



# **EXCELLENCE TO ADAPT AND GROW**

**2019**

# LAPORAN KEBERLANJUTAN SUSTAINABILITY REPORT





# EXCELLENCE TO ADAPT AND GROW

Otomotif merupakan salah satu sektor industri manufaktur yang menjadi unggulan dalam memasuki era Industri 4.0 di mana Astra Otoparts menjadi salah satu pemain utamanya. Sebagai grup perusahaan komponen otomotif terbesar dan terkemuka di Indonesia, kami mulai beralih dari industri yang bersifat *process-based* menjadi pemasok *product-based*. Artinya kini industri domestik mulai membangun kemampuan, mendesain, merekayasa, dan menghasilkan produk unggulan yang sesuai dengan kebutuhan negeri secara mandiri.

Kemampuan rancang bangun oleh anak negeri merupakan kunci keberlanjutan kami di masa depan, bersamaan dengan penguasaan teknologi dan proses yang lebih maju yang membawa manfaat bagi Indonesia. Semua upaya itu dilakukan Astra Otoparts dengan misi penting yang tidak berubah, yaitu menjadi warga usaha yang bertanggung jawab dan memberikan kontribusi positif kepada para pemangku kepentingan.

Automotive is one of the leading manufacturing sectors in entering into Industrial 4.0 era, whereby Astra Otoparts is one of the main players. As the largest and leading automotive component group in Indonesia, we have started to shift from a process-based industry to a product-based supplier. This means that the domestic industry has begun to build capability to design, engineer, and manufacture superior products that suit the needs of the country independently.

The nation's ability to design and develop serves as the key to our sustainability in the future, along with the mastery of technology and more advanced processes that generate benefits to Indonesia. Astra Otoparts exerted all of these efforts with an important mission that remains unchanged, which is to become a responsible corporate citizen and provide positive contribution to its stakeholders.

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# Pengantar Laporan Keberlanjutan

## Introduction to Sustainability Report



Laporan Keberlanjutan Astra Otoparts 2019 ini kami sajikan untuk menyampaikan informasi tentang upaya yang dilakukan Perseroan di bidang ekonomi, sosial, lingkungan, dan tata kelola kepada pemangku kepentingan. Hadirnya laporan ini juga merupakan perwujudan komitmen prinsip responsibilitas dan akuntabilitas dalam upaya menerapkan keberlanjutan selama periode pelaporan.

Laporan ini memuat kinerja keberlanjutan PT Astra Otoparts Tbk pada periode 1 Januari sampai dengan 31 Desember 2019. Sejak 2019, Perseroan menerbitkan laporan keberlanjutan setiap tahun bersamaan dengan laporan tahunan Astra Otoparts.

We present Astra Otoparts 2019 sustainability report to convey information regarding the efforts made by the Company in the economic, social, environmental and governance sectors to stakeholders. The preparation of the report also manifests the commitment to principle of responsibility and accountability in an effort to implement sustainability during the reporting period.

The report discloses the sustainability performance of PT Astra Otoparts Tbk in the period of January 1 to December 31, 2019. Since 2019, the Company publishes sustainability reports on an annual basis in conjunction with the annual report of Astra Otoparts.

## Informasi terkait Laporan Keberlanjutan

Anda bisa menghubungi PT Astra Otoparts Tbk untuk informasi tambahan yang terkait dengan data dan informasi yang disajikan dalam laporan ini dengan menghubungi:

### Public Relations

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[\[102-50\]](#) [\[102-51\]](#) [\[102-52\]](#) [\[102-53\]](#)

## Information related to Sustainability Report

You can contact PT Astra Otoparts Tbk for additional information related to the data and information presented herein by contacting:

### Public Relations

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Jl. Pegangsaan Dua Km. 2,2  
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Indonesia

Telephone : (021) 460 3550 / 460 7025  
Facsimile : (021) 460 3563 / 460 7009

**Public Relation & Corp. Secretary:**  
[contact@component.astra.co.id](mailto:contact@component.astra.co.id)

[\[102-50\]](#) [\[102-51\]](#) [\[102-52\]](#) [\[102-53\]](#)



# Sambutan Direksi

Introductory Remarks from the Board of Directors



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**Hamdhani Dzulkarnaen Salim**  
Direktur Utama  
President Director

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**Sebagai pemain di industri otomotif, penguasaan teknologi dan penerapan digitalisasi merupakan syarat mutlak untuk keberlanjutan kami di masa depan. Perseroan telah melaksanakan upaya ini dengan terus mencatatkan kinerja yang unggul dan beradaptasi dengan penerapan teknologi manufaktur modern seperti digitalisasi dan otomatisasi yang sejalan dengan Industri 4.0.**

**Mastery of technology and the application of digitalization are absolutely necessary for the future sustainability of businesses in the automotive industry, including for the Company. As such, the Company is in the right direction by posting excellent performance while adapting to Industry 4.0 manufacturing technologies, including digitalization and automation.**



**Pemangku Kepentingan yang Terhormat,**

Dengan penuh rasa syukur kepada Tuhan Yang Maha Esa, PT Astra Otoparts Tbk dapat menjalankan strategi bisnis dan mencatatkan pertumbuhan yang cukup baik pada tahun 2019. Hal tersebut merupakan pencapaian yang positif di tengah-tengah beragam tantangan yang dihadapi Perseroan dan hampir seluruh industri nasional pada saat itu.

Melalui laporan keberlanjutan ini, kami hendak menyampaikan hasil-hasil yang telah kami raih terutama dalam pengelolaan aspek lingkungan dan sosial, melengkapi pencapaian finansial yang kami laporan dalam Laporan Tahunan 2019.

**Esteemed Stakeholders,**

With praise and gratitude to God Almighty, PT Astra Otoparts Tbk has been able to implement its business strategies and achieve a respectable growth in 2019. This is a positive achievement in the midst of challenging conditions faced by the Company and almost all other national industries at this time.

Through this sustainability report, we would like to present the results we have achieved, especially in managing our environmental and social aspects, complementing the financial achievements that we reported in the 2019 Annual Report.

## Kebijakan Keberlanjutan

Perseroan berperan penting dalam sektor manufaktur Indonesia terutama di industri otomotif. Melalui kegiatan grup Perseroan, kami menyerap lebih dari 35 ribu tenaga kerja yang menghasilkan beragam produk dan jasa yang mendukung pertumbuhan ekonomi nasional. Perseroan juga menyadari bahwa kegiatan usaha yang dijalankan memberikan dampak, baik secara positif maupun negatif, bagi masyarakat dan lingkungan hidup. Oleh karena itu, Perseroan melakukan upaya yang berkesinambungan untuk memberikan nilai tambah kepada pemangku kepentingan seraya berkontribusi pada pembangunan masyarakat dan pelestarian lingkungan.

Komitmen Perseroan pada pembangunan berkelanjutan telah dinyatakan dalam salah satu misi Perseroan yaitu 'Menjadi warga usaha yang bertanggung jawab dan memberikan kontribusi positif kepada pemangku kepentingan'. Komitmen ini kami wujudkan melalui program-program keberlanjutan yang dilakukan bagi karyawan, masyarakat, dan lingkungan serta pengembangan industri manufaktur dan perdagangan di Indonesia.

Pada tahun 2019 Perseroan tetap konsisten mengimplementasikan strategi keberlanjutan yang telah dicanangkan sejak tahun 2015 yaitu LEAP, *Leverage Trading Business, Leverage Position as Preferred OEM Suppliers, Operational Excellence In All Aspects to become Lowest Cost Producer, Product-based instead of Process-based, People Readiness & Organization Effectiveness* yang diharapkan dapat memberikan manfaat usaha yang lebih luas. Melalui strategi keberlanjutan tersebut Perseroan berhasil meningkatkan pangsa pasar dan produktivitas, menurunkan biaya produksi, serta mengembangkan berbagai produk baru secara inovatif.

## Penerapan Keberlanjutan

Di tengah pertumbuhan industri otomotif yang menantang, pada 2019 Perseroan tetap mampu membukukan kinerja keuangan yang lebih baik daripada tahun sebelumnya. Perseroan membukukan pendapatan sebesar Rp15,4 triliun, meningkat 0,6% dan laba bersih sebesar Rp739,7 miliar, meningkat 21,1% dibandingkan dengan tahun sebelumnya.

Di bidang sosial, Perseroan terus mewujudkan komitmen untuk berkontribusi pada peningkatan kesejahteraan masyarakat sekitar dengan melakukan tanggung jawab sosial perusahaan (CSR) dalam ruang lingkup pendidikan, lingkungan hidup, sosial, dan upaya pemberdayaan masyarakat. Perseroan membina 118 Sekolah Menengah Kejuruan sebagai bagian dari program link-and-match pendidikan dan industri, di samping itu kami membina lebih dari 300 Usaha Kecil Menengah di sekitar kegiatan untuk pemberdayaan ekonomi masyarakat.

## Sustainability Policy

The Company plays an important role in the Indonesian manufacturing sector, especially in the automotive industry. Through the Company's group activities, we absorb more than 35 thousand workers who produce a variety of products and services that support national economic growth. The Company also realizes that its business activities have an impact, both positive and negative, on the community and the environment. Therefore, the Company makes continuous efforts to provide added value to stakeholders while contributing to community development and environmental preservation.

The Company's commitment to sustainable development is reflected in one of the Company's missions, namely 'Being a responsible corporate citizen and making a positive contribution to stakeholders'. We realize this commitment through sustainability programs carried out for employees, the community, and the environment as well as the development of the manufacturing and trading industry in Indonesia.

Throughout 2019, the Company consistently implemented the sustainability strategy first launched in 2015, namely LEAP, *Leverage Trading Business, Leverage Position as Preferred OEM Suppliers, Operational Excellence in All Aspects to be the Lowest Cost Producer, Product-based instead of Process-based, People Readiness & Organization Effectiveness*, which are expected to provide wider business benefits. Through this sustainability strategy, the Company has succeeded in increasing its market share and productivity, lowering production costs, and developing a variety of new innovative products.

## Sustainability Implementation

Amid challenging conditions in the automotive industry in 2019, the Company was still able to book an improvement in financial performance Over the previous year. The Company posted revenues of Rp15.4 trillion, an increase of 0.6%, and net profit of Rp739.7 billion, an increase of 21.1%, compared to the previous year.

In the social aspect, the Company continues to pursue its commitment to contribute to improving the welfare of the surrounding communities by carrying out corporate social responsibility (CSR) programs in areas of education, environment, social, and community empowerment. The Company fosters 118 Vocational High Schools as part of the education and industry link-and-match program. We also foster more than 300 Small and Medium Enterprises with activities designed to empower the economy of communities.

Kesehatan dan keselamatan kerja (K3) juga menjadi tolok ukur keberlanjutan usaha yang terus kami tingkatkan kinerjanya. Perseroan menerapkan sistem manajemen, audit, pelatihan, dan pengawasan K3 secara konsisten dengan melibatkan semua karyawan di berbagai lapisan. Pada tahun 2019 kami dapat menurunkan tingkat kekerapan terjadinya kecelakaan kerja (*frequency rate*) dari angka 0,3 pada tahun 2018 menjadi 0,2 pada 2019 yang berarti kesadaran karyawan semakin tinggi dan tempat bekerja semakin aman.

Perseroan melalui aktivitas usaha, tanggung jawab sosial perusahaan, dan lingkungan terus berkontribusi pada pencapaian Tujuan Pembangunan Berkelanjutan, terutama di bidang kemajuan industri (SDG-9 Industri, Inovasi dan Infrastruktur dan SDG 9 Pekerjaan yang Layak dan Pertumbuhan Ekonomi), di bidang kesehatan (SDG-3), pendidikan (SDG-4), dan pelestarian lingkungan melalui efisiensi dan pengurangan limbah dan emisi (SDG-12 Konsumsi dan Produksi Bertanggung Jawab dan SDG-13 Aksi Iklim).

Perseroan juga terus beradaptasi dengan penerapan digitalisasi dan otomasi yang sejalan dengan Industri 4.0. Inovasi dan penerapan teknologi tepat guna tersebut didukung oleh sinergi antara Divisi Engineering Development Center dan Divisi Winteq. Salah satu bukti keseriusan Perseroan untuk memajukan industri otomotif dalam negeri adalah dengan adanya penunjukan PT Akebono Brake Astra Indonesia oleh Kementerian Perindustrian Republik Indonesia sebagai kandidat lighthouse Industri 4.0 bagi perusahaan manufaktur dan Winteq sebagai *System integrator* dan *Engineering consultancy company* di bawah Perseroan.

Sebagai bagian dari kelompok usaha Astra, Perseroan melakukan evaluasi kinerja pengelolaan sosial dan lingkungan melalui asesmen lingkungan dan sosial berdasarkan kriteria yang berlaku di grup perusahaan. Pada tahun 2019, sebanyak 26 perusahaan dari memperoleh peringkat 5-Bintang (peringkat tertinggi) dalam penilaian Astra Friendly Company yang difokuskan pada tanggung jawab sosial kemasyarakatan sedangkan berdasarkan penilaian Astra Green Company, yang dititikberatkan pada kinerja lingkungan, sebanyak 9 anak perusahaan mencapai kriteria Hijau dan sebanyak 25 anak perusahaan mencapai kriteria Biru.

Occupational health and safety (OHS) is also a benchmark for business sustainability, and one which we continue to improve. The Company consistently implements OHS management system, audit, training and supervision by involving all employees at various levels. In 2019, we were able to reduce the frequency rate of work accidents from 0.3 in 2018 to 0.2 in 2019. This means higher employee awareness and a safer place to work.

Through its business activities and the implementation of corporate social and environmental responsibility, the Company continues to contribute to the achievement of Sustainable Development Goals, especially in the area of industrial progress (SDG-9 Industry, Innovation and Infrastructure and SDG 8 Decent Work and Economic Growth), the health sector (SDG -3), education (SDG-4), and environmental preservation through efficiency and reduction of waste and emissions (SDG-12 Responsible Consumption and Production and SDG-13 Climate Action).

The Company also continues to adapt to the implementation of digitalization and automation in line with Industry 4.0. The innovation and application of appropriate technology is supported by the synergy between the Engineering Development Center Division and the Winteq Division. Evidence of the Company's seriousness in advancing the domestic automotive industry is the appointment of PT Akebono Brake Astra Indonesia by the Ministry of Industry of the Republic of Indonesia as a candidate for Industry 4.0 Lighthouse for manufacturing companies, and of Winteq as a System Integrator and Engineering Consultancy Company under the Company.

As part of the Astra business group, the Company evaluates the performance of social and environmental management through environmental and social assessment based on the applicable criteria in the Astra group of companies. In 2019, 26 companies received a 5-star rating, the highest rating in the Astra Friendly Company assessment that focused on social responsibility. Meanwhile, based on the assessment of Astra Green Company that focused on environmental performance, 9 subsidiaries achieved the Green rating and as many as 25 subsidiaries achieved the Blue rating.

## Strategi Pencapaian Target

Dalam pelaksanaan strategi bisnis, Perseroan selalu menerapkan prinsip-prinsip tata kelola perusahaan yang baik dalam setiap aspek bisnis dan operasional. Perseroan memprioritaskan prinsip keterbukaan dan akuntabilitas agar Perseroan dapat meningkatkan daya saing dalam persaingan industri otomotif. Selain itu, Perseroan juga mendorong pengelolaan kegiatan usaha secara profesional dengan prinsip tanggung jawab. Ke depannya, di tengah ketidakpastian kondisi perekonomian global dan dinamika di dalam negeri Perseroan berharap tetap dapat tumbuh sejalan dengan pertumbuhan industri.

## Apreasiasi dan Penutup

Atas nama Perseroan, kami memberikan apresiasi yang setinggi-tingginya kepada pemegang saham, pelanggan, prinsipal, masyarakat dan segenap karyawan yang telah terlibat dalam upaya kami melaksanakan bisnis yang berkelanjutan. Di masa depan, Perseroan tentunya berkomitmen untuk terus memberikan manfaat jangka panjang yang berkelanjutan kepada pemangku kepentingan, masyarakat, dan lingkungan hidup Indonesia.

## Strategies to Achieve Targets

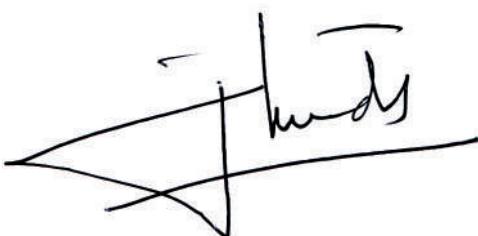
In the implementation of business strategies, the Company applies the principles of good corporate governance in every aspect of business and operations. The Company prioritizes the principles of transparency and accountability in order to increase competitiveness in the automotive industry. In addition, the Company also encourages the professional and responsible management of business. Going forward, amid the uncertainty of global economic conditions and domestic dynamics, the Company hopes to continue to grow in line with the growth of the industry.

## Closing Words in Appreciation

On behalf of the Company, we give our highest appreciation to shareholders, customers, principals, the community and all employees who have been involved in our efforts to conduct a sustainable business. Going forward, the Company is committed to continuing to provide sustainable long-term benefits to stakeholders, the communities and the environment in Indonesia.

Atas nama Direksi

On behalf of the Board of Directors



**Hamdhani Dzulkarnaen Salim**

Presiden Direktur  
President Director



# Kinerja Keberlanjutan

## Sustainability Highlights



### PLANET



# 11.602

Pohon ditanam di atas lahan seluas  
12 hektar  
Trees planted on 12 hectares of land



# 1,33%

Penurunan intensitas emisi GRK  
Reduction in GHG emission intensity



# 2,43%

Penurunan intensitas pemakaian energi  
Reduction in energy consumption intensity



### PEOPLE



# 35,404

Total karyawan  
Total employees



# 71.4%

Berusia di bawah 35 tahun  
Under 35 years old



# 14,741

Peserta pelatihan  
Trainees



**Rp739,7** Miliar Billion

Laba bersih  
Net profit



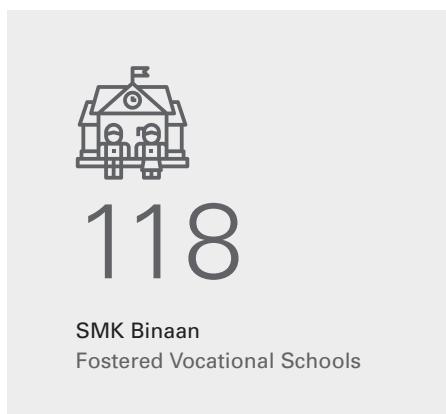
**7,80**

*Customer Satisfaction Index*  
Customer Satisfaction Index



**Rp266,4** Miliar Billion

Pajak dibayarkan  
Payable tax

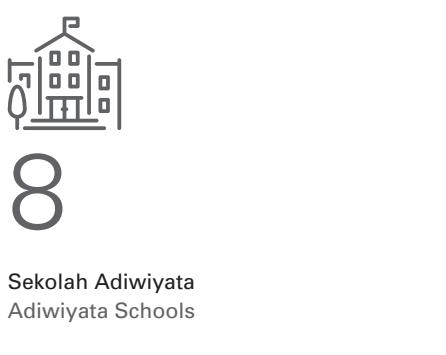


**147**

Kader kesehatan Avicenna  
Avicenna health cadres

**Rp2,7** Miliar Billion

Investasi untuk CSR  
Investment in CSR



**56**

Posyandu  
Posyandu

# Tentang Kami

## About Us



### Sekilas Astra Otoparts

PT Astra Otoparts Tbk (Perseroan) merupakan grup perusahaan komponen otomotif terbesar di Indonesia. Kegiatan usaha Perseroan berfokus pada proses manufaktur dan distribusi aneka ragam suku cadang kendaraan bermotor roda dua dan roda empat, dengan segmen pasar terbesar adalah pasar pabrikan otomotif (OEM/Original Equipment Manufacturer) dan pasar suku cadang pengganti (REM/Replacement Market).

Hingga 2019, Perseroan berperan sebagai perusahaan induk atas 7 unit bisnis, 14 anak perusahaan konsolidasi, 21 entitas asosiasi dan ventura bersama, satu penyertaan saham perusahaan serta 13 cucu perusahaan dengan total karyawan sebanyak 35.404 orang.

### Astra Otoparts in Brief

PT Astra Otoparts Tbk (the Company) is the largest automotive component group company in Indonesia. The Company's business activities focus on the manufacturing and distribution process of a wide range of two-wheeled and four-wheeled motor vehicle parts, with the largest market segment being the automotive manufacturing market (OEM/Original Equipment Manufacturer) and REM/Replacement Market.

Up to 2019, the Company plays the role as the holding company for 7 business units, 14 consolidated subsidiaries, 21 associated entities and joint ventures, one investee and 13 indirect investment companies with a total of 35,404 employees.

Hasil usaha Perseroan yaitu produk komponen dan rangkaianya (*assemblies*) didistribusikan secara langsung baik ke pasar pabrikan otomotif maupun pasar suku cadang pengganti.

Dalam bidang perdagangan, Perseroan mendistribusikan komponen otomotif ke pasar suku cadang pengganti dalam dan luar negeri. Di pasar ekspor, pangsa pasar Perseroan telah meluas hingga ke lebih dari 40 negara di kawasan Timur Tengah, Asia Pasifik, Afrika, Eropa, dan Amerika.

Perseroan juga mengembangkan jaringan ritel komponen otomotif modern yang pertama di Indonesia yaitu Shop&Drive. Jaringan dibangun sendiri dan dengan konsep bisnis waralaba dan berfokus pada penjualan dan penyediaan *fast moving parts*, *quick service*, dan *related service*.

Perseroan juga turut melakukan peningkatan kinerja di bidang engineering dengan mengembangkan divisi *Engineering Development Center* (EDC) untuk pengembangan produk dan *Workshop for Industrial Equipment* (WINTEQ) untuk pengembangan proses terutama untuk otomasi dan implementasi Industry 4.0 untuk memenuhi kebutuhan grup Perseroan dalam rangka meningkatkan kinerja proses manufaktur, rekayasa, dan desain otomasi.

The Company's products which are component and their assemblies are distributed directly both to the automotive manufacturing market and to the replacement parts market.

In its trading business, the Company distributes automotive components to the domestic and foreign replacement market. In the export market, the Company's market share has expanded to more than 40 countries in the Middle East, Asia Pacific, Africa, Europe, and America.

The Company also developed the first modern automotive component retail network in Indonesia referred to as Shop & Drive. The network is established with a franchise business concept and focuses on the sales and supplies of fast moving parts, quick services, and related services.

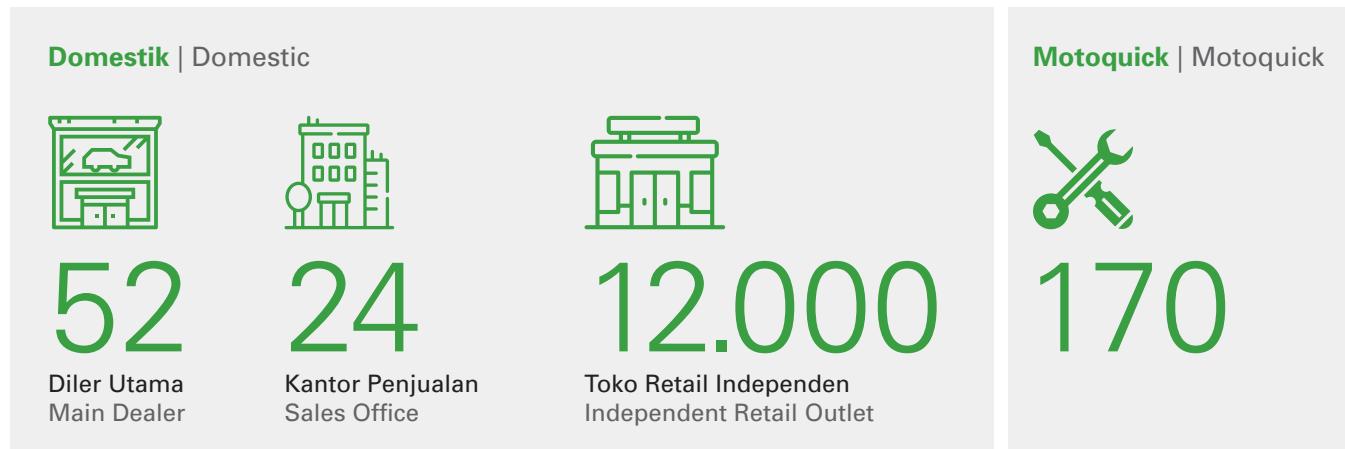
The Company also assists to improve performance in engineering by developing the Engineering Development Center (EDC) division for product development and the Workshop for Industrial Equipment (WINTEQ) for process development, particularly for automation and implementation of Industry 4.0 to cater to the needs of the group in order to improve process performance in manufacturing, engineering and automated design.

#### Merek untuk pasar suku cadang pengganti (REM)

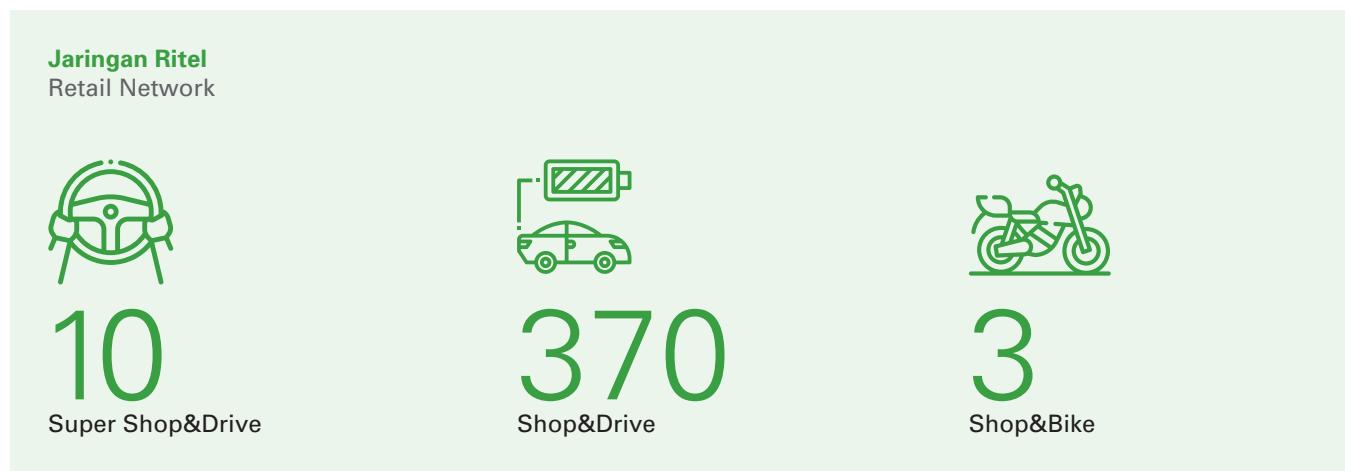
Brand of replacement market (REM)



**Jaringan Pemasaran**  
Marketing Network



**Astraotoshop**  
Astraotoshop



**Jaringan Pemasaran International**  
International Marketing Network



# Perubahan yang Terjadi pada Masa Pelaporan

## Changes during Reporting Period

### 15 Februari 2019

Perluasan RDC Sidoarjo untuk peningkatan kapasitas distribusi produk

### 18 Maret 2019

Peningkatan modal PT MetalArt Indonesia

### 10 April 2019

Pemberian apresiasi Dirjen Perlindungan Konsumen dan Tertib Niaga Kementerian Perdagangan RI untuk Cairan Rem Aspira

### 11 April 2019

Penyelenggaraan RUPST Perseroan

### 8 Mei 2019

Peningkatan modal PT Evoluzione Tyres

### 23 Mei 2019

Pendirian PT Astra NTN Driveshaft Indonesia yang memproduksi *Constant Velocity Joint*

### 24 Juni 2019

Peluncuran GS Gold

### 9 Juli 2019

Peresmian Kampung Berseri Astra Duta Mekar Sari dan Sekolah Adiwiyata SMPN 1 Cileungsi Bogor

### 11 Juli 2019

Penanaman 4000 mangrove di Pantai Pasir Putih dan Pantai Tangkolah Kabupaten Karawang dalam rangka memperingati Hari Lingkungan Hidup Sedunia.

### 17 Juli 2019

Penyelenggaraan *Safety Road* di SMK Texmaco Kabupaten Karawang

### 18 Juli 2019

Pelaksanaan *Capacity Building* SMK Bisa Binaan grup Astra Otoparts

### 24 Juli 2019

Peresmian CDC Cibitung  
Peresmian Operasional New Warehouse Cibitung

[102-2] [102-6] [102-10]

### February 2019

Expansion of RDC Sidoarjo to increase product distribution capacity

### 18 March 2019

Increase in capital of PT MetalArt Indonesia

### 10 April 2019

Appreciation from Directorate General of Consumer Protection and Trade Compliance of Ministry of Trade RI for Aspira Brake Fluid

### 11 April 2019

Conduct of the Company's AGMS

### 8 May 2019

Capital increase in PT Evoluzione Tires

### 23 May 2019

The establishment of PT Astra NTN Driveshaft Indonesia which produces Constant Velocity Joint

### 24 June 2019

Launch of GS Gold

### 9 July 2019

Launch of Kampung Berseri Astra, Duta Mekar Sari and Adiwiyata School, SMPN 1 Cileungsi, Bogor

### 11 July 2019

Planting of 4000 mangroves in Pasir Putih Beach and Tangkolah Beach, Karawang Regency in commemoration of World Environment Day.

### 17 July 2019

Safety Road Event at SMK Texmaco, Karawang Regency

### 18 July 2019

The implementation of Vocational Capacity Building by SMK Bisa fostered by Astra Otoparts group

### 24 July 2019

Launch of Cibitung CDC  
Operation of Cibitung New Warehouse

[102-2] [102-6] [102-10]

# Visi dan Misi

Vision and Mission

## Visi

Vision

Menjadi *supplier* komponen otomotif kelas dunia, sebagai mitra usaha pilihan utama di Indonesia dengan didukung kemampuan *engineering* yang handal.

World class auto parts supplier, partner of choice in Indonesia with excellent engineering competence.

## Misi

Mission

► Mengembangkan industri komponen otomotif yang handal dan kompetitif, serta menjadi mitra strategis bagi para pemain industri otomotif Indonesia dan regional.

To develop a strong and competitive automotive components industry and become a strategic partner for domestic and regional industry players.

► Menjadi warga usaha yang bertanggung jawab dan memberikan kontribusi positif kepada *para pemangku kepentingan*.

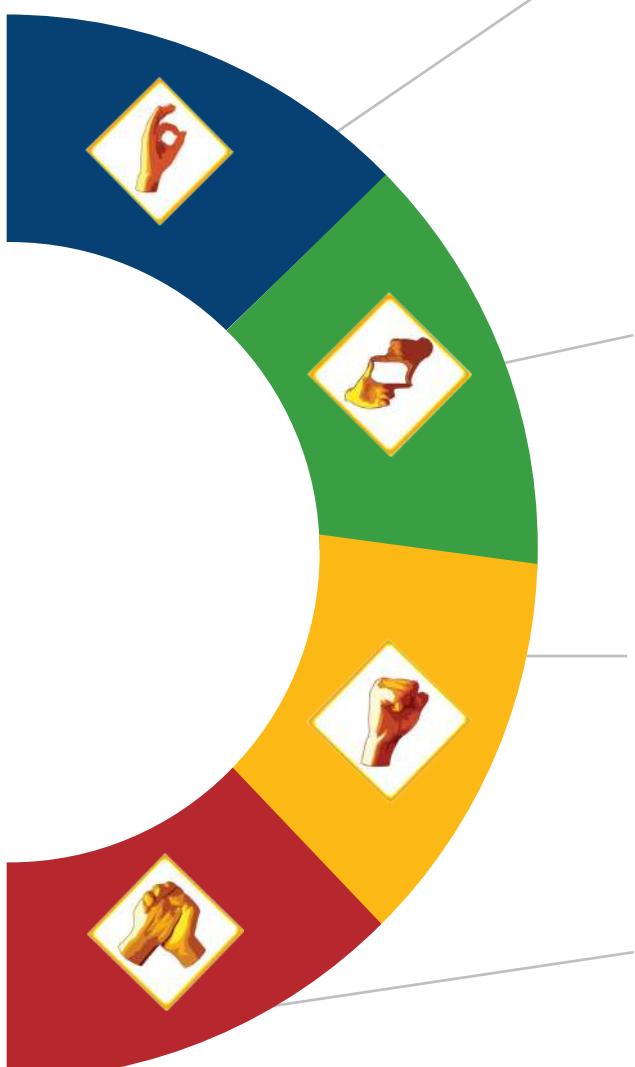
To be a responsible corporate citizen that provides positive contributions to stakeholders.

# Nilai-nilai Perusahaan

## Company Values

Perseroan memiliki serangkaian tata nilai sebagai landasan dalam menjalankan kegiatan bisnis yang beretika dan berintegritas, yaitu:

The Company has values that serve as the foundation for conducting business activities that are both ethical and (high) integrity, which are as follows:



### 01 TERPERCAYA DAN HANDAL TRUSTWORTHY AND RELIABLE

Bertekad dan mampu membuktikan apa yang diucapkan dan diamanatkan sesuai dengan tugas-tugasnya di grup Astra Otoparts serta prinsip-prinsip *Good Corporate Governance* (GCG)

Committed and capable to demonstrate what has been declared and mandated in accordance to the authorities in Astra Otoparts group and the principles of *Good Corporate Governance* (GCG)

### 02 FOKUS PADA PELANGGAN CUSTOMER FOCUS

Selalu mencari peluang untuk memberikan lebih dari yang diharapkan pelanggan melalui usaha-usaha terbaik dan inovasi yang tiada henti dalam segala bidang

Constantly seeking opportunities to provide more than what customers expect through the best efforts and unceasing innovations in all aspects

### 03 SEMANGAT KEPRIMAAN PASSION FOR EXCELLENCE

Selalu mempunyai hasrat yang menggebu-gebu untuk mencapai hasil yang lebih baik dari tuntutan kerja

Consistently having relentless passion to achieve better results than required

### 04 KERJA SAMA TEAMWORK

Bangga sebagai bagian dari grup Astra Otoparts dan berkomitmen untuk tukar pikiran serta saling membantu dalam usaha untuk mencapai keberhasilan bersama demi keunggulan grup Astra Otoparts

Proud to be a part of the Astra Otoparts group and committed to share insights and assist others to achieve common success for the excellence of Astra Otoparts group

Perseroan senantiasa melakukan sosialisasi tata nilai ke seluruh jajaran manajemen dan karyawan dengan melatih sejumlah *master trainer* yang siap melakukan sosialisasi dan menjadi agen perubahan. Dengan melakukan sosialisasi secara konsisten, maka tata nilai Perseroan akan membudaya dalam karakter dan kinerja karyawan. [102-16]

The Company constantly disseminates values to all levels of management and employees by training a number of master trainers that are ready to disseminate information and become agents of change. By consistently disseminating, then the corporate values will be entrenched within the employee's character and performance. [102-16]

# Sejarah Perusahaan

## Company History

### 1976

Berdiri sebagai PT Alfa Delta Motor, sebuah perusahaan yang bergerak di perdagangan otomotif, perakitan mesin, dan konstruksi. Pemilik dari perusahaan ini adalah William Soeryadjaja dan PT Djaya Pirusa.

Established under the name of PT Alfa Delta Motor, a Company that operated in automotive trading, machine assembly, and construction. The owners of the Company are William Soeryadjaja and PT Djaya Pirusa.

### 1981

PT Pacific Western berubah nama menjadi PT Menara Alam Teknik dan berganti kepemilikan, menjadi milik PT Summa Surya, PT Windu Tri Nusantara, dan PT Multivest.

PT Pacific Western changed its name to PT Menara Alam Teknik and changed ownership to PT Summa Surya, PT Windu Tri Nusantara, and PT Multivest.

### 1993

Astra mengambil alih seluruh saham PT Menara Alam Teknik, dan mengubah nama PT Menara Alam Teknik menjadi PT Menara Alam Pradipta.

Astra purchased all shares of PT Menara Alam Teknik, and changed the name of PT Menara Alam Teknik into PT Menara Alam Pradipta.

### 1977

PT Alfa Delta Motor berubah nama menjadi PT Pacific Western.

PT Alfa Delta Motor changed its name into PT Pacific Western.

### 1983

Astra membeli saham PT Summa Surya di PT Menara Alam Teknik.

Astra acquired PT Summa Surya's shares in PT Menara Alam Tehnik.



## 1996

PT Menara Alam Pradipta berubah nama menjadi PT Astra Pradipta Internusa. Kemudian terjadi penggabungan antara beberapa perusahaan produsen komponen di lingkungan Grup Astra, di antaranya PT Astra Pradipta Internusa dan PT Federal Adiwira Serasi (PT Federal Adiwira Serasi sebagai surviving company). PT Federal Adiwira Serasi berubah nama menjadi PT Astra Dian Lestari.

PT Menara Alam Pradipta changed its name into PT Astra Pradipta Internusa. A number of component companies in Astra Group merged, among others PT Astra Pradipta Internusa and PT Federal Adiwira Serasi (PT Federal Adiwira Serasi as surviving company). PT Federal Adiwira Serasi changed its name into PT Astra Dian Lestari.

## 1998

PT Astra Otoparts menjadi perusahaan publik dengan mencatatkan sahamnya di Bursa Efek Jakarta (sekarang Bursa Efek Indonesia), dengan kode transaksi: AUTO.

PT Astra Otoparts becomes a publicly-listed company on the Jakarta Stock Exchange (now known as the Indonesian Stock Exchange) under the transaction code of: AUTO.

## 1997

PT Astra Dian Lestari berganti nama menjadi PT Astra Otoparts pada tanggal 4 Desember 1997.

PT Astra Dian Lestari changed its name to PT Astra Otoparts on 4th December, 1997.



# Strategi Jangka Panjang

## Company Long Term Strategy

Sebagai perusahaan komponen otomotif terbesar di Indonesia, Astra Otoparts senantiasa merumuskan langkah dan strategi terbaik untuk memperluas pangsa pasarnya dan memperkuat posisinya. Saat ini Perseroan menerapkan strategi jangka panjang yang disingkat LEAP.

### **LEAP** adalah:

*Leverage Trading and Leverage Position as Preferred OEM Supplier*

Upaya untuk memperbesar bisnis penjualan komponen di pasar suku cadang pengganti (REM/Replacement Market) baik untuk pasar domestik maupun pasar ekspor melalui pemilihan produk yang berkualitas dengan segmen yang tepat dan *branding* yang kuat. Perseroan juga memperkuat posisi sebagai pemasok pabrikan otomotif pilihan melalui penciptaan produk-produk kompetitif dengan teknologi maju dan efisien, menjalin kedekatan hubungan dengan pelanggan serta berupaya menambah portofolio pelanggan baru.

### *Operational Excellence in All Aspect*

Tekad Astra Otoparts untuk terus meningkatkan tingkat QCD (*Quality, Cost, Delivery*) secara berkelanjutan melalui upaya-upaya peningkatan efisiensi dan produktivitas dengan tujuan menjadi "*the lowest cost component producer*" dengan penguasaan proses produksi dan implementasi otomasi menuju penerapan Industry 4.0.

### *Product-based Instead of Process-based*

Astra Otoparts memfokuskan transformasi bisnis dari *process-based* ke arah *product-based* dengan memperkuat kemampuan desain dan perancangan melalui divisi EDC (*Engineering Development Center*).

### *People Readiness & Organization Effectiveness*

Perseroan meyakini bahwa kapabilitas dan kualitas sumber daya manusia serta efektivitas organisasi merupakan hal penting untuk mengeksekusi strategi Perseroan dalam mewujudkan visi dan misi Perseroan. Oleh karena itu, Perseroan berupaya menciptakan sumber daya manusia yang andal dan produktif untuk menjalankan kegiatan bisnis yang efektif dan optimal.

As the largest automotive component company in Indonesia, Astra Otoparts continues to formulate the best steps and strategies to expand its market share and strengthen its market position. The Company is currently implementing a long-term strategy abbreviated as LEAP.

### **LEAP** stands for:

*Leverage Trading and Leverage Position as Preferred OEM Supplier*

The Company's efforts to expand the component sales business in the replacement spare-parts market (REM / Replacement Market) for both the domestic and export markets through the selection of quality products targeting the right segments and showing strong branding. The Company also strengthens its position as the automotive supplier of choice by delivering competitive products with advanced and efficient technology, establishing close relationships with customers and seeking to expand its portfolio of customers.

### *Operational Excellence in All Aspect*

Astra Otoparts' determination to continuously improve QCD (Quality, Cost, Delivery) levels through efforts to increase efficiency and productivity with the aim of becoming "the lowest cost component producer" with mastering production processes and automation implementation toward Industry 4.0.

### *Product-based Instead of Process-based*

Astra Otoparts focuses on business transformation from process-based towards products-based with higher added value by strengthening design and engineering capabilities through EDC (*Engineering Development Center*) division and strengthening the mastery of production processes.

### *People Readiness & Organization Effectiveness*

The Company believes that the capabilities and quality of human resources and organizational effectiveness are important things in order to execute the Company's strategy in realizing the vision and mission. Therefore, the Company strives to create reliable and highly productive human resources to carry out effective and optimal business activities.



## Planet

- PROPER adalah Program dari KLHK RI. Pada 2019, terdapat 16 instalasi Astra Otoparts Group yang termasuk dalam subyek pelaksanaan PROPER 2019
- 1,33% Penurunan intensitas emisi GRK
- 2,43% Penurunan intensitas pemakaian energi
- 11.602 pohon ditanam di atas lahan seluas 12 hektar
- PROPER is a program from KLHK RI. In 2019, there were 16 installations in Otoparts Group which were subject to implementation of PROPER 2019
- 1.33% Reduction in GHG emission intensity
- 2.43% Reduction in energy consumption intensity
- 11,602 trees planted on 12 hectares of land

## People

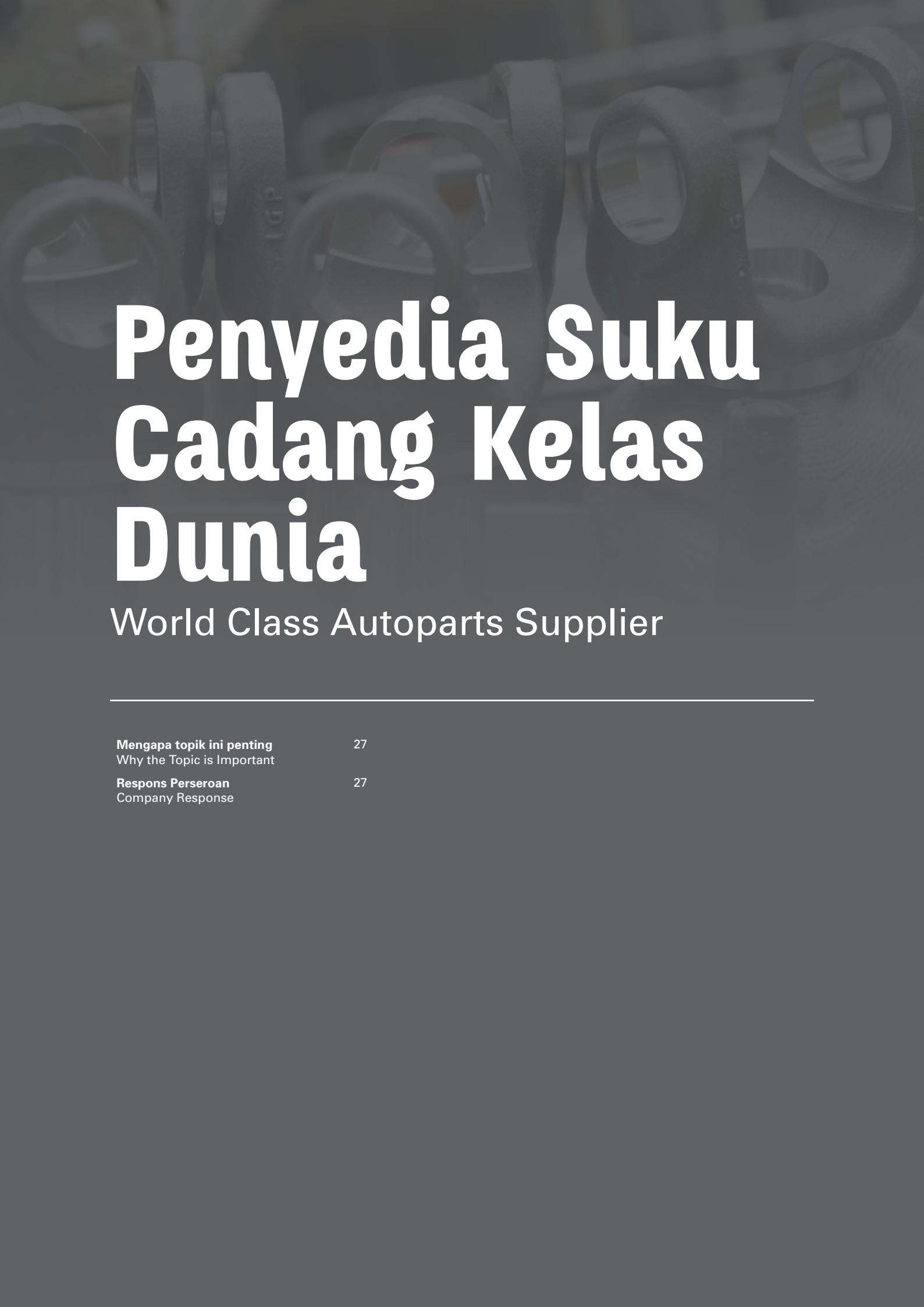
- **35.404**  
total karyawan  
total employees
- **71,4%**  
berusia di bawah 35 tahun  
under 35 years old
- **14,741**  
orang peserta pelatihan  
trainees

## Prosperity

- Rp**15,4** triliun | trillion  
pendapatan bersih  
net income
- Rp**739,7** miliar | billion  
laba bersih  
net profit
- Rp**266,4** miliar | billion  
pajak dibayarkan  
tax payable
- Rp**2,7** miliar | billion  
investasi untuk CSR  
investment in CSR

## Community

- **7,80**  
*Customer Satisfaction Index*  
Customer Satisfaction Index
- **118**  
SMK Binaan  
Fostered Vocational Schools
- **8**  
Sekolah Adiwiyata  
Adiwiyata Schools
- **304**  
Pelaku UMKM peserta  
pembinaan kewirausahaan  
SMEs participating in  
entrepreneurship coaching
- **41**  
UMKM penerima pembiayaan  
dengan dana bergulir  
MSMEs receiving financing  
with revolving funds
- **147**  
Kader kesehatan Avicenna  
Avicenna health cadres
- **56**  
Posyandu | Posyandu



# Penyedia Suku Cadang Kelas Dunia

World Class Autoparts Supplier

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**Astra Otoparts tidak hanya merupakan industri manufaktur dan penjualan suku cadang berkualitas untuk hampir semua merek kendaraaan bermotor di Indonesia dan juga memasok beberapa pemain luar negeri, tetapi juga berperan dalam meningkatkan daya saing industri otomotif Indonesia.**

Astra Otoparts is not only an industry in manufacturing and sales of quality spare parts for almost all motorized vehicle brands in Indonesia and supplying some overseas players, but it also plays a role in increasing the competitiveness of Indonesian automotive industry.



# Penyedia Suku Cadang Kelas Dunia

## World Class Autoparts Supplier

Pendapatan bersih  
Net revenue



Rp15,4

Triliun  
Trillion

Meningkat 0,6% dibandingkan tahun sebelumnya yaitu Rp15,4 triliun.  
Higher 0.6% compared to the prior year at Rp15.4 trillion.

**Kegiatan usaha Perseroan berfokus pada proses produksi dan distribusi aneka ragam suku cadang kendaraan bermotor roda dua dan roda empat, dengan segmen pasar terbesar adalah pasar pabrikan otomotif (OEM - *Original Equipment Manufacturer*) dan pasar suku cadang pengganti (REM - *Replacement Market*)**

**The Company's business activity focuses on the production and distribution process of a range of two-wheeled and four wheeled vehicle spare parts, with the largest market segment comprised of the automotive manufacturing market (OEM - *Original Equipment Manufacturer*) and replacement parts market (REM - *Replacement Market*)**



## Mengapa topik ini penting [103-1]

Astra Otoparts adalah industri komponen penting yang memasok *Original Equipment Manufacturing (OEM)* maupun suku cadang pengganti (*Replacement Market*) baik untuk pabrikan perakitan maupun konsumen ritel, di dalam maupun di luar negeri.

Hadirnya Perseroan memberikan arti penting untuk meningkatkan Tingkat Produksi Dalam Negeri (TKDN) kendaaraan bermotor di Indonesia, dengan demikian kehadirannya memberikan nilai tambah di dalam negeri. Namun demikian produk dalam negeri harus mampu bersaing dengan banyaknya produk impor yang beredar. Oleh karenanya produsen dituntut untuk memberikan produk dan layanan dengan mutu (*Quality, Cost and Delivery*) yang terjamin.

Selain memiliki kemampuan untuk memasok suku cadang berdasarkan pesanan, Perseroan telah menguasai keahlian untuk merancang dan menghasilkan produk yang dibutuhkan pasar Indonesia. Kemampuan rekayasa yang lengkap merupakan modal dasar untuk memajukan industri nasional untuk dapat bersaing di masa depan.

## Respons Perseroan [103-2]

Perseroan menerapkan strategi LEAP (*Leverage Position, Operational Excellence in All Aspects, Product Based*) yang mulai diimplementasikan sejak tahun 2015, dan dioperasionalkan menjadi langkah-langkah strategis konkret yang menunjang pencapaian kinerja usaha.

Melalui LEAP, Perseroan meningkatkan kemampuan rekayasa dan inovasi untuk mengembangkan produk baru yang memiliki nilai tambah tinggi, bergerak dari *process-based* menjadi *product-based*. Dengan perubahan ini, Perseroan bisa menciptakan produk sendiri sesuai dengan kebutuhan pasar.

## Mengembangkan Kompetensi Industri Nasional

Pemerintah telah mencanangkan peta jalan dan strategi 'Making Indonesia 4.0' yang diperkenalkan dalam Indonesia Industrial Summit 2018. Strategi ini menjadi arahan bagi kemajuan industri nasional di masa depan, melalui pengembangan utama di lima sektor manufaktur yaitu industri makanan dan minuman, industri tekstil dan pakaian, industri otomotif, industri kimia, dan industri elektronik.

Untuk mendalami kemampuan manufaktur yang unggul, Perseroan telah mengembangkan Divisi WINTEQ atau Workshop for Industrial Equipment dengan fokus utama pada rekayasa, mesin dan peralatan khusus, sistem integrasi, serta otomasi dan robotika untuk mendukung otomasi pabrik dalam penerapan teknologi Industri 4.0 dengan teknologi yang terintegrasi.

## Why the Topic is Important [103-1]

Astra Otoparts is an important component industry that supplies Original Equipment Manufacturing (OEM) as well as replacement market for both assembly manufacturers and retail consumers, both domestic and abroad.

The presence of the Company provides a significant meaning to increase the level of Domestic Production (local content) of motor vehicle in Indonesia, thus its presence provides added value in the nation. However, domestic products must be able to compete with the high number of imported products available in the market. Therefore producers are required to provide quality products and services (Quality, Cost and Delivery).

In addition to having the ability to supply spare parts by order, the Company has mastered the expertise to design and manufacture products required by Indonesian market. Complete engineering capabilities serve as the basic capital to enhance the national industry to be able to compete in the future.

## Corporate Response [103-2]

The Company implements the LEAP (*Leverage Position, Operational Excellence in All Aspects, Product Based*) strategy since 2015, which has been translated into definite operational steps to support the achievement of business performance.

Through LEAP, the Company enhances its engineering and innovation capabilities to develop new products with high added value, moving from process-based to product-based. With such changes, the Company can create its own products cater on market needs.

## Developing National Industry's Industrial Competence

The government has launched a road map and strategy of 'Making Indonesia 4.0' which was introduced at the 2018 Indonesia Industrial Summit. The strategy serves as a direction for future national industry growth, through major development in five manufacturing sectors namely food and beverage industry, textile and apparel industry, automotive industry, chemical industry, and electronics industry.

To explore excellent design and manufacturing capabilities, the Company has developed WINTEQ Division or Workshop for Industrial Equipment with a main focus on engineering, special purpose machinery and equipment, system integration, and automation and robotics to support factory automation in the adoption of Industry 4.0 technology with integrated technology capabilities.



Inisiatif penerapan teknologi Industri 4.0 telah dimulai WINTEQ melalui berbagai proyek awal yang memanfaatkan teknologi, termasuk untuk membantu proses pengambilan keputusan produksi secara langsung dan cepat dengan bantuan teknologi *Internet of Things* yang memungkinkan penyajian data secara *realtime*. Melalui pengambilan keputusan yang cepat, maka hambatan-hambatan yang ada di lantai produksi dapat diketahui secara *realtime* dan diatasi dengan segera, sehingga dapat meningkatkan produktivitas.

Salah satu perusahaan dalam Grup Astra Otoparts, yaitu PT Akebono Brake Astra Indonesia (AAIJ) sudah memulai implementasinya. AAIJ bekerja sama dengan Winteq sebagai penyedia sistem produksi untuk mengembangkan infrastruktur, seperti *Internet of Things*, *Big data*, *Cloud computing*, *Artificial Intelligence*, *Virtual*, dan *Augmented Reality*, serta sistem sensor dan otomasi. Bersama dengan itu, AAIJ bekerja sama dengan Kementerian Pendidikan dan Kebudayaan mengembangkan kurikulum, dan pemagangan guru SMK dalam rangka membantu sekolah dalam mencetak lulusan yang kompeten.

Initiative for Industry 4.0 implementation conducted by WINTEQ through various pilot projects that utilize technology, that support decision-making process in a direct and prompt manner with the assistance of Internet of Things technology that enabled realtime data. Through quick decision making, the Company can identify the obstacles on the production floor in real time and resolve them immediately, so as to increase productivity.

One of the companies in Astra Otoparts Group, PT Akebono Brake Astra Indonesia (AAIJ), has started its implementation. AAIJ cooperates with Winteq as a provider of production systems to develop infrastructure, such as the Internet of Things, Big Data, Cloud computing, Artificial Intelligence, Virtual, and Augmented Reality, as well as sensor and automation systems. Along with those systems, AAIJ is collaborating with the Ministry of Education and Culture to develop curriculum and provide vocational teacher apprenticeship in order to assist schools in producing competent graduates.

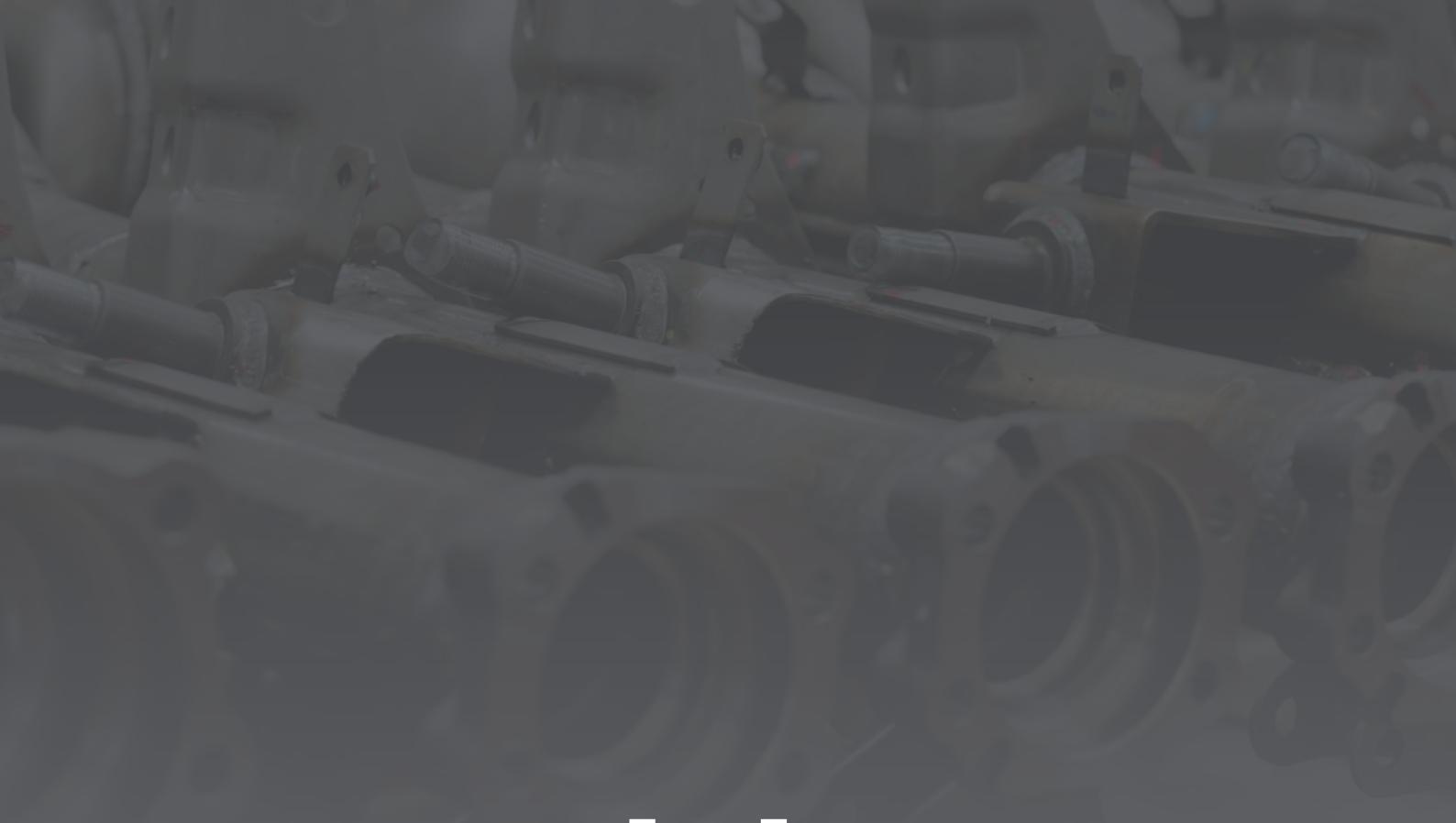


Kepala Badan Penelitian dan Pengembangan Industri (BPPI) Kementerian Perindustrian Ngakan Timur Antara dalam kunjungan ke AAIJ pada 16 Agustus 2019 mengatakan bahwa jika diukur berdasarkan berdasar kriteria INDI 4.0 skala 0 sampai dengan 4, AAIJ ini masuk di skala 3,90.

Kriteria INDI 4.0 terdiri dari 5 level yakni level 0 yang artinya belum siap bertransformasi ke industri 4.0. Level 1 industri masih pada tahap kesiapan awal Level 1 industri masih pada tahap kesiapan awal, level 2 yakni industri pada tahap kesiapan sedang, level 3 industri sudah pada tahap kesiapan matang 0, dan level 4 industri yang sudah menerapkan sebagian besar konsep industri 4.0 di sistem produksinya.

The Head of the Industrial Research and Development Agency (BPPI) of the Ministry of Industry in Ngakan Timur Antara during a visit to AAIJ on August 16, 2019 stated that if measured based on the INDI 4.0 criteria on a scale of 0 to 4, AAIJ is already categorized in the scale of 3.90.

The INDI 4.0 criteria are made up of 5 levels namely level 0 which means it is not ready to transform into industry 4.0, Level 1 industries are still at the initial readiness stage, level 2 at the moderate readiness stage, level 3 at the mature readiness stage 0, and level 4 already adopting most of the industry 4.0 concept in its production system.



# Mengelola Mutu

## Quality Management

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**Di iklim usaha yang semakin dinamis,  
Perseroan terus beradaptasi agar senantiasa dapat berkembang dan mampu bersaing secara kompetitif.**

In an increasingly dynamic business environment, the Company continues to adapt so as to enable itself to develop and compete.



# Mengelola Mutu

## Quality Management

Indeks Kepuasan Pelanggan  
Customer Satisfaction Index



7,80

Perseroan berhasil meningkatkan indeks kepuasan pelanggan selama 3 (tiga) tahun berturut-turut.  
The Company has succeeded in increasing its customer satisfaction index for 3 (three) consecutive years.

**Di tengah kinerja industri otomotif yang menantang, Perseroan tetap mampu membukukan kinerja yang lebih baik. Kinerja ini merupakan dampak dari kebijakan strategis Perseroan yaitu peluncuran produk-produk baru dan penambahan pelanggan baru.**

**Amidst challenging conditions in the automotive industry, the Company booked a better performance. This is the result of the Company's strategic initiatives including the launch of new products as well as the acquisition of new customers.**



## Mengapa Topik Ini Penting

Kepercayaan dan kepuasan pelanggan adalah salah satu faktor penentu keberlanjutan usaha Perseroan. Kepercayaan dan kepuasan pelanggan akan menciptakan loyalitas dan hubungan jangka panjang yang saling menguntungkan satu sama lainnya.

Selain itu, hadirnya produk-produk substitusi di pasar memerlukan *positioning* produk yang tepat, agar merek-merek yang dihasilkan Perseroan terus menjadi pilihan utama bagi dan menjangkau lebih banyak konsumen.

## Respons Perseroan

Perseroan mengimplementasikan strategi mega *branding* dengan memperkuat merek ASPIRA, serta meningkatkan hubungan dengan pelanggan. Pengembangan ini bertujuan agar Perseroan mampu mendukung pabrikan otomotif dalam menghasilkan produk komponen lokal yang unggul serta menambah menjaga dan meningkatkan kepuasan pelanggan.

Perseroan juga bersikap proaktif dalam memperluas pangsa pasarnya dengan menambah pelanggan baru termasuk OEM regional.

Pengembangan ini bertujuan agar Perseroan mampu bersaing dengan produk pesaing dan menjadi produk komponen lokal yang unggul.

Kami berkomitmen untuk memberikan yang terbaik kepada pelanggan dengan memastikan setiap komponen yang diterima sesuai dengan persyaratan pelanggan. Mutu dinyatakan dalam *Quality – Cost – Delivery – Safety – Moral* pada produk dan proses yang dilakukan.

Untuk mendukung pencapaian komitmen terhadap mutu, Perseroan menerapkan sistem manajemen mutu berdasarkan standar internasional untuk memastikan dilakukannya perbaikan berkesinambungan pada produk dan proses sehingga dapat meningkatkan kepuasan pelanggan.

Seluruh produk yang dijual kepada pelanggan telah diperiksa dan dipastikan keamanannya mengikuti standar dan spesifikasi yang berlaku atau ditetapkan oleh pelanggan. Termasuk di sini adalah kesesuaian produk dengan SNI produk yang berlaku di Indonesia dan standar di negara tujuan ekspor.

Dengan penerapan sistem manajemen dan standar mutu yang ketat, sepanjang tahun 2019 tidak ada produk dari Perseroan yang ditarik dari peredaran.

Nama Sertifikasi  
Certification

Tersertifikasi  
Certified

**ISO 9001**

**9**

Nama Sertifikasi  
Certification

**IATF 16949**

Tersertifikasi  
Certified

**9**

## Why the Topic is Important

Customer trust and satisfaction is one of the determining factors in the Company's business sustainability. Customer trust and satisfaction will create long-term loyalty and mutually beneficial relationships with each other.

In addition, the presence of substitute products in the market requires the right product positioning, so as to make the brands produced by the Company continue to be the first choice for and reach out more consumers.

## Corporate Response

The Company implements a mega branding strategy by strengthening its ASPIRA brand, and by enhancing customer relationships. Such development is aimed at making the Company capable of supporting automotive manufacturers in producing superior local component products as well as adding to maintaining and enhancing customer satisfaction.

The Company is also being proactive in expanding its market share by adding new customers including regional OEMs.

Such development is aimed at enabling the Company to compete with competitor products and become superior local component product.

We are committed to providing the best for customers by ensuring that every component delivered and received has been prepared in accordance with customer requirements. Quality is stated in Quality - Cost - Delivery - Safety - Moral on the products and the conduct of the process.

To support commitments to quality, the Company implements a quality management system based on international standards to ensure continuous improvement in products and processes so as to increase customer satisfaction.

All products sold to customers have been checked and their safety is guaranteed in accordance with the standards and specifications that are applicable or are required by the customer. They include the conformity of the product with SNI products required in Indonesia and standards applicable in export destination countries.

Under management system implementation and stringent quality standard, during 2019 there were no products manufactured by the Company which required a recall.

## Fokus pada Pelanggan

Kepercayaan dan kepuasan pelanggan adalah salah satu faktor penentu keberlanjutan usaha Perseroan. Kepuasan pelanggan akan menciptakan loyalitas dan hubungan jangka panjang yang saling menguntungkan. Untuk menjaga dan meningkatkan kepuasan pelanggan.

Sebagai tambahan terhadap hubungan yang dilakukan tiap anak perusahaan, pengelolaan hubungan pelanggan pada bisnis manufaktur Perseroan juga dikordinasikan oleh Divisi Key Account Management (KAM) yang berperan untuk:

- Menjembatani Perseroan dan anak-anak perusahaan dengan pabrikan otomotif APM (Agen Pemegang Merek) sebagai pelanggan utama segmen manufaktur.
- Berinteraksi dan menjaga komunikasi yang baik dengan pelanggan APM.
- Memonitor penilaian pelanggan terhadap pelayanan Perseroan dan anak-anak perusahaan dalam hal *Quality, Cost* dan *Delivery*.
- Menangkap peluang produk-produk baru untuk dikembangkan.
- Menyelenggarakan pameran-pameran dengan mengundang pelanggan baru maupun yang sudah ada, baik dalam dan luar negeri, untuk memperkenalkan produk-produk yang dihasilkan oleh Perseroan dan anak perusahaan.

## Penanganan Keluhan Konsumen

[103-2] [417-1]

Shop&Drive memiliki sistem penanganan keluhan konsumen dengan baik melalui situs [www.shopanddrive.com](http://www.shopanddrive.com) atau dengan menelepon *call center* di nomor 15-000-15. Pengembangan layanan ini merupakan bentuk komitmen Perseroan dalam memberikan layanan terbaik bagi pelanggannya, baik korporat maupun individu. Konsumen dapat mengakses program dan lokasi jaringan gerai Shop&Drive secara lengkap di:

- Situs [www.shopanddrive.com](http://www.shopanddrive.com)
- Mobile app dan media sosial
- Menelepon *call center* 15-000-15
- [cs.shopanddrive@component.astra.co.id](mailto:cs.shopanddrive@component.astra.co.id), mobile app

Selama masa pelaporan, Perseroan tidak mendapatkan sanksi formal yang terkait dengan pelanggaran ketentuan mengenai informasi dan pelabelan produk dan jasa yang disediakan.

## Pencapaian Perseroan [103-3] [102-43]

Perseroan melakukan survei pelanggan setiap tahun melalui kerja sama dengan AstraWorld melalui metode *telesurvey*. Survei bertujuan untuk mengetahui tingkat kepuasan pelanggan dan memperoleh masukan untuk melakukan perbaikan sehingga kepuasan pelanggan dapat ditingkatkan.

## Focus on Customers

Customer trust and satisfaction serve as one of the determining factors in the Company's business sustainability. Customer satisfaction will create long-term loyalty and mutually beneficial relationships to maintain and improve customer satisfaction

In addition to relationship done in each subsidiary level, the management of customer relations in the Company's manufacturing business is also coordinated by the Key Account Management (KAM) Division whose roles are as follows:

- Bridging the Company and its subsidiaries with the automotive manufacturer APM (Brand Holder Agent) as the main customer in the manufacturing segment.
- Interacting and maintaining good communication with APM customers.
- Monitoring customer assessments on the Company and subsidiaries' services in terms of Quality, Cost and Delivery.
- Seizing the opportunities for new products to be developed.
- Organizing exhibitions by inviting new and existing customers, both domestic and foreign, to introduce products manufactured by the Company and its subsidiaries.

## Management of Customer Complaints

[103-2] [417-1]

Shop & Drive maintains a customer complaint management system either through the website [www.shopanddrive.com](http://www.shopanddrive.com) or call center at phone number 15-000-15. These services are developed as the Company's commitment to provide the best service for its customers, both corporate and individual. Customers can access the program and Shop & Drive complete list of outlet network locations at:

- [www.shopanddrive.com](http://www.shopanddrive.com)
- Mobile app and social media
- Call center 15-000-15
- [cs.shopanddrive@component.astra.co.id](mailto:cs.shopanddrive@component.astra.co.id), mobile app

During the reporting period, the Company did not get formal sanctions related to violations of the provisions regarding information and labeling of products and services provided.

## Corporate Achievements [103-3] [102-43]

The Company conducts customer surveys on annual basis in collaboration with AstraWorld through the telesurvey method. The survey aims to determine the level of customer satisfaction and obtain input to make improvements so as to improve customer satisfaction.



## Akses Produk dan Informasi bagi Pelanggan

Access to Products and Information for Customers

Informasi yang terkait dengan produk yang dihasilkan oleh Perseroan dan mengatasi/mencegah kerugian yang mungkin dialami oleh konsumen karena menggunakan produk palsu dapat diakses oleh pelanggan dan publik melalui beberapa kanal, yaitu:

- GS ASTRA Smart adalah identitas dari jaringan outlet resmi GS ASTRA yang menjual produk-produk GS ASTRA yang asli. Logo GS ASTRA Smart ini akan disematkan di retailer GS ASTRA yang memenuhi persyaratan tertentu dengan hanya menjual produk-produk GS ASTRA yang asli.
- Edukasi masyarakat tentang pengetahuan produk baik terkait keunggulan maupun keaslian produk melalui media sosial berupa situs, Facebook, Twitter, Instagram, dan Youtube (Aspira AstralD, @aspiraasta, http://aki.gs-astra.com, @Aki\_GS\_Astra, @gsastraid, dan @shopanddrive. Selain itu pada kemasan produk, Perseroan mencantumkan nama dan alamat perusahaan, label Standar Nasional Indonesia (SNI), juga peringatan berbahaya seperti jangan diminum, cairan jangan kena mata atau jauhkan dari jangkauan anak-anak.
- Memberikan pelatihan-pelatihan terkait dengan produk dan pelayanan ke tim kantor penjualan dan diler utama.
- Astraotoshop.com hadir sebagai solusi belanja daring kebutuhan suku cadang serta solusi kemudahan perawatan kendaraan baik mobil maupun motor. Produk yang ditawarkan merupakan komponen RM yang dijamin keasliannya.

Information related to products manufactured by the Company and the management and information related to prevention of losses that may be incurred by customers by utilizing non-original products are accessible by customers and public through the following channels:

- GS ASTRA Smart is the identity of the official GS ASTRA outlet network for the sales of original GS ASTRA products. The GS ASTRA Smart logo will be put up on GS ASTRA retailers that meet certain requirements by only selling genuine GS ASTRA products.
- The Company educates public concerning product knowledge both related to product excellence and authenticity through social media such as website, Facebook, Twitter, Instagram and Youtube (Aspira AstralD, @aspiraasta, http://aki.gs-astra.com, @Aki\_GS\_Astra, @gsastraid). In addition to the product packaging, the Company also includes the name and address of the Company, the label of the Indonesian National Standard (SNI), as well as hazard warnings such as do not drink, liquids do not touch the eyes or keep out of reach of children.
- The Company provides training related to products and services to the sales office team and key dealers.
- Astraotoshop.com exists as an online shopping solution for spare parts needs as well as easy maintenance solutions for cars and motorbikes. The products offered include original RM components with guarantee.



Astraotoshop.com dibuat khusus untuk menjangkau konsumen *end user* melalui layanan pembelian suku cadang dan pembelian sekaligus pemasangan suku cadang yang fleksibel di 383 gerai Shop&Drive serta 170 gerai Motoquick.

Astraotoshop.com was specifically designed to reach out end-user customers through the service of purchasing parts and flexible purchasing plus installing parts at 383 Shop & Drive outlets and 170 Motoquick outlets.

# Produksi yang Lebih Ramah Lingkungan

More Environmentally-Friendly Production

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**Untuk tetap menjadi lebih kompetitif, Perseroan harus mengutamakan *cost leadership*, salah satunya dicapai dari pengurangan biaya energi dan limbah. Upaya ini memberikan manfaat bagi lingkungan dan pada saat bersamaan memberi manfaat finansial.**

To remain more competitive, the Company must prioritize cost leadership, one of which can be achieved by reducing energy and waste costs. The effort generates benefits to the environment and at the same time provides financial benefits as well.



# Produksi yang Lebih Ramah Lingkungan

More Environmentally-Friendly Production

Efisiensi energi  
Energy efficiency



37

Instalasi  
Installation

Grup Astra Otoparts telah menerapkan program efisiensi energi dan pengurangan GRK.

Astra Otoparts Group have implemented energy efficiency and GHG reduction programs.

**Pada setiap kegiatan, Perseroan berupaya melakukan *improvement* pada proses dan produk agar menjadi lebih efisien, lebih sedikit menggunakan material, air, dan energi dan mengurangi limbah.**

**In each business activity, the Company strives to make improvements in processes and products to be more efficient, to consume less materials, water, and energy and to reduce waste.**



## Mengapa Topik ini Penting [103-1]

Dampak penting lingkungan dari kegiatan Perseroan adalah pemakaian sumber daya alam dalam bentuk material, energi, dan air serta emisi pada lingkungan. Pemakaian energi berdampak pada timbulnya emisi Gas Rumah Kaca yang signifikan. Sedangkan kegiatan perdagangan terutama menghasilkan limbah terutama suku cadang bekas.

Sebagai bagian dari grup usaha dalam kelompok PT Astra International Tbk, Perseroan berpartisipasi untuk meningkatkan kinerja lingkungan sesuai arahan Communications, Social Responsibility & Security Corporate Policy Astra 2019. Berkaitan dengan lingkungan, Perseroan ditargetkan untuk:

1. Implementasi Astra Green Company (AGC) dengan minimal peringkat Biru
2. Penaatan regulasi PROPER
3. Efisiensi sumber daya alam, energi dan penurunan GRK minimal 2,5% per satuan produk dibandingkan dengan tahun 2018 melalui penerapan Astra Green Energy dengan fokus pada program *Sustainable Consumption & Production*. [103-1]

## Respons Perseroan [103-2]

Pada setiap kegiatan, Perseroan berupaya melakukan *improvement* pada proses dan produk agar menjadi lebih efisien, lebih sedikit menggunakan material, air, dan energi dan mengurangi limbah. Upaya ini merupakan bagian dari strategi Perseroan untuk menjadi bisnis yang unggul sebagaimana ditetapkan dalam strategi LEAP untuk meningkatkan efisiensi dan produktivitas dengan tujuan menjadi "*the lowest cost component producer*".

## Penerapan Kehati-hatian dalam Pengelolaan Lingkungan [102-11] [102-12]

Kepatuhan kepada peraturan perundangan yang berlaku menjadi persyaratan minimal yang harus dipenuhi oleh setiap instalasi Perseroan di mana pun beroperasi. Termasuk di dalamnya kepatuhan kepada perijinan lingkungan dan pelaksanaan kewajiban yang melekat pada ijin lingkungan tersebut diterapkan dengan efektif serta melakuikan pelaporan kepada pihak yang berwenang pada waktunya.

Perseroan menerapkan sistem manajemen lingkungan dengan standar internasional ISO 14001 dalam pengelolaan lingkungan. Tidak semua instalasi Perseroan melakukan sertifikasi atas kedua standar internasional tersebut namun pada dasarnya setiap instalasi menerapkan sistem manajemen lingkungan sesuai dengan cakupan dan kompleksitasnya masing-masing.

## Why the Topic is Important [103-1]

Environmental impacts that are important to the Company's activities include the use of natural resources in the form of materials, energy, and water and emissions to the environment. Energy consumption creates a significant impact on the emission of greenhouse effect. Whereas trading activities mainly produce waste, particularly second-hand parts.

As part of the business group in PT Astra International Tbk, the Company participates to improve environmental performance in accordance with the directions from Astra 2019 Corporate Communications, Social Responsibility & Security. As for the environmental matters, the Company is targeted to:

1. Implement Astra Green Company (AGC) with a minimum Blue rating
2. Manage PROPER regulatory compliance
3. Manage efficiency of natural resources, energy and GHG reduction at least 2.5% per unit of product compared to 2018 by adopting Astra Green Energy with a focus on the Sustainable Consumption & Production program. [103-1]

## Corporate Response [103-2]

In each business activity, the Company strives to make improvements in processes and products to be more efficient, to consume less materials, water, and energy and to reduce waste. Such efforts are part of the Company's strategies to excel at business as established in the LEAP strategy which is to improve efficiency and productivity with the aim of becoming "the lowest cost component producer".

## Implementation of Prudent Principles in Environmental Management [102-11] [102-12]

Compliance with prevailing laws and regulations is a minimum requirement that must be met by each installation wherever the Company operates. This includes compliance with environmental permits and their corresponding requirements, which are implemented effectively and reported to the authorities on a timely basis.

The Company implements an environmental management system with ISO 14001 international standards in its environmental management. Not all installations within the Company are certified with these two international standards; however each installation basically adopts an environmental management system in accordance with the scope and complexity of each.

# Kebijakan Lingkungan PT Astra Otoparts Tbk

Environmental Policy of PT Astra Otoparts Tbk

PT ASTRA OTOPARTS Tbk - Sebagai perusahaan komponen otomotif terbesar di Indonesia menjamin dan melindungi keselamatan dan kesehatan kerja melalui penerapan Sistem Manajemen Lingkungan, Keselamatan dan Kesehatan Kerja (LK3) dan Energi. Dalam usaha menjaga kelancaran administrasi dan distribusi bertekad melakukan pengelolaan, pemantauan, perbaikan kinerja LK3 dan Energi serta bertanggung jawab dibidang sosial sebagai akibat yang timbul dari proses bisnis perusahaan dengan cara:

1. Mencegah terjadinya pencemaran lingkungan, kecelakaan kerja dan gangguan kesehatan.
2. Melakukan perbaikan kinerja Lingkungan, Keselamatan, Kesehatan Kerja dan Energi serta Tanggung Jawab Sosial secara berkesinambungan.
3. Melakukan konservasi dan efisiensi terhadap Energi dan Sumber Daya Alam (ESDA) serta pengembangan Sumber Daya Manusia (SDM).
4. Melakukan aktivitas dan komunikasi sosial guna menumbuhkan kepercayaan *stakeholder*.
5. Mematuhi peraturan perundang-undangan yang berlaku.

Pelaksanaan kebijakan dasar ini menjadi acuan untuk seluruh aktivitas Perusahaan serta menjadi tanggung jawab seluruh anggota organisasi perusahaan dan pihak yang terkait.

Kebijakan dasar ini bersifat terbuka terhadap setiap masukan dan perbaikan yang diperlukan untuk senantiasa meningkatkan kinerja pengelolaan LK3, Energi dan Tanggung Jawab Sosial yang kemudian akan didokumentasikan dan dikaji secara periodik.

PT ASTRA OTOPARTS Tbk - As the largest automotive component company in Indonesia, Astra Otoparts guarantees and protects occupational safety and health by adopting Environmental, Occupational Safety and Health Management System (LK3) and Energy. In an effort to maintain seamless administration and distribution, the Company is determined to conduct the management, monitoring, improvement of LK3 and Energy performance and to be socially responsible for the results arising from the company's business processes by:

1. Preventing environmental pollution, workplace accidents and health issues.
2. Improving environmental performance, safety, occupational health and energy and social responsibility on an ongoing basis.
3. Conducting conservation and efficiency of Energy and Natural Resources (ESDA) as well as the development of Human Resources (HR).
4. Conducting social activities and communication in order to foster stakeholder confidence.
5. Complying with prevailing laws and regulations.

The implementation of such basic policy serves as a reference for all Company activities and represents the responsibility of all members of the organization and related parties.

The basic policy is open to any input and improvements needed so as to continually improve the performance of LK3, Energy and Social Responsibility management which will then be documented and reviewed periodically.

Nama Sertifikasi  
Certification

Bidang  
Area

Tersertifikasi  
Certified

**ISO 14001**

**Lingkungan**

**41**

**ISO 50001**

**Energi**

**1**

## Energi dan Emisi Gas Rumah Kaca

Energi merupakan salah satu aspek penting lingkungan yang dikelola Perseroan karena berkaitan erat dengan biaya produksi dan sumber emisi Gas Rumah Kaca (GRK) penting di lingkungan Perseroan. Perseroan melakukan setiap upaya improvement yang dapat mengurangi pemakaian energi dan menurunkan emisi GRK.

Proses manufaktur yang ramah lingkungan melalui penghematan energi dilakukan dengan program efisiensi dan penggunaan sumber energi ramah lingkungan, upaya-upaya ini merupakan arahan dari Grup Astra bagi anak perusahaan dalam mengelola aspek lingkungan di instalasi masing-masing. Target pengurangan energi dan emisi GRK yang ditetapkan Perseroan sepanjang 2019 adalah sebesar 2,5% per satuan produk dibandingkan tahun sebelumnya.

Pada 2019, sebanyak 37 instalasi Grup Astra Otoparts telah menerapkan program efisiensi energi dan pengurangan GRK. Pada 2018 perseroan rata-rata membutuhkan energi sebesar 0,032 GJ dengan menghasilkan 0,00341 ton CO<sub>2</sub> untuk menghasilkan sebuah produk. Pada 2019 penggunaan energi dapat diturunkan sebesar 2,43% dan emisi GRK juga turun sebesar 1,33% menjadi 0,031 GJ dengan menghasilkan 0,00345 ton CO<sub>2</sub> per unit produk.

Upaya penghematan energi yang dilakukan Perseroan meliputi kegiatan antara lain:

- Optimalisasi penggunaan kompresor dengan mengurangi kebocoran serta mengurangi hal-hal yang menyebabkan kehilangan tekanan yang besar.
- Optimalisasi penggunaan gas dan listrik untuk *heating system* supaya tidak banyak terjadi kebocoran panas yang terbuang ke udara
- Optimalisasi penggunaan listrik dengan penggunaan *timer* dan *inverter*
- Substitusi peralatan listrik dengan menggunakan peralatan hemat energi
- Perseroan memfasilitasi para manajer SHE Astra Otoparts Group untuk mendapatkan sertifikasi manajer energi. Kegiatan ini bertujuan agar Astra Otoparts Group dapat melakukan program-program energi di tempat kerja masing-masing.
- Substitusi solar dan LPG menjadi gas alam dan listrik.

Reduksi emisi Gas Rumah Kaca terbesar diperoleh dari pengurangan pemakaian LPG sebesar 81,24% dan pemakaian Solar sebesar 49,77%. Hal ini dikarenakan substitusi energi dari LPG dan solar menjadi natural gas dan listrik. Sehingga konsumsi natural gas meningkat 5,91% dan listrik meningkat sebesar 1,33%. [103-2]

## Energy and Greenhouse Gas Emission

Energy is one of the important environmental aspects managed by the Company since it is closely related to production costs and source of Greenhouse Gas (GHG) emissions which is important for the Company. The Company strives to make every improvement effort that can reduce energy consumption and reduce GHG emissions.

The environmentally friendly manufacturing process through energy savings is carried out under an efficiency program and utilization of environmentally friendly energy sources, these efforts are directed by Astra Group for subsidiaries in managing environmental aspects in their respective installations. The target of reducing energy and GHG emissions established by the Company during 2019 is 2.5% per unit of product compared to prior year.

In 2019, as many as 37 Astra Otoparts Group installations have implemented energy efficiency and GHG reduction programs. In 2018 the Company needs an average of 0.032 GJ of energy by producing 0.00341 tons of CO<sub>2</sub> to manufacture a product. In 2019 energy consumption could be reduced by 2.43% and GHG emissions could also be decreased by 1.33% to 0.031 GJ by producing 0.00345 tons of CO<sub>2</sub> per unit of product.

The energy saving efforts undertaken by the Company include the following activities:

- Optimizing the use of compressors by reducing leakage and reducing the matters that cause large pressure losses.
- Optimizing the use of gas and electricity for heating systems so as to prevent much heat leakage wasted into the air
- Optimizing the use of electricity by using a timer and inverter
- Substituting electrical equipment by using energy efficient equipment
- Facilitating SHE Astra Otoparts Group managers to obtain energy manager certification. This activity is aimed at enabling Astra Otoparts Group to conduct energy programs in respective workplaces.
- Substituting diesel and LPG into natural gas and electricity.

The biggest reduction in GHG emissions was contributed by the reduction in LPG consumption by 81.24% and Solar consumption by 49.77%. This is due to the substitution of energy from LPG and diesel fuel to natural gas and electricity. As a result, natural gas consumption increased by 5.91% and electricity increased by 1.33%. [103-2]

Sumber Energi	Konsumsi (GJ) Consumption (GJ)		Konsumsi (GJ)/produk Consumption (GJ)/product		Penurunan Decrease (%)	Energy Source
	2018	2019	2018	2019		
Solar	195.655,16	108.832,07	0,0026	0,0013	49,77	Solar
Listrik	2.343.533,21	2.323.517,83	0,0109	0,0111	-1,33	Electricity
LPG	57.889,18	36.516,40	0,0008	0,0001	81,24	LPG
Natural Gas	858.448,99	874.447,49	0,0173	0,0183	-5,91	Natural Gas
Bensin	10.189,54	9.656,12	0,0004	0,0003	2,50	Petrol
<b>TOTAL</b>	<b>3.465.716,09</b>	<b>3.352.969,91</b>	<b>0,032</b>	<b>0,031</b>	<b>2,43</b>	<b>TOTAL</b>

Sumber Energi	Konsumsi (GJ) Consumption (GJ)		Konsumsi (GJ)/produk Consumption (GJ)/product		Penurunan Decrease (%)	Energy Source
	2018	2019	2018	2019		
Solar	14.035,65	7.807,25	0,00019	0,00010	49,77	Solar
Listrik	471.330,51	467.305,03	0,00220	0,00223	-1,33	Electricity
LPG	3.443,87	2.172,39	0,00005	0,00001	81,24	LPG
Natural Gas	47.865,80	48.757,85	0,00096	0,00102	-5,91	Natural Gas
Bensin	613,40	581,29	0,0000	0,0000	2,50	Petrol
<b>TOTAL</b>	<b>537.289,22</b>	<b>526.623,80</b>	<b>0,00342</b>	<b>0,00338</b>	<b>1,33</b>	<b>TOTAL</b>

[302-1] [302-3] [305-1] [305-2] [305-4]

[302-1] [302-3] [305-1] [305-2] [305-4]

## Air

Upaya penghematan air dilakukan dengan melakukan pengoptimalan pemakaian air untuk kegiatan produksi dengan proses daur ulang. Pada tahun 2018, air yang digunakan sebesar 0,0089 m<sup>3</sup> per produk naik sebesar 4,31 % menjadi 0,0093 m<sup>3</sup> per produk. Hal ini dikarenakan kenaikan jumlah produksi dan banyak proses perpindahan *operasional plant*. [103-2] [303-1]

## Efisiensi Material dan Pengurangan Limbah

Perseroan melaksanakan *Sustainable Consumption and Production* dengan dua pendekatan utama yaitu efisiensi penggunaan material untuk menghemat biaya dan upaya mengurangi limbah. Dengan program-program kaizen yang kami lakukan, setiap pabrik diharapkan untuk menekan produk afkir (*reject*) sehingga mengurangi pemakaian bahan baku dan bahan penolong.

Upaya penghematan material bahan baku dan pengurangan limbah juga dilakukan dengan melakukan daur ulang terutama pada limbah produksi (*reject, by product* dan limbah lainnya) yang memungkinkan untuk dilebur kembali menjadi bahan baku.

[103-2]

## Water

Water saving efforts are conducted by optimizing the use of water for production activities with the recycling process. In 2018, water consumption was totaling 0.0089 m<sup>3</sup> per product which rose by 4.31% to 0.0093 m<sup>3</sup> per product. This is due to an increase in the production level and considerable amount of processes for operational plant relocation. [103-2] [303-1]

## Material Efficiency and Waste Reduction

The Company implements Sustainable Consumption and Production with two main approaches, namely the efficient use of materials to save costs and efforts to reduce waste. With our kaizen programs, each factory is expected to suppress reject products so as to reduce the use of raw and auxiliary materials.

Efforts to save raw materials and reduce waste are also conducted by recycling, particularly in production waste (*reject, by product* and other waste) which allow them to be re-melted into raw materials. [103-2]

## Pencapaian Perseroan

Perseroan menggunakan beragam metode untuk memeriksa keefektifan penerapan pengelolaan lingkungan yang diterapkan di instalasi-instalasi Perseroan, sama dengan yang dipergunakan dalam Grup Astra. Dari hasil yang diperoleh dari evaluasi lingkungan, Perseroan memperoleh dasar untuk melakukan improvement di tahun berikutnya.

## Asesmen berdasarkan PROPER KLHK

Perseroan mendukung Program Penilaian Kinerja Perusahaan Bidang Pengelolaan Lingkungan Hidup (PROPER) dari Kementerian Lingkungan Hidup dan Kelautan melalui partisipasi di instalasi Perseroan yang ditunjuk oleh KLHK, sebanyak 16 perusahaan yang ikut serta dalam program ini.

PROPER KLHK merupakan barometer penting bagi Perseroan karena cakupan program ini adalah di seluruh Indonesia sehingga pencapaian PROPER memiliki arti strategi sebagai bagian dari penerapan manajemen risiko reputasi Perseroan.

PROPER bertujuan untuk mendorong penaatan perusahaan dalam pengelolaan lingkungan hidup melalui instrumen informasi melalui program pemeringkatan. Dari semua instalasi semua peraturan dan persyaratan lingkungan yang berlaku telah terpenuhi dengan baik.

Selain instalasi yang ikut serta PROPER, seluruh instalasi Perseroan tidak mengalami kasus dan sanksi hukum akibat pelanggaran peraturan lingkungan yang berlaku. [307-1]

## Asesmen berdasarkan Astra Green Company

Astra Green Company (AGC) yang merupakan integrasi standar standar nasional dan internasional sebagai acuan dalam pengelolan lingkungan dan kesehatan dan keselamatan kerja di perusahaan Grup Astra. AGC memuat topik-topik utama *green strategy, green process, green product, green employee*, pencapaian *critical points* dan pemenuhan peraturan.

Perseroan melaksanakan kriteria-kriteria dalam AGC di seluruh instalasi. Pencapaian AGC diperiksa melalui proses evaluasi berjenjang melalui *Corporate Assessment, Group Assessment* dan *Self-Assessment*, dengan hasil pemeringkatan emas, hijau, biru, merah dan hitam, berurutan untuk mengindikasikan pencapaian tertinggi hingga terendah. [103-3]

## Corporate Achievements

The Company adopts a variety of methods to check the effectiveness of the implementation of environmental management that is adopted in the Company's installations, similar to those adopted in Astra Group. Based on the results obtained from the environmental evaluation, the Company received a basis for improvement in the following year.

## Assessments based on PROPER KLHK

The Company supports the Company Performance Assessment Program in Environmental Management (PROPER) from the Ministry of Environment and Maritime Affairs by participating in the assessment designated by KLHK for the Company's installations. As many as 16 companies participated in this program.

KLHK PROPER serves as an important barometer for the Company since the scope of this program covers all areas throughout Indonesia since the achievement of PROPER gives a strategic meaning as part of the risk management implementation related to the Company's reputational risk.

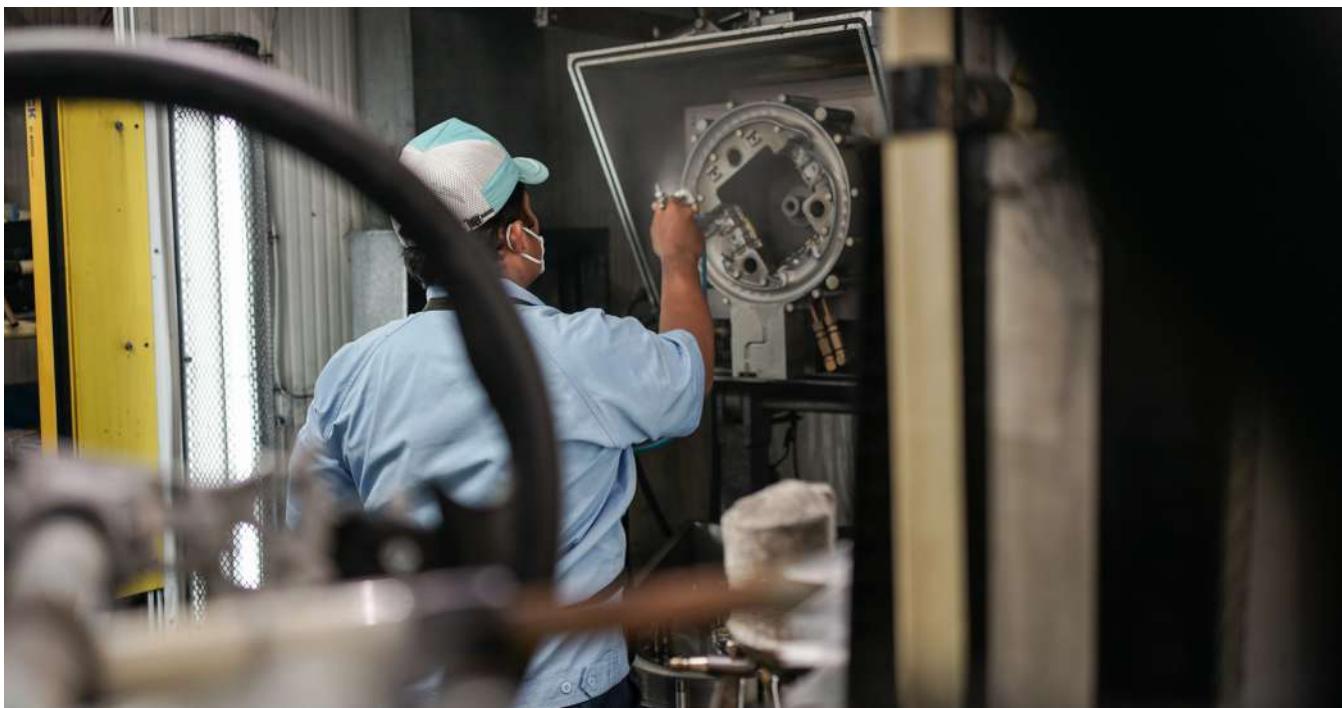
PROPER aims to encourage corporate compliance with environmental management through informational instruments based on rating programs. In all installations, all applicable environmental regulations and requirements have been properly fulfilled.

Other than installations that participated in PROPER, all of the Company's installations had no cases nor legal sanctions due to violations of prevailing environmental regulations. [307-1]

## Assessment based on Astra Green Company

Astra Green Company (AGC) which is an integration of national and international standards serves as a reference in managing the environment and occupational health and safety in Astra Group companies. AGC includes the main topics of green strategy, green process, green products, green employees, achievement of critical points and compliance with regulations.

The Company implements the criteria in AGC throughout all installations. AGC achievements are examined through a tiered evaluation process through Corporate Assessment, Group Assessment and Self-Assessment, with gold, green, blue, red and black ranking, on sequential basis to indicate the highest to lowest achievement. [103-3]

**Pencapaian Astra Green Company | Achievement of Astra Green Company**

No	Perusahaan	Lokasi	2016	2017	2018	2019
1	PT Akebono Brake Astra Indonesia	Jakarta	Blue	Blue	Blue	Green
2	PT Astra Daido Steel Indonesia	Bekasi	Blue	Blue	---	---
3	PT Astra Nippon Gasket Indonesia	Bekasi	Blue	Blue	Blue	Blue
4	PT Aisin Indonesia	Bekasi	Green	Green	Green	Green
5	PT Aisin Indonesia Automotive	Karawang		---	Blue	Green
6	PT Astra Otoparts Tbk – Head office	Jakarta	Gold	Green	Gold	Green
7	PT Astra Otoparts Tbk – Divisi Nusametal	Jakarta	Blue	Blue	Blue	Blue
8	PT Autoplastik Indonesia	Karawang		---	Blue	Blue
9	PT Astra Komponen Indonesia	Bogor	Blue	Blue	Blue	Blue
10	PT AT Indonesia	Karawang	Blue	Blue	Blue	Blue
11	PT Astra otoparts Tbk – Divisi Adiwira Plastik	Bogor	Red	Black	Blue	Blue
12	PT Astra otoparts Tbk – Divisi Adiwira Plastik	Bogor	Blue	Blue	Blue	Blue
13	PT Century Batteries Indonesia - Cakung	Jakarta	Blue	Blue	Blue	Blue
14	PT Century Batteries Indonesia - Karawang	Karawang	---	Blue	Blue	Blue
15	PT DIC Astra Chemicals	Jakarta	Blue	Blue	Blue	Blue
16	PT Denso Indonesia - Sunter	Jakarta	Blue	Blue	Blue	Blue
17	Pt Denso Indonesia – Bekasi	Bekasi	Blue	Blue	Blue	Green
18	PT Denso Indonesia - Fajar	Bekasi	---	Blue	Blue	Blue
19	PT Evoluzione Tyres	Subang	---	Blue	Blue	Blue

**Pencapaian Astra Green Company | Achievement of Astra Green Company**

No	Perusahaan	Lokasi	2016	2017	2018	2019
20	PT Federal Izumi Manufacturing	Bogor	Blue	Blue	Blue	Blue
21	PT Federal Nittan Industries	Bekasi	Blue	Blue	Blue	Blue
22	PT FSCM Manufacturing Indonesia- Cileungsi	Bogor	Blue	Blue	Blue	Blue
23	PT FSCM Manufacturing Indonesia - Pulogadung	Jakarta	Blue	Blue	Blue	Blue
24	PT GS battery - Karawang	Karawang	Blue	Blue	Blue	Blue
25	PT GS Battery - Semarang	Semarang	---	Blue	Blue	Blue
26	PT Gemala Kempa Daya	Jakarta	Green	Green	Green	Green
27	PT Inti Ganda Perdana - Jakarta	Jakarta	Green	Green	Green	Green
28	PT Inti Ganda Perdana - Karawang	Karawang	---	Green	Green	Green
29	PT Kayaba Indonesia	Bekasi	Blue	Green	Green	Green
30	PT Menara Terus Makmur	Bekasi	Blue	Blue	Blue	Blue
31	PT Nusa Keihin Indonesia	Bekasi	Blue	Blue	Blue	Blue
32	PT Pakoakuina – 2W	Karawang	Blue	Blue	Blue	Blue
33	PT Pakoakuina – 4W	Karawang	Blue	Blue	Blue	Blue
34	PT SKF Indonesia	Jakarta	Blue	Blue	Blue	Blue
35	PT Toyoda Gosei Safety Systems Indonesia	Bogor	Blue	Blue	Blue	Blue

[103-3]

**Peringkat AGC | AGC Rating**



# Pertumbuhan untuk Semua

Growth for All

---

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**Kehadiran Perusahaan  
di tengah-tengah  
masyarakat harus dapat  
dirasakan sebagai  
manfaat yang positif.  
Selain menyediakan  
lapangan kerja dan  
peluang kegiatan ekonomi,  
Astra Otoparts berupaya  
menciptakan pertumbuhan  
yang berkelanjutan  
melalui tanggung jawab  
sosial (*Corporate Social  
Responsibility*) yang  
konsisten.**

The presence of the Company in the midst of the community must be perceived as a positive benefit. In addition to providing employment and opportunities for economic activities, Astra Otoparts strives to create sustainable growth through consistent Corporate Social Responsibility.



# Pertumbuhan untuk Semua

## Growth for All

### Kegiatan CSR CSR Activities



40

Kegiatan  
Activities

Perseroan berkomitmen menciptakan bisnis yang beretika dan berkontribusi pada peningkatan kesejahteraan masyarakat sekitar.

The Company is committed to creating ethical business and contributing to the improvement of the welfare of surrounding communities.

**Salah satu inisiatif Perseroan dalam menciptakan pertumbuhan yang berkelanjutan adalah dengan terus menjalankan program CSR, yang tercermin melalui 4 (empat) pilar yaitu pendidikan, kesehatan, lingkungan, dan pengembangan masyarakat.**

**One of the Company's initiatives in creating sustainable growth is by continuing to carry out CSR programs, which are reflected through 4 (four) pillars namely education, health, environment, and community development.**



## Mengapa Topik ini Penting [103-1]

Industri pengolahan non-migas merupakan sektor ekonomi penting bagi Indonesia, karena berkontribusi sebesar 19,62% terhadap Pertumbuhan Domestik Bruto pada 2019. Sehingga kegiatan di sektor ini sangat memengaruhi kesejahteraan masyarakat.

Aktivitas, produk, dan jasa yang dihasilkan Perseroan memberikan memberikan dampak kepada lingkungan dan masyarakat sekitar, dampak positif yang paling utama adalah tersedianya lapangan kerja bagi karyawan langsung yang mencapai lebih dari 36 ribu orang. Secara tidak langsung, kegiatan usaha Perseroan memungkinkan penyerapan tenaga kerja yang lebih banyak dalam rantai pasokan dan kegiatan ekonomi pendukung lainnya.

Namun di sisi lain, manfaat ekonomi dan sosial dapat dirasakan secara merata di sekitar kegiatan Perseroan sehingga masih terdapat kelompok masyarakat yang belum memperoleh manfaat yang sama. Akses dan kemampuan yang terbatas mengakibatkan peluang masyarakat untuk tumbuh bersama industri menjadi semakin sempit, risiko ini menjadi semakin tinggi pada saat perkembangan teknologi telah semakin meninggalkan penggunaan tenaga kerja manual menuju otomasi dan efisiensi tinggi.

Menjalankan fungsi sebagai korporasi yang baik dengan menyediakan lapangan kerja, memajukan industri, dan menghasilkan produk dengan nilai tambah merupakan peran utama Perseroan. Ditambah dengan kontribusi CSR maka Astra Otoparts mengambil peran dalam upaya mencapai Tujuan Pembangunan Berkelanjutan (SDGs) yang telah disepakati secara global pada tahun 2015.

## Respons Perseroan [103-2]

Perseroan berkomitmen menciptakan bisnis yang beretika dan berkontribusi pada peningkatan kesejahteraan masyarakat sekitar dengan melakukan tanggung jawab sosial perusahaan (CSR) dalam ruang lingkup pendidikan, lingkungan hidup, sosial, dan upaya pemberdayaan masyarakat. Selain empat pilar di atas, terdapat sejumlah program lainnya seperti pemberian donasi, pelestarian dan pengembangan budaya.

## Why the Topic is Important [103-1]

The non-oil and gas processing industry is an important economic sector for Indonesia, as it contributes 19.62% to Gross Domestic Growth in 2019. Accordingly activities in this sector largely affect the welfare of the community.

Activities, products, and services provided by the Company have an impact on the environment and surrounding communities, whereby the most important positive impact is the availability of jobs for direct employees that reach more than 36 thousand people. Indirectly, the Company's business activities allow more labor absorption in the supply chain process and other supporting economic activities.

However on the other hand, economic and social benefits are noted around the Company's activities only and there are still groups of people who have not received the same benefits. Limited access and capability have resulted in increasingly narrow opportunities for people to grow together with industry, and such risk becomes even higher as technological developments have increasingly abandoned the use of manual labor towards high automation and efficiency.

Functioning as a good corporation by providing employment opportunities, advancing the industry, and manufacturing products with added value represent the main roles of the Company. Coupled with CSR contributions, Astra Otoparts plays a role in its efforts to achieve the Sustainable Development Goals (SDGs) that have been globally agreed-upon in 2015.

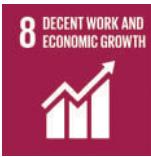
## Corporate Response [103-2]

The Company is committed to creating ethical business and contributing to the improvement of the welfare of surrounding communities by carrying out corporate social responsibility (CSR) in the areas of education, environment, social, and community empowerment efforts. In addition to the four pillars above, there are a number of other programs such as donations, preservation and cultural development.

**Astra Otoparts dan SDGs****Astra Otoparts and SDGs**

# SUSTAINABLE DEVELOPMENT GOALS

Dari 17 Tujuan Global yang telah ditetapkan oleh 192 pemimpin dunia untuk mengakhiri kemiskinan, melindungi planet, dan memastikan semua orang dapat menikmati perdamaian dan kesejahteraan, terdapat setidaknya 5 Tujuan dimana Perseroan memberikan kontribusi terhadap pencapaiannya melalui inisiatif-inisiatif yang telah kami lakukan, yaitu Tujuan Global 3, 4, 9, 12, dan 13.

<b>1</b> <div style="display: flex; align-items: center; justify-content: space-around;"> <div style="text-align: center;">  <p><b>3</b> GOOD HEALTH AND WELL-BEING</p> </div> <div> <p>Memastikan kehidupan yang sehat dan mendukung kesejahteraan bagi semua untuk semua usia.</p> <p>Ensuring a healthy life and supporting well-being for all for all ages.</p> </div> </div>	<p>Out of the 17 Global Goals established by 192 world leaders to end poverty, protect the planet, and ensure everyone can enjoy peace and prosperity, there are at least 5 Goals in which the Company contributes to their achievements through the initiatives we have undertaken, namely the Global Goals 3, 4, 9, 12 and 13.</p>
<b>2</b> <div style="display: flex; align-items: center; justify-content: space-around;"> <div style="text-align: center;">  <p><b>4</b> QUALITY EDUCATION</p> </div> <div> <p>Memastikan pendidikan yang inklusif dan berkualitas setara, juga mendukung kesempatan belajar seumur hidup bagi semua.</p> <p>Ensuring that education is inclusive and with equal quality, also supporting lifelong learning opportunities for all.</p> </div> </div>	<p>Perseroan membantu Pembinaan Posyandu (Astra kirana), Pengembangan peningkatan pelatihan bagi Kader Kesehatan Astra (Avicenna) serta pengembangan Kampung Berseri Astra (KBA).</p> <p>The Company assists the Development of Posyandu (Astra Kirana), Development of enhanced training for Astra Health Cadres (Avicenna) and the development of the Kampung Berseri Astra (KBA).</p>
<b>3</b> <div style="display: flex; align-items: center; justify-content: space-around;"> <div style="text-align: center;">  <p><b>8</b> DECENT WORK AND ECONOMIC GROWTH</p> </div> <div style="text-align: center;">  <p><b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE</p> </div> </div> <div> <p>Membangun infrastruktur yang tangguh, mendukung industrialisasi yang inklusif dan berkelanjutan dan membantu perkembangan inovasi.</p> <p>Building strong infrastructure, supporting inclusive and sustainable industrialization and fostering innovation.</p> </div>	<p>Perseroan mendukung peningkatan kualitas Pendidikan melalui pengembangan sekolah binaan, sekolah Adiwiyata, dan SMK Binaan. Di luar sekolah, Perseroan juga mengadakan Rumah Pintar sebagai sarana edukasi masyarakat.</p> <p>The Company supports the improvement of the quality of Education through the development of target schools, Adiwiyata schools, and Fostered Vocational Schools. Outside schools, the Company also established Rumah Pintar as a means of community education.</p>
<b>4</b> <div style="display: flex; align-items: center; justify-content: space-around;"> <div style="text-align: center;">  <p><b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION</p> </div> </div> <div> <p>Memastikan pola konsumsi dan produksi yang berkelanjutan.</p> <p>Ensuring sustainable consumption and production method.</p> </div>	<p>Dengan kompetensi inti di bidang industri komponen, Perseroan mengembangkan kemampuan industri nasional yang membuka lapangan pekerjaan. Peluang yang inklusif dibuka dengan mengikutsertakan dan membina IKM dalam rantai pasokan Perseroan.</p> <p>With its core competencies in the component industry, the Company is developing national industry capabilities that open up employment opportunities. Inclusive opportunities are provided by including and fostering IKMs in the Company's supply chain.</p>
<b>5</b> <div style="display: flex; align-items: center; justify-content: space-around;"> <div style="text-align: center;">  <p><b>13</b> CLIMATE ACTION</p> </div> </div> <div> <p>Mengambil aksi segera untuk memerangi perubahan iklim dan dampaknya</p> <p>Taking immediate action to combat climate change and its impacts</p> </div>	<p>Pabrik-pabrik Perseroan menerapkan <i>sustainable consumption and production</i> untuk meningkatkan efisiensi sumber daya alam dan meminimalkan limbah.</p> <p>The Company's factories implement sustainable consumption and production to increase the efficiency of natural resources and minimize waste.</p>
	<p>Perseroan melakukan pelestarian lingkungan terutama dengan penanaman pohon sejak 2007 dan mulai mengintegrasikannya dengan mitigasi perubahan iklim di DSA Pantai Sedari. Pada aktivitas manufaktur, upaya mengurangi emisi Gas Rumah Kaca terutama dilakukan dengan penghematan energi.</p> <p>The Company has been preserving the environment, particularly by planting trees since 2007 and starting to integrate those with climate change mitigation in DSA Pantai Sedari. In manufacturing activities, the Company's efforts to reduce greenhouse gas emissions are mainly performed by saving energy.</p>

CSR dilaksanakan Perseroan pada Fungsi HC Services, GA, Purchase, CSR & SHE. Dalam menyusun dan melaksanakan program tanggung jawab sosial perusahaan (CSR), Perseroan mengacu pada peraturan perundungan yang berlaku dan berpedoman pada arahan dari Astra Internasional selaku perusahaan induk.

Perseroan menggunakan konsep "region" yang dititikberatkan pada lokasi geografis pabrik-pabrik Perseroan. Ada empat regional pelaksanaan CSR yaitu Jakarta, Bogor, Bekasi, dan Karawang. Di setiap region, terdapat satu orang Koordinator CSR yang mengkoordinasikan beberapa anak perusahaan dan pemangku kepentingan masyarakat di region tersebut. [413-1]

Pada pelaksanaan kegiatan CSR, Perseroan selalu bekerja sama dengan komunitas setempat sebagai mitra, termasuk pemerintah daerah setempat, kelompok tani, karang taruna, sekolah dan komunitas lain yang relevan dengan kegiatan yang dilakukan.

## Empat pilar CSR Astra Otoparts

### ASTRA CERDAS



Pengembangan sekolah binaan, sekolah Adiwiyata, SMK Binaan

Development of fostered schools, Adiwiyata schools, fostered vocational schools



PAUD Senyum Sapa

PAUD Smile Sapa



Indonesia Ayo Aman Berlalu Lintas (IAABL)

Indonesia Ayo Aman Berlalu Lintas (IAABL)

### ASTRA SEHAT



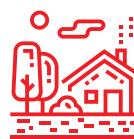
Pembinaan Posyandu (Astra Kirana)

Development of Posyandu (Astra Kirana)



Pengembangan peningkatan pelatihan bagi Kader Kesehatan Astra (Avicenna)

Development of enhancement training for Astra Health Cadres (Avicenna)



Pengembangan Kampung Berseri Astra (KBA) dan Desa Sejahtera Astra (DSA)

Development of Kampung Astra Berseri (KBA)

### ASTRA HIJAU



Penanaman dan pemeliharaan pohon

Planting and maintaining of trees



Perluasan dan pemeliharaan Ruang Terbuka Hijau

Expansion and maintenance of Green Open Space

### ASTRA KREATIF



Pengembangan UMKM Binaan dan Pelatihannya

Development of fostered SMEs and their training

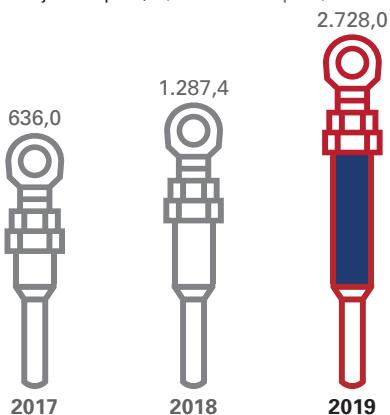


Pengembangan dan pelatihan difabel binaan

Development and training of disabled people being fostered

**Biaya Aktivitas CSR****CSR Activities Fund**

(dalam juta Rupiah) I (in million Rupiah)

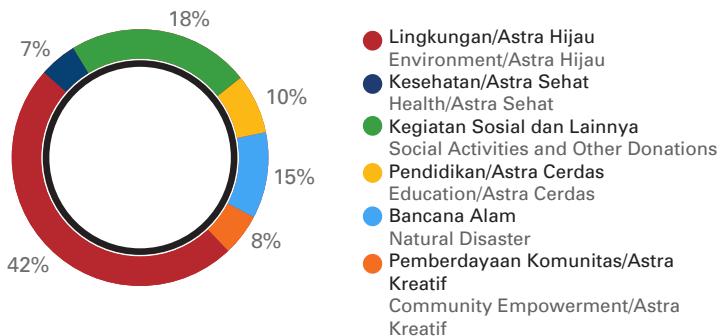


[103-2]

**Astra Untuk Indonesia Cerdas****Sekolah Adiwiyata**

Perseroan membina sembilan sekolah dari tahun sebelumnya sebanyak delapan sekolah untuk menjadi Sekolah Adiwiyata dari Kementerian Lingkungan Hidup dan Kehutanan. Sekolah Adiwiyata adalah sekolah dengan budaya keberlanjutan dengan konsep mendorong terciptanya pengetahuan dan kesadaran warga sekolah tingkat dasar dan menengah dalam upaya pelestarian lingkungan hidup.

Kegiatan pembinaan meliputi bantuan dan pendampingan berupa pengelolaan bank sampah, taman vertikal, program kantin sehat, pembuatan hidroponik, dan program-program unggulan lainnya yang terkait dengan konservasi.

**Penyaluran Biaya CSR berdasarkan Program**  
Distribution of CSR Fund by Program**Astra Untuk Indonesia Cerdas****Adiwiyata School**

The Company fostered nine schools from eight schools in prior year to become Adiwiyata Schools from the Ministry of Environment and Forestry. Adiwiyata School is a school which adopts sustainability culture with the concept of encouraging the creation of knowledge and awareness of elementary and secondary school students in environmental preservation efforts.

Fostering activities include donation and assistance in the form of waste bank management, vertical parks, healthy canteen programs, hydroponic manufacturing, and other excellent programs related to conservation.

### Sekolah Binaan Adiwiyata Astra Otoparts

### Adiwiyata Schools Fostered by Astra Otoparts

Nama Sekolah School Name	Tingkat Pencapaian Adiwiyata Adiwiyata Achievements				
	Persiapan Preparations	Tingkat Kabupaten District Level	Tingkat Provinsi Province Level	Tingkat Nasional National Level	Tingkat Mandiri Mandiri Level
SMP Negeri 193 Jakarta Timur					
SMAN 1 Cikarang Pusat					
SMPN 1 Cileungsi					
SMK Texmaco Karawang					
SDIT Al-Azhar 27 Cibinong					 Sudah melakukan pembinaan kepada 10 sekolah Has provided guidance to 10 schools
SMAN 1 Cikarang Selatan			 Tahun sebelumnya tingkat Kabupaten Pembangunan Infrastruktur TPS Prior year at Regency Level for the Development of TPS Infrastructure		
SDN Semper Timur 07 Pagi					
SDN 02 Sukaresmi Cikarang Selatan					
SMPN 03 Cibarusah Bekasi		 Tahun sebelumnya Persiapan Prior year at preparation stage			

### Program Vokasi Industri

Astra Otoparts mendukung program Pemerintah untuk meningkatkan mutu pendidikan di Indonesia serta untuk membentuk *link & match* antara Sekolah Menengah Kejuruan (SMK) yang memberikan Pendidikan vokasi dengan industri Astra Otoparts.

Pada Juli 2019, Astra Otoparts menyelenggarakan kegiatan SMK BISA yang meliputi 64 SMK yang merupakan kegiatan pengembangan kapasitas bagi tenaga pengajar. Di dalamnya termasuk kegiatan program pemagangan guru dan penilaian TEFA (*Teaching Factory*). Perseroan juga membantu meningkatkan kualitas Pendidikan vokasi sekaligus evaluasi grading SMK Binaan grup melalui penilaian TEFA SMK Binaan grup Astra Otoparts.

### Industrial Vocational Program

Astra Otoparts supports the Government's program to improve the quality of education in Indonesia and to establish links & matches between Vocational High Schools (SMK) that provide vocational education and Astra Otoparts industry.

In July 2019, Astra Otoparts organized SMK BISA activities which included 64 Vocational Schools that represent capacity building activities for teaching staff. The activity includes teacher apprenticeship program activities and TEFA (*Teaching Factory*) assessments. The Company also assisted to improve the quality of vocational education as well as the grading evaluation for the fostered vocational schools through the assessment of the TEFA vocational school fostered by Astra Otoparts group.



## Guru Peserta SMK BISA SMK BISA Teacher Participants

**25**

Guru | Teacher

SMK dari Reg. Bekasi  
(14 SMK)  
from Bekasi region  
(14 SMK)

**12**

Guru | Teacher

SMK dari Reg. Bogor  
(6 SMK)  
from Bogor region  
(6 SMK)

**25**

Guru | Teacher

SMK dari Reg. Jakarta  
(16 SMK)  
from Jakarta region  
(16 SMK)

**37**

Guru | Teacher

SMK dari Reg. Karawang  
(21 SMK)  
from Karawang region  
(21 SMK)



## SMK peserta asesmen SMK BISA SMK Assessment Participants for SMK BISA

SMK PGRI 20 Jakarta	Bintang   Stars 2
SMKN 2 Bogor	Bintang   Stars 2
SMK Bina Prestasi Bekasi	Bintang   Stars 2
SMK Taruna Karya 2 Karawang	Bintang   Stars 2
SMK Muhammadiyah 2 Cileungsi	Bintang   Stars 2
SMK Triple J Citeureup	Bintang   Stars 2
SMK Texar Karawang	Bintang   Stars 3
SMK HS Agung Bekasi	Bintang   Stars 2
SMK Rosma Karawang	Bintang   Stars 1

## Permagangan Guru | Teacher Apprenticeship

01

Materi  
Dilakukan 2-3 hari dalam  
seminggu untuk satu bulan.  
Guru akan belajar, konsultasi  
dan bisa diberikan *project*  
dengan materi *training in-class*, terdiri dari materi SHE  
dan Industri Dasar.

Materials  
Conducted 2-3 days a  
week for one month. The  
teachers will study, consult  
and may be provided with a  
project with in-class training  
materials, consisting of SHE  
and Basic Industry material.

02

Dilakukan oleh SMK Binaan AOP  
Regional Bogor, di antaranya:  
Participated by SMK Fostered  
by AOP Bogor Region,  
including:

1. SMKN 2 Bogor
2. SMK Muhammadiyah 2  
Cileungsi
3. SMK Triple J Citeureup
4. SMKN 1 Cibinong
5. SMKN 1 Cileungsi
6. SMKN 1 Gunung Sindur

03

Kegiatan pemagangan guru  
sudah berjalan untuk 6  
(enam) SMK di DKI & Jawa  
Barat, yaitu:

Teacher apprenticeship  
program has been conducted  
for 6 (six) SMK in DKI & West  
Java, including:

1. SMKN 26 Jakarta
2. SMKN 4 Jakarta
3. SMKN 36 Jakarta
4. SMKN 5 Bekasi
5. SMKN 1 Karawang
6. SMKN 1 Bekasi

Pada Agustus 2019, Perseroan menjadi narasumber Konferensi Internasional IQA (*Internal Quality Assurance*) Ke-3 dengan tema *Higher Education 4.0 through strengthening IQA towards International Recognition* yang dihadiri 222 peserta dari 96 perguruan tinggi. Di sini Presiden Direktur Astra Otoparts Hamdhani Dzulkarnaen Salim yang juga menjabat ketua Yayasan Astra Bina Ilmu memberikan paparan mengenai keterikatan antara industri dengan perguruan tinggi dan relevansi keterampilan, kemauan untuk berinovasi dan juga sikap mental yang baik.

#### **PAUD Senyum Sapa**

Hingga 2019, Perseroan memfasilitasi pembinaan 20 Lembaga Pendidikan Anak Usia Dini (PAUD). Kegiatan penting pada 2019 di antaranya adalah perbaikan prasarana dan pemberian bantuan sarana pada PAUD.

#### **Rumah Pintar Astra Otoparts**

Perseroan mengembangkan Rumah Pintar Astra Otoparts yang berlokasi di Desa Wanajaya, Cibitung, Bekasi yang bertujuan untuk membantu mencerdaskan bangsa sekaligus mengurangi angka pengangguran melalui program yang terintegrasi antara pelatihan keterampilan usaha dan pendidikan tambahan bagi usia anak-anak, remaja dan dewasa.

Kegiatan pembelajaran di sentra-sentra Rumah Pintar sekaligus memberikan kesempatan meraih prestasi kepada anak-anak peserta. Rumah Pintar grup Astra Otoparts meliputi lima sentra yaitu Sentra Kriya, Sentra Komputer, Sentra Audio Visual, Sentra Buku dan Sentra Bermain.

#### **Millennial Road Safety Festival**

Perseroan bekerja sama dengan SMK Texmaco menyelenggarakan *Millenial Road Safety Festival*, yang dihadiri Wakil Kasatlantas dari Polres Karawang, Bupati Karawang dr. Cellica Nurrachadiana, serta sekitar 1.500 siswa.

Program ini dalam pilar pendidikan merupakan Program Indonesia Ayo Aman Berlalulintas (IAABL), di mana Perseroan bekerja sama dengan sekolah-sekolah untuk memberikan pemahaman kepada siswa dalam menggunakan kendaraan bermotor. Dari kegiatan ini, dilahirkan 265 pelopor yang menjadi *change agent* IAABL di lingkungan sekolah.

In August 2019, the Company became the resource speaker for the 3<sup>rd</sup> International Quality Assurance International Conference (IQA) with the theme of Higher Education 4.0 by strengthening IQA towards International Recognition attended by 222 participants from 96 universities. During the event, Astra Otoparts President Director Hamdhani Dzulkarnaen Salim who also serves as chairman of the Astra Bina Ilmu Foundation gave a presentation on the link between industry and universities and the relevance of skills, willingness to innovate and also good mental attitude.

#### **PAUD Senyum Sapa**

As of 2019, the Company has facilitated the development of 20 Early Childhood Education Institutions (PAUD). Important activities in 2019 include improving infrastructure and providing assistance to PAUD.

#### **Astra Otoparts Rumah Pintar**

The Company developed Astra Otoparts Rumah Pintar located in Desa Wanajaya, Cibitung, Bekasi, which aims to help educate the nation while reducing unemployment through an integrated program of business skills training and additional education for children, adolescents and adults.

Learning activities at Rumah Pintar centers also provide opportunities for children participants to make achievements. Rumah Pintar includes five centers, which are Craft Center, Computer Center, Audio Visual Center, Book Center and Play Center.

#### **Millennial Road Safety Festival**

The Company cooperates with Texmaco Vocational School to organize Millennial Road Safety Festival, which was attended by Deputy Kasatlantas from Karawang Regional Police, dr. Cellica Nurrachadiana as Karawang Regent, and approximately 1,500 students.

The program which is under the education pillar is Indonesia Ayo Aman Berlalu Lintas (IAABL) Program, whereby the Company works with schools to educate students in driving motorized vehicles. From this activity, the Company launched 265 pioneers who become IAABL change agents in school environment.

## Astra Untuk Indonesia Sehat

Perseroan menyelenggarakan program jangka panjang pembinaan Posyandu sebagai salah satu bentuk upaya Perseroan turut membantu mewujudkan kualitas kesehatan masyarakat yang baik. Kegiatan dalam program ini meliputi Pemberian Makanan Tambahan (PMT) untuk anak-anak usia dini setiap bulan, pembinaan kader kesehatan (Avicenna) dan pemberian berbagai bantuan kebutuhan medis untuk posyandu balita dan lansia.

## Astra Untuk Indonesia Sehat

The Company organizes a long-term program to develop Posyandu as the Company's efforts to assist in achieving good quality public health. Activities in this program include providing Supplementary Food (PMT) for early childhood children every month, fostering health cadres (Avicenna) and providing various medical needs assistance for posyandu for toddlers and the elderly.

### Program Peningkatan Kesehatan | Health Improvement Program

Inisiatif Initiatives	Kegiatan Activities	Hasil dan Penerima manfaat Results and Beneficiaries
<b>Kader Kesehatan Astra (Avicenna)</b>	Pelatihan kader kesehatan modul I dan II	 <b>147</b> orang   people
<b>Astra Health Cadres</b>	Health cadre training modules I and II	
<b>Donor Darah</b>	Kegiatan donor darah rutin pada periode tertentu	
<b>Blood Donor</b>	Regular blood donor activities in a certain period	 <b>148</b> kantong darah blood bags
<b>Posyandu</b>	<p>Pemberian bantuan untuk posyandu RW 02 dan RW 04, Kel. Pegangsaan Dua, Kelapa Gading, dan Posyandu Melati 5 (Regional Karawang), berupa:</p> <ul style="list-style-type: none"> <li>• Kebutuhan medis dan makanan tambahan untuk posyandu balita dan lansia.</li> <li>• Bantuan peralatan dan pembuatan fasilitas posyandu.</li> </ul> <p>Providing assistance for posyandu RW 02 and RW 04, Pegangsaan Dua, Kelapa Gading, and Posyandu Melati 5 (Karawang Region), in the form of:</p> <ul style="list-style-type: none"> <li>• Medical and supplementary food needs for posyandu for toddlers and the elderly.</li> <li>• Assistance with equipment and posyandu construction facilities.</li> </ul>	 <b>56</b> posyandu
<b>Seminar Kesehatan</b>	<p>15 Juli 2019</p> <p>Seminar kesehatan dengan tema "HIV/AIDS dan Pencegahan di Lingkungan Kerja", sebagai bentuk penyuluhan kesehatan secara berkala sebagai tindakan promotif dan preventif bagi kesehatan karyawan.</p> <p>Seminar ini dihadiri oleh karyawan, kader kesehatan Avicenna, dan Kepala Komisi Penanggulangan AIDS Kabupaten Bogor. Melalui seminar ini, karyawan diharapkan dapat memahami pola penyebaran dan metode pencegahan virus HIV sehingga dapat meningkatkan kesadaran akan kesehatan diri dan orang sekitar.</p>	
<b>Health Seminar</b>	<p>15 July 2019</p> <p>Health seminar with the theme of "HIV/AIDS and Prevention in the Work Environment", as a form of regular health education as a promotive and preventive action for employee health.</p> <p>The seminar was attended by employees, health cadre Avicenna, and Head of the Bogor District AIDS Commission. Through this seminar, employees are expected to understand the spread patterns and methods of preventing the HIV virus so as to increase awareness of their own health and those around them.</p>	
	<p>14 November 2019</p> <p>Seminar kesehatan dengan tema "Cegah Stunting, Cegah Tuberkulosis, Cegah HIV/AIDS - Ciptakan Generasi yang Sehat, Cerdas, Aktif dan Produktif".</p> <p>Penyuluhan kesehatan ini diadakan secara berkala sebagai tindakan promotif dan preventif bagi kesehatan masyarakat sekitar.</p> <p>14 November 2019</p> <p>Health seminar with the theme "Preventing Stunting, Preventing Tuberculosis, Preventing HIV/AIDS – Creating Healthy, Smart, Active and Productive Generation".</p> <p>Health education is held regularly as a promotive and preventive action for the health of the surrounding community.</p>	

## Astra Untuk Indonesia Hijau

Perseroan giat melakukan rehabilitasi dan reboisasi untuk meningkatkan kualitas lingkungan secara langsung dengan gerakan konservasi yang rutin dilakukan setiap tahun sejak 2007 bersama Grup Astra. Salah satu Gerakan konservasi yang konsisten adalah penanaman pohon diharapkan kualitas lingkungan meningkat, bisa mengurangi polusi dan melestarikan lingkungan.

## Astra Untuk Indonesia Hijau

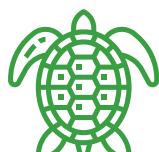
The Company is actively conducting rehabilitation and reforestation activities to improve the quality of the environment directly with the conservation movement that has been regularly conducted on an annual basis since 2007 with Astra Group. One consistent conservation movement is the tree planting activity which is expected to improve environmental quality, reduce pollution and preserve the environment.



Penanaman Pohon  
Tree Planting

Penanaman **267** pohon di Cipali (2 ha)  
Penanaman **1.100** pohon di Kampung Budaya, Karawang  
Penanaman **1.000** pohon di pinggir kali Citarum Perumahan Karaba, Karawang  
Penanaman **125** pohon di KBA Duta Mekar Asri  
Penanaman **5.000** pohon mangrove di pantai pasir putih, Cilamaya, Karawang  
Penanaman **1.000** pohon di KBA Karangraharja, Cikarang Utara, Bekasi  
Penanaman **3.110** pohon di area perusahaan di regional Jakarta, Bekasi, Bogor dan Karawang

Planting **267** trees in Cipali (2 ha)  
Planting **1,100** trees in Kampung Budaya, Karawang  
Planting **1,000** trees on the edge of the river of Citarum in Perumahan Karaba, Karawang  
Planting **125** trees in KBA Duta Mekar Asri  
Planting **5,000** mangrove trees on Pasir Putih beach, Cilamaya, Karawang  
Planting **1,000** trees at KBA Karangraharja, North Cikarang, Bekasi  
Planting **3,110** trees in the company's area in Jakarta, Bekasi, Bogor and Karawang



Konservasi Penyu  
Turtle Conservation

Konservasi penyu di Pantai Trisik, Yogyakarta. Bantuan yang diberikan adalah pemasangan instalasi akuarium beserta aerator dan filter serta ruang edukasi yang terdiri dari meja, rak buku, proyektor, LCD, dan buku-buku.

Turtle conservation was conducted on Trisik Beach, Yogyakarta. The assistance provided is the installation of aquarium along with aerators and filters as well as an educational room equipped with tables, bookshelves, projectors, LCDs and books.

Dalam memperingati Hari Lingkungan Hidup Sedunia pada 5 Juni, Perseroan bersama dengan Pemerintah Kabupaten Karawang melakukan kegiatan penanaman *mangrove* di kawasan Pantai Pasir Putih dan Pantai Tangkolak bersama Bupati Karawang dr. Cellica Nurrachadiana, Wakil DPRD Karawang Budianto, dan sejumlah perwakilan dari Dinas Lingkungan Hidup dan Dinas Perikanan & Kelautan Kabupaten Karawang. Sebanyak 4.000 bibit mangrove diserahkan untuk ditanam dengan harapan kedua wilayah pantai tersebut bisa menjadi destinasi wisata di masa depan.

In commemoration of World Environment Day on June 5th, the Company together with Karawang Regency Government conducted mangrove planting activities in Pasir Putih Beach and Tangkolak Beach together with the Karawang Regent Dr. Cellica Nurrachadiana, Representative of Karawang DPRD, Budianto, and a number of representatives from Karawang Regency's Office of the Environment and Fisheries & Maritime Affairs. As many as 4,000 mangrove seedlings were handed over to be planted with the hope that the two coastal areas could become tourism destination sites in the future.

## Astra Untuk Indonesia Kreatif

Berkomitmen memajukan usaha mikro, kecil, dan menengah (UMKM), Perseroan mengawali bantuan dengan mengundang pakar bisnis untuk memberikan pelatihan dan motivasi usaha. Sebanyak 330 peserta UMKM mengikuti kegiatan ini yang diharapkan dapat memberikan semangat dan keterampilan baru kepada para pemilik usaha.

Selain itu Perseroan menyediakan bantuan bergulir tahap ke-10 diberikan kepada 41 UMKM di Kelurahan Pegangsaan Dua, Kelapa Gading dengan jenis usaha makanan, minuman, warung kelontong, baju, rias pengantin, warteg, pembuat jok serta sayuran.

### Desa Sejahtera Astra

Kampung Berseri Astra (KBA) dan Desa Sejahtera Astra (DSA) adalah program CSR unggulan di Grup Astra yang diterapkan oleh semua grup usaha termasuk Astra Otoparts, KBA dan DSA merupakan program CSR yang mengintegrasikan empat pilar kontribusi sosial berkelanjutan yakni kesehatan, pendidikan, lingkungan dan kewirausahaan yang dilaksanakan di satu komunitas.

Pada 2018, Perseroan memulai rangkaian awal Program DSA di Pantai Sedari, Karawang, Jawa Barat yang dikembangkan juga dengan Arboretum Grup Astra Otoparts seluas 30 ha. Pengembangan arboretum dilakukan dengan penghijauan di tanah timbul dengan tujuan sebagai konservasi dan lahan produksi dalam upaya mitigasi perubahan iklim yang dihadapi masyarakat.

## Astra Untuk Indonesia Kreatif

Committed to advancing micro, small and medium enterprises (MSMEs), the Company initiated its assistance by inviting business experts to provide training and business motivation. As many as 330 UMKM participants participated in this activity which is expected to create new enthusiasm and skills to business owners.

In addition the Company provided the 10<sup>th</sup> revolving funds given to 41 MSMEs in Pegangsaan Dua, Kelapa Gading for the business categories of food, beverage, grocery stalls, clothes, bridal makeup, warteg, seat makers and vegetables.

### Desa Sejahtera Astra

Kampung Berseri Astra (KBA) and Desa Sejahtera Astra (DSA) serve as the leading CSR programs in Astra Group that are implemented by all business groups including Astra Otoparts. KBA and DSA represent CSR programs that integrate the four pillars of sustainable social contribution namely health, education, environment and entrepreneurship implemented in one community.

In 2018, the Company began an initial series of DSA Programs in Sedari Beach, Karawang, West Java, which was also developed with Astra Otoparts Group Arboretum covering an area of 30 hectares of land. Arboretum development is made by greening the protruding land with the aim of making conservation and production land in an effort to mitigate climate change faced by the community.

Pada 2019, Perseroan meresmikan KBA Duta Mekar Asri yang menjadi binaan Grup Astra Otoparts regional Bogor. Sebagai kegiatan awal, pengembangan KBA dimulai dengan pemberian mesin pencacah untuk mengolah sampah menjadi pupuk tanaman dan penanaman bibit pohon termasuk 125 pohon tanaman langka dan alat biopori, melengkapi sarana pendidikan TPQ menjadi PAUD dan sarana Posyandu menjadi tingkat mandiri serta penyuluhan tentang pola hidup sehat dan bersih di perumahan Duta Mekar Asri.

#### **Donasi dan Bantuan Kemanusiaan**

Selain melalui pilar-pilar CSR, Perseroan juga tetap memberikan donasi pada kelompok masyarakat tertentu yang membutuhkan. Donasi pada tahun 2019 adalah:

- Pemberian sembako untuk 1.050 keluarga prasejahtera yang berdomisili di Kelurahan Pegangsaan Dua, Kelapa Gading pada 20 Mei 2019.
- Pemberian Tunjangan Hari Raya pada 20 Mei 2019 dan Bantuan Hewan Qurban sebanyak 13 ekor kambing pada 9 Agustus 2019.
- Donasi untuk kegiatan lomba gang hijau dan bersih antar RT di RW 04, Klender pada tanggal 24 Maret 2019.
- Donasi Penyuluhan serta Pengobatan Gigi dan Mulut bekerja sama dengan Fakultas Gigi Universitas Trisakti, Jakarta.

#### **Pencapaian Perseroan**

Perencanaan dan pelaksanaan program CSR telah dilakukan secara menyeluruh dengan melibatkan pemangku kepentingan terkait. Perseroan juga melakukan pemantauan terhadap pelaksanaan program CSR di masing-masing *region* dengan cara mengikuti pertemuan evaluasi pencapaian target yang dilakukan.

#### **Asesmen berdasarkan Astra Friendly Company**

Astra Friendly Company (AFC) adalah panduan implementasi program CSR dan pelaksanaan telaah tahunan program CSR yang telah dijadikan standar di lingkungan Grup Astra.

Tingkat penerapan AFC diukur berdasarkan penilaian kinerja bersifat komprehensif meliputi tingkat pencapaian sistem manajemen, pelaksanaan aktivitas, dan program. Peringkat AFC ditandai dengan bintang, dimulai dari bintang satu untuk pencapaian yang terendah dan bintang lima untuk pencapaian tertinggi. [103-3]

In 2019, the Company launched KBA Duta Mekar Asri, which is a target of Bogor Otoparts Regional Bogor Group. As an initial activity, KBA development began with providing a chopper machine to process waste into fertilizer for plants and planting tree seedlings including 125 rare plant trees and biopori tools, completing TPQ education facilities into PAUD and Posyandu facilities to achieve independent level and providing counseling on healthy and clean living patterns in Duta Mekar Asri housing complex.

#### **Donation and Humanitarian Aid**

Apart from the CSR pillars, the Company also continues to make donations to those in need. Donations in 2019 include the following:

- Provision of nine-basic necessities for 1,050 underprivileged families who live in Pegangsaan Dua Village, Kelapa Gading on May 20, 2019.
- Provision of holiday allowances on May 20, 2019 and Qurban Donation of 13 goats on August 9, 2019.
- Donation for green and clean alley competition between RTs in RW 04, Klender on March 24, 2019.
- Donation for Dental and Oral Counseling and Medication in collaboration with the Faculty of Dentistry, Trisakti University, Jakarta.

#### **Corporate Achievements**

The planning and implementation of CSR programs have been thoroughly conducted by involving relevant stakeholders. The Company also monitors the implementation of CSR programs in each region by attending meetings to evaluate the achievement of targets.

#### **Assessment based on Astra Friendly Company**

Astra Friendly Company (AFC) is a guide to implementing CSR programs and annual reviews of CSR programs that have become a standard within the Astra Group.

The level of AFC implementation is measured based on a comprehensive performance evaluation including the level of achievement in the management system, implementation of activities, and programs. AFC ranking is marked with a star, starting from one star for the lowest achievements and five stars for the highest achievements. [103-3]

**Pencapaian Astra Friendly Company | Astra Friendly Company Achievements**

No	Perusahaan Company	Lokasi Location	2016	2017	2018	2019
1	PT Akebono Brake Astra Indonesia	Jakarta	5*	5*	5*	5*
2	PT Astra Daido Steel Indonesia	Bekasi	5*	5*	---	---
3	PT Astra Nippon Gasket Indonesia	Bekasi	4*	4*	4*	5*
4	PT Aisin Indonesia	Bekasi	5*	5*	5*	5*
5	PT Aisin Indonesia Automotive	Karawang	---	---	---	4*
6	PT Astra Otoparts Tbk – Head office	Jakarta	5*	5*	5*	5*
7	PT Astra Otoparts Tbk – Divisi Nusametal	Jakarta	5*	5*	5*	5*
8	PT Autoplastik Indonesia	Karawang	---	---	---	4*
9	PT Astra Komponen Indonesia	Bogor	5*	5*	5*	5*
10	PT AT Indonesia	Karawang	4*	5*	5*	5*
11	PT Astra otoparts Tbk – Divisi Adiwira Plastik	Bogor	4*	4*	5*	4*
12	PT Astra otoparts Tbk – Divisi Adiwira Plastik	Bogor	4*	4*	5*	4*
13	PT Century Batteries Indonesia - Cakung	Jakarta	5*	5*	5*	---
14	PT Century Batteries Indonesia - Karawang	Karawang	---	3*	5*	5*
15	PT DIC Astra Chemicals	Jakarta	4*	5*	5*	5*
16	PT Denso Indonesia - Sunter	Jakarta	5*	5*	5*	5*
17	Pt Denso Indonesia – Bekasi	Bekasi	5*	5*	5*	5*
18	PT Denso Indonesia - Fajar	Bekasi	---	3*	5*	5*
19	PT Evoluzione Tyres	Subang	---	---	---	3*
20	PT Federal Izumi Manufacturing	Bogor	4*	5*	5*	5*
21	PT Federal Nittan Industries	Bekasi	5*	5*	5*	5*
22	PT FSCM Manufacturing Indonesia- Cileungsi	Bogor	4*	4*	4*	4*
23	PT FSCM Manufacturing Indonesia - Pulogadung	Jakarta	4*	4*	4*	5*
24	PT FSCM Manufacturing Indonesia - Surabaya	Surabaya	4*	5*	---	---
25	PT GS Battery - Sunter	Jakarta	5*	5*	5*	---
26	PT GS battery - Karawang	Karawang	5*	5*	5*	5*
27	PT GS Battery - Semarang	Semarang	---	---	4*	4*
28	PT Gemala Kempa Daya	Jakarta	5*	5*	5*	5*
29	PT Inti Ganda Perdana - Jakarta	Jakarta	5*	5*	5*	5*
30	PT Inti Ganda Perdana - Karawang	Karawang	---	---	---	5*
31	PT Kayaba Indonesia	Bekasi	5*	5*	5*	5*
32	PT Menara Terus Makmur	Bekasi	5*	4*	5*	5*
33	PT Nusa Keihin Indonesia	Bekasi	4*	4*	5*	4*
34	PT Pakoakuina	Karawang	5*	5*	5*	5*
35	PT Pakoakuina	Karawang	5*	5*	5*	5*
36	PT SKF Indonesia	Jakarta	5*	5*	5*	5*
37	PT Toyoda Gosei Safety Systems Indonesia	Bogor	3*	4*	4*	5*

**Peringkat | Rating 103-3**

	2017	2018	2019
<b>5*</b> ➡	<b>23</b>	<b>26</b>	<b>26</b>
<b>4*</b> ➡	<b>8</b>	<b>5</b>	<b>7</b>
<b>3*</b> ➡	<b>2</b>	<b>0</b>	<b>1</b>
<b>2*</b> ➡	<b>0</b>	<b>0</b>	<b>0</b>
<b>1*</b> ➡	<b>0</b>	<b>0</b>	<b>0</b>
TOTAL	<b>33</b>	<b>31</b>	<b>34</b>



# Pengembangan Sumber Daya Manusia

Human Resources Development

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**Pada satu dekade terakhir, perkembangan teknologi otomotif telah berubah sangat cepat, demikian juga teknologi manufaktur yang semakin padat teknologi, efisien, dan produktif. Untuk menyikapi hal tersebut, sumber daya manusia harus merespons dengan peningkatan kapasitas dan kapabilitas agar tetap relevan.**

In the last decade, the development of automotive technology has experienced very rapid changes, as well as manufacturing technology that has been increasingly technology intensive, efficient and productive. To address such changes, human resources must respond with increasing capacity and capabilities to remain relevant.



# Pengembangan Sumber Daya Manusia

## Human Resources Development

Jumlah pelatihan  
Number of training



14.741

Peserta  
Participants

Perseroan mengadakan pelatihan dan pengembangan yang berkolaborasi dengan berbagai pihak. The Company conducts training and development in collaboration with various parties.

**Dalam pengelolaan sumber daya manusia, Perseroan membuka kesempatan yang sama dan setara bagi semua orang, mulai dari rekrutmen, pelatihan, pengembangan, karier, dan remunerasi.**

**In managing human resources, the Company opens equal and similar opportunities for all people, ranging from recruitment, training, development, careers, and remuneration.**





## Mengapa Topik ini Penting

Sumber daya manusia adalah aset utama yang diperlukan untuk mencapai aspirasi Perseroan untuk menjadi bisnis yang product oriented seperti yang telah ditetapkan dalam strategi LEAP terutama *Operational Excellence in All Aspects to become Lowest Cost Producers, Product based instead of process as based, People Readiness & Organization Effectiveness.*

Dengan 53 perusahaan dalam lingkup Perseroan yang dikelola oleh lebih dari 35 ribu orang tenaga kerja, Perseroan harus memastikan kualitas dan kesiapan daya manusia untuk menghadapi tantangan industri, kemajuan teknologi, dan kemampuan berinovasi secara berkesinambungan.

## Respons Perseroan

Perseroan terus mendorong seluruh karyawan untuk mengembangkan diri agar mampu berkontribusi secara optimal. Pengembangan sumber daya manusia meliputi kompetensi keahlian sesuai dengan kebutuhan organisasi. Perseroan juga bekerja sama dengan perusahaan induk, PT Astra International Tbk dalam kegiatan pelatihan kepemimpinan, untuk menyiapkan kader masa depan.

## Pernyataan Kesetaraan Peluang

Dalam pengelolaan sumber daya manusia, Perseroan membuka kesempatan yang sama dan setara bagi semua orang, mulai dari rekrutmen, pelatihan, pengembangan, karier, remunerasi semata-mata berdasarkan penilaian yang obyektif dan tidak memihak karena perbedaan etnis, agama, gender, usia, pandangan, dan faktor-faktor lain yang mencerminkan diskriminasi.

## Beradaptasi dengan Smart Factory

Dalam memasuki era Industri 4.0 Perseroan telah menetapkan target tahun 2025 untuk menerapkan sistem *smart factory*, sebuah sistem yang menjalankan otomatisasi, koneksi dan digitalisasi agar dapat menghasilkan produk berkualitas dengan lebih cepat dan lebih lincah menghadapi perubahan.

Penetapan target ini didukung dengan Divisi Winteq (*Workshop for Industrial Equipment*) yang dibentuk pada 2006, diisi oleh 119 orang tenaga ahli, sebagai *in-house engineering* di bidang rekayasa, *special purposed machinery*, integrasi sistem dan otomatisasi pabrik Perseroan juga mendorong kemampuan *engineering* desain dan manufaktur melalui Divisi Engineering Development Center (EDC), didirikan pada tahun 2012 dengan berfokus pada riset dan pengembangan (R&D) produk yang dijalankan oleh 148 orang dan dilengkapi dengan fasilitas uji produk dan pembuatan *dies & mold*.

## Why the Topic is Important

Human resources serve as the main assets that are required to achieve the Company's goals to become a product oriented business as specified in the LEAP strategy, particularly Operational Excellence in All Aspects to be the Lowest Cost Producers, Product based instead of process as based, People Readiness & Organization Effectiveness.

With 53 companies under the Company's management operated by more than 35 thousand workers, the Company must ensure the quality and readiness of its human resources to face industry challenges, technological advancements, and continuous innovative ability.

## Corporate Response

The Company continues to encourage all employees to develop themselves so as to enable them to provide optimal contribution. Human resource development includes competency expertise in accordance with the business needs in each unit. The Company also cooperates with Astra to conduct leadership training that focuses on preparing future leadership cadres.

## Statement of Equal Opportunity

In managing human resources, the Company opens equal and similar opportunities for all people, ranging from recruitment, training, development, careers, remuneration based solely on objective and impartial assessments regardless of differences in ethnicity, religion, gender, age, views, and other factors that reflect discrimination.

## Adapting to Smart Factory

Adapt to Smart Factory. In entering the Industrial 4.0 era, the Company has set a target in 2025 to implement a smart factory system, which is a system that conducts automation, connectivity and digitization in order to produce quality products in a faster and more agile manner in facing changes.

The target setting is supported by the Winteq Division (Workshop for Industrial Equipment) which was established in 2006, equipped with 119 experts, as in-house engineers in the field of engineering, special purposed machinery, system integration and factory automation. The Company also encourages engineering capabilities for design and manufacturing through the Engineering Development Center (EDC) Division, which was established in 2012 focusing on product research and development (R&D) operated by 148 people and equipped with product testing and dies & mold manufacturing facilities.

Kemampuan Winteq dan EDC merupakan penggerak utama transformasi dari industri *process-based* menjadi pemasok *product-based* yang mampu mengembangkan produk sendiri dengan proses yang efisien serta biaya yang kompetitif.

Selama tahun 2019, Divisi WINTEQ dan Divisi Engineering Development Center (EDC) telah melaksanakan bermacam kegiatan untuk pengembangan kompetensi yang terkait dengan *Automation, Connectivity & Digitalization*. Pelatihan bagi perusahaan lain dalam Group Perseroan juga dilakukan untuk menunjang semua aktivitas yang berorientasi pada ketiga hal tersebut.

Berikut data kegiatan pengembangan yang dilakukan oleh karyawan Divisi WINTEQ dan EDC untuk peningkatan kompetensinya, dalam bentuk mengikuti eksibisi, *training, benchmark* dan lain sebagainya:

#### Divisi WINTEQ

Nama Kegiatan Activities	Waktu Pelaksanaan Time	Penyelenggara Held by	Keterangan Notes
Indi Making 4.0	April 2019 April 2019	Kementerian Perindustrian Ministry of Industry	Peserta pameran Exhibitor
			Pembicara seminar Seminar speaker
Indonesia - Taiwan Cooperation Forum	21 Mei 2019 21 May 2019	Taiwan Embassy	Pembicara seminar Seminar speaker
Roadshow Indi 4.0 Surabaya	1 September 2019 1 September 2019	Kementerian Perindustrian Ministry of Industry	Peserta pameran Exhibition participant
			Pembicara seminar Seminar speaker
President Commisioner Visit	9 Oktober 2019 9 October 2019	EDC	Peserta pameran Exhibition participant
Indonesia - France Cooperation Forum	12 Oktober 2019 12 October 2019	Kementerian Perindustrian Ministry of Industry	Pembicara seminar Seminar speaker
Digital Festival 2019	7 November 2019 7 November 2019	AHM	Peserta pameran Exhibition participant
Workshop Ekosistem Berbasis Industri 4.0	2 Desember 2019 2 December 2019	Kementerian Perindustrian Ministry of Industry	Pembicara seminar Seminar speaker
WINTEQ Technology Sharing	18 Desember 2019 18 December 2019	WINTEQ	Penyelenggara Organizer
Digital Transformation Manager	22-25 Oktober 2019 22-25 October 2019	Schneider Batam	Peseta <i>training</i> Training participant
	30 Oktober - 1 November 2019 30 October - 1 November 2019	Schneider Batam	Peseta <i>training</i> Training participant
Pelatihan Transformasi Industri 4.0 (Technical)	26-30 Agustus 2019 26-30 August 2019	Schneider Batam	Peseta <i>training</i> Training participant
Tim Penyusunan RSKKNI Manager Transformation	20 -23 November 2019 20 -23 November 2019	Kementerian Perindustrian Ministry of Industry	Tim penyusun Formating team

Winteq and EDC capabilities serve as the main drivers of transformation from a process-based industry to a product-based supplier that is capable of developing its own products with efficient processes and competitive costs.

During 2019, the WINTEQ Division and the Engineering Development Center (EDC) Division already held some activities to develop competencies related to Automation, Connectivity & Digitalization. Training for companies within the Company Group is also carried out to support all activities oriented to the three things.

The following are data on development activities carried out by WINTEQ and EDC Division employees to improve their competence, in the form of exhibitions, training, benchmarks, etc:

## DIVISI EDC

Nama Kegiatan Activities	Waktu Pelaksanaan Time	Penyelenggara Held by	Keterangan Notes
EMC Test requirement for EV, Lithium battery & EVSE (charging station)	25 April 2019 25 April 2019	Quantel Indonesia	Peserta training Training participant
EV global trend & plastic part application at EV	12 September 2019 12 September 2019	Solvay Indonesia	Peserta training Training participant
Management Transformasi Industri 4.0	Oktober 2019 October 2019	Kementerian Perindustrian Ministry of Industry	
Benchmark Application Industry 4.0	September 2019 September 2019	Schneider Batam	Peserta Benchmark Benchmark participants
Knowledge Sharing : BMS (Battery Management system) & Driver electric Motor oleh expert dari UGM	Oktober & Desember 2019 October & Desember 2019	EDC	Peserta Sharing Sharing participant

## Pelatihan

Kegiatan pelatihan mencakup, antara lain, Astra Otoparts *Coaching Program*, Program Pengembangan terkait *Leadership, Business Development* serta beberapa program terkait *technical competencies* di bidang Manufaktur serta *Marketing Sales*.

Pada 2019, Perseroan memfokuskan pengembangan kompetensi non teknis ada pada 3 kompetensi, yaitu *Vision Business Sense, Analysis & Judgement* dan *Leading & Motivating*. Untuk itu, Perseroan mengikutsertakan sejumlah karyawan pada program yang diselenggarakan oleh perusahaan induk, PT Astra International Tbk serta program lain yang berkolaborasi dengan beberapa vendor pelatihan. [404-2]

## Training

Training activities include, among others, Astra Otoparts Coaching Program, Development Programs related to Leadership, Business Development as well as several programs related to technical competencies in Manufacturing and Marketing Sales.

In 2019, the Company focused on developing non-technical competencies in 3 competencies, namely Vision Business Sense, Analysis & Judgement and Leading & Motivating. For this reason, the Company enrolled a number of its employees in a program organized by the parent company, PT Astra International Tbk, and other programs in collaboration with several training vendors. [404-2]



**External Training Program**

No	Pelatihan Training	Jumlah Peserta Total Participants
1	Conflict Management & Handling Difficult People (PT MMS)	3
2	Creative Thinking Technique	1
3	Effective Performance Dashboard	1
4	Effective Supervisory Management	2
5	Effective Warehouse Management	1
6	Greatting Habist of Super Productivity (PAS FM)	2
7	Konsultan Expert Battery	10
8	Leading With Emotional Intelligence	6
9	Managing People	1
10	Measuring Customer Satisfaction	2
11	Perhitungan Harga Sendiri (Own Estimate cost)	1
12	Proven Strategies to Lead Behavior Change	1
13	Seminar Automation Industry 4.0	6
14	Sistem WWT dan Improvement Proses	1
15	Strengthening Your Leadership Talent	2
16	The 6 Critical Practices—For Leading	1
17	3 Sheet	20
18	5 S	1
19	5 S Genba Management	1
20	7 Habits	2
21	7 Management QC Tools	7
22	A3 Report training	2
23	A3 Training	24
24	Academy Training SMC	4
25	Advance Competitive Marketing Strategy	1
26	Advance PLC	1
27	Advanced Competitive Marketing Strategy	1
28	Advanced Delcam Training Manufacturing 2019	2
29	Aeo - Authorized Economic Operator	23
30	Astra Friendly Company	4
31	Astra Green Company	7
32	Ahli K3 Umum	1
33	Ahli Kepabeanan	1
34	Air Compressed System	33
35	Air Energy & Monitoring System for Industry 4.0 ERA	3
36	AK3 Listrik	1
37	AMS For PIC AMS	1
38	Anzen Leader Training	14
39	Apliied Project MNG	2
40	Applied Project Management	1

**External Training Program**

No	Pelatihan Training	Jumlah Peserta Total Participants
41	Assessment: Measurement Skill Middle (Uji Sertifikasi Praktek)	2
42	Assessor Training Measurement Skill Level 1 2019_Theory Test	1
43	Astra Green Laboratory Workshop	2
44	Astra Human Capital Conference (AHCC)	2
45	Astra Leadership Competencies (ALC) Up Date Managing Millennials At Work	7
46	Auditor SMK3 Sertifikasi	3
47	Autodesk Inventor Basic	12
48	Awareness & Internal Auditor IATF 16949:2016	2
49	Awareness & Internal Auditor Training Iso 45001:2018	20
50	Bahasa Jepang	34
51	Basic CNC & Cutting Tools	8
52	Basic Course Milling	4
53	Basic Course Turning	22
54	Basic New Chapter	2
55	Basic PLC Training	5
56	Basic Suggestion System	2
57	Behavior Based Safety & Safety Culture Assessment Training	3
58	Benchmark Henkaten Kanri PT.OTICS INDONESIA	7
59	Bimtek Perpajakan HRD	2
60	Boomlift	4
61	Branding & Community In Digital Marketing	1
62	Brevet A & B Terpadu	1
63	Brief Training & Road Show PT IGUS	7
64	Business Design Innovation Plus	14
65	Business Essentials for Manager ( Hybrid Learning Program	1
66	Business Process Improvement	23
67	Business Structure Innovation (Bsi)	20
68	Casting	5
69	CCNA Accelerated	1
70	Certified Risk Management Officer	1
71	CHRM	2
72	Circle Leader Training	2
73	Coach The Coach	16
74	Coaching Workshop - Refreshment	0
75	Coaching, Counselling & Mentoring	3
76	Competitor Intelligence	1
77	Continous Improvement	55
78	Convensi QCC Yutaka	5



#### External Training Program

No	Pelatihan Training	Jumlah Peserta Total Participants
79	CORE TOOLS	9
80	Core tools training	2
81	Corporate Investigator	1
82	Crane	6
83	Creating The Business Impact	1
84	Creative Thinking Technique	1
85	Creative Thinking,	2
86	CSMS	1
87	Culture Festival Finding Telkom Heroes 2019	16
88	Customer Satisfaction Management	1
89	DAMKAR	15
90	Dasar PLC	26
91	Dashboard Sunfish	5
92	Design Thinking For Innovation	1
93	Designing Standard Operating Procedure	1
94	Developing Digital & Social Media Strategies For Business	1
95	Diklat Ahli Kepabeanan	1
96	DMAIC - QCP	31
97	DMAIC / six sigma	5
98	DMG MORI DIE & MOLD AND AUTOMATIVE EXCELLENCE	3
99	Document Controller Management System	3
100	Dojo Leader	2
101	Dana Pensiun Astra	1
102	DTP/TNA	1
103	Dunamis: Great Leader, Great Team, Great Result	35
104	Efektive Supervisory Management	1
105	Effective Business Comuncation	3
106	Effective Communication Skill	2
107	Effective Cost Management	3
108	Effective Performance Dashboard	1
109	Effective Social Media Marketing	1
110	Effective Supervisory Management	2
111	Electrostatic	42
112	Employee Engagement For Line Manager	4
113	Employee Value Preposition	1
114	Engine Greaves	11
115	Enhancing your personal effectiveness	1
116	Environmet Intermediate,	1
117	Evaluating Training Program	2
118	Event Overseas Supplier Management	4
119	EVP	3
120	Excelence Manufacturing Operation	1
121	EXIM Management	3

#### External Training Program

No	Pelatihan Training	Jumlah Peserta Total Participants
122	Expert : Creating The Business Impact (Business Acumen For Engineers)	2
123	Facility Fire Risk Management	1
124	Failure Mode Effects Analysis	1
125	Fanuc Robotic	4
126	Fasilitator Di Assessor Expert Workshop Program	1
127	Fasttract Online Academy	1
128	Feasibility Study (PPM)	1
129	Fgd Barang & Jasa	2
130	Fie Risk Management	2
131	Filling	2
132	Filling	1
133	Finance For Non Finance	34
134	Finance For Non Finance (Sales & Marketing)	25
135	Financial Aspect on feasibility Study	1
136	Financial Modelling (Applied Financial Model for Budget)	1
137	Financial Statement Analysis	3
138	Financial Statement Consolidation	2
139	Fire Risk Management	4
140	Fixed Aset Accounting	2
141	Fixed Asset	2
142	Flexible Leader	8
143	FMEA	6
144	Forklift	61
145	Forklift & Hoist Crane	5
146	Forklift (Training For Trainer)	15
147	Forum HR Hino	2
148	Forum Komunikasi Koperasi Astra (FKKA)	2
149	Foundation ISO 45001 : 2018	23
150	Fundamental For Engineers	2
151	Fundamental Skill Qc Training	2
152	G - QCC	11
153	G D & T	4
154	GA Management	1
155	Gada Madya	4
156	Gada Utama Astra	1
157	GD & T	6
158	Genset Maintenance GKD	7
159	HCLM	2
160	High Effective Training Program For Business Excellence	2
161	High Risk Job	21
162	High Skill For High Competitivenes	1
163	High Technology & Live Demonstration at DMG MORI Technology Days	4

**External Training Program**

No	Pelatihan Training	Jumlah Peserta Total Participants
164	Hiperkes Paramedis	1
165	Hoist	7
166	Hoist Crane	25
167	How to use Temperature Controller (Online Training)	1
168	HR For Non HR	2
169	Hr Supplier Conference	1
170	HR/IR Certification Bnsp	1
171	HRD Gathering DPA	2
172	HR-IR Certification	1
173	IATF	25
174	In house Forklift	8
175	In House Training : 7 Habits	14
176	In House Training : Interpersonnal Communication & Assertiveness Skill	15
177	Indonesia Lubrication Training Program	6
178	Indonesia TAX Conference	2
179	Industrial Relation Conflic Resolution	1
180	Industry 4.0	22
181	Innovastra For Facilitator	3
182	Innovastra For Jury	2
183	Instruktur Casting Design Basic	1
184	Integrated Risk Management	1
185	Internal Audit Automotive Quality Management System latf 16949 : 2016	24
186	Internal Audit Essensial Skills	1
187	Internal Auditor SMK3	23
188	Internal Quality Audit Based On latf 16949:2016	29
189	Inventory Management	1
190	IR For Non IR	1
191	IR Officer	2
192	IR Short Course Legal Drafting	1
193	Ir Short Course Strategic Thinking	1
194	IRMDP Basic	2
195	ISO 17025	2
196	ISO 31000 Series 3 : ERM Implementation	2
197	ISO 45001 : 2018	56
198	IT & Cybersecurity Auditor Series	1
199	Ji Kotei Kanketsu	1
200	Juri Nasional Continous Quality Improvement	4
201	Juri Pemula Qea	1
202	Juri QCC	27
203	Jury Training	17
204	K3 (Pemadaman Kebakaraan)	2
205	Kaizen Course	8
206	Kalibrasi dimensi, suhu, massa, tekanan	1

**External Training Program**

No	Pelatihan Training	Jumlah Peserta Total Participants
207	Karakuri	3
208	Karakuri Training	1
209	Kebijakan Pemeriksaan Pajak	2
210	Kipka Assessor	1
211	Komite QCC	7
212	Kompetensi K3 Forklift	1
213	Laravel	2
214	Laser Cutting Basic Operation & Maintenance	4
215	Launching Asgrafo & KAI Apps	4
216	Leader As A Coach	3
217	Leader Warrior	28
218	Leadership	3
219	Leadership & Building Relationship	30
220	Leadership Learning Community : Dynamic Capabilities In Fast Changing Busines Environment	1
221	Leading At The Speed Of Trust For Manager	2
222	Lean Six Sigma Greenbelt	1
223	Lean Six Sigma Greenbelt	1
224	Machinery Failure Analysis	1
225	Maintenance Management	1
226	Management Funcional	
227	Management Warehouse	1
228	Managerial dan Sistem Pergudangan	2
229	Managing Function Operational Strategically	5
230	Managing Human Capital Functions Strategically	5
231	Managing People	3
232	Marco exel	2
233	Marketing Plan	2
234	MAST Training	47
235	Master Class Internal Audite	1
236	MC	1
237	Measurement Skill Middle (Mechanical Inspection Level 2)	2
238	Measurement System Analysis	4
239	Metalurgi Heat Treatment	2
240	Metode MES Interface dari Mitsubishi	6
241	Metode Penulisan Baru dalam Gambar Teknik mengenai Toleransi	2
242	Micro Programming And Maintenance	12
243	Milling Machine Level 1	2
244	Minaut	1
245	Mitsubishi Factory Visit 2019	1
246	Mng Transformasi 4.0	4
247	Mnj Logistic	1



#### External Training Program

No	Pelatihan Training	Jumlah Peserta Total Participants
248	Modern Industrial Pneumatic-Fundamental	4
249	Motor Selection & Application	8
250	MSA	3
251	Mt Program Tahap 1	0
252	Mt Program Tahap 2	0
253	MVVM,	17
254	Negosiasi Pembelian	2
255	Negotiation Skill For Business	7
256	New 7 Management Tools	2
257	Odoo	1
258	Operation & Maintenance Forklift	30
259	Operational Excellence,	3
260	Optimizing Preventive Maintenance For Ind 4.0	3
261	Otomasi	12
262	P3K	2
263	Pabean	8
264	Para bandina line	1
265	PDCA Training	2
266	Pegiat Pranaraka Astra 2019	1
267	Pelatih Pelatih Di Tempat Kerja	1
268	Pelatihan Assessor Measurement Skill (Teori dan mengawasi)	1
269	Pelatihan Dasar Satuan Gada Pratama	1
270	Pelatihan Forklift & Overhead Crane	7
271	Pelatihan Operator Forklift	1
272	Pelatihan Panitia Pembina Keselamatan Dan Kesehatan Kerja (P2K3)	2
273	Pelatihan Pelatih Ditempat Kerja	1
274	Pelatihan Pengembangan Supervisor	2
275	Pelatihan Perpajakan Perusahaan	1
276	Pelatihan Proses Pemesinan	4
277	Pelatihan SMK3	1
278	Pemesinan	1
279	Plan Do Check Action-PDCA	2
280	Planning To Migrate from OHSAS 18001 to ISO 45001:2015	23
281	PLC	12
282	PLC Dasar	18
283	PLC, Servo, Touch Screen & Camera	3
284	Powerfull Business Presentation	2
285	PPH Badan,	2
286	Practical Problem Solving	3
287	Problem Solving & Decision Making	31
288	Product Epson	2
289	Production Planning & Inventory Control	3
290	Program Bimbingan Belajar Uskp B	1

#### External Training Program

No	Pelatihan Training	Jumlah Peserta Total Participants
291	Program Pelatihan Manager Transformasi 4.0	3
292	Program Strategic Sensibility : Implementation Insight (Benchmarking)	1
293	Programer Mesin	4
294	Project Management	10
295	Prosedure Export & Import	1
296	Proses Pemesinan	2
297	Pruftchnik Academy Training	8
298	Pruftchnik Academy Training	3
299	Psona Qp (Tools Online Assessment)	1
300	Purchasing Management	2
301	Purchasing MNG,	1
302	QCC - Suplier	3
303	QCC & SS	3
304	QCC CL	26
305	QCC Fasilitator	9
306	QCC TL	42
307	Q-Series Basic Programming	5
308	Quality Assurance Networking	11
309	Quality Controll Project (QCP)	6
310	Quality Management System	1
311	Recruitment Workshop	1
312	Refresh Ahli K3 Umum	2
313	Remuneration Management	1
314	Revolutionizing Quality Assurance With Artificial Intelegence	3
315	Robot Auto Ventplug	5
316	Robotic	13
317	Role Training	10
318	Safety Dojo	10
319	Safety Evacuation Drill Seminar	3
320	Safety Incident Investigation	14
321	Safety Management Contractor	15
322	Safety Management Training	53
323	Safety Riding	100
324	Safety Seminar 2019 Evacuation Drill	1
325	Safety Skill Competition 2019 "Fire Fighter And Safety Riding"	1
326	Sales Management	1
327	Sales Mastery	1
328	Secretary	1
329	Self Ledeship	1
330	Seminar Fmea	2
331	Seminar Industry Revolution 4,0	1
332	Seminar Kepabeanan	1
333	Seminar Kesehatan	51

**External Training Program**

No	Pelatihan Training	Jumlah Peserta Total Participants
334	Seminar Pencapaian Lingkungan Kerja Kondusif & Produktif melalui penerapan K3	1
335	Seminar Pertamina Metal Working Fluid	5
336	Seminar Safety	1
337	Seminar Safety - Fire Risk Management	2
338	Seminar Technology Advancement in Xray CT for Casting Inspection and Analysis	2
339	Seminar: Develop Millennial Leader & Build Employee Engagement in Industry 4.0	93
340	Sertifikasi Forklift	12
341	Sertifikasi Hoisr	1
342	Sertifikasi Koordinator Kebakaran	1
343	Sertifikasi OperatorK3 Elevator&Eskalator	2
344	Sharing : Program Epr/Csr Lingkungan Dalam Pengelolaan Sampah	1
345	Sharing And Discussion "Make Your Employees Sensitive, Responsive And Effective"	1
346	Shopfloor Leadership	8
347	SIMKO Koperasi Karyawan	2
348	Simulasi Test Equipment Maintenance Basic	1
349	Sistem Informasi Pelaporan Elektronik Lingkungan Hidup	1
350	Skill Contest ASC 2018	1
351	Soft Skill Development Networking Skill	2
352	Solidworks	12
353	Spare Parts	2
354	Spc	5
355	Spesialis Maintenance	72
356	SPSE4 Strategi Proyek Pemerintah	2
357	Spt & Pph Badan	1
358	Standard Drawing (ATMI -CIKARANG)	3
359	Standarisasi Kompetensi Bidang Keamanan	1
360	Statistic Process Control	32
361	Strategic Business Analysis	2
362	Sudirmansyah	1
363	Suggestion System	4
364	Supply Chain Management	5
365	System Management Mutu & Audit-	2
366	Teknik Berpikir Kreatif : Inisiatif & Pemecahan Masalah	1
367	Teori Test Measurement Skill Level 2	2
368	Tes Praktek Measurement Skill Level 2	2
369	The New B2B Selling	1
370	Tia Portal Programing	1
371	Time Management	4

**External Training Program**

No	Pelatihan Training	Jumlah Peserta Total Participants
372	Tool & Technique Internal Auditor	1
373	Total Productive Maintenance	1
374	Toyota Job Instruction	2
375	Tps Standardized Work & Kaizen Training	3
376	TQM For Facilitator	2
377	Training Magma Basic Software	4
378	Training & Workshop (Vibration Analisis Dan Lain-Lain)	1
379	Training AOPHCIS (HR Digitalization) fase 1.2	4
380	Training APAR & Hydrant	17
381	Training APD	2
382	Training Buhler	14
383	Training Casting Design Basic	3
384	Training Casting Maintenance Basic	2
385	Training Circle Leader	2
386	Training Compliance AISIN Group	156
387	Training Core Tools	37
388	Training Csr Development Program (Basic)	1
389	Training DELCAM 2019	5
390	Training Equipment Maintenance Basic	1
391	Training First Aid at Work	2
392	Training for Trainers	4
393	Training For Trainers (Intermediate)	23
394	Training Host	1
395	Training How To Update EDC Website	3
396	Training Internal Audit ISO 14001:2015 dan OHSAS 18001:2007	21
397	Training ISO 17025: 2017	16
398	Training Kerangka Acuan Menulis Efektif	1
399	Training Lubrication	2
400	Training Measurement Skill Level 2	3
401	Training Membaca penyimpanan hasil CMM	27
402	Training Menulis Laporan Efektif	21
403	Training Mold Design Basic	3
404	Training Mold Maintenance Middle	2
405	Training Of Industrial Relations (IR)	1
406	Training Of Trainer Hubungan Industri Pancasila	1
407	Training Operational & Maintenance VACUM System (UBE)	106
408	Training P2BK	35
409	Training P2K3	2
410	Training Pemesinan	2
411	Training Pendidikan Koperasi Astra Internasional	43
412	Training Pengelolaan Limbah B3 Sertifikasi Bnsp	1



#### External Training Program

No	Pelatihan Training	Jumlah Peserta Total Participants
413	Training Pengendalian Pencemaran Udara Sertifikasi Bnsp	1
414	Training Praktek Measurement Skill Advance	2
415	Training Praktek Plastic Injection Middle	2
416	Training Product Stanley	10
417	Training Production Management Next Level	3
418	Training Program Persiapan Pensiun	10
419	Training Program Persiapan Pensiun Tahap 1 Angkatan 43	1
420	Training PSAK Update	2
421	Training QCC	2
422	Training QCC suplier	1
423	Training QCC Supplier	1
424	Training QCC-SS	27
425	Training Sertifikasi Crane	4
426	Training Sertifikasi Forklift	1
427	Training Skill Logistic	1
428	Training Skill Maintenance	2
429	Training Smart Solutions	1
430	Training Social Return Of Investment	1
431	Training Solidwork 2019	8
432	Training SS	2
433	Training Sub Instructor Casting Design Basic	1
434	Training Teori Measurement Skill Advance	2
435	Training Teori Plastic Injection Middle	2
436	Training Waterline	11
437	Training Xtray	3
438	Training: Assessor Competence	1
439	Training: Power Mill (DelCAM)	4
440	Troubleshooting Andon For It	7
441	Troubleshooting Andon Maintenance	6
442	Uji Kemampuan (seleksi)casting design basic	4
443	Uji Kompetensi skema milling work level 1	1
444	Uji Seleksi Casting Design Basic	3
445	Uji Seleksi Casting Maintenance Basic	2

#### External Training Program

No	Pelatihan Training	Jumlah Peserta Total Participants
446	Uji Seleksi Equipment Maintenance Basic	2
447	Uji Seleksi Measurement Skill Basic	3
448	Uji Seleksi Mold Design Basic	3
449	Uji Sertifikasi Casting Design Basic	3
450	Uji Sertifikasi Mold Design Basic	3
451	Uji Sertifikasi Plastic Injection Middle	2
452	Uji Sertifikasi Praktek Equipment Maintenance Basic	1
453	Uji Sertifikasi Praktek Measurement Skill Advance	2
454	Uji Sertifikasi Praktek Measurement Skill Basic	3
455	Uji Sertifikasi Teori Measurement Skill Advance	2
456	Uji Sertifikasi Teori Measurement Skill Basic	3
457	Uji Sertifikasi Teori Measurement Skill Middle	2
458	Ujian Sertifikasi Ahli Kepabeanan Periode Juni 2019	1
459	Upgrading Internal audit Management Sistem	2
460	VDA 6.3 Competence Training for Re-Certificate of VDA6.3 process audit	1
461	Wakanda	1
462	Warehouse MNG,	1
463	Working At The Speed Of Trust (Manager)	28
464	Working At The Speed Of Trust (Officer)	31
465	Workshop Agile Energy Management	1
466	Workshop Art Our Your Message	1
467	Workshop Behavior & Based Safety Culture Assessment	2
468	Workshop Casting Design Basic	4
469	Workshop Creating The Bussiness Impact	1
470	Workshop Instruktur Equipment Maintenance Level 1	1
471	Workshop Instruktur Mechanical Inspection Level 1	1
472	Workshop Ketenagakerjaan	1
473	Worshop : Metode Penulisan Baru Dalam Gambar Teknik Mengenai Toleransi	2
474	Seminar/Workshop BOD & Executive	164
		3,524

**Pelatihan yang diikuti oleh BOD | Training attended by BOD**

Tanggal/Bulan Date/Month	Acara Event	Peserta Participant	Tempat Venue	Penyelenggara Organizer
29 Jan	Indonesia-Japan Automotive Seminar	Hamdhani Dzulkarnaen Salim, Yusak Kristian, A. K. Hadi, Lay Agus, Kusharijono, Agus Baskoro, Wanny Wijaya	Gedung Kemenperind R.Garuda	Kementerian Perindustrian Ministry of Industry
31 Jan	CRP Exhibition	Hamdhani Dzulkarnaen Salim, Yusak Kristian, A. K. Hadi, Lay Agus, Kusharijono, Agus Baskoro, Wanny Wijaya	Auditorium AOP	Corporate Planning and Strategy PT Astra Otoparts Tbk
22 Feb	Seminar Makro Ekonomi	Hamdhani Dzulkarnaen Salim, Yusak Kristian, A. K. Hadi, Lay Agus, Kusharijono, Agus Baskoro, Wanny Wijaya	Auditorium AOP	Corporate Planning and Strategy PT Astra Otoparts Tbk
4 Mar	InnovAstra 35 - Inspiring The Nation	Hamdhani Dzulkarnaen Salim, Yusak Kristian, A. K. Hadi, Lay Agus, Kusharijono, Agus Baskoro, Wanny Wijaya	Menara Astra – Catur Dharma Hall	PT Astra International Tbk
15 Apr	Indonesia Summit 2019	Hamdhani Dzulkarnaen Salim, Yusak Kristian, A. K. Hadi, Lay Agus, Kusharijono, Agus Baskoro, Wanny Wijaya	ICE BSD	Kementerian Perindustrian Ministry of Industry
29-30 Apr	Executive Gathering	Hamdhani Dzulkarnaen Salim, Yusak Kristian, A. K. Hadi, Lay Agus, Kusharijono, Agus Baskoro, Wanny Wijaya	Jogja	PT Astra Otoparts Tbk
7 & 8 May	Genba Business Unit dan Genba Wilayah	Hamdhani Dzulkarnaen Salim, Yusak Kristian, A. K. Hadi, Lay Agus, Kusharijono, Agus Baskoro, Wanny Wijaya  Gidion Hasan, Johannes Loman, Sudirman Maman Rusdi, Gunawan Geniusahardja, Chiew Sin Cheok, Bambang Trisulo, Agus Tjahajana Wirakusumah, Angky Utarya Tisnadisastra	Menara Astra – Catur Dharma Hall	PT Astra International Tbk
24 May	Technology Day	Hamdhani Dzulkarnaen Salim, Yusak Kristian, A. K. Hadi, Lay Agus, Kusharijono, Agus Baskoro, Wanny Wijaya	Auditorium AOP	Corporate Planning and Strategy PT Astra Otoparts Tbk
25 Jul	Seminar Ekonomi Makro 2019	Hamdhani Dzulkarnaen Salim, Yusak Kristian, A. K. Hadi, Lay Agus, Kusharijono, Agus Baskoro, Wanny Wijaya  Gidion Hasan, Johannes Loman, Sudirman Maman Rusdi, Gunawan Geniusahardja, Chiew Sin Cheok, Bambang Trisulo, Agus Tjahajana Wirakusumah, Angky Utarya Tisnadisastra	Menara Astra – Catur Dharma Hall	PT Astra International Tbk
26 Jul	Executive Forum - Update Macro Economy - Guidance for RAPIM I AOP	Hamdhani Dzulkarnaen Salim, Yusak Kristian, A. K. Hadi, Lay Agus, Kusharijono, Agus Baskoro, Wanny Wijaya	Auditorium AOP	Corporate Planning and Strategy PT Astra Otoparts Tbk
5-6 Aug	Seminar International IQA	Hamdhani Dzulkarnaen Salim, Yusak Kristian, A. K. Hadi, Lay Agus, Kusharijono, Agus Baskoro, Wanny Wijaya	Bali	Kementerian Riset, Teknologi, dan Pendidikan Tinggi Ministry of Research, Technology, and Higher Education
16 Sep	Polish Investment & Trade Agency	Hamdhani Dzulkarnaen Salim	Warszawa	PFR Group
5 Nov	Genba Pride of The Nation	Hamdhani Dzulkarnaen Salim, Yusak Kristian, A. K. Hadi, Lay Agus, Kusharijono, Agus Baskoro, Wanny Wijaya  Gidion Hasan, Johannes Loman, Sudirman Maman Rusdi, Gunawan Geniusahardja, Chiew Sin Cheok	Nusa Dua Bali	PT Astra International Tbk



**Pelatihan yang diikuti oleh BOD | Training attended by BOD**

Tanggal/Bulan Date/Month	Acara Event	Peserta Participant	Tempat Venue	Penyelenggara Organizer
30 Oct	AOP Annual Meeting With Partners - Macro Economy outlook 2020 - Future 4W market Trend - Future 2W market Trend	Hamdhani Dzulkarnaen Salim, Yusak Kristian, A. K. Hadi, Lay Agus, Kusharijono, Agus Baskoro, Wanny Wijaya	Auditorium AOP	Corporate Planning and Strategy PT Astra Otoparts Tbk
	Astra Leaders Forum, Digital Culture and Leadership	Lay Agus, Kusharijono, Agus Baskoro, Wanny Wijaya	Menara Astra - Catur Dharma Hall	PT Astra International Tbk

Sejak 2019 Perseroan menjalankan *project* untuk mengembangkan program *Virtual Learning Center*. Program ini diharapkan mampu menjangkau lebih banyak peserta pelatihan dari seluruh grup Perseroan, dengan materi yang lebih beragam serta komprehensif sesuai kebutuhan yang ada. *Virtual Learning Center* akan berjalan mulai 2020 melalui metode *blended learning* melalui aktivitas di dalam kelas untuk membahas lebih komprehensif materi-materi tertentu, sementara materi dasar disiapkan dalam bentuk modul virtual.

Pada tahun 2019, Perseroan telah menyiapkan 91 modul pelatihan internal, di antaranya modul *Personal Effectiveness* dan *Negotiation Skill*, yang merupakan modul kelompok *soft skill*; modul *Basic Purchasing*, *Project Management*, *Basic Lean Purchasing*, yang merupakan modul kelompok *technical skill*. Selain itu juga terdapat sejumlah modul yang khusus diperuntukkan bagi posisi tertentu, misal *Basic Store Operation* dan *Advanced Store Operation* untuk karyawan Shop&Drive, Modul *Product Knowledge* dan *Training Salesman*, untuk *Salesman* di salah satu grup Perseroan. Diharapkan pada 2020, jumlah modul *virtual training internal* bertambah menjadi 126 modul.

Khusus untuk mendukung aspirasi menjadi *product-based*, Perseroan secara berkelanjutan menjalankan program jalur *expert* bagi para *engineer* yang bertujuan memberikan wadah khusus untuk pengembangan kompetensi dan evaluasi atas kinerja yang telah dicapai. Pada 2019, terdapat 7 Perusahaan di grup Perseroan yang telah menyusun jalur *expert* tersebut.

Perseroan memiliki 128 orang *expert* yang terdiri dari 7 orang *Senior Engineer* dan 121 orang *Engineer*. Melalui program peningkatan kompetensi, mereka memimpin proyek-proyek otomasi sebagai bentuk kesiapan grup Perseroan menjawab tantangan Industri 4.0 yang tengah diterapkan secara bertahap ke seluruh perusahaan dalam grup Perseroan.

Since 2018 the Company has organized Virtual Learning Center. The program is expected to reach out more training participants from all groups within the Company, with materials that are more diverse and comprehensive based on current needs. The Virtual Learning Center will be implemented in 2020 under blended learning method through in-class activities to discuss certain materials in a more comprehensive manner, while the basic material is prepared in the form of virtual modules.

In 2019, the Company has finished 91 internal training modules, such as the Personal Effectiveness and Negotiation Skill modules, which are soft skills group modules; Basic Purchasing, Project Management, Basic Lean Purchasing modules, which are technical skills group modules. Corporate also has developed a number of modules specifically intended for certain positions, such as Basic Store Operations and Advanced Store Operations for Shop&Drive employees, Product Knowledge Modules and Salesman Training, for Salesmen in one of the Company's groups. Gradually, blended learning methods will continue to be developed and improved. It is expected that in 2020, the number of internal virtual training modules will add up to 126 modules.

In particular, to support the goals of being a product-based organization, the Company continuously manages an expert pathway program for engineers designed to provide a special forum for competency development and performance evaluation. In 2019, there were 7 companies within the Company group already preparing the expert pathway.

The Company has 128 experts consisting of 7 Senior Engineers and 121 Engineers. Through their improvement program, they lead automation projects as a form of the Company's group readiness to respond to Industry 4.0 challenges that are being implemented gradually to all companies within the Company's group.

**Divisi WINTEQ**

<b>Nama Kegiatan</b> Activities	<b>Waktu Pelaksanaan</b> Time	<b>Penyelenggara</b> Held by	<b>Keterangan</b> Notes
Indi Making 4.0	April 2019 April 2019	Kementerian Perindustrian Ministry of Industry	Peserta pameran Exhibitor
			Pembicara seminar Seminar Speaker
Indonesia - Taiwan Cooperation Forum	21 Mei 2019 21 May 2019	Taiwan Embassy	Pembicara seminar Seminar Speaker
Roadshow Indi 4.0 Surabaya	1 September 2019 1 September 2019	Kementerian Perindustrian Ministry of Industry	Peserta pameran Exhibitor
			Seminar Speaker
President Commisioner Visit	9 Oktober 2019 9 October 2019	EDC	Peserta pameran Exhibitor
Indonesia - France Cooperation Forum	12 Oktober 2019 12 October 2019	Kementerian Perindustrian Ministry of Industry	Pembicara seminar Seminar Speaker
Digital Festival 2019	7 November 2019 7 November 2019	AHM	Peserta pameran Exhibitor
Workshop Ekosistem Berbasis Industri 4.0	2 Desember 2019 2 December 2019	Kementerian Perindustrian Ministry of Industry	Pembicara seminar Seminar Speaker
WINTEQ Technology Sharing	18 Desember 2019 18 December 2019	WINTEQ	Penyelenggara Organizer
Digital Transformation Manager	22-25 Oktober 2019 22-25 October 2019	Schneider Batam	Peserta Sharing Sharing participant
	30 Oktober 1 November 2019 30 October 1 November 2019	Schneider Batam	Peserta Sharing Sharing Participant
Training Industry 4.0 Transfromation (Technical)	26-30 Agustus 2019 26-30 August 2019	Schneider Batam	Peserta Sharing Sharing Participant
Fromating Team RSKKNI Manager Transformation	20-23 November 2019 20-23 November 2019	Kementerian Perindustrian Ministry of Industry	Tim penyusun Formating team

**DIVISI EDC**

<b>Nama Kegiatan</b> Activities	<b>Waktu Pelaksanaan</b> Time	<b>Penyelenggara</b> Held by	<b>Keterangan</b> Notes
EMC Test requirement for EV, Lithium battery & EVSE (charging station)	25 April 2019 25 April 2019	Quantel Indonesia	Peserta Sharing Sharing Participant
EV global trend & plastic part application at EV	12 September 2019 12 September 2019	Solvay Indonesia	Peserta Sharing Sharing Participant
Management Industrial 4.0 Transformation 4.0	Oktober 2019 October 2019	Kementerian Perindustrian Ministry of Industry	Peserta Sharing Sharing Participant
Benchmark Application Industry 4.0	September 2019 September 2019	Schneider Batam	Peserta Benchmark Benchmark Participant
Knowledge Sharing : BMS (Baterry Management system) & Driver electric Motor by expert from UGM	Oktober & Desember 2019 October & December 2019	EDC	Peserta Sharing Sharing Participant



## Penilaian Kinerja

Perseroan memberikan kesempatan yang relatif setara kepada seluruh karyawan untuk meniti karir di perusahaan, sesuai tingkat golongan dan jabatannya. Untuk itu, Perseroan melakukan Evaluasi kinerja karyawan secara periodik dua kali dalam satu tahun.

Proses *review* tengah tahun terhadap target kerja menjadi dasar untuk pemberian umpan balik serta penyesuaian target kerja di semester berikutnya jika diperlukan. Sedangkan di akhir tahun, evaluasi kinerja selama satu tahun dilakukan secara berjenjang. Proses evaluasi secara mandiri terlebih dahulu dilakukan oleh karyawan pada jenjang *Officer*, *Supervisor*, dan *Department Head*. Selanjutnya proses validasi bertingkat dilakukan hingga level Direktur. Hal ini dilakukan untuk menjaga obyektivitas proses evaluasi.

Pada akhir periode evaluasi kinerja tahunan, proses *coaching counseling* dijalankan sebagai bentuk komunikasi dua arah dan penguatan untuk pencapaian target yang lebih menantang di tahun berikutnya. Dalam proses ini pula, atasan dan bawahan bersama-sama menentukan rangkaian program pengembangan yang akan dilakukan untuk memastikan tercapainya target kompetensi yang dipersyaratkan.

## Kepemimpinan

Dalam mengelola keberlanjutan kepemimpinan, Perseroan mengoptimalkan program *Integrated Talent Development* dan pengembangan kompetensi yang mengacu pada Astra Leadership Competencies serta Technical Competencies yang spesifik yang disesuaikan dengan kebutuhan organisasi.

Pada *level new entry*, program *Management Trainee* difokuskan untuk memenuhi kebutuhan di bidang *Marketing* dan *Finance*. Pada 2019, Perseroan memfasilitasi satu *batch Marketing Development Program* (23 peserta) dan satu *batch Finance Accounting Development Program* (15 peserta). Diharapkan peserta program siap menjadi bagian dari sinergi tim di sejumlah perusahaan dalam grup Perseroan.

Di jenjang eksekutif, Perseroan menyelenggarakan Program *Coaching*, yang melibatkan sejumlah *Executive* di Grup Perseroan. *Executive* membimbing serta menyiapkan para *coachee* di *level middle management* untuk siap dengan tantangan bisnis dan menjadi pemimpin yang handal kelak. Selain itu terdapat Program *On Boarding for New Director*, untuk memberi bekal kepada *Executive/New Directors* baru di sejumlah perusahaan.

## Performance Evaluation

The Company provides relatively equal opportunities to all employees to pursue a career in the Company, according to their level and position. For this reason, the Company evaluates employee performance periodically twice a year.

The mid-year review process against the business targets becomes the basis for providing feedback and adjusting the next semester target if needed. While at the end of the year, one-year performance evaluation is conducted in stages. The evaluation process is carried out independently by employees at the level of Officers, Supervisors, and Department Head. Then the multilevel validation process is performed up to the Director level. This is conducted to maintain the objectivity of the evaluation process.

At the end of the annual performance evaluation period, the coaching counseling process is conducted as a form of two-way communication and reinforcement to achieve more challenging targets in the following year. In this process also, superiors and subordinates jointly determine a series of development programs that will be conducted to ensure the achievement of the required competency targets.

## Leadership

In managing leadership sustainability, the Company optimizes the Integrated Talent Development program and competency development that refers to specific Astra Leadership Competencies and Technical Competencies according to the organization needs.

At the new entry level, the Management Trainee program is focused to fulfill the needs in Marketing and Finance. In 2019, the Company facilitated a batch of Marketing Development Program (23 participants) and a batch of Finance Accounting Development Program (15 participants). They are expected to be ready to become part of the team synergy in a number of groups within Company.

At the executive level, the Company organizes Coaching Programs, which involve a number of Executive in the Company Group. Executives guide and prepare coaches at the middle management level to be ready with business challenges and to become capable leaders in the future. In addition there is also an On Boarding for New Director, to equip Executive/New Directors in a number of companies.

## Budaya Inovasi

Budaya inovasi lekat dengan praktik *improvement* berkelanjutan pada aspek QCDSM produk dan proses dengan menggulirkan *Quality Control Circle*. Tujuannya adalah meningkatkan produktivitas dalam bekerja, mengurangi biaya dan risiko, meningkatkan faktor keselamatan dalam bekerja serta mencegah pencemaran.

Kemampuan Sumber Daya Manusia di dalam Perseroan terus menerus ditantang untuk selalu menemukan peluang perbaikan dari aspek pekerjaan sehari-hari. Melalui kegiatan QCC yang telah menjadi budaya dan mengakar di grup Perseroan, semangat melakukan yang terbaik tercermin dari konsistensi karyawan berpartisipasi dalam berbagai event internal ataupun eksternal Perseroan.

**Inisiatif Inovasi di AOP | Initiatives of Innovation in AOP**

Jenis Inisiatif   Type of Initiative	2019	2018	2017	2016
Suggestion System	151.875	109.038	59.012	151.875
Quality Control Circle (QCC)	2.044	2.262	1.750	2.044
Quality Circle Project (QCP)	165	117	97	165

**Kepesertaan Tim di Innovastra | Team Participation in Innovastra**

Jenis Inisiatif   Type of Initiative	2019	2018	2017	2016
Suggestion System	5	4	4	4
Quality Control Circle (QCC)	9	9	9	8
Quality Circle Project (QCP)	4	4	4	4

Dalam Innovastra 2019 yang diselenggarakan untuk seluruh perusahaan dalam grup Astra, sebanyak 9 tim dari Perseroan mengikuti kategori QCC, 4 tim di kategori QCP, dan 5 tim di kategori SS. Hasilnya, tim Perseroan di kategori SS berhasil menjadi juara ke-1.

Dalam Temu Karya Mutu dan Produktivitas Nasional (TKMPN) 2019, Perseroan mengikutsertakan 29 tim kategori QCC, 13 tim dalam kategori QCP, 19 tim di kategori SS, dan 8 di kategori CL. Dalam ajang TKMPN ini, karyawan Perseroan mencetak prestasi membanggakan: 27 tim meraih predikat Platinum, 39 tim meraih Gold, dan 3 tim meraih Diamond.

## Culture of Innovation

The innovation culture is closely related to the practice of continuous improvements in the QCDSM aspects of products and processes rolling out Quality Control Circle. It is aimed at increasing productivity at work, reducing costs and risks, improving safety at work and preventing pollution.

The employee's capability is continually challenged to always find opportunities for improvements in the aspects of day-to-day work. Through QCC activities that have become a deeply rooted culture in the Company group, the employee reflects the spirit of doing their best in the consistency of participating in various internal or external events within the Company.

In Innovastra 2019 which held for all the companies within Astra Group, 9 teams from the Company competed in the QCC category, 4 teams in the QCP category, and 5 teams in the SS category. As a result, the Company's team in the SS category won the first place.

In the 2019 National Quality and Productivity Meeting (TKMPN), the Company sent out 29 teams in the QCC category, 13 teams in the QCP category, 19 teams in the SS category, and 8 teams in the CL category. In TKMPN event, the Company's employees recorded excellent achievements: 27 teams won the Platinum predicate, 39 teams won Gold, and 3 teams won Diamond.



## Membangun Budaya

Perseroan meyakini bahwa untuk mendukung tercapainya produktivitas kerja, diperlukan suasana kerja yang kondusif. Di sinilah AOP *Core Value* berperan menjadi landasan dalam bersikap dan bertingkah laku di organisasi.

Internalisasi *core value* secara berkesinambungan dilakukan oleh seluruh karyawan di setiap perusahaan dalam grup Perseroan. Beragam aktivitas dijalankan, bertujuan membangun komunikasi serta memperkuat munculnya perilaku yang diharapkan yang menunjang tercapainya tujuan organisasi.

Forum komunikasi di level manajerial pun secara rutin dilaksanakan untuk membahas beragam topik serta membangun kebersamaan. Peran ikatan karyawan juga tidak kalah penting yang dilakukan melalui forum bipartit, dimana diskusi aktif dilakukan demi tercapainya kesepakatan dan penyelesaian bermacam masalah. Peran aktif forum *bipartit* telah mampu menjembatani suara karyawan kepada manajemen.

Beragam program kebersamaan karyawan juga dilakukan di lingkup grup Perseroan. Bertujuan untuk mempererat hubungan antar karyawan, Manajemen pun berharap karyawan lebih termotivasi dan produktivitas kerja meningkat.

## Kesejahteraan

Perseroan menyediakan remunerasi yang kompetitif kepada karyawan berdasarkan asas keadilan, kelayakan dan memenuhi ketentuan dalam peraturan perundangan. Selain remunerasi dalam bentuk upah, Perseroan memberikan jaminan sosial tenaga kerja dan kesehatan sesuai dengan peraturan pemerintah, serta secara berkala mengadakan program pemeriksaan kesehatan bagi seluruh karyawan.

Besaran Upah Minimum Provinsi atau Upah Minimum Sektoral Provinsi/Kabupaten (UMSP/K) yang ditetapkan setiap pemerintah daerah selalu menjadi acuan Perseroan dalam menetapkan upah minimum bagi karyawan yang bekerja di area tersebut.

Perbandingan Rata-rata Upah Karyawan Baru Tingkat Terendah vs UMP 2019	Percentase
Laki-laki sesuai UMP (untuk DKI Jakarta)	100%
Perempuan sesuai UMP (Untuk DKI Jakarta)	100%

Rasio basic salary perempuan vs laki-laki per kategori karyawan	Percentase
Karyawan Tetap	100%
Kontrak	100%

## Culture Building

The Company believes that to support the achievement of work productivity, a conducive working atmosphere is required. This is where AOP Core Value plays a role as a foundation in the attitude and behavior of the organization.

The internalization of core value is continuously carried out by all employees in each company within the group. Various activities are rolled out, aims to build communication and strengthen the emergence of expected behavior that supports the achievement of organization's goals.

Communication forum at the managerial level are also regularly held to discuss various topics and to build togetherness. The role of employee organization is no less important and it is conducted through bipartite forums and active discussions for the sake of achieving consensus and resolving various issues. The bipartite forum has been able to play an active role as a link between the aspiration of employees to management.

Various employee togetherness programs are also carried out within the Company's group. Aiming to strengthen relations between employees, Management also hopes that employees would be more motivated and increase work productivity.

## Welfare

The Company provides competitive remuneration to employees based on the principles of justice, fairness and in compliance with the regulations. In addition to remuneration in the form of wages, the Company provides labor and health social security in accordance with government regulations, as well as regularly organizing medical check up programs for all employees.

The Company at all times refer to Provincial Minimum Wages or Provincial/District Sectoral Minimum Wages (UMSP/K) determined by each local government in setting minimum wages for employees in the area.

Comparison of the lowest average wage of new employees vs UMP 2019	Percentage
Male based on UMP (for DKI Jakarta)	100%
Female based on UMP (for DKI Jakarta)	100%

Ratio of basic salary of female vs male employees by category	Percentage
Permanent Employees	100%
Contractual	100%

Perseroan menyusun sistem kompensasi, Jaminan Ketenagakerjaan serta Jaminan Kesehatan sesuai peraturan perundungan diberlakukan bagi seluruh karyawan Perseroan, baik yang berstatus permanen atau temporer.

Perseroan memberikan pengembangan kapasitas bagi karyawan pensiun dalam bentuk pembinaan Masa Persiapan Pensiuan yang difasilitasi oleh Dana Pensiun Astra serta konseling dari atasan. Selain itu, juga terdapat penghargaan purna bhakti untuk karyawan tertentu. Perseroan juga mengikutsertakan karyawan permanennya pada program jaminan pensiun.

## Hubungan Industrial

Hubungan industrial antara Manajemen dan Karyawan dikelola untuk membangun interaksi yang positif dalam rangka pencapaian tujuan organisasi. Dalam hubungan industrial ini, karyawan diwakili oleh Ikatan Karyawan Astra Otoparts (IKAO).

Salah satu peran penting IKAO adalah dalam penyusunan Perjanjian Kerja Bersama (PKB) Astra Otoparts, yang kini berlaku adalah PKB 2018-2019 yang telah sah disepakati. Sebanyak 100% karyawan dilindungi hak dan kewajibannya dalam PKB dan Peraturan Perusahaan. [102-41]

### Mekanisme Pengaduan Masalah Ketenagakerjaan

Perseroan mengatur pengaduan masalah ketenagakerjaan melalui Peraturan Perusahaan Bab XIII pasal 86 mengenai Tata cara Penyelesaian Keluh Kesah. IKAO juga menjalankan fungsi mediasi pada saat terjadi sengketa perburuhan di lingkungan Perseroan.

### Profil Karyawan Astra Otoparts | Profile of Astra Otoparts Employees [102-8]

Usia	2019		2018		2017		Age
	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female	
< 18	-	-	-	-	1	1	8
18-25	12.409	1.806	13.655	1.872	14.172	2.003	18-25
26-35	10.155	915	10.001	910	10.394	872	26-35
36-45	6.942	255	6.971	242	6.767	262	36-45
46-55	2.726	113	2.464	118	2.370	124	46-55
>55	75	8	63	6	87	4	>55
<b>Jumlah</b>	<b>35.404</b>		<b>36.303</b>		<b>37.064</b>		<b>Total</b>

The Company define Compensation System, Employment Security and Health Insurance in accordance with laws and regulations are applicable to all of the Company's employees, for both with permanent and contractual status.

The Company provides capacity development for retired employees in the form of Retirement Preparation Period facilitated by Astra Pension Fund and counseling from superiors. In addition, there are also full service awards for certain employees. The Company also enrolls its permanent employees in pension insurance program.

## Industrial Relations

Industrial relations between Management and Employees are managed to build positive interactions in order to achieve organization's goals. In this industrial relationship, employees are represented by the Astra Otoparts Employees Organization (IKAO).

One of IKAO's important roles is the preparation of the Astra Otoparts Collective Labor Agreement (PKB). The one which is now effective is the formally agreed-upon PKB 2018-2019. Collective Labor Agreement and Company Regulations protect 100% of employees in terms of their rights and obligations. [102-41]

### Mechanism of Labor Issue Complaints

Complaints related to manpower issues are governed in the Company's Regulation Chapter XIII article 86 concerning Settlement Procedures for Complaints. IKAO also conducts a mediation process for labor disputes within the Company.



Jabatan	2019	%	2018	%	2017	%	Position
Eksekutif (6-7)	135	0,38%	220	0,61%	234	0,63%	Executives (6-7)
Manajer (5)	377	1,06%	285	0,79%	285	0,77%	Manager (5)
Staff	2.481	7,01%	2.296	6,32%	2.284	6,16%	Engineering
Pekerja (0-3)	32.411	91,55%	33.502	92,28%	34.261	92,44%	Employees (0-3)
<b>Jumlah</b>	<b>35.404</b>	<b>100,00%</b>	<b>36.303</b>	<b>100,00%</b>	<b>37.064</b>	<b>100,00%</b>	<b>Total</b>

Jabatan	2019	%	2018	%	2017	%	Position
Tetap	22.861	64,50%	23.264	64,10%	23.998	64,7%	Executives (6-7)
Kontrak	12.543	35,43%	13.039	35,90%	13.066	35,30%	Manager (5)
<b>Jumlah</b>	<b>35.404</b>	<b>100,00%</b>	<b>36.303</b>	<b>100,00%</b>	<b>37.064</b>	<b>100,00%</b>	<b>Total</b>

## Kesehatan dan Keselamatan Kerja

### Mengapa Topik ini Penting

Kesehatan dan Keselamatan Kerja (K3) merupakan salah satu nilai penting yang menjadi awal sekaligus menjadi akhir, produktivitas tinggi atau biaya yang murah menjadi tidak berarti jika kecelakaan terjadi di tempat kerja.

### Respons Perseroan

Perseroan telah menetapkan tujuan penerapan K3 yaitu menciptakan lingkungan kerja yang aman dan nyaman, di mana setiap orang memiliki *awareness* yang tinggi terhadap aspek keselamatan kerja dan bekerja dengan berperilaku selamat.

Setiap pabrik menerapkan Sistem Manajemen K3 (SMK3) baik berdasarkan Peraturan Pemerintah maupun mengikuti tatanan internasional seperti OHSAS 18001 dan versi terbarunya 45001. Penerapan SMK3 dikelola oleh masing-masing Panitia Pembina Kesehatan dan Keselamatan Kerja (P2K3) atau Komite K3 yang diketuai oleh pimpinan tertinggi di pabrik tersebut sesuai dengan peraturan perundangan.

## Occupational Health and Safety

### Why the Topic is Important

Occupational Health and Safety (K3) is one of the important values that serves as the and the end. High productivity or low cost shall become meaningless when an accident occurs at work.

### Corporate Response

The Company has established the goal of implementing OHS, which is to create a safe and comfortable work environment, in which everyone has a high awareness of safety and works under safety procedures.

Each factory implements an OHS Management System (SMK3) based on Government Regulations and complies with international standards such as OHSAS 18001 and the latest version 45001. The adoption of SMK3 is managed by each Committee on Occupational Health and Safety (P2K3) or OHS Committee chaired by the highest leadership in the factory in accordance with regulations.

No	Referensi SMK3 SMK3 References	Jumlah Perusahaan Total Companies	Tersertifikasi Certified
1.	Berdasarkan PP 50 tahun 2012 tentang SMK3 Based on PP 50/2012 of SMK3	40	9
2.	Berdasarkan standar ISO 45001 (atau dahulunya OHSAS 18001) Based on standards ISO 45001 (or previously OHSAS 18001)	40	21



## Kebijakan Lingkungan dan K3 PT Astra Otoparts Tbk

### Environmental Policy and K3 of PT Astra Otoparts Tbk

PT ASTRA OTOPARTS Tbk - Sebagai perusahaan komponen otomotif terbesar di Indonesia menjamin dan melindungi keselamatan dan kesehatan kerja melalui penerapan Sistem Manajemen Lingkungan, Keselamatan dan Kesehatan Kerja (LK3) dan Energi. Dalam usaha menjaga kelancaran administrasi dan distribusi bertekad melakukan pengelolaan, pemantauan, perbaikan kinerja LK3 dan Energi serta bertanggung jawab dibidang sosial sebagai akibat yang timbul dari proses bisnis perusahaan dengan cara:

1. Mencegah terjadinya pencemaran lingkungan, kecelakaan kerja dan gangguan kesehatan.
2. Melakukan perbaikan kinerja Lingkungan, Keselamatan, Kesehatan Kerja dan Energi serta Tanggung Jawab Sosial secara berkesinambungan.
3. Melakukan konservasi dan efisiensi terhadap Energi dan Sumber Daya Alam (ESDA) serta pengembangan Sumber Daya Manusia (SDM).
4. Melakukan aktivitas dan komunikasi sosial guna menumbuhkan kepercayaan *stakeholder*.
5. Mematuhi peraturan perundang-undangan yang berlaku.

Pelaksanaan kebijakan dasar ini menjadi acuan untuk seluruh aktivitas Perusahaan serta menjadi tanggung jawab seluruh anggota organisasi perusahaan dan pihak yang terkait.

Kebijakan dasar ini bersifat terbuka terhadap setiap masukan dan perbaikan yang diperlukan untuk senantiasa meningkatkan kinerja pengelolaan LK3, Energi dan Tanggung Jawab Sosial yang kemudian akan didokumentasikan dan dikaji secara periodik.

PT ASTRA OTOPARTS Tbk - As the largest automotive component company in Indonesia, Astra Otoparts guarantees and protects occupational safety and health by adopting Environmental, Occupational Safety and Health Management System (LK3) and Energy. In an effort to maintain seamless administration and distribution, the Company is determined to conduct the management, monitoring, improvement of LK3 and Energy performance and to be socially responsible for the results arising from the company's business processes by:

1. Preventing environmental pollution, workplace accidents and health issues.
2. Improving environmental performance, safety, occupational health and energy and social responsibility on an ongoing basis.
3. Conducting conservation and efficiency of Energy and Natural Resources (ESDA) as well as the development of Human Resources (HR).
4. Conducting social activities and communication in order to foster stakeholder confidence.
5. Complying with prevailing laws and regulations

The implementation of such basic policy serves as a reference for all Company activities and represents the responsibility of all members of the organization and related parties.

The basic policy is open to any input and improvements needed so as to continually improve the performance of LK3, Energy and Social Responsibility management which will then be documented and reviewed periodically.

## Pelatihan Keselamatan Kerja

Perseroan meningkatkan program keselamatan kerja, meningkatkan kesadaran karyawan dalam upaya mengurangi risiko bahaya dan mencegah terjadinya kecelakaan kerja. Program keselamatan kerja yang diterapkan Perseroan meliputi:

## Work Safety Training

The Company improves work safety programs and increases employee awareness in an effort to reduce the risk of hazards and prevent work accidents. The work safety program implemented by the Company includes:

No	Program	Aktivitas Activities	Pelaksanaan Date
1	Sosialisasi KUM Socialization of KUM	Perseroan bekerja sama dengan LSP ESR Astra International, yang merupakan lembaga sertifikasi profesi dengan bidang LK3 & CSR, mengikutsertakan PIC SHE & CSR yang sudah mengikuti dan lulus uji kompetensi untuk memperoleh sertifikat pengakuan dari Badan Nasional Sertifikasi Profesi (BNSP) di mana level kompetensi ini terdiri dari Ahli Mudya/Madya/Utama.	The Company cooperates with LSP ESR Astra International, which is a professional certification body in the area of LK3 & CSR, including PIC of SHE & CSR who have participated in and passed the competency test to obtain recognized certificates from the National Professional Certification Board (BNSP) with competency levels from Mudya/Madya/Utama experts.
2	<i>Safety Awareness</i> untuk <i>Supplier</i> Safety Awareness for Supplier	Program sosialisasi tentang SHE yang menjadi standar Perseroan yang disampaikan kepada para supplier sebagai salah satu pemangku kepentingan Perseroan.	SHE socialization programs as the Company's standards have been delivered to suppliers as one of the Company's stakeholders.
3	<i>Training</i> <i>(Behavior Based Safety (BBS)</i> <i>Training</i> <i>(Behavior Based Safety (BBS)</i>	Sosialisasi pentingnya perilaku selamat dan budaya keselamatan serta memberikan pembekalan kepada PIC Safety di setiap perusahaan agar dapat mengembangkan program BBS dan budaya SHE di perusahaan masing-masing. Pelatihan ini membahas pentingnya aspek perilaku sampai dengan best practice penerapan program BBS di perusahaan yang telah menerapkan BBS tersebut. Perseroan bekerja sama dengan PT Muzanni Lestari untuk mengadakan workshop pengembangan program BBS dan budaya SHE ini.	The socialization promotes the importance of safe behavior and safety culture and provides a briefing to Safety PIC in each company in order to develop the BBS program and SHE culture in their respective companies. This training discussed the importance of behavioral aspects and the best practice of implementing BBS programs in companies that have implemented BBS. The Company works in collaboration with PT Muzanni Lestari to organize a workshop to develop BBS program and SHE culture.
4	<i>Training Fire Prevention</i> Training Fire Prevention	Pembekalan bagi security teknik pemadam api dengan menggunakan karung dan APAR yang baik dan benar saat terjadi keadaan darurat.	Security personnel are equipped with training to extinguish fire properly and correctly using sacks and fire extinguishers when an emergency occurs.

No	Program	Aktivitas Activities	Pelaksanaan Date
5	Forum Komunikasi SHE & CSR AOP Group Communication Forum of SHE & CSR AOP Group	<p>Agenda dalam forum komunikasi ini adalah:</p> <ul style="list-style-type: none"> <li>• <i>Sharing</i> mengenai efisiensi energi oleh PT Xurya</li> <li>• <i>Sharing Best Practice</i> oleh Bapak Haryadi (PIC SHE PT Gemala Kempa Daya) mengenai membangun budaya SHE dan program meminimalkan risiko.</li> </ul> <p>Para PIC SHE AOP Group diharapkan dapat membangun budaya keselamatan di perusahaannya masing-masing dengan cara:</p> <ul style="list-style-type: none"> <li>• Melakukan standardisasi</li> <li>• Melakukan edukasi dan visualisasi</li> <li>• Melakukan stabilisasi melalui patrol, audit, <i>management review</i></li> </ul>	<p>The agenda in the communication forum is:</p> <ul style="list-style-type: none"> <li>• Sharing of energy efficiency by PT Xurya</li> <li>• Sharing of Best Practice by Mr. Haryadi (PIC SHE of PT Gemala Kempa Daya) regarding building SHE culture and minimizing risk programs.</li> </ul> <p>PIC of SHE AOP Group are expected to build safety culture in their respective companies by:</p> <ul style="list-style-type: none"> <li>• Conducting standardization</li> <li>• Providing education and visualization</li> <li>• Performing stabilization through patrol, audit, management review</li> </ul>
6	Training PPGD PPGD Training	Dalam rangka meningkatkan keahlian dan pengetahuan medis Tim Panitia Pembina Lingkungan Keselamatan dan Kesehatan Kerja serta Energi (P2LK3E) dan Tim Kesiapsiagaan Keadilan Darurat (TKKD) dalam menangani karyawan yang perlu pertolongan dengan cepat dan tepat, maka komite P2LK3E mengadakan pelatihan PPGD (Pertolongan Pertama Gawat Darurat) untuk perwakilan karyawan di masing-masing area yang bekerja sama dengan klinik ICS (dokter serta paramedis) sebagai pelatih.	In order to enhance medical expertise and knowledge for the Committee for Environmental Safety and Health and Energy (P2LK3E) and the Emergency Readiness Team (TKKD) in handling employees who need urgent and proper emergency assistance, P2LK3E committee conducts PPGD (First Aid Emergency) for employee representatives in each area - who work closely with ICS clinics (doctors and paramedics) as trainers.
7	Simulasi TKKD TKKD Simulation	Dalam rangka menjalankan salah satu standar Sistem Astra Green Company (AGC) perihal simulasi kondisi darurat, Perseroan mengadakan simulasi dengan tema "Keracunan" yang melibatkan perwakilan karyawan di masing-masing area.	In order to implement one of Astra Green Company System (AGC) standards regarding emergency conditions, the Company conducted simulations with the theme "Poisoning" involving employee representatives in each area.
8	Sosialisasi AGC Online Socialization of AGC Online	Sosialisasi asesmen AGC tahun 2019 dilakukan secara <i>online</i> di semua anak perusahaan Astra, dengan tujuan untuk efisiensi waktu asesmen dan memudahkan asesor dalam proses asesmen, karena dokumen yang dibutuhkan dalam kriteria AGC dapat diunggah oleh asesor di situs AGC <i>Monitoring System</i> sebelum proses asesmen berlangsung, sehingga tidak perlu menunjukkan dokumen fisik kepada asesor.	AGC assessment socialization 2019 was performed online at all Astra subsidiaries, for the purpose of creating time efficiency in the assessment and facilitating the assessors in the assessment process, since the documents required in the AGC criteria can be uploaded by the assessors on the AGC Monitoring System website before the assessment process begins. As a result, physical documents are no longer required to be shown to the assessor.
9	Sosialisasi dan Refreshment Awareness Kebakaran Fire Socialization and Refreshment Awareness	Sehubungan dengan banyaknya kebakaran yang terjadi di beberapa tempat, maka Perseroan melakukan refreshment terhadap jajaran anak perusahaan tentang <i>awareness</i> kebakaran melalui video berdurasi 5 menit.	In connection with the incidents of fires that occurred in a number of places, the Company provided refreshment sessions to its subsidiaries regarding fire awareness through a 5-minute video.

## Pencapaian Perseroan

Perseroan menjalankan pengelolaan kinerja dan pengembangan karyawan secara terstruktur dan terintegrasi agar karyawan mampu menghasilkan kinerja yang positif dan menghadapi tantangan bisnis. Untuk mengevaluasi keefektifan sumber daya manusia, Perseroan melakukan evaluasi *Performance Management* berdasarkan *Key Performance Indicators* (KPI) yang diturunkan berjenjang dari korporat hingga kepada individu.

## Corporate Achievements

The Company conducts structured and integrated performance management and employee development so as to enable employees to produce positive performance and address business challenges. To evaluate the effectiveness of human resources, the Company conducts Performance Management evaluation based on Key Performance Indicators (KPI), which are handed down from corporate to individual levels.

### Tingkat Turnover Karyawan | Employee Turnover [401-1]

Tahun Year	Karyawan Berhenti Employee Resignation	Jumlah Karyawan Total Employees	Tingkat Turnover Turnover
2016	854	36.025	2,37%
2017	1.024	27.064	3,78%
2018	1.498	36.303	4,13%
2019	1.562	35.404	4,41%

### Tingkat Kecelakaan Kerja | Work Accidents [403-2]



# Pertumbuhan Usaha yang Berkualitas

Quality Business Growth

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**Sebagai salah satu pemain utama di bisnis komponen otomotif, Astra Otoparts memberikan kontribusi ekonomi yang signifikan pada sektor industri pengolahan Indonesia.**

**As one of the major players in the automotive component business, Astra Otoparts provides significant economic contribution to the Indonesian manufacturing sector.**



# Pertumbuhan Usaha yang Berkualitas

## Quality Business Growth

Laba Bersih  
Net Profit



21,1%

Kenaikan ini merupakan wujud dari upaya Perseoran untuk meningkatkan penjualan dan melakukan *cost reduction* serta *operational excellence*.

This increment was the result of strategies of the Company to increase sales and perform cost reduction and operational excellence.

**Perseroan tetap berfokus mengimplementasikan strategi jangka panjang LEAP, terutama pada aspek *operational excellence* di tengah kondisi ekonomi global penuh dengan dinamika yang secara keseluruhan belum mampu merealisasikan optimisme yang diharapkan di awal tahun.**

**The Company continues to focus on implementing LEAP long-term strategy, particularly on the area of operational excellence in the midst of global economic conditions are full of dynamics yet not able to realize the optimism at the beginning of the year.**



## Mengapa Topik ini Penting

Sejalan dengan misi untuk menjadi pemain industri otomotif Indonesia dan regional, Perseroan terus berupaya untuk mendorong pertumbuhan yang dapat memberikan nilai tambah bagi lebih banyak pemangku kepentingan.

Manfaat ekonomi dari pertumbuhan bisnis tidak hanya berdampak pada pemegang saham tetapi juga dalam rantai bisnis industri. Pertumbuhan industri komponen juga akan membuka peluang keikutsertaan industri pemasok untuk ikut tumbuh bersama kami. [103-1]

## Respons Perseroan

### Pertumbuhan bisnis

Produksi komponen otomotif di dalam negeri mengikuti kegiatan produksi pada industri perakitan otomotif. Secara umum, penjualan mobil di Indonesia sepanjang tahun 2019 cenderung menurun. Menurut data Gabungan Industri Kendaraan Bermotor Indonesia (Gaikindo), penjualan mobil mencapai 1.030.126 unit, turun 10,8% dibandingkan tahun lalu. Di sisi lain, Gabungan Industri Alat Mobil dan Motor Indonesia (GIAMM) memperkirakan penyerapan komponen otomotif untuk pasar purna-jual juga cenderung turun karena lemahnya daya beli konsumen.

Walaupun pertumbuhan penjualan sepanjang tahun 2019 sangat konservatif, Perseroan melakukan upaya-upaya perbaikan di semua lini proses agar tetap membukukan keuntungan. Dari penjualan Perseroan membukukan pendapatan bersih sebesar Rp15,4 triliun, meningkat sebesar 13,3% dari tahun 2018 yaitu sebesar Rp13,5 triliun.

Melalui *operational excellence*, beban pokok pendapatan perseroan tercatat lebih rendah 1,7% menjadi Rp13,3 triliun, dibandingkan dengan periode yang sama tahun sebelumnya senilai Rp13,5 triliun. Pada 2019 laba bersih Perseroan tercatat Rp739,7 miliar, meningkat dari tahun 2018 yaitu Rp611,0 miliar.

### Ekspor Komponen Peraih Devisa

Walaupun pasar domestik merupakan segmen terpenting bagi Perseroan, upaya memberikan nilai tambah industri juga dilakukan melalui ekspor. Untuk itu Perseroan bersikap proaktif dalam memperluas pangsa pasarnya dengan menambah pelanggan baru termasuk OEM regional serta mempelajari segmen produk non-otomotif.

Hingga 2019, Perseroan telah mengirimkan komponen otomotif ke lebih dari 40 negara.

## Why the Topic is Important

In line with the mission to become a player in local and regional automotive industry, the Company continues to strive to encourage growth that can provide added values for more stakeholders.

The economic benefits of business growth will not only affect shareholders but also the industrial business chain. The growth of the component industry will also open up opportunities for the supplier industry to participate in growing with us. [103-1]

## Corporate Response

### Business Growth

Domestic automotive component production follows the production activities in the automotive assembly industry. In general, car sales in Indonesia in 2019 tend to decline. According to data from the Association of Indonesian Automotive Industries (Gaikindo), car sales reached 1,030,126 units, decreasing by 10.8% compared to prior year. On the other hand, Indonesian Car and Motorcycle Equipment Industry Association (GIAMM) estimates that the absorption of automotive components for the after-sales market also tends to fall due to weakening purchasing power.

Despite very conservative sales growth in 2019, the Company is making efforts to improve all process lines in order to remain recording profits. From sales, the Company recorded net income of Rp15.4 trillion, an increase of 0.6% from 2018 amounting to Rp13.5 trillion.

Through operational excellence, the Company's cost of revenue was 1.7% lower to Rp13.3 trillion, compared to the same period in prior year amounting to Rp13.5 trillion. In 2019 the Company recorded net profit amounting to Rp739.7 billion, an increase from 2018 amounting to Rp611.0 billion.

### Export of State Revenue-Generating Components

Despite the domestic market being the most important segment, the Company also exerts efforts to create industrial added values through exports. For such reason, the Company has been proactive in expanding its market share by adding new customers, including regional OEMs, and analyzing the non-automotive product segment.

As of 2019, the Company has exported automotive components to more than 40 countries.

## Rantai Pasokan

Perseroan menjalin kemitraan dengan para pemasok dengan mengedepankan dasar kerja sama yang transparan, akuntabel dan bertanggung jawab dengan menjunjung tinggi etika bisnis Perseroan. Selama masa kerja sama, Perseroan melakukan pemilihan dan evaluasi berkala terhadap kinerja seluruh pemasok yang menjadi bagian dari rantai pasokan berdasarkan *Quality, Cost, Delivery, Safety, dan Morale* (QCDSM).

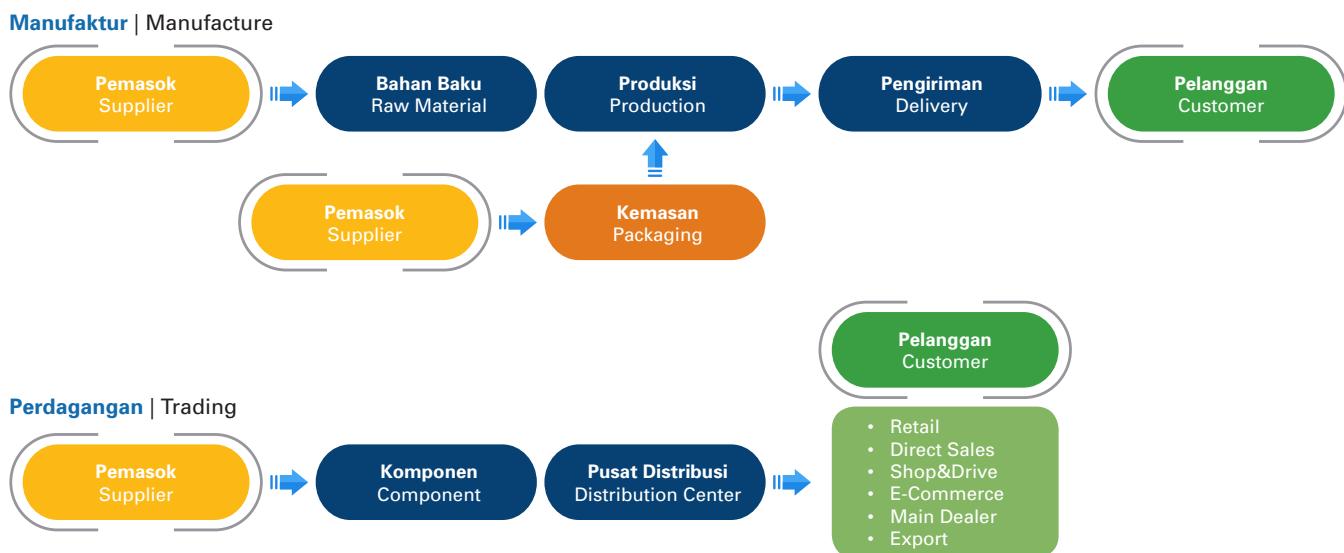
Perseroan mempertimbangkan pasokan lokal, dengan pertimbangan keterjangkauan, kualitas yang setara dan sebagai bentuk dukungan terhadap pembangunan ekonomi daerah maupun nasional. [102-9] [203-2]

## Supply Chain

The Company establishes partnerships with suppliers by promoting the transparent, accountable and responsible cooperation principles by upholding the Company's business ethics. During the cooperation period, the Company conducts regular selection and evaluation of the performance of all suppliers that serve as part of the supply chain based on Quality, Cost, Delivery, Safety, and Morale (QCDSM).

The Company considers local supplies, by considering affordability and equal quality as a form of support for regional and national economic development. [102-9] [203-2]

**Gambaran rantai pasokan Grup Astra Otoparts**  
Supply chain overview of Astra Otoparts Group



## Mendukung Industri Kecil Menengah Indonesia

Menurut Kementerian Perindustrian, secara nasional saat ini terdapat sekitar 1.500 perusahaan komponen otomotif di Indonesia yang terbagi dalam Tier 1, Tier 2 dan Tier 3 yang tersebar di seluruh Indonesia terutama di provinsi DKI Jakarta, Banten, Jawa Barat, Jawa Tengah dan Jawa Timur. Pertumbuhan industri pemasok lokal dalam jumlah besar tersebut selain meningkatkan perekonomian juga meningkatkan tingkat kandungan lokal pada produk-produk kendaraan bermotor dan komponen.

Perseroan berkomitmen untuk membangun basis industri manufaktur Indonesia dengan membuka kesempatan yang seluas-luasnya kepada pemasok untuk memasok barang dan jasa sesuai dengan nilai QCDSM yang dianut mengikuti kebijakan tentang seleksi dan peningkatan kemampuan pemasok atau vendor.

## Supporting Small-Medium Industry in Indonesia

According to the Ministry of Industry, at a national scale currently there are approximately 1,500 automotive component companies in Indonesia that are divided into Tier 1, Tier 2 and Tier 3 across Indonesia, particularly in the province of DKI Jakarta, Banten, West Java, Central Java and East Java. The industrial growth of the local suppliers in such a considerable amount in addition to improving economic condition would also increase the level of local contents in motor vehicle products and components.

The Company is committed to building Indonesian manufacturing industry base by opening up widest opportunities to suppliers to provide supplies of goods and services in accordance with the QCDSM values being adopted by following the policies on selection and improvement of supplier or vendor capabilities.

Komitmen tersebut juga terbuka bagi Industri Kecil Menengah khususnya pemasok komponen otomotif. Perseroan melakukan kegiatan peningkatan kapasitas IKM melalui sinergi dalam Grup Astra seperti Yayasan Darma Bakti Astra yang membina dan memfasilitasi ratusan UKM Mitra YDBA dan Astra Mitra Ventura yang memberikan akses pembiayaan dan bantuan pemasaran produk. Beberapa mitra binaan UKM di lingkungan Grup Astra telah menjadi pemasok komponen dan pemasok peralatan pendukung seperti *dies, jig, tools, fixture* dan komponen *after market*. [103-2] [203-2]

Such commitment is also open to small medium industry, particularly automotive component suppliers. The Company conducts capacity-building activities of IKM through synergies in Astra group such as Darma Bakti Astra Foundation which foster and facilitate hundreds of SMES of YDBA partners and Astra Ventura Partners who provide access for financing and marketing assistance products. Several SMES partners in Astra Group's environment have become suppliers of components and supporting equipment components such as dies, jigs, tools, fixtures and after market components. [103-2] [203-2]

## Pencapaian Perseroan

Setiap tahun Direksi Perseroan dan jajaran manajemen anak-anak perusahaan melakukan penyusunan strategi jangka pendek dan panjang, program-program pencapaian target, serta *Key Performance Indicator* (KPI) dari masing-masing perusahaan. Pencapaian KPI ditinjau secara periodik oleh Direksi yang didukung oleh Unit *Corporate Planning and Strategy* dibentuk dan bertanggung jawab secara langsung kepada Direksi untuk menyusun dan mengevaluasi pencapaian target-target yang ditetapkan kemudian merancang perbaikan dan peningkatan dengan pencekatan *Plan-Do-Check-Action* (PDCA) sebagai *continuous improvement*.

## Corporate Achievement

Every year the Board of Directors of the Company and the management of its subsidiaries conduct preparation of short and long term strategies, target achievement programs, and Key Performance Indicators (KPI) of each company. The achievement of KPIs is periodically reviewed by the Board of Directors supported by the Corporate Planning and Strategy Unit which is established by and is immediately reporting to the Directors to compile and evaluate the achievement of the established targets and then design the improvements and enhancements by using Plan-Do-Check-Action (PDCA) approach as continuous improvement.

### Laporan Laba Rugi Konsolidasian | Consolidated Income Statement [103-3] [201-1]

dalam jutaan Rupiah

in million Rupiah

Keterangan	2019	2018	(%)	Description
Pendapatan Bersih	15,444,775	15,356,381	0,6%	Net Income
Beban Pokok Pendapatan	(13,256,531)	(13,483,532)	(1,7%)	Cost of Revenue
Laba Bruto	2,188,244	1,872,849	16,8%	Gross Profit
Beban Penjualan	(783.670)	(736,449)	6,4%	Selling Expenses
Beban Umum dan Administrasi	(858.781)	(772,377)	11,2%	General and Administrative Expenses
Bagian Laba Bersih Entitas Asosiasi dan Ventura Bersama Setelah Pajak	522.555	478,613	9,2%	Share of Results of Associates and Joint Ventures After Tax
Penghasilan Keuangan	83.269	71,351	16,7%	Finance Income
Biaya Keuangan	(83.117)	(56,985)	45,9%	Finance Cost
Penghasilan Lain-Lain	117.049	72,148	62,2%	Other Income
Beban Lain-Lain	(65.691)	(67,587)	(2,8%)	Other Expenses
Laba Sebelum Pajak Penghasilan	1.119.859	861,563	30,0%	Profit Before Income Tax
Beban Pajak Penghasilan		(180,762)	47,3%	Income Tax Expenses
Rugi tahun berjalan dari operasi yang dihentikan	(36.538)	-		Current loss from terminated operations
Laba yang Dapat Diatribusikan kepada Pemilik Entitas Induk	739.672	610,985	21,1%	Profit Attributable to Owners of the Parent
EBITDA	1.028.609	838.054	22,7%	EBITDA

# Pelaksanaan Tata Kelola yang Berkelanjutan

Conduct of Sustainable Governance

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<b>Keanggotaan Asosiasi Stakeholders Involvement</b>	101

**Pelaksanaan praktik Tata Kelola Perusahaan yang Baik (*Good Corporate Governance/GCG*) secara terintegrasi mampu membawa manfaat yang berkelanjutan bagi pertumbuhan Perseroan dan kesejahteraan seluruh pemangku kepentingan.**

The implementation of integrated Good Corporate Governance (GCG) practices could generate sustainable benefits to the Company's growth and the welfare of all stakeholders.



# Pelaksanaan Tata Kelola yang Berkelanjutan

## Conduct of Sustainable Governance

### Penghargaan Award



50

Kapitalisasi menengah  
perusahaan terbuka  
Mid Capitalization  
public listed company

Penghargaan yang ditujukan bagi  
perusahaan-perusahaan publik yang  
dinilai terbaik dalam komitmennya  
menjalankan tata kelola perusahaan.  
An award is given for public  
companies that are considered the  
best in their commitment to carry out  
corporate governance.

**Perseroan secara khusus memiliki serangkaian kebijakan *Good Corporate Governance* yang senantiasa disesuaikan dengan perkembangan industri, kondisi Perseroan, serta peraturan yang berlaku.**

**The Company specifically maintains a set of Good Corporate Governance policies that are regularly updated and in-line with industry development, the Company's conditions, and prevailing regulations.**



## Tata Kelola

Praktik tata kelola perusahaan yang baik (GCG) merupakan pondasi pertumbuhan yang paling mendasar. Pelaksanaan GCG di Astra Otoparts bersumber pada Undang-Undang No. 40 Tahun 2007 tanggal 16 Agustus 2007 tentang Perseroan Terbatas, Anggaran Dasar Perseroan, Pedoman Umum *Good Corporate Governance* Indonesia yang diterbitkan oleh Komite Nasional Kebijakan Governance (KNKG), serta Peraturan Otoritas Jasa Keuangan (POJK).

Dalam pelaksanaan GCG, Perseroan menerapkan prinsip-prinsip TARIF (Transparansi, Akuntabilitas, Responsibilitas, Independensi dan Kewajaran) secara universal yang diintegrasikan ke dalam organisasi dan proses bisnis, dalam lingkungan Astra Otoparts Group.

## Struktur Tata Kelola Perusahaan

Praktik GCG Perseroan terdiri dari rangkaian sistem mencakup organisasi, proses, kebijakan, pengelolaan, pengendalian, pencegahan serta pengawasan kinerja Perseroan dan seluruh organ yang terlibat di dalamnya. Sesuai dengan ketentuan peraturan perundangan, struktur tata kelola Perseroan adalah sebagai berikut:

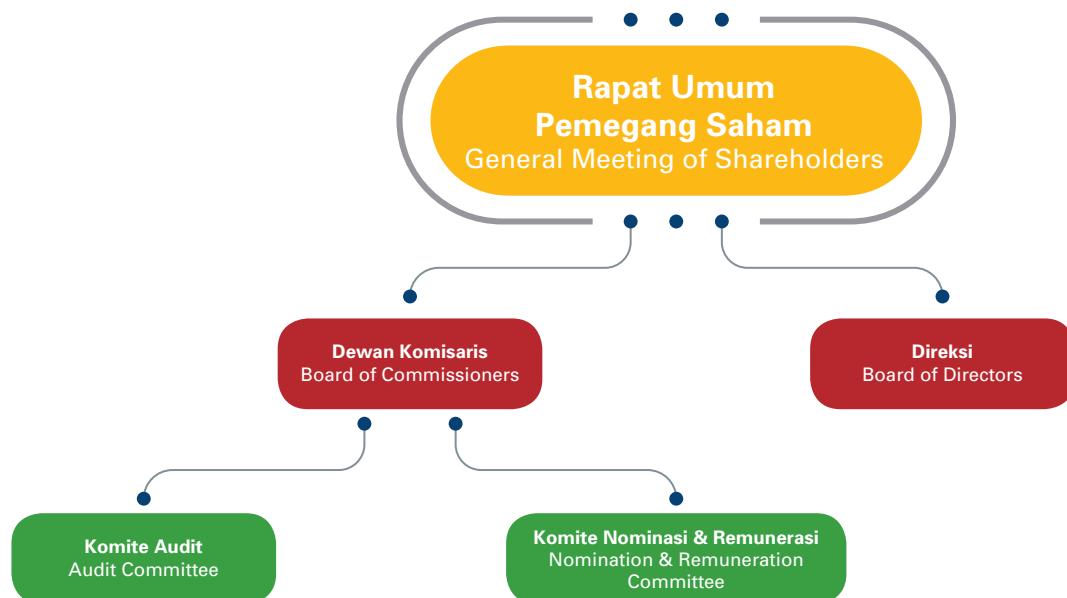
## Governance

Good corporate governance (GCG) practices serve as the most fundamental foundation for growth. The implementation of GCG at Astra Otoparts refers to Law No. 40 of 2007 dated 16 August 2007 concerning Limited Liability Companies, the Company's Articles of Association, General Guidelines for Good Corporate Governance in Indonesia published by the National Committee on Governance Policy (KNKG), as well as Financial Services Authority Regulations (POJK).

In implementing GCG, the Company universally adopts the principles of TARIF (Transparency, Accountability, Responsibility, Independence and Fairness) which are integrated into the organization and business processes, within the Astra Otoparts Group.

## Corporate Governance Structure

The Company's GCG practices consist of a series of systems covering the organization, processes, policies, management, control, prevention and supervision of the Company's performance and all organs involved. In accordance with regulatory requirements, the structure of the Company's governance is as follows:



Rapat Umum Pemegang Saham (RUPS) merupakan forum pengambilan keputusan tertinggi bagi pemegang saham yang berfungsi sebagai wadah bagi pemegang saham untuk mengambil keputusan dengan memperhatikan ketentuan peraturan perundangan dan Anggaran Dasar.

The General Meeting of Shareholders (GMS) is the highest decision making forum for shareholders that serves as a forum for shareholders to make resolutions by taking into account the regulations and the Articles of Association.

Dewan Komisaris bertugas mengawasi jalannya pengelolaan perusahaan, bertanggung jawab secara kolektif untuk melakukan fungsi pengawasan secara menyeluruh atas kegiatan pengelolaan Perseroan oleh Direksi. Dalam menjalankan tugas dan tanggung jawabnya, Dewan Komisaris dibantu oleh Komite Audit serta Komite Nominasi dan Remunerasi.

Direksi bertugas mengelola perusahaan secara menyeluruh, Direksi bertanggungjawab secara kolegial dalam mengambil keputusan dan kebijakan. Direksi membawahi beberapa unit kerja dalam hal mengendalikan dan mengawal implementasi praktik GCG sekaligus bekerja sama dengan Komite Audit serta organ-organ pendukung yaitu Sekretaris Perusahaan dan Corporate Internal Audit yang bertanggung jawab langsung kepada Presiden Direktur.

Wewenang dan tanggung jawab Dewan Komisaris dan Direksi diatur terpisah sesuai fungsinya sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar, Pedoman Dewan Komisaris dan Pedoman Direksi.

Untuk mendukung pelaksanaan organ tata kelola, Perseroan telah memiliki beberapa pedoman dan kebijakan, yaitu:

- Pedoman Etika Bisnis dan Etika Kerja,
- Pedoman Dewan Komisaris,
- Pedoman Direksi,
- Pedoman Komite Audit,
- Pedoman Audit Internal, dan
- Pedoman Sistem Pelaporan Pelanggaran.

[102-18]

## Manajemen Risiko

Sebagai bagian dari pelaksanaan tata kelola, Perseroan menerapkan sistem manajemen risiko yang meliputi proses pengelolaan risiko terintegrasi yang mencakup identifikasi, evaluasi dan pengendalian risiko yang berpotensi mempengaruhi aktivitas perusahaan dan kelangsungan usaha yang menyebabkan tidak tercapainya tujuan perusahaan.

Manajemen risiko berada di bawah pengendalian dan pemantauan Unit Manajemen Risiko yang bertanggung jawab langsung kepada Direksi. Perseroan melaksanakan evaluasi secara periodik untuk memastikan bahwa kebijakan, SOP, prinsip akuntansi, manajemen risiko dan tata kelola perusahaan di seluruh grup Perseroan berjalan efektif dan dalam kaidah yang benar.

Proses evaluasi tersebut dilakukan melalui sistem pengendalian internal yang merupakan rangkaian proses dan sistem kerja yang dirancang untuk menciptakan keandalan pelaporan kinerja keuangan, memastikan bahwa tata kelola perusahaan sesuai

The Board of Commissioners is assigned with the duty to oversee the management of the Company, collegially responsible for conducting the overall oversight function of the Company's management activities performed by the Directors. In the conduct of its duties and responsibilities, the Board of Commissioners is assisted by the Audit Committee and the Nomination and Remuneration Committee.

The Board of Directors is assigned with the duty of managing the Company as a whole. The Board of Directors is collegially responsible for making decisions and policies. The Board of Directors supervises a number of business units in terms of controlling and overseeing the implementation of GCG practices while also working with the Audit Committee and supporting organs, namely the Corporate Secretary and Corporate Internal Audit who report directly to the President Director.

The authority and responsibilities of the Board of Commissioners and Board of Directors are governed separately according to their functions as stipulated in the regulations, the Articles of Association, Board of Commissioners and Board of Directors Manuals.

To support the implementation of the governance organ, the Company maintains several guidelines and policies, including:

- Code of Conduct,
- Board of Commissioners Manual,
- Board of Directors Manual,
- Audit Committee Guidelines,
- Internal Audit Guidelines, and
- Guidelines for the Violation Reporting System.

[102-18]

## Risk Management

As part of the implementation of governance, the Company implements risk management system that includes an integrated risk management process that covers the identification, evaluation and control of risks potentially affecting the Company's activities and business sustainability which results in inability to achieve the Company's objectives.

Risk management is under the control and monitoring of the Risk Management Unit, which reports directly to the Board of Directors. The Company conducts periodic evaluations to ensure that policies, SOPs, accounting principles, risk management and corporate governance throughout the Group have been effectively and properly managed.

The evaluation process is conducted through an internal control system which is a series of processes and work systems designed to achieve the reliability of financial performance reporting, to ensure that corporate governance complies with prevailing laws

dengan peraturan dan perundang-undangan yang berlaku serta meningkatkan efektivitas dan efisiensi atas sistem itu sendiri. [102-11]

Rincian penerapan tata kelola perusahaan, manajemen risiko, dan sistem pengendalian internal dibahas lebih rinci dalam Laporan Tahunan PT Astra Otoparts Tbk 2019, yang diterbitkan bersamaan dengan laporan ini, pada bagian Tata Kelola Perusahaan.

## **Etika Bisnis**

Etika bisnis merupakan sistem nilai yang dianut secara perorangan yang termasuk etika hubungan antar karyawan dan perusahaan. Melalui pelaksanaan etika bisnis yang kuat dan konsisten kepada semua pemangku kepentingan, diharapkan dapat membentuk, memelihara, dan membangun sikap perilaku manajemen dan karyawan.

Etika Kerja meliputi hal-hal berikut ini:

- a. Sikap karyawan dalam Perseroan
- b. Sikap karyawan dengan wewenang dan jabatannya di Perseroan
- c. Hubungan karyawan dengan atasan dan dengan bawahannya
- d. Hubungan karyawan dengan sesama karyawan

Kode etik perusahaan berlaku bagi seluruh anggota perusahaan di seluruh level organisasi tanpa terkecuali dan disebarluaskan dengan memanfaatkan beragam media komunikasi. Perseroan berupaya untuk menegakkan pemberlakuan kode etik sebagai pedoman tingkah laku yang benar dalam merepresentasikan reputasi Perseroan di depan seluruh pemangku kepentingan.

## **Sistem Pelaporan Pelanggaran**

Perseroan menyediakan sistem pelaporan pelanggaran (*Whistleblowing System*) yang dapat dimanfaatkan oleh seluruh karyawan untuk menyampaikan dan melaporkan adanya tindakan yang melanggar peraturan perusahaan dan berpotensi memberikan dampak negatif bagi keberlangsungan Perseroan.

Kebijakan terkait Sistem Pelaporan Pelanggaran (SPP) telah diperbaharui kembali pada 2018. Proses pelaporan bersifat konfidenzial, anonim, dan independen. Mekanisme SPP melindungi kerahasiaan pelaporan dan identitas pelapor, serta narasumber dari segala bentuk ancaman. Hanya pengaduan yang memenuhi kriteria yang akan ditindaklanjuti dan Perseroan menganut asas praduga tak bersalah bagi terlapor.

Selama 2019, Perseroan tidak menerima adanya laporan pelanggaran.

and regulations and to increase the effectiveness and efficiency of the system itself. [102-11]

Details of the implementation of corporate governance, risk management, and internal control systems are discussed in more details in the Annual Report of PT Astra Otoparts Tbk 2019, which is published in conjunction with this report, under the Corporate Governance section.

## **Business Ethics**

Business ethics represents a value system individually adopted which includes the ethics of business relations between employees and the Company. By implementing strong and consistent business ethics to all stakeholders, the Company expects that they will be able to establish, maintain, and develop the behavior of management and employees.

Code of Conduct includes the following:

- a. The attitude of employees in the Company
- b. The attitude of employees with their authority and position in the Company
- c. Employee relations with superiors and with subordinates
- d. Employee relations with colleagues

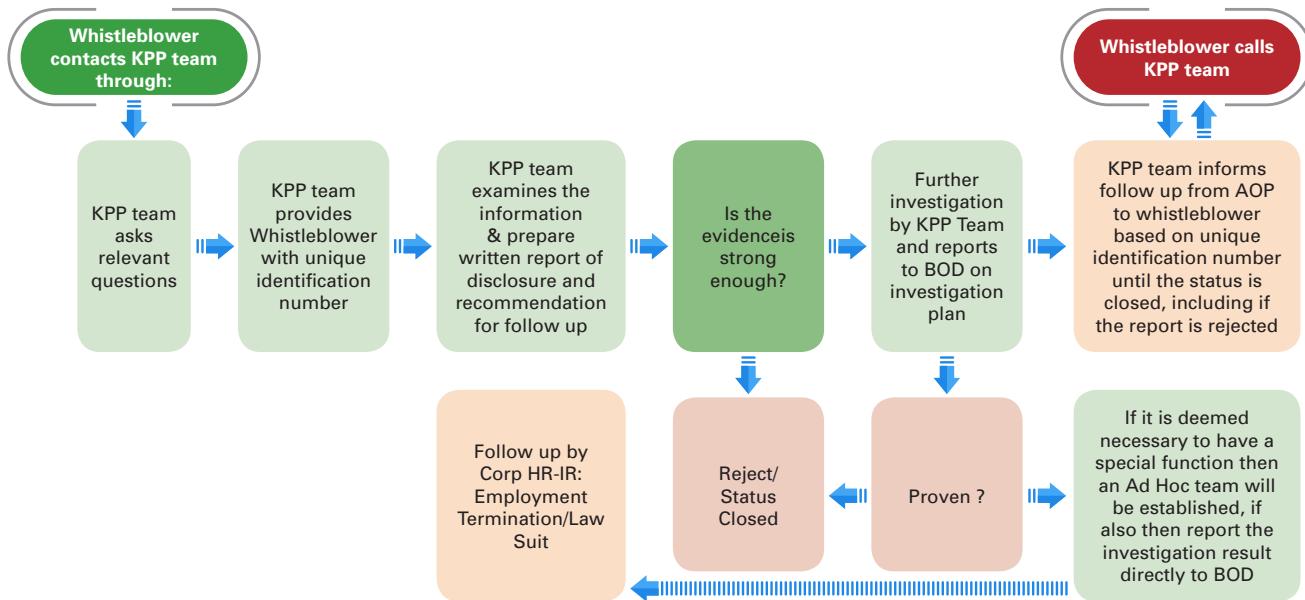
The Company's Code of Conduct applies to all organizational members at all levels of the organization without exception and it is disseminated by utilizing a variety of media of communication. The Company strives to enforce the adoption of a code of conduct as a guideline for proper behavior in representing the Company's reputation in front of all stakeholders.

## **Whistleblowing System**

The Company provides a Whistleblowing System that can be utilized by all employees to submit and report actions that violate against the Company's regulations and have the potentials to create negative impact on the Company's sustainability.

Policies related to the Whistleblowing Reporting System (SPP) have been renewed in 2018. The reporting process is confidential, anonymous and independent. The SPP mechanism protects the confidentiality of reporting and the identity of the reporter, as well as the resource persons from all forms of threats. Only complaints that meet the criteria will be followed up and the Company adheres to the principle of presumption of innocence for the party being reported on.

During 2019, the Company received no reports of violations.



[102-16] [102-17]

## Isu Keberlanjutan yang Penting

Isu-isu keberlanjutan yang penting bagi Perseroan diidentifikasi secara formal oleh tim keberlanjutan yang terdiri dari perwakilan setiap departemen pada November 2018 yang kemudian divalidasi ulang oleh manajemen pada November 2019. Sesuai dengan Standar GRI, Perseroan memetakan isu-isu yang relevan dalam matriks materialitas untuk menentukan isu keberlanjutan yang penting sebagaimana berikut. [102-46]

### Materialitas Isu Keberlanjutan

	MODERAT	PENTING   Significant		SANGAT PENTING   Highly Significant	
		Perkembangan Teknologi Industri Industrial Technology Developments	Kinerja Usaha Business Performance	Produk dan Layanan yang Unggul Excellent Products and Services	
Efisiensi Efficiency	Perkembangan Teknologi Industri Industrial Technology Developments	Kompetensi Karyawan Employee Competence			
	Pengelolaan Lingkungan dan Kepatuhan Environmental Management and Compliance	Pemberdayaan Masyarakat Community Empowerment		Pengembangan Bisnis Business Development	
Kesejahteraan Welfare	Tata Kelola Governance			Kesehatan dan Keselamatan Kerja Occupational Health and Safety	
	Isu Makroekonomi Macroeconomy issues				
Permodalan Capital					
Dampak ekonomi, sosial, dan lingkungan Economic, social and environmental impact					

## Significant Sustainability Issues

Sustainability issues that are significant to the Company are formally identified by the sustainability team consisting of representatives from each department in November 2018 which are then re-validated by management in November 2019. In accordance with GRI Standards, the Company has performed the mapping of relevant issues in the materiality matrix to determine important sustainability issues as follows. [102-46]

### Materiality of Sustainability Issues

**Daftar Isu Keberlanjutan yang Penting | List of Significant Sustainability Issues [102-46] [102-47]**

<b>Isu Issue</b>	<b>Dampak Impact</b>	<b>Dimana terjadinya Impacted Parties</b>	<b>Halaman Page</b>	<b>Topik dalam Standar GRI Topic in GRI Standard</b>
Produk dan Layanan yang Unggul  Excellent Product and Service	Menambah kepercayaan dan memperluas pasar produk dan jasa  Enhance trust and expand the market for products and services	Konsumen Bisnis, Ritel, Unit Bisnis Perseroan dan Anak Perusahaan  Business customers, Retail, Business units of the Company and Subsidiaries	30  Mengelola Mutu  Quality Management	Pemasaran dan Pelabelan  Marketing and Labeling
Kinerja Usaha  Business Performance	Memberikan nilai tambah ekonomi kepada pemegang saham dan manfaat bagi pemangku kepentingan  Provide economic added value to shareholders and benefits to stakeholders	Pemegang Saham, Perseroan, Karyawan, Pemasok  Shareholders, Company, Employees, Suppliers	86  Pertumbuhan Usaha yang Berkualitas  Quality Business Growth	Kinerja Ekonomi  Economic Performance
Kompetensi Karyawan  Employee Competence	Meningkatkan kompetensi dan daya saing SDM dalam menghadapi Industri 4.0  Improve HR competency and competitiveness in entering Industry 4.0	Perseroan dan Anak perusahaan  Company and Subsidiaries	62  Pengembangan Sumber Daya Manusia  Human Resources Management	Ketenagakerjaan Pelatihan dan Pendidikan  Manpower Training and Education
Kesehatan dan Keselamatan Kerja  Occupational Health and Safety	Mempengaruhi moral dan Produktivitas pekerja  Influence worker morale and Productivity	Perseroan dan Anak perusahaan  Company and Subsidiaries	81  Kesehatan dan Keselamatan Kerja  Occupational Health and Safety	Kesehatan dan Keselamatan Kerja  Occupational Health and Safety
Pengelolaan Lingkungan dan Kepatuhan  Environmental Management and Compliance	Menyebabkan tekanan pada lingkungan akibat limbah dan penggunaan sumber daya alam serta biaya  Cause environmental stress due to waste and natural resource use and costs	Lingkungan dan masyarakat di dalam dan sekitar Perseroan dan anak perusahaan  Environment and people within and near the location of the Company and subsidiaries	36  Produksi yang Lebih Ramah Lingkungan  More Environmentally-Friendly Production	Material   Material Energi   Energy Air   Water Emisi   Emission Efluen dan Limbah Effluent and Waste Kepatuhan   Compliance
Pemberdayaan Masyarakat  People Empowerment	Menciptakan hubungan yang harmonis dan meningkatkan kualitas hidup masyarakat sekitar  Create harmonious relationship and improve the quality of life of the surrounding community	Lingkungan dan masyarakat di sekitar Perseroan dan anak perusahaan  Environment and communities around the Company and its subsidiaries	46  Pertumbuhan untuk Semua  Growth for All	Masyarakat Lokal  Local Community
Tata Kelola  Good Corporate Governance	Memengaruhi reputasi dan kepercayaan pemangku kepentingan dan regulator  Influence the reputation and trust of stakeholders and regulators	Perseroan dan Anak perusahaan  Company and Subsidiaries	92  Pelaksanaan Tata Kelola yang Berkelanjutan  Conduct of Sustainable Governance	Tata Kelola  Good Corporate Governance
Pengembangan Bisnis  Business Development	Menjaga keberlanjutan dan pertumbuhan bisnis agar dapat memberikan nilai tambah kepada pemangku kepentingan  Maintain sustainability and business growth in order to provide added value to stakeholders	Pemegang Saham, Perseroan dan anak perusahaan  Shareholders, Company and Subsidiaries	86  Pertumbuhan Usaha yang Berkualitas  Quality Business Growth	Kinerja Ekonomi Dampak Ekonomi Tidak Langsung  Economic Performance Indirect Economy Impact

## Pelibatan Pemangku Kepentingan

Pelibatan pemangku kepentingan merupakan inisiatif penting untuk melakukan kolaborasi dalam melaksanakan strategi keberlanjutan Perseroan. Kemitraan strategis terutama diperlukan dalam pengembangan kapasitas sumber daya manusia dan kegiatan-kegiatan CSR Perseroan, dengan memanfaatkan kompetensi mitra untuk melaksanakan kegiatan-kegiatan tersebut.

Perseroan mengidentifikasi pemangku kepentingan utama berdasarkan aspek pengaruh dan geografi kelompok pemangku kepentingan tertentu dengan kegiatan Perseroan. Pemangku kepentingan utama Perseroan adalah pemegang saham, pelanggan, karyawan, masyarakat di sekitar pabrik, pemasok, dan institusi pendidikan.

Perseroan menjalin hubungan yang erat dengan pemangku kepentingan dalam upaya-upaya keberlanjutan melalui berbagai mekanisme. Isu-isu yang relevan dan krusial yang dikemukakan pemangku kepentingan selama masa pelaporan dibahas dan direspon melalui laporan ini.

[102-42]

### Pemangku Kepentingan Astra Otoparts [102-40] [102-43] [102-44]

	Astra Otoparts Stakeholders [102-40] [102-43] [102-44]
<b>Pemegang saham</b> Shareholders 	<p>Perseroan mengelola hubungan dengan pemegang saham terutama melalui fungsi Investor Relation dan mekanisme Rapat Umum Pemegang Saham yang dilakukan paling sedikit satu kali dalam satu tahun, selain itu juga melalui <i>public expose</i> jika diperlukan.</p> <p>Informasi terkini tentang kinerja usaha dan prospek usaha merupakan pembahasan penting bagi investor.</p> <p>The Company manages relationships with shareholders primarily through the Investor Relations function and the mechanism of the General Meeting of Shareholders which is conducted at least once a year, in addition to public exposures if needed.</p> <p>Current information about business performance and business prospects serve as important discussion for investors.</p>
<b>Pelanggan</b> Customers 	<p>Interaksi dengan pelanggan baik pelanggan korporat maupun ritel dilakukan secara terus menerus. Bisnis manufaktur Perseroan memiliki Divisi Key Account Management (KAM) dan bisnis perdagangan memiliki beragam akses layanan pelanggan.</p> <p>Isu penting bagi pelanggan adalah hal-hal yang berkaitan dengan pengembangan, produk dan layanan serta tanggapan keluhan pelanggan.</p> <p>Interaction with customers both corporate and retail customers is made on a continuous basis. The Company's manufacturing business maintains a Key Account Management (KAM) Division and the trading business maintains a variety of customer service access.</p> <p>Important issues for customers are matters relating to development, products and services and customer complaints.</p>
<b>Karyawan</b> Employees 	<p>Bagian Sumber Daya Manusia mengelola hal-hal yang terkait dengan kepegawaian. Sedangkan isu-isu hubungan industrial dibahas melalui perwakilan karyawan melalui serikat pekerja. Forum bipartit sedianya berfungsi untuk menyelesaikan permasalahan perburuan yang timbul.</p> <p>The Human Resources Department manages matters related to staffing. Whereas industrial relations issues are discussed through employee representatives through trade unions. The bipartite forum is supposed to function to resolve labor problems that arise.</p>

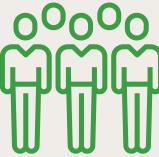
## Engagement of Stakeholders

Stakeholder engagement is an important initiative to collaborate in implementing the Company's sustainability strategy. Strategic partnerships are particularly needed in developing the capacity of the Company's human resources and CSR activities, by utilizing the competencies of partners to perform these activities.

The Company identifies key stakeholders based on the influence and geography of certain stakeholder groups on the Company's activities. The main stakeholders of the Company are shareholders, customers, employees, communities near the factory, suppliers and educational institutions.

The Company maintains close relationships with stakeholders in its sustainability efforts through various mechanisms. Relevant and crucial issues raised by stakeholders during the reporting period were discussed and addressed in this report.

[102-42]

<b>Masyarakat sekitar Local Communities</b> 	<p>Untuk kepraktisan dan keefektifan interaksi, Perseroan menetapkan koordinator regional untuk memfasilitasi diskusi dan interaksi dengan masyarakat terutama di sekitar pabrik.</p> <p>Isu penting bagi masyarakat adalah kontribusi Perseroan bagi peningkatan kesejahteraan dan peluang pemberdayaan, termasuk di sini adalah pemberdayaan institusional.</p> <p>For the practicality and effectiveness of interactions, the Company established a regional coordinator to facilitate discussion and interaction with the community, particularly around the factory.</p> <p>An important issue for the community is the Company's contribution to improve welfare and empowerment opportunities, including institutional empowerment.</p>
<b>Pemasok dan Mitra Usaha</b> Suppliers and Business Partners  	<p>Hubungan yang saling menguntungkan diperlukan untuk keberlangsungan usaha Perseroan dan mitranya.</p> <p>Perseroan mengadakan pertemuan teratur dan program pembinaan pemasok serta membuka peluang bagi Industri Kecil Menengah untuk pengembangan rantai pasokan seraya memperkuat kandungan lokal.</p> <p>Mutually beneficial relationships are needed for the business sustainability of the Company and its partners.</p> <p>The Company holds regular meetings and supplier guidance programs and opens opportunities for Small and Medium Industries to develop supply chains while strengthening local content.</p>
<b>Institusi pendidikan</b> Educational Institution  	<p>Sebagai industri manufaktur, Perseroan menyerap banyak tenaga kerja yang mendukung dengan program <i>link-and-match</i> Pemerintah.</p> <p>Perseroan bekerja sama dengan institusi Pendidikan terutama vokasi untuk meningkatkan kualitas mereka melalui program SMK binaan dan peluang kerja praktik di pabrik-pabrik Perseroan</p> <p>As a manufacturing industry, the Company absorbs a lot of supportive workforce with the Government's link-and-match program.</p> <p>The Company cooperates with Educational Institutions, particularly vocational education to improve their quality through vocational programs under the guidance and practical job opportunities in the Company's factories</p>

## Keanggotaan Asosiasi

Sebagai bagian dari warga usaha di Indonesia, Perseroan bergabung dengan beberapa organisasi dan asosiasi yang relevan dengan tujuan untuk memajukan bisnis dan meningkatkan manfaat kepada Indonesia.

## Membership in Association

As part of a business in Indonesia, the Company has participated in several organizations and associations that are relevant to the purpose of furthering the business and generating more benefits to Indonesia.

### Asosiasi yang Diikuti Astra Otoparts | Astra Otoparts Association Membership [102-13]

No	Nama Asosiasi / Lembaga Name of Association/Institutions
1.	GIAMM – Gabungan Industri Alat Mobil dan Motor   Association of Car and Motorcycle Equipment Industry
2.	GAIKINDO – Gabungan Industri Kendaraan Bermotor Indonesia   Association of Indonesian Automotive Industries
3.	APINDO – Asosiasi Pengusaha Indonesia   Indonesian Employers Association
4.	AEI – Asosiasi Emiten Indonesia   Indonesian Issuers Association
5.	ICSA – Indonesian Corporate Secretary Association

# Data Pendukung

## Supporting Data

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<b>Referensi POJK 51</b> Reference to POJK 51	113

**Data dan informasi  
pendukung yang  
ditampilkan dalam  
laporan ini diperoleh  
dari unit bisnis dan anak  
perusahaan yang relevan  
dan signifikan dengan  
pembahasannya.**

The supporting data and information presented in this report are obtained from business units and subsidiaries that are relevant to and significant for such topic of discussion.



# Data Pendukung

## Supporting Data

### Profil Perusahaan

#### Company Profile

Nama Organisasi Previous Company Name	PT Astra Otoparts Tbk
Penjelasan singkat mengenai produk, layanan, dan kegiatan usaha yang dijalankan	Kegiatan usaha Perseroan berfokus pada proses produksi dan distribusi aneka ragam suku cadang kendaraan bermotor roda dua dan roda empat, dengan segmen pasar terbesar adalah pasar pabrikan otomotif (OEM/ <i>Original Equipment Manufacturer</i> ) dan pasar suku cadang pengganti (REM/ <i>Replacement Market</i> ).  The Company's business activities focus on the production and distribution process of a wide range of two-wheeled and four-wheeled motor vehicle parts, with the largest market segment being the automotive manufacturing market (OEM / Original Equipment Manufacturer) and the replacement market (REM / Replacement Market).
Alamat Kantor Pusat Head Office Address	Jl. Pegangsaan Dua Km 2,2 Kelapa Gading, Jakarta 14250 Tel: (62-21) 460-3550, 460-7025 Fax: (62-21) 460-3549, 460-7009
Alamat surat elektronik (e-mail), dan situs web Email and website address	Web: <a href="http://www.astra-otoparts.com">www.astra-otoparts.com</a> E-mail: <a href="mailto:contact@component.astra.co.id">contact@component.astra.co.id</a>
Negara Tempat Operasi Country of Operation	1 (satu) Indonesia 1 (one) Indonesia
Sifat Kepemilikan dan Badan Hukum Nature of Ownership and Legal Establishment	Didirikan dengan nama PT Federal Adiwiraserasi berdasarkan Akta Pendirian No. 50 oleh Notaris Rukmasanti Hardjasatya, S.H. dan disahkan oleh Kementerian Kehakiman Republik Indonesia melalui Surat Keputusan No. C2.1326.HT.01. Th.92 tanggal 15 Mei 1992 dan diumumkan dalam Lembaran Berita Negara No. 39 Tambahan No. 2208 tanggal 13 Maret 1992. Anggaran Dasar Perseroan telah mengalami perubahan dari waktu ke waktu, perubahan terakhir Anggaran Dasar dinyatakan dalam Akta Notaris No. 31 tanggal 11 April 2019 yang dibuat oleh Mala Mukti, S.H., LL.M dan diumumkan dalam Lembaran Berita Negara No. 50 Tambahan 16677 tanggal 21 Juni 2019.  Established under the name of PT Federal Adiwiraserasi by Deed of Establishment No. 50 by Notary Rukmasanti Hardjasatya, S.H. and legalized by Ministry of Justice of Republic of Indonesia in its Decision Letter No. C2.1326.HT.01.Th.92 dated 15 <sup>th</sup> May 1992 and published in State Gazette No. 39 Supplement No. 2208 dated 13 <sup>th</sup> March 1992. The Company's articles of association has been amended from time to time, the latest amendment of which notarized under Deed No. 31 dated 11 <sup>th</sup> April 2019 made by Notary Mala Mukti, S.H., LL.M and published in State Gazette No. 50 Supplement No. 16677 dated 21 <sup>th</sup> June 2019.
Kepemilikan Saham Share Ownership	PT Astra International Tbk Masyarakat   Public
80% 20%	

[102-1] [102-2] [102-3] [102-4] [102-5]

## Skala Organisasi

(per 31 Desember 2019)

## Organizational Scale

(as of 31 December 2019)

Indikator   Indicator		Nilai   Value
Distribusi dan Penjualan Distribution and Sales	Unit usaha Business Units	Nilai Penjualan   Sales Value
	Manufaktur (Rp triliun) Manufacture (Rp trillion)	8,252,886
	Perdagangan (Rp triliun) Trading (Rp trillion)	7,191,889
	Total (Rp triliun   trillion)	15,444,775
Kapitalisasi (jutaan rupiah) Capitalization (million of rupiah)	Aset   Asset	16,015,709
	Liabilitas   Liabilities	4,365,175
	Ekuitas   Equity	11,650,534
Jumlah Karyawan (orang) Number of Employees (people)	Karyawan Tetap Permanent Employees	22,861
	Kontrak   Contract	12,543
	Total	35,404

[102-6] [102-7] [102-8]

## Entitas yang dicakup dalam laporan keuangan konsolidasian

Hingga 2019, Perseroan berperan sebagai perusahaan induk atas 7 (tujuh) unit bisnis, 14 (empat belas) anak perusahaan konsolidasi, 21 (dua puluh satu) entitas asosiasi dan ventura bersama, 1 (satu) penyertaan saham perusahaan serta 13 (tiga belas) cucu perusahaan.

Data dan informasi pendukung yang ditampilkan dalam laporan ini diperoleh dari unit bisnis dan anak perusahaan yang relevan dan signifikan dengan pembahasannya. Cakupan data non finansial yang disajikan dalam laporan ini berasal dari 53 unit usaha dan anak perusahaan. Sedangkan cakupan data finansial konsolidasian dan data kepegawaian adalah sama seperti yang disajikan dalam Laporan Tahunan PT Astra Otoparts Tbk 2019. [102-45]

## Entities Disclosed in Consolidated Financial Statements

As of 2019, the Company is the holding company of 7 (seven) business units, 14 (fourteen) consolidated subsidiaries, 21 (twenty one) associates and joint ventures, 1 (one) investee and 13 (thirteen) indirect subsidiaries.

The supporting data and information presented in this report are obtained from business units and subsidiaries that are relevant to and significant for such topic of discussion. The non-financial data coverage presented in this report represent the excerpts of 53 business units and subsidiaries. While the scope of consolidated financial data and employment data are similar to those presented in the Annual Report of PT Astra Otoparts Tbk 2019. [102-45]

No	Nama Perusahaan Company Name	Kepemilikan Ownership (%)	Lini Bisnis Business Line	Status
<b>PT Astra Otoparts Tbk – Parent Companies:</b>				
1	Domestic Division		National distributor of automobile and motorcycle parts for domestic Replacement Market	Fully Operated
2	Retail Division		Retail chain shops of automotive parts	Fully Operated
3	International Division		Distributor of automobile and motorcycle parts for overseas market	Fully Operated
4	Nusa Metal Division		Aluminium Die Casting components & products	Fully Operated
5	Adiwira Plastik Division		Air Cleaner, Plastic Injection, Back Mirror, Head Lamp, Painting Line, Accessories Plastic Parts	Fully Operated
6	Winteq Division		Manufacturer of Precision Machinery, Automation & Production Equipment	Fully Operated
7	Engineering Development Center Division		Product Development, Testing & Laboratory Service, Dies - Mould Design & Manufacturing	Fully Operated
8	PT Menara Terus Makmur	100,0%	Forging Parts, Mechanical Jack and Hand Tools Manufacturing	Fully Operated
9	PT Senantiasa Makmur	100,0%	Investment and trading	Fully Operated
10	PT Astra Komponen Indonesia	100,0%	Plastic Injection, Painting Line, Seat Assy, Mirror Assy and Motorcycle Seat	Fully Operated
11	PT Ardendi Jaya Sentosa	100,0%	Automobile and motorcycle parts dealer for Java and Bali Tambahan layanan: Automobile and motorcycle parts dealer for Java, Bali, Manado and Gorontalo. Main dealer of Wintor. Digital business (B2C)	Fully Operated
12	PT FSCM Manufacturing Indonesia	100,0%	Motorcycle Chain, Silent Chain, and Fuel, Oil and Air Filter	Fully Operated
13	PT Indokarlo Perkasa	100,0%		On Liquidation Process
14	PT Autoplastik Indonesia	100,0%	Plastic Injection and Painting Line	Fully Operated
15	PT Velasto Indonesia	100,0%	Automotive Hoses, Antivibration Components, Molded Rubber and Torque Assy Rod	Fully Operated
16	Banjar Jaya Sentosa	100,0%		On Liquidation Process
17	Astrindo Jaya Sentosa	100,0%		On Liquidation Process
18	Mopart Jaya Utama	100,0%		On Liquidation Process
19	Cipta Piranti Tehnik	100,0%		On Liquidation Process
20	PT Century Batteries Indonesia	80,0%	Manufacturer of Storage Batteries and BCI battery for Dump Truck, Truck Hauling, Dozer and Eskavator.	Fully Operated
21	PT Astra Daido Steel Indonesia	66,7%	Tool Steel, Machinery Steel, Machining Service, Heat Treatment Service, Mold Base, Parts	Fully Operated
22	PT Federal Izumi Manufacturing	58,06%	Automotive Engines Piston	Fully Operated
23	PT Nusa Keihin Indonesia	51,0%	Casting, Machining and Sub Assembling for Automotive Component	Fully Operated
24	PT Pakoakuina	51,0%	Design and manufacturer of alloy wheel for car (passenger) and motorcycle	Fully Operated
25	PT Gemala Kempa Daya	50,67%	Frame chassis and Press parts manufacturer	Fully Operated
<b>Equity Method Companies:</b>				
26	PT GS Battery	50,0%	Manufacturer of Car and Motorcycle Lead Acid Storage Battery	Fully Operated
27	PT Kayaba Indonesia	50,0%	Shock Absorber, Front Fork, Oil Cushion Unit and Damper (Stay Damper, Chair Damper, Steering Damper)	Fully Operated
28	PT Astra Nippon Gasket Indonesia	50,0%	Gasket & Seal manufaturer to all industry	Fully Operated
29	PT Akebono Brake Astra Indonesia	50,0%	Brake System	Fully Operated
30	PT Astra Visteon Indonesia	50,0%	Meter Cluster, Infotainment System Parts and Audio head unit Manufacturer	Fully Operated

No	Nama Perusahaan Company Name	Kepemilikan Ownership (%)	Lini Bisnis Business Line	Status
31	PT Astra Juoku Indonesia	50,0%	Automotive Lighting Component	Fully Operated
32	Akebono Brake Astra Vietnam Co. Ltd.	60,0%	Master cylinder and Calliper assy	Fully Operated
33	PT Bridgestone Astra Indonesia	49,0%	Anti Vibration Component	Fully Operated
34	PT Wahana Eka Paramitra	43,5%	Transmission and Gear Box	Fully Operated
35	PT Inti Ganda Perdana	42,5%	Rear Axle and Propeller Shaft	Fully Operated
36	PT AT Indonesia	40,0%	Manufacturing industry in high quality, Ferro Casting and Precision Machining product for automotive and non automotive	Fully Operated
37	PT Federal Nittan Industries	40,0%	Automotive Engine Valve	Fully Operated
38	PT SKF Indonesia	40,0%	Manufacturer and marketing of bearing and related products	Fully Operated
39	PT Evoluzione Tyres	36,96%	Motorcycle Tyres	Fully Operated
40	PT Aisin Indonesia	34,0%	Clutch System, Door Frame, Door Lock, Hood Lock, Intake Manifold and Cylinder Head Cover	Fully Operated
41	PT MetalArt Astra Indonesia	30,0%	Manufacturing of forging for automotive and non automotive parts	Fully Operated
42	PT Denso Indonesia	25,66%	Air Conditioner, Alternator, Starter, Spark Plug, Radiator and Horn	Fully Operated
43	PT TD Automotive Compressor Indonesia	25,7%	Compressor and Compressor with Clutch	Fully Operated
44	PT DIC Astra Chemicals	25,0%	Manufacture and sale of Plastic colorants and compound, fiber and textile colorants. Additive masterbatch for flexible packaging.	Fully Operated
45	PT Toyoda Gosei Safety System Indonesia	20,0%	Steering Wheel Manufacturer	Fully Operated
46	PT Toyoda Gosei Indonesia	20,0%	Side Airbag	Not Yet Operated
<b>Cost Method Companies:</b>				
47	E-Tech Incorporated (Japan)	19,0%	Designing, manufacturing, selling and maintenance of Electronic Machines and Facilities, Machine Tools and Industrial Machines, and Precision Measuring Machines	Fully Operated
<b>Indirect Investment Companies:</b>				
48	PT KMW Distributor	100,0%	AMMDes distributor	Fully Operated
49	PT KMW Indonesia	100,0%	AMMDes manufacturer	Fully Operated
50	PT Inkoasku	51,0%	Design and manufacturer of steel wheel (passenger car)	Fully Operated
51	PT Palingda Nasional	51,0%	Four wheel spare part and accessories and commercial vehicle wheels manufacturer	Fully Operated
52	Astra Visteon Vietnam Co., Ltd.	50,0%	Instrument cluster and Multi-function display	Fully Operated
53	Superior Chain (Hangzhou) Co. Ltd.	40,0%	Motorcycle drive chain	Fully Operated
54	PT Aisin Indonesia Automotive	34,0%	Engine parts and body parts manufacturer	Fully Operated
55	PT Denso Sales Indonesia	25,7%	Sales of Denso products in Indonesia	Fully Operated
56	PT Astra NTN Driveshaft Indonesia	21,7%	Manufacturing of Constant Velocity Joint	Fully Operated
57	PT Akashi Wahana Indonesia	15,2%	Manufacturing of cars transmission	Fully Operated
58	PT Hamaden Indonesia Manufacturing	12,6%	Manufacturing of horn	Fully Operated
59	PT Asano Gear Indonesia	11,1%	Manufacturing of differential carrier and bearing cap	Fully Operated
60	PT Advics Manufacturing Indonesia	10,2%	Brake systems manufacturer	Fully Operated
61	PT Topy Palingda Manufacturing Indonesia	4,9%	Manufacturer of steel wheel (truck and bus)	Fully Operated

## Indeks Isi Standar GRI

Laporan Keberlanjutan Astra Otoparts 2018 memuat Standar GRI dengan opsi ‘inti’. Laporan ini mengacu pada informasi yang diungkapkan untuk umum dalam Laporan Tahunan Astra Otoparts 2019.

Laporan ini belum diperiksa melalui *external assurance*, namun data dan informasi keuangan yang disajikan ini merupakan data yang telah diaudit dalam Laporan Keuangan PT Astra Otoparts Tbk 2019.

Tidak terdapat penyajian ulang maupun perubahan dari data dan informasi yang telah dilaporkan pada Laporan Keberlanjutan 2018. [102-48] [102-49] [102-54] [102-55] [102-56]

## Index of Contents of Standard GRI

Astra Otoparts 2018 Sustainability Report contains GRI Standards with ‘core’ options. The report refers to information that is publicly disclosed in Annual Report of Astra Otoparts 2019.

This report has not been audited by external assurance, however the financial data and information presented herein represent the audited information in PT Astra Otoparts Tbk Financial Statements 2019.

No restatements or changes to data and information are noted based on those reported in Sustainability Report 2018.

[102-48] [102-49] [102-54] [102-55] [102-56]



## Pengungkapan Standar Umum (berdasarkan GRI Standar tahun 2016)

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GRI 102-42	Identifikasi dan pemilihan pemangku kepentingan	Identification and selection of stakeholders	100
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<b>Pengungkapan Informasi</b> Disclosure of Information			<b>Halaman, jawaban langsung, atau laman web Page, Direct Response, or Website</b>
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GRI 102-47	Daftar topik material	List of material topics	99
GRI 102-48	Pernyataan ulang atas informasi	Restatement of information	108
GRI 102-49	Perubahan dalam pelaporan	Changes in reporting	108
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GRI 102-51	Tanggal laporan paling terakhir	Most recent report date	5
GRI 102-52	Siklus pelaporan	Reporting cycle	4
GRI 102-53	Poin Kontak atas pertanyaan terkait laporan ini	Point of contact for queries related to the report	5
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## Pengungkapan Standar Khusus (berdasarkan GRI Standar tahun 2016)

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Pengungkapan Informasi		Disclosure of Information	Halaman   Page
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<b>Emisi   Emission</b>			
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GRI 305-4	Intensitas Emisi GRK	Greenhouse Emission Intensity	42
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GRI 103-2	Pendekatan Manajemen dan Komponennya	Management Approach and Components	42
GRI 103-3	Evaluasi Pendekatan Manajemen	Evaluation of Management Approach	43
GRI 306-1	Pelepasan air berdasarkan kualitas dan tujuan	Water Release by Quality and Purpose	Belum dilaporkan Not available
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GRI 103-2	Pendekatan Manajemen dan Komponennya	Management Approach and Components	39
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<b>Ketenagakerjaan   Labor</b>			
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GRI 103-2	Pendekatan Manajemen dan Komponennya	Management Approach and Components	65
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GRI 401-1	Jumlah dan rerata penerimaan karyawan baru dan turnover karyawan	Total number and average of new hires and employees turnover	85

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GRI 417-2	Insiden ketidakpatuhan terkait informasi dan pelabelan produk dan jasa	Incidents of incompliance related to information and labeling of products and services	34

## Referensi POJK 51

Peraturan Otoritas Jasa Keuangan Nomor 51/POJK.03/2017 tentang Penerapan keuangan berkelanjutan bagi lembaga jasa keuangan, emiten, dan perusahaan publik.

## Lampiran II

### Appendix II

No	Laporan Keberlanjutan memuat informasi mengenai:	Halaman Page	The Sustainability Report contains information about:
1	Penjelasan Strategi Keberlanjutan Bagian ini berisi penjelasan mengenai strategi keberlanjutan LJK, Emiten, dan Perusahaan Publik.	22	Description of Sustainability Strategy. This section contains description of the sustainability strategy of Financial Services Institution (LJK), Issuers, and Publicly-Listed Company.
2	Ikhitisar Kinerja Aspek Keberlanjutan Diisi dengan perbandingan kinerja 3 (tiga) tahun terakhir (bagi LJK, Emiten, dan Perusahaan Publik yang telah beroperasi lebih dari 3 (tiga) tahun) sebagai berikut:		Sustainability Performance Highlights. Comparison of the performance in 3 (three) latest years (for LJK, Issuers, and Publicly-Listed Company that have been in operation for more than 3 (three) years) as follow:
	a. aspek ekonomi, paling sedikit meliputi:		a. Economic aspects, at least covering
	1) kuantitas produksi atau jasa yang dijual;	13	1) quantity of exchanged production or services;
	2) pendapatan atau penjualan;	13	2) income or sales;
	3) laba atau rugi bersih;	13	3) net profit or loss;
	4) produk ramah lingkungan; dan	13	4) Environmentally friendly products; and
	5) pelibatan pihak lokal yang berkaitan dengan proses bisnis Keuangan Berkelanjutan.	13	5) involvement of local parties related to the Sustainable Finance business process
	b. aspek Lingkungan Hidup, paling sedikit meliputi:		b. environmental Aspects, at least covering:
	1) penggunaan energi (antara lain listrik dan air);	12	1) energy use (including electricity and water);
	2) pengurangan emisi yang dihasilkan (bagi LJK, Emiten, dan Perusahaan Publik yang proses bisnisnya berkaitan langsung dengan Lingkungan Hidup);	12	2) reductions of resulted emission (for LJK, Issuers, and Public Companies whose business process directly related with environment);
	3) pengurangan limbah dan efluen (limbah yang telah memasuki lingkungan) yang dihasilkan (bagi LJK, Emiten, dan Perusahaan Publik yang proses bisnisnya berkaitan langsung dengan Lingkungan Hidup); atau	12	3) Reduction of produced waste and effluents (waste that has entered the environment) that are produced by (for LJK, Issuer, and Public Companies whose business process directly related with environment); or
	4) pelestarian keanekaragaman hayati (bagi LJK, Emiten, dan Perusahaan Publik yang proses bisnisnya berkaitan langsung dengan Lingkungan Hidup).	12	4) conservation of biodiversity (for LJK, Issuers, and Public Companies whose business process directly related with environment).
	c. aspek sosial yang merupakan uraian mengenai dampak positif dan negatif dari penerapan Keuangan Berkelanjutan bagi masyarakat dan lingkungan (termasuk orang, daerah, dan dana).	12, 13	c. Social Aspects : a description of the positive and negative impacts of implementing Sustainable Finance for the community and the environment (including people, regions, and funds).
3	Profil singkat menyajikan gambaran keseluruhan mengenai karakteristik LJK, Emiten, dan Perusahaan Publik, paling sedikit memuat:		Brief profile presenting the overall description of the characteristics of LJK, Issuers, and Publicly-Listed Company, at least containing:
	a. visi, misi, dan nilai keberlanjutan LJK, Emiten, dan Perusahaan Publik;	18	a. vision, mission, and sustainability values of LJK, Issuers, and Publicly-Listed Company;
	b. nama, alamat, nomor telepon, nomor faksimil, alamat surat elektronik (e-mail), dan situs web LJK, Emiten, dan Perusahaan Publik, serta kantor cabang dan/atau kantor perwakilan LJK, Emiten, dan Perusahaan Publik;	104	b. name, address, telephone number, faximile number, e-mail address, and website of LJK, Issuers, and Publicly-Listed Company, as well as branch office and/ or representative office networks of LJK, Issuers, and Publicly-Listed Company;
	c. skala usaha LJK, Emiten, dan Perusahaan Publik secara singkat, meliputi:		c. business scale of LJK, Issuers, and Publicly-Listed Company in brief, comprising:
	1) total aset atau kapitalisasi aset, dan total kewajiban (dalam jutaan rupiah);	105	1) total assets or asset capitalization and total liabilities (in million of rupiah);
	2) jumlah karyawan yang dibagi menurut jenis kelamin, jabatan, usia, pendidikan, dan status ketenagakerjaan;	80, 105	2) number of employees by gender, position, age group, education, and employment status;
	3) persentase kepemilikan saham (publik dan pemerintah); dan	105	3) shareownership percentage (public and government); and
	4) wilayah operasional.	105	4) operational area.

No	Laporan Keberlanjutan memuat informasi mengenai:	Halaman Page	The Sustainability Report contains information about:
	d. penjelasan singkat mengenai produk, layanan, dan kegiatan usaha yang dijalankan;	104	d. Brief description of products, services and business activities;
	e. keanggotaan pada asosiasi;	101	e. Membership in associations;
	f. perubahan LJK, Emiten, dan Perusahaan Publik yang bersifat signifikan, antara lain terkait dengan penutupan atau pembukaan cabang, dan struktur kepemilikan.	17	f. Significant changes to LJK, Issuers, and Publicly-Listed Company, among others those related to branch closure or opening and ownership structure.
4	Penjelasan Direksi memuat:		Board of Directors discussion, containing:
	a. Kebijakan untuk merespon tantangan dalam pemenuhan strategi keberlanjutan, paling sedikit meliputi:		a. Policies to respond to challenges in fulfilling the sustainability strategy, at least containing:
	1) penjelasan nilai keberlanjutan bagi LJK, Emiten, dan Perusahaan Publik;	8	1) description of sustainability values for LJK, Issuers, and Publicly-Listed Company;
	2) penjelasan respons LJK, Emiten, dan Perusahaan Publik terhadap isu terkait penerapan Keuangan Berkelanjutan;	8	2) description of the response of LJK, Issuers, and Publicly-Listed Company with regard to issues in Sustainable Finance implementation;
	3) penjelasan komitmen pimpinan LJK, Emiten, dan Perusahaan Publik dalam pencapaian penerapan Keuangan Berkelanjutan;	8	3) description of the commitment of top management of LJK, Issuers, and Publicly-Listed Company with regard to the achievement of Sustainable Finance implementation;
	4) pencapaian kinerja penerapan Keuangan Berkelanjutan; dan	9	4) achievements in the implementation of Sustainable Finance; and
	5) tantangan pencapaian kinerja penerapan Keuangan Berkelanjutan.	9	5) challenges in the achievement of Sustainable Finance implementation.
	b. Penerapan Keuangan Berkelanjutan, paling sedikit meliputi:		b. Implementation of Sustainable Finance, at least covering:
	1) pencapaian kinerja penerapan Keuangan Berkelanjutan (ekonomi, sosial, dan Lingkungan Hidup) dibandingkan dengan target; dan	8	1) achievement in Sustainable Finance implementation (economic, social, and environmental) compared with targets; and
	2) penjelasan prestasi dan tantangan termasuk peristiwa penting selama periode pelaporan (bagi LJK yang diwajibkan membuat Rencana Aksi Keuangan Berkelanjutan).	9	2) description of achievements and challenges, including significant events during the reporting period (for LJKs that are obligated to prepare a Sustainable Finance Action Plan).
	c. Strategi pencapaian target, paling sedikit meliputi:		c. Target achievement strategies, including at least:
	1) pengelolaan risiko atas penerapan Keuangan Berkelanjutan terkait aspek ekonomi, sosial, dan Lingkungan Hidup;	10	1) risk management on the implementation of Sustainable Finance related to economic, social and environmental aspects;
	2) pemanfaatan peluang dan prospek usaha; dan	10	2) utilization of business prospects and opportunities; and
	3) penjelasan situasi eksternal ekonomi, sosial, dan Lingkungan Hidup yang berpotensi mempengaruhi keberlanjutan LJK, Emiten, dan Perusahaan Publik.	8	3) description of external economic, social and environmental factors that have the potential of affecting the sustainability of LJK, Issuers, and Publicly-Listed Company.
5	Tata kelola keberlanjutan memuat:		Sustainability governance, containing:
	a. Uraian mengenai tugas bagi Direksi dan Dewan Komisaris, pegawai, pejabat dan/atau unit kerja yang menjadi penanggung jawab penerapan Keuangan Berkelanjutan.	95	a. Description of duties of the Board of Directors and Board of Commissioners, staffs, officers and/or work units responsible for the implementation of Sustainable Finance.
	b. Penjelasan mengenai pengembangan kompetensi yang dilaksanakan terhadap anggota Direksi, anggota Dewan Komisaris, pegawai, pejabat dan/atau unit kerja yang menjadi penanggung jawab penerapan Keuangan Berkelanjutan.	96	b. Description of competence development program for members of the Board of Directors and Board of Commissioners, staffs, officers and/or work units responsible for the implementation of Sustainable Finance.
	c. Penjelasan mengenai prosedur LJK, Emiten, dan Perusahaan Publik dalam mengidentifikasi, mengukur, memantau, dan mengendalikan risiko atas penerapan Keuangan Berkelanjutan terkait aspek ekonomi, sosial, dan Lingkungan Hidup, termasuk peran Direksi dan Dewan Komisaris dalam mengelola, melakukan telaah berkala, dan meninjau efektivitas proses manajemen risiko LJK, Emiten, dan Perusahaan Publik.	96	c. Description of the procedures used by LJK, Issuers, and Publicly-Listed Company to identify, measure, monitor, and mitigate risks in the implementation of Sustainable Finance in the economic, social and environmental aspects, including the role of the Board of Directors and Board of Commissioners in the management, periodic reviews, and monitoring of the effectiveness of such risk management by LJK, Issuers, and Publicly-Listed Company.
	d. Penjelasan mengenai pemangku kepentingan yang meliputi:		d. Description of stakeholders, containing:
	1) keterlibatan pemangku kepentingan berdasarkan hasil penilaian (assessment) manajemen, RUPS, surat keputusan atau lainnya; dan	100	1) stakeholder engagement based on management assessment, GMS, management decree, or others; and

No	Laporan Keberlanjutan memuat informasi mengenai:	Halaman Page	The Sustainability Report contains information about:
	2) pendekatan yang digunakan LJK, Emiten, dan Perusahaan Publik dalam melibatkan pemangku kepentingan dalam penerapan Keuangan Berkelanjutan, antara lain dalam bentuk dialog, survei, dan seminar.  e. Permasalahan yang dihadapi, perkembangan, dan pengaruh terhadap penerapan Keuangan Berkelanjutan.	100  98	2) the approach used by LJK, Issuers, and Publicly-Listed Company in engaging the stakeholders related to the implementation of Sustainable Finance, such as in the form of dialog, surveys or seminars.  e. Problems encountered, and its development and impact on the implementation of Sustainable Finance.
6	Kinerja keberlanjutan paling sedikit memuat:		Sustainable performance, containing at least:
	a. Penjelasan mengenai kegiatan membangun budaya keberlanjutan di internal LJK, Emiten, dan Perusahaan Publik.	79	a. Description of activities to nurture an internal sustainability culture at LJK, Issuers, and Publicly-Listed Company.
	b. Uraian mengenai kinerja ekonomi dalam 3 (tiga) tahun terakhir meliputi:		b. Description of the economic performance in the last 3 (three) years, including:
	1) perbandingan target dan kinerja produksi, portofolio, target pembiayaan, atau investasi, pendapatan dan laba rugi dalam hal Laporan Keberlanjutan disusun secara terpisah dengan Laporan Tahunan; dan	91	1) comparison of target and performance in production, portfolio, funding, or investment, revenues and profit-loss if the Sustainability Report is prepared separately from the Annual Report; and
	2) perbandingan target dan kinerja portofolio, target pembiayaan, atau investasi pada instrumen keuangan atau proyek yang sejalan dengan penerapan Keuangan Berkelanjutan.	91	2) comparison of target and performance in portfolio, funding or investment in financial instruments or projects that are in line with the implementation of Sustainable Finance.
	c. Kinerja sosial dalam 3 (tiga) tahun terakhir:		c. Social performance in the last 3 (three) years:
	1) Komitmen LJK, Emiten, atau Perusahaan Publik untuk memberikan layanan atas produk dan/atau jasa yang setara kepada konsumen.	33	1) Commitment of LJK, Issuers, and Publicly-Listed Company to provide services on equivalent products and/or services to consumer.
	2) Ketenagakerjaan, paling sedikit memuat:		2) Employment, containing at least:
	a. pernyataan kesetaraan kesempatan bekerja dan ada atau tidaknya tenaga kerja paksa dan tenaga kerja anak;	65	a. statement of equal employment opportunity and the existence or absence of forced labor or child labor;
	b. persentase remunerasi pegawai tetap di tingkat terendah terhadap upah minimum regional;	79	b. percentage ratio of the lowest-level employee remuneration to the regional minimum wage;
	c. lingkungan bekerja yang layak dan aman; dan	81	c. decent and safe work environment; and
	d. pelatihan dan pengembangan kemampuan pegawai.	67	d. training and capability development for employees.
	3) Masyarakat, paling sedikit memuat:		3) Community, containing at least:
	a. informasi kegiatan atau wilayah operasional yang menghasilkan dampak positif dan dampak negatif terhadap masyarakat sekitar termasuk literasi dan inklusi keuangan;	49	a. information on activities or operational areas with positive or negative impact on the surrounding community, including financial literacy and inclusion ;
	b. mekanisme pengaduan masyarakat serta jumlah pengaduan masyarakat yang diterima dan ditindaklanjuti; dan	49	b. public complaints mechanism and the number of public complaints received and followed-up; and
	c. TJSL yang dapat dikaitkan dengan dukungan pada tujuan pembangunan berkelanjutan meliputi jenis dan capaian kegiatan program pemberdayaan masyarakat	50	c. Social and Environment Responsibility that can be linked to support for Sustainable Development Goals, including the types and achievements of community empowerment activity programs.
	d. Kinerja Lingkungan Hidup bagi LJK, Emiten, dan Perusahaan Publik, paling sedikit memuat:		d. Environmental performance of LJK, Issuers, and Publicly-Listed Company, containing at least:
	1) biaya Lingkungan Hidup yang dikeluarkan;	Belum dilaporkan Not available	1) environmental costs incurred;
	2) uraian mengenai penggunaan material yang ramah lingkungan, misalnya penggunaan jenis material daur ulang; dan	42	2) description on the use of environmentally-friendly materials, such as recycled materials; and
	3) uraian mengenai penggunaan energi, paling sedikit memuat:		3) description of energy usage, containing at least:
	a. jumlah dan intensitas energi yang digunakan; dan	42	a. amount and intensity of energy used; and
	b. upaya dan pencapaian efisiensi energi yang dilakukan termasuk penggunaan sumber energi terbarukan;	42	b. energy efficiency measures adopted and its achievement, including the use of renewable energy sources;

No	Laporan Keberlanjutan memuat informasi mengenai:	Halaman Page	The Sustainability Report contains information about:
	e. Kinerja Lingkungan Hidup bagi LJK, Emiten, dan Perusahaan Publik yang proses bisnisnya berkaitan langsung dengan Lingkungan Hidup paling sedikit memuat:  1) kinerja sebagaimana dimaksud dalam huruf d; 2) informasi kegiatan atau wilayah operasional yang menghasilkan dampak positif dan dampak negatif terhadap Lingkungan Hidup sekitar terutama upaya peningkatan daya dukung ekosistem; 3) keanekaragaman hayati, paling sedikit memuat:  a. dampak dari wilayah operasional yang dekat atau berada di daerah konservasi atau memiliki keanekaragaman hayati; dan  b. usaha konservasi keanekaragaman hayati yang dilakukan, mencakup perlindungan spesies flora atau fauna;		e. Environmental performance of LJK, Issuers, and Publicly-Listed Company whose business process is directly related to environment aspect, containing at least:  1) The performance as described in point d; 2) information on activities or operational areas with positive or negative impact on the surrounding environment, especially measures at improving the carrying capacity of the ecosystem; 3) biodiversity, containing at least:  a. impact from operational areas adjacent to, or located within, conservation areas or areas with biodiversity; and  b. measures in biodiversity conservation, involving the protection of plant and animal species;
	4) emisi, paling sedikit memuat:  a. jumlah dan intensitas emisi yang dihasilkan berdasarkan jenisnya; dan  b. upaya dan pencapaian pengurangan emisi yang dilakukan;	42	4) emission, containing at least:  a. amount and intensity of emission by type; and  b. emission reduction measures adopted and its achievement;
	5) limbah dan efluen, paling sedikit memuat:  a. jumlah limbah dan efluen yang dihasilkan berdasarkan jenis; b. mekanisme pengelolaan limbah dan efluen; dan c. tumpahan yang terjadi (jika ada); dan	42	5) waste and effluents, containing at least:  a. amount of waste and effluents generated by type; b. mechanism to manage waste and effluents; and c. spills (if any); and
	6) jumlah dan materi pengaduan Lingkungan Hidup yang diterima dan diselesaikan.	41	6) number and nature of environmental complaints received and followed-up.
	f. Tanggung jawab pengembangan Produk dan/atau Jasa Keuangan Berkelanjutan, paling sedikit memuat:  1) inovasi dan pengembangan Produk dan/atau Jasa Keuangan Berkelanjutan; 2) jumlah dan persentase produk dan jasa yang sudah dievaluasi keamanannya bagi pelanggan; 3) dampak positif dan dampak negatif yang ditimbulkan dari Produk dan/atau Jasa Keuangan Berkelanjutan dan proses distribusi, serta mitigasi yang dilakukan untuk menanggulangi dampak negatif; 4) jumlah produk yang ditarik kembali dan alasannya; atau 5) survei kepuasan pelanggan terhadap Produk dan/atau Jasa Keuangan Berkelanjutan.	27 34 34 34 34	f. Responsibility for development of Sustainable Finance Products and/or Services, containing at least:  1) innovation and development of Sustainable Finance Products and/or Services; 2) total and percentage of products and services that have been evaluated for customer safety; 3) positive and negative impact arising from the use of Sustainable Finance Products and/or Services and its distribution process, and measures taken to mitigate the negative impact; 4) total product recalled and the reason for such; or 5) customer satisfaction surveys on Sustainable Finance Products and/or Services.
7	Verifikasi tertulis dari pihak independen, jika ada.	Belum dilaporkan Not available	Verifikasi tertulis dari pihak independen, jika ada.

\*NA: Belum dilaporkan | Not available



# 2019

LAPORAN KEBERLANJUTAN  
SUSTAINABILITY REPORT

## EXCELLENCE TO ADAPT AND GROW



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