbah yang telah melalui proses pengolahan dan digunakan kembali oleh Grup Astra maupun dikelola untuk disirkulasikan ke proses produksi ataupun penggunaan lain.
- Limbah cair B3 *disposed* dikirimkan ke TPA B3 yang memiliki izin.
- Limbah cair non-B3 yang telah melalui proses pengolahan dibuang ke badan air setelah memenuhi baku mutu yang ditetapkan, termasuk parameter *Biological Oxygen Demand* (BOD) dan *Chemical Oxygen Demand* (COD), sesuai dengan ketentuan peraturan yang berlaku. [GRI 303-4](#)
- Limbah cair non-B3 *disposed* sudah termasuk air hujan yang masuk dan dialirkan melalui *settling pond* (khusus area pertambangan).
- Data total limbah cair B3 mengacu pada Kriteria Pengumpulan dan Penghitungan Data yang terdapat pada halaman 224.

Notes:

- The data in the table above are consolidated data of parent entity and subsidiaries (198 companies). For more detail, see Reporting Boundaries and Scope on page 221.
- Diverted wastewater refers to wastewater that has undergone treatment and is reused by the Astra Group or managed for recirculation into production processes or other uses.
- Hazardous wastewater disposed sent to a licensed hazardous waste landfills.
- Non-hazardous wastewater that has undergone treatment is discharged into water bodies after meeting the applicable quality standards, including Biological Oxygen Demand (BOD) and Chemical Oxygen Demand (COD) parameters, in accordance with prevailing regulations. [GRI 303-4](#)
- Non-hazardous wastewater disposed includes run-off rainwater and drains through the settling pond (mining area only).
- The total hazardous wastewater data are prepared using the Criteria for Data Collection and Calculation on page 224.

Total Intensitas Limbah Cair

Total Wastewater Intensity

Limbah Cair Wastewater	Satuan Unit	2023	2024*	2025
Limbah cair B3 Hazardous wastewater	Ton/Rp miliar	0.06	0.07	0.07
Limbah cair non-B3 Non-hazardous wastewater		147.92	137.57	126.59
Total Intensitas Limbah Cair	Ton/Rp billion	147.98	137.64	126.66
Total Wastewater Intensity				

Keterangan:

- * Terdapat penyajian kembali angka intensitas pengambilan air tahun 2024 seiring dengan penyajian kembali angka pembagi intensitas yaitu angka pendapatan bersih Astra tahun 2024 karena penyesuaian sesuai dengan disyaratkan oleh PSAK 117 - Kontrak Asuransi.
- Data pada tabel di atas adalah data konsolidasi entitas induk dan anak perusahaan (198 perusahaan). Informasi lebih lanjut dapat dilihat pada bagian Batasan dan Ruang Lingkup di halaman 221.
- Perhitungan intensitas limbah diperoleh dengan membagi jumlah limbah dalam ton dengan pendapatan bersih Astra pada tahun terkait.

Notes:

- * There is a restatement of 2024 water withdrawal intensity resulting from a restatement of the intensity denominator, namely Astra's 2024 net revenue, following adjustments in accordance with PSAK 117 - Insurance Contracts.
- The data in the table above are consolidated data of parent entity and subsidiaries (198 companies). For more detail, see Reporting Boundaries and Scope on page 221.
- The calculation of waste intensity is by dividing the amount of waste in tons by Astra's revenue in the related year.



Optimalisasi Daur Ulang Air Optimizing Water Recycling

PT Serasi Autoraya menerapkan teknologi *Moving Bed Biofilm Reactor* (MBBR) dalam rangka optimalisasi daur ulang air. Teknologi ini digunakan untuk memanfaatkan kembali air limbah olahan pada *Sewage Treatment Plant* (STP) dalam kegiatan pencucian kendaraan sehingga mengurangi ketergantungan terhadap sumber air bersih. Inisiatif ini berhasil mereduksi pengambilan air bersih sebesar 24%, sekaligus memperkuat efisiensi operasional dan pelestarian sumber daya air.

PT Serasi Autoraya implemented *Moving Bed Biofilm Reactor* (MBBR) technology to optimize water recycling. This technology enables treated wastewater from the *Sewage Treatment Plant* (STP) to be reused for vehicle washing operations, reducing reliance on freshwater sources. This initiative has succeeded in reducing 24% of water withdrawal, while strengthening operational efficiency and supporting the conservation efforts of water resources.



Efisiensi Air melalui Transformasi Proses Produksi Water Efficiency through Production Process Transformation

PT Astra Otoparts Tbk menerapkan teknologi *Minimum Quantity Lubrication* (MQL) sebagai metode pelumasan dan pendinginan yang lebih efisien pada proses *machining*. Melalui implementasi teknologi ini, perusahaan berhasil menghilangkan 100% penggunaan air sebagai cairan pendingin (*coolant*) pada proses *machining*, serta mendukung proses produksi yang lebih bersih dan efisien, dengan penghematan air mencapai 1.053 m³ per tahun.

PT Astra Otoparts Tbk implemented *Minimum Quantity Lubrication* (MQL) technology as a more efficient lubrication and cooling method in the machining process. Through the implementation of this technology, the Company successfully eliminated 100% of water usage as a coolant in machining processes, while supporting cleaner and more efficient production, resulting in water savings of approximately 1,053 m³ per year.

Komitmen dan Progres

Commitment and Progress

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

Topik | Topic

Kinerja 2025 | 2025 Performance

Astra 2030 Sustainability Aspirations



Emisi GRK | GHG Emission

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.

18.15%*

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.



Energi | Energy

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

48.42%

Bauran energi terbarukan.

Renewable energy mix.



Air | Water

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

29.76%

Pengurangan intensitas pengambilan air dari *baseline* 2019.

The reduction in water withdrawal intensity from the 2019 baseline.



Limbah Padat | Solid Waste

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

98.85%

Daur ulang dan *recovery* limbah padat.

Solid waste recycling and recovery.

Flagship Initiatives



Fuel Smart

Meningkatkan kemajuan yang telah dicapai oleh semua unit bisnis dalam efisiensi bahan bakar dan energi.
Building on the progress that all our business units have already made in fuel and energy efficiency.

4,182.65

Terajoule penghematan energi.

Terajoule in energy saving.



Renew & Reduce

Meningkatkan kapasitas energi terbarukan dalam operasional kami.
Increasing our renewable capacity in our operations.

62.40

MWp kapasitas panel surya.

MWp installed solar panel capacity.



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.

2.94

Juta pohon tertanam.

Million trees planted.

Ringkasan Inisiatif | Snapshot of Initiatives

- **Komitmen Astra Net Zero Scope 1 & 2 pada tahun 2050.**
Astra Net Zero Scope 1 & 2 by 2050 commitment.
- **Astragraphia telah meraih validasi target dekarbonisasi selaras dengan SBTi.**
Astragraphia has obtained validation of its decarbonization targets in alignment with the SBTi.
- **Pemanfaatan *methane capture* sebagai teknologi bersih dalam mengurangi gas rumah kaca.**
Utilization of methane capture as a clean technology to reduce greenhouse gas emissions.

- **Program efisiensi energi berhasil menghemat energi hingga 4.182,65 terajoule.**
Energy efficiency programs successfully achieved energy savings of up to 4,182.65 terajoules.
- **Pelaksanaan audit energi level 1 dan 2.**
Implementation of level 1 and 2 energy audits.
- **Pemanfaatan REC.**
Utilization of RECs.

- **Penyusunan *water withdrawal pathway*.**
Development of a water withdrawal pathway.
- **Audit air menggunakan Astra Water Assessment Tools (ASWAT).**
Water audits conducted using Astra Water Assessment Tools (ASWAT).
- **Optimalisasi pengambilan air melalui, efisiensi, daur ulang, dan penggunaan kembali air.**
Optimization of water withdrawal through efficiency, recycling, and water reuse.

- **Penyusunan *solid waste management pathway*.**
Development of a solid waste management pathway.
- **Program link & match bank sampah dengan unit bisnis.**
Link & match program between waste banks and business units.
- **Mendukung penerapan ekonomi sirkular melalui Astra Circular Economy Institute (ACEI).**
Supporting circular economy implementation through Astra Circular Economy Institute (ACEI).

- **Pemanfaatan B40 dilakukan sebagai upaya penggunaan bahan bakar alternatif yang lebih ramah lingkungan untuk mendukung pengurangan emisi.**
Utilization of B40 as an effort to adopt a more environmentally friendly alternative fuel to support emissions reduction.
- **Pemanfaatan biomassa dikembangkan sebagai sumber energi alternatif guna meningkatkan bauran energi yang lebih berkelanjutan.**
Utilization of biomass developed as an alternative energy source to enhance a more sustainable energy mix.

- **Kapasitas panel surya terpasang di Grup Astra sebesar 62,40 MWp.**
The installed solar panel capacity across Astra Group reached 62.40 MWp.

- **Penanaman pohon di 8 kabupaten bersama Kelompok Tani sebagai upaya penurunan emisi GRK melalui Astra Sustainable Forest.**
Tree planting in 8 regencies in collaboration with Farmer Groups as part of efforts to reduce GHG emissions through Astra Sustainable Forest

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

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

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.

Keunggulan SDM dan Tempat Kerja

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Strategi Kami

Our Strategy



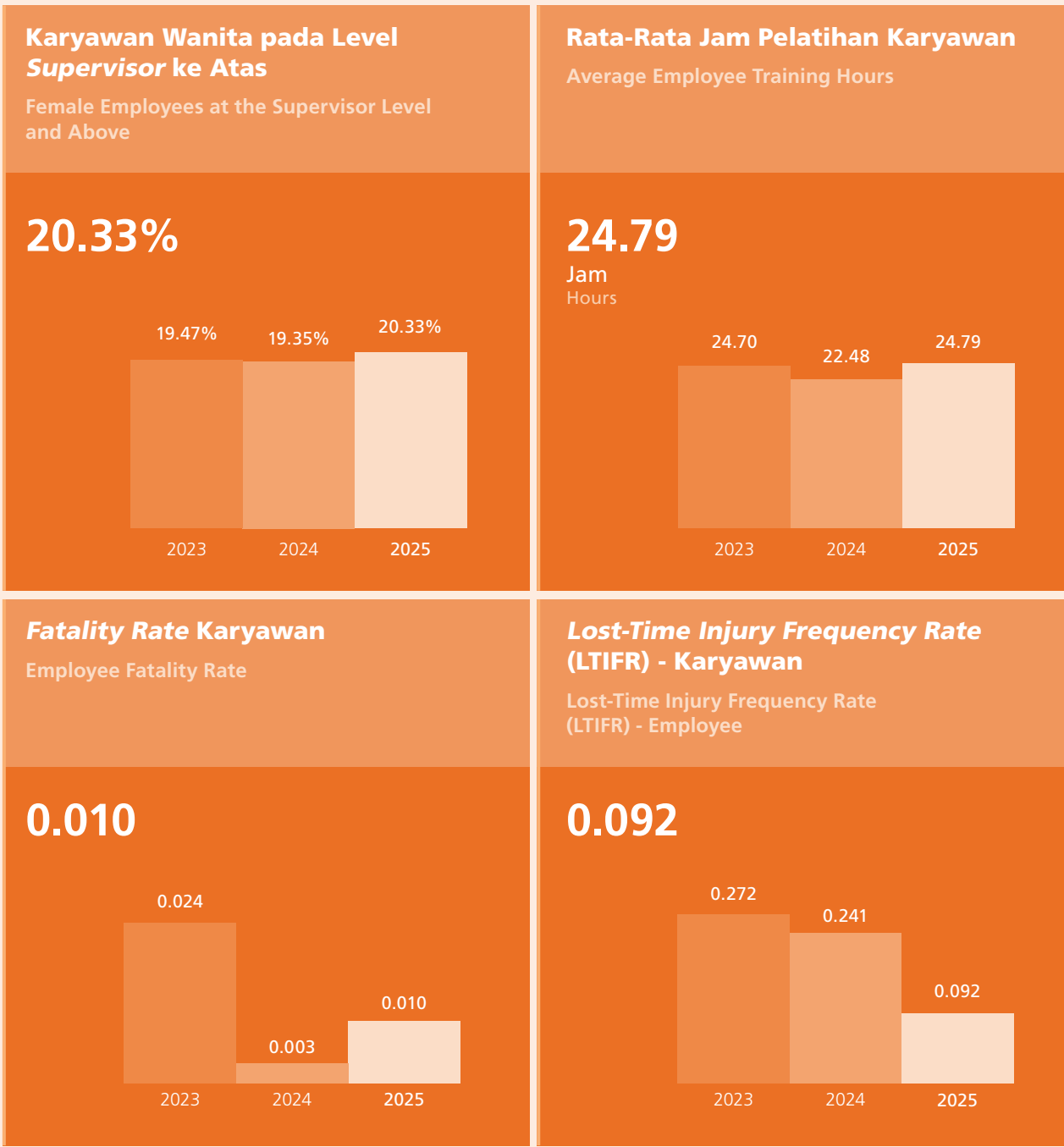
Di Astra, keberagaman dan inklusivitas menjadi fokus utama yang diwujudkan melalui Astra for Everyone, termasuk penguatan kepemimpinan perempuan melalui Astra Women Leaders Development sebagai bentuk nyata dukungan terhadap kesetaraan gender. Selain itu, keselamatan dan kesehatan kerja tetap menjadi pilar strategis keberlanjutan yang mencerminkan komitmen People First, Safety by All for All sebagai tanggung jawab bersama, yang diwujudkan melalui penerapan Mandatory Key Action (MKA).

At Astra, diversity and inclusion are primary focuses realized through Astra for Everyone, including the strengthening of female leadership through Astra Women Leaders Development as a concrete form of support for gender equality. Furthermore, occupational health and safety remain a strategic sustainability pillar, reflecting the commitment to People First, Safety by All for All as a shared responsibility, realized through the implementation of Mandatory Key Action (MKA).



Ikhtisar Kinerja

Performance Snapshot





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.

Keberagaman, Inklusi, dan Pengelolaan Karyawan

Diversity, Inclusion, and Employee Management

GRI 3-3, 405-1

Astra for Everyone

Astra memprioritaskan pengembangan sumber daya manusia yang berkualitas. Sejalan dengan Astra 2030 Sustainability Aspirations, Astra menetapkan Flagship Initiative Astra for Everyone yang berfokus pada penciptaan tempat kerja yang beragam dan inklusif, aman, nyaman, memiliki *work-life balance* yang sehat, serta mendorong pengembangan insan Astra yang kompeten.

Dalam membangun hubungan kerja yang berkelanjutan, Astra mengedepankan prinsip-prinsip yang menjadi landasan interaksi antara Perusahaan dan karyawan.

Astra for Everyone

Astra prioritizes the development of high-quality human capital. In line with Astra 2030 Sustainability Aspirations, Astra established the Flagship Initiative Astra for Everyone, which focuses on creating a diverse and inclusive workplace that is safe, supportive, and conducive to healthy work-life balance, while fostering the development of competent Astra employees.

In building sustainable employment relationships, Astra upholds principles that serve as the foundation for interactions between the Company and its employees.

5 Prinsip dalam Membangun Hubungan Kerja

5 Principles in Building Employee Relations



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, as well as 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 antargolongan 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, Inklusi, dan Non-Diskriminasi

Astra memandang keberagaman dan inklusi sebagai kunci pertumbuhan bisnis yang efektif. Oleh sebab itu, Astra menentang segala bentuk diskriminasi dan menjamin perlakuan setara bagi seluruh karyawan tanpa memandang suku, ras, agama, atau golongan. Komitmen ini diperkuat melalui Flagship Initiative Astra for Everyone, yang mendukung kesetaraan gender di seluruh level manajemen dan dikoordinasikan oleh Corporate Human Capital Development (CHCD).

SEOJK F.18 | GRI 3-3, 405-1

Astra secara berkala menyediakan pelatihan bagi karyawan dengan topik non-diskriminasi dan anti-pelecehan di lingkungan kerja sejak tahun 2022. Hingga tahun 2025, pelatihan mengenai *Diversity & Inclusion* (D&I), khususnya terkait keberagaman gender, telah diikuti oleh total 594 peserta sebagai bagian dari upaya pencegahan diskriminasi. Program ini bertujuan meningkatkan kesadaran dan pemahaman karyawan tentang pentingnya budaya kerja yang sehat, adil, dan inklusif, serta mendorong peran aktif pemimpin dalam menghargai perbedaan dan mengoptimalkan potensi talenta.

Perseroan menyediakan mekanisme pengaduan melalui *whistleblowing system* apabila terdapat keluhan, laporan, atau dugaan pelanggaran berikatan dengan perilaku tidak etis, diskriminasi, pelecehan, maupun pelanggaran hak ketenagakerjaan. Setiap laporan yang diterima akan ditindaklanjuti melalui proses verifikasi dan penanganan yang terstruktur sesuai dengan ketentuan yang berlaku.

Sepanjang tahun 2025, Astra terus memperkuat komitmen terhadap keberagaman karyawan dengan fokus pada kesetaraan gender di seluruh organisasi. Upaya ini tercermin dalam komposisi dan data keberagaman karyawan berikut:

Total Karyawan Berdasarkan Jenis Kelamin

SEOJK C.3 | GRI 2-7, 405-1

Jenis Kelamin Gender	2023	2024	2025
Pria Male	181,795	179,775	174,618
Wanita Female	19,758	20,299	21,403
Total	201,553	200,074	196,021

Total Karyawan Berdasarkan Kelompok Usia

SEOJK C.3 | GRI 2-7, 405-1

Kelompok Usia Age Group	2023	2024	2025
18–25 tahun years	54,207	54,161	49,975
26–35 tahun years	75,650	72,204	69,629
36–45 tahun years	49,948	51,354	53,595

Diversity, Inclusion, and Non-Discrimination

Astra views diversity and inclusion as key drivers of effective business growth. Accordingly, Astra opposes all forms of discrimination and ensures equal treatment for all employees regardless of ethnicity, race, religion, or background. This commitment is reinforced through the Flagship Initiative Astra for Everyone, which promotes gender equality across all levels of management and is coordinated by Corporate Human Capital Development (CHCD).

SEOJK F.18 | GRI 3-3, 405-1

Astra has regularly provided training for employees on non-discrimination and anti-harassment in the workplace since 2022. As of 2025, training on Diversity & Inclusion (D&I), particularly related to gender diversity, has been attended by a total of 594 participants as part of efforts to prevent discrimination. The program aims to enhance employees’ awareness and understanding of the importance of a healthy, fair, and inclusive workplace culture, while encouraging leaders to actively value differences and optimize talent potential.

Company provides a complaint mechanism through a whistleblowing system for reports or allegations of violations related to unethical behavior, discrimination, harassment, or labor rights violations. Every report received will be followed up through a structured verification and handling process in accordance with applicable regulations.

Throughout 2025, Astra continued to strengthen its commitment to workforce diversity, with a particular focus on gender equality across the organization. These efforts are reflected in the following employee composition and diversity data:

Total Employees by Gender

SEOJK C.3 | GRI 2-7, 405-1

Total Employees by Age Group

SEOJK C.3 | GRI 2-7, 405-1

Kelompok Usia Age Group	2023	2024	2025
46–55 tahun years	21,379	22,000	22,487
>55 tahun years	369	355	335
Total	201,553	200,074	196,021

Total Karyawan Berdasarkan Tingkat Pendidikan

SEOJK C.3 | GRI 2-7, 405-1

Total Employees by Education Level

SEOJK C.3 | GRI 2-7, 405-1

Tingkat Pendidikan Education Level	2023	2024	2025
SD/SMP Elementary/Junior High	23,418	21,743	20,952
SMA/K Senior High	129,981	127,818	123,635
Diploma	12,678	12,863	12,789
S-1 Bachelor's Degree	34,412	36,471	37,325
S-2/S-3 Postgraduate Degree	1,064	1,179	1,320
Total	201,553	200,074	196,021

Total Karyawan Berdasarkan Status Kepegawaian

SEOJK C.3 | GRI 2-7, 405-1

Total Employees by Employment Status

SEOJK C.3 | GRI 2-7, 405-1

Status Kepegawaian Employment Status	2023	2024	2025
Permanen Permanent	145,862	144,284	141,252
Kontrak Contract	55,396	55,489	54,493
Ekspatriat Expatriate	295	301	276
Total	201,553	200,074	196,021

Total Karyawan Berdasarkan Posisi Jabatan

SEOJK C.3 | GRI 2-7, 405-1

Total Employees by Position

SEOJK C.3 | GRI 2-7, 405-1

Posisi Jabatan Position	2023		2024		2025	
	Pria Male	Wanita Female	Pria Male	Wanita Female	Pria Male	Wanita Female
Staff/Officer Level	162,130	15,004	158,475	15,187	153,260	15,952
Supervisor/Analyst Level	17,459	4,344	19,049	4,684	19,166	4,999
Manager Level	1,915	341	1,991	362	1,929	383
Executive Level	291	69	260	66	263	69
Total	181,795	19,758	179,775	20,299	174,618	21,403
	201,553		200,074		196,021	

Seluruh data pada tabel di atas merupakan data konsolidasi yang mencakup entitas induk, anak perusahaan, dan entitas asosiasi dengan total 321 perusahaan dan 196.021 karyawan. Hingga akhir tahun 2025, Astra memiliki 57.934 karyawan alih daya yang mendukung proses operasional perusahaan. Jumlah tersebut meningkat dibandingkan tahun sebelumnya yang tercatat sebanyak 44.229 karyawan. Peningkatan tersebut seiring dengan pengembangan kegiatan usaha Perseroan sepanjang tahun 2025.

GRI 2-8

All data presented in the table above represent consolidated data covering the parent entity, subsidiaries, and associated entities, totaling 321 companies and 196,021 employees. As of 2025, Astra employed 57,934 outsourced employees supporting the Company's operational activities. This figure increased compared to the previous year, which recorded 44,229 employees, in line with the expansion of the Company's business activities throughout 2025.

GRI 2-8

Keberagaman Badan Tata Kelola

Komitmen terhadap keberagaman juga tercermin dalam komposisi badan tata kelola. Pada tahun 2025, 33 perempuan menjabat sebagai Direksi di Grup Astra atau setara dengan 17,37% dari total keseluruhan Direksi di Grup Astra.

Keberagaman Badan Tata Kelola

GRI 405-1

Diversity in Governance Bodies

The Company’s commitment to diversity is also reflected in the composition of its governance bodies. In 2025, 33 women served as members of the Board of Directors across Astra Group, representing 17.37% of the total Board of Directors within Astra Group.

Diversity in Governance Bodies

GRI 405-1

Rentang Usia Age Group	2023		2024		2025	
	Pria Male	Wanita Female	Pria Male	Wanita Female	Pria Male	Wanita Female
Dewan Komisaris Board of Commissioners						
<30 tahun years	0	0	0	0	0	0
30–50 tahun years	1	0	0	1	0	0
>50 tahun years	8	1	9	1	9	1
Total	9	1	9	2	9	1
Persentase Percentage	90.00%	10.00%	81.82%	18.18%	90%	10%
Direksi Board of Directors						
<30 tahun years	0	0	0	0	0	0
30–50 tahun years	0	0	1	0	1	1
>50 tahun years	9	1	9	1	7	1
Total	9	1	10	1	8	2
Persentase Percentage	90.00%	10.00%	90.91%	9.09%	80%	20%

Keterangan:

- Data pada tabel di atas adalah data Dewan Komisaris dan Direksi di PT Astra International Tbk – Head Office.

Note:

- The data in the table above is the data of the Board of Commissioners and Directors at PT Astra International Tbk – Head Office.

Flagship Program

Diikuti oleh
Participated in by

9
Pegawai
Magang Difabel
Interns with
Disabilities

Harmonika (Harmoni dalam Keberagaman)

Harmonika (Harmony in Diversity)

PT United Tractors Tbk (UT) menciptakan lingkungan kerja inklusif dengan mempekerjakan sembilan pegawai magang difabel, termasuk individu dengan autisme, tunagrahita, dan tunadaksa, ke dalam peran operasional yang sesuai dengan kompetensi mereka. Inisiatif ini memberikan dampak nyata pada peningkatan keberagaman talenta sekaligus memberikan kesempatan berkarier yang setara dan bermartabat bagi kelompok marginal.

PT United Tractors Tbk (UT) fosters an inclusive workplace by employing nine interns with disabilities, including autism, intellectual disabilities, and physical impairments, into operational roles aligned with their capabilities. This initiative strengthens workforce diversity while providing equal and dignified career opportunities for marginalized groups.



Perempuan Astra

Astra Women

Perempuan Astra merupakan komunitas yang dibentuk pada 4 Juni 2025 sebagai wadah pengembangan dan pemberdayaan kepemimpinan perempuan di lingkungan Grup Astra. Komunitas ini terbuka bagi seluruh karyawan perempuan di Grup Astra dan bertujuan meningkatkan jumlah pemimpin perempuan melalui berbagai inisiatif yang mendorong pengembangan karier, penguatan jejaring profesional, serta peningkatan kesejahteraan.

Sepanjang tahun berjalan, Perempuan Astra berpartisipasi dalam berbagai forum strategis, kolaborasi lintas kementerian, kegiatan lingkungan dan sosial, serta program pemberdayaan masyarakat. Keterlibatan ini mencerminkan peran komunitas tidak hanya sebagai ruang pengembangan internal, tetapi juga sebagai mitra kolaboratif dalam mendorong isu keberagaman, literasi, lingkungan, dan pemberdayaan perempuan di tingkat nasional.

Melalui pendekatan yang kolaboratif dan inklusif, Perempuan Astra turut memperkuat representasi perempuan dalam berbagai forum strategis dan memperluas jejaring eksternal. Keberadaan komunitas ini berkontribusi terhadap penguatan pengalaman bekerja bagi karyawan perempuan, khususnya dalam aspek pelibatan (*engagement*) dan pengakuan (*recognition*). Komunitas juga berperan sebagai sistem pendukung dalam pengembangan kompetensi dan kesiapan kepemimpinan, serta mendukung inisiatif sosial yang selaras dengan nilai keberlanjutan Astra.

Astra Women is a community established on June 4, 2025, as a platform for the development and empowerment of women leaders within Astra Group. Open to all female employees within the Group, the community aims to increase the representation of women in leadership roles through initiatives that support career development, strengthen professional networks, and enhance overall well-being.

Throughout the year, Astra Women participated in various strategic forums, cross-ministerial collaborations, environmental and social initiatives, and community empowerment programs. This involvement reflects its role not only as an internal development platform, but also as a collaborative partner in advancing diversity, literacy, environmental awareness, and women's empowerment at the national level.

Through a collaborative and inclusive approach, Astra Women strengthens women's representation in various strategic forums and expands external networks. The community contributes to enhancing the employee experience of female employees, particularly in terms of engagement and recognition. It also serves as a support system for competency development and leadership readiness, while supporting social initiatives aligned with Astra's sustainability values.

Fokus Utama Perempuan Astra

Astra Women's Main Focus

Penguatan kepemimpinan dan pengembangan kapasitas melalui partisipasi dalam forum strategis, kegiatan media, serta ruang diskusi.

Leadership strengthening and capacity development through participation in strategic forums, media engagements, and structured discussion platforms.

Kolaborasi strategis dengan kementerian dan pemangku kepentingan nasional dalam mendukung agenda pemberdayaan perempuan dan perlindungan anak.

Strategic collaboration with ministries and national stakeholders, in support of women's empowerment and child protection initiatives.

Kontribusi sosial dan pemberdayaan masyarakat, termasuk dukungan terhadap literasi dan kegiatan sosial yang menyangkut perempuan dan komunitas.

Social contribution and community empowerment, including support for literacy programs and social initiatives benefiting women and local communities.

Dukungan terhadap agenda keberlanjutan lingkungan, seperti partisipasi dalam kegiatan keberlanjutan lintas entitas.

Support for environmental sustainability agendas, including participation in cross-entity sustainability initiatives across Astra Group.

Kegiatan Perempuan Astra Sepanjang 2025

Astra Women's Activities Throughout 2025

4 Juni | June

Pendirian Perempuan Astra
Official Launch of
Astra Women

26 Juli | July

Kolaborasi Perayaan Hari Anak Nasional
Collaboration in National
Children's Day Commemoration

27 Agustus | August

Aksi Mangrove Pulau Pramuka
Mangrove Action at Pramuka Island

4 September

Audiensi dengan Wakil Menteri Ekonomi Kreatif dan Wakil Menteri Pemberdayaan Perempuan dan Perlindungan Anak
Courtesy Meeting with the Vice Minister of Creative Economy and the Vice Minister of Women's Empowerment and Child Protection

27 September

Women on The Move 2025

21 November

Donasi Buku di Kampung Iklim Cidadap
Book Donation at Climate Village Cidadap

6 Desember | December

Mendukung Keberagaman di Astra Infra Sustainability Fest
Supporting Diversity at the Astra Infra Sustainability Fest

18 Desember | December

Bakti Sosial Pemberdayaan Perempuan Pesisir
Social Service Program for Coastal Women Empowerment

Perempuan Astra kami maknai sebagai lebih dari sekadar komunitas, melainkan ekosistem kolaboratif yang mempertemukan perempuan di seluruh Grup Astra untuk saling terhubung, berkembang, dan memberi dampak. Melalui berbagai kegiatan seperti *mentoring*, pengembangan kompetensi, forum diskusi, hingga program pemberdayaan masyarakat, Perempuan Astra memperkuat jejaring dan kompetensi sekaligus mempersiapkan perempuan untuk mengambil peran kepemimpinan yang lebih besar di masa depan. Kami meyakini bahwa ketika perempuan diberi ruang untuk tumbuh, mereka dapat berkontribusi lebih besar bagi organisasi sekaligus menciptakan dampak positif yang lebih luas bagi masyarakat.

Astra Women is more than just a community, it is a collaborative ecosystem that brings together women across Astra Group to connect, grow, and create impact. Through initiatives such as mentoring, competency development, discussion forums, and community empowerment programs, Astra Women strengthens networks and competencies as well as preparing women to take on greater leadership roles in the future. We believe that when women are given the space to grow, they can contribute more significantly to the organization and create a broader positive impact for the community.



Rina Apriana
President Director PT Astra Digital Arta
Ketua Perempuan Astra | Chairman, Astra Women



Astra Women Leaders Development Program

Astra menunjukkan komitmennya terhadap *Diversity & Inclusion* (D&I) melalui Astra Women Leaders Development Program, khusus untuk mempersiapkan karyawan wanita agar mampu mengambil peran kepemimpinan lebih tinggi. Program ini mencakup pelatihan di kelas dan sesi *mentoring* dari *mentor* berpengalaman, membekali peserta dengan wawasan mendalam mengenai kepemimpinan, strategi pengambilan keputusan, serta pengelolaan tim yang efektif.

Astra demonstrates its commitment to Diversity & Inclusion (D&I) through Astra Women Leaders Development Program, which is designed to prepare female employees for higher leadership roles. The program combines classroom-based training with mentoring sessions led by experienced mentors, equipping participants with in-depth insights into leadership, strategic decision-making, and effective team management.

In-Class Training

1

Sesi Pembelajaran
Learning Sessions

17

Peserta
Participants

13

Perusahaan Berbeda
Different Companies

Mentoring Session

24

Sesi Mentoring
Mentoring Sessions

9

Mentor dari 9 Perusahaan
Mentors from 9 Companies

17

Mentee dari 13 Perusahaan
Mentees from 13 Companies

One-on-One dan Mentoring Grup **One-on-One and Group Mentoring**

Membahas topik penguatan kepemimpinan wanita
Focusing on strengthening women's leadership capabilities

Evaluasi Program | Program Evaluation

Skor | Score 9

Peningkatan kepercayaan diri dan komitmen penerapan hasil pembelajaran
Increase in confidence and commitment to applying learning outcomes

Skor | Score 9.5

Pada penilaian *Net Promoter Score* (NPS)
In the *Net Promoter Score* (NPS) assessment

Rekrutmen

GRI 3-3

Bagi Grup Astra, Sumber Daya Manusia (SDM) merupakan aset paling berharga dalam keberlanjutan Perusahaan. Untuk menjamin inklusivitas dan menyediakan peluang yang adil bagi seluruh kandidat, Astra mengadopsi pendekatan rekrutmen melalui sistem desentralisasi. Metode ini memberdayakan setiap anak perusahaan Astra dengan fleksibilitas penuh untuk secara mandiri mengisi kebutuhan tenaga kerja mereka, baik melalui sumber internal maupun eksternal. Sepanjang tahun 2025, Perseroan mencatat tingkat rekrutmen (*recruitment rate*) sebesar 5,76% dengan total 11.296 karyawan baru yang direkrut.

Recruitment

GRI 3-3

For Astra Group, human capital is the most valuable asset in ensuring the Company's long-term sustainability. To promote inclusivity and provide equal opportunities for all candidates, Astra adopts a decentralized recruitment approach. This approach empowers each Astra subsidiary with the flexibility to independently fulfill its workforce needs through both internal and external talent sources, in accordance with their respective business characteristics and requirements. Throughout 2025, the Company recorded a recruitment rate of 5.76%, with a total of 11,296 new employees hired.

Sistem Rekrutmen Astra Astra Recruitment System

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 (AGP), Human Capital Trainee (HC Trainee), Audit and Risk Development Program (ARDP), IT Product Development Program (IT PDP), dan lainnya.

Programs such as Astra Graduate Program (AGP), Human Capital Trainee (HC Trainee), Audit and Risk Development Program (ARDP), IT Product Development Program (IT PDP), and others.

Akademisi

Academics

Program universitas, pengembangan kurikulum dan peningkatan proses pembelajaran di kelas, pengembangan kompetensi mahasiswa, partisipasi manajemen Astra sebagai narasumber atau pembicara, program Astra Internship Fair, dan beasiswa untuk mahasiswa.

University programs, curriculum development and enhancement of classroom learning processes, student competency development, Astra management's participation as speakers or resource persons, Astra Internship Fair program, and scholarship for students.

Total Karyawan Baru Berdasarkan Jenis Kelamin

GRI 401-1

Jenis Kelamin Gender	2023	2024	2025
Pria Male	15,921	9,909	9,189
Wanita Female	1,453	2,329	2,107
Total	17,374	12,238	11,296

Keterangan:

- Seluruh data pada tabel di atas merupakan data konsolidasi entitas induk, anak perusahaan, dan entitas asosiasi (321 perusahaan dan 196.021 karyawan).

Total New Employees by Gender

GRI 401-1

Note:

- The data in the table above are consolidated data of parent entity, subsidiaries, and associates (321 companies and 196,021 employees).

Turnover

GRI 3-3

Turnover karyawan merupakan salah satu indikator mobilitas tenaga kerja dalam organisasi yang dipengaruhi oleh berbagai faktor. Pada tahun 2025, tercatat 14.599 karyawan meninggalkan Astra dengan tingkat turnover sebesar 7,45%.

Jumlah Turnover Karyawan

GRI 401-1

Jenis Kelamin Gender	2025
Pria Male	11,788
Wanita Female	2,811
Total	14,599

Keterangan:

- Seluruh data pada tabel di atas merupakan data konsolidasi entitas induk, anak perusahaan, dan entitas asosiasi (321 perusahaan dan 196.021 karyawan).

Dalam hal karyawan yang terdampak pemutusan hubungan kerja, Perseroan menyediakan program transisi yang mencakup pembekalan keterampilan, dukungan perencanaan karier atau pascakerja, serta penguatan kesiapan mental sebagai bagian dari pengelolaan sumber daya manusia yang bertanggung jawab.

Turnover

GRI 3-3

Employee turnover is one of the key indicators of workforce mobility within an organization and is influenced by various factors. In 2025, a total of 14,599 employees left Astra, resulting in a turnover rate of 7.45%.

Total Employee Turnover

GRI 401-1

Note:

- The data in the table above are consolidated data of parent entity, subsidiaries, and associates (321 companies and 196,021 employees).

For employees affected by termination of employment, the Company provides transition programs that include skills development, career or post-employment planning support, and mental readiness strengthening, as part of its responsible human capital management.

Pengembangan Talenta dan Kepemimpinan

Talent and Leadership Development

GRI 3-3

Pilar People Roadmap merupakan salah satu kekuatan utama Grup Astra dalam menjaga keberlanjutan dan daya saing organisasi. Berangkat dari pemahaman tersebut, Astra secara konsisten melakukan evaluasi kinerja sebagai dasar peningkatan kualitas sumber daya manusia melalui berbagai program pelatihan, pengembangan kompetensi, dan pengembangan karier karyawan. Program pelatihan dan pengembangan kompetensi karyawan mencakup kompetensi dasar, manajerial, serta kepemimpinan.

Seluruh program pengembangan kompetensi tersebut dikelola oleh Astra Management Development Institute (AMDI) sebagai pusat pengembangannya talenta, yang merancang dan mengimplementasikan Astra Leadership Development Program (ALDP) berbasis kerangka Astra Transformational Leadership (ATL) sebagai *guiding philosophy*, yang kemudian diturunkan ke dalam Astra Leadership Competencies (ALC) untuk memastikan relevansi dengan kebutuhan organisasi dan nilai-nilai Catur Dharma.

Program Persiapan Kepemimpinan

Astra memandang pengembangan kepemimpinan sebagai proses strategis untuk memastikan keberlanjutan organisasi di tengah dinamika perubahan bisnis, teknologi, dan perilaku konsumen. Melalui pengelolaan talenta yang terencana, Astra menyelenggarakan berbagai program kepemimpinan yang dirancang secara berjenjang guna memastikan kesiapan sumber daya manusia dalam mendukung keberlanjutan bisnis Grup. Program-program tersebut mencakup pengembangan talenta sejak tahap awal karier hingga penguatan kepemimpinan pada level manajerial.

Pada tahap awal pengembangan, Astra menyelenggarakan Astra Graduate Program (AGP) dan *Functional Trainee Program* sebagai program pengembangan talenta yang ditujukan bagi lulusan baru. Kedua program ini dirancang untuk membekali peserta dengan keterampilan kepemimpinan dasar serta kompetensi fungsional yang selaras dengan kebutuhan bisnis Grup Astra.

Seiring dengan perkembangan karier, Astra memberikan program persiapan kepemimpinan bagi karyawan pada level manajerial melalui Astra Middle Management Program (AMMP) dan Astra General Management Program (AGMP).

The People Roadmap pillar is one of Astra Group's core strengths in sustaining long-term organizational resilience and competitiveness. Building on this foundation, Astra consistently conducts performance evaluations as a basis for enhancing the quality of its human capital through a range of employee training, competency development, and career development programs. These training and development initiatives cover core, managerial, and leadership competencies.

All competency development programs are managed by the Astra Management Development Institute (AMDI) as the talent development center, which designs and implements the Astra Leadership Development Program (ALDP) based on the Astra Transformational Leadership (ATL) framework as its guiding philosophy. This framework is then translated into the Astra Leadership Competencies (ALC) to ensure alignment with the organization's needs and the Catur Dharma values.

Leadership Preparation Programs

Astra views leadership development as a strategic process to ensure organizational sustainability amid dynamic changes in business, technology, and consumer behavior. Through structured talent management, Astra implements a range of tiered leadership programs designed to ensure human capital readiness in supporting the Group's long-term business sustainability. These programs span early-career talent development to leadership strengthening at the managerial level.

At the early development stage, Astra offers Astra Graduate Program (AGP) and Functional Trainee Program as talent development initiatives for fresh graduates. Both programs are designed to equip participants with foundational leadership capabilities and functional competencies aligned with Astra Group's business needs.

As employees progress in their careers, Astra provides leadership preparation programs for managerial-level employees through Astra Middle Management Program (AMMP) and Astra General Management Program (AGMP).

Program-program ini bertujuan untuk meningkatkan keterampilan kepemimpinan, memperkuat kapabilitas manajerial, serta mendukung proses regenerasi kepemimpinan berdasarkan tingkat pengembangan kompetensi dan golongan.

These programs aim to enhance leadership skills, strengthen managerial capabilities, and support leadership succession based on competency development levels and employee grades.

Perjalanan Karier Insan Astra

Astra Employees Career Journey

Sejak bergabung dengan Astra pada tahun 2002, saya mendapatkan banyak kesempatan untuk mengembangkan kapabilitas kepemimpinan melalui sistem pengembangan karier yang terstruktur dan berbasis kinerja. Berbagai program pelatihan manajemen dan kepemimpinan yang disediakan Astra membantu saya memperkuat perspektif strategis serta kesiapan dalam memimpin organisasi. Salah satu pengalaman yang paling membentuk perjalanan karier saya adalah kesempatan untuk menjalani penugasan lintas industri. Pengalaman tersebut memberikan pembelajaran bahwa dengan kemampuan manajerial dan kepemimpinan yang kuat, perbedaan sektor bisnis dapat menjadi ruang pembelajaran yang memperkaya perspektif serta memperluas kapabilitas diri.

Since joining Astra in 2002, I have been given many opportunities to develop my leadership capabilities through a structured, performance-based career development system. Various management and leadership training programs provided by Astra have helped strengthen my strategic perspective and readiness to lead within the organization. One of the most formative experiences in my career was the opportunity to take on assignments across different industries. This experience taught me that with strong managerial and leadership capabilities, differences in business sectors can become valuable learning opportunities that broaden perspectives and further develop one's capabilities.



Ho Natalia

Executive Vice President Commercial, PT Astra Agro Lestari Tbk



Dalam perjalanan karier saya di Astra, salah satu tantangan terbesar adalah menyelaraskan berbagai karakter, perspektif, dan cara kerja individu dalam satu tujuan organisasi. Saya belajar bahwa keberhasilan tim tidak hanya ditentukan oleh strategi bisnis, tetapi juga oleh kemampuan membangun kepercayaan, komunikasi terbuka, dan kolaborasi yang kuat. Melalui dukungan budaya Astra serta nilai Catur Dharma, saya mampu mengembangkan pendekatan kepemimpinan yang menyeimbangkan antara pertumbuhan bisnis, pengelolaan risiko, dan tata kelola yang baik untuk mendukung keberlanjutan organisasi.

Throughout my career at Astra, one of the greatest challenges is aligning diverse characters, perspectives, and ways of working toward a shared organizational goal. I learned that team success is not determined solely by business strategy, but also by the ability to build trust, foster open communication, and strengthen collaboration. With the support of Astra's culture and the values of Catur Dharma, I developed a leadership approach that balances business growth, risk management, and good governance to support the organization's long-term sustainability.

Billy Yonathan

Compliance & Standardization Deputy Division Head, PT Federal International Finance

Sejak bergabung dengan Astra pada tahun 2011, saya memandang Astra bukan sekadar tempat bekerja, tetapi juga tempat untuk belajar, bertumbuh, dan mengembangkan kepemimpinan. Melalui berbagai tantangan pekerjaan, budaya Catur Dharma, serta dukungan program pengembangan karyawan, pelatihan, dan mentoring, saya memperoleh banyak pembelajaran berharga. Lingkungan kerja yang kolaboratif juga mendorong saya untuk terus meningkatkan standar diri, beradaptasi dengan perubahan, serta membangun tim yang solid dengan berlandaskan integritas dan semangat pembelajaran berkelanjutan.

Since joining Astra in 2011, I have viewed Astra not merely as a workplace, but as a place to learn, grow, and develop my leadership. Through various work challenges, the values of Catur Dharma, and strong support for employee development through training and mentoring, I have gained many valuable lessons. The collaborative work environment has also encouraged me to continuously raise my standards, adapt to change, and build a strong team grounded in integrity and a spirit of continuous learning.



Muhammad Ardian Widyatama

Plant System Development & Administration Manager, PT Kalimantan Prima Persada

Astra Sustainability Academy untuk Memperkuat ESG

Grup Astra juga memfasilitasi pelatihan khusus dalam meningkatkan kompetensi keberlanjutan dan membekali pemimpin dan pemimpin masa depan Astra dengan kompetensi ESG dan perubahan iklim melalui Astra Sustainability Academy. 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 untuk PIC dan supervisor.

Sepanjang tahun 2025, sebanyak 469 insan Astra mengikuti pelatihan Astra Sustainability Academy. Hingga tahun 2025, total peserta yang telah mengikuti program pelatihan mencapai 1.438 orang.

SEOJK E.2 | GRI 2-17

Astra Sustainability Academy to Strengthen ESG

Astra Group also facilitates specialized training to enhance sustainability competencies and equip Astra leaders and future leaders with ESG and climate change capabilities through Astra Sustainability Academy. The Academy offers a range of sustainability-related training programs tailored to different managerial levels, such as the ESG Masterclass for executive leaders, Astra Sustainability Leadership Program for managers, and the Sustainability Seasonal Course for PIC and supervisors.

Throughout 2025, a total of 469 Astra employees participated in Astra Sustainability Academy training programs. As of 2025, the cumulative number of participants who have completed the training has reached 1,438 employees.

SEOJK E.2 | GRI 2-17

Program Pelatihan Training Program	Posisi Jabatan Position	Topik Topic
ESG Masterclass	Direksi Grup Astra Astra Group Board of Directors	Isu global terkait perubahan iklim, termasuk risiko, dan peluang bisnis berkaitan dengan iklim untuk membangun bisnis yang tangguh, serta pembelajaran mengenai strategi dan komitmen ESG dari <i>peers</i> . Global issues related to climate change, including climate-related risks and business opportunities to build resilient businesses, as well as insights into ESG strategies and commitments from peers.
Astra Sustainability Leadership Program	Kepala Divisi/General Manager Grup Astra Division Heads/General Managers of Astra Group	- Meningkatkan pemahaman mengenai isu keberlanjutan dan ESG dari perspektif kepemimpinan dan bisnis, berbagi pengalaman, serta bertukar gagasan lintas unit usaha. Enhancing understanding of sustainability and ESG issues from leadership and business perspectives, fostering cross-business experience sharing and idea exchange. - Memahami cara merencanakan, melaksanakan, dan memantau upaya mitigasi serta adaptasi risiko iklim. Understanding how to plan, implement, and monitor climate risk mitigation and adaptation efforts.
Sustainability Seasonal Courses	Manager/Supervisor/ PIC Implementasi ESG di Grup Astra Managers/Supervisors/PIC of ESG Implementation within Astra Group	Pelatihan mendalam mengenai tujuh tema keberlanjutan secara tematik, yaitu tata kelola, CSR, K3, pengelolaan limbah padat, pengelolaan air, keanekaragaman hayati, dan aksi iklim. Topik aksi iklim mencakup perhitungan emisi GRK, strategi dekarbonisasi, dan <i>carbon offset</i> . In-depth training delivered through a thematic approach, covering seven sustainability themes, namely governance, CSR, OHS, solid waste management, water management, biodiversity, and climate action. The climate action topic includes GHG emissions calculation, decarbonization strategies, and carbon offset.
ESG for Non-ESG	Level Manajerial dan Middle Manajerial Managerial and Middle Managerial Level	Program pengembangan kapabilitas yang dirancang untuk membangun pemahaman dasar mengenai ESG bagi fungsi di luar EHS, CSR, dan Sustainability, dengan tujuan menciptakan kesamaan pemahaman lintas fungsi terkait peran ESG dalam mendukung kebijakan, proses bisnis, dan tata kelola perusahaan. A capability development program designed to build a basic understanding of Environmental, ESG for functions other than EHS, CSR, and Sustainability, with the aim of creating a common understanding across functions regarding the role of ESG in supporting company policies, business processes, and governance.

Program Pelatihan Training Program	Posisi Jabatan Position	Topik Topic
Astra Green Company (Modul 1 & 2)	Praktisi EHS/CSR EHS/CSR Practitioner	Program <i>training</i> yang dirancang untuk meningkatkan pemahaman dan kapabilitas perusahaan di Grup Astra dalam menerapkan prinsip pengelolaan lingkungan yang terintegrasi, sistematis, dan berkelanjutan sesuai dengan kerangka Astra Green Company. Training program designed to improve the understanding and capabilities of companies within Astra Group in implementing integrated, systematic, and sustainable environmental management principles in accordance with Astra Green Company framework.
Astra Friendly Company (Modul 1 & 2)	Praktisi EHS/CSR EHS/CSR Practitioner	Program <i>training</i> yang dirancang untuk memperkuat peran perusahaan di Grup Astra dalam menciptakan hubungan yang harmonis dengan karyawan, masyarakat, dan pemangku kepentingan melalui penerapan prinsip tanggung jawab sosial, inklusivitas, dan keberlanjutan sesuai dengan kerangka Astra Friendly Company. A training program designed to strengthen the role of companies within Astra Group in creating harmonious relationships with employees, communities, and stakeholders through the application of the principles of social responsibility, inclusivity, and sustainability in accordance with Astra Friendly Company framework.

Lembaga Sertifikasi Profesi (LSP) Astra adalah sarana bagi insan Astra untuk mendapatkan pengakuan kompetensi berstandar nasional melalui sertifikasi kompetensi yang diakui oleh Badan Nasional Sertifikasi Profesi (BNSP).

Pada 2025, LSP Astra menegaskan komitmennya terhadap pelaksanaan sertifikasi melalui perpanjangan lisensi hingga tahun 2030 sebagai bukti konsistensi dalam menjaga standar sertifikasi yang profesional, relevan, dan selaras dengan kebutuhan bisnis yang terus berkembang.

Partisipasi insan Astra, baik sebagai asesi maupun asesor, menjadi keunggulan tersendiri bagi LSP Astra karena tidak hanya memberikan pengakuan kompetensi yang terstandardisasi, tetapi juga menciptakan ruang kolaboratif untuk saling berbagi pembelajaran dan praktik terbaik dalam implementasi Human Capital, Environment & Social Responsibility, Corporate Security, serta Corporate Communication di Grup Astra.

Astra Profession Certification Body (LSP) is a mean for Astra employees to obtain nationally recognized competency certification through competency certification recognized by the National Professional Certification Agency (BNSP).

In 2025, LSP Astra reaffirmed its commitment to certification by extending its license until 2030 as proof of its consistency in maintaining professional, relevant certification standards that are in line with ever-evolving business needs.

The participation of Astra employees, both as assessors and assesseees, is a distinct advantage for Astra LSP because it not only provides standardized competency recognition but also creates a collaborative space for sharing learning and best practices in the implementation of Human Capital, Environment & Social Responsibility, Corporate Security, and Corporate Communication within Astra Group.

Dari tahun 2023 hingga 2025, akumulasi asesi kompeten LSP Astra mencapai

From 2023 until 2025, the cumulative number of competent assesseees at LSP Astra reached

1,339 Asesi
Assesseees

Capaian Pelatihan pada 2025

Pengembangan talenta dan kepemimpinan tetap menjadi fokus Astra pada tahun 2025, dengan implementasi program yang mendukung peningkatan kapabilitas dan kesiapan kepemimpinan, sebagaimana tecermin dalam kinerja berikut:

Rata-Rata Jam Pelatihan Karyawan

SEOJK F.22 GRI 404-1

Kategori Category	2023	2024	2025
Berdasarkan Jenis Kelamin Based on Gender			
Pria Male	25.35	22.59	24.52
Wanita Female	18.78	21.47*	26.95
Berdasarkan Jabatan Based on Position			
Manajer Manager	42.19	43.23	71.92
Nonmanajer Non-Manager	24.45	22.28	24.14

Keterangan:

- * Terdapat penyajian kembali pada data rata-rata jam pelatihan karyawan wanita pada tahun 2024 untuk meningkatkan akurasi perhitungan.
- Data pada tabel di atas merupakan program dari PT Astra International Tbk – Head Office.

2025 Training Achievements

Talent and leadership development remained a key focus for Astra in 2025, with the implementation of programs aimed at strengthening capabilities and leadership readiness, as reflected in the following performance:

Average Employee Training Hours

SEOJK F.22 GRI 404-1

Notes:

- * There is a restatement of the average training hours data for female employees in 2024 to improve calculation accuracy.
- The data in the table above represents the programs from PT Astra International Tbk – Head Office.

Jumlah Peserta Program Kesiapan Kepemimpinan

SEOJK F.22 GRI 404-2

Nama Program Program Name	2023		2024		2025	
	Batch	Peserta Participant	Batch	Peserta Participant	Batch	Peserta Participant
Astra Graduate Program	1	11	1	11	1	10
Functional Trainee Program	3	62	3	54	2	36

Number of Participants in the Leadership Preparation Program

SEOJK F.22 GRI 404-2

Program Pelatihan Astra Management Development Institute (AMDI)

GRI 404-2

Astra Management Development Institute (AMDI) Training Programs

GRI 404-2

Nama Program Program Name	2023		2024		2025	
	Batch	Peserta Participant	Batch	Peserta Participant	Batch	Peserta Participant
Astra Attachment Program	6	524	6	395	6	318
Astra Basic Management Program	20	658	33	918	27	779
Astra First-line Management Program	19	651	23	647	20	577
Astra Middle Management Program	10	311	11	316	11	273
Astra Senior Management Program	4	118	5	143	4	124
Astra General Management Program	2	41	2	41	2	44
Astra General Management Extension Program	1	10	1	16	1	12
Astra Advanced Executive Program	1	14	-	-	1	12
Man Management Astra	8	210	10	269	9	253
Human Capital for Line Manager	3	108	2	55	5	164

Nama Program Program Name	2023		2024		2025	
	Batch	Peserta Participant	Batch	Peserta Participant	Batch	Peserta Participant
Human Capital Officer Development Program	2	80	2	66	2	49
Human Capital Manager Development Program	1	12	1	8	-	-
Human Capital Supervisor Development Program	1	32	1	35	1	20
Total	78	2,769	97	2,909	89	2,625

Program Pelatihan Integrated Talent Development (ITD)

SEOJK F.22 GRI 404-2

Integrated Talent Development (ITD) Training Program

SEOJK F.22 GRI 404-2

Nama Program Program Name	2023		2024		2025	
	Batch	Peserta Participant	Batch	Peserta Participant	Batch	Peserta Participant
Modular Program	7	181	4	143	7	152
Digital Self Learning	3	137	3	81	4	88
Leadership Learning Community	3	189	2	156	2	145
Executive Coaching (Astra Leadership Performance Coaching)	1	7	1	9	1	4
Thematic Agility Forum	1	470	1	447	1	600
Cross-company Assignment	1	5	1	16	1	4
Total	16	989	12	852	16	993

Manfaat dan Dukungan bagi Karyawan

Remunerasi

Grup Astra berkomitmen untuk meningkatkan kesejahteraan seluruh karyawan melalui penyediaan beragam manfaat dan program yang mendukung kesehatan serta kenyamanan kerja. Sejalan dengan komitmen tersebut, Astra menjunjung tinggi hak-hak karyawan dengan memastikan remunerasi dan tunjangan lainnya ditetapkan secara adil berdasarkan kontribusi dan kinerja individu.

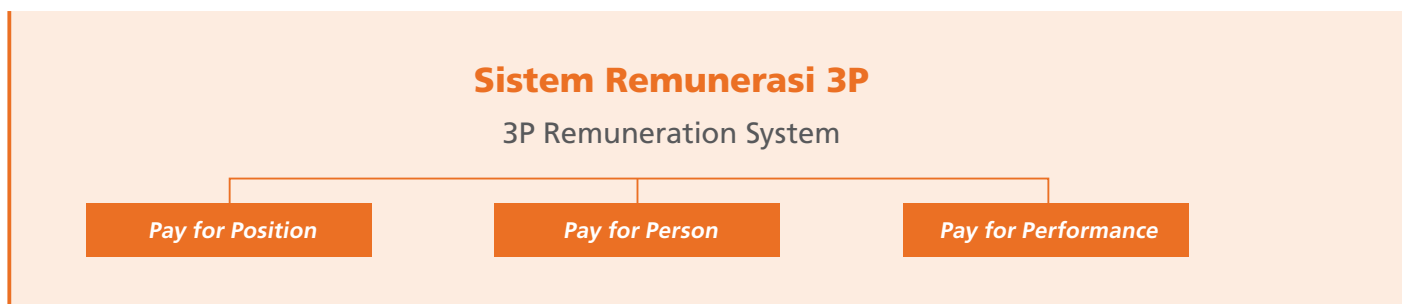
Astra memiliki sistem penetapan remunerasi di Astra yang mengacu pada bagan berikut:

Employee Benefits and Support

Remuneration

Astra Group is committed to enhancing the well-being of all employees by providing a wide range of benefits and programs that support health and workplace comfort. In line with this commitment, Astra upholds employee rights by ensuring that remuneration and other benefits are determined fairly based on individual contributions and performance.

Astra has a remuneration determination system that is structured based on the following framework:



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.

Guna memastikan pemenuhan upah yang layak, Astra menerapkan kebijakan pengupahan yang mengacu pada ketentuan upah minimum serta melakukan *benchmark* dengan perusahaan sejenis berdasarkan data pihak ketiga sebagai acuan biaya hidup yang relevan, sebagaimana tercantum dalam perjanjian kerja dan kebijakan remunerasi Perseroan. Jam kerja karyawan, termasuk pengelolaan lembur, dipantau secara berkala melalui sistem pencatatan waktu kerja dan pelaporan internal, serta diawasi oleh auditor eksternal untuk memastikan kepatuhan terhadap ketentuan yang berlaku. Pembayaran upah lembur dilaksanakan sesuai dengan peraturan perundang-undangan dan diverifikasi melalui sistem penggajian Perseroan sebagai bagian dari mekanisme pengendalian internal.

Selain gaji bulanan, Astra melengkapi kompensasi karyawan dengan beragam tunjangan variabel, seperti bonus, insentif, asuransi kesehatan dari pihak ketiga, serta program jaminan sosial (BPJS Kesehatan dan Ketenagakerjaan), termasuk pengelolaan jaminan pensiun oleh Dana Pensiun Astra (DPA), serta manfaat lain yang dapat menunjang kinerja karyawan. Seluruh karyawan, mulai dari Golongan I hingga VII, menerima penilaian kinerja dua kali per tahun yang digunakan sebagai dasar penetapan kompensasi dan pengembangan jenjang karier. Penilaian kinerja tersebut dilakukan berdasarkan capaian *Individual Performance Plan* (IPP) setiap karyawan yang telah disepakati bersama dengan atasan.

GRI 401-2

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.

GRI 401-2

Perseroan juga memastikan pemenuhan ketentuan Upah Minimum Provinsi (UMP) bagi pekerja nonkaryawan, termasuk tenaga alih daya, melalui pengaturan persyaratan dalam perjanjian kerja sama serta pemantauan kepatuhan penyedia jasa secara berkala.

GRI 202-1

Astra's remuneration system is reviewed annually, considering internal fairness and external competitiveness. Remuneration for each employee is determined without regard to background, gender, race, religion, ethnicity, or physical condition.

To ensure the provision of a living wage, Astra implements a wage policy that refers to statutory minimum wage requirements and conducts benchmarking with similar companies based on third-party data as a relevant cost-of-living reference, as stipulated in the Company's employment agreements and remuneration policies. Employee working hours, including overtime management, are monitored regularly through timekeeping systems and internal reporting, and overseen by external auditors to ensure compliance with applicable regulations. Overtime payments are made in accordance with prevailing laws and regulations and are verified through the Company's payroll system as part of its internal control mechanisms.

In addition to monthly salaries, Astra complements employee compensation with a range of variable benefits, including bonuses, incentives, third-party health insurance, and social security programs (BPJS Health and BPJS Employment), as well as pension benefits managed through Astra Pension Fund (DPA), along with other benefits that support employee performance. All employees, from Grades I to VII, undergo performance evaluations twice a year, which serve as the basis for determining compensation and career progression. Performance evaluations are conducted based on the achievements of each employee's *Individual Performance Plan* (IPP), which has been agreed upon with their supervisor.

GRI 401-2

Employees may also apply for the Motor Ownership Program (MOP) and Car Ownership Program (COP) upon meeting the Company's eligibility requirements. In addition, permanent employees who have completed five years of service, and each subsequent multiple thereof, are entitled to a one-month extended leave.

GRI 401-2

The Company also ensures compliance with Provincial Minimum Wage (UMP) requirements for non-employee workers, including outsourced personnel, through the stipulation of requirements in partnership agreements and regular monitoring of service providers' compliance.

GRI 202-1

Sebagai bagian pengelolaan kinerja karyawan, Astra menerapkan sistem penilaian kinerja berbasis individu dan tim yang dilaksanakan dua kali dalam satu tahun. Metode penilaian kinerja karyawan meliputi penilaian manajemen berdasarkan tujuan, penilaian kinerja multidimensi, penilaian kinerja berbasis tim, dan komunikasi yang tangkas.

Pada tahun 2025, seluruh karyawan menerima penilaian kinerja tahunan, yang digunakan sebagai dasar dalam menentukan kompensasi dan jenjang karier karyawan.

GRI 404-3

Hubungan Industrial

Astra berkomitmen membangun hubungan kerja yang harmonis antara Perusahaan dan karyawan melalui implementasi Peraturan Perusahaan (PP) dan Perjanjian Kerja Bersama (PKB). Seluruh karyawan telah terinformasi mengenai kondisi kerja, syarat, cakupan perjanjian, dan peraturan yang berlaku. Selain itu, Grup Astra menjamin kepatuhan penuh terhadap hak asasi manusia di tempat kerja dengan memastikan tidak adanya praktik kerja paksa dan larangan mempekerjakan anak di bawah umur.

SEOJK F.19 | GRI 2-30

Komitmen Astra dalam menghormati hak berserikat dan berorganisasi diwujudkan dengan memberikan kebebasan kepada karyawan untuk bergabung dengan serikat pekerja independen.

Sebagai bagian dari pengelolaan hubungan industrial, Astra secara rutin melakukan keterlibatan dengan perwakilan pekerja melalui berbagai saluran komunikasi formal, seperti Lembaga Kerja Sama (LKS) Bipartit, pertemuan *Townhall*, serta forum informal yang melibatkan seluruh level karyawan untuk membahas kondisi kerja dan isu ketenagakerjaan.

Mekanisme dialog ini berkontribusi dalam menjaga keharmonisan hubungan kerja yang tecermin dari tidak adanya insiden mogok kerja maupun pengaduan terkait diskriminasi sepanjang tahun 2025.

GRI 2-30, 406-1

Sebagai wujud komitmen nyata, manajemen Astra sebagai entitas induk memiliki panduan mengenai:

1. Kebijakan yang dapat meningkatkan hubungan industrial yang harmonis dan produktif;
2. Menumbuhkan rasa kepedulian, tenggang rasa dan partisipasi dalam menjaga kedamaian, ketentraman, dan keharmonisan hubungan industrial; dan
3. Setiap insan wajib menciptakan hubungan industrial yang harmonis dan produktif.

As part of employee performance management, Astra implements an individual and team-based performance evaluation system conducted twice a year. The employee performance assessment methods include management by objectives appraisal, multidimensional performance appraisal, team-based performance appraisal, and agile conversation.

In 2025, all employees received annual performance evaluations, which served as the basis for determining employee compensation and career progression.

GRI 404-3

Industrial Relations

Astra is committed to fostering harmonious labor relations between the Company and its employees through the implementation of Company Regulations (PP) and Collective Labor Agreements (CLA). All employees are informed of working conditions, terms, scope of agreements, and applicable regulations. In addition, Astra Group ensures full compliance with human rights in the workplace by prohibiting forced labor and strictly prohibiting the employment of underage workers.

SEOJK F.19 | GRI 2-30

Astra's commitment to respecting freedom of association and the right to organize is demonstrated by providing employees with the freedom to join independent labor unions.

As part of its industrial relations management, Astra regularly engages with employee representatives through various formal communication channels, including Bipartite Cooperation Institutions (LKS Bipartit), *Townhall* meetings, as well as informal forums involving employees at all levels to discuss working conditions and labor-related issues.

These dialogue mechanisms contribute to maintaining harmonious labor relations, as reflected in the absence of labor strikes or discrimination-related complaints throughout 2025.

GRI 2-30, 406-1

As a demonstration of its commitment, Astra's management, as the parent entity, has guidelines regarding:

1. Policies that foster harmonious and productive industrial relations;
2. Cultivating a sense of care, tolerance and participation in maintaining peace, tranquility, and harmony in industrial relations; and
3. Every individual is required to create harmonious and productive industrial relations.

Astra memiliki serikat pekerja dalam berbagai bentuk dan afiliasinya untuk mewakili kepentingan karyawan.

Astra has labor unions in various forms and affiliations to represent employees' interests.

Terdapat LKS Bipartit sebagai wadah komunikasi dan konsultasi.

There are Bipartite Cooperation Institutions that serve as platforms for communication and consultation.

68% Karyawan
Employees

Tercakup dalam PKB

Of employees are covered by CLA

GRI 2-30

32% Karyawan
Employees

Tercakup dalam PP

Of employees are covered by
Company Regulations

Grup Astra memberikan imbalan jasa sesuai regulasi Upah Minimum Provinsi (UMP) yang berlaku di setiap wilayah operasional Grup Astra.

Astra Group provides remuneration in accordance with the applicable Provincial Minimum Wage (UMP) regulations in each of its operational areas.

SEOJK F.20 | GRI 202-1

Program Persiapan Masa Pensiun

Astra memiliki program 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 Astra terhadap dedikasi seluruh karyawan sehingga mampu menghadapi masa pensiun dengan penuh persiapan.

GRI 3-3, 201-3, 404-2

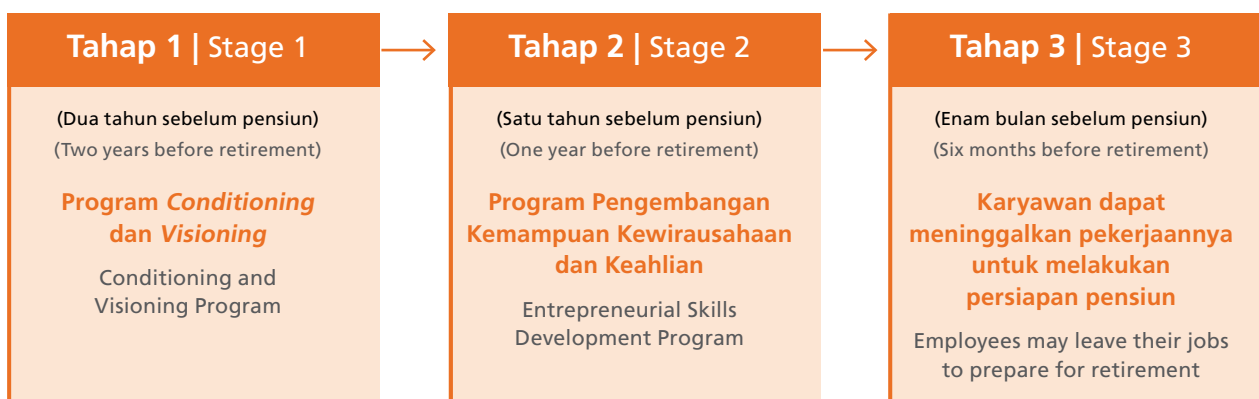
Selain DPA, Astra juga menyediakan program persiapan pensiun atau program transisi bagi karyawan yang dilaksanakan secara bertahap sesuai dengan masa menjelang purnabakti. Program ini dirancang untuk membantu karyawan dalam mempersiapkan kesiapan mental, pengembangan keterampilan, serta perencanaan pascakerja, meliputi:

Retirement Preparation Program

Astra provides the DPA program for employees who have dedicated their service and are approaching retirement age. The program is implemented over a two-year period and consists of three stages prior to the effective retirement phase, alongside the government-administered BPJS Employment program. This program reflects Astra's appreciation for employees' dedication and is designed to support them in preparing for retirement with confidence and readiness.

GRI 3-3, 201-3, 404-2

In addition to the DPA, Astra also provides retirement preparation or transition programs for employees, implemented in stages according to the period leading up to retirement. These programs are designed to support employees in building mental readiness, developing relevant skills, and planning for post-employment life, which include:



Selain itu, Astra memiliki dua program unggulan DPA sebagai apresiasi terhadap loyalitas dan kinerja selama mengabdikan di Perusahaan.

In addition, Astra offers two flagship DPA programs as a form of appreciation for employees' loyalty and performance throughout their service to the Company.

**Pengelolaan Dana
Pensiun Karyawan**
Employee Pension
Fund Management

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.

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.

**Program Persiapan
Pensiun Astra**
Astra's Retirement
Preparation Program

GRI 404-2

Memberi pembekalan *life skills* melalui bimbingan serta pelatihan finansial dan psikologis agar mampu merancang persiapan kehidupan selepas masa bakti. Astra memberi keleluasaan untuk pengajuan cuti selama enam bulan sebelum purnabakti untuk mulai merintis usaha baru.

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.

Cuti Melahirkan

Sebagai bagian dari upaya mendukung kesejahteraan karyawan, Astra menerapkan cuti melahirkan (*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* dan ruang laktasi untuk mendukung karyawan, khususnya ibu yang bekerja, dalam memastikan pemenuhan hak kesehatan ibu pascamelahirkan dan anak serta 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

As part of its commitment to employees well-being, Astra provides maternity leave and paternity leave for male employees to accompany their spouses during childbirth, in accordance with applicable laws and regulations. In addition to parental leave, Astra offers Day Care and lactation room facilities to support employees, particularly working mothers, in ensuring the fulfillment of the health rights of mothers after childbirth and children, as well as balancing their careers and family responsibilities. These facilities not only serve as childcare centers, but also support child development and provide parents with peace of mind while at work.

GRI 401-3

Program Work-Life Balance

Sejalan dengan komitmen terhadap kesejahteraan karyawan, PT Astra International Tbk – Head Office juga menerapkan konsep keseimbangan kehidupan kerja dan personal (*work-life balance*), dengan berfokus pada kesehatan fisik dan mental karyawan, guna menciptakan lingkungan kerja yang sehat, produktif, dan berkelanjutan.

SEOJK F.21

Astra secara berkala melakukan survei kepuasan karyawan yang mencakup berbagai aspek pengalaman kerja, antara lain kepuasan kerja (motivasi eksternal), makna dan tujuan kerja sebagai indikator motivasi internal, tingkat kebahagiaan di tempat kerja, serta tingkat stres kerja. Hasil survei digunakan sebagai bagian dari proses pemantauan, evaluasi, dan pengelolaan sumber daya manusia.

Work-Life Balance Program

In line with its commitment to employee well-being, PT Astra International Tbk – Head Office also implements a work-life balance approach, with a focus on employees' physical and mental health, to foster a healthy, productive, and sustainable working environment.

SEOJK F.21

Astra regularly conducts employee satisfaction surveys covering various aspects of the employee work experience, including job satisfaction (external motivation), meaning and purpose at work as indicators of intrinsic motivation, levels of workplace happiness, and work-related stress. The survey results are used as part of the Company's human capital monitoring, evaluation, and management processes.

Program Work-Life Balance pada PT Astra International Tbk – Head Office

Work-Life Balance Program in PT Astra International Tbk – Head Office



Healthy Life Challenge



Family Day



Fasilitas Nursery Room

Nursery Room Facilities



Fasilitas Klinik

Clinic Facilities



Pusat Kebugaran

Fitness Centers



Perpustakaan

Library



Sports Hall



**Program Mental
Wellness Month**

Mental Wellness
Month Program



Flagship Program



Diikuti oleh

Participated in by

19,095

Karyawan Astra
Astra Employees

Total Jarak Tempuh

Total Distance Covered

1.1

Juta Km
Million Km

Astra Healthy Life Challenge Program

PT Astra International Tbk menyelenggarakan inisiatif Healthy Life Challenge bagi karyawan Grup Astra yang mengintegrasikan aktivitas olahraga dengan kontribusi sosial. Karyawan berpartisipasi dengan mencatatkan jarak melalui aktivitas jalan, lari, dan bersepeda yang dikonversi menjadi bantuan sosial berupa makanan untuk anak-anak di seluruh Indonesia. Program ini berhasil melibatkan lebih dari 19.095 peserta dengan total jarak melebihi 1,1 juta kilometer.

PT Astra International Tbk organized the Healthy Life Challenge initiative for Astra Group employees, combining physical activity with social contribution. Participants recorded distances through walking, running, and cycling, which were converted into social aid in the form of food support for children across Indonesia. The program engaged more than 19,095 participants, with a total distance exceeding 1.1 million kilometers.



Keselamatan dan Kesehatan Kerja

Occupational Health and Safety

GRI 3-3, 403-1

Pendekatan Kami

Astra menempatkan K3 sebagai tanggung jawab bersama di seluruh lini organisasi dengan tujuan menciptakan lingkungan kerja yang aman, sehat, dan berkelanjutan. Dalam pelaksanaannya, Grup Astra secara konsisten mematuhi regulasi yang berlaku di bidang K3, mengacu pada:

- Undang-Undang No. 1 Tahun 1970 tentang Keselamatan Kerja yang mengatur kewajiban pimpinan tempat kerja dan pekerja dalam melaksanakan keselamatan kerja;
- Undang-Undang No. 17 Tahun 2023 tentang Kesehatan;
- Peraturan Menteri Ketenagakerjaan (Permenaker) No. 3 Tahun 1998 tentang Tata Cara Pelaporan dan Pemeriksaan Kecelakaan Kerja; dan
- Permenaker No. 5 Tahun 2021 tentang Tata Cara Penyelenggaraan Program Jaminan Kecelakaan Kerja, Jaminan Kematian, dan Jaminan Hari Tua.

Dalam pelaksanaan K3, Grup Astra mengacu pada SMK3 sebagaimana tertuang dalam Astra Green Company (AGC) yang didukung oleh konsistensi implementasi prosedur yang komprehensif, pelatihan rutin, sertifikasi kompetensi ahli, dan pemantauan kinerja secara berkala yang selaras dengan standar internasional ISO 45001 guna memastikan keselamatan kerja memenuhi standar global.

Melalui penerapan SMK3, Perseroan bertujuan untuk meningkatkan kinerja K3 di seluruh kegiatan operasional, termasuk yang melibatkan mitra kerja. SMK3 Astra mencakup seluruh personel yang berada di area operasional, baik karyawan maupun nonkaryawan.

GRI 403-1, 403-8

Our Approach

Astra treats OHS as a shared responsibility across all levels of the organization, with the aim of creating a safe, healthy, and sustainable workplace. In practice, Astra Group consistently complies with applicable OHS regulations, in accordance with:

- Law No. 1 of 1970 on Occupational Safety, which regulates the responsibilities of employers and workers in ensuring workplace safety;
- Law No. 17 of 2023 on Health;
- Minister of Manpower Regulation No. 3 of 1998 on Procedures for Reporting and Inspection of Work Accidents; and
- Minister of Manpower Regulation No. 5 of 2021 on Procedures for Implementing Work Accident Insurance, Death Benefits, and Old-age Benefits Program.

In the implementation of OHS, Astra Group refers to the SMK3 as outlined in Astra Green Company (AGC), supported by the consistent implementation of comprehensive procedures, regular training, specialist competency certifications, and periodic performance monitoring, aligned with the international ISO 45001 standard to ensure workplace safety meets global standards.

Through the implementation of SMK3, the Company aims to enhance OHS performance across its operations, including partners. Astra's SMK3 covers all personnel present in its operational areas, including both employees and non-employees.

GRI 403-1, 403-8

People First, Safety by All for All: Membangun Budaya Keselamatan yang Berkelanjutan

People First, Safety by All for All: Building a Sustainable Safety Culture

Keselamatan merupakan nilai fundamental dalam menjalankan bisnis yang berkelanjutan. Untuk itu, Astra menempatkan keselamatan sebagai prioritas dalam setiap aktivitas operasional. Komitmen ini diwujudkan melalui kepatuhan terhadap peraturan perundang-undangan, nilai-nilai Astra, serta penerapan AGC sebagai kerangka sistem manajemen yang mengintegrasikan aspek lingkungan, keselamatan dan kesehatan kerja, serta sosial ke dalam proses bisnis.

Sejak tahun 2023, risiko keselamatan dan kesehatan kerja telah tercakup dan dipantau dalam *Top Risk Reporting* Grup Astra. Fokus ini mendorong Astra untuk terus memperkuat penerapan *Workplace Safety Management* sebagai komitmen bersama, guna mendukung pengelolaan keselamatan kerja yang berkelanjutan di seluruh lini bisnis melalui keterlibatan manajemen, karyawan, serta mitra kerja dalam menciptakan lingkungan kerja yang aman.

Sebagai bagian dari penguatan *Workplace Safety Management*, Astra menerapkan Mandatory Key Action (MKA) sebagai instrumen evaluasi utama. MKA berfungsi sebagai panduan minimum yang wajib dipenuhi oleh seluruh unit bisnis, sekaligus sebagai alat untuk menilai tingkat kepatuhan, konsistensi penerapan, serta mengidentifikasi peluang area perbaikan dalam pengelolaan keselamatan kerja di Grup Astra. MKA mencakup enam area utama yang ditetapkan sebagai standar minimum dan wajib diterapkan oleh seluruh unit bisnis guna memastikan pengelolaan keselamatan kerja yang konsisten dan terukur di seluruh Grup Astra, yaitu:

Safety is a fundamental value in conducting a sustainable business. Therefore, Astra places safety as a priority in every operational activity. This commitment is realized through compliance with applicable laws and regulations, adherence to Astra's values, and the implementation of AGC as a management system framework that integrates environmental, occupational health and safety, and social aspects into business processes.

Since 2023, occupational health and safety risks have been included and monitored within Astra Group's Top Risk Reporting. This focus has driven Astra to continuously strengthen the implementation of Workplace Safety Management as a shared commitment, supporting sustainable workplace safety management across all business lines through the active involvement of management, employees, and partners in creating a safe working environment.

As part of strengthening Workplace Safety Management, Astra implemented Mandatory Key Action (MKA) as its primary evaluation instrument. MKA serves as a minimum set of requirements to be fulfilled by all business units, while also functioning as a tool to assess compliance levels, consistency of implementation, and to identify opportunity areas for improvement in workplace safety management across Astra Group. MKA covers six key areas established as minimum standards that must be implemented by all business units to ensure consistent and measurable workplace safety management throughout Astra Group, as follows:



1. Komitmen Manajemen
Management Commitment



2. Kebijakan dan Prosedur
Policies and Procedures



3. KPI Keselamatan, Penghargaan, dan Sanksi
Safety KPIs, Rewards, and Sanctions



4. Pelatihan Keselamatan, Sertifikasi/ Lisensi, dan Izin Kerja
Safety Training, Certification/ License, and Work Permits



5. Program Keselamatan
Safety Programs



6. Tinjauan, Pemantauan, Pelaporan, dan Komunikasi
Review, Monitoring, Reporting, and Communication

Dalam pelaksanaan MKA, Astra juga membentuk *task force Safety Champion* sebagai perpanjangan tangan tim kerja dari Astra – Head Office di Grup Bisnis dalam mendukung proses pengumpulan dan verifikasi penilaian MKA. Aktivitas yang dilaksanakan dalam MKA mencakup pelaksanaan *self-assessment* MKA dengan pendampingan *Safety Champion*, kunjungan lokasi ke sejumlah unit bisnis sebagai bentuk validasi dan pemberian rekomendasi perbaikan, *benchmarking* program keselamatan antar unit bisnis Astra, serta penyelenggaraan *OHS Working Group Forum* sebagai sarana berbagi praktik terbaik dan penguatan koordinasi keselamatan kerja.

Pada tahun 2025, komitmen Astra terhadap K3 semakin diperkuat melalui peran aktif manajemen puncak Grup Astra dalam pelatihan keselamatan serta *unscheduled safety visit* yang dilakukan oleh Presiden Direktur dan Direksi Grup Astra.

In the implementation of MKA, Astra also established a Safety Champion task force as an extension of the Astra – Head Office working team within the Business Group to support the MKA data collection and assessment verification process. The activities carried out within MKA include conducting MKA self-assessments supported by Safety Champions, site visits to selected business units in form of validation and the provision of improvement recommendations, benchmarking of safety programs across Astra business units, and the organization of the OHS Working Group Forum as a platform for sharing best practices and strengthening workplace safety coordination.

In 2025, Astra's commitment to OHS was further strengthened through the active involvement of Astra Group's top management in safety training and unscheduled safety visits conducted by the President Directors and the Board of Directors of Astra Group.

Melalui penguatan MKA dan kepemimpinan keselamatan, Astra memastikan budaya K3 diterapkan secara konsisten di seluruh lini bisnis.

By reinforcing MKA and strengthening safety leadership, Astra ensures the consistent implementation of its OHS culture across all business lines.

Safety Champion di seluruh Grup Astra

Safety Champion across Astra Group

36 Orang
People

Implementasi MKA pada

MKA implemented across

114 Perusahaan
Companies

Tingkat implementasi penuh mencapai

Full implementation rate reached

72.90%

Dari enam area MKA

From six MKA areas

Sebagai bagian dari implementasi MKA, terdapat berbagai program K3 yang dijalankan, antara lain:

GRI 403-7

- **Safety Leadership Development (SLD)**

SLD merupakan program pendukung MKA Area 1 dan inisiatif Astra untuk memperkuat komitmen pemimpin terkait keselamatan di tingkat Direksi, yang hingga Desember 2025 telah diikuti oleh 121 Direktur dari 89 perusahaan, sebagai bagian dari penguatan implementasi budaya K3 di seluruh Grup Astra.

- **Penetapan Safety Golden Rules**

Pedoman keselamatan ini merupakan program pendukung MKA Area 2 yang diterapkan untuk memastikan lingkungan kerja yang aman di seluruh perusahaan, dengan tujuan utama memastikan tidak terjadi pelanggaran peraturan atau prosedur kerja. Penerapan *Safety Golden Rules* ini berdampak langsung pada pemenuhan poin-poin dalam MKA dan mendukung upaya penurunan LTIFR.

- **Program Behavior-Based Safety (BBS)**

Upaya pencegahan kecelakaan secara proaktif dilakukan melalui pendekatan perilaku yang merupakan program pendukung MKA Area 5, dengan mengidentifikasi perilaku kerja yang berisiko (*at-risk behaviors*), pengamatan kerja (*observasi*), dan umpan balik dua arah yang dirancang untuk perbaikan keselamatan kerja. Penerapan BBS diberlakukan bagi semua karyawan di Grup Astra, termasuk mitra kerja yang berada di bawah pengawasan dan operasi Grup Astra.

- **Program Contractor Safety Management System (CSMS)**

CSMS merupakan program pendukung MKA Area 5 berupa sistem manajemen yang digunakan untuk mengelola dan memantau kontraktor serta subkontraktor yang bekerja di lingkungan perusahaan secara komprehensif. Sistem ini mencakup pengelolaan tenaga kerja kontraktor sejak tahap perencanaan, pelaksanaan pekerjaan, hingga tahap evaluasi akhir pekerjaan, dengan tujuan meningkatkan kinerja K3 bagi seluruh pihak terkait.

- **Safety Lesson Learned**

Merupakan program pendukung MKA Area 6 yang mendorong perusahaan Grup Astra untuk saling berbagi informasi dan pengalaman terkait peningkatan program keselamatan dan kesehatan kerja. Praktik dan pembelajaran tersebut kemudian direplikasi di perusahaan lain dalam Grup Astra untuk mencegah terjadinya kecelakaan kerja.

As part of the implementation of MKA, Astra has implemented various OHS programs, including:

GRI 403-7

- **Safety Leadership Development (SLD)**

SLD is a supporting program under MKA Area 1 and Astra's initiative to strengthen leaderships' commitment to safety at the Board of Directors level. As of December 2025, the program had been attended by 121 Directors from 89 companies, as part of efforts to strengthen the implementation of OHS culture across Astra Group.

- **Establishment of Safety Golden Rules**

This safety guideline serves as a supporting program under MKA Area 2 and is implemented to ensure a safe working environment across the Company, with the primary objective of ensuring that no violations of regulations or work procedures occur. The implementation of the Safety Golden Rules directly supports compliance with MKA requirements and contributes to the reduction of LTIFR.

- **Behavior-Based Safety (BBS) Program**

A proactive accident prevention initiative is carried out through a behavioral approach, which is a supporting program for MKA Area 5, by identifying at-risk behaviors, work observations, and two-way feedback designed to improve workplace safety. The BBS program applies to all employees across Astra Group, including partners operating under Astra Group supervision and operations.

- **Contractor Safety Management System (CSMS) Program**

CSMS serves as a supporting program under MKA Area 5 and functions as a management system used to comprehensively manage and monitor contractors and subcontractors operating within the Company's working environment. The system covers the management of contractor manpower from the planning and execution stages to the final evaluation stage of the work, with the objective of enhancing OHS performance for all relevant parties.

- **Safety Lesson Learned**

This serves as a supporting program under MKA Area 6, encouraging Astra Group companies to share information and experiences related to occupational health and safety program improvement. The practices and lessons learned are subsequently replicated across other companies within Astra Group to prevent workplace accidents.



Flagship Program

Kasus
Kecelakaan Fatal
Fatal Accident Case

Nihil | Zero

Kasus di
PT Pamapersada
Nusantara
Case at PT Pamapersada
Nusantara

Peningkatan Protokol Risiko Tinggi melalui Digitalisasi Enhancing High-Risk Safety Protocols through Digitalization

PT Pamapersada Nusantara mengintegrasikan teknologi pada proses inspeksi dan pengawasan melalui *Internet of Things* (IoT) seperti *Operator Personal Assistance* (OPA), *Motion Intelligent Rover* (MIR), dan *Remote Dozer* untuk memantau serta mengintervensi perilaku berisiko di area kerja berbahaya. Sistem ini dapat mendeteksi kondisi operator yang *fit-to-work*, menentukan batas aman operasional, hingga mengendalikan unit jarak jauh guna menjauhkan pekerja dari zona bahaya. Implementasi program ini turut berkontribusi pada tercapainya *zero fatality incident* di Perusahaan tahun 2025.

PT Pamapersada Nusantara integrates advanced technologies into inspection and supervision processes using Internet of Things (IoT) solutions such as Operator Personal Assistance (OPA), Motion Intelligent Rover (MIR), and Remote Dozer. These systems monitor and intervene in high-risk behavior within hazardous work areas by detecting operator fit-to-work conditions, defining safe operational limits, and enabling remote unit control to keep workers away from danger zones. The implementation of this program contributed to the company's zero fatality incident in 2025.

Identifikasi Bahaya dan Risiko Pekerjaan

Grup Astra secara berkala melakukan penilaian risiko K3 yang terintegrasi dalam implementasi MKA. Penilaian risiko dilakukan di seluruh proses dan aktivitas kerja melalui mekanisme peninjauan secara berkala dan pelaporan kinerja K3.

GRI 403-2

Dalam mengidentifikasi dan mengurangi risiko kecelakaan kerja, Astra melakukan penilaian *Hazard Identification, Risk Assessment, and Determining Control* (HIRADC) dan *Job Safety Analysis* (JSA). Proses dimulai dengan identifikasi potensi bahaya yang melekat pada aktivitas dan lingkungan kerja, mencakup bahaya fisik, seperti mesin, peralatan tajam, dan permukaan kerja yang licin; bahaya kimia seperti paparan bahan beracun dan uap; bahaya biologis termasuk virus dan bakteri; serta bahaya ergonomis yang berkaitan dengan posisi dan pola kerja yang tidak ideal. Setiap risiko yang telah teridentifikasi selanjutnya dievaluasi berdasarkan tingkat keparahan dampak dan kemungkinan terjadinya.

GRI 403-2, 403-10

Astra mengidentifikasi pekerjaan dengan tingkat risiko tinggi yaitu bekerja dengan listrik, bekerja pada ketinggian, pekerjaan yang membutuhkan atau menghasilkan panas, pekerjaan di area jalan tol dan

Hazard Identification and Job Risk Assessment

Astra Group conducts periodic OHS risk assessments as part of the MKA implementation. These assessments are performed across all work processes and activities through periodic reviews and OHS performance reporting mechanisms.

GRI 403-2

In identifying and mitigating workplace accident risks, Astra conducts the assessment of Hazard Identification, Risk Assessment, and Determining Control (HIRADC) system and Job Safety Analysis (JSA). The process begins with the identification of potential hazards inherent in work activities and the working environment, including physical hazards such as machinery, sharp tools, and slippery work surfaces; chemical hazards such as exposure to toxic substances and vapors; biological hazards including viruses and bacteria; and ergonomic hazards related to non-optimal working postures and work patterns. Each identified risk is then evaluated based on the severity of its potential impact and the likelihood of occurrence.

GRI 403-2, 403-10

Astra identifies high-risk activities, including electrical work, working at heights, work involving heat generation or requiring heat, activities on toll roads and during transportation, work near or over water, and work in

aktivitas transportasi, pekerjaan di dekat atau di atas air, serta pekerjaan dalam ruang terbatas. Perusahaan telah menetapkan langkah mitigasi dan pengendalian risiko yang ada di masing-masing lini bisnis melalui penerapan penilaian AGC dan implementasi MKA untuk mendukung mitigasi K3 di lingkungan operasional.

GRI 403-7, 403-9

Astra juga menerapkan mekanisme pelaporan dan investigasi kecelakaan kerja sebagai bagian dari pengelolaan risiko K3. Pekerja didorong untuk melaporkan setiap potensi bahaya, kondisi tidak aman, maupun kejadian kecelakaan melalui sistem pelaporan yang telah disediakan. Setiap kejadian, termasuk kecelakaan ringan, dilaporkan secara berkala, sedangkan kecelakaan fatal dilaporkan kepada Astra paling lambat dalam 2 x 24 jam setelah kejadian.

GRI 403-2, 403-4

Astra mendorong pekerja untuk menghentikan sementara pekerjaannya apabila terdapat ketidaksesuaian yang dapat membahayakan keselamatan pekerja, serta melaporkan ketidaksesuaian tersebut kepada pihak yang berwenang. Seluruh laporan digunakan sebagai dasar dalam penetapan tindakan perbaikan serta pemantauan efektivitas implementasinya guna mencegah terulangnya kejadian serupa.

GRI 403-2, 403-4

Di tingkat operasional, masing-masing anak perusahaan dalam Grup Astra telah memiliki Komite Keselamatan dan Kesehatan Kerja (Komite K3) yang melibatkan perwakilan manajemen dan pekerja. Komite ini berfungsi sebagai forum komunikasi dan partisipasi dalam pengelolaan K3, termasuk pembahasan kebijakan, pelaksanaan program, serta pemantauan kinerja K3.

GRI 403-4

Pelatihan K3

GRI 403-5

Sepanjang tahun 2025, Astra telah melaksanakan pelatihan K3 untuk karyawan dan kontraktor yang mencakup:

- Sertifikasi profesional K3: sertifikasi multidisiplin meliputi K3 umum, listrik, kimia, ruang terbatas, serta Pesawat Angkat-Angkut (PPA).
- Investigasi dan manajemen risiko: pelatihan investigasi kecelakaan atau insiden serta penilaian risiko.
- Manajemen dan audit keselamatan: Sistem Manajemen Keselamatan Pertambangan (SMKP), auditor SMK3/SMKP, *safety leadership*, serta *Training for Trainer*.
- Keselamatan operasional dan darurat: penanggulangan kebakaran, Pertolongan Pertama pada Kecelakaan (P3K), tanggap darurat, *defensive driving*, operasional *forklift*, serta kepatuhan keselamatan industri.

confined spaces. The Company has established mitigation and risk control measures across each business line through the implementation of AGC assessments and MKA to support OHS mitigation within operational environments.

GRI 403-7, 403-9

Astra also implements workplace accident reporting and investigation mechanisms as part of its OHS risk management. Workers are encouraged to report any potential hazards, unsafe conditions, or accident incidents through established reporting systems. All incidents, including minor accidents, are reported on a regular basis, while fatal accidents are reported to Astra no later than 2 x 24 hours after the incident.

GRI 403-2, 403-4

Astra encourages workers to temporarily stop work if any non-compliance or unsafe condition poses a risk to their safety and to report such conditions to the relevant authorities. All reports are used as the basis for determining corrective actions and monitoring the effectiveness of their implementation to prevent the recurrence of similar incidents.

GRI 403-2, 403-4

At the operational level, each subsidiary within Astra Group has an Occupational Health and Safety Committee (OHS Committee) comprising representatives of management and workers. The committee serves as a communication and participation forum for OHS management, including discussions on policies, program implementation, and the monitoring of OHS performance.

GRI 403-4

OHS Training

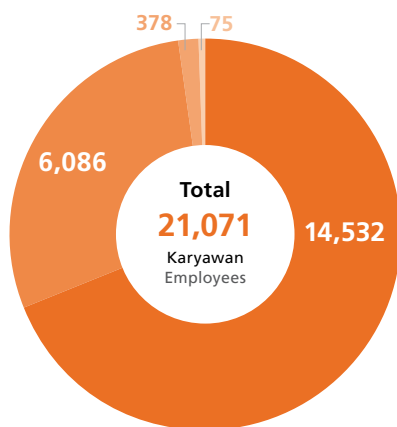
GRI 403-5

Throughout 2025, Astra conducted OHS training programs for employees and contractors, covering:

- OHS professional certification: multidisciplinary certification covering general OHS, electrical, chemical, confined spaces, as well as Lifting and Transport Equipment.
- Investigation and risk management: accident or incident investigation training and risk assessment.
- Safety management and auditing: Mining Safety Management System (SMKP), SMK3/SMKP auditors, safety leadership, and Training for Trainers.
- Operational and emergency safety: firefighting, First Aid for Accidents (P3K), emergency response, defensive driving, forklift operations, and industrial safety compliance.

Jumlah Karyawan yang Mengikuti Pelatihan Program K3

GRI 403-5

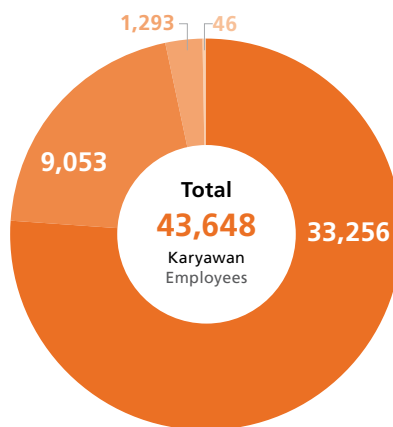


2023

● Operator

Number of Employees Participating in OHS Training Programs

GRI 403-5

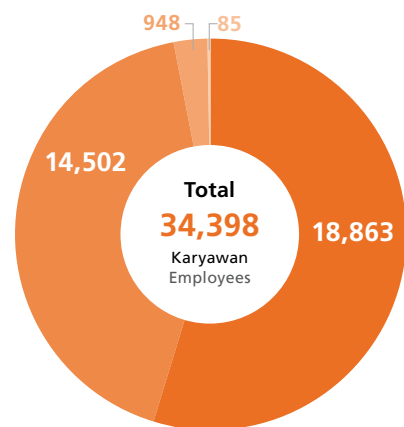


2024

● Staf | Staff

● Manajer | Manager

● Eksekutif | Executive



2025

Keterangan:

Data pada tabel di atas adalah data konsolidasi entitas induk, anak perusahaan, entitas perusahaan, dan entitas asosiasi (321 perusahaan dan 196.021 karyawan).

Note:

The data in the table above is the consolidated data of the parent entity, subsidiaries, corporate entities, and associated entities (321 companies and 196,021 employees).

Pengelolaan Kesehatan Kerja

Astra menerapkan pendekatan proaktif dalam melindungi kesehatan karyawan melalui pencegahan Penyakit Akibat Kerja (PAK) sebagai bagian dari pengelolaan K3. Upaya ini dilakukan melalui identifikasi dan evaluasi PAK secara berkala di seluruh area operasional yang menjadi dasar dalam penetapan langkah-langkah mitigasi guna menciptakan lingkungan kerja yang sehat dan aman bagi seluruh karyawan.

GRI 403-3, 403-10

Sebagai bagian dari upaya pemeliharaan dan peningkatan kesehatan karyawan secara menyeluruh, Astra menyediakan berbagai fasilitas olahraga dan layanan medis, termasuk klinik yang dilengkapi dengan persediaan obat-obatan serta didukung oleh tenaga kesehatan yang kompeten. Penyediaan fasilitas dan layanan ini mendukung upaya pencegahan, pemantauan, dan penanganan kondisi kesehatan karyawan, sekaligus berkontribusi terhadap peningkatan produktivitas dan penerapan praktik K3.

GRI 403-3, 403-6

Occupational Health Management

Astra adopts a proactive approach to protecting employee health through the prevention of Work-Related Ill Health (PAK) as an integral part of OHS management. These efforts are carried out through the periodic identification and evaluation of work-related illnesses across all operational areas, serving as the basis for establishing mitigation measures to create a healthy and safe working environment for all employees.

GRI 403-3, 403-10

As part of its efforts to maintain and enhance overall employee well-being, Astra provides various sports facilities and medical services, including clinics equipped with adequate medical supplies and supported by qualified healthcare professionals. The provision of these facilities and services support the prevention, monitoring, and treatment of employee health conditions, while also contributing to improved productivity and the effective implementation of OHS practices.

GRI 403-3, 403-6



FIFirststep

PT Federal International Finance (FIFGroup) mengadakan program FIFirststep sebagai inovasi untuk memperkuat gaya hidup sehat dan rendah karbon melalui aktivitas jalan kaki, lari, dan bersepeda. FIFGroup mendorong karyawan dalam mobilitas ramah lingkungan guna mengurangi ketergantungan transportasi pribadi. Pada tahun 2025, sebanyak 7.237 karyawan berpartisipasi dan berhasil menempuh 254.743 km atau setara dengan reduksi emisi sebesar 25 ton CO₂-eq.

PT Federal International Finance (FIFGroup) conducted the FIFirststep program as an innovation to promote healthier and low-carbon lifestyles through walking, running, and cycling activities. FIFGroup encourages employees to adopt environmentally friendly mobility habits and reduce reliance on private transportation. In 2025, a total of 7,237 employees participated, collectively covering 254,743 km, equivalent to an emissions reduction of 25 ton CO₂-eq.

Statistik Kinerja K3 pada 2025

Kinerja K3 Astra sepanjang tahun 2025 menunjukkan capaian positif dari penerapan budaya keselamatan yang terintegrasi di seluruh Grup, sejalan dengan komitmen People First, Safety by All for All yang terefleksikan dalam statistik kinerja K3 karyawan dan kontraktor sebagai berikut:

Statistik Kinerja K3 Karyawan

GRI 403-9, 403-10

2025 OHS Performance Statistics

Astra's OHS performance throughout 2025 demonstrated positive outcomes from the implementation of an integrated safety culture across the Group, in line with the People First, Safety by All for All commitment, as reflected in the following OHS performance statistics for employees and contractors:

Employee OHS Performance Statistics

GRI 403-9, 403-10

Kategori Category	2023	2024	2025
Manhours	293,857,647	295,069,442	303,057,414
Number of fatality cases	7	1	3
Fatality rate	0.024	0.003	0.010
Number of high consequence work-related injury cases	1	2	3
High consequence work-related injury rate	0.003	0.007	0.010
Number of recordable work-related injury cases	264	181	117
Recordable work-related injury rate	0.898	0.613	0.386
Lost-Time Injury cases	80	71	28
Lost-Time Injury Frequency Rate (LTIFR)	0.272	0.241	0.092

Keterangan:

- Data pada tabel di atas adalah data konsolidasi entitas induk dan anak perusahaan (198 perusahaan). Informasi lebih lanjut dapat dilihat pada bagian Batasan dan Ruang Lingkup di halaman 221.
- 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 224.

Notes:

- The data in the table above are consolidated data of parent entity and subsidiaries (198 companies). For more detail, see Reporting Boundaries and Scope on page 221.
- 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 224.

Statistik Kinerja K3 Kontraktor

GRI 403-9, 403-10

Contractor OHS Performance Statistics

GRI 403-9, 403-10

Kategori Category	2023	2024	2025
Manhours	155,232,970	171,753,998	184,394,878
Number of fatality cases	4	2	3
Fatality rate	0.026	0.012	0.016
Number of high consequence work-related injury cases	2	1	5
High consequence work-related injury rate	0.013	0.006	0.027
Number of recordable work-related injury cases	124	183	320
Recordable work-related injury rate	0.799	1.065	1.735
Lost-Time Injury cases	24	22	37
Lost-Time Injury Frequency Rate (LTIFR)	0.155	0.128	0.201

Keterangan:

- Data pada tabel di atas adalah data konsolidasi entitas induk dan anak perusahaan (198 perusahaan). Informasi lebih lanjut dapat dilihat pada bagian Batasan dan Ruang Lingkup di halaman 221.
- 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 224.

Notes:

- The data in the table above are consolidated data of parent entity and subsidiaries (198 companies). For more detail, see Reporting Boundaries and Scope on page 221.
- 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 224.

Pada tahun 2025, terjadi peningkatan jumlah kasus fatalitas dibandingkan tahun sebelumnya. Perseroan melakukan investigasi menyeluruh atas setiap kejadian fatalitas. Hasil investigasi menunjukkan bahwa akar penyebab kejadian tersebut mencakup keterbatasan kesadaran karyawan mengenali risiko keselamatan, belum konsistennya penerapan kebijakan dan prosedur keselamatan kerja, serta *monitoring* pengendalian risiko. Hasil investigasi tersebut digunakan sebagai dasar dalam penyusunan dan penerapan langkah perbaikan, baik pada lokasi kejadian maupun pada proses bisnis serupa di entitas dan area operasional lainnya, guna mencegah terulangnya kejadian yang sama.

Penguatan pengelolaan K3 dilakukan di seluruh level manajemen dengan fokus pada penegakan aturan, peningkatan kepatuhan terhadap prosedur kerja aman, serta penguatan budaya keselamatan. Mengacu pada kerangka MKA, Astra terus meningkatkan efektivitas sistem manajemen K3 untuk menekan risiko kecelakaan kerja ke depan. Sepanjang 2025, Grup Astra juga meraih 112 penghargaan K3, didukung oleh penerapan dan sertifikasi ISO 45001 serta SMK3 di seluruh operasional.

GRI 403-1

In 2025, the number of fatality cases increased compared to the previous year. The Company conducted thorough investigations into each fatality incident. The investigation results indicate that the root causes of the incidents include limited employee awareness in identifying safety risks, inconsistencies in application of safety policies and procedures, as well as the monitoring of risk controls. The findings from these investigations were used as the basis for developing and implementing corrective actions, both at the incident locations and across similar business processes in other entities and operational areas, to prevent the recurrence of similar incidents.

Strengthening OHS management remains a priority at all management levels, with a focus on enforcing safety rules, enhancing compliance with safe work procedures, and reinforcing a strong safety culture. Referring to the MKA framework, Astra continues to improve the effectiveness of its OHS management system to reduce future workplace accident risks. Throughout 2025, Astra Group also received 112 OHS awards, supported by the implementation and certification of ISO 45001 and SMK3 across its operations.

GRI 403-1



Keterangan:

- Data di atas adalah data konsolidasi entitas induk, anak perusahaan, entitas perusahaan, dan entitas asosiasi (321 perusahaan dan 196.021 karyawan).

Note:

- The data in the table above is the consolidated data of the parent entity, subsidiaries, corporate entities, and associated entities (321 companies and 196,021 employees).

Komitmen dan Progres

Commitment and Progress

SEOJK B.3

Topik | Topic

Kinerja 2025 | 2025 Performance

Astra 2030 Sustainability Aspirations



Keberagaman & Inklusivitas Karyawan Employee Diversity & Inclusion

Keberagaman & inklusivitas karyawan yang berfokus pada gender.

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

5,451

Karyawan wanita pada level *supervisor* ke atas, atau setara dengan 20,33% dari total karyawan pada level *supervisor* ke atas di Grup Astra.

Female employees at the supervisor level and above, or equivalent to 20.33% of the total Astra Group employees at supervisor level and above.



Keselamatan & 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.

88%

Pengurangan tingkat *Lost-Time Injury* Grup Astra dari *baseline* 2019.

Reduction in Lost-Time Injury Rate compared to 2019 baseline.



Keberagaman & 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.

33

Wanita menjabat sebagai Direksi, atau setara dengan 17,37% dari total Direksi di Grup Astra.

Women hold Director positions, or 17.37% of the total number of Directors at Astra Group.

Flagship Initiatives



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.

1,602

Manajer dan eksekutif mengikuti Program Gender Diversity & Inclusion for Leaders.

Managers and executives participated in the Gender Diversity & Inclusion for Leaders Program.

Ringkasan Inisiatif | Snapshot of Initiatives

- Astra for Everyone
- Pembentukan komunitas Perempuan Astra sebagai wadah pengembangan dan pemberdayaan kepemimpinan perempuan di lingkungan Grup Astra.

The establishment of Astra Women community as a forum for the development and empowerment of women's leadership within Astra Group.

- Komitmen People First, Safety by All for All
Commitment to People First, Safety by All for All
- Implementasi Mandatory Key Action (MKA)
Mandatory Key Action (MKA) implementation
- Healthy Life Challenge

- Program Astra Women Network
Astra Women Network Program

- Pelaksanaan aktivitas yang mendukung pengembangan kapasitas karyawan wanita, termasuk *in-class training*, *coaching-mentoring*, dan seminar.

Implementation of activities that support the capacity development of female employees, including in-class training, coaching-mentoring, and seminars.

People First, Safety by All for All terus menjadi fondasi kami, diperkuat dengan komitmen pada keberagaman dan penguatan kepemimpinan berkelanjutan di seluruh Grup Astra.

People First, Safety by All for All continue to serve as our foundation, strengthened by our commitment to diversity and sustainable leadership development across Astra Group.

Dampak terhadap Masyarakat dan Sosial

Community and Social Impact





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Strategi Kami

Our Strategy

SEOJK F.23, F.25 | GRI 3-3, 413-1



Astra terus memperkuat kontribusi sosialnya melalui Public Contribution Roadmap yang berfokus pada pengembangan masyarakat pedesaan dan pemberdayaan komunitas melalui program unggulan, seperti SATU Indonesia Awards, Desa Sejahtera Astra, Nurani Astra, dan dukungan terhadap program pemerintah. Grup Astra dan Yayasan Astra bekerja dalam kemitraan dengan pemangku kepentingan di desa, baik generasi muda dan masyarakat desa, guna memperkuat ekosistem perekonomian lokal, memperluas akses ke layanan pendidikan dan kesehatan, dan mendorong inisiatif pelestarian lingkungan untuk memperkuat kemandirian dan ketahanan masyarakat.

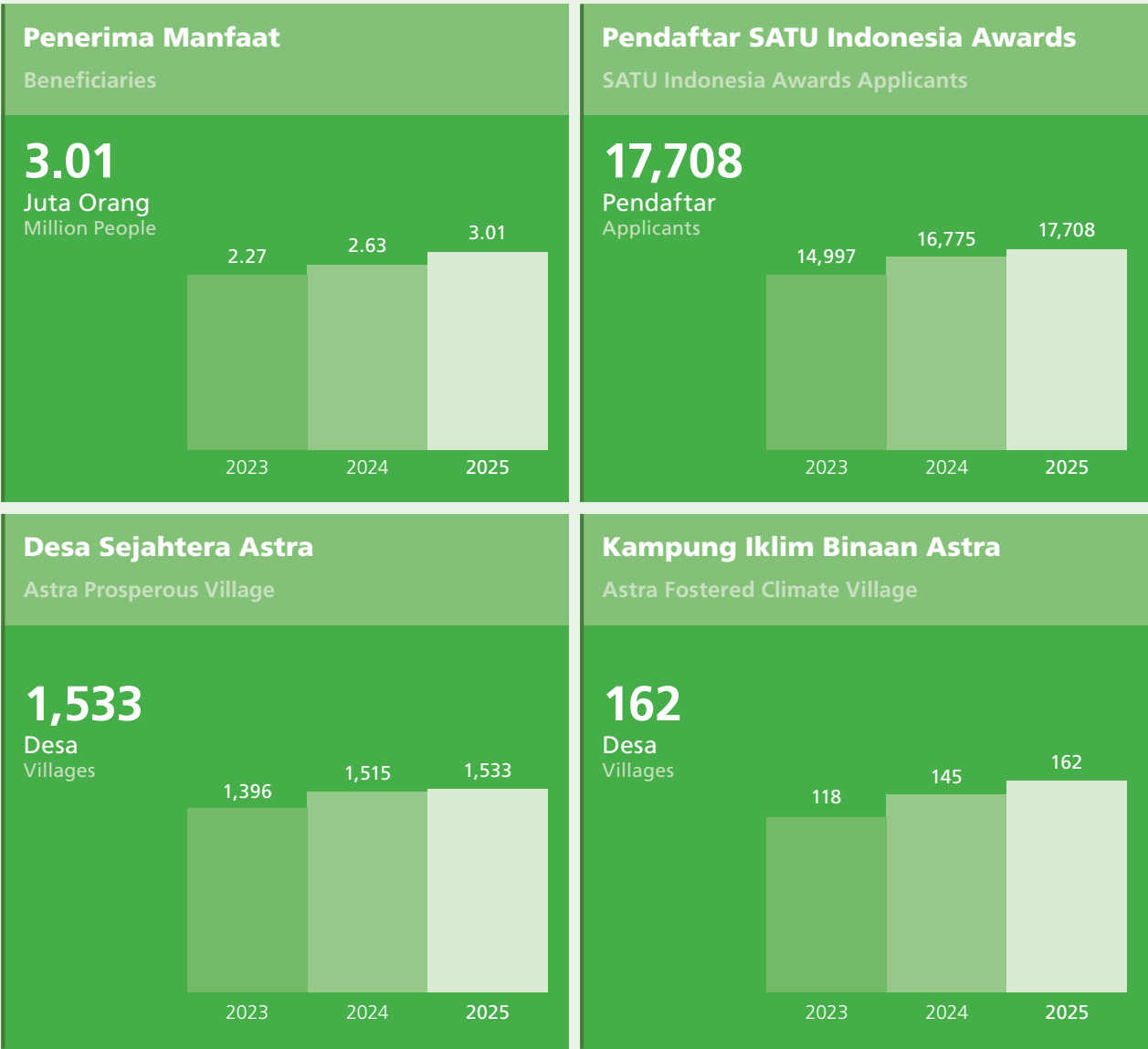
Astra continues to strengthen its social contributions through its Public Contribution Roadmap, which focuses on rural development and community empowerment through flagship programs such as SATU Indonesia Awards, Astra Prosperous Village, Nurani Astra, and support for government programs. Astra Group and Astra Foundations worked in close partnership with village stakeholders, including youth and local communities, to strengthen the local economic ecosystems, broaden access to healthcare and education services, and promote environmental conservation initiatives aimed at enhancing community self-reliance and resilience.



Ikhtisar Kinerja

Performance Snapshot

SEOJK B.3





Fokus pada wilayah pedesaan menjadi langkah Astra dalam membangun kemajuan desa serta memastikan manfaat yang inklusif dan berkelanjutan.

Focusing on rural areas represents Astra's strategic step in strengthening rural development as well as ensuring inclusive and sustainable impact.

Kontribusi dan Dampak bagi Masyarakat

Contributions and Impact for Communities

SEQJK F.23, F.25 | GRI 3-3, 413-1

Bergerak Bersama Anak Bangsa Membangun Desa

Pada tahun 2025, Astra memperluas dampak sosialnya dengan menempatkan pengembangan wilayah pedesaan (*rural areas*) sebagai salah satu fokus utama pelaksanaan program tanggung jawab sosial. Fokus ini diarahkan untuk meningkatkan kesejahteraan masyarakat di empat bidang, serta pengembangan potensi unggulan pedesaan hingga terbentuk kemandirian masyarakat. Melalui pendekatan yang terintegrasi, Astra berupaya memastikan bahwa manfaat program dapat dirasakan secara inklusif dan berkelanjutan oleh masyarakat setempat.

Sejalan dengan fokus tersebut, Astra melakukan penyesuaian terhadap berbagai program kontribusi sosial yang telah berjalan untuk memperkuat dampaknya bagi masyarakat di wilayah pedesaan (*rural areas*) secara holistik. Program SATU Indonesia Awards dan Desa Sejahtera Astra (DSA), serta berbagai inisiatif sosial yang dijalankan oleh Grup dan Yayasan Astra mencakup empat bidang di wilayah pedesaan meliputi kesehatan dengan berupaya meningkatkan akses layanan kesehatan, bidang pendidikan yang berfokus pada peningkatan kualitas sekolah di wilayah pedesaan, bidang lingkungan mendorong kesadaran dan aksi terhadap perubahan iklim berbasis komunitas, serta bidang kewirausahaan yang berfokus pada penguatan produk unggulan desa. Pendekatan ini menempatkan pengembangan wilayah pedesaan secara terintegrasi sehingga mampu mendorong pembangunan masyarakat yang memiliki daya tahan dan berkelanjutan.

Dalam mendukung efektivitas pelaksanaan program, Astra mengedepankan pendekatan kolaboratif dan inklusif dengan melibatkan berbagai pemangku kepentingan, termasuk pemerintah pusat, pemerintah daerah, komunitas lokal, akademisi, dan mitra strategis lainnya. Dalam pelaksanaan program kontribusi sosial, Astra mengadopsi prinsip tata kelola perusahaan yang baik (*good corporate governance*) untuk memastikan keberlanjutan, akuntabilitas, transparansi, serta pengelolaan dampak sosial dan lingkungan yang bertanggung jawab.

Melalui rangkaian inisiatif tersebut, Astra mendorong terciptanya desa-desa yang lebih mandiri, adaptif, dan berdaya saing, sekaligus memperluas kontribusi sosial yang selaras dengan visi Astra di bidang kesehatan, pendidikan, lingkungan, dan kewirausahaan. Fokus pada wilayah pedesaan ini juga menjadi bagian dari kontribusi Astra terhadap pencapaian *Sustainable Development Goals* (SDGs), dengan memastikan bahwa pembangunan sosial yang inklusif menjangkau seluruh lapisan masyarakat, termasuk di luar kawasan perkotaan.

Moving Together with the Nation's Youth to Build Rural Areas

In 2025, Astra expanded its social impact by positioning rural area development as one of the core priorities of its social responsibility programs. This focus was directed for improving community welfare in four areas, and strengthening rural competitive advantages, with the ultimate goal of fostering community self-reliance. Through an integrated approach, Astra sought to ensure that the program's benefits were delivered inclusively and sustainably, enabling local communities to experience lasting and meaningful impact.

In line with this focus, Astra aligned its ongoing social contribution programs to strengthen their holistic impact on rural communities. The programs, SATU Indonesia Awards and Astra Prosperous Village (DSA), as well as various social initiatives implemented by Astra Group and Astra Foundations, encompass four key fields in rural areas, namely health by improving access to health services, education by enhancing the quality of schools in rural areas, environment by promoting community-based awareness and action on climate change, and entrepreneurship by strengthening village flagship products. This approach positions rural development in an integrated manner, enabling the advancement of resilient and sustainable communities.

To support effective program implementation, Astra prioritizes a collaborative and inclusive approach by engaging a wide range of stakeholders, including central government, provincial government, local communities, academics, and other strategic partners. In delivering its social contribution programs, Astra adopts the principles of good corporate governance to ensure sustainability, accountability, transparency, and the responsible management of social and environmental impacts.

Through this series of initiatives, Astra fosters the development of villages that are more self-reliant, adaptive, and competitive, while further expanding its social contributions in alignment with Astra's vision in the fields of health, education, environment, and entrepreneurship. This focus on rural areas also forms part of Astra's contribution to the achievement of the Sustainable Development Goals (SDGs), by ensuring that inclusive social development reaches all segments of society, including communities beyond urban areas.

Program Sosial Unggulan

SEOJK F.23, F.25 | GRI 3-3, 413-1

Kontribusi Astra untuk masyarakat diwujudkan melalui empat bidang utama, yakni kesehatan, pendidikan, lingkungan, dan kewirausahaan. Keempat bidang ini diimplementasikan melalui program-program unggulan Astra, seperti SATU Indonesia Awards, Desa Sejahtera Astra, Nurani Astra, dan dukungan terhadap program pemerintah.

SATU Indonesia Awards

SEOJK F.25

Program apresiasi Semangat Astra Terpadu Untuk (SATU) Indonesia Awards merupakan penghargaan tahunan Astra yang diberikan kepada generasi muda yang menghadirkan kontribusi positif bagi masyarakat dan lingkungan sekitar guna mendukung terciptanya kehidupan yang berkelanjutan melalui bidang kesehatan, pendidikan, lingkungan, kewirausahaan, dan teknologi.

Flagship Social Programs

SEOJK F.23, F.25 | GRI 3-3, 413-1

Astra's contributions to society are delivered through four key fields, namely healthcare, education, environment, and entrepreneurship. These fields are implemented through Astra's flagship programs, including SATU Indonesia Awards, Astra Prosperous Village, Nurani Astra, and support for government programs.

SATU Indonesia Awards

SEOJK F.25

Semangat Astra Terpadu Untuk (SATU) Indonesia Awards is Astra's annual appreciation program that recognizes young individuals who create positive contributions to communities and the surrounding environment, supporting the realization of sustainable living through the fields of health, education, environment, entrepreneurship, and technology.

Pendaftar SATU Indonesia Awards

SATU Indonesia Awards Applicants



Pada tahun 2025, program apresiasi SATU Indonesia Awards 2025 memasuki tahun penyelenggaraan ke-16 dan mengusung tema "Satukan Gerak, Terus Berdampak". Melalui tema ini, Astra mengajak anak-anak muda yang berani berinovasi dan berkontribusi di berbagai sektor dengan menciptakan ruang untuk saling menginspirasi dan berkolaborasi, menyatukan langkah untuk mencapai dampak yang lebih besar. Selama tahun berjalan, rangkaian kegiatan SATU Indonesia Awards tidak hanya fokus pada proses seleksi, tetapi juga memperluas jangkauannya melalui *roadshow* inspiratif ke berbagai daerah, termasuk Papua, Sulawesi Utara, dan Kepulauan Bangka Belitung.

In 2025, the SATU Indonesia Awards marked its 16th year of implementation under the theme "Unite Movement, Continue to Make an Impact." Through this theme, Astra encourages young individuals who demonstrate courage to innovate and contribute across various sectors by creating spaces for inspiration and collaboration, uniting efforts to achieve greater impact. Throughout the year, the SATU Indonesia Awards program extended beyond the selection process, broadening its reach through inspirational roadshows in several regions, including Papua, North Sulawesi, and the Bangka Belitung Islands.

Rekapitulasi SATU Indonesia Awards dari 2010

Summary of the SATU Indonesia Awards from 2010

Jumlah Pendaftar SATU Indonesia Awards

Total SATU Indonesia Awards Applicants

113,523

Orang
People

Jumlah Penerima Apresiasi di Tingkat Nasional

Total National-Level Award Recipients

102

Orang
People

Jumlah Penerima Apresiasi di Tingkat Provinsi

Total Provincial-Level Award Recipients

699

Orang
People

Para penerima apresiasi SATU Indonesia Awards 2025 mendapatkan peluang untuk memperluas dampak inisiatif mereka dengan berkolaborasi dengan program kontribusi sosial berkelanjutan Astra seperti Desa Sejahtera Astra dan Yayasan Astra. Hingga tahun 2025, terdapat 150 Program Aksi Kolaborasi yang telah dijalankan yang menjangkau 135 desa di 21 provinsi di Indonesia.

Recipients of the 2025 SATU Indonesia Awards are provided with opportunities to expand the impact of their initiatives through collaboration with Astra's sustainable social contribution programs, including Astra Prosperous Village, and Astra Foundation. As of 2025, a total of 150 Collaborative Action Programs have been implemented, reaching 135 villages across 21 provinces in Indonesia.

Dampak Berkelanjutan SATU Indonesia Awards terhadap Pengembangan Desa Sejahtera Astra

Sustainable Impact of SATU Indonesia Awards in Advancing Astra Prosperous Village

GRI 203-2

Penerima SATU Indonesia Awards (SIA) berperan sebagai katalis dalam mendorong pertumbuhan ekonomi desa melalui penguatan potensi lokal. Di Desa Semedo, Banyumas, Akhmad Sobirin, penerima SIA tahun 2016 menginisiasi pengembangan koperasi "Semedo Manise" serta produksi gula kelapa kristal yang berhasil menembus ekspor ke 13 negara. Sebagai fasilitator Desa Sejahtera Astra (DSA) Banyumas, perannya turut mendorong DSA Banyumas berkembang menjadi salah satu sentra produksi gula kelapa yang signifikan di Banyumas, serta menjangkau 1.100 masyarakat, meningkatkan pendapatan masyarakat hingga 60%, menyerap 325 tenaga kerja, dan 100% produk terserap pasar.

Sementara itu, di DSA Bantengan, Anjani Sekar Arum mengembangkan Batik Bantengan yang terinspirasi dari seni tari tradisional khas Kota Batu menjadi produk *fashion*, kriya, dan souvenir premium. Kiprahnya sebagai penerima SIA tahun 2017 turut mendorong perkembangan DSA Bantengan sejak 2018 menjadi pusat ekonomi kreatif berbasis budaya dan pemberdayaan perempuan. Dampak yang dihasilkan mencakup keterlibatan 350 masyarakat, peningkatan pendapatan masyarakat hingga 55%, serta 100% produk terserap pasar.

Recipients of the SATU Indonesia Awards (SIA) serve as catalysts in driving rural economic growth by strengthening local potential. In Semedo Village, Banyumas, Akhmad Sobirin, a recipient of SIA in 2016 initiated the development of the "Semedo Manise" cooperative and the production of crystal coconut sugar, which has successfully penetrated export markets in 13 countries. As the facilitator of Astra Prosperous Village (DSA) Banyumas, his role has contributed to positioning DSA Banyumas as a significant coconut sugar production hub in the region, with 1,100 community members engaged, income increased by up to 60%, 325 jobs created, and 100% product market absorption.

Meanwhile, in DSA Bantengan, Anjani Sekar Arum developed Batik Bantengan inspired by the traditional bull dance of Batu City into fashion, craft, and premium souvenir products. As a recipient of SIA in 2017, her role has supported the development of DSA Bantengan since 2018 into a creative economy hub based on culture and women's empowerment, with 350 community members engaged, income increased by up to 55%, and 100% product market absorption.



Akhmad Sobirin
Penerima Apresiasi
SATU Indonesia Awards 2016
SATU Indonesia Awards
2016 Recipient



Anjani Sekar Arum
Penerima Apresiasi
SATU Indonesia Awards 2017
SATU Indonesia Awards
2017 Recipient

Penerima Apresiasi SATU Indonesia Awards 2025

Recipients of the SATU Indonesia Awards 2025

Bidang Kesehatan:

Sahabat Dokter Masa Depan

Health Category: Future Doctors' Companion

MedSense adalah platform edukasi medis digital yang didirikan oleh Alvin Henri dan rekannya yang bertujuan meningkatkan akses pendidikan medis di Indonesia. Dengan menyediakan modul kredibel, kuis *critical reasoning*, forum diskusi, dan evaluasi berkala, MedSense telah berhasil menjembatani kesenjangan akses pendidikan medis, terutama di luar Jawa, dan menghadirkan ruang belajar yang inklusif bagi tenaga medis di seluruh Indonesia.

MedSense is a digital medical education platform founded by Alvin Henri and his colleague, aimed at expanding access to medical education in Indonesia. By providing credible learning modules, critical reasoning quizzes, discussion forums, and periodic evaluations, MedSense has successfully bridged gaps in access to medical education, particularly outside Java and creating an inclusive learning space for medical professionals across Indonesia.

Capaian | Achievements:

- Lebih dari 200.000 pengguna di seluruh Indonesia.
More than 200,000 users across Indonesia.
- 40% pengguna berasal dari luar Jawa.
40% of users are located outside Java.



Alvin Henri
(Provinsi Sumatra Utara | North Sumatra Province)

Bidang Pendidikan:

Pelindung Harapan di Ruang Kerja

Education Category: Guardian of Hope in the Workplace

Sebagai respons atas maraknya kekerasan seksual di lingkungan kerja dan pendidikan, Imelda Riris Damayanti dan Alvin Nicola mendirikan Never Okay Project (NOP) pada 2017. NOP berfokus pada pencegahan kekerasan seksual melalui kebijakan, sistem pelaporan, dan platform aman bagi penyintas untuk berbagi cerita serta mengakses dukungan. Pendekatan kolaboratif dengan lembaga mitra memastikan upaya pencegahan dapat berkelanjutan dan mendorong terciptanya ruang kerja dan pendidikan yang adil, aman, dan bebas kekerasan.

In response to the increasing prevalence of sexual violence in workplaces and educational institutions, Imelda Riris Damayanti and Alvin Nicola established the Never Okay Project (NOP) in 2017. NOP focuses on the prevention of sexual violence through the development of policies, reporting systems, and a safe platform for survivors to share their experiences and access support. A collaborative approach with partner institutions ensures that prevention efforts are sustainable and contribute to the creation of fair, safe, and violence-free work and learning environments.

Capaian | Achievements:

- 3.582 peserta pelatihan di 5 provinsi dan 12 kota.
3,582 training participants across 5 provinces and 12 cities.
- 53 institusi lintas sektor terlibat.
53 cross-sector institutions engaged.
- 18 institusi menerapkan kebijakan antikekerasan seksual.
18 institutions adopted anti-sexual violence policies.
- 11 sistem pelaporan dibangun.
11 reporting systems established.
- 117 penyintas menerima pendampingan hukum, psikologis, dan pemulihan mental.
117 survivors received legal assistance, psychological support, and mental health recovery services.



Imelda Riris Damayanti
(Provinsi DKI Jakarta | DKI Jakarta Province)

Bidang Lingkungan: Perintis Ekonomi Sirkular dari Bukit Lawang

Environment Category:

Circular Economy Pioneer from Bukit Lawang

Didirikan oleh Hanzalah Rangkuti pada 2020, Sumatera Trash Bank menghadirkan inovasi berbasis komunitas melalui konsep tabungan sampah. Program ini mengubah persepsi masyarakat terhadap plastik, menjadikannya aset bernilai, sekaligus mendorong perilaku hidup bersih dan berkelanjutan. Sampah yang dikumpulkan diolah menjadi *ecobrick*, kerajinan *upcycle*, hingga balok HDPE bernilai jual sehingga memberi manfaat ekonomi sekaligus menjaga kebersihan lingkungan.

Founded by Hanzalah Rangkuti in 2020, Sumatera Trash Bank delivers community-based innovation through a waste savings scheme. The program transforms public perceptions of plastic waste by treating it as a valuable asset, while encouraging clean and sustainable living practices. Collected waste is processed into *ecobricks*, upcycled handicrafts, and marketable HDPE blocks, generating economic benefits for the community while contributing to environmental cleanliness and sustainability.

Capaian | Achievements:

- Lebih dari 400 nasabah aktif (rumah tangga, sekolah, hotel, dan restoran).
More than 400 active customers (households, schools, hotels, and restaurants).
- Pengolahan sampah menjadi produk bernilai jual tinggi.
Waste processing into high value-added products.
- Aksi bersih-bersih rutin setiap Jumat dengan melibatkan masyarakat dan wisatawan.
Regular Friday clean-up activities involving local communities and tourists.



Hanzalah Rangkuti
(Provinsi Sumatra Utara | North Sumatra Province)

Bidang Kewirausahaan: Penggagas Ternak Desa

Entrepreneurship Category: Village Livestock Initiator

Bermula dari tekad memberdayakan desa, Tatag Adi Sasono mendirikan Mitra Ternak Farm pada 2020. Meski sempat terdampak wabah PMK, inovasi dalam pengelolaan ternak domba menjadikan usaha ini tumbuh menjadi peternakan terintegrasi dari hulu ke hilir. Programnya mencakup titip ternak, akikah, kurban, dan paket pembibitan bagi pemula, dengan dukungan administrasi digital, identitas ternak, CCTV kandang, dan garansi kematian.

Driven by a commitment to empower rural communities, Tatag Adi Sasono established Mitra Ternak Farm in 2020. Despite being affected by a foot-and-mouth disease (FMD) outbreak, innovations in sheep livestock management enabled the business to grow into a fully integrated, end-to-end farming operation. The program offers livestock partnership schemes, *aqiqah* and *qurban* services, as well as starter breeding packages, supported by digital administration, livestock identification, barn CCTV, and mortality guarantees.

Capaian | Achievements:

- Lebih dari 300 mitra aktif menitipkan lebih dari 1.000 ekor domba.
More than 300 active partners entrusted over 1,000 sheep.
- Pelayanan akikah, kurban, dan paket pembibitan untuk lebih dari 500 ekor domba.
Aqiqah services, *qurban* services, and starter breeding packages covering more than 500 sheep.
- Membuka lapangan kerja lokal, melibatkan pemuda desa, dan membangun ekosistem agribisnis berkelanjutan.
Creation of local employment, engagement of village youth, and development of a sustainable agribusiness ecosystem.



Tatag Adi Sasono
(Provinsi Jawa Timur | East Java Province)

Bidang Teknologi: Nahkoda Konservasi Digital

Technology Category: Captain of Digital Conservation

Dalam rangka menanggapi tantangan pengawasan perdagangan sirip hiu, Oka Bayu Pratama mengembangkan SeeShark, aplikasi berbasis *Artificial Intelligence* (AI) yang mampu mengidentifikasi spesies hiu melalui kamera ponsel atau mikroskop portabel. SeeShark telah digunakan sejak 2023 oleh enumerator di Banyuwangi, Lamongan, dan Lombok Barat untuk memperbaiki data tangkapan dan mendukung konservasi predator puncak ekosistem laut. Ke depannya, SeeShark direncanakan terintegrasi dengan sistem resmi pengawasan perikanan untuk meningkatkan efektivitas dan keberlanjutan perlindungan hiu di Indonesia.

Capaian:

- Akurasi identifikasi spesies hingga 95%.
- 8.600 foto potongan tubuh hiu digunakan untuk pelatihan AI.

In response to challenges in monitoring the shark fin trade, Oka Bayu Pratama developed SeeShark, an Artificial Intelligence (AI)-based application capable of identifying shark species using a smartphone camera or a portable microscope. Since 2023, SeeShark has been utilized by enumerators in Banyuwangi, Lamongan, and West Lombok to improve the accuracy of catch data and support the conservation of apex predators within marine ecosystems. Going forward, SeeShark is planned to be integrated with official fisheries monitoring systems to enhance the effectiveness and long-term sustainability of shark protection efforts in Indonesia.

Achievements:

- Species identification accuracy of up to 95%.
- 8,600 images of shark body parts used for AI model training.



Oka Bayu Pratama
(Provinsi Jawa Timur | East Java Province)

Desa Sejahtera Astra

GRI 3-3, 203-1, 203-2, 413-1

Desa Sejahtera Astra (DSA) merupakan program pemberdayaan masyarakat yang difokuskan pada peningkatan kesejahteraan desa. Program ini dikembangkan untuk mendorong potensi desa agar mampu menghasilkan produk bernilai tambah tinggi dan membuka akses pasar yang lebih luas. Program ini diperkuat dengan kolaborasi bersama pemerintah daerah, komunitas, dan unit bisnis Astra untuk memastikan dukungan yang berkelanjutan.

Pelaksanaan DSA pada 2025 menghasilkan dampak nyata bagi peningkatan ekonomi dan peningkatan kualitas hidup masyarakat desa. Keberhasilan berbagai desa menembus pasar ekspor dan meraih penghargaan pariwisata nasional dan internasional menunjukkan bahwa pendampingan jangka panjang Astra mampu mendorong transformasi yang berkelanjutan.

Astra Prosperous Village

GRI 3-3, 203-1, 203-2, 413-1

Astra Prosperous Village (DSA) is a community empowerment program focused on improving the welfare of rural communities. The program is designed to unlock village potential by supporting the development of high-value-added products and the expansion of market access. Its implementation is strengthened through collaboration with local governments, community groups, and Astra's business units to ensure sustained support.

In 2025, the DSA program delivered tangible impacts on local economic development and improvements in the quality of life for rural communities. The success of several villages in entering export markets and receiving national and international tourism awards demonstrate that Astra's long-term assistance can drive sustainable transformation.



Penguatan Akses Pasar Global bagi UMKM melalui Trade Expo Indonesia 2025

Expanding Global Market Access for MSMEs through Trade Expo Indonesia 2025

Astra mendorong peningkatan daya saing UMKM melalui partisipasi dalam Trade Expo Indonesia (TEI) 2025 dengan memfasilitasi UMKM binaan untuk memperluas akses pasar ekspor. Bersama Yayasan Astra – Yayasan Dharma Bhakti Astra, pelaku usaha binaan Astra, termasuk di Desa Sejahtera Astra mendapatkan pelatihan ekspor, kesempatan *business matching* dengan pembeli internasional, serta promosi produk unggulan Indonesia dari sektor pangan olahan, komoditas pertanian, dan kerajinan. Inisiatif ini memperkuat kapasitas UMKM untuk menembus pasar global sekaligus mendorong pertumbuhan ekonomi berbasis kewirausahaan masyarakat.

Astra strengthened the competitiveness of its fostered MSMEs by facilitating their participation in Trade Expo Indonesia (TEI) 2025, enabling broader access to international markets. Alongside Yayasan Astra – Yayasan Dharma Bhakti Astra, business actors fostered by Astra, including those in Astra Prosperous Village received export training, opportunities for business matching with international buyers, and promotional platforms for their flagship products across various sectors. This initiative enhanced the capacity of MSMEs to enter global markets while contributing to inclusive economic growth driven by entrepreneurship.

1,533

Desa Sejahtera Astra (DSA)

Astra Prosperous Villages (DSA)

180

Kabupaten Sebaran Desa pada 2025

Regencies Covered by DSA in 2025

56.85%

Rata-Rata Peningkatan Pendapatan Masyarakat di DSA

Average Increase in Community Income Across DSA

3,731

Tenaga Kerja Baru dari DSA

New Workforce from DSA

492

Desa Ekspor dari Total 1.533 DSA yang Produknya Dipasarkan ke 26 Negara

Export Villages Out of a Total of 1,533 DSA, with Products Marketed to 26 Countries

Rp411

Miliar | Billion

Valuasi Ekspor dari Produk DSA hingga 2025

Export Valuation from DSA Products until 2025



Flagship Program

Nilai Ekspor Perdana Bajawa
First Export Value from Bajawa

USD93,000

Volume Ekspor Perdana
Initial Export Volume

15
Ton Kopi Arabika Premium
Tons of Premium Arabica Coffee

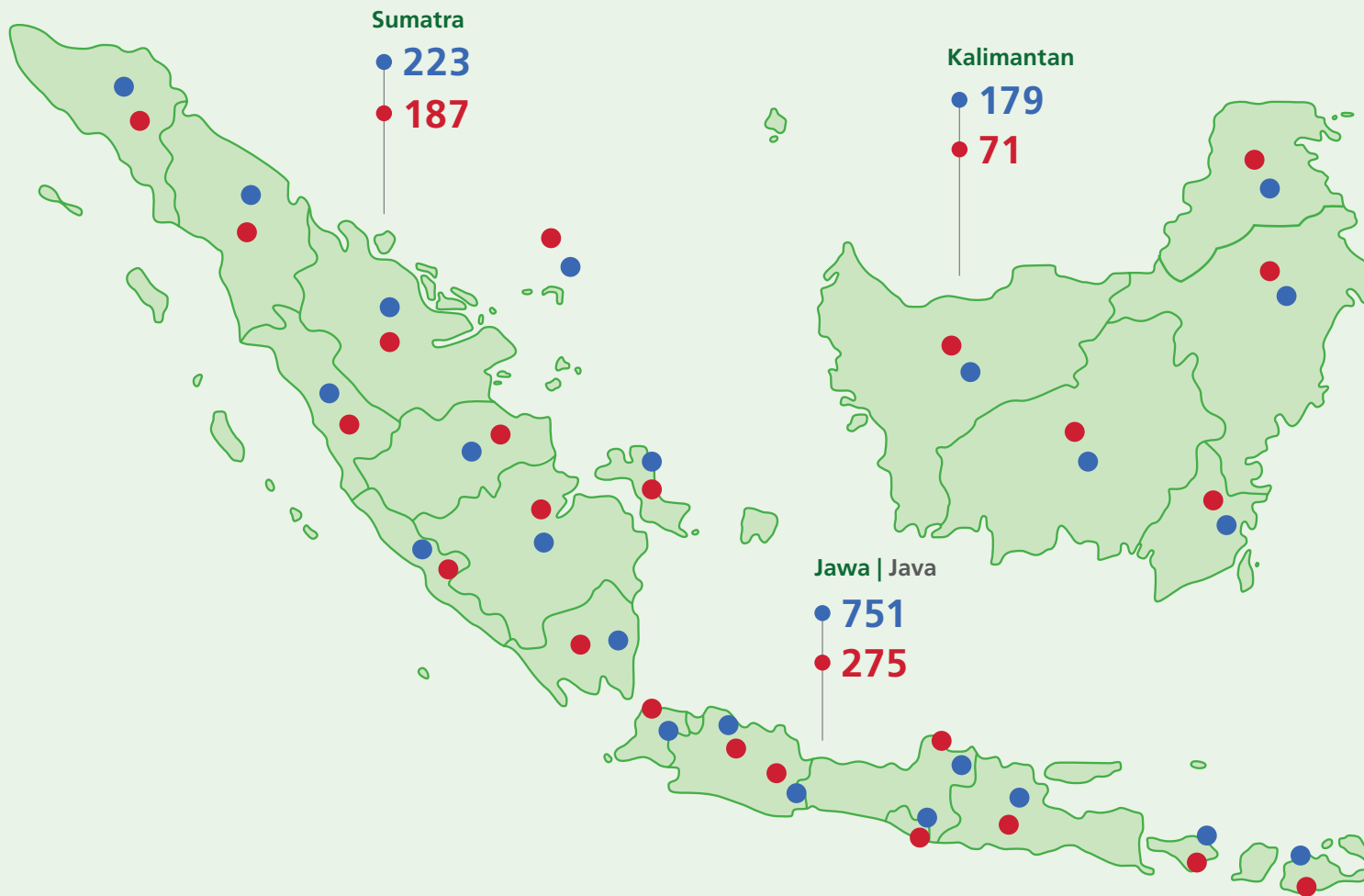
Penguatan Daya Saing Kopi Bajawa menuju Pasar Global Strengthening Bajawa Coffee Competitiveness for Global Markets

Melalui Desa Sejahtera Astra (DSA), Astra bekerja sama dengan IPB University untuk memperkuat ekosistem kopi Bajawa di enam desa di Flores, Nusa Tenggara Timur. Program ini dilakukan melalui peningkatan kapasitas petani, penyediaan infrastruktur produksi, penerapan *Good Agricultural Practices* (GAP), serta penguatan kelembagaan PT Rumah Kopi Bajawa dan Koperasi Produsen Kopi Ekoheto Sejahtera. Melalui program tersebut, kopi Bajawa mampu memenuhi standar ekspor, dengan realisasi ekspor perdana ke Thailand serta membuka akses pasar ke Jepang dan Taiwan.

Through Astra Prosperous Village (DSA), Astra collaborated with IPB University to strengthen the Bajawa coffee ecosystem across six villages in Flores, East Nusa Tenggara. The program was implemented through enhancing farmers' capacity, providing production infrastructure, adopting *Good Agricultural Practices* (GAP), and strengthening the institutions of PT Rumah Kopi Bajawa and Koperasi Produsen Kopi Ekoheto Sejahtera. Through these efforts, Bajawa coffee met export standards, with the first export realized to Thailand and expanded market access to Japan and Taiwan.

Sebaran Program Unggulan Kontribusi Sosial Berkelanjutan

Distribution of Flagship Sustainable Social Contribution Programs



792

Penerima Apresiasi SATU Indonesia Awards di 37 Provinsi

SATU Indonesia Awards Recipients in 37 Provinces

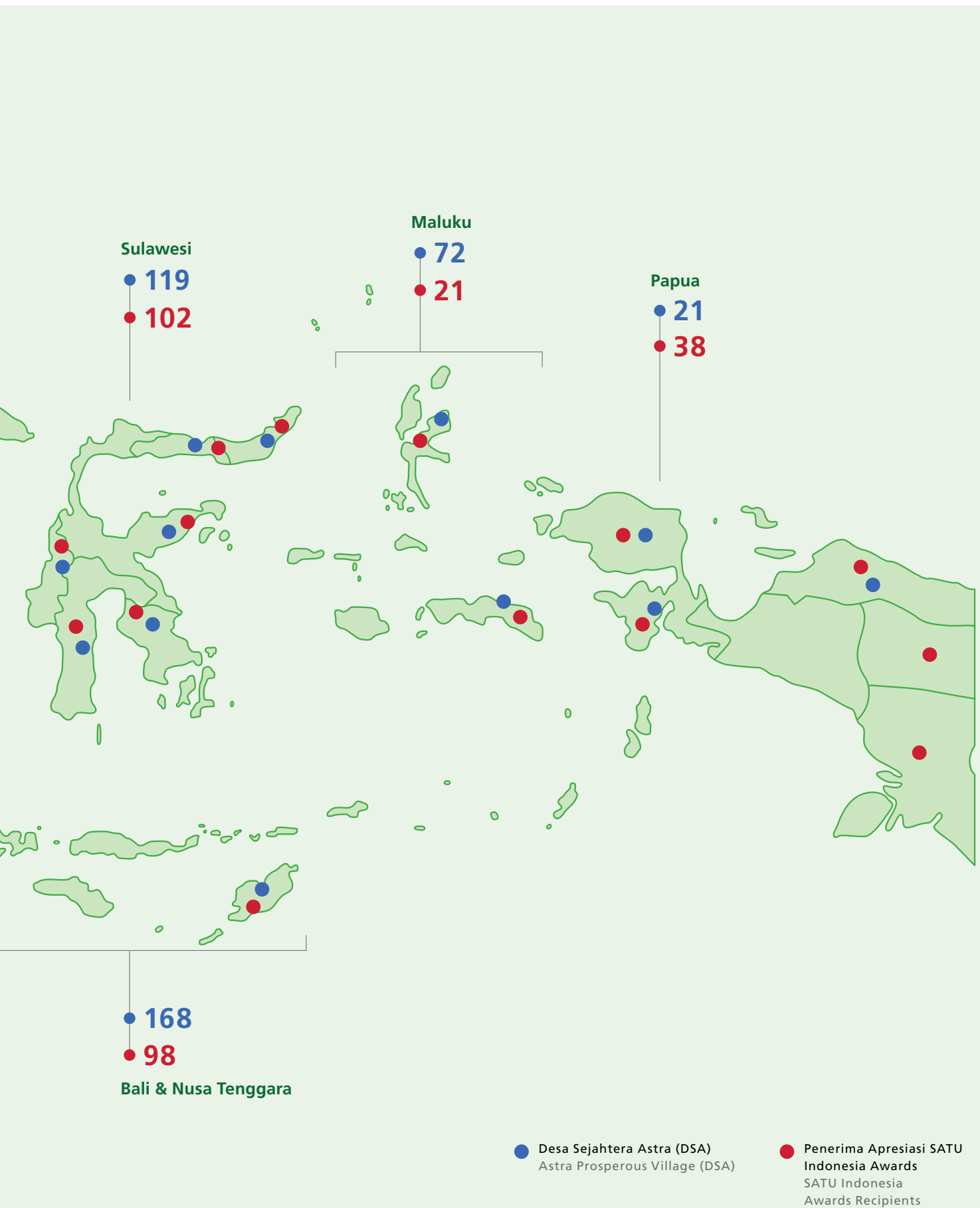
**SATU
INDONESIA
AWARDS**

1,533

Desa Sejahtera Astra di 35 Provinsi

Astra Prosperous Villages in 35 Provinces

desa
sejahtera
ASTRA



Nurani Astra

Nurani Astra merupakan program bantuan kemanusiaan yang berfokus pada pemberian bantuan dan dukungan bagi masyarakat yang terdampak bencana maupun kondisi darurat lainnya. Program ini dirancang untuk memastikan bantuan dapat diberikan dengan cepat, tepat sasaran, dan sesuai kebutuhan masyarakat.

Program ini tidak hanya berfungsi sebagai respons bantuan saat bencana, tetapi juga berkontribusi pada penguatan kesiapsiagaan dan kapasitas penanganan darurat di berbagai wilayah. Sebagai bagian dari komitmen Astra dalam mendukung ketangguhan masyarakat, Perseroan menjalankan berbagai inisiatif kemanusiaan yang ditujukan untuk merespons kondisi darurat dan kebutuhan mendesak di berbagai wilayah operasional. Dalam pelaksanaannya, Astra bekerja sama dengan pemerintah, lembaga penanggulangan bencana, dan mitra terkait untuk memastikan koordinasi bantuan yang efektif serta memperkuat kesiapsiagaan dan kapasitas penanganan darurat masyarakat. Pendekatan ini memastikan bahwa dukungan yang diberikan tidak hanya membantu pemulihan jangka pendek, tetapi juga memperkuat ketangguhan sosial dan ekonomi masyarakat secara berkelanjutan.

GRI 413-1

Nurani Astra

Nurani Astra is a humanitarian assistance program focused on providing aid and support to communities affected by disasters and other emergency situations. The program is designed to ensure that assistance is delivered in a timely manner, reaches the intended beneficiaries, and is aligned with community needs.

The program serves not only as a disaster response mechanism, but also contributes to strengthening emergency preparedness and response capacity across various regions. As part of Astra's commitment to supporting community resilience, the Company implements a range of humanitarian initiatives aimed at responding to emergency situations and urgent needs in its operational areas. In carrying out these initiatives, Astra collaborates with government authorities, disaster management agencies, and relevant partners to ensure effective coordination of assistance and to enhance community preparedness and emergency response capacity. This approach ensures that the support provided not only facilitates short-term recovery, but also strengthens the long-term social and economic resilience of communities.

GRI 413-1



Respons Kemanusiaan Astra untuk Bencana di Pulau Sumatra

Astra's Humanitarian Response to Disasters in Sumatra

Astra menyalurkan dukungan kemanusiaan untuk membantu penanganan bencana banjir bandang dan tanah longsor yang melanda wilayah Aceh, Sumatra Utara, dan Sumatra Barat. Sebagai bentuk respons cepat di lapangan, Astra mendirikan posko-posko bencana yang berfungsi sebagai pusat distribusi bantuan, koordinasi, dan layanan darurat bagi masyarakat terdampak. Selain menyalurkan bantuan kebutuhan dasar, posko tersebut juga menyediakan akses komunikasi internet darurat untuk mendukung koordinasi penanganan bencana dan membantu masyarakat tetap terhubung. Pada beberapa lokasi, posko juga dimanfaatkan sebagai tempat penampungan sementara bagi penyintas dari desa-desa terdampak.

Aksi kemanusiaan ini didukung oleh keterlibatan aktif karyawan Grup Astra sebagai relawan yang terjun langsung membantu proses evakuasi, pendataan, serta penyaluran bantuan di berbagai titik terdampak. Dukungan juga diperkuat oleh partisipasi sejumlah perusahaan Grup Astra yang mengerahkan sumber daya sesuai kebutuhan lapangan, mulai dari alat berat dan sarana transportasi hingga layanan servis kendaraan bagi masyarakat terdampak. Layanan servis gratis kendaraan diberikan melalui jaringan Astra Honda Motor dan Toyota Astra Motor untuk membantu mobilitas masyarakat selama masa tanggap darurat. Selain itu, ratusan ribu barang kebutuhan pokok dan perlengkapan darurat disalurkan guna mendukung upaya pemulihan awal di wilayah terdampak.

In response to flash floods and landslides affecting communities in Aceh, North Sumatra, and West Sumatra, Astra delivered humanitarian assistance as part of its rapid emergency response. Astra's disaster relief posts function as hubs for aid distribution, field coordination, and emergency services for affected residents. In addition to distributing essential supplies, these posts provide temporary internet connectivity to support disaster response coordination and help communities remain connected. In several locations, the posts also serve as temporary shelters for displaced residents from impacted villages.

This humanitarian response was supported by the active involvement of Astra Group employees who volunteered on the ground to assist with evacuation efforts, data collection, and the distribution of aid across affected areas. The initiative was further strengthened by the participation of Astra Group companies, which mobilized resources in accordance with on-site needs, ranging from heavy equipment and transportation facilities to vehicle servicing support for impacted communities. Free vehicle servicing was provided through the networks of Astra Honda Motor and Toyota Astra Motor to help maintain community mobility during the emergency response period. In addition, hundreds of thousands of essential goods and emergency relief items were distributed to support early recovery efforts in the affected regions.

Jangkauan Bantuan Astra untuk Bencana di Pulau Sumatra

Astra's Assistance Coverage in Response to Disasters in Sumatra

19

Posko bencana didirikan di Aceh, Sumatra Utara, dan Sumatra Barat

Disaster relief posts established in Aceh, North Sumatra, and West Sumatra

>35,500

Paket Sembako dan Perlengkapan Darurat Disalurkan

Food Aid and Emergency Supply Packages Distributed

>100

Relawan karyawan Grup Astra terlibat langsung

Astra Group volunteers directly involved

40

Unit alat berat dan sarana transportasi dikerahkan oleh PT United Tractors Tbk, termasuk helikopter

Units of heavy equipment and transportation assets mobilized by PT United Tractors Tbk, including helicopter support

Selain respons bencana tersebut, Astra juga melanjutkan dukungan kemanusiaan melalui penyaluran 35 unit ambulans ke 10 provinsi, termasuk 9 unit di wilayah Sumatra, guna memperkuat akses layanan kesehatan bagi masyarakat. Seluruh inisiatif ini mencerminkan komitmen Astra untuk berkontribusi secara berkelanjutan bagi masyarakat, sejalan dengan cita-cita Sejahtera Bersama Bangsa serta dukungan terhadap pencapaian SDGs di Indonesia.

Empat Bidang Kontribusi Sosial

SEOJK F.25 | GRI 413-1

Astra terus memperkuat komitmennya dalam menghadirkan manfaat bagi masyarakat melalui empat bidang kontribusi sosial berkelanjutan. Keempat bidang ini menjadi dasar bagi berbagai program yang mendukung peningkatan kualitas hidup, pembangunan sumber daya manusia, pelestarian lingkungan, serta pengembangan potensi ekonomi masyarakat pedesaan.

Melalui berbagai program kontribusi masyarakat yang dilaksanakan sepanjang tahun 2025, Astra melakukan evaluasi dampak sosial menggunakan pendekatan *Social Return on Investment* (SROI). Pengukuran ini memberikan gambaran mengenai nilai dampak sosial yang dihasilkan serta menjadi dasar bagi peningkatan efektivitas program ke depan.

SROI memberikan gambaran mengenai efektivitas program dengan membandingkan investasi yang dikeluarkan terhadap manfaat sosial yang dihasilkan bagi pemangku kepentingan. Nilai SROI >1 menunjukkan bahwa manfaat sosial yang tercipta melampaui biaya yang dikeluarkan. Berdasarkan hasil pengukuran, evaluasi ini memberikan gambaran atas nilai dampak sosial yang dihasilkan melalui kontribusi sosial yang dilakukan Perseroan, khususnya melalui pendekatan pemberdayaan ekonomi, penguatan kapasitas pelaku usaha lokal, serta pendampingan yang dilakukan secara berkelanjutan. Perhitungan SROI dilakukan secara independen oleh pihak ketiga, sehingga diharapkan penilaian ini menunjukkan kualitas pelaksanaan program.

Bidang Kesehatan

SEOJK F.25



Melalui program Bidang Kesehatan, Astra berupaya memberikan kontribusi nyata dalam meningkatkan kualitas kesehatan masyarakat Indonesia, khususnya ibu dan anak. Program ini dijalankan dengan memperkuat layanan kesehatan dasar.

In addition to these disaster response efforts, Astra also continued its humanitarian support through the distribution of 35 ambulance units across 10 provinces, including nine units in the Sumatra region, to strengthen access to healthcare services for communities. Collectively, these initiatives reflect Astra's commitment to delivering sustainable contributions to society, in line with the vision to Prosper With The Nation and its support for the achievement of the SDGs in Indonesia.

Four Fields of Social Contribution

SEOJK F.25 | GRI 413-1

Astra continues to strengthen its commitment to delivering benefits for society through four fields of sustainable social contribution. These fields serve as the foundation for various programs that support improvements in quality of life, human capital development, environmental preservation, and the development of rural community economic potential.

Through various community contribution programs implemented throughout 2025, Astra conducted a social impact evaluation using the Social Return on Investment (SROI) approach. This assessment provides insights into the social value generated by the program and serves as a basis for improving the effectiveness of its implementation going forward.

SROI provides an overview of program effectiveness by comparing the level of investment made with the social benefits generated for stakeholders. SROI value >1 indicates that the social benefits created exceed the costs incurred. Based on the measurement results, this evaluation illustrates the social impact generated through the Company's social contributions. Particularly through its approach to economic empowerment, capacity building for local business actors, and the provision of sustained mentoring and assistance. The SROI calculation is conducted independently by a third party, ensuring that the assessment objectively reflects the quality of the program's implementation.

Health Field

SEOJK F.25

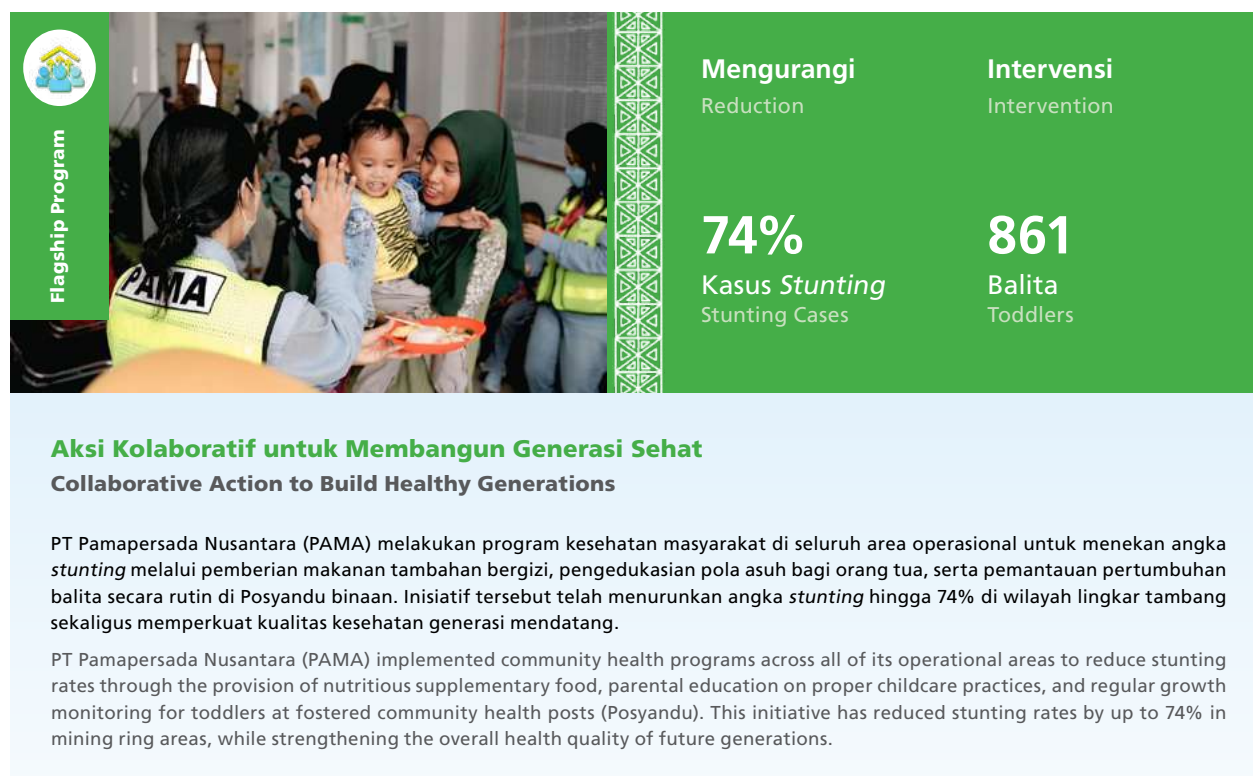
Through programs in the Health Field, Astra seeks to make a tangible contribution to improving the quality of public health in Indonesia, particularly for mothers and children. The program is implemented by strengthening primary healthcare services.

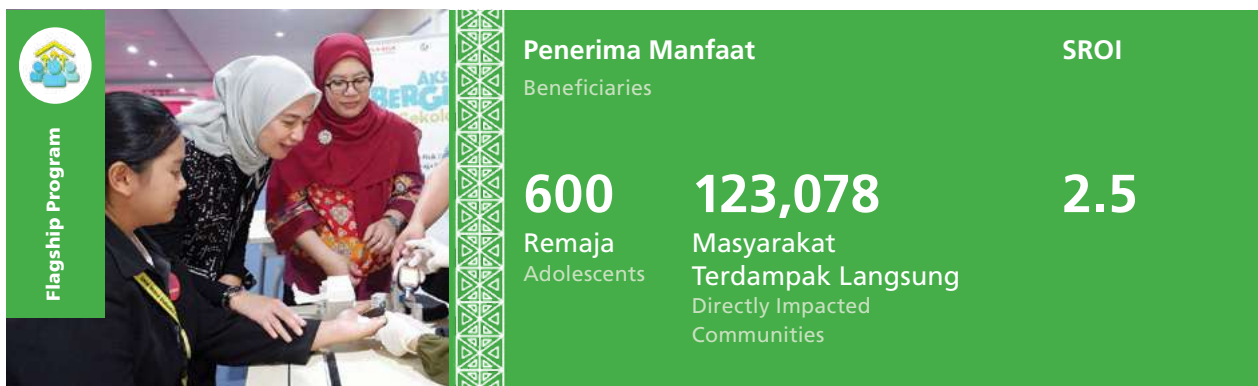
Dalam pelaksanaannya, Astra membina dan mengoptimalkan peran Posyandu sebagai garda terdepan layanan kesehatan berbasis komunitas. Melalui Posyandu, pemantauan kesehatan ibu hamil, pemantauan tumbuh kembang anak, dan peningkatan status gizi balita, dilakukan secara rutin dan terarah. Selain itu, juga menguatkan edukasi dan pendampingan berkelanjutan bagi para ibu, sekaligus memperkuat kapasitas kader kesehatan agar mampu memberikan pelayanan yang optimal.

Astra juga mendorong upaya promotif dan preventif dengan meningkatkan pemahaman masyarakat mengenai nutrisi serta pencegahan Penyakit Tidak Menular (PTM), khususnya pada ibu dan anak. Penguatan sistem kesehatan diwujudkan melalui dukungan terhadap Integrasi Layanan Primer (ILP) yang dilaksanakan pada 11 area di Indonesia, terutama di wilayah pedesaan, guna memperluas akses dan keterpaduan layanan bagi keluarga. Selain itu, pembinaan kesehatan remaja terus dijalankan melalui Aksi Solidaritas Remaja Kesehatan Astra (AORTA) sebagai bagian dari komitmen membangun generasi yang lebih sehat. Pada tahun 2025, Astra memulai pengukuran nilai SROI di Bidang Kesehatan, khususnya dalam program ILP. Nilai SROI yang dihasilkan sebesar 5,46 dengan nilai dampak mencapai Rp2,72 miliar yang mencerminkan peningkatan akses layanan kesehatan, penguatan kapasitas kader kesehatan, serta peningkatan kualitas kesehatan ibu dan anak di berbagai wilayah binaan.

In its implementation, Astra fosters and optimizes the role of Posyandu as the frontline of community-based healthcare services. Through Posyandu, regular and systematic monitoring of maternal health, child growth and development, and improvements in the nutritional status of toddlers are conducted regularly and in a structured manner. In addition, the program strengthens education and provides continuous mentoring for mothers, while also enhancing the capacity of community health cadres to deliver optimal services.

Astra also promotes preventive and promotive health efforts by increasing public awareness of nutrition and the prevention of Non-Communicable Diseases (NCDs), particularly among mothers and children. Strengthening the healthcare system is further realized through support for Primary Care Integration (ILP), which was implemented across 11 areas in Indonesia, primarily in rural regions, to expand access and improve service integration for families. Furthermore, adolescent health development initiatives continue to be implemented through Aksi Solidaritas Remaja Kesehatan Astra (AORTA) as part of the Company's commitment to building a healthier generation. In 2025, Astra initiated the measurement of SROI in the Health Field, particularly through the ILP program. The SROI value reached 5.46, with an estimated impact value of Rp2.72 billion, reflecting improved access to healthcare services, strengthened capacity of community health cadres, and enhanced maternal and child health outcomes across various fostered areas.





Kolaborasi Gen Z Tingkatkan Kualitas Kesehatan dan Produktivitas Gen Z Collaboration to Improve Health and Productivity

PT Astra Honda Motor melalui Program Kolaborasi Aksi Remaja Sehat Satu Hati (KOLABERAKSI) berkomitmen untuk meningkatkan kesehatan generasi muda dengan menghadirkan Duta Remaja Sehat yang juga berperan sebagai agen perubahan. Program ini menginspirasi gaya hidup sehat di lingkungan sekolah, kampus, dan komunitas sekitarnya. Duta Remaja Sehat mengikuti berbagai rangkaian program pembekalan kesehatan, baik secara teori maupun praktik, yang mencakup penggunaan alat skrining kesehatan hingga wawasan menyeluruh mengenai isu kesehatan remaja.

PT Astra Honda Motor, through the Healthy Teen Action Collaboration Program (KOLABERAKSI), is committed to improving the health of the younger generation by presenting *Duta Remaja Sehat* who also act as agents of change. This program inspires a healthy lifestyle in schools, campuses, and surrounding communities. The *Duta Remaja Sehat* participate in various health training programs, both theoretical and practical, including the use of health screening tools and comprehensive knowledge on adolescent health issues.

Pencapaian Kontribusi Sosial Bidang Kesehatan 2025

2025 Social Contribution Achievements in the Health Field

278

Posyandu Binaan
Fostered Integrated
Service Posts

806

Balita
Toddlers

Dengan status gizi yang membaik
With improved nutritional status

4,463

Kader Kesehatan Binaan
Fostered Health Cadres

Keterangan | Note:

Data yang ditunjukkan di atas adalah data pencapaian yang dihitung berdasarkan program yang dilaksanakan sepanjang tahun 2025.

The data presented above reflects achievements calculated based on programs implemented throughout 2025.

Bidang Pendidikan

SEOJK F.25



Pendidikan menjadi fondasi utama untuk mewujudkan cita-cita bangsa yang sejahtera. Di Bidang Pendidikan, Astra berupaya mencerdaskan generasi bangsa dan memastikan mereka tumbuh tangguh serta berdaya saing.

Selain membangun dan merenovasi sekolah, Astra juga membina karakter, memperkuat sistem pendidikan, serta meningkatkan budaya *continuous improvement*. Dari PAUD, SD, SMP, SMA hingga perguruan tinggi, lebih dari 290.156 beasiswa telah diberikan, 2.585 sekolah dibina yang mencapai 416.511 siswa, serta ribuan guru dilatih. Untuk memperkuat karakter dan mendukung *future-ready talent*, Astra bersama Yayasan Astra – Yayasan Pendidikan Astra Michael D. Ruslim berkolaborasi menyelenggarakan Program Center of Excellence Bootcamp bagi guru dari sekolah binaan Astra dan grupnya.

Dalam program ini, Astra memberikan program *knowledge-sharing* kepada lebih dari 500 guru di jenjang SD, SMP, dan SMA/SMK mengenai pentingnya inovasi dalam dunia pendidikan, serta nilai dan penguatan kepemimpinan. Para peserta juga memperoleh pembelajaran praktis terkait penyusunan perangkat pembelajaran berbasis karakter yang kontekstual, serta pengenalan dan pemanfaatan *School Collaboration System* (SCS) yang telah diterapkan oleh Yayasan Astra – Yayasan Pendidikan Astra Michael D. Ruslim. Program penguatan pendidikan ini turut menciptakan nilai manfaat sosial yang signifikan. Pada tahun 2025, Astra mulai menghitung nilai SROI di Bidang Pendidikan, khususnya pada program PAUD dengan nilai SROI sebesar 2,00 dan nilai dampak sebesar Rp318 juta yang mencerminkan peningkatan kualitas pembelajaran, penguatan kapasitas tenaga pendidik, serta perluasan akses pendidikan bagi generasi muda di berbagai wilayah binaan.

Education Field

SEOJK F.25

Education serves as a fundamental pillar in realizing the nation's aspiration for prosperity. In the Education Field, Astra strives to advance the intellectual development of the nation's future generations and ensure they grow to become resilient and competitive individuals.

Beyond building and renovating schools, Astra also fosters character development, strengthens education systems, and cultivates a culture of continuous improvement. From early childhood education (PAUD), elementary, junior high, and senior high schools to higher education institutions, more than 290,156 scholarships have been awarded, 2,585 schools were fostered reaching 416,511 students, and thousands of teachers were trained. To further strengthen character development and support future-ready talent, Astra, in collaboration with Yayasan Astra – Yayasan Pendidikan Astra Michael D. Ruslim, organizes the Center of Excellence Bootcamp Program for teachers from Astra's fostered schools and its affiliated entities.

Through this program, Astra delivers knowledge-sharing sessions to more than 500 teachers at the elementary, junior high, and senior high/vocational school levels on the importance of innovation in education, as well as values and leadership development. Participants also receive practical learning on the preparation of contextual, character-based learning tools, along with an introduction to and utilization of the *School Collaboration System* (SCS) implemented by Yayasan Astra – Yayasan Pendidikan Astra Michael D. Ruslim. These education initiatives also generated significant social value. In 2025, Astra began measuring SROI value in the Education Field, particularly for the PAUD program, with an SROI value of 2.00 and an impact value of Rp318 million, reflecting improved learning quality, strengthened capacity of educators, and expanded access to education for youth in various fostered areas.



Akselerasi Tenaga Ahli Mekanik Alat Berat Berstandar Industri Accelerating Industry-Standard Heavy Equipment Mechanic Training

PT United Tractors Tbk (UT) menyelenggarakan pelatihan mekanik alat berat berbasis kurikulum kompetensi yang diselaraskan dengan kebutuhan industri. Melalui dua skema intensif dengan sertifikasi teknis dan praktik kerja langsung, program ini memastikan kesiapan kerja peserta dan mencetak sebanyak 591 tenaga terampil yang berasal dari masyarakat dan pelajar.

PT United Tractors Tbk (UT) delivers heavy equipment mechanic training based on a competency-driven curriculum aligned with industry needs. Implemented through two intensive tracks combining technical certification and hands-on workplace training, the program ensures participant job readiness and has produced 591 skilled mechanics from local communities and students.

Pencapaian Kontribusi Sosial Bidang Pendidikan 2025

2025 Social Contribution Achievements in the Education Field

15

Lembaga Pendidikan Anak Usia Dini (PAUD) Terakreditasi

Accredited Early Childhood Education Institutions (PAUD)

2

SMK National Showcase

SMK National Showcase

742

Sekolah Binaan
Fostered Schools

2,316

Paket Beasiswa Disalurkan
Scholarship Packages Distributed

Keterangan | Note:

Data yang ditunjukkan di atas adalah data pencapaian yang dihitung berdasarkan program yang dilaksanakan sepanjang tahun 2025.

The data presented above reflects achievements calculated based on programs implemented throughout 2025.

Bidang Lingkungan

SEOJK F.25



Dalam menghadapi dinamika perubahan iklim, di Bidang Lingkungan, Astra mendorong berbagai inisiatif pelestarian lingkungan yang berfokus pada mitigasi dan adaptasi terhadap dampak lingkungan di masyarakat. Program ini mencakup penghijauan, rehabilitasi kawasan, peningkatan pengelolaan sampah, serta edukasi lingkungan yang melibatkan masyarakat dan mitra strategis. Melalui pendekatan ini, Astra berkomitmen mengurangi dampak lingkungan sekaligus mendukung terciptanya ekosistem yang lebih lestari bagi generasi mendatang. Program penguatan ketahanan lingkungan dan iklim juga dilaksanakan di area desa melalui program Kampung Iklim, yang sejalan dengan PROKLIM yang digagas oleh Kementerian Lingkungan Hidup/Badan Pengendalian Lingkungan Hidup (KLH/BPLH).

Berbagai program tersebut menghasilkan manfaat lingkungan yang terukur. Pada tahun 2025, Astra mulai menghitung nilai SROI di Bidang Lingkungan khususnya pada program Kampung Iklim dengan nilai sebesar 4,16 dan nilai dampak sebesar Rp3,16 miliar.

Environmental Field

SEOJK F.25

In addressing the dynamics of climate change, in the Environmental Field, Astra promotes various environmental conservation initiatives that focus on mitigation and adaptation to environmental impacts within communities. These programs include reforestation, area rehabilitation, improved waste management, and environmental education involving communities and strategic partners. Through this approach, Astra is committed to reducing environmental impacts while supporting the creation of a more sustainable ecosystem for future generations. Environmental and climate resilience initiatives are also implemented at the village level through the Climate Village program, which aligns with the PROKLIM initiative introduced by the Ministry of Environment/Environmental Control Agency (KLH/BPLH).

These programs generated measurable environmental benefits. In 2025, Astra began measuring SROI value in the Environmental Field, particularly through the Climate Village program, with an SROI value of 4.16 and an impact value of Rp3.16 billion.



Flagship Program



Area Revegetasi

Revegetation Area

567

Hektar

Hectares

Desa UniTy

UniTy Village

PT United Tractors Tbk (UT) melalui program Desa UniTy di Gunung Arjuno, Jawa Timur merupakan wujud komitmen Perseroan dalam mendukung konservasi alam dan rehabilitasi lingkungan melalui kegiatan revegetasi sejak 2022 di area seluas 567 hektar di lereng Gunung Arjuno yang dikelola Perhutani. Program ini melibatkan empat desa, yaitu Tulungrejo, Sumbergondo, Giripurno, dan Tawangargo.

PT United Tractors Tbk (UT) through the Desa UniTy Program in Mount Arjuno, East Java, is a manifestation of the Company's commitment to supporting nature conservation and environmental rehabilitation. Since 2022, the program has conducted revegetation activities across 567 hectares of the Mount Arjuno slopes managed by Perhutani. This initiative involves four villages: Tulungrejo, Sumbergondo, Giripurno, and Tawangargo.

Pencapaian Kontribusi Sosial Bidang Lingkungan 2025

2025 Social Contribution Achievements in the Environmental Field

1.37 Juta
Million

Pohon Tertanam
Trees Planted

127 Unit
Units

Bank Sampah Binaan
Fostered Waste Banks

1,178 Ton
Tons

Sampah Dikelola oleh Bank Sampah Binaan
Waste Managed by Fostered Waste Banks

Keterangan | Notes:

- Angka penanaman pohon sudah termasuk penanaman pohon untuk *carbon offset*.
- Data yang ditunjukkan di atas adalah data pencapaian yang dihitung berdasarkan program yang dilaksanakan sepanjang tahun 2025.
- The tree planting figures include trees planted for carbon offset purposes.
- The data presented above reflects achievements calculated based on programs implemented throughout 2025.

Bidang Kewirausahaan

SEOJK F.25 | GRI 203-2



Tumbuhnya ekonomi berbasis kewirausahaan pada Usaha Mikro, Kecil, dan Menengah (UMKM) menjadi fokus utama Bidang Kewirausahaan. Astra mendukung pengembangan usaha tersebut melalui pelatihan, pendampingan kelembagaan, bantuan sarana produksi, dan perluasan akses pasar. Melalui upaya ini, Astra membantu menciptakan pelaku usaha yang lebih mandiri, berdaya saing, dan mampu memberikan manfaat ekonomi yang berkelanjutan bagi komunitasnya. Astra telah melakukan penilaian SROI pada tahun 2024 untuk Desa Sejahtera Astra di Bidang Kewirausahaan dengan nilai SROI sebesar 4,09 dengan total nilai dampak mencapai Rp49,82 miliar.

Entrepreneurship Field

SEOJK F.25 | GRI 203-2

The growth of entrepreneurship-based economic activities among Micro, Small, and Medium Enterprises (MSMEs) is a key focus of Entrepreneurship Field. Astra supports the development of these enterprises through training, institutional mentoring, the provision of production facilities, and expanded market access. Through these efforts, Astra helps cultivate businesses that are more self-reliant, competitive, and capable of delivering sustainable economic benefits to their communities. Astra has conducted SROI assessment in 2024 for Astra Prosperous Village in Entrepreneurship Field, with a recorded SROI value of 4.09, with the total impact value reaching Rp49.82 billion.



Pengembangan UMKM Madu Trigona Development of the Trigona Honey MSME

PT Astra International Tbk - Honda Sales Operation NTB melalui program pembinaan UMKM Madu Trigona telah berkontribusi dalam meningkatkan kesejahteraan petani di Bengkaung, Lombok Barat, Nusa Tenggara Barat. Program ini mencakup pelatihan, dukungan fasilitas, dan strategi pemasaran. Inisiatif ini mendorong produk herbal bernilai tambah, membuka lapangan kerja, meningkatkan pendapatan warga, serta mengembangkan desa sebagai destinasi wisata edukasi berbasis madu.

PT Astra International Tbk - Honda Sales Operation NTB's Trigona Honey MSME fostered program improves the livelihoods of Bengkaung farmers in West Lombok, Nusa Tenggara Barat. The program covered training, facility support, and marketing strategies. The initiative promotes value-added herbal products, creates employment opportunities, increases household income, and develops the village as an educational tourism destination centered on honey production.

Pencapaian Kontribusi Sosial Bidang Kewirausahaan 2025

2025 Social Contribution Achievements in the Entrepreneurship Field

835

UMKM Binaan
Fostered MSMEs

20

Pusat Pendamping UMKM (PPU)
MSMEs Assistance Center (PPU)

Keterangan | Note:

Data UMKM Binaan yang ditunjukkan di atas adalah data pencapaian yang dihitung berdasarkan program yang dilaksanakan sepanjang tahun 2025, sedangkan data Pusat Pendampingan UMKM merupakan data akumulasi hingga tahun 2025.

The fostered MSME data presented above represents achievements calculated based on programs implemented throughout 2025, while the MSME Assistance Center data represents cumulative figures up to 2025.

Rumah Layak Huni Decent Housing

GRI 203-1



Upaya penguatan pengembangan desa didukung melalui pembangunan rumah layak huni sebagai fondasi pemenuhan kebutuhan dasar masyarakat dan peningkatan kualitas hidup masyarakat pedesaan. Melalui Program Rumah Layak Huni (RLH), Astra berkomitmen untuk membangun hunian layak bagi keluarga berpenghasilan rendah di wilayah pedesaan, khususnya para petani yang berada di wilayah binaan Desa Sejahtera Astra (DSA) di area Astra Sustainable Forest (ASF). Penerima manfaat dari program ini ditujukan bagi keluarga yang memiliki atau menguasai lahan, belum memiliki rumah atau memiliki rumah tidak layak huni, serta belum pernah menerima bantuan rumah sebelumnya. Pada tahun 2025, Astra berkomitmen untuk membangun 250 unit RLH yang berlokasi di Banyumas dan Garut sebagai bagian dari pengembangan wilayah pedesaan. Program ini tidak hanya berfokus pada penyediaan hunian layak dan sehat, namun juga mendukung peningkatan kualitas hidup dan pemberdayaan ekonomi masyarakat di kawasan DSA yang beririsan dengan ASF.

Selain kolaborasi dengan pemerintah dan mitra lokal, Astra juga melibatkan masyarakat dalam proses pembangunan. Proses pelibatan masyarakat bertujuan memperkuat rasa kebersamaan dan rasa kepemilikan terhadap program. Pendekatan ini mendorong keberlanjutan dan memastikan bahwa dampak sosial yang dihasilkan dapat bertahan dalam jangka panjang. Dengan memberikan akses terhadap hunian yang layak, Astra turut berkontribusi pada pengentasan kemiskinan dan peningkatan kesejahteraan masyarakat, sekaligus mendukung pencapaian SDGs, khususnya dalam mengurangi tingkat kemiskinan, meningkatkan kualitas hidup, dan mendukung pembangunan berkelanjutan di wilayah pedesaan (*rural areas*).

Efforts to strengthen rural development are supported through the development of decent housing as a foundation for meeting basic community needs and improving the quality of life in rural areas. Through the Decent Housing Program (RLH), Astra is committed to providing decent housing for low-income families in rural areas, particularly farmers located within Astra's fostered areas under Astra Prosperous Village (DSA) in Astra Sustainable Forest (ASF) area. The program targets beneficiary families who own or have control over land, do not yet have a house, or live in substandard housing, and have not previously received housing assistance. In 2025, Astra committed to build 250 RLH units in Banyumas and Garut as part of its rural development efforts. Beyond the provision of healthy and decent housing, the program also supports improvements in quality of life and the economic empowerment of communities in DSA areas that intersect with ASF.

In addition to collaborating with government institutions and local partners, Astra actively engages communities in the development process. This community engagement is intended to strengthen a sense of collective ownership and a sense of ownership of the program. The approach supports long-term sustainability and helps ensure that the resulting social impacts will endure. By providing access to decent housing, Astra contributes to poverty alleviation and improved community welfare, while also supporting the achievement of the SDGs, particularly in reducing poverty levels, enhancing quality of life, and advancing sustainable development in rural areas.

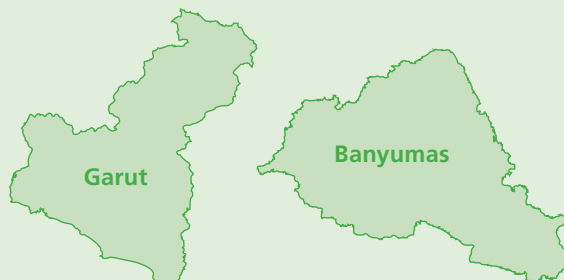
Berkomitmen membangun

Committed to build

85

Unit Rumah
Housing Units

di Kab. Garut, Jawa Barat
in Garut Regency, West Java



Berkomitmen membangun

Committed to build

165

Unit Rumah
Housing Units

di Kab. Banyumas, Jawa Tengah
in Banyumas Regency, Central Java

Dukungan Ambulans Astra dalam Perayaan Natal Nasional 2025

Astra Ambulance Support for the 2025 National Christmas Celebration

GRI 203-1

Sebagai bagian inisiatif pengembangan di wilayah pedesaan (*rural areas*) Astra berpartisipasi dalam aksi kemanusiaan melalui penyerahan unit ambulans guna memperkuat layanan kesehatan dan respons darurat di berbagai daerah di Indonesia. Dukungan ini ditujukan untuk membantu masyarakat, khususnya di wilayah dengan keterbatasan akses layanan kesehatan, agar memperoleh pertolongan medis yang lebih cepat dan memadai. Ambulans yang diserahkan diharapkan dapat dimanfaatkan untuk mobilisasi pasien, penanganan kegawatdaruratan, serta mendukung kesiapsiagaan layanan kesehatan.

Serah terima ambulans dilakukan dalam rangkaian acara Natal Nasional 2025 yang dihadiri oleh Presiden Republik Indonesia beserta jajaran pemerintah, pimpinan Astra, dan pemangku kepentingan terkait. Kegiatan ini menegaskan kolaborasi lintas sektor dalam menghadirkan bantuan sosial yang sederhana namun memberikan manfaat nyata bagi masyarakat. Melalui inisiatif ini, Astra berharap kontribusi yang diberikan dapat mempercepat akses pertolongan medis, memperkuat layanan kesehatan di daerah, serta mendukung pemulihan dan kesejahteraan masyarakat.

As part of its rural area development initiatives, Astra participated in humanitarian actions through the handover of ambulance units to strengthen healthcare services and emergency response across various regions in Indonesia. This support is intended to assist communities, particularly in areas with limited access to healthcare services by enabling faster and more adequate medical assistance. The ambulances provided are expected to support patient mobilization, emergency medical response, and overall healthcare preparedness.

The handover of the ambulances took place as part of the 2025 National Christmas Celebration, which was attended by the President of the Republic of Indonesia, government officials, Astra's leadership, and relevant stakeholders. This activity underscored cross-sector collaboration in delivering social assistance that, while modest in form, provides tangible benefits to communities. Through this initiative, Astra hopes that the support provided will help accelerate access to medical assistance, strengthen local healthcare services, and contribute to community recovery and well-being.



35

Unit ambulans diserahkan dalam rangka Natal Nasional 2025 (terdiri dari 30 unit Daihatsu Luxio dan 5 unit Isuzu Traga Bus Euro 4)
Ambulance units handed over as part of the 2025 National Christmas Celebration (consisting 30 units of Daihatsu Luxio and 5 units of Isuzu Traga Bus Euro 4)

Didistribusikan ke
Distributed across

11

Titik di berbagai wilayah Indonesia (Sumatra, Kalimantan, Sulawesi, Nusa Tenggara, Maluku, dan Papua)
Locations in various regions of Indonesia (Sumatra, Kalimantan, Sulawesi, Nusa Tenggara, Maluku, and Papua)

9

Unit ambulans dialokasikan untuk Sumatra Utara dan Sumatra Barat
Ambulance units were allocated to North Sumatra and West Sumatra

Dukungan teknis pengecekan dan perbaikan ambulans dilakukan di
Technical support for ambulance inspection and repair was provided at

15

Titik wilayah terdampak bencana di Aceh, Sumatra Utara, dan Sumatra Barat
Locations in disaster-affected areas in Aceh, North Sumatra, and West Sumatra



Kontribusi Yayasan Astra

Implementasi empat bidang kontribusi sosial Astra juga dilaksanakan melalui berbagai program yang dilakukan oleh Yayasan Astra. Pada tahun 2025, Yayasan Astra terus memperkuat kontribusi melalui program-program yang menjawab kebutuhan masyarakat di bidang pendidikan, sosial, keagamaan, serta pemberdayaan ekonomi dan UMKM, didukung oleh kolaborasi dengan mitra strategis dan pemangku kepentingan terkait.

Melalui pendekatan *Center of Excellence*, Yayasan Astra tidak hanya memberikan dampak langsung kepada penerima manfaat, tetapi juga menjadi pusat pembelajaran, inovasi, dan praktik terbaik yang dapat direplikasi di berbagai komunitas binaan Grup Astra. Upaya ini memperkuat kapasitas masyarakat, mendorong kemandirian, dan memastikan setiap kontribusi sosial berkelanjutan Astra memberikan dampak yang lebih luas, sistematis dan terukur di berbagai daerah di Indonesia.

Contribution of Astra Foundations

The implementation of Astra's four fields of social contribution is also carried out through various programs delivered by Astra Foundations. In 2025, Astra Foundations continued to strengthen its contributions through initiatives that address community needs in the fields of education, social welfare, religious activities, and economic empowerment, including support for MSMEs. These programs are implemented in collaboration with strategic partners and relevant stakeholders.

Through a *Center of Excellence* approach, Astra Foundations not only deliver direct benefits to program beneficiaries but also serve as a hub for learning, innovation, and best practices that can be replicated across Astra Group's fostered communities. This approach helps strengthen community capacity, promote self-reliance, and ensure that Astra's social contributions generate broader, more systematic, and measurable impacts across various regions in Indonesia.



Capaian 2025 2025 Achievement

Penerima Manfaat Beneficiaries

2,030

UMKM
MSMEs

dengan penyerapan tenaga kerja
sebanyak
with a workforce absorption of

1,688

Orang
People

Dana Disalurkan Funds Distributed

Rp17.4

Miliar
Billion

Yayasan Astra – Yayasan Dharma Bhakti Astra

Bidang Kegiatan: Pengembangan UMKM

Fields of Activities: MSMEs Development

Yayasan Astra – Yayasan Dharma Bhakti Astra berfokus pada pengembangan komunitas UMKM melalui pembinaan berstandar industri agar UMKM mampu mandiri, berdaya saing, dan naik kelas. Pada tahun 2025, beberapa program utama yang dilakukan oleh yayasan ini meliputi:

1. **Kolaborasi pembinaan supplier United Tractors Pandu Engineering (UTPE)** yang berfokus pada penguatan kapabilitas 24 pelaku Industri Kecil dan Menengah (IKM) di Jawa Tengah dalam aspek *Quality, Cost, and Delivery* (QCD).
2. **Kolaborasi pendampingan pelaku UMKM perempuan bersama Asuransi Astra** dilaksanakan melalui pelatihan pembukuan sederhana dan manajemen 5R, disertai dukungan donasi sebesar Rp30 juta serta pendampingan intensif bagi 10 UMKM.
3. **Program Pendidikan vokasi bersama ASTRAtch** sebagai bentuk sinergi antara akademisi dan praktisi UMKM.
4. **Program Link and Match yang menghubungkan IKM komponen otomotif dengan industri berskala besar (Tier-1 dan Tier-2)** menghasilkan Buku Panduan Kemitraan Rantai Pasok sebagai referensi utama, terciptanya komitmen dalam bentuk 36 MoU antara 24 Tier-1 dan 33 IKM, serta penguatan ekosistem industri otomotif nasional melalui integrasi IKM ke dalam rantai pasok global Astra.

Yayasan Astra – Yayasan Dharma Bhakti Astra focuses on developing MSME communities through industry-standard capacity building, enabling MSMEs to become more independent, competitive, and capable of scaling up. In 2025, several key programs implemented by this foundation include:

1. **Supplier development collaboration with United Tractors Pandu Engineering (UTPE)**, focusing on strengthening the capabilities of 24 Small and Medium Industries (SMIs) in Central Java in the areas of Quality, Cost, and Delivery (QCD).
2. **Collaboration in mentoring women MSME entrepreneurs with Asuransi Astra** was carried out through training in basic bookkeeping and 5R management, supported by a donation of Rp30 million and intensive mentoring for 10 MSMEs.
3. **Vocational education program in collaboration with ASTRAtch**, representing a synergy between academia and MSME practitioners.
4. **Link and Match Program**, which connects automotive component SMIs with large-scale industries (Tier-1 and Tier-2). The program resulted in the development of a Supply Chain Partnership Guidebook as a key reference, the establishment of 36 MoUs between 24 Tier-1 and 33 SMIs, and strengthening the national automotive industry ecosystem by integrating SMIs into Astra's global supply chain.



Center of Excellence Pembinaan UMKM Grup Astra Center of Excellence Astra Group MSME Development

Pada tahun 2025, Yayasan Astra – Yayasan Dharma Bhakti Astra menjalankan program UMKM BISA sebagai upaya meningkatkan kompetensi UMKM binaan Grup Astra agar mandiri dan naik kelas. Program ini dilaksanakan melalui tiga tahapan utama yaitu pelatihan dasar, *workshop* teknis, dan fasilitasi pemasaran dengan total peserta mencapai 168 UMKM dari 16 perusahaan Grup Astra.

In 2025, Yayasan Astra – Yayasan Dharma Bhakti Astra implemented the UMKM BISA program as part of its efforts to strengthen the capabilities of MSMEs fostered by Astra Group, enabling them to become more independent and scale their businesses. The program was delivered through three main stages: foundational training, technical workshops, and marketing facilitation, with a total of 168 MSMEs participating from 16 Astra Group companies.

Yayasan Astra – Yayasan Astra Bina Ilmu (ASTRAtech)

Bidang Kegiatan: Pendidikan

Fields of Activity: Education

Yayasan Astra – Yayasan Astra Bina Ilmu menaungi ASTRAtech sebagai institusi pendidikan vokasi berorientasi pada pengembangan teknologi terapan yang berstandar internasional dan relevan dengan perkembangan industri bagi para talenta muda Indonesia. Pada tahun 2025, beberapa program utama yang dilakukan oleh yayasan ini meliputi:

1. **Program Beasiswa Astra** dari ASTRAtech dengan total penerima beasiswa tahun 2025 sebanyak 54 mahasiswa.
2. **Program Astra Bachelor Professional Automotive Mechatronic** berupa pelatihan dan sertifikasi untuk pengembangan bisnis layanan purna jual otomotif dengan kelulusan peserta hingga tahun 2025 mencapai 57 karyawan Grup Astra.
3. **Pengembangan Teknologi dan Produk Recycle Plastik** melalui mesin *recycle* plastik yang menghasilkan berbagai produk bernilai guna sekaligus menjadi media pembelajaran.
4. **Program Sertifikasi Trainer Green Transformation through Digital Transformation** sebagai program *upskilling* dosen ASTRAtech terkait manufaktur berbasis transformasi digital.
5. **Program Budi Daya Maggot** melalui KKN Tematik Merajut Nusantara III yang berpotensi menekan biaya pakan ternak sebesar 30%.

Yayasan Astra – Yayasan Astra Bina Ilmu oversees ASTRAtech as a vocational education institution focused on developing applied technology with international standards and strong relevance to industry needs for Indonesia's young talents. In 2025, several key programs implemented by this foundation include:

1. **Astra Scholarship Program** by ASTRAtech, which provided scholarships to a total of 54 students in 2025.
2. **Astra Bachelor Professional Automotive Mechatronic Program**, a training and certification initiative designed to support the development of automotive after-sales service businesses, with a cumulative total of 57 Astra Group employees graduating from the program as of 2025.
3. **Plastic Recycling Technology and Product Development**, involving the use of plastic recycling machines to produce various value-added products while also serving as a practical learning platform.
4. **Trainer Certification Program on Green Transformation through Digital Transformation**, an upskilling initiative for ASTRAtech lecturers focused on manufacturing practices driven by digital transformation.
5. **Maggot Cultivation Program** through the KKN Tematik Merajut Nusantara III, which has the potential to reduce livestock feed costs by up to 30%.



Penguatan Ekosistem Vokasi melalui Sustainability Dojo

Strengthening the Vocational Ecosystem through the Sustainability Dojo

Pada tahun 2025, ASTRAtech bersama PT Astra Daihatsu Motor (ADM) meresmikan Sustainnovation Dojo di Kampus ASTRAtech Cikarang sebagai kolaborasi strategis antara pendidikan vokasi dan industri untuk menyiapkan talenta yang kompeten dan berwawasan keberlanjutan, melalui fasilitas pembelajaran yang mengintegrasikan praktik keselamatan kerja, efisiensi proses, dan prinsip SDGs. Melalui program ini, 100% karyawan ASTRAtech telah mengikuti pelatihan Dojo secara menyeluruh.

In 2025, ASTRAtech, in collaboration with PT Astra Daihatsu Motor (ADM), inaugurated the Sustainnovation Dojo at the ASTRAtech Cikarang campus. This initiative represents a strategic collaboration between vocational education and industry aimed at preparing talent with both strong technical competencies and sustainability awareness. The facility serves as a learning platform that integrates occupational safety practices, process efficiency, and SDG principles into hands-on training. Through this program, 100% of ASTRAtech employees have participated in comprehensive Dojo training.

yayasan **ASTRA**
Yayasan Astra Bina Ilmu

Capaian 2025 2025 Achievement

Penerima Manfaat Beneficiaries

3,790

Orang
People

Dana Disalurkan Funds Distributed

Rp8.8

Miliar
Billion

Capaian 2025 2025 Achievement

Penerima Manfaat Beneficiaries

99,819

Orang
People

Dana Disalurkan Funds Distributed

Rp25.21

Miliar
Billion

Yayasan Astra – Yayasan Amaliah Astra

Bidang Kegiatan: Keagamaan, Pemberdayaan Ekonomi, Pendidikan, dan Santunan Sosial

Fields of Activities: Religious Initiatives, Economic Empowerment, Education, and Social Assistance

Yayasan Astra – Yayasan Amaliah Astra berperan sebagai wadah pembinaan sosial-keagamaan di Grup Astra dengan tujuan memperkuat kualitas intelektual, emosional, dan spiritual insan Astra serta masyarakat sekitar. Pada tahun 2025, beberapa program utama yang dilakukan oleh yayasan ini meliputi:

1. **Amaliah Cerdas**, mencakup program Beasiswa Amaliah Astra dengan penerima beasiswa sebanyak 5.948 pada jenjang SD, SMP, SMA, dan Perguruan Tinggi.
2. **Amaliah Berdaya**, mencakup program pemberdayaan ekonomi melalui pelatihan teknisi AC dengan total pencapaian 1.697 alumni teknisi hingga tahun 2025.
3. **Amaliah Peduli**, mencakup beberapa aktivitas seperti: meliputi pembangunan 10 sumur bor dan MCK di 6 wilayah, penyediaan 1.021 hewan kurban bagi 34.366 penerima manfaat, distribusi 1.012 Al-Quran, serta layanan Mokema Amaliah Astra yang telah melayani 110 pengantaran jenazah bagi keluarga karyawan Grup Astra.

Yayasan Astra – Yayasan Amaliah Astra serves as a platform for social and religious development within Astra Group, aimed at strengthening the intellectual, emotional, and spiritual well-being of Astra employees and surrounding communities. In 2025, several key programs implemented by this foundation include:

1. **Amaliah Cerdas**, which includes the Amaliah Astra Scholarship Program, providing scholarships to 5,948 recipients across elementary, junior high school, senior high school, and university levels.
2. **Amaliah Berdaya**, which focuses on economic empowerment through an AC technician training program, achieving a total of 1,697 trained technician alumni as of 2025.
3. **Amaliah Peduli**, which encompasses several initiatives, including the construction of 10 drilled wells and sanitation facilities across six regions, the distribution of 1,021 sacrificial animals benefiting 34,366 recipients, the distribution of 1,012 copies of the Qur'an, and the Mokema Amaliah Astra service, which has facilitated 110 funeral transportation services for families of Astra Group employees.



Amaliah Berdaya: Pelatihan Teknisi AC Mendorong Kemandirian Ekonomi

Amaliah Berdaya: Empowering Economic Independence through AC Technician Training

Pada tahun 2025, Yayasan Astra – Yayasan Amaliah Astra bersama Grup Astra menyelenggarakan program Amaliah Berdaya: Pelatihan Teknisi AC untuk memberdayakan masyarakat usia produktif dari kelompok kurang mampu, putus sekolah, dan pengangguran melalui pelatihan perawatan dan perbaikan AC. Pasca pelatihan, alumni yang tergabung dalam komunitas Master AC memperoleh pembinaan lanjutan guna mendukung kemandirian usaha. Hingga tahun 2025, program ini telah menghasilkan 1.697 alumni teknisi AC, dengan 217 penerima manfaat pada tahun 2025 yang tersebar di delapan provinsi di Indonesia.

In 2025, Yayasan Astra – Yayasan Amaliah Astra, in collaboration with Astra Group, implemented the Amaliah Berdaya: AC Technician Training program to empower individuals of productive age from underprivileged communities, school dropouts, and the unemployed. The program provides training in air conditioning maintenance and repair to equip participants with practical technical skills that support income-generating opportunities. Following the training, graduates who join the Master AC community receive continued mentoring and support to help them develop independent businesses. As of 2025, the program has produced a total of 1,697 AC technician alumni, including 217 beneficiaries trained in 2025 across eight provinces in Indonesia.

Yayasan Astra – Yayasan Pendidikan Astra Michael D. Ruslim

Bidang Kegiatan: Pendidikan

Fields of Activity: Education

Yayasan Astra – Yayasan Pendidikan Astra Michael D. Ruslim berfokus pada peningkatan kualitas pendidikan dasar, menengah, hingga kejuruan di daerah 3T (Tertinggal, Terdepan, dan Terluar) melalui pendekatan pembinaan sekolah yang menyeluruh. Pada tahun 2025, beberapa program utama yang dilakukan oleh yayasan ini meliputi:

1. **Perluasan area pembinaan untuk peningkatan mutu pendidikan** melalui program pendampingan karakter (Karakter CerDAS) di 17 sekolah pada jenjang SD, SMP, dan SMK di Kabupaten Seram Bagian Barat, Provinsi Maluku.
2. **Peningkatan kualitas SDM** melalui: (i) pemberian beasiswa kuliah kepada 3 SMK Binaan dan beasiswa prestasi kepada 273 siswa, (ii) Program AKSI (Ajang Kewirausahaan Siswa Inovatif) menuju FIKSI (Festival Kewirausahaan Siswa Indonesia) dengan 3 karya mencapai tingkat nasional, (iii) pembinaan seni budaya hingga sekolah binaan tampil dalam ajang World Expo Osaka 2025, serta (iv) pembinaan tenun di 29 sekolah yang menghasilkan penjualan 216 produk senilai Rp116 Juta.

Yayasan Astra – Yayasan Pendidikan Astra Michael D. Ruslim focuses on improving the quality of primary, secondary, and vocational education in Indonesia's 3T (Disadvantaged, Frontier, and Outermost) regions through a comprehensive school development approach. In 2025, several key programs implemented by this foundation include:

1. **Expansion of education development areas** through the *Karakter CerDAS* character-building mentoring program, reaching 17 schools across elementary, junior high, and vocational levels in West Seram Regency, Maluku Province.
2. **Enhancement of human resource capacity** through several initiatives, including: (i) the provision of university scholarships for students from three fostered vocational schools and achievement scholarships for 273 students; (ii) the AKSI (Ajang Kewirausahaan Siswa Inovatif) program leading to participation in FIKSI (Festival Kewirausahaan Siswa Indonesia), with three student innovations reaching the national level; (iii) cultural arts development programs that enabled fostered schools to perform at World Expo Osaka 2025; and (iv) weaving development programs in 29 schools, resulting in the sale of 216 woven products with a total value of Rp116 million.



Centre of Excellence Bootcamp untuk Mencetak Future-Ready Talent

Center of Excellence Bootcamp to Develop Future-Ready Talent

Pada tahun 2025, Yayasan Astra – Yayasan Pendidikan Astra Michael D. Ruslim melakukan kolaborasi dengan Grup Astra melalui program Center of Excellence Bootcamp yang berfokus kepada pembinaan guru dari sekolah binaan Grup Astra yang diharapkan dapat mendukung terwujudnya siswa berkarakter dan *future-ready talent*. Program *knowledge-sharing* ini telah menjangkau lebih dari 500 guru sekolah binaan Grup Astra baik jenjang SD, SMP, dan SMA/SMK yang memperoleh pembelajaran praktis terkait penyusunan perangkat pembelajaran berbasis karakter yang kontekstual, serta pengenalan dan pemanfaatan *School Collaboration System* (SCS).

In 2025, Yayasan Astra – Yayasan Pendidikan Astra Michael D. Ruslim collaborated with Astra Group to implement the Center of Excellence Bootcamp, a program focused on strengthening the capacity of teachers from Astra Group fostered schools. The initiative aims to support the development of students with strong character and the competencies needed to become future-ready talent. Through this knowledge-sharing program, more than 500 teachers from Astra Group fostered schools across elementary, junior high, and senior high/vocational levels participated in practical learning sessions on developing contextual, character-based learning tools, as well as the introduction and utilization of the School Collaboration System (SCS).



Capaian 2025 2025 Achievement

Penerima Manfaat Beneficiaries

2,978

Guru
Teachers

40,068

Siswa
Students

Dana Disalurkan Funds Distributed

Rp38.81

Miliar
Billion

Sekolah Binaan Fostered Schools

184

Sekolah binaan di 9 Provinsi dan 18 Kabupaten (akumulasi hingga tahun 2025)

Fostered schools in 9 Provinces and 18 Regencies (accumulation until 2025)

Komitmen dan Progres

Commitment and Progress

SEOJK B.3

Topik | Topic

Kinerja 2025 | 2025 Performance

Astra 2030 Sustainability Aspirations



Pengembangan Masyarakat
Community Development

Menjangkau penerima manfaat melalui program pengembangan masyarakat dengan target 2,5 juta orang.
Reach 2.5 million people through our community development programs.

3.01

Juta penerima manfaat
Million beneficiaries



Ringkasan Inisiatif | Snapshot of Initiatives

- SATU Indonesia Awards
- Desa Sejahtera Astra
Astra Prosperous Village
- Nurani Astra
- Dukungan terhadap Program Pemerintah
Support for Government Programs
- Empat Bidang Kontribusi Sosial Berkelanjutan
Four Fields of Sustainable Social Contribution

Astra terus memperluas dampak kontribusi sosial dengan berfokus pada penguatan masyarakat di wilayah pedesaan dan memperkuat ketahanan masyarakat di berbagai daerah di Indonesia.

Astra continues to broaden the impact of its social contributions by prioritizing the development of rural areas and reinforcing community resilience across Indonesia.



Tentang Laporan

About the Report





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Batasan dan Ruang Lingkup Laporan

Reporting Boundaries and Scope

GRI 2-2



Periode Pelaporan Reporting Period

GRI 2-3

1 Januari – 31 Desember 2025, sesuai dengan tahun buku Laporan Keuangan Tahunan Astra 2025.

January 1 – December 31, 2025, in accordance with Astra's 2025 Annual Financial Report.



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.



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 2025.

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

* Data kuantitatif pada topik ini adalah data konsolidasi dari 228 perusahaan yang mencakup entitas induk dan anak perusahaan.

** Data kuantitatif pada topik ini merupakan data konsolidasi dari 198 perusahaan, yang mencakup entitas induk dan entitas anak. Terdapat entitas yang tidak termasuk dalam cakupan pelaporan topik ini, yaitu:

- Entitas yang diakuisisi setelah 1 Januari 2025 oleh Perseroan;
- Entitas yang beroperasi di luar Indonesia; serta
- Entitas yang memiliki tingkat kematangan data (*data maturity*) yang belum memadai, yaitu PT Pama Indo Mining, PT Sumbawa Jutaraya, PT Stargate Pasific Resources, dan PT Jakarta Pakar Kardia.

Perseroan telah menentukan bahwa kontribusi entitas yang beroperasi di luar Indonesia, serta entitas dengan tingkat kematangan data rendah dianggap tidak material terhadap data kuantitatif Perseroan. Selain itu, PT Bhumi Prama Arjasa tidak termasuk dalam pelaporan karena Perseroan tidak memiliki kendali operasional atas entitas tersebut.

*** Data kuantitatif pada topik ini adalah data konsolidasi yang mencakup 321 perusahaan terdiri dari entitas induk, anak perusahaan, ventura bersama, dan perusahaan asosiasi.

**** Data kuantitatif pada topik ini adalah data konsolidasi yang mencakup 321 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 228 companies that include parent and subsidiary entities.

** Quantitative data on this topic is consolidated from 198 companies, including both parent and subsidiary entities. The reporting scope excludes certain entities, which are:

- Entities acquired by the Company after 1 January 2025;
- Entities operating outside Indonesia; and
- Entities with insufficient data maturity, namely PT Pama Indo Mining, PT Sumbawa Jutaraya, PT Stargate Pasific Resources, and PT Jakarta Pakar Kardia.

Management has determined that the contributions from entities operating outside of Indonesia, as well as those with insufficient data maturity, are not material to the consolidated quantitative information. In addition, PT Bhumi Prama Arjasa is excluded from the reporting boundary as the Company does not exercise operational control over this entity.

*** Quantitative data on this topic are consolidated data covering 321 companies consisting of parent entities, subsidiaries, joint ventures, and associated companies.

**** Quantitative data on this topic are consolidated data covering 321 companies consisting of parent entities, subsidiaries, joint ventures, and associated companies, as well as social activities carried out by 9 Astra foundations.

Penyajian Kembali Informasi

Restatement of Information

GRI 2-4

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

1. Rata-rata jam pelatihan karyawan tahun 2024
2. Emisi biogenik tahun 2023 dan 2024
3. Intensitas emisi Scope 1 dan 2 tahun 2024
4. Intensitas energi tahun 2024
5. Intensitas limbah padat tahun 2024
6. Intensitas limbah cair tahun 2024
7. Intensitas serta penurunan intensitas pengambilan air tahun 2024

Astra juga melakukan penyesuaian pada Laporan Keuangan tahun 2024 sesuai dengan disyaratkan oleh PSAK 117 - Kontrak Asuransi. Penyesuaian ini menyebabkan perubahan pada:

1. Pendapatan bersih tahun 2024
2. Jumlah aset tahun 2024
3. Jumlah liabilitas tahun 2024
4. Jumlah ekuitas tahun 2024

In order to enhance the quality, accuracy, and comparability of the information and data disclosed, Astra refined and improved the accuracy of its data collection and calculation methodology. As a result of this process, several data adjustments (*restatements*) were made as follows:

1. Average employee training hours in 2024
2. Biogenic emissions in 2023 and 2024
3. Scope 1 and 2 emission intensity in 2024
4. Energy intensity in 2024
5. Solid waste intensity in 2024
6. Wastewater intensity in 2024
7. Water withdrawal intensity and its reduction in 2024

Astra also made adjustments to the 2024 Financial Statements in accordance with the requirements of PSAK 117 - Insurance Contracts. These adjustments resulted in changes to:

1. Net revenue in 2024
2. Total assets in 2024
3. Total liabilities in 2024
4. Total equity in 2024

Asurans Terbatas oleh Pihak Eksternal

Limited Assurance by an External Party

SEOJK G.1 | GRI 2-5

Astra memastikan kualitas dan kredibilitas Laporan Keberlanjutan 2025 melalui pelaksanaan proses asurans terbatas oleh auditor eksternal independen sesuai dengan Standar Perikatan Asurans (SPA) 3000 (Revisi), Perikatan Asurans Selain Audit atau Reviu atas Informasi Keuangan Historis ("SPA 3000 (Revisi)") dan Standar Perikatan Asurans 3410, Perikatan Asurans atas Pelaporan Gas Rumah Kaca ("SPA 3410") yang diterbitkan oleh Institut Akuntan Publik Indonesia. Dalam proses asurans tersebut, data emisi Gas Rumah Kaca (GRK) turut divalidasi dengan mengacu pada Standar Akuntansi Protokol Emisi Gas Rumah Kaca (Edisi

Astra ensured the quality and credibility of its 2025 Sustainability Report through the implementation of a limited assurance engagement conducted by an independent external auditor in accordance with Standard on Assurance Engagements (SPA) 3000 (Revised), Assurance Engagements other than Audits or Reviews of Historical Financial Information ("SPA 3000 (Revised)") and Standard on Assurance Engagements 3410, Assurance Engagements on Greenhouse Gas Statements ("SPA 3410") issued by Indonesian Institute of Certified Public Accountants. As part of the assurance process, Greenhouse Gas (GHG) emissions data were validated with reference to the

Revisi) serta Standar GRI. Adapun metrik-metrik yang dilakukan proses asurans tercantum dalam Informasi Keberlanjutan Terpilih yang Diberikan Asurans secara Independen pada halaman 241.

Dalam pemilihan auditor eksternal, Astra menerapkan proses seleksi dan evaluasi yang melibatkan persetujuan Direksi, serta memastikan bahwa hubungan dengan auditor eksternal tetap independen dan bebas dari benturan kepentingan. Kesimpulan dari proses asurans terbatas tersedia pada halaman 243.

Greenhouse Gas Protocol Accounting Standards (Revised Edition) and the GRI Standards. The metrics subject to assurance are presented in the Selected Sustainability Information Independently Assured section on page 241.

In selecting the external auditor, Astra applied a selection and evaluation process that involved the approval of the Board of Directors, while ensuring that the relationship with the external auditor remained independent and free from conflicts of interest. The conclusion of the limited assurance engagement is available on page 243.

Tanggapan atas Umpan Balik yang Diterima untuk Laporan Sebelumnya

Responses to Feedback Received for the Previous Report

SEOJK G.3

Astra menerima masukan dari pemangku kepentingan mengenai penyajian data emisi dalam Laporan Keberlanjutan 2024. Masukan tersebut telah ditindaklanjuti dalam laporan tahun ini.

Astra received stakeholder feedback on the presentation of emission data in the 2024 Sustainability Report. This feedback has been addressed in this year's report.

Umpan Balik

Feedback

SEOJK G.3 GRI 2-3

Astra menyambut baik saran, kritik, masukan, dan rekomendasi terkait Laporan Keberlanjutan Astra 2025 sebagai sarana peningkatan kualitas laporan ke depan. Pertanyaan dan informasi lebih lanjut mengenai laporan ini dapat ditujukan kepada:

Astra welcomes suggestions, criticisms, feedback, and recommendations regarding the 2025 Sustainability Report as a means to enhance future report quality. For inquiries and further information about this report, please contact:

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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 $(\text{jumlah total kecelakaan terkait pekerjaan berkonsekuensi tinggi} \times 1.000.000) / \text{total jam kerja}$.

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 a 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 derived from the contractual working hours of all employees and contractors in one year, including average overtime hours, and excluding paid annual leave, rest days, and statutory 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 represents the number of work-related injuries per 500 full-time workers over a one-year period, 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 $(\text{total number of high-consequence work-related accidents} \times 1,000,000) / \text{total working hours}$.

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.

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 pada saat pulang-pergi bekerja dengan transportasi yang tidak dikelola oleh perusahaan, 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 (ESDM) Republik Indonesia, 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 ESDM Republik Indonesia.
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.

The factor of 1,000,000 represents the number of work-related accidents per 500 full-time workers over a one-year period, based on the assumption that one full-time worker works 2,000 hours per year.

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 represents the number of work-related accidents per 500 full-time workers over a one-year period, 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 occurring outside working hours, occupational diseases, accidents during commuting to and from work with transportation not managed by the company, fire incidents, and fire and property damage in connection with the Group's business activities.

GHG Emissions

1. Scope 1 GHG emissions arise 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 (MEMR), 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 includes 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, as well as regional or national sources and the MEMR of the Republic of Indonesia.
5. Carbon credits represent GHG emission reduction efforts undertaken by the Company and/or activities to compensate for emissions carried out elsewhere. The carbon credits calculated refer to GHG Emission Reduction Certificates (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. Emisi biogenik yang dilaporkan berasal dari penggunaan bahan bakar *biofuel* serta bahan bakar cangkang dan serabut hasil perkebunan kelapa sawit.

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.

6. Biogenic emissions reported come from the use of *biofuel* and fuel made from palm oil plantation shells and fibers.

Energy

1. Energy consumption represents the total of stationary and mobile combustion. 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 shell and fiber from oil palm plantations.

Waste

1. Total reported waste consists of solid and wastewater. Waste generation 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 refers to residue from business activities that does not contain hazardous and toxic materials.
3. Hazardous solid and wastewater refers to waste that meets the criteria outlined in Indonesian regulations or the Basel Convention.



Lampiran

Appendix

Astra 2030 Sustainability Aspirations Target Tracker

SEOJK F.3



Portfolio Roadmap

Distinct & Balanced
Businesses



		Target 2030 2030 Target	Pencapaian 2023 2023 Achievements	Pencapaian 2024 2024 Achievements	Pencapaian 2025 2025 Achievements
	Menurunkan emisi gas rumah kaca Grup Astra scope 1 dan 2 dari <i>baseline</i> 2019 Reduce group-wide scope 1 and 2 greenhouse gas compared to 2019 baseline	Penurunan sebesar Reduction 30%	Penurunan sebesar Reduction 13.96%*	Penurunan sebesar Reduction 17.41%*	Penurunan sebesar Reduction 18.15%*
	Meningkatkan bauran energi terbarukan Increase renewable energy mix	Mencapai Reaching 50%	Mencapai Reaching 44.63%	Mencapai Reaching 44%	Mencapai Reaching 48.42%
	Mengurangi intensitas pengambilan air dari <i>baseline</i> 2019 Reduce water withdrawal intensity compared to 2019 baseline	Penurunan sebesar Reduction 15%	Penurunan sebesar Reduction 23.66%	Penurunan sebesar Reduction 28.00%**	Penurunan sebesar Reduction 29.76%
	Daur ulang dan pemulihan limbah padat Solid waste recycling and recovery	Mencapai hingga Achieving 99%	Mencapai hingga Achieving 98.67%	Mencapai hingga Achieving 98.92%	Mencapai hingga Achieving 98.85%
	Meningkatkan pendapatan non-batu bara Increase non-coal revenues	88% Pendapatan non-batu bara Non-coal revenues	73% Pendapatan non-batu bara Non-coal revenues	75% Pendapatan non-batu bara Non-coal revenues	76% Pendapatan non-batu bara Non-coal revenues

Catatan:

- * Angka penurunan emisi gas rumah kaca merupakan angka *net emission* yang diperoleh setelah dikurangi dari efisiensi energi, pemanfaatan energi terbarukan, serta pembelian *Renewable Energy Certificate* (REC) dan kredit karbon.
- ** Terdapat penyajian kembali angka penurunan intensitas pengambilan air tahun 2024 seiring dengan penyajian kembali angka pembagi intensitas yaitu angka pendapatan bersih Astra tahun 2024 karena penyesuaian sesuai dengan disyaratkan oleh PSAK 117 - Kontrak Asuransi.

Note:

- * 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 Renewable Energy Certificate (REC) and carbon credit purchases.
- ** There is a restatement of the 2024 water withdrawal intensity reduction figures, resulting from a restatement of the intensity denominator, namely Astra's 2024 net revenue, following adjustments in accordance with PSAK 117 - Insurance Contracts.



People Roadmap

Employee Experience Focused



	Target 2030 2030 Target	Pencapaian 2023 2023 Achievements	Pencapaian 2024 2024 Achievements	Pencapaian 2025 2025 Achievements
Keberagaman dan inklusivitas karyawan yang berfokus pada gender Employee diversity and inclusion focusing on gender	Mendukung keberagaman dan inklusivitas karyawan Champion actions to support employee diversity and inclusion	Menjalankan program Gender Diversity & Inclusion for Leaders, Women Leaders Development Program, dan <i>employer branding</i> terkait keberagaman dan inklusivitas Implementing the Gender Diversity & Inclusion for Leaders program, the Women Leaders Development Program, and employer branding initiatives related to diversity and inclusivity	5,112 Karyawan wanita pada level <i>supervisor</i> ke atas, atau setara dengan 19,35% dari total karyawan yang berada pada level <i>supervisor</i> ke atas di Grup Astra Female employees at the supervisor level and above, or equivalent to 19.35% of the total Astra Group employees at supervisor level and above	5,451 Karyawan wanita pada level <i>supervisor</i> ke atas, atau setara dengan 20,33% dari total karyawan yang berada pada level <i>supervisor</i> ke atas di Grup Astra Female employees at the supervisor level and above, or equivalent to 20.33% of the total Astra Group employees at supervisor level and above
Mencapai zero fatality tenaga kerja dan pengurangan 60% tingkat <i>lost-time injury</i> karyawan Grup Astra dari <i>baseline</i> 2019 Achieve group-wide zero workforce fatalities and 60% reduction in employees' lost-time injury rate compared to 2019 baseline	Pengurangan Reduction 60%	Pengurangan Reduction 64%	Pengurangan Reduction 68%	Pengurangan Reduction 88%
Keberagaman dan inklusivitas di level eksekutif, Direksi, dan Dewan Komisaris yang berfokus pada gender Board and executive leadership diversity and inclusion focusing on gender	Mendukung keberagaman dan inklusivitas di level eksekutif, Direksi, dan Dewan Komisaris Champion actions that support board and executive leadership diversity and inclusion	Mengembangkan Program Astra Women Network Developing Astra Women Network Program	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 Astra Group	33 Wanita menjabat sebagai Direksi, atau setara dengan 17,37% dari total Direksi di Grup Astra Women hold Director positions, or 17.37% of the total number of Directors at Astra Group



Public Contribution Roadmap

Empowered Communities



	Target 2030 2030 Target	Pencapaian 2023 2023 Achievements	Pencapaian 2024 2024 Achievements	Pencapaian 2025 2025 Achievements
Menjangkau penerima manfaat melalui program pengembangan masyarakat Reach people through our community development programs	2.5 Juta Million Penerima manfaat Beneficiaries	2.27 Juta Million Penerima manfaat Beneficiaries	2.63 Juta Million Penerima manfaat Beneficiaries	3.01 Juta Million Penerima manfaat Beneficiaries



Penggerak Utama

Key Enabler

Terus memperkuat tata kelola perusahaan kami dengan standar internasional

Continue to strengthen our corporate governance to international standards

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

SEOJK G.4

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GRI 1 yang Digunakan GRI 1 Used	GRI 1: Landasan 2021 GRI 1: Foundation 2021
Standar Sektor yang Digunakan Applicable GRI Sector Standard(s)	Tidak dapat diterapkan Not Applicable

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	2-22	Pernyataan tentang strategi pembangunan berkelanjutan Statement of sustainable development strategy	19-29		
	2-23	Komitmen kebijakan Policy commitments	70, 74-76		
	2-24	Menanamkan komitmen kebijakan Embedding policy commitments	38, 47-49, 70, 72, 74-76, 99		
	2-25	Proses untuk memperbaiki dampak negatif Processes to remediate negative impacts	47-49		
	2-26	Mekanisme untuk mencari nasihat dan mengemukakan masalah Mechanisms for seeking advice and raising concerns	75		
	2-27	Kepatuhan terhadap hukum dan peraturan Compliance with laws and regulations	75-76		
	2-28	Asosiasi keanggotaan Membership associations	33-34		
	2-29	Pendekatan untuk keterlibatan pemangku kepentingan Approach to stakeholder engagement	53-55		
	2-30	Perjanjian perundingan kolektif Collective bargaining agreements	167-168		
GRI 3: Topik Material Material Topics					
GRI 3: Topik Material 2021 Material Topics 2021	3-1	Proses untuk menentukan topik material Process to determine material topics	50-53		
	3-2	Daftar topik material List of material topics	51		
Kinerja Ekonomi Economic Performance					
GRI 3: Topik Material 2021 Material Topics 2021	3-3	Pengelolaan topik-topik material Management of material topics	168		
GRI 201: Kinerja Ekonomi 2016 GRI 201: Economic Performance 2016	201-1	Nilai ekonomi langsung yang dihasilkan dan didistribusikan Direct economic value generated and distributed	Laporan Keuangan FY2025 Financial Statement FY2025		
	201-2	Implikasi finansial serta risiko dan peluang lain akibat dari perubahan iklim Financial implications and other risks and opportunities due to climate change	116-120		

Standar GRI GRI Standard		Pengungkapan Disclosure	Halaman Page	Hal yang Tidak Dicantumkan Omission		
				Persyaratan Requirement(s)	Alasan Reason	Penjelasan Explanation
	201-3	Kewajiban program pensiun manfaat pasti dan program pensiun lainnya Defined benefit plan obligations and other retirement plans	168-169			
	201-4	Bantuan finansial yang diterima dari pemerintah Financial assistance received from government	-	Bantuan finansial yang diterima dari pemerintah Financial assistance received from government	Informasi belum tersedia Information unavailable	Astra saat ini sedang dalam tahap memastikan bahwa informasi terkait ini dapat disediakan dalam laporan yang akan datang Astra is currently in the process of ensuring that the relevant information can be provided in future reports
Dampak Ekonomi Tidak Langsung Indirect Economic Impacts						
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3	Manajemen topik material Management of material topics	194-197			
GRI 203: Dampak Ekonomi Tidak Langsung 2016 GRI 203: Indirect Economic Impacts 2016	203-1	Investasi infrastruktur dan dukungan layanan Infrastructure investments and services supported	194-197, 208-209			
	203-2	Dampak ekonomi tidak langsung yang signifikan Significant indirect economic impacts	191, 194-197, 206-207			
Praktik Pengadaan Procurement Practices						
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3	Manajemen topik material Management of material topics	99			
GRI 204: Praktik Pengadaan 2016 GRI 204: Procurement Practices 2016	204-1	Proporsi pengeluaran untuk pemasok lokal Proportion of spending on local suppliers	11, 99			
Energi Energy						
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3	Manajemen topik material Management of material topics	129-132			
GRI 302: Energi 2016 GRI 302: Energy 2016	302-1	Konsumsi energi dalam organisasi Energy consumption within the organization	130-131			
	302-2	Konsumsi energi di luar organisasi Energy consumption outside of the organization	-	Konsumsi energi di luar organisasi Energy consumption outside of the organization	Informasi belum tersedia Information unavailable	Astra masih dalam tahap menginventarisasi konsumsi energi Grup Astra dari luar Grup Astra Astra is still in the phase of inventarizing the Group's Energy consumption outside of the organization
	302-3	Intensitas energi Energy intensity	131			
	302-4	Pengurangan konsumsi energi Reduction of energy consumption	122, 132			

Standar GRI GRI Standard	Pengungkapan Disclosure	Halaman Page	Hal yang Tidak Dicantumkan Omission		
			Persyaratan Requirement(s)	Alasan Reason	Penjelasan Explanation
	302-5	Pengurangan pada energi yang dibutuhkan untuk produk dan jasa Reductions in energy requirements of products and services	122, 132		
Air dan Efluen Water and Effluents					
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3	Manajemen topik material Management of material topics	138-141		
GRI 303: Air dan Efluen 2018 GRI 303: Water and Effluents 2018	303-1	Interaksi dengan air sebagai sumber daya bersama Interactions with water as a shared resource	138-141		
	303-2	Manajemen dampak yang berkaitan dengan pembuangan air Management of water discharge-related impacts	138-141		
	303-3	Pengambilan air Water withdrawal	139		
	303-4	Pembuangan air Water discharge	140	Pembuangan air Water discharge	Informasi belum tersedia Information unavailable Astra masih dalam tahap penyelarasan data pembuangan air Grup Astra Astra is still in the process of aligning water discharge data across the Astra Group
	303-5	Konsumsi air Water consumption	-	Konsumsi air Water consumption	Informasi belum tersedia Information unavailable Astra masih dalam tahap penyelarasan data konsumsi air Grup Astra Astra is still in the process of aligning water consumption data across the Astra Group
Emisi Emissions					
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3	Manajemen topik material Management of material topics	52-53, 123-128		
GRI 305: Emisi 2016 GRI 305: Emissions 2016	305-1	Emisi GRK (Cakupan 1) langsung Direct (Scope 1) GHG emissions	124		
	305-2	Emisi energi GRK (Cakupan 2) tidak langsung Energy indirect (Scope 2) GHG emissions	124		
	305-3	Emisi GRK (Cakupan 3) tidak langsung lainnya Other indirect (Scope 3) GHG emissions	-	Emisi GRK (Cakupan 3) tidak langsung lainnya Other indirect (Scope 3) GHG emissions	Informasi belum tersedia Information unavailable Astra masih dalam fase melakukan inventarisasi emisi GRK cakupan 3 Astra is still in the phase of inventarizing the scope 3 GHG emission
	305-4	Intensitas emisi GRK GHG emissions intensity	124		
	305-5	Pengurangan emisi GRK Reduction of GHG emissions	122, 132		

Standar GRI 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) Emissions of ozone-depleting substances (ODS)	-	Emisi dari Ozon - Depleting Substances (ODS) Emissions of Ozone - Depleting Substances (ODS)	Informasi belum tersedia Information unavailable	Astra masih dalam fase melakukan inventarisasi emisi ODS Astra is still in the phase of inventarizing the ODS emission
	305-7 Nitrogen oksida (NOx), belerang oksida (SOx), dan emisi udara signifikan lainnya Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	-	Nitrogen oksida (NOx), belerang oksida (SOx) dan emisi udara lainnya yang signifikan Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions	Informasi belum tersedia Information unavailable	Astra masih dalam fase melakukan inventarisasi emisi lainnya Astra is still in the phase of inventarizing other emissions
Limbah Waste					
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3 Manajemen topik material Management of material topics	133-137			
GRI 306: Limbah 2020 GRI 306: Waste 2020	306-1 Timbulan limbah dan dampak signifikan terkait limbah Waste generation and significant waste-related impacts	133			
	306-2 Manajemen dampak signifikan terkait limbah Management of significant waste-related impacts	133-134, 136-137			
	306-3 Timbulan limbah Waste generated	135, 140			
	306-4 Limbah yang dialihkan dari pembuangan akhir Waste diverted from disposal	135, 140			
	306-5 Limbah yang dikirimkan ke pembuangan akhir Waste directed to disposal	135, 140			
Ketenagakerjaan Employment					
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3 Manajemen topik material Management of material topics	158-159			
GRI 401: Ketenagakerjaan 2016 GRI 401: Employment 2016	401-1 Perekrutan karyawan baru dan pergantian karyawan New employee hires and employee turnover	159			
	401-2 Tunjangan yang diberikan kepada karyawan purnawaktu yang tidak diberikan kepada karyawan pada kurun waktu tertentu atau paruh waktu Benefits provided to full-time employees that are not provided to temporary or part-time employees	166			
	401-3 Cuti melahirkan Parental leave	169	Cuti melahirkan Parental leave	Informasi belum tersedia Information unavailable	Astra masih dalam fase melakukan inventarisasi kuantitatif data untuk pengungkapan ini Astra is still in the phase of inventarizing quantitative data for this disclosure

Standar GRI GRI Standard	Pengungkapan Disclosure	Halaman Page	Hal yang Tidak Dicantumkan Omission		
			Persyaratan Requirement(s)	Alasan Reason	Penjelasan Explanation
Keselamatan dan Kesehatan Kerja Occupational Health and Safety					
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3	Manajemen topik material Management of material topics	52-53, 172-181		
GRI 403: Kesehatan dan Keselamatan Kerja 2018 GRI 403: Occupational Health and Safety 2018	403-1	Sistem manajemen kesehatan dan keselamatan kerja Occupational health and safety management system	172, 180		
	403-2	Pengidentifikasian bahaya, penilaian risiko, dan investigasi insiden Hazard identification, risk assessment, and incident investigation	176-177		
	403-3	Layanan kesehatan kerja Occupational health services	178		
	403-4	Partisipasi, konsultasi, dan komunikasi pekerja tentang kesehatan dan keselamatan kerja Worker participation, consultation, and communication on occupational health and safety	177		
	403-5	Pelatihan pekerja mengenai kesehatan dan keselamatan kerja Worker training on occupational health and safety	177-178		
	403-6	Peningkatan kualitas kesehatan pekerja Promotion of worker health	178		
	403-7	Pencegahan dan mitigasi dampak-dampak kesehatan dan keselamatan kerja yang secara langsung terkait hubungan bisnis Prevention and mitigation of occupational health and safety impacts directly linked by business relationship	175, 177		
	403-8	Pekerja yang tercakup dalam sistem manajemen kesehatan dan keselamatan kerja Workers covered by an occupational health and safety management system	172		
	403-9	Kecelakaan kerja Work-related injuries	176-177, 179-180		
	403-10	Penyakit akibat kerja Work-related ill health	176, 178-180		
Pelatihan dan Pendidikan Training and Education					
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3	Manajemen topik material Management of material topics	160-165		
GRI 404: Pelatihan dan Pendidikan 2016 GRI 404: Training and Education 2016	404-1	Rata-rata jam pelatihan per tahun per karyawan Average hours of training per year per employee	164		
	404-2	Program untuk meningkatkan keterampilan karyawan dan program bantuan peralihan Programs for upgrading employee skills and transition assistance programs	164-165, 168-169		
	404-3	Persentase karyawan yang menerima tinjauan rutin terhadap kinerja dan pengembangan karier Percentage of employees receiving regular performance and career development reviews	167		
Keanekaragaman dan Kesempatan yang Setara Diversity and Equal Opportunity					
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3	Manajemen topik material Management of material topics	149-150		

Standar GRI GRI Standard	Pengungkapan Disclosure	Halaman Page	Hal yang Tidak Dicantumkan Omission		
			Persyaratan Requirement(s)	Alasan Reason	Penjelasan Explanation
GRI 405: Keanekaragaman dan Peluang Setara 2016	405-1	Keanekaragaman badan tata kelola dan karyawan Diversity of governance bodies and employees	149-152		
GRI 405: Diversity and Equal Opportunity 2016	405-2	Rasio gaji pokok dan remunerasi perempuan dibandingkan laki-laki Ratio of basic salary and remuneration of women to men	-		
Keanekaragaman dan Kesempatan yang Setara Diversity and Equal Opportunity					
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3	Manajemen topik material Management of material topics	186, 189-215		
GRI 413: Masyarakat Lokal 2016 GRI 413: Local Communities 2016	413-1	Operasi dengan keterlibatan masyarakat lokal, penilaian dampak, dan program pengembangan Operations with local community engagement, impact assessments, and development programs	186, 189-215		
	413-2	Operasi yang secara aktual dan yang berpotensi memiliki dampak negatif signifikan terhadap masyarakat lokal Operations with significant actual and potential negative impacts on local communities	-	Rasio gaji pokok dan remunerasi perempuan dibandingkan laki-laki Ratio of basic salary and remuneration of women to men"	Batasan kerahasiaan Confidentiality constraints "Berisi informasi rahasia termasuk data sensitif atau pribadi yang tidak dimaksudkan untuk diungkapkan kepada publik atau individu yang tidak berwenang Contains confidential information, including any sensitive or private data that is not meant to be disclosed to the public or unauthorized individuals"
Pemasaran dan Pelabelan Marketing and Labeling					
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3	Manajemen topik material Management of material topics	95-97		
GRI 417: Pemasaran dan Pelabelan 2016 GRI 417: Marketing and Labeling 2016	417-1	Persyaratan untuk pelabelan dan informasi produk dan jasa Requirements for product and service information and labeling	95-97		
	417-2	Insiden ketidakpatuhan terkait informasi dan pelabelan produk dan jasa Incidents of non-compliance concerning product and service information and labeling	-	Insiden ketidakpatuhan terkait informasi dan pelabelan produk dan jasa Incidents of noncompliance concerning product and service information and labeling	Batasan kerahasiaan Confidentiality constraints Berisi informasi rahasia termasuk data sensitif atau pribadi yang tidak dimaksudkan untuk diungkapkan kepada publik atau individu yang tidak berwenang Contains confidential information, including any sensitive or private data that is not meant to be disclosed to the public or unauthorized individuals"

Standar GRI GRI Standard	Pengungkapan Disclosure	Halaman Page	Hal yang Tidak Dicantumkan Omission		
			Persyaratan Requirement(s)	Alasan Reason	Penjelasan Explanation
	417-3 Insiden ketidakpatuhan terkait komunikasi pemasaran Incidents of non-compliance concerning marketing communications	-	Insiden ketidakpatuhan terkait komunikasi pemasaran Incidents of non-compliance concerning marketing communications	Batasan kerahasiaan Confidentiality constraints	Berisi informasi rahasia termasuk data sensitif atau pribadi yang tidak dimaksudkan untuk diungkapkan kepada publik atau individu yang tidak berwenang Contains confidential information, including any sensitive or private data that is not meant to be disclosed to the public or unauthorized individuals
Privasi Pelanggan Customer Privacy					
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3 Manajemen topik material Management of material topics	78-84			
GRI 418: Privasi Pelanggan 2016 GRI 418: Customer Privacy 2016	418-1 Pengaduan yang berdasar mengenai pelanggaran terhadap privasi pelanggan dan hilangnya data pelanggan Substantiated complaints concerning breaches of customer privacy and losses of customer data	84			

Topik dalam Standar Sektor GRI yang Berlaku Dianggap Tidak Material

Topics in the Applicable GRI Sector Standards Determined as Not Material

Topik Topic	Penjelasan Explanation
Belum terdapat standar sektor yang tersedia untuk PT Astra International Tbk sebagai perusahaan induk. No Sector Standard available yet for PT Astra International Tbk as a holding company.	

Topik dalam Standar Sektor GRI yang Berlaku Dianggap Tidak Material

Topics in the Applicable GRI Sector Standards Determined as Not Material

GRI Standard	Pengungkapan Disclosure	Halaman Page
GRI 202: Keberadaan Pasar 2016 Market Presence 2016	202-1 Rasio standar upah karyawan entry-level berdasarkan jenis kelamin terhadap upah minimum regional Ratios of standard entry-level wage by gender compared to local minimum wage	166, 168
GRI 205: Anti-Korupsi 2016 Anti-Corruption 2016	205-2 Komunikasi dan pelatihan tentang kebijakan dan prosedur anti-korupsi Communication and training about anti-corruption policies and procedures	76-77
	205-3 Insiden korupsi yang terbukti dan tindakan yang diambil Proven corruption incidents and actions taken	77
GRI 207: Pajak 2016 Tax 2016	207-1 Pendekatan terhadap pajak Approach to tax	77-78
	207-2 Tata kelola, pengendalian dan manajemen risiko pajak Tax governance, control and risk management	78

GRI Standard	Pengungkapan Disclosure	Halaman Page
	207-3 Keterlibatan pemangku kepentingan dan pengelolaan perhatian yang berkaitan dengan pajak Stakeholder engagement and management of concerns related to tax	78
GRI 308: Penilaian Pemasok Lingkungan 2016 Supplier Environmental Assessment 2016	308-1 Seleksi pemasok baru dengan menggunakan kriteria lingkungan New suppliers that were screened using environmental criteria	99
GRI 406: Non-diskriminasi 2016 Non-discrimination 2016	406-1 Insiden diskriminasi dan tindakan perbaikan yang dilakukan Incidents of discrimination and corrective actions taken	167
GRI 414: Evaluasi Kinerja sosial Ketenagakerjaan Pemasok 2016 Supplier Social Assessment 2016	414-1 Seleksi pemasok baru dengan menggunakan kriteria sosial New suppliers that were screened using social criteria	99
GRI 416: Kesehatan dan Keselamatan Pelanggan 2016 Customer Health and Safety 2016	416-1 Penilaian dampak kesehatan dan keselamatan dari berbagai kategori produk dan jasa Assessment of the health and safety impacts of product and service categories	98

Informasi Keberlanjutan Terpilih yang Diberikan Asurans secara Independen Selected Sustainability Information Independently Assured

SEOJK G.1 GRI 2-5

Informasi Keberlanjutan Sustainability Information	Satuan Unit	Angka untuk tahun yang berakhir pada 31 Desember 2025 Amount for the year ended 31 December 2025
Total gross emisi gas rumah kaca ("GRK") (Scope 1 dan 2) Total gross greenhouse gas ("GHG") emissions (Scope 1 and 2)	Ton CO ₂ eq	4,725,860
Kredit karbon Carbon credits	Ton CO ₂ eq	289,020
Total konsumsi energi Total energy consumption	Gigajoule	91,213,490
Total limbah (tidak termasuk limbah cair non-B3) ⁹⁾ Total waste (excluding non-hazardous liquid waste) ⁹⁾	Ton	2,558,661
Jumlah kejadian fatalitas di tempat kerja - karyawan Number of fatalities in workplace - employees	Kejadian Case(s)	3
Jumlah kejadian fatalitas di tempat kerja - kontraktor Number of fatalities in workplace - contractors	Kejadian Case(s)	3
Jumlah <i>high consequence work-related injury</i> - karyawan Number of high consequence work-related injury - employees	Kejadian Case(s)	3
Jumlah <i>high consequence work-related injury</i> - kontraktor Number of high consequence work-related injury - contractors	Kejadian Case(s)	5
Jumlah <i>recordable work-related injury</i> – karyawan Number of recordable work-related injury – employees	Kejadian Case(s)	117
Jumlah <i>recordable work-related injury</i> – kontraktor Number of recordable work-related injury – contractors	Kejadian Case(s)	320

Informasi Keberlanjutan Sustainability Information	Satuan Unit	Angka untuk tahun yang berakhir pada 31 Desember 2025 Amount for the year ended 31 December 2025
Jumlah <i>lost-time injury frequency</i> – karyawan Number of lost-time injury frequency – employees	Kejadian Case(s)	28
Jumlah <i>lost-time injury frequency</i> – kontraktor Number of lost-time injury frequency – contractors	Kejadian Case(s)	37
Jumlah <i>high consequence work-related injury rate</i> – karyawan Total high consequence work-related injury rate – employees	Jumlah kejadian per 1.000.000 jam kerja Number of cases per 1,000,000 manhours	0.010
Jumlah <i>high consequence work-related injury rate</i> – kontraktor Total high consequence work-related injury rate – contractors	Jumlah kejadian per 1.000.000 jam kerja Number of cases per 1,000,000 manhours	0.027
Jumlah <i>recordable work-related injury rate</i> – karyawan Total recordable work-related injury rate – employees	Jumlah kejadian per 1.000.000 jam kerja Number of cases per 1,000,000 manhours	0.386
Jumlah <i>recordable work-related injury rate</i> – kontraktor Total recordable work-related injury rate – contractors	Jumlah kejadian per 1.000.000 jam kerja Number of cases per 1,000,000 manhours	1.735
<i>Lost-time injury frequency rate</i> – karyawan Lost-time injury frequency rate – employees	Jumlah kejadian per 1.000.000 jam kerja Number of cases per 1,000,000 manhours	0.092
<i>Lost-time injury frequency rate</i> – kontraktor Lost-time injury frequency rate – contractors	Jumlah kejadian per 1.000.000 jam kerja Number of cases per 1,000,000 manhours	0.201

*) Penjumlahan dari limbah cair B3 *diverted* sebesar 23,22 x 10³ ton, limbah cair B3 *disposed* sebesar 0,16 x 10³ ton (halaman 140) dan total limbah padat sebesar 2.535,28 x 10³ ton (halaman 135)

Represent the total of hazardous liquid waste diverted of 23.22 x 10³ ton, hazardous liquid waste disposed of 0.16 x 10³ ton (page 140) and solid waste of 2,535.28 x 10³ ton (page 135)

Pernyataan Asurans Independen

Independent Assurance Statement

SEOJK G.1 GRI 2-5



Laporan/Report No. N20260401003/DC2/BTR/2026

Laporan asurans independen dengan keyakinan terbatas atas informasi keberlanjutan PT Astra International Tbk

Kepada Direksi
PT Astra International Tbk

Kami telah melakukan suatu perikatan keyakinan terbatas atas informasi keberlanjutan dari PT Astra International Tbk dan entitas anaknya ("Grup") yang dimuat pada bagian "Informasi Keberlanjutan Terpilih yang Diberikan Asurans secara Independen" pada Laporan Keberlanjutan 2025 Grup ("Informasi Keberlanjutan yang Diidentifikasi") untuk tahun yang berakhir pada tanggal 31 Desember 2025.

Informasi Keberlanjutan yang Diidentifikasi

Informasi Keberlanjutan yang Diidentifikasi untuk tahun yang berakhir pada tanggal 31 Desember 2025 dirangkum sebagai berikut:

Informasi Keberlanjutan yang Diidentifikasi	Satuan
Total gross emisi gas rumah kaca ("GRK") (Scope 1 dan 2)	Ton CO ₂ eq
Kredit karbon	Ton CO ₂ eq
Total konsumsi energi	Gigajoule
Total limbah (tidak termasuk limbah cair non-B3)	Ton
Jumlah kejadian fatalitas di tempat kerja – karyawan	Kejadian
Jumlah kejadian fatalitas di tempat kerja – kontraktor	
Jumlah <i>high consequence work-related injury</i> – karyawan	
Jumlah <i>high consequence work-related injury</i> – kontraktor	
Jumlah <i>recordable work-related injury</i> – karyawan	
Jumlah <i>recordable work-related injury</i> – kontraktor	

Independent practitioner's limited assurance report on PT Astra International Tbk's sustainability information

To the Board of Directors of PT Astra International Tbk

We have conducted a limited assurance engagement on the sustainability information of PT Astra International Tbk and subsidiaries (the "Group") included in the "Selected Sustainability Information Independently Assured" section of the Group's 2025 Sustainability Report (the "Identified Sustainability Information") for the year ended 31 December 2025.

Identified Sustainability Information

The Identified Sustainability Information for the year ended 31 December 2025 is summarised below:

Identified Sustainability Information	Units
Total gross greenhouse gas ("GHG") emission (Scope 1 and 2)	Ton CO ₂ eq
Carbon credits	Ton CO ₂ 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	

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Nomor Izin Usaha: KEP-315/KM.1/2024.

Informasi Keberlanjutan yang Diidentifikasi	Satuan
Jumlah <i>lost-time injury frequency</i> – karyawan	Kejadian
Jumlah <i>lost-time injury frequency</i> – kontraktor	
Jumlah <i>high consequence work-related injury rate</i> – karyawan	Jumlah kejadian per 1.000.000 jam kerja
Jumlah <i>high consequence work-related injury rate</i> – kontraktor	
Jumlah <i>recordable work-related injury rate</i> – karyawan	
Jumlah <i>recordable work-related injury rate</i> – kontraktor	
<i>Lost-time injury frequency rate</i> – karyawan	
<i>Lost-time injury frequency rate</i> – kontraktor	

Identified Sustainability Information	Units
<i>Number of lost-time injury frequency – employees</i>	Case(s)
<i>Number of lost-time injury frequency – contractors</i>	
<i>Total high consequence work-related injury rate – employees</i>	Number of cases per 1,000,000 manhours
<i>Total high consequence work-related injury rate – contractors</i>	
<i>Total recordable work-related injury rate – employees</i>	
<i>Total recordable work-related injury rate – contractors</i>	
<i>Lost-time injury frequency rate – employees</i>	
<i>Lost-time injury frequency rate – contractors</i>	

Keyakinan kami hanya mencakup informasi untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan kami tidak melaksanakan prosedur atas periode sebelumnya atau hal lainnya yang tercantum dalam Laporan Keberlanjutan 2025 Grup, oleh karena itu, kami tidak menyampaikan kesimpulan atas hal ini.

Our assurance was with respect to the year ended 31 December 2025 information only and we did not perform any procedures with respect to earlier periods or any other elements included in the Group's 2025 Sustainability Report and, therefore, do not express any conclusion thereon.

Tanggung jawab untuk Informasi Keberlanjutan yang Diidentifikasi

Manajemen Grup bertanggung jawab untuk:

- Penyusunan Informasi Keberlanjutan yang Diidentifikasi sesuai dengan kriteria yang dijelaskan pada bagian "Kriteria Pengumpulan dan Penghitungan Data" pada Laporan Keberlanjutan 2025 Grup;
- Perancangan, penerapan dan pemeliharaan pengendalian internal sebagaimana dianggap perlu oleh manajemen untuk memungkinkan penyusunan Informasi Keberlanjutan yang Diidentifikasi sesuai dengan kriteria yang dijelaskan pada bagian "Kriteria Pengumpulan dan Penghitungan Data" pada Laporan Keberlanjutan 2025 Grup, yang bebas dari salah saji material, baik karena kecurangan maupun kesalahan; dan

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 applied as explained in the "Criteria for Data Collection and Calculation" section of the Group's 2025 Sustainability Report;*
- *Designing, implementing and maintaining such internal control as the management determines is necessary to enable the preparation of the Identified Sustainability Information, in accordance with the criteria applied as explained in the "Criteria for Data Collection and Calculation" section of the Group's 2025 Sustainability Report, that is free from material misstatement, whether due to fraud or error; and*



- Pemilihan dan penerapan metode pelaporan keberlanjutan yang sesuai serta penetapan asumsi dan estimasi yang wajar sesuai dengan keadaan.

Manajemen bertanggung jawab untuk mengawasi proses pelaporan keberlanjutan.

Keterbatasan inheren dalam penyusunan Informasi Keberlanjutan yang Diidentifikasi

Ketiadaan praktik yang signifikan sebagai acuan untuk mengevaluasi dan mengukur informasi non-keuangan memungkinkan digunakannya ukuran dan teknik pengukuran yang berbeda, namun tetap dapat diterima, dan dapat memengaruhi tingkat keterbandingan antar entitas.

Kuantifikasi gas rumah kaca memiliki ketidakpastian inheren karena keterbatasan ilmu pengetahuan yang belum sepenuhnya mampu digunakan untuk menentukan faktor emisi dan nilai yang diperlukan untuk menggabungkan emisi dari berbagai jenis gas.

Independensi kami dan pengendalian mutu

Kami telah mematuhi ketentuan independensi dan ketentuan etika lainnya yang relevan dalam Kode Etik Profesi Akuntan Publik yang ditetapkan oleh Institut Akuntan Publik Indonesia, berlandaskan prinsip dasar yaitu integritas, objektivitas, kompetensi dan kehati-hatian profesional, kerahasiaan, serta perilaku profesional.

Kantor Akuntan Publik ("KAP") menerapkan Standar Manajemen Mutu 1, yang mensyaratkan KAP untuk merancang, menerapkan dan mengoperasikan sistem manajemen mutu, termasuk kebijakan atau prosedur mengenai kepatuhan terhadap ketentuan etika, standar profesional dan ketentuan peraturan perundang-undangan yang berlaku.

- *The selection and application of appropriate sustainability reporting methods and making assumptions and estimates that are reasonable in the circumstances.*

Management is 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.

Greenhouse gas 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.

Our independence and quality management

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants established by the Indonesian Institute of Certified Public Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

The firm applies 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.



Tanggung jawab praktisi

Tanggung jawab kami adalah untuk merencanakan dan melaksanakan perikatan asurans untuk memperoleh keyakinan terbatas tentang apakah Informasi Keberlanjutan yang Diidentifikasi bebas dari salah saji material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan keyakinan terbatas yang memuat kesimpulan kami. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun secara agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan yang diambil oleh pengguna berdasarkan Informasi Keberlanjutan yang Diidentifikasi.

Kami melaksanakan perikatan keyakinan terbatas sesuai dengan Standar Perikatan Asurans (SPA) 3000 (Revisi), Perikatan Asurans Selain Audit atau Reviu atas Informasi Keuangan Historis ("SPA 3000 (Revisi)") dan terkait emisi gas rumah kaca, Standar Perikatan Asurans 3410, Perikatan Asurans atas Pelaporan Gas Rumah Kaca ("SPA 3410"), yang ditetapkan oleh Institut Akuntan Publik Indonesia.

Sebagai bagian dari suatu perikatan keyakinan terbatas berdasarkan SPA 3000 (Revisi) dan SPA 3410, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama perikatan. Kami juga:

- Menilai kesesuaian, dalam kondisi penggunaan Grup, atas kriteria sebagai dasar penyusunan Informasi Keberlanjutan yang Diidentifikasi;
- Melaksanakan prosedur penilaian risiko, termasuk memperoleh pemahaman atas pengendalian internal yang relevan dengan perikatan, untuk mengidentifikasi area dengan kemungkinan timbulnya kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan; namun tidak untuk tujuan memberikan suatu kesimpulan atas efektivitas pengendalian internal Grup; dan

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, whether 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.

We conducted our limited assurance engagement in accordance with Standard on Assurance Engagements (SPA) 3000 (Revised), Assurance Engagements other than Audits or Reviews of Historical Financial Information ("SPA 3000 (Revised)") and, in respect of greenhouse gas emissions, Standard on Assurance Engagements 3410, Assurance Engagements on Greenhouse Gas Statements ("SPA 3410"), issued by the Indonesian Institute of Certified Public Accountants.

As part of a limited assurance engagement in accordance with SPA 3000 (Revised) and SPA 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; and*



- Merancang dan melaksanakan prosedur yang responsif terhadap area di mana salah saji material mungkin timbul dalam Informasi Keberlanjutan yang Diidentifikasi. Risiko tidak terdeteksinya kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian pengendalian internal.
- *Design and perform procedures responsive to where material misstatements are likely to arise in the Identified Sustainability Information. The risk of 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.*

Kami percaya bahwa bukti yang kami peroleh adalah cukup dan tepat untuk menjadi dasar bagi kesimpulan kami.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Ikhtisar pekerjaan yang dilaksanakan

Summary of the work performed

Dalam perikatan keyakinan terbatas melibatkan prosedur untuk memperoleh bukti terkait Informasi Keberlanjutan yang Diidentifikasi. Prosedur dalam perikatan keyakinan terbatas berbeda dalam sifat dan waktu pelaksanaannya, serta lebih terbatas cakupannya dibandingkan perikatan keyakinan memadai. Akibatnya, tingkat keyakinan yang diperoleh dalam keyakinan terbatas secara substansi lebih rendah dibandingkan keyakinan yang diperoleh apabila perikatan keyakinan memadai dilaksanakan.

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.

Sifat, waktu dan luasnya prosedur yang dipilih bergantung pada pertimbangan profesional, termasuk mengidentifikasi di mana kesalahan penyajian material mungkin timbul dalam Informasi Keberlanjutan yang Diidentifikasi, baik yang disebabkan oleh kecurangan maupun kesalahan.

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.

Dalam melaksanakan perikatan keyakinan terbatas, kami:

In conducting our limited assurance engagement, we:

- Mendapatkan pemahaman tentang proses pelaporan Grup yang relevan dengan penyusunan Informasi Keberlanjutan yang Diidentifikasi dengan:
 - Meminta keterangan dari personel yang bertanggung jawab atas laporan keberlanjutan;
 - Memeriksa dokumen yang relevan terkait proses pelaporan Grup.
- *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.*



- Mengevaluasi apakah seluruh informasi yang diidentifikasi melalui proses penetapan informasi pelaporan telah tercakup dalam Informasi Keberlanjutan yang Diidentifikasi.
- Melakukan permintaan keterangan kepada personel terkait serta prosedur analitis atas informasi terpilih dalam Informasi Keberlanjutan yang Diidentifikasi.
- Melaksanakan prosedur substantif atas informasi terpilih dalam Informasi Keberlanjutan yang Diidentifikasi.
- Mengevaluasi kesesuaian metode kuantifikasi dan kebijakan pelaporan.
- Mengevaluasi metode, asumsi dan data yang digunakan dalam pengembangan estimasi.

Kesimpulan keyakinan terbatas

Berdasarkan prosedur yang telah kami laksanakan dan bukti yang kami peroleh, tidak terdapat hal yang menjadi perhatian kami yang menyebabkan kami yakin bahwa Informasi Keberlanjutan yang Diidentifikasi milik Grup tidak disusun, dalam semua hal yang material, sesuai dengan kriteria yang diterapkan yang dijelaskan pada bagian "Kriteria Pengumpulan dan Penghitungan Data" pada Laporan Keberlanjutan 2025 Grup.

Tujuan dan penggunaan laporan kami

Kami ditugaskan oleh Direksi Grup, untuk dan atas nama Grup, untuk menyusun laporan asurans independen ini dengan memperhatikan kriteria yang dijelaskan pada bagian "Kriteria Pengumpulan dan Penghitungan Data" pada Laporan Keberlanjutan 2025 Grup. Laporan ini disusun semata-mata untuk Grup sesuai dengan perjanjian antara kami, guna membantu Direksi dalam memenuhi tanggung jawab tata kelolanya melalui perolehan laporan asurans independen sehubungan dengan Informasi Keberlanjutan yang Diidentifikasi.

- *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 appropriateness of quantification methods and reporting policies.*
- *Evaluated the methods, assumptions and data for developing estimates.*

Limited assurance conclusion

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 is not prepared, in all material respects, in accordance with the criteria applied as explained in the "Criteria for Data Collection and Calculation" section of the Group's 2025 Sustainability Report.

Purpose and use of our report

We were engaged by the Board of Directors of the Group, on behalf of the Group, to prepare this independent assurance report having regard to the criteria applied as explained in the "Criteria for Data Collection and Calculation" section of the Group's 2025 Sustainability Report. This report was prepared solely for the Group in accordance with the agreement between us, to assist the Board of Directors in responding to their governance responsibilities by obtaining an independent assurance report in connection with the Identified Sustainability Information.



Kami tidak menerima kewajiban, tanggung jawab, atau tuntutan kepada pihak selain Grup sehubungan dengan laporan ini, maupun kepada Grup atas konsekuensi dari penggunaan atau pengendalian atas laporan ini untuk tujuan selain sebagaimana dimaksud di atas. Kami tidak memberikan pernyataan mengenai kesesuaian laporan ini bagi pihak selain Grup, dan apabila pihak selain Grup memilih untuk menggunakan atau mengandalkan laporan ini, maka hal tersebut sepenuhnya menjadi risiko pihak tersebut.

We accept no duty, responsibility or liability to anyone other than the Group in connection with this report or to the Group for the consequences of using or relying on it for a purpose other than that referred to above. We make no representation concerning the appropriateness of this report for anyone other than the Group and if anyone other than the Group chooses to use or rely on it they do so at their own risk.

Jakarta,
1 April 2026

Buntoro Rianto, S.E., Ak., CPA
Izin Akuntan Publik/*Public Accountant License* No. AP.0235

Lembar Umpan Balik

Feedback Form

SEOJK G.2

Terima kasih atas perhatian dan apresiasi Bapak/Ibu terhadap Laporan Keberlanjutan kami.
Thank you for your attention and appreciation on our Sustainability Report.

Untuk meningkatkan kualitas laporan kami selanjutnya, maka kami mohon Bapak/Ibu untuk mengisi kuesioner berikut dan dapat mengirimkannya kembali kepada kami. Pandangan dan masukan Bapak/Ibu sangat kami hargai.

To improve the quality of our future reports, we kindly request your participation in completing the following questionnaire and returning it 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 Reason
1.	Laporan ini berisi/mengandung informasi yang bermanfaat mengenai komitmen Astra dan kebijakannya This report provides useful information on Astra's commitments and policies						
2.	Laporan ini menyediakan suatu gambaran mengenai kinerja Grup Astra yang sejalan dengan usaha pencapaian <i>sustainable development</i> This report provides an overview of Astra Group's performance in line with its efforts to achieve sustainable development						
3.	Laporan ini mudah dimengerti This report is easy to understand						
4.	Informasi pada laporan ini cukup lengkap (detail) The report provides sufficient detail						
5.	Laporan ini layak/dapat dipertanggungjawabkan This report is reliable and accountable						

SS: Sangat Setuju
SA: Strongly Agree

S: Setuju
A: Agree

N: Netral
N: Neutral

TS: Tidak Setuju
D: Disagree

STS: Sangat Tidak Setuju
SD: Strongly Disagree

Informasi yang menarik adalah: Most interested information is (are):	Informasi yang kurang menarik adalah: Least interested information is (are):
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Saran dan/atau kritik mengenai isi, desain, layout dan lain-lain: Suggestions and/or feedback on the content, design, layout, and others:	Informasi yang dapat ditambahkan: Additional information that can be included:
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Profil Anda | Your Profile

Nama (tidak wajib) | Name (optional) :

Umur & Jenis kelamin (wajib) | Age & Gender (obligatory) :

Institusi/Perusahaan (tidak wajib) | Institution/Company (optional) :

Jenis Institusi/Perusahaan | Institution/Company :

☐ Pemerintah | Government

☐ Industri | Industry

☐ 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:

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2025

LAPORAN KEBERLANJUTAN
SUSTAINABILITY REPORT



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