



Continue to Grow Towards A Sustainable Business

SEKAPUR SIRIH

FOREWORD



Continue to Grow Towards A Sustainable Business

Iklim Usaha di sepanjang tahun 2022 masih dihadapkan dengan berbagai tantangan, mulai dari dampak pandemi COVID-19 yang masih terasa hingga perang Rusia-Ukraina yang berkelanjutan. Namun, kondisi tersebut tak menyurutkan semangat Holding Perkebunan Nusantara PTPN III (Persero) untuk senantiasa memberikan kinerja yang unggul. Tahun 2022 menjadi momentum bagi Perusahaan untuk menerapkan lima strategi akselerasi kinerja usaha dengan nilai-nilai AKHLAK sebagai *core value* BUMN. Kelima strategi tersebut yakni optimalisasi portofolio dan *operational excellences*, *commercial excellences* dan ekspansi hilir, optimalisasi aset dan kemitraan strategis, pengembangan kapabilitas dan budaya, serta peningkatan sistem dan teknologi.

Melalui sinergi yang kuat dari semua lini, Perusahaan berkomitmen untuk menghadirkan terobosan-terobosan baru dalam rangka menjawab tantangan zaman dalam menggapai kinerja bisnis yang berkelanjutan. Fase ini sekaligus momentum bagi Perusahaan untuk bangkit lebih agresif dan siap menghadapi dinamika perubahan bisnis maupun perkembangan ilmu pengetahuan dan teknologi yang semakin cepat.

Throughout 2022, the business climate encountered various challenges, ranging from the impact of the prolonged COVID-19 pandemic to the ongoing Russia-Ukraine war. These circumstances, however, did not hamper the determination of Holding Perkebunan Nusantara PTPN III (Persero) to always give exceptional performance. The year 2022 is a momentum for the Company to adopt five strategies to accelerate its business performance, with AKHLAK values serving as SOEs' core values. The five strategies include portfolio optimization and operational excellence, commercial excellence and downstream expansion, asset optimization and strategic partnerships, capability and culture development, as well as systems and technology improvement.

The Company is committed to delivering new breakthroughs in order to answer the challenges in attaining sustainable business performance through strong synergy across all lines. This phase also serves as a momentum for the Company to grow more aggressively and be prepared to deal with the dynamics of business changes as well as the increasingly rapid development of science and technology.



KESINAMBUNGAN TEMA

THEME CONTINUITY

Unlocking New Opportunities, Growing Toward Possibilities

Tahun 2021 iklim usaha Perusahaan masih dihadapkan oleh tantangan global atas masih merebaknya pandemi COVID-19. Dalam rangka menjaga produktivitas di tengah pandemi, *Holding* Perkebunan Nusantara terus melakukan pembenahan di sektor kerja Perusahaan. Adanya pandemi COVID-19 bukan menjadi halangan bagi Perusahaan untuk beroperasi. *Holding* tetap giat menjalankan usahanya, merancang beberapa langkah jangka pendek maupun jangka panjang dengan memanfaatkan peluang-peluang baru demi kinerja optimal masa depan secara berkelanjutan.

In 2021, the Company's business climate was still dealing with the global challenges due to the outbreak of the COVID-19 pandemic. Holding Perkebunan Nusantara continued to strengthen its work sector in order to maintain productivity in facing the pandemic. The presence of the COVID-19 pandemic was not an impediment to the Company's operations. Holding remained active in running its business, designing several short- and long-term measures by leveraging new opportunities for optimal future performance in a sustainable manner.

2021



Performing Beyond Boundaries

Di tengah ketidakpastian dan tantangan yang menghantam iklim usaha nasional dan internasional pada tahun 2020, baik dari sisi finansial maupun kondisi situasional lain, *Holding* Perkebunan Nusantara PTPN III (Persero) tetap mampu menunjukkan kinerja yang baik dan produktif. Merebaknya pandemi COVID-19, yang telah melumpuhkan banyak bisnis di penjuru dunia termasuk Indonesia, tidak menghentikan langkah *Holding* Perkebunan Nusantara PTPN III (Persero) untuk terus berkontribusi bagi bisnis perkebunan di Indonesia.

In the midst of uncertainty and challenges which hit the national and international business climate in 2020, both in terms of financial and other situational conditions, Holding Perkebunan Nusantara PTPN III (Persero) was still able to demonstrate excellent and productive performance. The outbreak of the Covid-19 pandemic, which has paralyzed many businesses worldwide, including Indonesia, has not stopped Holding Perkebunan Nusantara PTPN III (Persero) from contributing to the plantation business in Indonesia.

2020



Strengthening Synergizing Sustaining

PT Perkebunan Nusantara III (PTPN III) berupaya memberikan hasil yang maksimal melalui kinerja terbaik bagi seluruh pemangku kepentingan di tengah persaingan yang semakin kompetitif. Segenap Insan Perusahaan senantiasa bersinergi untuk mencapai tujuan yang terbaik dan berkomitmen untuk terus membangun nilai usaha serta proses bisnis yang sehat dan berkelanjutan. Dengan semangat baru yang ditumbuhkan dalam tubuh PTPN III, segenap elemen Perusahaan yakin bahwa PTPN III akan terus melaju dalam rangka menuju ke arah masa depan yang lebih cerah.

The Company seeks to provide maximum results through the best performance for all stakeholders in the midst of increasingly competitive competition. All of the Company's Personnel consistently synergize to achieve the best goals and commit to continue developing healthy and sustainable business values and processes. With the new spirit that is nurtured in the Company, all elements of the Company are confident that the Company shall continue moving forward in the direction towards a brighter future.

2019



PENCAPAIAN KUNCI

KEY ACHIEVEMENTS





Pendapatan Usaha Operating Revenue

↑↑ **4,28%**

Jumlah Pendapatan tahun 2022 sebesar Rp55,863 triliun naik sebesar 4,28% atau setara dengan Rp2,293 triliun jika dibandingkan jumlah pendapatan tahun 2021 sebesar Rp53,569 triliun. The Company's total revenue in 2022 amounted to IDR55.863 trillion, an increase of 4.28% or equivalent to IDR2.293 trillion compared to the total revenue in 2021 of IDR53.569 trillion.



Tingkat Kesehatan Perusahaan

The Company's Health/
Soundness Level

SEHAT/AA | HEALTHY/AA

Di tahun 2022, Holding Perkebunan mendapat predikat "AA" dengan klasifikasi "SEHAT" dengan capaian skor 82,30.

In 2022, Holding Perkebunan received the title "AA" with the classification "HEALTHY" with an achievement score of 82.30.



Tebu Giling Milled Sugarcane

13.215.947,9 ton

Realisasi tebu digiling di tahun 2022 sebesar 13.215.947,9 ton atau mencapai 94,38% terhadap RKAP dan 120,84% terhadap realisasi tebu yang digiling pada periode yang sama tahun sebelumnya yaitu sebesar 10.694.693,7 ton..

The realization of milled sugarcane in 2022 amounted to 13,215,947.9 tons or 94.38% of the Company's Work Plan and Budget and 120.84% against the realization of milled sugarcane during the same period of 10,694,693.7 tons.



Produksi Kelapa Sawit Palm Oil Production

9.948.194 ton

Realisasi capaian produksi TBS kelapa sawit kebun sendiri tahun 2022 sebesar 9.948.194 ton atau 92,46% dari RKAP dan 101,29% dari realisasi periode yang sama tahun 2021 sebesar 9.821.862 ton.

The realization of FFB production for palm oil own plantations in 2022 amounted to 9,948,194 tons or 92.46% of the Company's Work Plan and Budget and 101.29% against the realization during the same period in 2021 of 9,821,862 tons.



ASESMEN GCG GCG ASSESSMENT

**"SANGAT BAIK"
"VERY GOOD"**

Di tahun 2022, pelaksanaan *assessment* GCG Perusahaan menunjukkan hasil dengan predikat "SANGAT BAIK", mencakup 6 (enam) aspek dengan capaian skor sebesar 90,90%.

In 2022, the implementation of the Company's GCG assessment showed results with the title "VERY GOOD", covering 6 (six) aspects with a score of 90.90%.

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01

PERFORMA 2022

2022 PERFORMANCE

Per 31 Desember 2022, total Aset Perusahaan mengalami peningkatan sebesar 3,13% dibanding tahun sebelumnya, sementara total Liabilitas naik sebesar 0,15% dan Ekuitas naik sebesar 6,71%.

As of December 31, 2022, the Company's total assets increased by 3.13% compared to the previous year, while total liabilities increased by 0.15% and equity increased by 6.71%.

IKHTISAR DATA KEUANGAN PENTING

KEY FINANCIAL HIGHLIGHTS

LAPORAN LABA (RUGI) DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN

CONSOLIDATED PROFIT (LOSS) AND OTHER COMPREHENSIVE INCOME

(Dalam jutaan Rupiah)

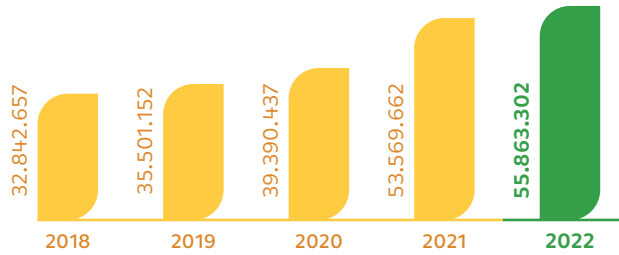
(In IDR Million)

Uraian Description	2022	2021	2020	2019	2018	YoY 2022-2021 (%)
Pendapatan Bersih Net Revenue	55.863.302	53.569.662	39.390.437	35.501.152	32.842.657	104,28
Beban Pokok Pendapatan Cost of Revenue	(36.669.237)	(33.660.029)	(28.953.637)	(28.418.452)	(24.143.328)	108,94
Laba Bruto Gross Profit	19.194.065	19.909.633	10.436.800	7.082.700	8.699.329	96,41
Laba (Rugi) Sebelum Pajak Penghasilan Profit (Loss) Before Income Tax	8.034.294	7.477.077	165.676	(1.076.753)	802.025	107,45
Beban Pajak Penghasilan Income Tax Expense	(2.017.313)	(2.832.745)	(1.302.279)	(1.449.168)	(520.586)	71,21
Laba (Rugi) Tahun Berjalan Income (Loss) for the Year	6.016.981	4.644.333	(1.136.603)	(2.525.921)	281.439	129,56
Laba (Rugi) Komprehensif Lain Tahun Berjalan, Neto Setelah Pajak Other Comprehensive Income (Loss) for the Year, Net of Tax	(1.688.789)	7.221.128	(1.244.390)	(1.190.667)	6.608.561	(23,39)
Total Laba (Rugi) Komprehensif Tahun Berjalan Total Comprehensive Income (Loss) for the Year	4.328.191	11.865.461	(2.380.993)	(3.716.589)	6.890.000	36,48
Laba (Rugi) Tahun Berjalan yang Dapat Diatribusikan Kepada: Income (Loss) for the Year Attributable to:						
Pemilik Entitas Induk Owners of the Parent Entity	5.633.064	4.377.377	(882.331)	(2.077.419)	330.455	128,69
Keperentingan Non-Pengendali Non-Controlling Interest	383.916	266.956	(254.272)	(448.502)	(49.016)	143,81
Total Laba (Rugi) Komprehensif Tahun Berjalan yang Dapat Diatribusikan Kepada: Total Comprehensive Income (Loss) for the Year Attributable to:						
Pemilik Entitas Induk Owners of the Parent Entity	4.112.323	10.976.543	(1.976.265)	(3.203.602)	6.265.538	37,46
Keperentingan Non-Pengendali Non-Controlling Interest	215.867	888.917	(404.728)	(512.986)	624.462	24,28
Laba (Rugi) Per Saham Dasar yang Dapat Diatribusikan Kepada Pemilik Entitas Induk (Rupiah Penuh) Basic Earnings per Share Attributable to the Owners of Parent Entity (in full amount IDR)	149.616	115.484	(31.928)	(74.161)	8.263	129,56



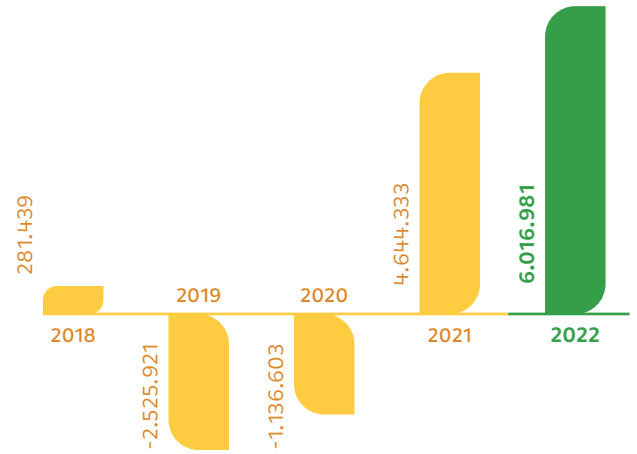
Pendapatan Revenue

(Rp-juta) | (IDR-million)



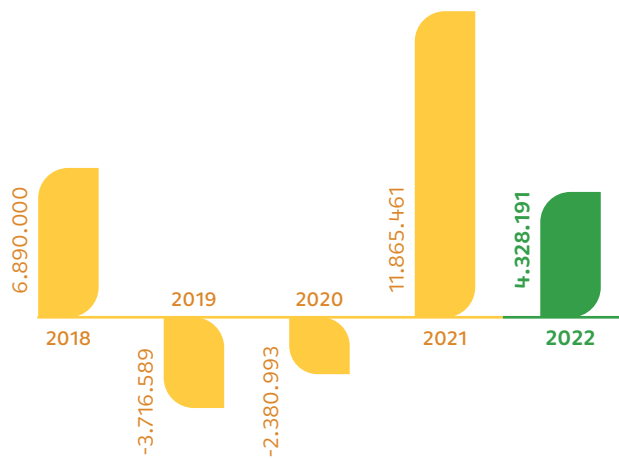
Laba (Rugi) Tahun Berjalan Income (Loss) for the Year

(Rp-juta) | (IDR-million)



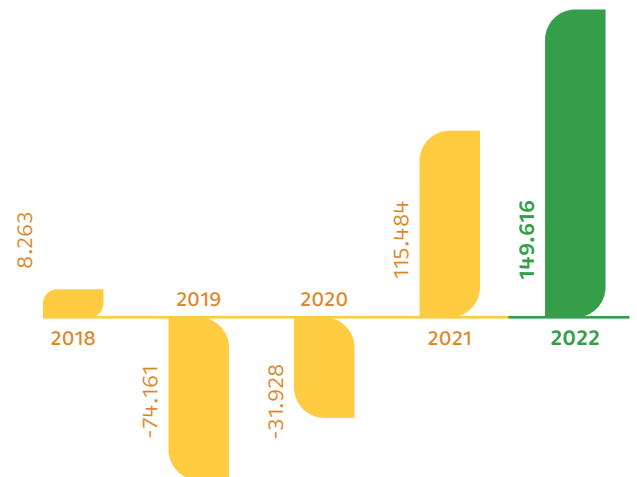
Laba (Rugi) Komprehensif Tahun Berjalan Comprehensive Income (Loss) for the Year

(Rp-juta) | (IDR-million)



Laba (Rugi) Bersih Per Saham Dasar Basic Earnings per Share

(Rp-juta) | (IDR-million)



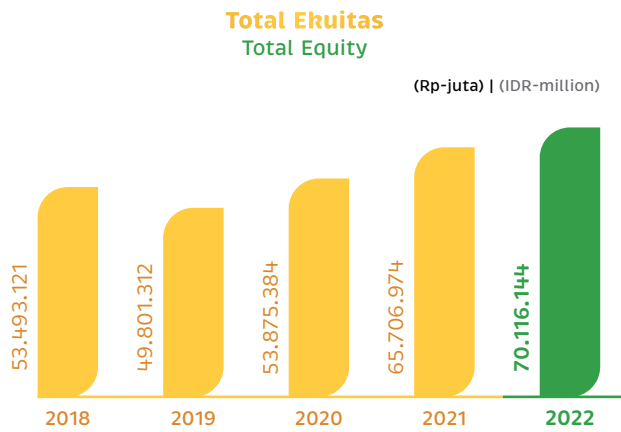
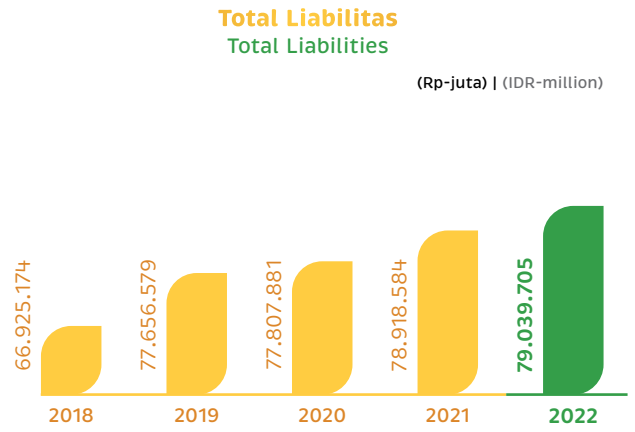
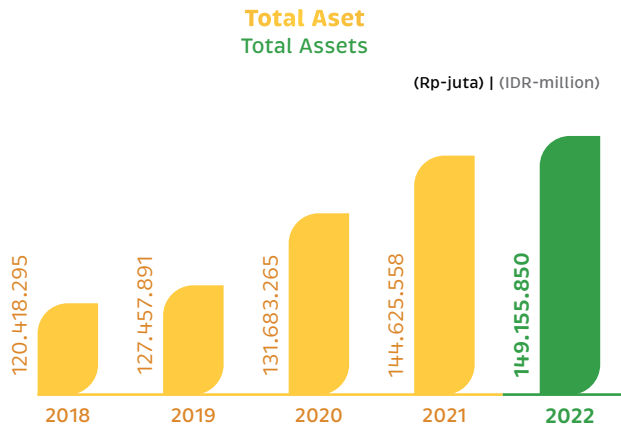
LAPORAN POSISI KEUANGAN KONSOLIDASIAN

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

(Dalam jutaan Rupiah)

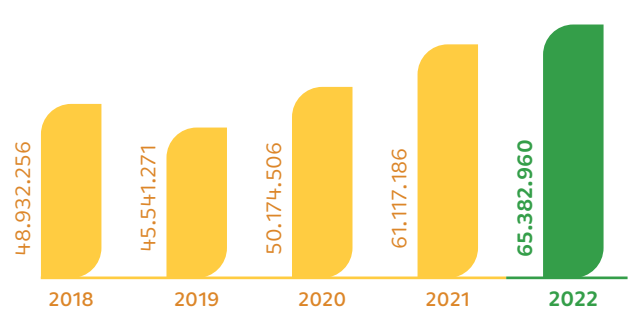
(In IDR Million)

Uraian Description	2022	2021	2020	2019	2018	YoY 2022-2021 (%)
Aset Assets						
Total Aset Lancar Total Current Assets	29.746.310	24.494.000	16.981.808	18.622.506	13.707.464	121,44
Total Aset Tidak Lancar Total Non-Current Assets	119.409.539	120.131.558	114.701.457	108.835.384	106.710.831	99,40
Total Aset Total Assets	149.155.850	144.625.558	131.683.265	127.457.891	120.418.295	103,13
Liabilitas Liabilities						
Total Liabilitas Jangka Pendek Total Current Liabilities	26.126.560	20.030.532	38.194.413	36.371.855	24.473.905	130,43
Total Liabilitas Jangka Panjang Total Non-Current Liabilities	52.913.144	58.888.052	39.613.468	41.284.724	42.451.269	89,85
Total Liabilitas Total Liabilities	79.039.705	78.918.584	77.807.881	77.656.579	66.925.174	100,15
Ekuitas Equity						
Total Ekuitas yang Dapat Distribusikan Kepada Pemilik Entitas Induk Total Equity Attributable to Owners of the Parent Entity	65.382.960	61.117.186	50.174.506	45.541.271	48.932.256	121,44
Ekuitas yang Dapat Diatribusikan Kepada Kepentingan Non- Pengendali Equity Attributable to Non- Controlling Interests	4.733.183	4.589.788	3.700.878	4.260.040	4.560.865	121,44
Total Ekuitas Total Equity	70.116.144	65.706.974	53.875.384	49.801.312	53.493.121	106,71
Total Liabilitas dan Ekuitas Total Liabilities and Equity	149.155.850	144.625.558	131.683.265	127.457.891	120.418.295	103,13



**Total Ekuitas yang Dapat Diatribusikan Kepada
Pemilik Entitas Induk**
Total Equity Attributable to Owners of the Parent Entity

(Rp-juta) | (IDR-million)



LAPORAN ARUS KAS KONSOLIDASIAN

CONSOLIDATED STATEMENT OF CASH FLOWS

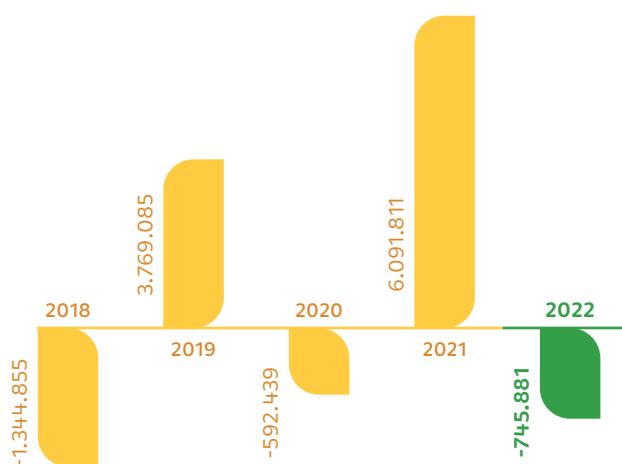
(Dalam jutaan Rupiah)

(In IDR Million)

Uraian Description	2022	2021	2020	2019	2018	YoY 2022-2021 (%)
Kas Neto yang Diperoleh dari Aktivitas Operasi Net cash provided by operating activities	6.812.165	11.534.729	6.209.201	3.248.501	4.258.189	59,06
Kas Neto yang Digunakan untuk Aktivitas Investasi Net cash used in investing activities	(3.219.220)	(2.890.319)	(1.171.550)	(2.574.350)	(4.485.836)	111,38
Kas Neto yang Digunakan untuk Aktivitas Pendanaan Net cash used in financing activities	(4.338.827)	(2.552.599)	(5.630.089)	3.094.934	(1.117.208)	169,98
Kenaikan (Penurunan) Neto Kas dan Setara Kas Increase (Decrease) in Net Cash and Cash Equivalents	(745.881)	6.091.811	(592.439)	3.769.085	(1.344.855)	(12,24)
Dampak Neto Selisih Kurs Atas Kas dan Setara Kas Net Effectt of Exchange Rate on Cash and Cash Equivalents	131.672	29.265	(14.164)	(11.818)	3.360	449,93
Kas dan Setara Kas Awal Tahun Cash and Cash Equivalents at Beginning of the Year	11.476.218	5.355.143	5.961.746	2.204.479	3.545.975	214,30
Kas dan Setara Kas Akhir Tahun Cash and Cash Equivalents at End of the Year	10.862.010	11.476.219	5.355.143	5.961.746	2.204.479	94,65

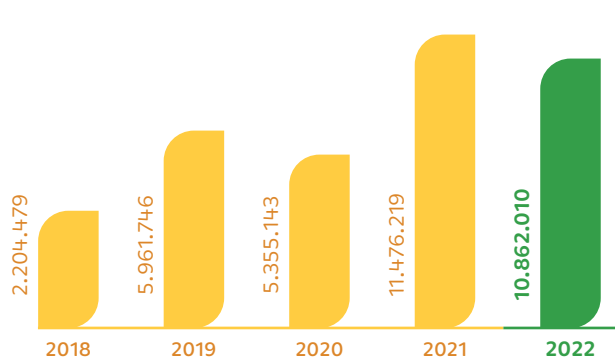
Kenaikan (Penurunan) Neto Kas Setara Kas Increase (Decrease) in Net Cash and Cash

(Rp-juta) | (IDR-million)



Kas dan Setara Kas Akhir Tahun Cash and Cash Equivalents at End of the Year

(Rp-juta) | (IDR-million)



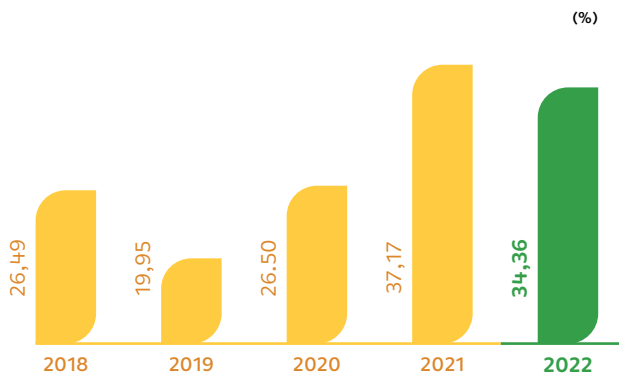


RASIO-RASIO KEUANGAN

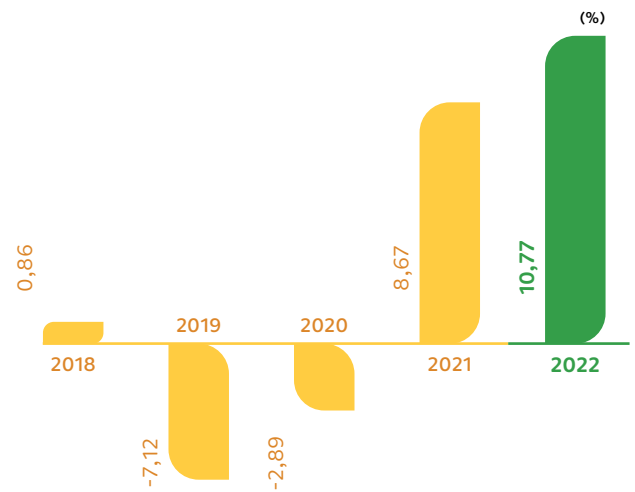
FINANCIAL RATIOS

Uraian Description	Satuan Unit	2022	2021	2020	2019	2018	YoY 2022-2021
							(%)
Gross Profit Margin (GPM)	%	34,36	37,17	26,50	19,95	26,49	92,44%
Net Profit Margin (NPM)	%	10,77	8,67	(2,89)	(7,12)	0,86	124,22%
Rasio laba (rugi) terhadap jumlah aset Return on Assets (ROA)	%	4,03	3,21	(0,86)	(1,98)	0,23	4,63%
Rasio laba (rugi) terhadap ekuitas Return on Equity (ROE)	%	8,58	7,07	(2,11)	(5,07)	0,53	8,99%
Rasio laba (rugi) terhadap pendapatan/ penjualan Profitability Ratio	%	10,77	8,67	(2,89)	(7,12)	0,86	10,30%
Rasio Lancar Current Ratio (CR)	%	113,85	122,28	44,46	51,20	56,01	93,11%
Rasio liabilitas terhadap ekuitas Debt to Equity Ratio (DER)	%	112,73	120,11	144,42	155,93	125,11	93,86%
Rasio liabilitas terhadap jumlah aset Debt to Assets Ratio	%	53,00	54,6	59,1	60,9	55,6	283,15%
Return On Assets (ROA)	%	4,03	3,21	(0,86)	(1,98)	0,23	125,55%
EBITDA	Rp-juta IDR-million	14.762.893	14.179.378	7.321.052	6.029.283	7.185.392	112,59%

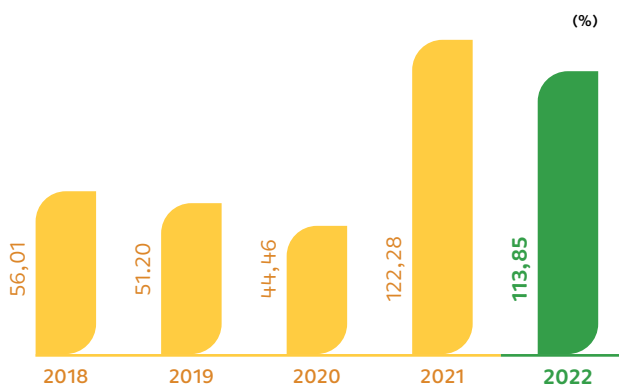
Gross Profit Margin (GPM)
Gross Profit Margin (GPM)



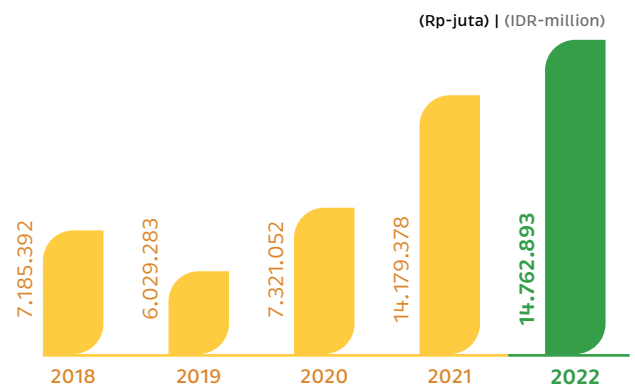
Net Profit Margin (NPM)
Net Profit Margin (NPM)



Current Ratio (CR)
Current Ratio (CR)



EBITDA
EBITDA



IKHTISAR SAHAM

SHARE HIGHLIGHTS

KOMPOSISI SAHAM

Pemegang saham Perusahaan adalah Pemerintah Republik Indonesia dengan kepemilikan 100,00% saham, dan sejak September 2014, Perusahaan memiliki 90,00% saham PT Perkebunan Nusantara I, II, dan IV sampai dengan XIV, melalui penambahan penyertaan modal negara ke dalam modal saham Perusahaan.

INFORMASI TENTANG PERDAGANGAN SAHAM DAN KEPEMILIKAN SAHAM OLEH PUBLIK

Hingga 31 Desember 2022, Perusahaan tidak pernah melakukan Penawaran Umum Perdana Saham dan tidak memperdagangkan sahamnya kepada publik. Dengan demikian, tidak terdapat informasi terkait perdagangan saham yang memuat kapitalisasi pasar berdasarkan harga pada Bursa Efek tempat saham dicatatkan; harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; volume perdagangan saham pada Bursa Efek tempat saham dicatatkan; dan informasi dalam bentuk grafik yang memuat paling kurang harga penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan dan volume perdagangan saham pada Bursa Efek tempat saham dicatatkan. untuk setiap masa triwulan dalam 2 (dua) tahun buku terakhir; termasuk penghentian sementara perdagangan saham dalam 2 (dua) tahun terakhir.

INFORMASI TENTANG AKSI KORPORASI

Di sepanjang tahun 2022 dan 2021, Perusahaan tidak melakukan aksi korporasi seperti aksi pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), saham bonus, maupun penurunan nilai nominal saham. Hal ini dikarenakan PTPN III bukan perusahaan publik dan sahamnya tidak terdaftar di bursa mana pun.

SHARE COMPOSITION

The Government of the Republic of Indonesia is the Company's shareholder with 100% share ownership, and since September 2014, the Company owned 90% shares of PT Perkebunan Nusantara I, II and IV up to XIV, through the addition of state equity participation into the Company's share capital.

INFORMATION ON TRADING OF SHARES AND PUBLIC OWNERSHIP OF SHARES

As of December 31, 2022, the Company has never conducted Initial Public Offering and did not trade the shares to the public. Therefore, there is no information related to trading of shares that contains market capitalization based on the price on the Stock Exchange where the shares are listed; the highest, lowest and closing share price based on the price on the Stock Exchange where the shares are listed; trading volume of shares on the Stock Exchange where the shares are listed; and graphical information containing at least closing prices based on prices on the Stock Exchange where shares are listed and trading volume of shares on the Stock Exchange where the shares are listed for each quarter within the last 2 (two) fiscal years; including the suspension of trading of shares in the last 2 (two) years.

INFORMATION ON CORPORATE ACTIONS

Throughout 2022 and 2021, the Company has not conducted corporate actions, such as stock split, reverse stock, bonus shares, or decrease in nominal value of shares. This is because PTPN III is not a public company and its shares are not listed on any stock exchange.



DIVIDEN SAHAM

Kebijakan terkait pembagian dividen mengacu kepada Anggaran Dasar dan keputusan Rapat Umum Pemegang Saham (RUPS). Pembayaran Dividen Saham kepada Pemerintah untuk tahun buku 2021 yang dilakukan di tahun 2022 dan Dividen Saham untuk tahun buku 2020 yang dibagikan di tahun 2021 adalah sebagai berikut:

SHARE DIVIDENDS

The policies related to distribution of dividends refer to the Company's Articles of Association and General Meeting of Shareholders (GMS) Resolutions. Payment of Share Dividends to the Government for the 2021 fiscal year, which distributed in 2022 and Share Dividends for the 2020 fiscal year, which distributed in 2021 are as follows:

Dividen Saham Share Dividends	2022 (untuk Dividen Saham Tahun Buku 2021) (for 2021 Fiscal Year Share Dividends)	2021 (untuk Dividen Saham Tahun Buku 2020) (for 2020 Fiscal Year Share Dividends)
Dividen Kas yang Dibagikan (Rp) Cash Dividends Distributed (IDR)	-	-
Rasio Pembagian Dividen (%) Dividend Distribution Ratio (%)	-	-
Tanggal Pembayaran Payment Date	-	-

INFORMASI TENTANG PENERBITAN OBLIGASI, SUKUK, OBLIGASI KONVERSI, SERTA SUMBER PENDANAAN LAINNYA

INFORMATION ON THE ISSUANCE OF BONDS, SUKUK, CONVERTIBLE BONDS, AND OTHER SOURCES OF FUNDING

Sepanjang tahun 2022, Perusahaan tidak menerbitkan obligasi, sukuk, obligasi konversi, maupun sumber pendanaan lainnya. Dengan demikian, informasi terkait hal tersebut tidak dapat disampaikan.

Throughout 2022 the Company did not issue bonds, sukuk, convertible bonds, or other sources of funding. Thus, there is no information related to this can be presented.



KILAS PERISTIWA

EVENT HIGHLIGHTS

12 Januari
January 12



MOU PTPN III (Persero) - PT Pelabuhan Indonesia - PT Kereta Api Indonesia untuk Optimalisasi Pemanfaatan Fasilitas Pelabuhan

PTPN III (Persero) - PT Pelabuhan Indonesia - PT Kereta Api
MOU for the Optimization of Port Facilities Utilization

PT Perkebunan Nusantara III (Persero) bersinergi dengan PT Pelabuhan Indonesia (Persero) atau Pelindo dan PT Kereta Api Indonesia (KAI) untuk melakukan optimalisasi pemanfaatan fasilitas yang ada di Terminal Multipurpose Kuala Tanjung, Sumatra Utara dan Kawasan Ekonomi Khusus (KEK) Sei Mangkei. Langkah ini diharapkan dapat menjadikan terminal multipurpose Kuala Tanjung sebagai pelabuhan muat dan pelabuhan tujuan dalam distribusi logistik, bahan baku, hasil produksi KEK Sei Mangkei dan hasil perkebunan PTPN Group dengan mengoptimalkan penggunaan kereta api milik KAI.

PT Perkebunan Nusantara III (Persero) collaborates with PT Pelabuhan Indonesia (Persero) or Pelindo and PT Kereta Api Indonesia (KAI) to optimize the utilization of existing facilities at Kuala Tanjung Multipurpose Terminal in North Sumatra and Sei Mangkei Special Economic Zone (SEZ). By optimizing the use of KAI's trains, this step is expected to make Kuala Tanjung Multipurpose Terminal as a loading port and destination port in the distribution of logistics, raw materials, products from SEZ Sei Mangkei, and PTPN Group plantation products.

22 Februari
February 22



Re-Opening LPP Garden Hotel

Re-opening of LPP Garden Hotel

LPP Grand Hotel Yogyakarta kembali dibuka. Hotel ini merupakan unit usaha dari PT LPP Agro Nusantara - salah satu anak usaha Holding Perkebunan Nusantara PTPN III (Persero). LPP Garden Hotel kembali hadir dengan misi *move up* (bangkit) melalui peningkatan *added value*, *rebranding*, peningkatan kualitas pelayanan dan kenyamanan, serta pemantapan LPP Garden Hotel sebagai unit bisnis hotel yang diperhitungkan di area regional.

The LPP Grand Hotel Yogyakarta has reopened. This hotel is operated by PT LPP Agro Nusantara, a subsidiary of Holding Perkebunan Nusantara PTPN III (Persero). LPP Garden Hotel is back with its mission to "move up" (rise) by increasing added value, rebranding, improving service quality and convenience, and solidifying LPP Garden Hotel as a hotel business unit that is taken into consideration in the regional area.

18 Maret
March 18



Launching Institut Teknologi Sawit Indonesia (ITSI)

Launching of the Institute of Palm Oil Technology (ITSI)

Sebagai komitmen menyiapkan sumber daya manusia dalam pengembangan komoditi kelapa sawit, Holding Perkebunan Nusantara meluncurkan lembaga perguruan baru yang diberi nama Institut Teknologi Sawit Indonesia (ITSI). ITSI dikelola oleh PT LPP Agro Nusantara, anak usaha Holding Perkebunan Nusantara PTPN III (Persero) memiliki 6 program studi, di antaranya Program Sarjana (S1) Agribisnis, Proteksi Tanaman, Sistem dan Teknologi Informasi, Teknik Kimia, Budidaya Perkebunan, dan Teknologi Pengolahan Hasil Perkebunan.

Holding Perkebunan Nusantara established the Institute of Palm Oil Technology (ITSI) as part of its commitment to preparing human resources for the development of palm oil industry. ITSI is managed by PT LPP Agro Nusantara, a subsidiary of Holding Nusantara Perkebunan PTPN III, and offers six study programs, including Undergraduate Programs in Agribusiness, Plant Protection, Information System and Technology, Chemical Engineering, Plantation Cultivation, and Plantation Product Processing Technology.

1 April
April 1



Ekspor Perdana Teh ke Starbucks Corporation di Seattle, Amerika Serikat
First Tea Export to Starbucks Corporation in Seattle, USA

Holding Perkebunan Nusantara PTPN III (Persero) melepas ekspor teh produksi PTPN Group perdana tahun 2022 kepada perusahaan Starbucks Corporation yang berada di Seattle, Amerika Serikat. PTPN Group berhasil meyakinkan Starbucks untuk melanjutkan pembelian teh produksi Perkebunan Nusantara Group pada tahun 2022. Total nilai perdagangan internasional tersebut mencapai 496.000 Dolar Amerika Serikat (USD) atau berkisar Rp7,11 miliar (asumsi kurs Rp14.360 per 1 USD).

Holding Perkebunan Nusantara PTPN III (Persero) released the first export of tea manufactured by PTPN Group in 2022 to Starbucks Corporation in Seattle, United States. In 2022, PTPN Group was successful in convincing Starbucks to continue purchasing tea from Perkebunan Nusantara Group. The overall value of the international trade amounted to USD496,000 or approximately IDR7.11 billion (assuming an exchange rate of IDR14,360 per USD1).

1 April
April 1



Penanaman Tebu Perdana
First Sugarcane Planting

Holding Perkebunan Nusantara PTPN III (Persero) terus melakukan upaya untuk mewujudkan cita-cita swasembada gula konsumsi. Di antaranya dengan melaksanakan penanaman tebu perdana dan melakukan kerja sama perluasan areal lahan tebu di Desa Kuripan, Kecamatan Subah, Kabupaten Batang, Jawa Timur. Areal yang sudah ditanam dari total keseluruhan 700 hektare adalah seluas 22,6 hektare untuk musim tanam 2022/2023. Program ini juga merupakan salah satu solusi untuk meningkatkan kesejahteraan petani. Upaya dan kerja sama terus dijalin, salah satunya dengan berkolaborasi dengan pemerintah daerah, lembaga atau entitas lainnya demi mencapai target swasembada gula di tahun 2025.

Holding Perkebunan Nusantara PTPN III (Persero) continues to strive for self-sufficiency in sugar consumption. Among them, by conducting the first sugarcane planting and assisting in the growth of sugarcane fields in Kuripan Village, Subah District, Batang Regency, East Java. For the 2022/2023 planting season, the total planted area of 700 hectares is 22.6 hectares. This initiative is also one of the alternatives for improving farmer wellbeing. Efforts and collaborations are ongoing, with one example being engagement with local governments, organizations, or other entities to reach the target of sugar self-sufficiency by 2025.

14 April
April 14



Holding Perkebunan Nusantara Jalin Kerja Sama dengan BSSN
Perkebunan Nusantara Holding Establishes Cooperation With BSSN

Holding Perkebunan Nusantara PTPN III (Persero) menjalin kerja sama dengan Badan Siber dan Sandi Negara (BSSN). Kedua pihak sepakat untuk menandatangani Nota Kesepahaman (Memorandum of Understanding – MoU) tentang Perlindungan Informasi dan Transaksi Elektronik. Direktur Utama Holding Perkebunan Nusantara PTPN III (Persero) Mohammad Abdul Ghani dan Kepala BSSN Hinsa Siburian menandatangani MoU tersebut. MoU berisi kesepakatan antara lain mengenai pemanfaatan sertifikat elektronik dalam meningkatkan keamanan transaksi elektronik, pengamanan teknologi informasi dan komunikasi, peningkatan kapasitas sumber daya manusia (SDM) dan pertukaran informasi di antara kedua belah pihak.

Perkebunan Nusantara Holding PTPN III (Persero) established cooperation with the National Cyber and Crypto Agency (BSSN). Both parties agreed to sign a Memorandum of Understanding (MoU) on the Protection of Information and Electronic Transactions. President Director of PTPN III (Persero) Perkebunan Nusantara Holding, Mohammad Abdul Ghani and Head of BSSN Hinsa Siburian signed the MoU. The MoU contains agreements, among others, regarding the use of electronic certificates in improving the security of electronic transactions, securing information and communication technology, increasing the capacity of human resources (HR) and exchanging information between the two parties.



11 Juli
July 11



Tanam Perdana Tebu Kedelai (Bule) First Planting of Sugarcane-Soybean (Bule)

Direktur Produksi dan Pengembangan *Holding* Perkebunan Nusantara PTPN III (Persero) Mahmudi, didampingi Prof. Irahm dari Universitas Gadjah Mada (UGM) dan Direktur PTPN IX Dodik Ristiawan, serta SEVP Operation PTPN IX Budiyo melakukan tanam perdana kedelai dengan sistem tumpang sari (*intercropping*) di areal perkebunan tebu PTPN IX sebagai anak usaha dari *Holding* Perkebunan Nusantara PTPN III (Persero). Sistem tumpang sari Tebu-Kedelai (Bule) ini diinisiasi oleh *Holding* dalam rangka mewujudkan swasembada kedelai. *Holding* Perkebunan akan menggandeng Universitas Gadjah Mada (UGM) dan Institut Pertanian Bogor (IPB) sebagai pendamping *pilot project system* Bule guna meningkatkan produksi dan produktivitas kedelai. Total areal yang akan dikerjasamakan seluas 40 Ha, di mana masing-masing PTPN yaitu PTPN VII, PTPN IX, PTPN X dan PTPN XI akan melaksanakan tumpang sari Tebu-Kedelai dengan sistem penanaman Konvensional (larikan) dan *Ring-Pit* seluas 10 Ha. Director of Production and Development of *Holding* Perkebunan Nusantara PTPN III (Persero), Mahmudi, accompanied by Prof. Irahm from Gajah Mada University (UGM) and Director of PTPN IX, Dodik Ristiawan, as well as SEVP Operations of PTPN IX, Budiyo, conducted the first planting of soybeans with an intercropping system in the sugarcane plantation area of PTPN IX as a subsidiary of *Holding* Perkebunan Nusantara PTPN III (Persero). The Sugarcane-Soybean Intercropping System (BULE) was initiated by *Holding* in order to realize soybean self-sufficiency. *Holding* Perkebunan will collaborate with Gajah Mada University (UGM) and the Bogor Institute of Agriculture (IPB) as partners for the BULE system pilot project to increase soybean production and productivity. The total area to be collaborated is 40 hectares, where each PTPN, namely PTPN VII, PTPN IX, PTPN X and PTPN XI, will carry out sugarcane-soybean intercropping with a conventional planting system (larikan) and ring-pit covering an area of 10 hectares.

21 September
September 21



Launching Produk Unggulan Indonesia Plantation & Forestry Research Institute (IPFRI) Launching of Indonesia Plantation & Forestry Research Institute (IP-FRI)'s Featured Products

Indonesia Plantation & Forestry Research Institute (IPFRI), sebagai *Learning & Research Centre* hasil kolaborasi PT Riset Perkebunan Nusantara sebagai anak usaha *Holding* Perkebunan Nusantara dan PT Perhutani, meluncurkan produk unggulan. IPFRI meluncurkan Pupuk Glow Green, Biosilac, bahan tanaman Kakao Varietas ICCRI 09, Klon Jati, serta Klon Kayu Putih sebagai produk hasil risetnya. Peluncuran produk unggulan ini bentuk komitmen dari *Holding* Perkebunan Nusantara dan Perhutani untuk menjadikan IPFRI sebagai *one stop serving* bagi kebutuhan teknologi, produk, proses, lingkungan, jasa, dan ekonomi, serta kebijakan di bidang perkebunan dan kehutanan. Indonesia Plantation & Forestry Research Institute (IP-FRI), a Learning & Research Center, as the result of the collaboration of PT Riset Perkebunan Nusantara, a subsidiary of *Holding* Perkebunan Nusantara, and PT Perhutani, launched its featured products. IP-FRI has launched Glow Green Fertilizer, Biosilac, Cocoa Plant Ingredients of the ICCRI 09 Variety, Teak Clones, and Eucalyptus Clones. The introduction of these featured products demonstrates *Holding* Perkebunan Nusantara and Perhutani's dedication to making IPFRI as a one-stop serving for technical, product, process, environmental, service, and economic needs, as well as policies in the plantation and forestry sectors.

10 Oktober
October 10



Revitalisasi Industri Gula Nasional untuk Ketahanan Pangan dan Energi Revitalization of the National Sugar Industry for Food and Energy Security

Menteri BUMN Erick Thohir melakukan *kick off* Revitalisasi Industri Gula Nasional untuk Ketahanan Pangan dan Energi di Kebun Tebu Temugiring Mojokerto, Jawa Timur. *Kick off* ini sekaligus menandakan di-*launching*-nya Sugar Company atau PT Sinergi Gula Nusantara yang telah dibentuk pada tanggal 17 Agustus 2022 yang lalu. PT SGN menjadi tulang punggung ketahanan pangan dan salah satu penggerak ketahanan energi nasional. SugarCo akan menjadi perusahaan gula terbesar di Indonesia dengan proyeksi pengembangan lahan tebu nasional. Berkolaborasi dengan Perhutani dan petani tebu hingga mencapai 700 ribu hektare pada tahun 2030 mendatang. The Minister of SOEs, Erick Thohir, kicked off the Revitalization of the National Sugar Industry for Food and Energy Security at Temugiring Sugarcane Plantation in Mojokerto, East Java. This kick off also marked the launching of the Sugar Company or PT Sinergi Gula Nusantara, which was established on August 17, 2022. PT SGN is the backbone of food security and one of the drivers of national energy security. SugarCo will become the largest sugar company in Indonesia with a projected development of national sugarcane fields. Collaborating with Perhutani and sugarcane farmers to reach 700 thousand hectares in 2030.

10 Oktober
October 10



Penandatanganan Akta Perjanjian Novasi Pinjaman dari PTPN Bisnis Gula ke PT Sinergi Gula Nusantara (SGN)

Signing of Deed of Loan Novation Agreement from PTPN's Sugar Business to PT Sinergi Gula Nusantara (SGN)

Pada Senin, 10 Oktober 2022 dilakukan penandatanganan Akta Perjanjian Novasi Pinjaman dari PTPN Bisnis Gula ke PT Sinergi Gula Nusantara (SGN), Perjanjian Perubahan Induk (*Master Amendment Agreement/MAA*) PT SGN, serta Amendemen atas MAA Kuning & MAA Merah. Penandatanganan dokumen tersebut merupakan tindak lanjut dari aksi korporasi *spin-off* bisnis gula *off farm* PTPN II, PTPN VII, PT BCN, PTPN IX, PTPN X, PTPN XI, PT IGG, dan PTPN XIV kepada PT SGN yang berlaku efektif sejak 10 Oktober 2022.

On Monday, October 10, 2022, the signing of Deed of Loan Novation Agreement from PTPN's Sugar Business to PT Sinergi Gula Nusantara (SGN), Master Amendment Agreement (MAA) of PT SGN, and Amendments to MAA Yellow & MAA Red, was carried out. The signing of these documents is a follow-up to the corporate action of off-farm sugar business spin-off of PTPN II, PTPN VII, PT BCN, PTPN IX, PTPN X, PTPN XI, PT IGG and PTPN XIV to PT SGN, which has been effective since October 10, 2022.

4 November
November 4



Program Bioethanol Tebu untuk Ketahanan Energi Sugar Cane Bioethanol Program for Energy Security

Guna mendorong percepatan pemenuhan bioethanol berbasis tebu, Presiden Joko Widodo secara resmi telah memulai program "Bioethanol Tebu untuk Ketahanan Energi" yang digelar di pabrik bioethanol PT Energi Agro Nusantara (Enero), Kabupaten Mojokerto, Provinsi Jawa Timur. Pembentukan PT Sinergi Gula Nusantara (SGN) atau SugarCo sebagai *subholding* di sektor industri gula, adalah salah satu upaya Kementerian BUMN mendukung percepatan swasembada gula untuk kedaulatan pangan, sekaligus mendorong terwujudnya energi baru terbarukan (EBT). Peningkatan produksi tebu nasional, diharapkan akan beriringan dengan peningkatan produksi bioethanol berbasis tebu dalam rangka ketahanan energi, dan pelaksanaan energi bersih melalui penggunaan bahan bakar nabati (biofuel).

President Joko Widodo officially launched the program "Sugarcane Bioethanol for Energy Security" at PT Energi Agro Nusantara (Enero) bioethanol factory in Mojokerto Regency, East Java Province, to accelerate the fulfillment of sugarcane-based bioethanol. The establishment of PT Sinergi Gula Nusantara (SGN) or SugarCo as a subholding in the sugar industry sector is one of the Ministry of SOEs' efforts to support the acceleration of sugar self-sufficiency for food sovereignty, while also encouraging the realization of new renewable energy sources. In the context of energy security and the implementation of clean energy through the use of biofuels, the growth in national sugarcane production is expected to be matched by an increase in sugarcane-based bioethanol production.

17 November
November 17



Launching Oil Palm Education Center (OPEC) dan Coffee Cocoa Learning Center (CCLC)

Launching of Oil Palm Education Center (OPEC) and Coffee Cocoa Learning Center (CCLC)

PT Riset Perkebunan Nusantara (PT RPN) dan unit kerja Pusat Penelitian Kelapa Sawit (PPKS) – sebagai anak usaha *Holding* Perkebunan Nusantara PTPN III (Persero) membuka dua pusat pembelajaran, yakni Oil Palm Education Center (OPEC) dan Coffee Cocoa Learning Center (CCLC) di Kawasan Oil Palm Science Techno Park (OPSTP) di Medan, Sumatera Utara. Dengan bertambah dua fasilitas edukasi terbaru, OPSTP diharapkan akan memberikan peran yang lebih nyata dalam penyebaran informasi mengenai IPTEK dan pemberdayaan masyarakat, melalui program inkubasi bisnis teknologi. Serta meningkatkan industri industri kelapa sawit, kopi, kakao, dan komoditas perkebunan Indonesia lainnya.

PT Riset Perkebunan Nusantara (PT RPN) and the Palm Oil Research Center (PPKS) work unit – as a subsidiary of Holding Perkebunan Nusantara PTPN III (Persero) opened two learning centers, namely the Oil Palm Education Center (OPEC) and the Coffee Cocoa Learning Center (CCLC) in the Oil Palm Science Techno Park (OPSTP) area in Medan, North Sumatra. With the addition of two new educational facilities, OPSTP is expected to provide a more tangible role in disseminating information about science and technology and community empowerment, through a technology business incubation program. As well as increasing the palm oil industry, coffee, cocoa and other Indonesian plantation commodities.



2 Desember December 2



Pembangunan Pabrik Minyak Goreng PT Industri Nabati Lestari Development of Cooking Oil Factory PT Industri Nabati Lestari

PTPN Group terus berupaya meningkatkan produksi minyak goreng. Termutakhir, PT Industri Nabati Lestari (INL) - anak usaha Holding Perkebunan Nusantara PTPN III (Persero) akan membangun pabrik minyak goreng baru dengan kapasitas olahan 2500 ton per hari. Pabrik minyak goreng ini merupakan pabrik kedua (Plant-2), dibangun di lokasi sama dengan pabrik sebelumnya yakni di Kawasan Ekonomi Khusus Sei Mangkei Simalungun, Sumatra Utara. Peletakan batu pertama dilakukan pada Jumat (2/12).

PTPN Group continues to strive to increase its cooking oil production. Most recently, PT Industri Nabati Lestari (INL) - a subsidiary of Holding Perkebunan Nusantara PTPN III (Persero) plans to build a new cooking oil factory with a processing capacity of 2500 tons per day. The cooking oil factory is the second factory (Plant-2), built at the same location as the previous factory, namely in the Special Economic Zone of Sei Mangkei Simalungun, North Sumatra. The groundbreaking was carried out on Friday (2/12).

23 Desember December 23



Pengembangan Biopellet Berbasis Tandan Kosong Kelapa Sawit Development of Oil Palm-Empty Fruit Bunches (OP-EFB)-Based Biopellets

Holding Perkebunan Nusantara PTPN III (Persero) terus mengembangkan biopellet berbasis tandan kosong sawit, sebagai komitmen dalam pengembangan bisnis Energi Baru dan Terbarukan (EBT). Bersama perusahaan penelitian dan pengembangan industri kimia organik asal Jepang PT PTEC Research & Development, Holding Perkebunan Nusantara menjalin kerja sama pengembangan Pabrik Biopellet berbahan baku tandan kosong kelapa sawit. Pabrik berlokasi di KEK Sei Mangkei, Sumatra Utara tersebut memiliki kapasitas olah 1 juta ton tandan kosong per tahun atau setara produksi biopellet sebesar 200.000 ton per tahun.

Holding Perkebunan Nusantara PTPN III (Persero) continues to develop biopellets based on oil palm-empty fruit bunches, as a commitment to developing the New and Renewable Energy business. Together with a research and development company for the organic chemical industry from Japan, PT PTEC Research & Development, Holding Perkebunan Nusantara established a partnership to develop a Biopellet Factory using oil palm-empty fruit bunches as the raw materials. The factory, located in SEZ Sei Mangkei, North Sumatra, has a capacity to process 1 million tons of empty fruit bunches per year, or the equivalent of 200,000 tons of biopellets per year.





02



LAPORAN MANAJEMEN

MANAGEMENT REPORT

Perusahaan berkomitmen untuk tetap mempertahankan kinerja positifnya dan melanjutkan program transformasi yang dijalankan.

The Company is committed to maintaining its positive performance and continuing its transformation program.

LAPORAN DEWAN KOMISARIS

REPORT OF THE BOARD OF COMMISSIONERS



Zulkifli Zaini
Komisaris Utama
President Commissioner



Para Pemegang Saham dan Pemangku Kepentingan yang terhormat,

Puji syukur kami panjatkan ke hadirat Tuhan Yang Maha Esa yang telah melimpahkan rahmat dan karunia-Nya kepada kita semua, sehingga *Holding Perkebunan Nusantara PTPN III (Persero)* dapat melalui tahun 2022 yang penuh tantangan dengan kinerja yang baik. Dalam menjalankan fungsi strategisnya, Dewan Komisaris telah melakukan tugas pengawasan dan pemberian nasihat kepada Direksi dengan itikad baik, bertanggung jawab dan penuh kehati-hatian demi kepentingan Perusahaan. Fokus pengawasan dan pemberian nasihat oleh Dewan Komisaris dalam tahun 2022 meliputi perencanaan dan pelaksanaan Rencana Kerja dan Anggaran Perusahaan (RKAP), tindak lanjut dan rekomendasi atas keputusan Rapat Umum Pemegang Saham (RUPS), penerapan Tata Kelola Perusahaan yang Baik, efektivitas sistem pengendalian internal dan penerapan budaya Perusahaan serta pelaksanaan ketentuan perundang-undangan yang berlaku.

FUNGSI PENGAWASAN DAN HUBUNGAN KERJA DENGAN DIREKSI

Dalam melaksanakan tugas pengawasannya, Dewan Komisaris meneliti laporan-laporan yang disampaikan Direksi, utamanya tentang pelaksanaan RAKP tahun 2022 dan pencapaiannya. Dewan Komisaris senantiasa melaksanakan tugas dan tanggung jawabnya secara profesional dan independen dengan berlandaskan pada tata kelola perusahaan yang baik. Dewan Komisaris berkomitmen untuk proaktif dalam melaksanakan fungsi pengawasan Perusahaan, baik pada proses perumusan rencana strategis Perusahaan, penyusunan dan implementasi rencana bisnis, pemantauan kinerja, serta penerapan manajemen risiko dan penerapan *Good Corporate Governance*.

Dewan Komisaris senantiasa melakukan reviu atas performa Perusahaan dalam setiap periode tertentu. Adapun rekomendasi dan saran yang konstruktif dan solutif terhadap hasil reviu dimaksud disampaikan kepada Direksi melalui rapat. Forum rapat tersebut merupakan salah satu mekanisme pengawasan langsung yang dijalankan Dewan Komisaris terhadap pengelolaan Perusahaan oleh Direksi. Sepanjang tahun 2022, Dewan Komisaris telah melaksanakan 60 kali rapat bersama Direksi. Dewan Komisaris juga melakukan pengawasan langsung secara berkala demi memastikan kecukupan pengawasan serta meninjau kesesuaian proses dan hasil kerja dengan kualifikasi yang ditetapkan.

Dear Distinguished Shareholders and Stakeholders,

Praise and gratitude to the presence of God Almighty for His blessings that have enabled Holding Perkebunan Nusantara PTPN III (Persero) in passing the year 2022, a year full of challenges, with excellent performance. In conducting the strategic function, the Board of Commissioners has carried out the duty of supervising and providing advice to the Board of Directors in good faith, responsibly and prudently for the benefit of the Company. The focus of supervision and advising by the Board of Commissioners in 2022 includes the planning and implementation of the Company's Work Plan and Budget, follow-up and recommendations on General Meeting of Shareholders (GMS) resolutions, implementation of Good Corporate Governance, effectiveness of the internal control system and implementation of the Company's culture as well as implementation of prevailing laws and regulations

SUPERVISORY FUNCTION AND WORKING RELATIONSHIP WITH THE BOARD OF DIRECTORS

In performing the supervisory duties, the Board of Commissioners analyzes reports submitted by the Board of Directors, particularly on the implementation of the Company's 2022 Work Plan and Budget and its achievements. The Board of Commissioners always carries out its duties and responsibilities in a professional and independent manner based on good corporate governance. The Board of Commissioners is committed to being proactive in conducting the Company's supervisory function, both in the process of formulating the Company's strategic plan, preparing and implementing business plans, monitoring performance, as well as implementing risk management and Good Corporate Governance.

The Board of Commissioners consistently reviews the Company's performance in every certain period. The recommendations and suggestions that are constructive and solutive towards the results of the review are submitted to the Board of Directors through meetings. The meeting forum is one of the direct supervisory mechanisms conducted by the Board of Commissioners on the Company's management carried out by the Board of Directors. Throughout 2022, the Board of Commissioners held 60 meetings with the Board of Directors. The Board of Commissioners also conducts periodic direct supervision to ensure the adequacy of supervision as well as to review the suitability of the process and work results with the established qualifications.

PANDANGAN DEWAN KOMISARIS ATAS KINERJA DIREKSI

Dewan Komisaris memiliki tugas melakukan pengawasan dan pemberian nasihat kepada Direksi atas pengurusan Perusahaan. Pengawasan yang dilakukan Dewan Komisaris antara lain dimaksudkan agar tercipta kesesuaian dan konsistensi pelaksanaan kegiatan usaha PTPN III dengan rencana bisnis Perusahaan, serta implementasi prinsip *Good Corporate Governance* (GCG) pada seluruh unit organisasi. Pengawasan dimaksud, bertujuan juga untuk mengetahui secara berkala atas pencapaian kinerja selama tahun 2022, sebagai sarana *early warning system*, dan memastikan bahwa sistem pengendalian internal telah mendukung pencapaian kinerja *Holding Perkebunan Nusantara*.

Dewan Komisaris menilai bahwa tahun 2022 Perusahaan masih dihadapkan dengan sejumlah tantangan akibat dampak Pandemi COVID-19 yang berkelanjutan dan perang antara Rusia-Ukraina. Dewan Komisaris dapat memahami hal tersebut, dan Dewan Komisaris cukup mengapresiasi berbagai inisiatif strategis yang diambil oleh Direksi, dengan pencapaian kinerja yang dibukukan oleh Perusahaan yang secara konsisten menunjukkan kinerja positif hingga akhir tahun.

Dewan Komisaris memahami dan menyadari bahwa dalam pengelolaan bisnis perusahaan tidak terlepas dari iklim ketidakpastian. Dewan Komisaris menilai bahwa segenap manajemen berusaha mengelola ketidakpastian tersebut dengan melakukan asesmen risiko, yaitu identifikasi, analisis, dan evaluasi risiko, serta melakukan pemantauan risiko agar terkelola dengan baik. Dewan Komisaris juga menilai transformasi yang telah dilakukan sejak tiga tahun lalu mampu membawa Perusahaan ke level yang lebih tinggi. Kebijakan strategis seperti merestrukturisasi organisasi dan terus memperkuat integrasi di antara anak-anak perusahaan telah membawa *Holding Perkebunan Nusantara* menggapai kinerja ke level optimal dan proses bisnis yang efektif serta efisien.

Dewan komisaris menilai bahwa kinerja Direksi secara kolektif terhadap pencapaian usaha telah sesuai dengan target RAKP dan/atau kriteria lain yang ditetapkan. Secara umum, Dewan Komisaris berpendapat pada tahun 2022 Direksi telah melaksanakan tugas kepengurusan Perusahaan dengan sangat baik.

PANDANGAN ATAS PROSPEK USAHA YANG DISUSUN DIREKSI

Merujuk kepada data Tinjauan Kebijakan Moneter yang dirilis oleh Bank Indonesia, menjelaskan bahwa pertumbuhan ekonomi domestik Indonesia tetap baik. Permintaan domestik tetap berdaya tahan dipengaruhi oleh daya beli masyarakat dan keyakinan pelaku ekonomi yang tetap terjaga. Perkembangan ini tercermin pada berbagai indikator dan hasil survei Bank Indonesia terakhir, seperti keyakinan konsumen, penjualan eceran, dan *Purchasing Managers' Index* (PMI) Manufaktur.

VIEWS OF THE BOARD OF COMMISSIONERS ON THE PERFORMANCE OF THE BOARD OF DIRECTORS

The Board of Commissioners has the duty of supervising and advising the Board of Directors on the Company's management. Supervision conducted by the Board of Commissioners, among others, is intended to create suitability and consistency in the implementation of PTPN III's business activities with the Company's business plan, as well as the implementation of Good Corporate Governance (GCG) principles in all organizational units. The supervision also aims to periodically find out the achievement of performance during 2022, as a means of early warning system, and ensure that the internal control system has supported the performance achievement of *Holding Perkebunan Nusantara*.

The Board of Commissioners considers that in 2022 the Company continued to face a number of challenges due to the impact of prolonged Covid-19 Pandemic and the war between Russia-Ukraine. The Board of Commissioners can understand this, and the Board of Commissioners appreciates the various strategic initiatives taken by the Board of Directors, with the Company's consistent positive performance achievement until the end of the year.

The Board of Commissioners understands and realizes that the management of the Company's business is inseparable from the climate of uncertainty. The Board of Commissioners believes that management has made an effort to manage the uncertainty by performing risk assessments, which include identifying, analyzing, and evaluating risks as well as monitoring risks to ensure that they are adequately managed. The Board of Commissioners also believes that the transformation that has taken place over the last three years is capable of elevating the Company to a higher level. *Holding Perkebunan Nusantara* has reached an optimal level of performance as well as effective and efficient business processes as a result of strategic policies such as restructuring the organization and continuing to increase integration among subsidiaries.

The Board of Commissioners evaluates whether the Board of Directors' collective performance towards business achievement has been consistent with the Company's Work Plan and Budget targets and/or other set criteria. In summary, the Board of Commissioners believes that the Board of Directors performed admirably in its management duties in 2022.

VIEWS ON THE BUSINESS OUTLOOK PREPARED BY THE BOARD OF DIRECTORS

Referring to the Monetary Policy Review data released by Bank Indonesia, it explains that Indonesia's domestic economic growth remains good. Domestic demand remains resilient, influenced by people's purchasing power and the confidence of economic actors which remains maintained. This development is reflected in various indicators and the results of the latest Bank Indonesia survey, such as consumer confidence, retail sales, and the Manufacturing Purchasing Managers' Index (PMI).



Dewan Komisaris memandang bahwa tahun 2023 masih menjadi tahun yang penuh tantangan terutama iklim ketidakpastian makro ekonomi. Namun, Dewan Komisaris berkeyakinan tantangan ini akan mampu dilalui dengan penuh rasa optimisme. Secara garis besar, Dewan Komisaris berpandangan bahwa prospek usaha yang telah disusun oleh Direksi sebagaimana yang tertuang dalam rencana kerja Perusahaan untuk tahun 2023, sudah cukup baik dan selaras dengan arah serta tujuan *Holding Perkebunan Nusantara* baik dalam jangka pendek maupun jangka panjang. Dewan Komisaris menilai prospek usaha yang disusun Direksi, telah mempertimbangkan asumsi-asumsi dalam makro ekonomi global dan nasional pada masa mendatang.

Kebijakan strategis seperti restrukturisasi bisnis gula PTPN Group dinilai sudah tepat. Di sisi lain, dalam rangka mendukung pencapaian visi dan misi pada RJPP Tahun 2020 - 2024 yang telah disusun oleh PT Perkebunan Nusantara III (Persero) yakni menjadi perusahaan agribisnis nasional berkelas dunia, untuk memastikan keberhasilan tersebut maka perlu dilakukan akselerasi peningkatan kinerja operasional dan keuangan PTPN Group melalui Program Percepatan Peningkatan EBITDA PTPN Group. Dewan Komisaris tetap optimis akan prospek pertumbuhan usaha Perusahaan pada tahun 2023.

Kami berpendapat bahwa Direksi telah menyusun rencana, strategi dan target berdasarkan sejumlah asumsi yang dituangkan dalam RAKP. Rencana, strategi dan target yang disusun tersebut merupakan hal yang realistis dan sangat mungkin untuk diwujudkan. Dewan Komisaris berharap agar segenap Insan *Holding Perkebunan Nusantara* senantiasa bersinergi untuk mencapai tujuan yang terbaik dan berkomitmen untuk terus membangun nilai usaha serta proses bisnis yang sehat dan transformasi usaha berkelanjutan.

PERAN DEWAN KOMISARIS DALAM PENGELOLAAN WHISTLEBLOWING SYSTEM (WBS)

Dewan Komisaris meyakini *Whistleblowing System (WBS)* merupakan salah satu infrastruktur penting dalam penerapan dan penegakan GCG, termasuk membangun kultur perusahaan yang sehat, kuat, dan bersih sehingga meningkatkan citra dan reputasi Perusahaan. Perusahaan memberikan batasan dalam pelaporan yang berpotensi untuk ditindaklanjuti oleh tim yang mengelola WBS. Ruang lingkup kasus-kasus yang dapat dilaporkan, antara lain penyimpangan kode etik/perilaku dan peraturan Perusahaan, benturan kepentingan, kecurangan, korupsi, serta penipuan. Selain itu, Perusahaan juga mengakomodir laporan terkait dengan pemerasan, penggelapan, suap dan gratifikasi yang dilarang.

Ukuran Keberhasilan dari WBS adalah sistem ini diimplementasikan secara konsisten dan berkesinambungan oleh perusahaan. Sebagai langkah awal maka WBS perlu disosialisasikan agar seluruh Insan Perusahaan memiliki pemahaman yang memadai dan persamaan persepsi terhadap konsep filosofi dan manfaat implementasi WBS tersebut. Materi WBS dapat juga digunakan sebagai bahan pendidikan pada kegiatan *capacity building* bagi Karyawan Baru.

Dewan Komisaris senantiasa berperan aktif dalam hal pengawasan implementasi WBS di lingkungan Perusahaan. Salah satunya adalah memastikan bahwa sosialisasi WBS berjalan dengan baik di lingkup

The Board of Commissioners believes that 2023 will remain a challenging year, particularly in light of the current macroeconomic uncertainty. However, the Board of Commissioners feels that these challenges should be addressed with a sense of optimism. In general, the Board of Commissioners Board considers that the business outlook developed by the Board of Directors and outlined in the Company's 2023 Work Plan is favorable and in line with the Company's immediate and long-term direction and objectives. The Board of Commissioners believes that the business outlook prepared by the Board of Directors has taken into account future assumptions in the global and national macroeconomies.

Strategic policies such as the restructuring of PTPN Group's sugar business are considered appropriate. On the other hand, in order to support the achievement of the vision and mission in the Company's 2020-2024 Long-Term Plan that has been prepared by PT Perkebunan Nusantara III (Persero), namely to become a world-class national agribusiness company, to ensure this success, it is necessary to accelerate the improvement of PTPN Group's operational and financial performance through the PTPN Group EBITDA Improvement Acceleration Program. The Board of Commissioners remains optimistic about the Company's business growth outlook in 2023.

We believe that the Board of Directors has developed plans, strategies and targets based on a number of assumptions outlined in the Company's Work Plan and Budget. The plans, strategies and targets are realistic and very likely to be realized. The Board of Commissioners expects that all of the Company's personnel will always work together to achieve the best results and will continue to generate business value, healthy business processes, and sustainable business transformation.

ROLE OF THE BOARD OF COMMISSIONERS IN WHISTLEBLOWING SYSTEM (WBS) MANAGEMENT

The Board of Commissioners believes that the Whistleblowing System (WBS) is one of the important infrastructures in the implementation and enforcement of GCG, including building a health, strong, and clean corporate culture that improves the Company's image and reputation. The Company provides limitations on reporting that has the potential to be followed up by the team managing the WBS. The scope of cases that can be reported include violations of the code of ethics/behavior and Company regulations, conflicts of interest, fraud, corruption, and fraudulent activities. In addition, the Company also accommodates reports related to extortion, embezzlement, bribery and prohibited gratifications.

The WBS's success is measured by the Company's consistent and sustainable implementation of the system. As a first stage, the WBS must be socialized so that all Company staff have a clear understanding of the philosophy concept and the benefits of WBS implementation. WBS information can also be used as educational material in new employee capacity-building activities.

The Board of Commissioners is constantly engaged in monitoring WBS implementation within the Company. One of them is to ensure that the WBS socialization runs smoothly within the scope

Holding Perkebunan Nusantara yang disampaikan melalui media internal dan presentasi langsung kepada unit kerja terkait, sedangkan untuk pihak eksternal media yang digunakan untuk sosialisasi antara lain melalui website, email, dan kegiatan-kegiatan yang bersifat eksternal.

Selama tahun 2022, Dewan Komisaris turut terlibat dalam pengawasan implementasi pelaporan *fraud* yang telah berjalan, meliputi prosedur pencegahan, deteksi dan identifikasi, investigasi dan pelaporan, hingga evaluasi dan tindak lanjut. Dewan Komisaris mengevaluasi pelaksanaan WBS melalui rapat internal maupun gabungan antar Dewan Komisaris, Direksi maupun komite di bawah supervisi Dewan Komisaris yang dilaksanakan secara berkala dan didokumentasikan sesuai dengan peraturan perundang-undangan yang berlaku. Ke depan, sistem pengelolaan WBS dapat ditingkatkan melalui sistem teknologi informasi yang semakin terencana, canggih, dan terintegrasi.

PENILAIAN KINERJA KOMITE DI BAWAH DEWAN KOMISARIS

Dalam pelaksanaan tugas dan tanggung jawab pengawasan, pemberian saran serta rekomendasi, Dewan Komisaris dibantu oleh Sekretaris Dewan Komisaris, Komite Audit, Komite Pemantau Risiko, serta Komite Nominasi dan Remunerasi.

Penilaian terhadap kinerja Komite Audit, Komite Pemantau Risiko, Komite Nominasi dan Remunerasi dilakukan secara kualitatif, meliputi keaktifan komite dalam menjalankan tugasnya, proses dokumentasi, dan rekomendasi yang diberikan. Di sepanjang tahun 2022, Komite Audit melakukan 31 kali rapat, dan Komite Pemantau Risiko juga melakukan 31 kali rapat, serta Komite Nominasi dan Remunerasi melakukan 31 kali rapat dengan agenda yang telah disesuaikan. Dengan seluruh pelaksanaan tugas yang telah dilakukan oleh seluruh anggota komite, izinkan Dewan Komisaris menyampaikan apresiasi dan rasa terima kasihnya kepada seluruh anggota Komite.

PERUBAHAN KOMPOSISI DEWAN KOMISARIS

Komposisi Dewan Komisaris ditetapkan sedemikian rupa sehingga memungkinkan pengambilan keputusan dapat dilakukan secara efektif, tepat dan cepat, serta dapat bertindak secara independen. Di sepanjang tahun 2022, komposisi dan susunan keanggotaan Dewan Komisaris mengalami perubahan berdasarkan surat keputusan Menteri BUMN No. SK-86/MBU/03/2022 tanggal 25 Maret 2022 tentang Pengangkatan Anggota Dewan Komisaris Perusahaan Perseroan (Persero) PT Perkebunan Nusantara III.

Per 31 Desember 2022, Dewan Komisaris Perusahaan 8 (delapan) orang dan telah melalui uji kelayakan dan kepatutan (*fit and proper test*) oleh Pemegang Saham guna menjamin calon Dewan Komisaris memiliki integritas, kompetensi, reputasi, bebas dari afiliasi maupun benturan kepentingan lainnya dan memiliki pengalaman serta keahlian yang dibutuhkan dalam menjalankan fungsi dan tugasnya masing-masing. Adapun komposisi dan susunan Dewan Komisaris per 31 Desember 2022 adalah sebagai berikut:

of Holding Perkebunan Nusantara, which is delivered through internal media and direct presentations to related work units, while media used for socialization for external parties include websites, emails, and external activities.

During 2022, the Board of Commissioners was also involved in monitoring the implementation of fraud reporting that has been running, including procedures for prevention, detection and identification, investigation and reporting, to evaluation and follow-up. The Board of Commissioners evaluates the implementation of WBS through internal and joint meetings between the Board of Commissioners, Board of Directors and committees under the supervision of the Board of Commissioners, which are held regularly and documented in accordance with applicable laws and regulations. Going forward, the WBS management system can be improved through an increasingly planned, sophisticated and integrated information technology system.

PERFORMANCE ASSESSMENT OF COMMITTEES UNDER THE BOARD OF COMMISSIONERS

In carrying out its supervisory duties and responsibilities, providing advice and recommendations, the Board of Commissioners is assisted by the Secretary of the Board of Commissioners, the Audit Committee, the Risk Monitoring Committee, and the Nomination and Remuneration Committee.

Performance assessment of the Audit Committee, Risk Monitoring Committee, Nomination and Remuneration Committee is carried out qualitatively, including the committee's activeness in carrying out its duties, the documentation process, and the recommendations given. Throughout 2022, the Audit Committee held 31 meetings, the Risk Monitoring Committee also held 31 meetings, and the Nomination and Remuneration Committee held 31 meetings with customized agenda. With all the duties performed by all committee members, please allow the Board of Commissioners to express its appreciation and gratitude to all Committee members.

CHANGES IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS

The composition of the Board of Commissioners is determined in such a way that it can make effective, precise, and timely decisions while still acting independently. Throughout 2022, there have been changes in the composition and membership of the Board of Commissioners pursuant to the Decree of the Minister of SOEs No. SK-86/MBU/03/2022 dated March 25, 2022, concerning the Appointment of Members of the Board of Commissioners of Limited Liability Company PT Perkebunan Nusantara III.

As of December 31, 2022, the Company's Board of Commissioners has 8 (eight) members and has undergone a fit and proper test by the Shareholders to ensure that the Board of Commissioners candidates have integrity, competency, reputation, are free from affiliation and other conflicts of interest and have the experience and expertise needed to carry out their respective functions and duties. The composition and structure of the Board of Commissioners as of December 31, 2022, is as follows:



Komposisi dan Susunan Dewan Komisaris per 31 Desember 2022
Composition and Structure of the Board of Commissioners as of December 31, 2022

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Keterangan Remarks
Zulkifli Zaini	Komisaris Utama/Komisaris Independen President Commissioner/ Independent Commissioner	SK Menteri BUMN No. SK-398/ MBU/12/2021 Decree of the Minister of SOEs No. SK-398/ MBU/12/2021	10 Desember 2021 s/d 10 Desember 2026 December 10, 2021 to December 10, 2026
Erwan Pelawi	Komisaris Independen Independent Commissioner	SK Menteri BUMN No. SK-56/ MBU/02/2020 Decree of the Minister of SOEs No. SK-56/ MBU/02/2020	26 Februari 2020 s/d 26 Februari 2025 February 26, 2020 to February 26, 2025
Amal Bakti Pulungan	Komisaris Independen Independent Commissioner	SK Menteri BUMN No. SK-56/ MBU/02/2020 Decree of the Minister of SOEs No. SK-56/ MBU/02/2020	26 Februari 2020 s/d 26 Februari 2025 February 26, 2020 to February 26, 2025
Asep Subarkah Yusuf	Komisaris Commissioner	SK Menteri BUMN No. SK-56/ MBU/02/2020 Decree of the Minister of SOEs No. SK-56/ MBU/02/2020	26 Februari 2020 s/d 26 Februari 2025 February 26, 2020 to February 26, 2025
Arie Yuriwin	Komisaris Commissioner	SK Menteri BUMN No. SK-230/ MBU/10/2019 Decree of the Minister of SOEs No. SK-230/ MBU/10/2019	19 Maret 2018 s/d 19 Maret 2023 March 19, 2018 to March 19, 2023
Wisto Prihadi	Komisaris Independen Independent Commissioner	SK Menteri BUMN No. SK-282/ MBU/08/2021 Decree of the Minister of SOEs No. SK-282/ MBU/08/2021	25 Agustus 2021 s/d 25 Agustus 2026 August 25, 2021 to August 25, 2026
Ardan Adiperdana	Komisaris Commissioner	SK Menteri BUMN No. SK-86/MBU/03/2022 Decree of the Minister of SOEs No. SK-86/ MBU/03/2022	25 Maret 2022 s/d 25 Maret 2027 March 25, 2022 to March 25, 2027

Kami mengapresiasi kebijakan Perusahaan yang telah percaya terhadap dedikasi Dewan Komisaris dalam mengembangkan Perusahaan untuk lebih maju lagi. Dewan Komisaris berkomitmen untuk menjalankan amanah ini dengan senantiasa mengedepankan prinsip tata kelola perusahaan yang baik demi kepentingan Para Pemegang Saham dan Para Pemangku Kepentingan Lainnya.

PENUTUP

Atas seluruh capaian Perusahaan selama tahun 2022, Kami, selaku Dewan Komisaris *Holding Perkebunan Nusantara PTPN III (Persero)* menyampaikan apresiasi dan penghargaan atas semangat, dedikasi dan pengabdian segenap jajaran Direksi, Manajemen dan Karyawan dalam merealisasikan capaian kinerja Perusahaan. Kami juga ucapkan terima kasih kepada segenap Pemegang Saham dan Pemangku Kepentingan atas dukungan dan kepercayaan terhadap Perusahaan selama ini. Semoga pertumbuhan berkelanjutan yang kita cita-citakan bersama akan selalu mendorong semangat kita untuk terus melaju menjadi yang terdepan dan senantiasa memberikan manfaat bagi Negeri.

We appreciate the Company's policy of believing in the Board of Commissioners dedication to moving the Company forward. The Board of Commissioners is committed to conducting the role by always prioritizing good corporate governance principles for the benefit of Shareholders and Other Stakeholders.

CLOSING

For all the Company's achievements during 2022, we, the Board of Commissioners of *Holding Perkebunan Nusantara PTPN III (Persero)* would like to convey our appreciation and gratitude for the enthusiasm, dedication, and devotion of all Board of Directors, Management, and Employees in realizing the Company's 2022 performance achievements. The Board of Commissioners would also like to express gratitude to the Shareholders and Stakeholders for the support and trust given to the Company so far. Hopefully, the sustainable growth that we aspire to will always encourage our desire to stay at the forefront of innovation and provide benefits to the country.

Jakarta, 2 Mei 2023
Jakarta, May 2, 2023

Zulkifli Zaini
Komisaris Utama
President Commissioner

LAPORAN DIREKSI

REPORT OF THE BOARD OF DIRECTORS



Abdul Ghani

Direktur Utama
President Director



Para Pemegang Saham dan Pemangku Kepentingan yang Terhormat,

Dengan memanjatkan puji dan syukur kehadiran Tuhan Yang Maha Esa, ijin kami mewakili segenap manajemen *Holding Perkebunan Nusantara PTPN III (Persero)* untuk menyampaikan Laporan Tahunan tahun buku 2022 sebagai bentuk pertanggungjawaban kepada Para Pemegang Saham dan seluruh Pemangku Kepentingan lainnya. Dengan keunggulan dukungan dari Badan Usaha Milik Negara (BUMN) sebagai pemegang saham utama/pengendali, *Holding Perkebunan* tampil dengan percaya diri untuk dapat menghadirkan kinerja yang optimal buah dari transformasi usaha yang telah diusung sejak tiga tahun lalu. Implementasi kebijakan strategis dan pencapaian usaha seperti yang disampaikan dalam laporan tahunan ini merupakan gambaran dari upaya-upaya inisiasi strategis yang telah dilakukan manajemen. Selanjutnya perkenankanlah kami selaku Direksi untuk menyampaikan pengelolaan Perusahaan di tahun buku 2022.

ANALISA MAKRO EKONOMI

Perekonomian global di tahun 2022, dihadapkan oleh berbagai tantangan, salah satunya adalah ketegangan geopolitik dunia akibat konflik Rusia-Ukraina, yang memperburuk fragmentasi dan prospek ekonomi global. Kondisi tersebut berdampak pada pelemahan transaksi perdagangan, kenaikan harga komoditas, dan ketidakpastian pasar keuangan global, yang menyebabkan koreksi prakiraan pertumbuhan ekonomi secara global. Lembaga Dana Moneter Internasional (*International Monetary Fund/IMF*) dalam laporan *World Economic Outlook* yang dirilis pada Januari 2023, memprediksi pertumbuhan ekonomi global berada pada kisaran 3,4% atau turun signifikan dari pertumbuhan ekonomi global tahun 2021 yang tercatat sebesar 6,2%.

Perekonomian global diperkirakan tumbuh lebih rendah dari proyeksi sebelumnya, di tengah meningkatnya risiko stagflasi dan tingginya ketidakpastian pasar keuangan global. Tekanan inflasi global terus meningkat seiring dengan tingginya harga komoditas akibat berlanjutnya gangguan rantai pasokan sejalan dengan ketegangan geopolitik Rusia-Ukraina yang terus berlangsung serta meluasnya kebijakan proteksionisme, terutama pangan.

Berbagai negara, terutama Amerika Serikat (AS) merespon peningkatan inflasi tersebut dengan pengetatan kebijakan moneter yang lebih agresif sehingga menahan pemulihan ekonomi dan meningkatkan risiko stagflasi. Pertumbuhan ekonomi berbagai negara, seperti AS, Eropa, Jepang, Tiongkok, dan India, diperkirakan lebih rendah dari proyeksi sebelumnya yang disertai dengan peningkatan kekhawatiran resesi di AS. Dengan perkembangan tersebut, pertumbuhan ekonomi global pada 2022 diperkirakan lebih rendah dari proyeksi sebelumnya 3,5% menjadi 2,9%.

Dear Distinguished Shareholders and Stakeholders,

With praise and gratitude to the Almighty God, allow us to represent the entire management of *Holding Perkebunan Nusantara PTPN III (Persero)* to present the 2022 Annual Report as a form of accountability to Shareholders and all other Stakeholders. *Holding Perkebunan* feels confident in its ability to deliver optimal performance as a result of the business transformation that occurred three years ago, thanks to the support of State-Owned Enterprises (BUMN) as the major/controlling shareholder. The implementation of strategic policies and business achievements as presented in this annual report is evidence of management's efforts in strategic initiatives. Furthermore, please allow us as the Board of Directors to present the Company's management for the 2022 fiscal year.

MACROECONOMIC ANALYSIS

The global economy in 2022 faced various challenges, one of which the global geopolitical tensions due to the Russia-Ukraine conflict that have further exacerbated fragmentation and the global economic outlook. These conditions have resulted in weakening trade transactions, rising commodity prices, and uncertainty in global financial markets, leading to a correction in global economic growth forecasts. The International Monetary Fund (IMF) in its *World Economic Outlook* report released in January 2023, predicted global economic growth to be in the range of 3.4% or a significant decline from the global economic growth in 2021 which was recorded at 6.2%.

The global economy was expected to grow lower than previous projections, amid rising risks of stagflation and high uncertainty in global financial markets. Global inflationary pressures continued to rise along with high commodity prices due to continued supply chain disruptions in line with ongoing Russia-Ukraine geopolitical tensions and widespread protectionist policies, especially in food.

Various countries, particularly the United States (US) responded to the increase in inflation with more aggressive monetary policy tightening, thus holding back economic recovery and increasing the risk of stagflation. Economic growth in various countries, such as the US, Europe, Japan, China, and India, was expected to be lower than previously projected, accompanied by increased fears of recession in the US. With these developments, global economic growth in 2022 was expected to be lower than the previous projection of 3.5% to 2.9%.

Sejalan dengan ekspor yang tetap kuat dan harga komoditas global yang masih tinggi. Pertumbuhan ekonomi juga ditopang oleh perbaikan berbagai lapangan usaha, seperti industri pengolahan, perdagangan, serta transportasi dan pergudangan. Perekonomian global terus diwarnai dengan meningkatnya inflasi di tengah pertumbuhan yang diperkirakan lebih rendah dari proyeksi sebelumnya. Berlanjutnya ketegangan geopolitik Rusia-Ukraina, yang disertai dengan pengenaan sanksi yang lebih luas dan kebijakan zero COVID-19 di Tiongkok, menahan perbaikan gangguan rantai pasokan.

Ketegangan antara Rusia dan Ukraina memicu percepatan perlambatan aktivitas ekonomi global. Perang di Ukraina menyebabkan harga komoditas melonjak tinggi, memperburuk gangguan pasokan, meningkatkan kerawanan pangan, kemiskinan, inflasi, memperketat kondisi keuangan hingga meningkatkan ketidakpastian kebijakan. Invasi ini juga mengakibatkan gangguan pada mata rantai global dan penurunan volume perdagangan dunia. Ekonomi Eropa tentu saja yang paling terdampak karena berhubungan erat dalam transaksi perdagangan dan kedekatan geografis dengan Rusia dan Ukraina. Kondisi ini jelas membuat inflasi global meningkat tajam dimana permintaan global meningkat, hambatan pasokan terjadi, serta harga pangan dan energi meningkat.

Gangguan dari sisi suplai terjadi disertai dengan meluasnya kebijakan proteksionisme terutama pangan oleh berbagai negara, mendorong tingginya harga komoditas global yang berdampak pada peningkatan tekanan inflasi global. Berbagai negara, termasuk Amerika Serikat (AS), merespons kenaikan inflasi tersebut dengan menempuh pengetatan kebijakan moneter yang lebih agresif sehingga berpotensi menahan pemulihan perekonomian global dan mendorong peningkatan risiko stagflasi. Pertumbuhan ekonomi berbagai negara, seperti AS, Eropa, Jepang, Tiongkok, dan India diperkirakan lebih rendah dari proyeksi sebelumnya.

ANALISA SEGMENT INDUSTRI

Kebijakan DMO dan DPO CPO berlaku mulai 01 Februari 2022 s.d. 17 Maret 2022, di mana eksportir diharuskan mengalokasikan 20% CPO untuk pasar domestik dengan harga Rp9.300/Kg (inc.PPN). Ini berpengaruh pada terhentinya pasokan ekspor CPO Indonesia, mengakibatkan harga CPO global melonjak karena kekhawatiran pasar akan *supply* yang terbatas. Pelarangan ekspor yang dimulai pada 28 April 2022 mengakibatkan harga merosot cukup dalam pada kuartal kedua.

Produksi minyak sawit tahun 2022 diprediksi lebih baik dari tahun 2021, di mana Malaysia akan mulai mendatangkan pekerja asing. Pasokan CPO global pada semester II membaik. Produksi global minyak *edible* tahun 2022 diperkirakan naik terutama untuk *soybean* dan *sunflower seed*. Invasi Rusia ke Ukraina membuat defisit pasokan *Sunflower Oil*, menahan harga *edible oil* dari penurunan. Indonesia dan Malaysia tetap berkomitmen untuk melaksanakan mandat biodiesel meskipun harga bahan baku minyak sawit tinggi, Indonesia telah menerapkan mandat B30 sejak tahun 2020, sementara Malaysia diharapkan melaksanakan mandat B20 pada akhir tahun 2022. Perlu dicermati isu global yang akan berpengaruh terhadap volatilitas harga *Palm Oil* tahun 2022, seperti *recovery post covid-19*, krisis energi global, dan kenaikan *interest rate* AS.

In accordance with continued strong exports and high global commodity prices. Improvements in numerous business sectors, such as manufacturing, trading, as well as transportation and storage, also contributed to economic growth. The global economy continued to be characterized by rising inflation amid growth which was predicted to be lower than previously projected. Continued geopolitical tensions between Russia and Ukraine, as well as the adoption of larger sanctions and China's zero COVID-19 policy, hampered advances in supply chain disruptions.

Tensions between Russia and Ukraine were creating an accelerated economic slowdown globally. The spike in commodity prices occurred because of the Ukraine conflict, which exacerbated supply disruptions, increased food insecurity, poverty, inflation, tightened financial conditions, and heightened policy uncertainty. The invasion also caused interruptions in global supply lines and a decline in global trade volumes. Because of their close ties in trade transactions and geographical proximity to Russia and Ukraine, European economies were naturally the most affected. Global inflation grew sharply as global demand increased, supply restrictions developed, and food and energy costs increased.

Supply-side disruptions accompanied by widespread protectionist policies, especially in food by various countries, caused the high global commodity prices, which in turn increased global inflationary pressures. Many countries, including the United States (US), responded to the increase in inflation by pursuing a more aggressive tightening of monetary policy, potentially holding back the global economic recovery, and increasing the risk of stagflation. Economic growth in various countries, such as the US, Europe, Japan, China, and India, was expected to be lower than previously projected.

INDUSTRY SEGMENT ANALYSIS

The CPO DMO and DPO policy took effect from February 01, 2022 to March 17, 2022, where exporters were required to allocate 20% of CPO for the domestic market at a price of IDR9,300/Kg (inc. VAT). This had the effect of halting Indonesia's CPO export supply, causing global CPO prices to spike due to market concerns of limited supply. The export ban, which started on April 28, 2022, caused prices to fall considerably in the second quarter.

Palm oil production in 2022 was predicted to be better than 2021, as Malaysia would start to bring in foreign workers. Global CPO supply in the second semester improved. Global edible oil production in 2022 was estimated to rise especially for soybean and sunflower seed. Russia's invasion of Ukraine created a supply deficit for sunflower oil, restraining edible oil prices from falling. Indonesia and Malaysia remain committed to biodiesel mandates despite high palm oil raw materials prices, Indonesia has implemented the B30 mandate since 2020, while Malaysia was expected to implement the B20 mandate by the end of 2022. It was necessary to pay close attention to global issues that would affect the volatility of Palm Oil prices in 2022, such as post covid-19 recovery, global energy crisis, and the increase in US' interest rate.



Di sisi lain, Produksi karet alam diperkirakan pulih pada tahun 2021 sebesar 6,5 % menjadi 13,86 juta ton, dan tumbuh 3,5 % pada tahun 2022 menjadi 14,3 juta ton. Total konsumsi karet tumbuh 9,4 % pada tahun 2021 dan diperkirakan meningkat 3,6 % pada tahun 2022. Suplai karet alam diperkirakan pulih pada tahun 2021 sebesar 5,7 % menjadi 13,79 juta ton dan tumbuh 3,5 % pada tahun 2022 menjadi 14,27 juta ton.

KENDALA YANG DIHADAPI DAN SOLUSI PENANGANANNYA

Iklim usaha yang penuh dengan ketidakpastian akibat pandemi COVID-19 yang masih terjadi di sepanjang tahun 2022 tentu saja memberikan dampak terhadap seluruh sektor usaha. Di sisi lain, Perang antara Rusia-Ukraina juga secara tidak langsung memberikan pengaruh terhadap iklim usaha, dan berkontribusi dalam membentuk ketidakpastian ekonomi. PTPN Group menghadapi tantangan dan tugas besar, terkait dengan peningkatan kinerja keuangan, pembangunan ekonomi berkelanjutan, serta berkontribusi dalam ketahanan pangan nasional.

Dalam menjalankan roda usaha, Holding Perkebunan dihadapkan dengan berbagai kendala yang manajemen anggap sebagai tantangan menuju masa depan yang lebih baik. Di tengah pandemi COVID-19, Holding Perkebunan Nusantara dituntut untuk berkembang dan berinovasi dengan cara mengeluarkan semua potensi diri untuk melakukan yang terbaik. Adanya pandemi COVID-19 bukan menjadi halangan bagi Perusahaan untuk beroperasi.

Berdasarkan hasil identifikasi tersebut, manajemen telah merancang langkah strategis sebagai bentuk mitigasi terhadap kelangsungan usaha PTPN Group. Holding Perkebunan melakukan pemetaan terhadap portofolio bisnis dan komoditas, yang menunjukkan portofolio *flagship* PTPN adalah komoditi kelapa sawit. Adapun komoditas dan bisnis lain yang termasuk ke dalam area fokus portofolio mencakup karet, tebu, teh, kopi, kakao, agrowisata, gula ritel, minyak goreng, teh ritel, dan kopi ritel. Adapun biodiesel, green diesel, dan bioethanol perlu memperhatikan kondisi pasar dan regulasi secara seksama.

Holding Perkebunan terus berupaya untuk memberikan dukungan pembiayaan kepada anak perusahaan, baik dalam bentuk pinjaman penerusan, pinjaman talangan ataupun dalam bentuk dukungan lainnya. Terkait dengan upaya Holding dalam restrukturisasi, fokus yang muncul adalah mengenai bagaimana beberapa anak perusahaan membutuhkan dana untuk modal kerja, investasi dan *refinancing debt*.

PERAN DIREKSI DALAM PENERAPAN KEBIJAKAN STRATEGIS

Di tahun 2022, Perusahaan telah menyusun dan menetapkan rencana strategis yang tertuang dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) sebagai tolak ukur pencapaian pada akhir tahun buku. Rencana strategis tersebut disusun dengan menggunakan asumsi-asumsi yang sejalan dengan kondisi umum Perusahaan dan aspirasi para pemegang saham.

On the other hand, natural rubber production was expected to recover in 2021 by 6.5% to 13.86 million tons and grew by 3.5% in 2022 to 14.3 million tons. Total rubber consumption grew by 9.4% in 2021 and was expected to increase by 3.6% in 2022. Natural rubber supply was expected to recover in 2021 by 5.7% to 13.79 million tons and grew by 3.5% in 2022 to 14.27 million tons.

CONSTRAINTS FACED BY THE COMPANY AND ITS SOLUTIONS

The uncertain business climate due to the ongoing COVID-19 pandemic throughout 2022 has certainly impacted all business sectors. On the other hand, the Russia-Ukraine war also indirectly affected the business climate and contributed to shaping economic uncertainty. PTPN Group faces major challenges and duties, related to improving financial performance, sustainable economic development, and contributing to national food security.

In running the business, Holding Perkebunan needs to deal with a number of constraints that management considers as challenges towards a better future. In the midst of the COVID-19 pandemic, Holding Perkebunan Nusantara is required to develop and innovate by releasing all of its potential to do its best. The presence of the COVID-19 pandemic is not an obstacle for the Company to operate.

Based on the identification results, management has designed strategic measures as a form of mitigation for PTPN Group's business continuity. Holding Perkebunan conducted a mapping of business and commodity portfolios, which showed that PTPN's flagship portfolio was palm oil. Other commodities and businesses included in the portfolio's focus areas include rubber, sugarcane, tea, coffee, cocoa, agro-tourism, retail sugar, cooking oil, retail tea, and retail coffee. As for biodiesel, green diesel and bioethanol, market conditions and regulations need to be carefully considered.

Holding Perkebunan strives to provide financial support to its subsidiaries, either in the form of two-step loans, bailout loans or other forms of support. Regarding Holding's efforts in restructuring, the focus that emerged was on how several subsidiaries needed funds for working capital, investment, and refinancing debt.

ROLE OF THE BOARD OF DIRECTORS IN IMPLEMENTING STRATEGIC POLICIES

In 2022, the Company has prepared and set a strategic plan contained in the Company's Work Plan and Budget as a benchmark for its achievement at the end of the fiscal year. The strategic plan was prepared using assumptions in line with the Company's general conditions and the aspirations of Shareholders.

Direksi beserta jajaran senantiasa berinisiatif untuk menyusun target jangka pendek dan jangka panjang dalam rangka mengembangkan usahanya. Dengan memperhatikan perkembangan kondisi dan tantangan perekonomian Indonesia, khususnya perkembangan segmen usaha agribisnis yang terjadi saat ini, maka *Holding Perkebunan* mempersiapkan sejumlah strategi dan target capaian yang akan dijadikan sebagai tolak ukur keberhasilan performa.

Tahun 2022 menjadi momentum bagi Perusahaan untuk menerapkan lima strategi akselerasi kinerja perusahaan dengan nilai-nilai AKHLAK sebagai *core value* BUMN. Kelima strategi tersebut yakni optimalisasi portofolio dan *operational excellences*, *commercial excellences* dan ekspansi hilir, optimalisasi aset dan kemitraan strategis, pengembangan kapabilitas dan budaya, serta meningkatkan sistem dan teknologi.

Penerapan rencana strategis tersebut bertujuan untuk mendukung kegiatan usaha yang dijalankan dengan mengalokasikan sumber daya yang dimiliki dalam rangka mewujudkan visi dan misi Perusahaan. Direksi memastikan bahwa *Holding Perkebunan* senantiasa berkomitmen menjalankan serangkaian kebijakan dan langkah strategis. Antara lain menerapkan *operational excellence* dan restrukturisasi organisasi. *Operational excellence* akan terus diakselerasi bersamaan dengan percepatan program transformasi EBITDA yang sarannya adalah menyejajarkan parameter ratio *COGS to sales* dan *SG&A to sales* sejajar *best practices* industri perkebunan.

Di sisi lain, restrukturisasi organisasi, penguatan kultur, dan kapabilitas SDM juga terus dipacu untuk memastikan *sustainability* perusahaan, sehingga akan lebih terjaga kemudian hari dengan terwujudnya budaya Perusahaan yang kuat dan SDM yang berdaya saing. Sebagai perusahaan perkebunan pertama milik bangsa Indonesia, Perusahaan berkomitmen untuk tetap mempertahankan kinerja positifnya dan melanjutkan program transformasi yang dijalankan. Hal ini penting dilakukan dalam upaya *Holding Perkebunan* mendukung ketahanan nasional, baik di sektor pangan melalui swasembada pangan, serta di sektor energi khususnya mendukung energi baru terbarukan. Selain itu, *Holding Perkebunan* juga senantiasa melakukan inisiatif inovasi dalam perkebunan kelapa sawit, guna mewujudkan industri sawit yang ramah lingkungan dan berkelanjutan.

PERBANDINGAN ANTARA HASIL YANG DICAPAI DENGAN YANG DITARGETKAN

Sepanjang tahun 2022, iklim usaha nasional memang dipenuhi dengan berbagai tantangan, namun hal itu tak menyurutkan kinerja usaha PTPN Group yang senantiasa bergerak positif. Manajemen *Holding Perkebunan* senantiasa berkomitmen untuk menerapkan praktik tata kelola perusahaan yang baik, kerangka kerja *enterprise risk management*, dan *business continuity management* dalam rangka menghadirkan kinerja yang optimal. Di lain pihak, Perusahaan juga mengelola risiko secara komprehensif dengan prinsip kehati-hatian dalam menjaga kelangsungan bisnis *Holding Perkebunan*.

In order to develop its business, the Board of Directors and its management always take the initiative to create short-term and long-term targets. *Holding Perkebunan* prepared a number of strategies and achievement targets that will serve as a benchmark for successful performance by paying attention to the development of the Indonesian economy's conditions and challenges, particularly the development of the agribusiness business segment that occurred at this time.

The year 2022 is a momentum for the Company to implement five strategies to accelerate the Company's performance with AKHLAK values as the core value of SOEs. The five strategies include portfolio optimization and operational excellence, commercial excellence and downstream expansion, asset optimization and strategic partnerships, capability and culture development, as well as system and technology improvement.

The implementation of strategic plan seeks to support the Company's activities by allocating its resources in order to accomplish the Company's vision and mission. The Board of Directors ensures that the *Holding Perkebunan* is always committed to implementing a series of policies and strategic measures, such as operational excellence and organizational restructuring. Operational excellence will be intensified, as will the EBITDA transformation program, with the goal of aligning the parameters of *COGS to sales* and *SG&A to sales* ratio with best practices in the plantation industry.

On the other side, organizational restructuring, culture strengthening, and HR capabilities will also continue to be accelerated to ensure the sustainability of the Company, so that it can be better maintained in the future with the realization of a strong corporate culture and competitive human resources. The Company is committed to maintaining its positive performance and pursuing its transformation program as the first plantation company owned by Indonesia. This is critical in *Holding Perkebunan*'s efforts to support national resilience, both in the food sector through food self-sufficiency and in the energy sector, particularly through the support for new renewable energy. Furthermore, *Holding Perkebunan* continues to innovation initiatives in palm oil plantations to achieve an environmentally friendly and sustainable palm oil sector.

COMPARISON OF ACHIEVEMENT RESULTS VS. TARGETS

Throughout 2022, the national business climate was certainly filled with various challenges, but it did not hamper PTPN Group's business performance which consistently moved positively. *Holding Perkebunan*'s Management has always been committed to implementing good corporate governance practices, enterprise risk management frameworks, and business continuity management in order to deliver optimal performance. On the other side, the Company also manages risks comprehensively with the precautionary principle of maintaining the business continuity of *Holding Perkebunan*.



Terlepas dari berbagai tantangan usaha yang masih penuh dengan ketidakpastian, Perusahaan berhasil membukukan kinerja keuangan yang optimal dan tetap sehat. Di tahun 2022, *Holding* Perkebunan merencanakan perolehan dari beberapa komponen substansial sebagai tolak ukur dalam menilai kinerja Perusahaan. Dari sisi produksi, beberapa parameter di antaranya yaitu pencapaian produktivitas TBS kelapa sawit realisasi s.d. Desember 2022 sebesar 21,69 ton/ha atau 93,38% dari RKAP yang dianggarkan sebesar 23,23 ton/ha dan 102,95% dari periode yang sama tahun 2021 sebesar 21,06 ton/ha. Sementara itu, realisasi produksi gula s.d. Desember 2022 sebesar 850.651,6 ton atau mencapai 77,31% terhadap RKAP yang dianggarkan tahun 2022 sebesar 1.100.292,8 ton dan 110,67% terhadap realisasi produksi gula pada periode yang sama tahun sebelumnya yaitu sebesar 768.638,0 ton. Di sisi lain, realisasi produksi tetes s.d. Desember 2022 sebesar 651.969,0 ton atau mencapai 99,55% terhadap RKAP yang dianggarkan tahun 2022 sebesar 654.893,7 ton dan 127,86% terhadap realisasi produksi tetes pada periode yang sama tahun sebelumnya yaitu sebesar 509.926,9 ton.

Dapat kami sampaikan pula bahwa per 31 Desember 2022, total Aset Perusahaan sebesar Rp149,16 triliun atau mengalami peningkatan sebesar 3,13% dibanding tahun sebelumnya, sementara total Liabilitas berjumlah Rp79,04 triliun yang juga naik sebesar 0,15% dan Ekuitas Perusahaan sebesar Rp70,12 triliun atau naik sebesar 6,71%. Sementara itu, Jumlah Pendapatan *Holding* Perkebunan Nusantara di tahun 2022 tercatat sebesar Rp55,863 triliun, jumlah tersebut naik 4,28% atau setara dengan Rp2,293 triliun jika dibandingkan jumlah pendapatan tahun 2021 sebesar Rp53,569 triliun. Hal ini terutama disebabkan oleh kenaikan pendapatan komoditi kelapa sawit.

Perbandingan antara target dan pencapaian tersebut menjadi salah satu gambaran yang dipertimbangkan dalam penyusunan target dan strategi bisnis ke depan. Didukung oleh kapasitas serta prospek yang dimiliki, *Holding* Perkebunan Nusantara optimis untuk dapat meraih kinerja unggul secara berkelanjutan di masa mendatang. Perusahaan terus berkomitmen untuk mengembangkan dan melestarikan sumber daya alam serta sumber daya manusia. Karena keberhasilan program transformasi akan membawa PTPN Group menjadi kebanggaan baru Indonesia.

ANALISIS TENTANG PROSPEK USAHA

Seperti dikutip dari Tinjauan Kebijakan Moneter yang dirilis oleh Bank Indonesia, menjelaskan bahwa pertumbuhan ekonomi domestik Indonesia tetap baik. Permintaan domestik tetap berdaya tahan dipengaruhi oleh daya beli masyarakat dan keyakinan pelaku ekonomi yang tetap terjaga.

Sementara itu, kinerja ekspor diperkirakan tetap kuat, khususnya didorong ekspor batu bara, CPO, besi dan baja, serta ekspor jasa, seiring permintaan beberapa mitra dagang utama yang masih kuat serta dampak positif kebijakan yang ditempuh Pemerintah. Secara spasial, kinerja positif ekspor ditopang terutama didorong Kalimantan, Sumatera, dan Sulawesi-Maluku-Papua (Sulampua), yang tetap tumbuh kuat. Pertumbuhan ekonomi yang tetap baik sejalan dengan perkembangan dari sisi lapangan usaha di mana sektor Perdagangan Besar dan Eceran, Industri Pengolahan, serta Transportasi dan Pergudangan tumbuh cukup kuat. Dengan perkembangan tersebut, pertumbuhan ekonomi 2022 diperkirakan tetap bisa ke atas dalam kisaran proyeksi Bank Indonesia pada

Despite significant business challenges that remained uncertain, the Company was able to achieve excellent financial performance and remain healthy. In 2022, *Holding* Perkebunan intended to benefit from several substantial components as benchmarks in analyzing the Company's 2022 performance. In terms of production, a number of parameters include the achievement of palm oil FFB productivity of 21.69 tons/ha realized up to December 2022, which was 93.38% of the Company's Work Plan and Budget target of 23.23 tons/ha and 102.95% of the same period in 2021, which was 21.06 tons/ha. Meanwhile, the realization of sugar production up to December 2022 amounted to 850,651.6 tons, or 77.31% of the Company's 2022 Work Plan and Budget target of 1,100,292.8 tons and 110.67% of the previous year's realization of 768,638.0 tons. On the other side, the realization of molasses production up to December 2022 amounted to 651,969.0 tons or 99.55% of the Company's 2022 Work Plan and Budget of 654,893.7 tons and 127.86% of the realization of molasses production in the same period the previous year of 509,926.9 tons.

We can also convey that as of December 31, 2022, the Company's total assets amounted to IDR149.16 trillion or increased by 3.13% compared to the previous year, while total liabilities amounted to IDR79.04 trillion, which also increased by 0.15% and the Company's Equity amounted to IDR70.12 trillion or increased by 6.71%. Meanwhile, the total revenue of *Holding* Perkebunan Nusantara in 2022 was recorded at IDR55.863 trillion, an increase of 4.28% or equivalent to IDR2.293 trillion when compared to the total revenue in 2021 of IDR53.569 trillion. This was mainly due to an increase in palm oil commodity revenue.

One of the figures evaluated in the preparation of the Company's future business targets and strategies is the comparison of targets and achievements. *Holding* Perkebunan Nusantara expects to achieve sustainable optimal performance based on its capacity and prospects. The Company remains dedicated to the development and preservation of natural and human resources. Because the success of the transformation program will enable PTPN Group to become Indonesia's new pride.

ANALYSIS OF BUSINESS OUTLOOK

As quoted from the Monetary Policy Review released by Bank Indonesia, it explains that Indonesia's domestic economic growth remains good. Domestic demand remains resilient, influenced by people's purchasing power and the confidence of economic actors that is maintained.

Meanwhile, export performance is expected to remain strong, especially driven by coal, CPO, iron, and steel exports, as well as service exports, in line with the strong demand of several major trading partners and the positive impact of policies pursued by the Government. Spatially, positive export performance is mainly driven by Kalimantan, Sumatra, and Sulawesi-Maluku-Papua (Sulampua), which continue to grow strongly. Economic growth remains good in line with developments in terms of business sectors where the Wholesale and Retail Trade, Manufacturing Industry, and Transportation and Warehousing sectors grow relatively strong. With these developments, economic growth in 2022 is expected to remain upward within Bank Indonesia's projection range of

4,5-5,3%. Pada tahun 2023, pertumbuhan ekonomi diperkirakan tetap kuat meskipun sedikit melambat sejalan dengan perlambatan ekonomi global ke titik tengah kisaran 4,5-5,3%.

Berdasarkan uraian tersebut, Perusahaan telah merancang strategi diantaranya melakukan restrukturisasi bisnis gula PTPN Group. Perusahaan telah menyusun Rencana Jangka Panjang Perusahaan Tahun 2020-2024 di mana salah satu inisiatif strategis dalam mencapai visi dan misi perusahaan adalah melakukan restrukturisasi bisnis gula PTPN Group menjadi *single entity* yang dikelompokkan ke dalam *strategic mapping* berdasarkan (i) Nilai Ekonomi dan Sosial untuk Indonesia, (ii) Inovasi Model Bisnis, (iii) Kepemimpinan Teknologi, (iv) Peningkatan Investasi, dan (v) Pengembangan Talenta. Restrukturisasi bisnis gula PTPN Group merupakan 1 dari 88 proyek strategis Kementerian BUMN sebagaimana tertuang dalam Roadmap Kementerian Badan Usaha Milik Negara.

Berdasarkan dengan RJPP Tahun 2020 - 2024 di mana salah satu inisiatif strategis dalam mencapai visi dan misi perusahaan adalah dengan melakukan restrukturisasi anak perusahaan dan memperkuat tata kelola *holding* dengan melakukan aksi korporasi terhadap Anak dan/atau Cucu Perusahaan Non PTPN. Perusahaan telah menyusun Kajian Strategis Restrukturisasi Anak/Cucu Perusahaan Non PTPN dengan rekomendasi pengelompokan aksi korporasi berupa *merger, roll up* ke induk, *divestasi, likuidasi, partially divest*, dan *strategic partner*.

Implementasi program Restrukturisasi Anak / Cucu Perusahaan Non PTPN telah berjalan sejak tahun 2020, di mana sejak tahun 2020 – 2022 telah terealisasi sebanyak 13 (tiga belas) aksi korporasi. Pada tahun 2023 program Restrukturisasi Anak dan/atau Cucu Perusahaan Non PTPN akan tetap dilanjutkan sesuai dengan *mapping* hasil kajian yang telah disusun.

Perusahaan juga berkomitmen melakukan akselerasi peningkatan kinerja operasional dan keuangan PTPN Group melalui Program Percepatan Peningkatan EBITDA PTPN Group. Program ini telah berjalan sejak tahun 2021, di mana sejak 2021-2022 telah terimplementasi Percepatan Peningkatan EBITDA PTPN Group Fase I melalui 9 program utama yaitu *Revenue Enhancement, Operational Excellence, Logistics Optimization, Procurement Excellence, Zero Based Budgeting, Organizational Excellence, Cash Office, Operations Control Tower, Management Review Cycle* dan *Strategic Transformation Office* yang diimplementasikan di *Holding* dan di Anak Perusahaan. Pada Semester II 2022 Program Percepatan Peningkatan EBITDA PTPN Group telah memasuki Fase II dengan melanjutkan 9 program di Fase I dan menambah satu program baru yaitu *Operational Excellence*.

PERKEMBANGAN PENERAPAN TATA KELOLA PERUSAHAAN

Perusahaan berkomitmen untuk terus mengikuti perkembangan praktik tata kelola terbaik yang berlaku di ranah nasional, regional, maupun internasional. Wujud komitmen manajemen dalam upaya untuk menerapkan GCG secara terencana, sistemik, dan berkesinambungan tergambar dari visi *Holding* Perkebunan Nusantara PTPN III (Persero) yaitu: "Menjadi Perusahaan agribisnis nasional yang unggul dan berdaya saing kelas dunia serta berkontribusi secara berkesinambungan bagi kemajuan bangsa".

4,5-5,3%. Economic growth is predicted to remain high in 2023, falling slightly to the midpoint of the 4.5-5.3% range in line with the global economic slowdown.

Based on this description, the Company has designed strategies including restructuring the sugar business of PTPN Group. The Company has prepared the Company's 2020-2024 Long-Term Plan where one of the strategic initiatives in achieving the Company's vision and mission is to restructure PTPN Group's sugar business into a single entity grouped into strategic mapping based on (i) Economic and Social Value for Indonesia, (ii) Business Model Innovation, (iii) Technology Leadership, (iv) Investment Increase, and (v) Talent Development. The restructuring of PTPN Group's sugar business is 1 of 88 strategic projects of the Ministry of SOEs as stated in the Roadmap of the Ministry of State-Owned Enterprises.

Based on the Company's 2020-2024 Long-Term Plan where one of the strategic initiatives in achieving the Company's vision and mission is to restructure subsidiaries and strengthen holding governance by taking corporate actions towards Non-PTPN Subsidiaries and/or Sub-Subsidiaries. The Company has prepared a Strategic Study on the Restructuring of Non-PTPN Subsidiaries/Sub-Subsidiaries with recommendations of corporate actions grouping in the form of merger, roll-up to parent, divestment, liquidation, partially divested, and strategic partner.

The implementation of the Restructuring Program of Non-PTPN Subsidiaries/Sub-Subsidiaries has been running since 2020, where from 2020-2022 13 (thirteen) corporate actions have been realized. In 2023, the Restructuring Program of Non-PTPN Subsidiaries and/or Sub-Subsidiaries will continue in accordance with the mapping of the study results that have been prepared.

The Company is also committed to accelerating the improvement of PTPN Group's operational and financial performance through PTPN Group EBITDA Improvement Acceleration Program. This program has been running since 2021, where from 2021-2022 the PTPN Group EBITDA Improvement Acceleration Program Phase I has been implemented through 9 main programs, namely Revenue Enhancement, Operational Excellence, Logistics Optimization, Procurement Excellence, Zero Based Budgeting, Organizational Excellence, Cash Office, Operations Control Tower, Management Review Cycle and Strategic Transformation Office which are implemented in Holding and in Subsidiaries. In the second semester of 2022, the PTPN Group EBITDA Acceleration Program has entered Phase II by continuing the 9 programs in Phase I and adding one new program, namely Operational Excellence.

DEVELOPMENT OF CORPORATE GOVERNANCE IMPLEMENTATION

The Company is committed to keeping abreast of the development of best governance practices that apply nationally, regionally, and internationally. The management's commitment to implement GCG in a planned, systemic, and sustainable manner is reflected in the vision of Holding Perkebunan Nusantara PTPN III (Persero), namely: "To become a world-class leading and competitive national agribusiness company that contributes sustainably towards the nation's advancement".



Di sisi lain, GCG juga menjadi dasar operasi Perusahaan, seperti yang telah ditegaskan oleh Undang-Undang No. 19 tahun 2003 tentang BUMN, bahwa Direksi dan Dewan Komisaris dalam melaksanakan tugasnya harus menerapkan prinsip-prinsip profesionalisme, efisiensi, transparansi, kemandirian dan tanggung jawab. Penerapan prinsip-prinsip GCG diyakini berperan penting untuk membantu menjaga kepercayaan para pemangku kepentingan, serta menjaga kinerja unggul dan pertumbuhan yang berkelanjutan dalam jangka panjang.

Sementara itu, sebagai warga korporasi, Perusahaan senantiasa menerapkan prinsip-prinsip governansi korporat yang ditetapkan oleh Komite Nasional Kebijakan Governance (KNKG), berlandaskan pada 4 (empat) pilar governansi korporat, yaitu perilaku beretika, akuntabilitas, transparansi, dan keberlanjutan, sebagaimana tertuang dalam Pedoman Umum Governansi Korporat Indonesia (PUGKI), yang terakhir dimutakhirkan pada tahun 2021. PUGKI 2021 sendiri, merupakan pengembangan dan perkembangan terkini dari nilai dasar TARIF (Transparansi, Akuntabilitas, Responsibilitas, Independensi, dan *Fairness*) yang terakhir digunakan pada PUGKI 2019.

Perusahaan meyakini, komitmen terhadap penerapan GCG tidak hanya dipandang sebagai kewajiban untuk mematuhi peraturan yang berlaku, melainkan juga diyakini sebagai kunci sukses dalam upaya pencapaian kinerja bisnis yang efektif, efisien, serta berkelanjutan. Langkah implementasi kebijakan penerapan GCG, adalah dengan menjalankan budaya Perusahaan yang tercermin pada sikap dan tingkah laku sehari-hari di seluruh jajaran manajemen dan karyawan.

Selain itu, Perusahaan juga melakukan komunikasi dan sosialisasi, pelatihan, serta memetakan akuntabilitas dan tanggung jawab sesuai perubahan bisnis dan organisasi di lingkup Perusahaan. Selain itu, Perusahaan juga senantiasa mematuhi peraturan dan menjunjung tinggi kebijakan serta nilai-nilai yang terkandung dalam praktik tata kelola Perusahaan.

PERUBAHAN KOMPOSISI DIREKSI

Di sepanjang tahun 2022, tidak terdapat perubahan komposisi dan susunan keanggotaan Direksi. Seluruh anggota Direksi *Holding Perkebunan Nusantara PTPN III (Persero)* telah lulus *Fit and Proper Test* dan telah memperoleh persetujuan dari pemegang saham, dan berdomisili di Indonesia. Masa jabatan anggota Direksi adalah 5 (lima) tahun. Adapun komposisi dan susunan Direksi per 31 Desember 2022, adalah sebagai berikut:

Komposisi dan Susunan Direksi per 31 Desember 2022
Structure and Composition of the Board of Directors as of December 31, 2022

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Keterangan Remarks
Mohammad Abdul Ghani	Direktur Utama President Director	SK Menteri BUMN No. SK-231/ MBU/10/2019 Decree of the Minister of SOEs No. SK-231/ MBU/10/2019	12 Februari 2020 – 17 Oktober 2024 February 12, 2020 to October 17, 2024
Denaldy Mulino Maulana	Wakil Direktur Utama Vice President Director	SK Menteri BUMN No.48/MBU/02/2020 Decree of the Minister of SOEs No. SK-48/ MBU/02/2020	12 Februari 2020–12 Februari 2025 February 12, 2020 to February 12, 2025

On the other side, GCG is also the basis of the Company's operations, as has been confirmed by Law No. 19 of 2003 concerning SOEs, that the Board of Directors and the Board of Commissioners must apply the principles of professionalism, efficiency, transparency, independence, and responsibility in performing their duties. The implementation of GCG principles is believed to perform an essential role in helping to maintain the trust of stakeholders and sustaining superior performance and sustainable growth in the long term.

Meanwhile, as a corporate citizen, Perumnas always follows good corporate governance principles, which are based on 4 (four) pillars of corporate governance, namely ethical behavior, accountability, transparency, and sustainability, as stated in the Indonesian General Guidelines for Corporate Governance (PUGKI), which was last updated in 2021. The 2021 PUGKI is the latest development and evolution of the basic values of TARIF (Transparency, Accountability, Responsibility, Independence and Fairness), which were last used in PUGKI 2019.

The Company believes that commitment to GCG implementation is not only a requirement to comply with applicable and regulations, but also a key to success in efforts to create effective, efficient, and sustainable business performance. The implementation step of the GCG implementation policy is to implement the Company's culture, which is represented in the daily attitudes and behaviors of all levels of management and employees.

Furthermore, the Company performs communication and socialization, training, and accountabilities and responsibilities mapping in response to business and organizational changes within the Company. In addition, the Company consistently complies with regulations and upholds the policies and values outlined in its governance processes.

CHANGES IN THE COMPOSITION OF THE BOARD OF DIRECTORS

Throughout 2022, there have been no changes in the structure and composition of the Board of Directors. All members of the Board of Directors of *Holding Perkebunan Nusantara PTPN III (Persero)* have passed the *Fit and Proper Test* and have obtained approval from shareholders and are domiciled in Indonesia. The term of office for members of the Board of Directors is 5 (five) years. The structure and composition of the Board of Directors as of December 31, 2022, are as follows:

Komposisi dan Susunan Direksi per 31 Desember 2022

Structure and Composition of the Board of Directors as of December 31, 2022

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Keterangan Remarks
Seger Budiarto	Direktur Sumber Daya Manusia Director of Human Resources	SK Menteri BUMN No.SK-133/MBU/04/2021 Decree of the Minister of SOEs No. SK-133/MBU/04/2021	28 April 2021 – 28 April 2026 April 28, 2021 - April 28, 2026
Dwi Sutoro	Direktur Pemasaran Director of Marketing	SK Menteri BUMN No. SK-231/MBU/10/2019 Decree of the Minister of SOEs No. SK-231/MBU/10/2019	17 Oktober 2019 - 17 Oktober 2024 October 17, 2019 – October 17, 2024
Ahmad Haslan Saragih	Direktur Pelaksana Managing Director	SK Menteri BUMN No. SK-231/MBU/10/2019 Decree of the Minister of SOEs No. SK-231/MBU/10/2019	17 Oktober 2019–28 Juni 2023 October 17, 2019 – June 28, 2023
M. Iswahyudi	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	SK Menteri BUMN No.SK-48/MBU/02/2020 Decree of the Minister of SOEs No. SK-48/MBU/02/2020	12 Februari 2020 - 12 Februari 2025 February 12, 2020 to February 12, 2025
Mahmudi	Direktur Produksi dan Pengembangan Director of Production and Development	SK Menteri BUMN No.SK-48/MBU/02/2020 Decree of the Minister of SOEs No. SK-48/MBU/02/2020	17 Oktober 2019–17 Oktober 2024 October 17, 2019 to October 17, 2024
Doni P. Gandamihardja	Direktur Umum Director of General Affairs	SK Menteri BUMN No.SK-133/MBU/04/2021 Decree of the Minister of SOEs No. SK-133/MBU/04/2021	28 April 2021 - 28 April 2025 April 28, 2021 to April 28, 2025

Segenap Direksi berkomitmen untuk menjalankan amanah ini dengan senantiasa mengedepankan prinsip tata kelola perusahaan yang baik untuk kepentingan Para Pemegang Saham dan Para Pemangku Kepentingan Lainnya.

The entire Board of Directors is committed to performing this mandate by always prioritizing the principles of good corporate governance for the benefit of Shareholders and Other Stakeholders.

APRESIASI

Tahun 2022 masih menghadirkan sejumlah tantangan. Namun demikian, Direksi memberikan apresiasi kepada seluruh karyawan yang telah bekerja dengan dedikasi tinggi menjawab semua tantangan yan ada. Direksi juga memberikan apresiasi kepada Dewan Komisaris atas kerja sama, nasihat dan rekomendasi yang diberikan. Tak lupa, atas nama Perusahaan, Direksi juga memberikan apresiasi kepada Pemegang Saham dan seluruh pemangku kepentingan atas kerja sama yang telah terjalin dengan baik dan kepercayaan yang telah diberikan. Semoga pencapaian ini akan menginspirasi seluruh pihak untuk dapat terus memaksimalkan kemampuannya dan menjadi fondasi bagi Perusahaan untuk dapat tumbuh di masa yang akan datang.

APPRECIATION

The year 2022 remained a year filled with various challenges. However, the Board of Directors would like to express its appreciation to all employees who have worked with high dedication to address all the challenges. The Board of Directors also appreciates the Board of Commissioners for their cooperation, advice, and recommendations. Finally, on behalf of the Company, the Board of Directors also conveys its appreciation to the Shareholders and all stakeholders for their cooperation and trust. Hopefully, this achievement will inspire all parties to continue to maximize their abilities and become the foundation for the Company to grow in the future.

Jakarta, 2 Mei 2023
Jakarta, May 2, 2023

Mohammad Abdul Ghani
Direktur Utama
President Director



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The background of the page features a warm, golden-yellow gradient. On the left side, there is a photograph of a rural landscape. A yellow container, possibly a waste bin, is visible in the foreground, with the letters 'PTPN' printed on its side. In the background, there is a building with a corrugated metal roof and some greenery. The overall scene is bathed in a soft, golden light, suggesting a sunrise or sunset.

03

PROFIL PERUSAHAAN

COMPANY PROFILE

Perusahaan berkomitmen melakukan akselerasi peningkatan kinerja operasional dan keuangan PTPN Group melalui Program Percepatan Peningkatan EBITDA PTPN Group.

The Company is committed to accelerating the improvement of PTPN Group's operational and financial performance through the PTPN Group EBITDA Improvement Acceleration Program.

INFORMASI UMUM DAN IDENTITAS PERUSAHAAN

GENERAL INFORMATION AND CORPORATE IDENTITY



Nama Perusahaan
Company Name

PT Perkebunan Nusantara III (PTPN III) Persero

Tanggal Pendirian
Date of Establishment

11 Maret 1996 | March 11, 1996

Modal Dasar
Authorized Capital

Rp66.600.000.000,00 - | IDR66,600,000,000,000

Jumlah Karyawan
Number of Employees

122.215 orang (2022)* | 122,215 people (2022)*
*) including Non-Permanent Employee

Dasar Hukum Pembentukan Holding Perkebunan Nusantara

Legal Basis of Establishment of Holding Company of Perkebunan Nusantara

Peraturan Pemerintah No. 72 Tahun 2014 tentang Penambahan Penyertaan Modal Negara Republik Indonesia Ke Dalam Modal Saham Perusahaan Perseroan PT Perkebunan Nusantara III, menjadi perusahaan induk (holding) bagi PT Perkebunan Nusantara I, II, IV, V, VI, VII, VIII, IX, X, XI, XII, XIII dan XIV.

Government Regulation No. 72 of 2014 concerning Addition of State Equity Participation of the Republic of Indonesia into the Company's Share Capital of PT Perkebunan Nusantara III, became the holding company of PT Perkebunan Nusantara I, II, IV, V, VI, VII, VIII, IX, X, XI, XII, XIII and XIV.

Kepemilikan Saham
Share Ownership

Negara Republik Indonesia 100,00%
100% owned by the Republic of Indonesia

Kantor Operasional
Operational Office

Jl. Sei Batanghari No. 2, Medan
Telp: (+62 61) 845 2244, 845 3100
Fax: (+62 61) 8455177, 8454728



Maksud dan Tujuan Pendirian

Purpose and Objective of Establishment

Berusaha dalam bidang Agrobisnis dan Agroindustri.
Engaged in Agrobusiness and Agroindustry.

Status Perusahaan
Company Status

Badan Usaha Milik Negara (BUMN) Holding Perusahaan Perkebunan Nusantara
State-Owned Enterprise (SOE) Holding Company of Perkebunan Nusantara

Website Perusahaan
Corporate Website

www.holding-perkebunan.com

Modal Ditempatkan dan Disetor Penuh
Issued and Fully Paid Capital

Rp40.216.132.000.000,- (per 31 Desember 2022)
IDR40,216,132,000,000 as of December 31, 2022

Surel
Email

sekretariat@holding-perkebunan.com

Dasar Hukum Pendirian
Date of Establishment

Peraturan Pemerintah No. 8 Tanggal 14 Februari 1996, Sesuai Dengan Akta No.36 Tanggal 11 Maret 1996 Dari Harun Kamil, S.h., Notaris Di Jakarta. Akta Pendirian Ini Disahkan Oleh Menteri Kehakiman Republik Indonesia Dalam Surat Keputusannya No. C2-8331 Ht.01.01.Th.96. Tanggal 8 Agustus 1996 Dan Telah Diumumkan Dalam Berita Negara Republik Indonesia No. 81 Tanggal 8 Oktober 1996, Tambahan No. 8674.

Government Regulation No. 8 dated February 14, 1996, in accordance with Deed No. 36 dated March 11, 1996, by Harun Kamil, S.H., Notary in Jakarta. Deed of Establishment was approved by the Minister of Justice of the Republic of Indonesia through Decree No. C2-8331 HT.01.01.Th.96. dated August 8, Agustus 1996, and announced in the State Gazette of the Republic of Indonesia No. 81 dated October 8, 1996, supplement No. 8674.

Media Sosial
Social Media

- Facebook : @holdingperkebunan
- Twitter : @holding_ptpn
- Instagram : holdingperkebunan
- Youtube : holding_perkebunan

Sekretaris Perusahaan
Corporate Secretary

Bambang Agustian
Kedudukan: Kantor Holding
Position: Holding Office
Telp: 021 29183300
Fax: 021 5203030
Email: sekretariat@holding-perkebunan.com

Layanan Pengaduan
Customer Care

LAPOR!: <https://lapor.go.id>
Whistleblowing: apps.ptpn3.id:81/wbs/

Alamat
Address

Kantor Pusat
Head Office

Gedung Agro Plaza Lt.15,
Jl. HR. Rasuna Said Kav. X2, No. 1, Setiabudi
Jakarta Selatan, 12950
Agro Plaza Building 5th Floor,
Jl. HR. Rasuna Said Kav. X2, No. 1, Setiabudi
South Jakarta, 12950
Telp. (+62 21) 2918 3300
Fax. (+62 21) 520 3003

Entitas Anak dan Asosiasi
Subsidiaries and Associates

Sebagai Holding Perkebunan Nusantara, Perusahaan mempunyai kepemilikan secara langsung atau tidak langsung pada beberapa entitas anak dan juga penyertaan saham pada beberapa entitas asosiasi dari PT Perkebunan Nusantara I, II, IV, V, VI, VII, VIII, IX, X, XI, XII, XIII dan XIV Rp30.738.578.194.542 (per 31 Desember 2022)

Subsidiaries and Associates: As Holding Perkebunan Nusantara, The Company has direct or indirect ownership on several subsidiary entities and also investment in shares in several associate entities of PT Perkebunan Nusantara I, II, IV, V, VI, VII, VIII, IX, X, XI, XII, XIII and XIV in the amount of IDR30,738,578,194,542 (as of December 31, 2022)



RIWAYAT SINGKAT PERUSAHAAN

BRIEF HISTORY OF THE COMPANY



Sekilas Tentang Perusahaan

PT Perkebunan Nusantara III (Persero), disebut juga dengan “PTPN III (Persero)” atau “Perusahaan”, didirikan pada tanggal 11 Maret 1996 berdasarkan Peraturan Pemerintah No. 8 tanggal 14 Februari 1996, sesuai dengan akta No.36 tanggal 11 Maret 1996 dari Harun Kamil, S.H., Notaris di Jakarta. Akta Pendirian ini disahkan oleh Menteri Kehakiman Republik Indonesia dalam Surat Keputusannya No. C2-8331 HT.01.01.Th.96. tanggal 8 Agustus 1996 dan telah diumumkan dalam Berita Negara Republik Indonesia No. 81 tanggal 8 Oktober 1996, tambahan No. 8674. Anggaran Dasar Perusahaan telah beberapa kali mengalami perubahan, terakhir dengan akta No. 08 tanggal 24 Juni 2021, yang dibuat oleh Nanda Fauz Iwan, S.H., M.Kn., Notaris di Jakarta Selatan. Akta perubahan ini telah diterima dan dicatat dalam Sistem Administrasi Badan Hukum sesuai Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar No. AHU-AH.01.03-0429723 tanggal 19 Juli 2021 dan telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia sesuai Keputusan No. AHU-0040341. AH.01.02 Tahun 2021 tanggal 19 Juli 2021.

The Company at a Glance

PT Perkebunan Nusantara III (Persero), also known as “PTPN III (Persero)” or “the Company”, was established on March 11, 1996 based on the Government Regulation No. 8 dated February 14, 1996, in accordance with Deed No. 36 dated March 11, 1996 from Harun Kamil, S.H., Notary in Jakarta. The Deed of Establishment was ratified by the Minister of Justice of the Republic of Indonesia through Decree No. C2-8331 HT.01.01.Th.96. dated August 8, 1996 and has been announced in the State Gazette of the Republic of Indonesia No. 81 dated October 8, 1996, Supplement No. 8674. The Company’s Articles of Association have been amended several times, most recently by Deed No. 8 dated June 24, 2021, drawn up before Nanda Fauz Iwan, S.H., M.Kn. Notary in South Jakarta. This amendment deed has been accepted and registered in the Legal Entity Administration System according to Letter of Acceptance of Notification of Amendment to Articles of Association No. AHU-AH.01.03-0429723 dated July 19, 2021 and has been approved by the Minister of Law and Human Rights of the Republic of Indonesia in accordance with Decree No. AHU-0040341.AH.01.02 Year 2021 dated July 19, 2021.

PT Perkebunan Nusantara III (Persero) merupakan Badan Usaha Milik Negara (BUMN) di bidang usaha agribisnis dan agroindustri. Perusahaan dipercaya mengelola Kawasan Ekonomi Khusus Sei Mangkei (KEK Sei Mangkei) di Simalungun, Sumatera Utara, yang telah ditetapkan oleh Pemerintah Indonesia melalui Peraturan Pemerintah No. 29 tahun 2012 yang merujuk pada Undang-Undang No. 39 tahun 2009 tentang Kawasan Ekonomi Khusus. KEK Sei Mangkei memiliki luas 1.933,8 ha dan dapat menyerap tenaga kerja 83.304 orang hingga tahun 2031.

Pada tahun 2014, Pemerintah menerbitkan Peraturan Pemerintah Nomor 72 tahun 2014 tanggal 17 September 2014, tentang Penambahan Penyertaan Modal Negara Republik Indonesia Ke Dalam Modal Saham PTPN III (Persero), yang mengubah komposisi saham Pemerintah Indonesia pada PTPN III (Persero) dengan mengalihkan saham milik Negara Republik Indonesia pada PT Perkebunan Nusantara I, II, dan IV sampai dengan XIV, sehingga PTPN III (Persero) memiliki 90% saham PT Perkebunan Nusantara I, II, dan IV sampai dengan XIV. Dengan perubahan tersebut, PTPN III (Persero) bertransformasi menjadi Nusantara Holding Plantation Company sebagai induk perusahaan dari PT Perkebunan Nusantara I, II, dan IV sampai dengan XIV (PTPN). Untuk mewujudkan visi dan misi perusahaan, PTPN III (Persero) menyusun kajian Rencana Jangka Panjang Perusahaan (RJPP) yang mencakup evaluasi kinerja historis, analisis kondisi saat ini, pengembangan strategi dan proyeksi keuangan, serta *roadmap* implementasi.

Dengan telah terbentuknya *Holding* BUMN Perkebunan diharapkan dapat mendorong integrasi dan sinergi antar BUMN Perkebunan (PTPN I sampai dengan PTPN XIV) yang tersebar di berbagai wilayah di Indonesia, serta mampu meningkatkan efisiensi dengan skala ekonomi yang semakin besar. Dengan demikian, diharapkan permasalahan yang dihadapi tiap BUMN Perkebunan dapat lebih mudah diatasi sehingga kinerja diharapkan akan meningkat drastis.

Januari 2022 Sinergi PTPN, Pelindo dan KAI Optimalkan Terminal Multipurpose Kuala Tanjung dan KEK Sei Mangkei. Februari 2022 Pembukaan kembali LPP Garden Hotel, Yogyakarta. Maret 2022 *Holding* Perkebunan Nusantara meluncurkan Institut Teknologi Sawit Indonesia. Juni 2022, PTPN Group bangun Pabrik Bio CNG berbahan baku limbah cair kelapa sawit. Oktober 2022, Dukung ketahanan pangan dan energi Kementerian BUMN bentuk PT. Sinergi Gula Nusantara dan Desember 2022, Anak usaha PTPN III, yaitu PT. INL membangun Pabrik Minyak Goreng baru dengan kapasitas olahan 2500 ton per hari; Akselerasi pencapaian target NDC, PTPN III (Persero) kembangkan Biopellet Tandan Kosong Sawit dengan mitra dari Jepang.

Keterangan Perubahan Nama

Sejak awal Perusahaan terbentuk pada tanggal 11 Maret 1996 sampai sekarang, Perusahaan tidak pernah mengalami perubahan nama dan tetap menggunakan nama PT Perkebunan Nusantara III (Persero), yang disingkat menjadi PTPN III (Persero). Perubahan hanya terjadi pada status Perusahaan seperti yang telah dijelaskan di atas, yang membuat Perusahaan resmi menjadi Perusahaan Induk (*Holding*) BUMN Perkebunan dari PTPN I, II, dan IV sampai dengan XIV (PTPN). Kedudukan Perusahaan menjadi *Holding* BUMN Perkebunan ditegaskan dalam Anggaran Dasar Perusahaan sesuai Akta No. 08 tanggal 24 Juni 2021 yang dibuat oleh Nanda Fauz Iwan, SH., MKn., Notaris di Jakarta Selatan.

PT Perkebunan Nusantara III (Persero) is a State-Owned Enterprise (SOE) engaged in the field of Agribusiness and Agroindustry. The Company is entrusted to manage Sei Mangkei Special Economic Zone (KEK Sei Mangkei) in Simalungun, North Sumatera. KEK Sei Mangkei has been established by the Indonesian Government through Government Regulation No. 29 of 2012, which refers to Law No. 39 of 2009 on Special Economic Zone. KEK Sei Mangkei has an area of 1,933.8 ha and can absorb 83,304 employees until 2031.

In 2014, the Government issued Government Regulation No. 72 of 2014 dated September 17, 2014 concerning the Addition of State Equity Participation of the Republic of Indonesia into the Share Capital of PT Perkebunan Nusantara III (Persero), which changed the share composition of the Government of Indonesia to the Company by transferring the Republic of Indonesia's shares to PT Perkebunan Nusantara I, II, and IV to XIV. Therefore, the Company owned 90% of shares of PT Perkebunan Nusantara I, II, and IV to XIV. With these changes, PTPN III (Persero) was transformed into Holding Company of Perkebunan Nusantara as the holding company of PT Perkebunan Nusantara I, II, and IV to XIV (PTPN). In realizing the Company's vision and mission, PTPN III (Persero) has prepared a review of the Company's Long-Term Plan (RJPP), which includes evaluating historical performance, analyzing current conditions, developing financial strategies and projections, and implementing roadmaps.

The establishment of *Holding* BUMN Perkebunan (Plantation SOEs) is expected to encourage integration and synergy among Plantation SOEs (PTPN I to PTPN XIV), which spread in nearly all regions of Indonesia, and to increase efficiency with the growing economic scale. Thus, it is hoped that the problems encountered by each Plantation SOE will be more easily overcome, and that performance will improve dramatically.

January 2022: Synergy of PTPN, Pelindo and KAI, Optimizing Kuala Tanjung Multipurpose Terminal and Sei Mangkei SEZ. February 2022 Reopening of LPP Garden Hotel, Yogyakarta. March 2022 *Holding* Perkebunan Nusantara launched the Indonesian Palm Oil Institute. June 2022, PTPN Group developed Bio CNG Factory using palm oil liquid waste as material. October 2022 Support in food security and energy, the Ministry of SOEs established PT. Sinergi Gula Nusantara and December 2022, a subsidiary of PTPN III, namely PT. INL developed a new Cooking Oil Factory with a processing capacity of 2500 tons per day; Accelerating the achievement of NDC target, PTPN III (Persero) developed Oil Palm-Empty Fruit Bunches (OP-EFB)-Based Biopellets with partner from Japan.

Information regarding the Change in the Company's Name

Since its establishment on March 11, 1996 until present, the Company has never changed its name and is still known as PT Perkebunan Nusantara III (Persero), which was shortened to PTPN III (Persero). Changes only occur in the status of the company as described above, which makes the company officially become a holding company of state-owned plantations from PTPN I, II, and IV to XIV (PTPN). The Company's position as the Holding of Plantation SOEs was confirmed in the Company's Articles of Association according to Deed No. 08 dated June 24, 2021, drawn up by Nanda Fauz Iwan, SH., MKn., Notary in South Jakarta.



KEGIATAN USAHA DAN PASAR YANG DILAYANI

BUSINESS ACTIVITIES AND MARKET SERVED

Kegiatan Usaha Berdasarkan Anggaran Dasar

Sesuai dengan Anggaran Dasar Perusahaan yang terakhir diubah dan disahkan melalui Akta No. AHU-0040341.AH.01.02 tanggal 19 bulan Juli tahun 2021 yang dibuat di hadapan Notaris Nanda Fauz Iwan, SH., M.KN yang berkedudukan di Jakarta Selatan, sesuai dengan pasal 3, maksud dan tujuan Perseroan adalah melakukan usaha baik secara langsung maupun tidak langsung melalui Perseroan maupun anak perusahaan di bidang agro bisnis dan agro industri, serta optimalisasi pemanfaatan sumber daya Perseroan untuk menghasilkan barang dan/atau jasa yang bermutu tinggi dan berdaya saing kuat agar mendapatkan/mengejar keuntungan guna meningkatkan nilai Perseroan dengan menerapkan Prinsip-prinsip Perseroan Terbatas.

Untuk mencapai maksud dan tujuan tersebut, Perusahaan melaksanakan kegiatan utama sebagai berikut:

1. Aktivitas Perusahaan *Holding* ;
2. Perkebunan Buah Kelapa Sawit;
3. Pertanian Tanaman untuk Bahan Minuman;
4. Perkebunan Karet dan Tanaman Penghasil Getah Lainnya;
5. Pemungutan Getah Karet;
6. Industri Minyak Mentah Kelapa Sawit (*Crude Palm Oil*);
7. Industri Minyak Mentah Inti Kelapa Sawit (*Crude Palm Kernel Oil*);
8. Industri Pemisahan/Fraksinasi Minyak Mentah Kelapa Sawit dan Minyak Mentah Inti kelapa Sawit;
9. Industri Pemurnian Minyak Mentah Kelapa Sawit dan Minyak Mentah Inti Kelapa Sawit;
10. Industri Pemisahan/ Fraksinasi Minyak Murni Kelapa Sawit;
11. Industri Pemisahan/Fraksinasi Minyak Murni Inti Kelapa Sawit;
12. Industri Minyak Goreng Kelapa Sawit;
13. Perkebunan Tebu;
14. Industri Gula Pasir;
15. Industri Pengolahan Kopi;
16. Industri Pengolahan Teh;
17. Industri Pengasapan Karet;
18. Industri *Remilling* Karet;
19. Industri Karet Remah (*Crumb Rubber*);
20. Perdagangan Besar atas Balas Jasa (*Fee*) atau Kontrak;
21. Perdagangan Besar Buah Yang Mengandung Minyak;
22. Perdagangan Besar Minyak dan Lemak Nabati;
23. Perdagangan Besar Kopi, Teh dan Kakao;
24. Perdagangan Besar Karet dan Plastik dalam bentuk dasar;
25. Perdagangan Eceran Kopi, Gula Pasir, dan Gula merah;
26. Perdagangan Besar Gula, Coklat, dan Kembang Gula;
27. Perdagangan Besar Berbagai Macam Barang.

Pasar yang Dilayani

Sebagai langkah upaya dalam mengikuti dinamika bisnis yang semakin berkembang, Perusahaan memiliki komitmen untuk terus berupaya memperluas pangsa pasar demi memperkuat kinerja Perusahaan. Untuk itu, Perusahaan tidak hanya mengembangkan kegiatan usahanya di dalam negeri, melainkan juga merambah luar negeri melalui ekspor berbagai produk perkebunan yang dihasilkan Perusahaan dan entitas anak Perusahaan.

Business Activities based on the Company's Articles of Association

In accordance with the Company's Articles of Association, which was last amended and ratified by Deed No. AHU-0040341.AH.01.02 dated July 19, 2021, drawn up before Notary Nanda Fauz Iwan, SH., M.KN domiciled in South Jakarta, in accordance with Article 3, the purpose and objective of the Company is to conduct business both directly and indirectly through the Company and its subsidiaries in agro-business and agro-industry sector, as well as to optimize the utilization of the Company's resources to produce high-quality and highly competitive goods and/or services in order to obtain/pursue profits for increasing the Company's value by implementing the Principles of Limited Liability Companies.

In achieving the purpose and objectives, the Company performs the following main activities:

1. Holding Company Activities;
2. Oil Palm Plantation;
3. Plant Agriculture for Beverage Materials;
4. Rubber Plantation and Other Sap Producing Plants;
5. Rubber Sap Collection;
6. Crude Palm Oil Industry (*Crude Palm Oil*);
7. Crude Palm Kernel Oil Industry;
8. Palm Oil Crude Palm Oil Separation/Fractionation Industry and Palm Kernel Crude Oil;
9. Palm Oil Crude Oil Refining Industry and Palm Kernel Crude Oil;
10. Pure Palm Oil Separation/ Fractionation Industry;
11. Palm Oil Pure Oil Separation/Fractionation Industry;
12. Palm Cooking Oil Industry;
13. Sugarcane Plantation;
14. Granulated Sugar Industry;
15. Coffee Processing Industry;
16. Tea Processing Industry;
17. Rubber Fumigation Industry;
18. Rubber Re-milling Industry;
19. Crumb Rubber Industry;
20. Wholesale Trading on Fees or Contracts;
21. Wholesale Trade of Fruit Containing Oil;
22. Wholesale of Vegetable Oils and Fats;
23. Wholesaling of Coffee, Tea and Cocoa;
24. Wholesale of Rubber and Plastics in basic form;
25. Retail Trade of Coffee, Granulated Sugar and Brown Sugar;
26. Wholesale of Sugar, Chocolate and Confectionery;
27. Wholesale of Various Kinds of Goods.

Market Served

In order to keep up with the changing business conditions, the Company is committed to increasing its market share in order to boost its performance. As a result, the Company expands its commercial activities not only domestically, but also internationally through the export of various plantation products manufactured by the Company and its subsidiaries.

PRODUK DAN JASA PRODUCTS AND SERVICES



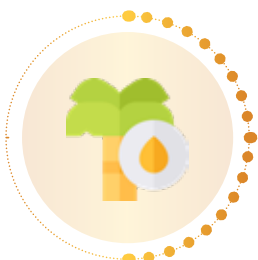
Perusahaan bergerak di bidang perkebunan, pengolahan dan pemasaran hasil perkebunan yang mencakup komoditas kelapa sawit, karet, komoditas aneka tanaman, serta pengembangan bisnis lainnya. Hal ini sesuai dengan informasi yang tercantum dalam Laporan Keuangan konsolidasian yang menjadi sumber pendapatan Perusahaan.

The Company is engaged in plantations, processing and marketing of plantation products, including palm oil, rubber, assorted plants commodities, as well as other business development, in accordance with the information stated in the consolidated financial statements, which are the Company's source of revenues.

Kegiatan Usaha Perusahaan

The Company's Business Activities

Kegiatan Usaha Perusahaan The Company's Business Activities



Komoditas Kelapa Sawit
Palm Oil Commodities



Komoditas Tebu
Sugarcane Commodities



Komoditas Aneka Tanaman
Assorted Plants Commodities



Pengembangan Bisnis Lainnya
Other Business Development



Komoditas Kelapa Sawit

Areal tanaman kelapa sawit tahun 2022 adalah seluas 562.440,99 ha yang terdiri dari Tanaman Menghasilkan (TM) seluas 463.226,10 ha, Tanaman Belum Menghasilkan (TBM) 40.917,10 ha, Tanaman Baru (TB)/Tanaman Ulang (TU)/ Tanaman Tahun Ini (TTI) 17.972,93 ha, Tanaman Tidak Produktif (TTAD) seluas 39.838 ha dan Pembibitan seluas 486,86 ha.

Komoditas Tebu

Realisasi luas areal tebu yang ditebang s.d. Desember 2022 seluas 177.551,8 Ha atau mencapai 95,5% terhadap RKAPP 2022 yang direncanakan seluas 185.903,3 Ha dan 116,2% terhadap realisasi periode yang sama tahun sebelumnya, yaitu seluas 152.742,6 Ha.

Komoditas Karet

Areal tanaman karet tahun 2022 seluas 127.856,52 ha, terdiri dari Tanaman Menghasilkan (TM) seluas 106.405,65 ha, Tanaman Belum Menghasilkan (TBM) seluas 3.726,08 ha, Tanaman Baru (TB) /Tanaman Ulang (TU)/Tanaman Tahun Ini (TTI) 1.121,48 ha, Tanaman Tidak Produktif (TTAD) seluas 16.434,76 ha dan Pembibitan seluas 168,55 ha.

Komoditas Aneka Tanaman

Areal teh seluas 23.594,81 ha di PTPN IV, VI, VII, VIII, IX, dan XII di mana areal terluas 58,43% berada di PTPN VIII seluas 13,691,80 ha. Total areal tanaman kopi seluas 9.752,70 ha berada di PTPN V (KSO dengan PTPN XII), VI, IX, dan XII dengan areal terluas 57,64% berada di PTPN XII yaitu 5.621,84 ha. Sedangkan komoditi kakao ada di PTPN XII seluas 220,30 Ha.

Pengembangan Bisnis Lainnya

Pada tahun 2022 PTPN telah mengusulkan program hilirisasi kelapa sawit PTPN Group sebagai program strategis nasional dan telah disahkan melalui Permenko Perekonomian nomor 9 tahun 2022 dengan beberapa usulan program hilirisasi di antaranya pembangunan pabrik minyak goreng kapasitas 2.500 ton CPO/hari di KEK Sei Mangkei, pembangunan pabrik biodiesel/FAME kapasitas 1.500 ton RBDPO/hari di KEK Sei Mangkei serta pengembangan bioCNG *plant* di PKS PTPN Group.

Penyusunan studi kelayakan oleh konsultan independen untuk ketiga program diatas telah dilakukan pada tahun 2022 dan proses konstruksi akan dilaksanakan pada tahun 2023 dan 2024. Pada tahun 2022 tidak terdapat perubahan sektor bisnis atau pasar yang dilayani dibanding tahun sebelumnya.

Palm Oil Commodities

The palm oil plantation area in 2022 is 562,440.99 ha consisting of 463,226.10 ha of Mature Plants (TM), 40,917.10 ha of Immature Plants (TBM), 17,972.93 ha of New Plants (TB)/Replanting (TU)/ Plant of the Year (TTI), 39,838 ha of Unproductive Plants (TTAD) and 486.86 ha of Nurseries.

Sugarcane Commodities

Realization of the area of sugarcane plants that were cut down up to December 2022, covering an area of 177,551.8 ha or 95.5% of the Company's 2022 Work Plan and Budget, which was planned to cover an area of 185,903.3 ha and 116.24% of the realization of the same period in the previous year, which was 157,742.6 ha.

Rubber Commodities

The rubber plant area in 2022 is 127,856.52 ha, consisting of Mature Plants (TM) covering 106,405.65 ha, Immature Plants (TBM) covering 3,726.08 ha, New Plants (TB) / Replanting (TU) / Plant of the Year (TTI) covering 1,121.48 ha, Unproductive Plants (TTAD) covering 16,434.76 ha and Nurseries covering 168.55 hectares.

Assorted Plant Commodities

Tea area is 23,594.81 ha in PTPN IV, VI, VII, VIII, IX, and XII where the largest area of 58.43% is in PTPN VIII covering 13,691.80 ha. The total coffee plantation area of 9,752.70 ha is in PTPN V (KSO with PTPN XII), VI, IX, and XII with the largest area of 57.64% is in PTPN XII which is 5,621.84 ha. On the other hand, the cocoa commodity is in PTPN XII covering an area of 220.30 ha.

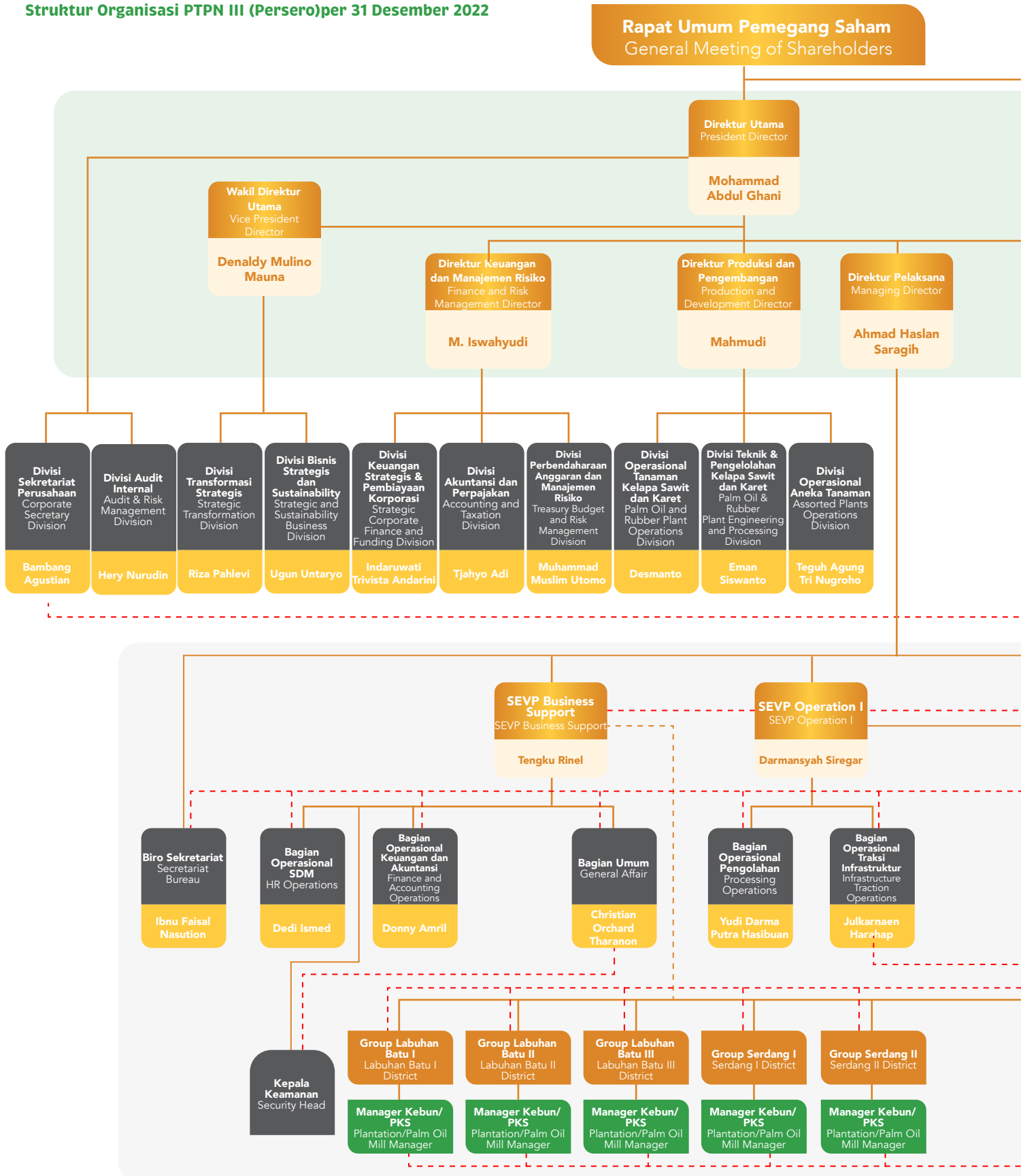
Other Business Development

In 2022 PTPN has proposed PTPN Group's palm oil down-streaming program as a national strategic program and has been approved through the Coordinating Minister for the Economy number 9 of 2022 with several proposed down-streaming programs including the construction of a cooking oil factory with a capacity of 2,500 tons of CPO/day in Sei Mangkei SEZ, the construction of a biodiesel/FAME factory with a capacity of 1,500 tons of RBDPO/day in Sei Mangkei SEZ and the development of a bioCNG plant at PTPN Group PKS.

The preparation of feasibility studies by independent consultants for the three programs above has been carried out in 2022 and the construction process will be carried out in 2023 and 2024. In 2022 there was no change in the business sector or market served compared to the previous year.

STRUKTUR ORGANISASI ORGANIZATION STRUCTURE

Struktur Organisasi PTPN III (Persero) per 31 Desember 2022

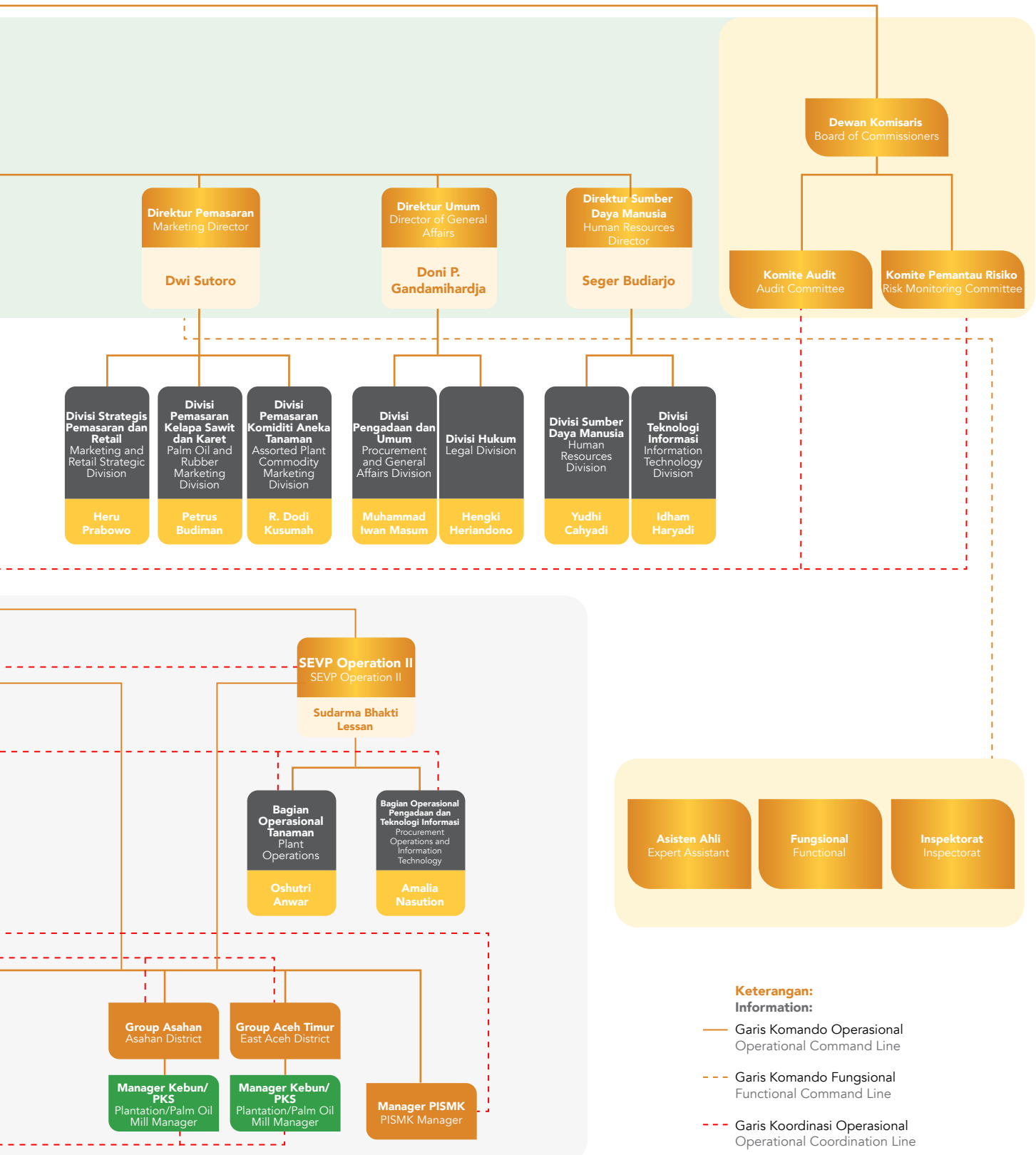




Struktur Organisasi Perusahaan per 31 Desember 2022, telah ditetapkan melalui Surat Keputusan Direksi No. DPPS/SKPTS/136/2021 tanggal 8 Agustus 2021 sebagaimana terlampir di bawah ini.

The Company's Organizational Structure as of December 31, 2022, has been stipulated through Decree of the Board of Directors No. DPPS/SKPTS/136/2021 dated August 8, 2021 as attached below.

PTPN III (Persero) Organizational Structure as of December 31, 2022



VISI, MISI, DAN BUDAYA PERUSAHAAN

THE COMPANY'S VISION, MISSION, AND CULTURE

Perusahaan didirikan dengan maksud dan tujuan untuk melaksanakan kebijakan dan program Pemerintah dengan memberikan kontribusi terhadap ekonomi dan pembangunan nasional khususnya sub sektor perkebunan serta meningkatkan keuntungan melalui prinsip-prinsip Perusahaan yang sehat berlandaskan peningkatan nilai tambah bagi negara selaku pemegang saham.

The Company was established with the purpose and objective to implement the Government policies and programs by contributing to the national economy and development, especially plantation subsector, and increasing profit through the principles of a sound Company based on added-value increase for the state as shareholder.

VISI VISSION

Menjadi Perusahaan agribisnis nasional yang unggul dan berdaya saing kelas dunia serta berkontribusi secara berkesinambungan bagi kemajuan bangsa.

To become a world-class leading and competitive national agribusiness company that contributes sustainably towards the nation's advancement.



MISI MISSION

- 1 Menghasilkan produk yang berkualitas tinggi bagi pelanggan.
Producing high quality products for customers.
- 2 Membentuk kapabilitas proses kerja yang unggul melalui perbaikan dan inovasi berkelanjutan dengan tata kelola perusahaan yang baik.
Establishing excellent work process capabilities through continuous improvement and innovation in conjunction with good corporate governance.
- 3 Mengembangkan organisasi dan budaya yang prima serta SDM yang kompeten dan sejahtera dalam merealisasi potensi setiap insani.
Developing an excellent organization and culture, as well as competent and prosperous human resources, to realize the potential of every personnel.
- 4 Melakukan optimalisasi pemanfaatan aset untuk memberikan imbal hasil terbaik.
Optimizing asset utilization to maximize returns.
- 5 Turut serta dalam meningkatkan kesejahteraan masyarakat dan menjaga kelestarian lingkungan untuk kebaikan generasi masa depan.
Contributing to the improvement of community welfare and preserving the environment for the benefit of future generations.



Review Visi dan Misi Perusahaan oleh Manajemen Kunci

Visi dan misi Perusahaan senantiasa ditinjau secara berkala dengan melibatkan Direksi, Dewan Komisaris dan jajaran manajemen lainnya untuk memastikan relevansinya dengan perkembangan bisnis Perusahaan. Pernyataan terkait Visi dan Misi Perusahaan telah disetujui dan ditandatangani oleh Direksi pada Februari 2021 maupun Rencana Jangka Panjang Perusahaan (RJPP) 2020-2024 yang telah disetujui Kementerian BUMN selaku Pemegang Saham Utama atau Pengendali, No S-483/MBU 07/2021 perihal Pengesahan Rencana Jangka Panjang Perusahaan (RJPP) Tahun 2020 – 2024 PT Perkebunan Nusantara III (Persero) pada tanggal 07 Juli 2021.

Review of the Company's Vision and Mission by Key Management

The Company's vision and mission are regularly reviewed by involving the Board of Directors, Board of Commissioners and other levels of management to ensure their relevance to the development of the Company's business. Statements related to the Company's Vision and Mission have been approved and signed by the Board of Directors in February 2021 as well as the Company's 2020-2040 Long-Term Plan, which has been approved by the Ministry of SOEs as the Major or Controlling Shareholder, No. S-483/MBU 07/2021 concerning Ratification of the Company's 2020-2024 Long-Term Plan of PT Perkebunan Nusantara III (Persero) on July 7, 2021.



Nilai-Nilai Inti Perusahaan



Statement on Corporate Culture

Paradigma Bisnis Perusahaan

Paradigma perusahaan selaras dengan seluruh pemangku kepentingan di setiap kebijakannya, meliputi:

1. Perubahan, perbaikan, dan peningkatan metoda dan kinerja adalah suatu keharusan;
2. Kepuasan pelanggan menjadi prioritas utama untuk meningkatkan persaingan;
3. Setiap kegiatan bisnis harus menghasilkan nilai tambah bagi Perusahaan;
4. Pengembangan hubungan industrial yang egaliter berdasarkan keterbukaan, kesetaraan, dan kebhinekaan;
5. Pengembangan SDM yang terintegrasi untuk membangun kapital insani (human capital) dan intelektual yang dibutuhkan Perusahaan;
6. Kepemimpinan yang efektif membangun pengaruh melalui kemampuan membagi ilmu, membina hubungan baik, dan menjadi panutan;
7. Penghargaan diberikan kepada karyawan berdasarkan kompetensi dan kinerja;
8. Efektivitas operasional harus didukung oleh struktur organisasi yang sederhana dan dinamis;
9. Pemanfaatan teknologi sebagai perangkat peningkatan produktivitas kerja dan keunggulan kompetitif;
10. Keputusan bisnis diambil berdasarkan fakta dan data yang akurat;
11. Setiap tugas dan operasional perusahaan dilaksanakan dengan cepat tanggap, cepat tindak lanjut, tuntas, berkualitas, dan penuh tanggung jawab;
12. Seluruh aktivitas Perusahaan harus berorientasi pada peningkatan mutu dan lingkungan.

The Company's Business Paradigm

The Company's paradigm is in line with all stakeholders in all of its policies, including:

1. Change, improvement, and enhancement of methods and performance are necessities;
2. Customer satisfaction is the main priority to enhance competitiveness;
3. Every business activity must generate added value for the Company;
4. Development of egalitarian industrial relations based on openness, equality, and diversity;
5. Development of integrated human resources to build human capital and intellectuals required by the Company;
6. Effective leadership builds influence through ability to share knowledge, develop good relations, and be a role model;
7. Award given to employees based on competency and performance;
8. Operational effectiveness must be supported by simple and dynamic organizational structure;
9. Utilization of technology as a means to improve work productivity and competitive advantage;
10. Business decision is made based on accurate facts and data;
11. Every duty and operation of the Company is performed responsively, completely, with quality, and responsibly;
12. All of the Company's activities must be oriented to the improvement of quality and environment.

MAKNA LOGO PERUSAHAAN

MEANING OF THE COMPANY'S LOGO



Angka 3 Romawi
Number 3 in Roman numerals

Melambungkan identitas dan basis orientasi bisnis Perusahaan (3P: *People, Planet, Profit*).

The number 3 in Roman numeral symbolizes the Company's identity and reflects its business orientation based on 3P (People, Planet, Profit).



Daun
Leaf

Menunjukkan inti bisnis perusahaan yakni perkebunan dengan aset utamanya adalah tanaman.

The leaf shape indicates that the Company has plantation as its core of business with plants as its main assets.



Simpul Tali
Knot

Melambungkan Perusahaan sebagai *Holding BUMN Perkebunan* yang akan menjadi pemersatu dan mensinergikan PTPN Group.

The knot shape symbolizes the Company's role as Holding BUMN Perkebunan that will unite and synergize PTPN Group.



Infinity (tidak ada akhir)
Infinity

Menunjukkan harapan dan tekad Perusahaan untuk berkelanjutan (*sustainability*) sepanjang masa

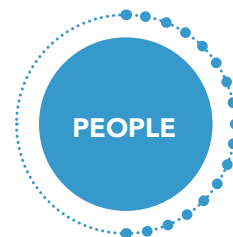
The infinity symbol (with no end) shows the Company hopes and determination to continue to be sustainable (sustainability) for all times.



GREEN



PROFIT



PEOPLE



Fertility
Kesuburan



Growth
Pertumbuhan



Prosperity
Kemakmuran



Glory
Kejayaan



Professional
Profesional



Harmony with Nature
Harmoni dengan Alam



Strong Determination
Tekad yang Kuat



Welfare
Kesejahteraan



Go Global
Bersaing secara Global



PROFIL DEWAN KOMISARIS

PROFILE OF THE BOARD OF COMMISSIONERS

Sepanjang tahun 2022, sampai dengan Laporan Tahunan ini ditandatangani, terdapat perubahan susunan dan komposisi Dewan Komisaris Perusahaan berdasarkan Surat Keputusan Menteri BUMN No. SK-86/MBU/03/2022 tanggal 25 Maret 2022 dan Surat Keputusan Menteri BUMN No. SK-3/MBU/01/2023 tanggal 4 Januari 2023, dengan kronologi perubahan sebagaimana terlampir pada Bab Laporan Manajemen dalam Laporan Tahunan ini.

Adapun profil Dewan Komisaris yang menjabat per 31 Desember 2022, sampai dengan Laporan Tahunan ini ditandatangani, adalah sebagaimana terlampir berikut ini.

There have been changes to the structure and composition of the Company's Board of Commissioners throughout 2022, until the signing of this Annual Report, based on the Decree of the Minister of SOEs No. SK-86/MBU/03/2022 dated March 25, 2022 and the Decree of the Minister of SOEs No. SK-3/MBU/01/2023 dated January 4, 2023, with a chronology of changes attached in the Management Reports Chapter in this Annual Report.

Profile of the Board of Commissioners serving the Company as of December 31, 2022, until the signing of this Annual Report, are as described below.



Zulkifli Zaini

Komisaris Utama/Komisaris Independen President Commissioner/Independent Commissioner

Periode Jabatan: 10 Desember 2021 – 10 Desember 2026, Periode ke-1
Term of Office: December 10, 2021 – December 10, 2026, 1st Period

Warga Negara Indonesia, 66 tahun, lahir tahun 1956. Diangkat sebagai Komisaris Utama merangkap Komisaris Independen Perusahaan berdasarkan Surat Keputusan Menteri BUMN No. SK-398/MBU/12/2021 tanggal 10 Desember 2021. Latar belakang pendidikan beliau adalah Sarjana Teknik dari Institut Teknologi Bandung tahun 1980 dan memperoleh gelar MBA dari Washington University, St Louis, USA pada tahun 1994.

Beliau memulai karier sebagai Civil & Structural Engineer, Wiratman and Associate pada tahun 1980, kemudian sebagai Account Officer di Bank Pembangunan Indonesia (Bapindo) pada tahun 1988. Tahun 1994, beliau menjabat sebagai Head of Project Finance Bapindo Cabang Surabaya, tahun 1996 sebagai Wakil Kepala Cabang Bapindo Cabang Bandung, dan tahun 1998 sebagai Kepala Cabang di Jambi.

Beliau juga pernah menduduki beberapa jabatan strategis seiring proses merger Bank Mandiri, di antaranya Senior Manager dan Team Leader Credit Risk Management, Vice President and Division Head, Government Relationship Management (1999-2003), Senior Vice President dan Group Head Retail Risk Management (2003), Managing Director Distribution Network (bertanggungjawab atas Cabang, Operations, Procurement, dan Assets Management) (2003), Managing Director Commercial Banking (bertanggungjawab atas Commercial Banking Business Segment dan Wholesale Product Management) (2006-2010), Managing Director Technology & Operation (2010), dan menjadi Direktur Utama Bank Mandiri (2010-2013) serta Chairman Ikatan Bankir Indonesia pada tahun 2011 sampai dengan 2019.

Pada bulan Juli 2013 sampai dengan April 2015, beliau mendapatkan penugasan sebagai Komisaris pada PT Perusahaan Listrik Negara (Persero). Selain itu, sejak tahun 2013 sampai dengan 2019 beliau menjabat sebagai Komisaris PT Triputra Agro Persada. Beliau juga pernah menjabat sebagai Komisaris PT Bank Negara Indonesia Tbk dari tahun 2015 sampai dengan 2016 kemudian dilanjutkan sebagai Komisaris pada PT Indonesia Infrastructure Finance pada tahun 2016 sampai dengan 2017.

Di tahun 2017 sampai dengan 2019, beliau pernah menjabat sebagai Komisaris PT Bank Permata Tbk. Setelah itu, beliau menjabat sebagai Direktur Utama PT Perusahaan Listrik Negara (Persero) mulai tahun 2019 sampai dengan 2021, hingga akhirnya beliau menjabat sebagai Komisaris Utama merangkap Komisaris Independen pada PT Perkebunan Nusantara III (Persero) atau Holding Perkebunan Nusantara.

Beliau memiliki rangkap jabatan di dalam Perusahaan adalah sebagai Ketua Komite Nominasi & Remunerasi PTPN III, sedangkan di luar Perusahaan beliau tidak memiliki rangkap jabatan. Beliau juga tidak memiliki hubungan afiliasi dan status hubungan afiliasi dengan Dewan Komisaris lainnya, Direksi, maupun dengan Pemegang Saham Utama dan Pengendali. Beliau juga tidak memiliki saham PTPN III.

Indonesian citizen, 66 years old, born in 1956. Appointed as President Commissioner concurrently as Independent Commissioner of the Company based on the Decree of the Minister of SOEs No. SK-398/MBU/12/2021 dated December 10, 2021. Zulkifli Zaini completed his Bachelor of Engineering from the Bandung Institute of Technology in 1980 and earned an MBA from Washington University, St. Louis, USA in 1994.

He started his career as a Civil & Structural Engineer, Wiratman and Associate in 1980, then as Account Officer at Bank Pembangunan Indonesia (Bapindo) in 1988. In 1994, he served as Head of Project Finance at Bapindo Surabaya Branch, in 1996 as Deputy Head of Bapindo Bandung Branch, and in 1998 as Head of Jambi Branch.

He has also held various strategic positions following the Bank Mandiri merger process, including Senior Manager and Team Leader Credit Risk Management, Vice President and Division Head, Government Relationship Management (1999-2003), Senior Vice President and Group Head Retail Risk Management (2003), Managing Director Distribution Network (responsible for Branches, Operations, Procurement, and Assets Management) (2003), Managing Director Commercial Banking (responsible for Commercial Banking Business Segment and Wholesale Product Management) (2006-2010), Managing Director Technology & Operations (2010), and became the President Director of Bank Mandiri (2010-2013) and the Chairman of the Indonesian Banker Association from 2011 to 2019.

From July 2013 to April 2015, he was assigned as Commissioner of PT Perusahaan Listrik Negara (Persero). In addition, from 2013 to 2019 he served as Commissioner of PT Triputra Agro Persada. He also served as Commissioner of PT Bank Negara Indonesia Tbk from 2015 to 2016 and then continued as Commissioner of PT Indonesia Infrastructure Finance in 2016 to 2017.

From 2017 to 2019, he served as Commissioner of PT Bank Permata Tbk. After that, he served as President Director of PT Perusahaan Listrik Negara (Persero) from 2019 to 2021, until finally he served as President Commissioner and concurrently Independent Commissioner of PT Perkebunan Nusantara III (Persero) or Holding Perkebunan Nusantara.

He has concurrent positions within the Company, namely as Head of the Nomination & Remuneration Committee of PTPN III, while outside the Company he has no concurrent positions. He also has no affiliation and affiliation status with other members of the Board of Commissioners, Board of Directors, or with the Major and Controlling Shareholders. He also does not own PTPN III shares.



Erwan Pelawi

Komisaris Independen Independent Commissioner

Periode Jabatan: 26 Februari 2020 – 26 Februari 2025, Periode ke-1
Term of Office: February 26, 2020 – February 26, 2025, 1st Period

Warga Negara Indonesia, 62 tahun, lahir di Medan tanggal 29 Mei tahun 1960. Diangkat sebagai Komisaris Independen Perusahaan berdasarkan Surat Keputusan Menteri BUMN No. SK-56/MBU/02/2020 tanggal 26 Februari 2020, dan sempat menjabat sebagai Plt. Komisaris Utama merangkap Komisaris Independen Perusahaan berdasarkan Surat Keputusan Menteri BUMN No. SK-307/MBU/09/2020 tanggal 28 September 2020. Latar belakang pendidikan Bapak Erwan Pelawi adalah Sarjana Ekonomi Manajemen dari Universitas Padjajaran tahun 1985 dan memperoleh gelar MBA dari University of Bridgeport Connecticut USA pada tahun 1988.

Kariernya diawali sebagai Staf marketing PT New Pharmedo (1985–1986) kemudian dilanjutkan sebagai *Credit Officer* hingga menjadi *Assistant Vice President* di Bank Ficorinvest dari tahun 1994 sampai dengan 1995. Karimnya berlanjut di Bank Universal hingga tahun 1999 dengan posisi jabatan mulai dari *Assistant Vice President Division Head – Corporate Banking Marketing II* (1995-1997), *Vice President, Group Head Corporate & Merchant* (1997-1998), dan *Vice President, Group Head Special Asset Management* (1998-1999).

Beliau menjabat sebagai Direktur PT PNM Venture Capital (1999-2000), dan menjadi CEO PT PNM Venture Capital dari tahun 2000 hingga 2006. Setelah itu, beliau menjabat sebagai Direktur Keuangan PT Perkebunan Nusantara V sampai dengan tahun 2012. Kemudian menjabat sebagai Direktur Keuangan PT Perkebunan Nusantara III (Persero) dari tahun (2012-2016).

Beliau juga pernah dipercaya menjabat Direktur Keuangan dan Korporasi PT Perkebunan Nusantara III (Persero) dari tahun (2016-2017), kemudian Direktur Manajemen Operasi dan Pengembangan PT Perkebunan Nusantara III (2017-2018). Hingga akhirnya menjabat sebagai Komisaris Independen pada PT Perkebunan Nusantara III (Persero) atau *Holding Perkebunan Nusantara* di tahun 2020.

Terkait rangkap Jabatan di dalam Perusahaan, beliau adalah Ketua Komite Audit PTPN III dan Komisaris Utama PT Riset Perkebunan Nusantara, sedangkan di luar Perusahaan, beliau tidak memiliki rangkap jabatan.

Beliau tidak memiliki hubungan afiliasi dan status hubungan afiliasi dengan Dewan Komisaris lainnya, Direksi, maupun dengan Pemegang Saham Utama dan Pengendali. Beliau juga tidak memiliki saham PTPN III.

Indonesian citizen, 62 years old, born in Medan on May 29, 1960. Appointed as Independent Commissioner of the Company based on Decree of the Minister of SOEs No. SK-56/MBU/02/2020 dated February 26, 2020, and has served as Acting President Commissioner concurrently as the Company's Independent Commissioner based on the Decree of the Minister of SOEs No. SK-307/MBU/09/2020 dated September 28, 2020. As educational background, Erwan Pelawi completed his Bachelor of Economics in Management from Padjadjaran University in 1985 and obtained his MBA from the University of Bridgeport Connecticut USA in 1988.

He started his career as a marketing staff at PT New Pharmedo (1985–1986) then continued as a Credit Officer to become Assistant Vice President at Bank Ficorinvest from 1994 to 1995. His career continued at Bank Universal until 1999 with positions ranging from Assistant Vice President Division Head – Corporate Banking Marketing II (1995-1997), Vice President, Group Head Corporate & Merchant (1997-1998), and Vice President, Group Head Special Asset Management (1998-1999).

He served as Director of PT PNM Venture Capital (1999-2000), and became CEO of PT PNM Venture Capital from 2000 to 2006. Subsequently, he served as Director of Finance of PT Perkebunan Nusantara V until 2012. Then served as Director of Finance of PT Perkebunan Nusantara III (Persero) (2012-2016).

He was also entrusted with the position of Director of Finance and Corporate of PT Perkebunan Nusantara III (Persero) (2016-2017), then Director of Operations Management and Development of PT Perkebunan Nusantara III (2017-2018). Until finally serving as Independent Commissioner of PT Perkebunan Nusantara III (Persero) or *Holding Perkebunan Nusantara* in 2020.

Regarding concurrent positions within the Company, he is the Head of Audit Committee of PTPN III and the President Commissioner of PT Riset Perkebunan Nusantara, while outside the Company, he has no concurrent positions.

He has no affiliation and affiliation status with other members of the Board of Commissioners, the Board of Directors, or with the Major and Controlling Shareholders. He also does not own PTPN III shares.



Amal Bakti Pulungan

Komisaris Independen Independent Commissioner

Periode Jabatan: 26 Februari 2020 – 26 Februari 2025, Periode ke-1
Term of Office: February 26, 2020 – February 26, 2025, 1st Period

Warga Negara Indonesia, 66 tahun, Lahir di Medan pada tanggal 06 Oktober 1956, diangkat sebagai Komisaris Independen Perusahaan berdasarkan Surat Keputusan Menteri BUMN No. SK-56/MBU/02/2020 tanggal 26 Februari 2020. Latar belakang pendidikan beliau adalah Sarjana Agronomi dari Universitas Padjajaran tahun 1981 dan memperoleh gelar Magister Manajemen Agribisnis dari Institut Pertanian Bogor pada tahun 1995.

Karier bermula di Perusahaan Negara Perkebunan VII sebagai Asisten di kebun PNP VII (1982-1983). Setelah adanya perubahan nama perusahaan menjadi PT Perkebunan VII beliau pernah menjabat sebagai Asisten Tanaman di Kebun Pasir Mendoge (1982-1984), Asisten Tanaman di Kebun Dolok Ilir (1984-1986), Staf Bagian Tanaman LO Pontianak Kalimantan Barat (1986), Asisten Tanaman Kebun Bukit Lima (1986-1987), Staf Bagian Tanaman Kantor Direksi Bah Jambi (1987-1993), Pjs. Kaur Pengelolaan Teknis Tanaman Kantor Direksi Bah Jambi (1993), Pjs. Asisten Kepala Kebun Laras (1993), Asisten Kepala Proyek Sosa (1993), Asisten Kepala Kebun Dolok Ilir (1993-1994), Staf Bagian Tanaman Kantor Direksi Bah Jambi (1994-1995), Staf Biro SPI Kantor Direksi Bah Jambi (1995-1996). Setelah terjadinya merger menjadi PT Perkebunan Nusantara IV beliau menjabat sebagai Pj. Administratur Kebun Marihat (1996), Administratur Kebun Bah Jambi (1996-2001), dan Administratur Kebun Pabatu (2001-2003).

Karir beliau berlanjut hingga akhirnya dipercaya sebagai Direktur Produksi PT Perkebunan Nusantara III dari tahun 2003 sampai dengan 2012, kemudian menjadi Komisaris PT Perkebunan Nusantara V pada tahun 2012-2014. Setelah itu, beliau menjabat sebagai Direktur Utama PT Perkebunan Nusantara V pada tahun 2014 sampai dengan 2016. Hingga akhirnya beliau menjabat sebagai Komisaris Independen pada PT Perkebunan Nusantara III (Persero) atau Holding Perkebunan Nusantara pada tahun 2020.

Beliau memiliki rangkap jabatan di dalam Perusahaan sebagai anggota Komite Audit PTPN III, sedangkan di luar Perusahaan, beliau tidak memiliki rangkap jabatan. Beliau juga tidak memiliki hubungan afiliasi dan status hubungan afiliasi dengan Dewan Komisaris lainnya, Direksi, maupun dengan Pemegang Saham Utama dan Pengendali. Beliau juga tidak memiliki saham PTPN III.

Indonesian Citizen, 66 years old, Born in Medan on October 6, 1956, appointed as Independent Commissioner of the Company based on Decree of the Minister of SOEs No. SK-56/MBU/02/2020 dated February 26, 2020. As educational background, Amal Bakti Pulungan completed his Bachelor of Agronomy from Padjajaran University in 1981 and obtained Master's Degree in Agribusiness Management from the Bogor Agricultural Institute in 1995.

He started his career at Perusahaan Negara Perkebunan VII as an Assistant at PNP VII plantation (1982-1983). After the company name changed to PT Perkebunan VII, he served as Plant Assistant at Pasir Mendoge Plantation (1982-1984), Plant Assistant at Dolok Ilir Plantation (1984-1986), Plant Staff at LO Pontianak West Kalimantan (1986), Plant Assistant at Bukit Lima Plantation (1986-1987), Plant Sector Staff of the Board of Directors' Office in Bah Jambi (1987-1993), Acting Head of Plant Technical Management Office of the Board of Directors Bah Jambi (1993), Acting Assistant Head of Laras Plantation (1993), Assistant Head of the Sosa Project (1993), Assistant Head of Dolok Ilir Plantation (1993-1994), Plant Sector Staff of the Board of Directors' Office in Bah Jambi (1994-1995), After the merger into PT Perkebunan Nusantara IV, he served as Acting Administrator of Marihat Plantation (1996), Administrator of Jambi Bah Plantation (1996-2001), and Administrator of Pabatu Plantation (2001-2003).

He then served as Director of Production of PT Perkebunan Nusantara III from 2003 to 2012, then became Commissioner of PT Perkebunan Nusantara V in 2012-2014. Subsequently, he served as President Director of PT Perkebunan Nusantara V from 2014 to 2016. Until finally he served as Independent Commissioner of PT Perkebunan Nusantara III (Persero) or Holding Perkebunan Nusantara in 2020.

He has concurrent positions within the Company as a member of the Audit Committee of PTPN III, while outside the Company, he has no concurrent positions. He also has no affiliation and affiliation status with other members of the Board of Commissioners, the Board of Directors, or with the Major and Controlling Shareholders. He also does not own PTPN III shares.



Asep Subarkah Yusuf

Komisaris
Commissioner

Periode Jabatan: 26 Februari 2020 – 26 Februari 2025, Periode ke-1
Term of Office: February 26, 2020 – February 26, 2025, 1st Period

Warga Negara Indonesia, 61 tahun, lahir di Cirebon tanggal 13 Desember tahun 1961, diangkat sebagai Komisaris Perusahaan berdasarkan Surat Keputusan Menteri BUMN No. SK SK-56/MBU/02/2020 tanggal 26 Februari 2020. Latar belakang pendidikan Beliau adalah lulusan AKABRI tahun 1984 dan mengenyam pendidikan kemiliteran di dalam dan luar negeri yaitu SESSARCAB Infanteri (1984), Komando (1985), *Airborne/Ranger/Path Finder/Special Forces* (1987), SELAPA I (1991), *Security & Intelligence Course* (1993), SELAPA II (1995), Susdanyonif (1997), SESKOAD (1997), Sus Staf Jemen (2002), SESKO TNI (2004), Cimic Course (2005), LEMHANAS (2009).

Karier Militer Beliau bermula di Kesatuan Komando Pasukan Khusus (Kopassus) dengan mengemban berbagai jabatan di Grup 1 Kopassus antara lain sebagai Danton (1984-1986), Danunit (1986-1989), Dantim (1989) dan Pa Intel, Pasi dan Papers serta PGS Danden (1990-1994). Pada tahun 1995-1996 ditugaskan di Grup 3 Pusdikpassus sebagai Kasi (1995), Danseko (1996).

Beliau juga pernah ditugaskan sebagai Danyon 11-4 Grup 1 Kopassus (1998), Dandim 1705/Paniai DAM XVII/Tkr (2000), Waasops Kasdam XVII/Tkr (2001), Kasrem 171/PVT Dam XVII/Tkr (2003), Pamen Kodam XVII dan Dosen Golongan V Seskoad (2004-2005), Kasubdispensus Dispenad (2006), dan Aslog Danjen Kopassus (2006) dengan Pangkat Kolonel. Tahun 2007 beliau dipercaya mengemban jabatan sebagai Dan Grup 2 Kopassus, Sahli Pangdam II Bidang Hum dan Ter (2008), Pamen Ahli Gol IV Bid Diklat Kopassus (2011). Tahun 2012 beliau mendapat kenaikan pangkat menjadi Brigadir Jenderal dan menjabat sebagai Kapusjianstra TNI, Sekretaris Kodiklat (2013), Direktur Umum Kodiklat TNI AD.

Hingga akhirnya pada 23 November 2016 beliau mendapatkan kenaikan pangkat Mayor Jenderal dengan menjabat sebagai Staf Ahli Bidang Pertahanan Keamanan (2016) dan tahun 2019 beliau dipercaya sebagai Deputi Kontra Intelijen di Badan Intelijen Negara (2019). Pada tahun 2020 sampai dengan saat ini beliau menjabat sebagai Komisaris pada PT Perkebunan Nusantara III (Persero) atau *Holding Perkebunan Nusantara*.

Terkait rangkap Jabatan di dalam Perusahaan, beliau adalah Ketua Komite Pemantau Risiko PTPN III, sedangkan di luar Perusahaan, beliau adalah Deputi Kontra Intelijen, Badan Intelijen Negara (BIN) (2019-sekarang).

Beliau tidak memiliki hubungan afiliasi dan status hubungan afiliasi dengan Dewan Komisaris lainnya, Direksi, maupun dengan Pemegang Saham Utama dan Pengendali. Beliau juga tidak memiliki saham PTPN III.

Indonesian Citizen, 61 years old, born in Cirebon on December 13, 1961, appointed as Commissioner of the Company based on Decree of the Minister of SOEs No. SK SK-56/MBU/02/2020 dated February 26, 2020. As educational background, Asep Subarkah Yusuf graduated from the Indonesian Military Academy in 1984 and received military education at home and abroad, namely SESSARCAB Infantry (1984), Commando (1985), *Airborne/Ranger/Path Finder/Special Forces* (1987), SELAPA I (1991), *Security & Intelligence Course* (1993), SELAPA II (1995), Susdanyonif (1997), SESKOAD (1997), Sus Staf Jemen (2002), SESKO TNI (2004), Cimic Course (2005), LEMHANAS (2009).

His military career started at the Special Forces Command Unit (Kopassus) by holding various positions in Group 1 Kopassus, including Danton (1984-1986), Danunit (1986-1989), Dantim (1989) and Pa Intel, Pasi and Papers and PGS Danden (1990-1994). In 1995-1996 he was assigned to Group 3 Pusdikpassus as Kasi (1995), Danseko (1996).

He was also assigned as Danyon 11-4 Group 1 Kopassus (1998), Dandim 1705/Paniai DAM XVII/Tkr (2000), Waasops Kasdam XVII/Tkr (2001), Kasrem 171/PVT Dam XVII/Tkr (2003), Pamen Kodam XVII and Lecturer Group V Seskoad (2004-2005), Kasubdispensus Dispenad (2006), and Aslog Danjen Kopassus (2006) with the rank of Colonel. In 2007 he was entrusted with the position of Dan Group 2 Kopassus, Sahli Pangdam II for Public Relations and Territory (2008), Pamen Expert Gol IV for Kopassus Training (2011). In 2012 he was promoted to Brigadier General and served as Head of the Indonesian Armed Forces Command Center, Secretary of the Education and Training Center (2013), General Director of the Indonesian Army Education and Training Center.

Until finally on November 23, 2016 he was promoted to Major General by serving as Expert Staff for Defense and Security (2016) and in 2019 he was entrusted as Deputy Counter Intelligence at the State Intelligence Agency (2019). In 2020 until now he has served as Commissioner at PT Perkebunan Nusantara III (Persero) or *Holding Perkebunan Nusantara*.

Regarding concurrent positions within the Company, he is the Head of Risk Monitoring Committee of PTPN III, while outside the Company, he is the Deputy for Counterintelligence, State Intelligence Agency (BIN) (2019-present)..

He has no affiliation and affiliation status with other members of the Board of Commissioners, the Board of Directors, or with the Major and Controlling Shareholders. He also does not own PTPN III shares.



Arie Yuriwin

Komisaris Commissioner

Periode Jabatan: 19 Maret 2018 – 19 Maret 2023, Periode ke-1
Term of Office: March 19, 2018 – March 19, 2023, 1st Period

Warga Negara Indonesia, 62 tahun, lahir di Medan tanggal 25 Mei tahun 1960, diangkat sebagai Komisaris Perusahaan berdasarkan Surat Keputusan Menteri BUMN No. SK-230/MBU/10/2019. Latar belakang pendidikan beliau adalah Sarjana Hukum dari Universitas Gadjah Mada tahun 1985 dan memperoleh gelar Magister Ilmu Administrasi dari Universitas Moestopo Beragama pada tahun 2004.

Karirnya bermula sebagai staf di Kementerian Agraria dan Tata Ruang/Badan Pertanahan Nasional hingga saat ini, dengan beberapa pos jabatan penting yang pernah beliau emban, mulai dari Kepala Biro TU Pimpinan dan Protokol (2006-2008), Kepala Kantor Wilayah Sumatera Barat (2008-2009), Direktur Konsolidasi Tanah (2009-2011), Plt. Direktur Landreform (2009- 2011), Kepala Kantor Wilayah Provinsi Bangka Belitung (2011-2012), Kepala Kantor Wilayah Provinsi Daerah Istimewa Yogyakarta (2012-2016), Direktur Jenderal Pengadaan Tanah (2016-2021), dan Tenaga Ahli Menteri ATR/BPN Bidang Pengadaan Tanah (2021-hingga saat ini).

Beliau pernah mendapatkan Tanda Jasa dari Presiden yaitu Satyalencana Karya Satya 10 tahun (2005), 20 tahun (2007), 30 tahun (2016), dan Penghargaan Piala Citra Pelayanan Publik dari Presiden (2009) serta penghargaan Nyi Raden Kismamanggalawati dari Sultan Hamengku Buwono X (2014). Beliau pernah menjabat sebagai Komisaris Independen di PT Perkebunan Nusantara II (2017-2018). Selanjutnya pada tahun 2018 sampai dengan saat ini beliau menjabat sebagai Komisaris pada PT Perkebunan Nusantara III (Persero) atau Holding Perkebunan Nusantara.

Terkait rangkap Jabatan di dalam Perusahaan, beliau tidak memilikinya, sedangkan di luar Perusahaan, beliau adalah Direktur Jenderal Pengadaan Tanah, Kementerian Agraria dan Tata Ruang/Badan Pertanahan Nasional (2016-sekarang). Selain itu, beliau juga Advisor di Bidang Pertanahan pada beberapa BUMN (PT Angkasa Pura I, PT Sucofindo, Perum Perumnas, PT KAI, PT Pertamina dan PT Pelindo II) dan SKK Migas dari tahun 2020 hingga saat ini.

Beliau tidak memiliki hubungan afiliasi dan status hubungan afiliasi dengan Dewan Komisaris lainnya, Direksi, maupun dengan Pemegang Saham Utama dan Pengendali. Beliau juga tidak memiliki saham PTPN III.

Hingga saat ini beliau memiliki sertifikasi profesi sebagai Mediator dari Indonesia Institute for Conflict Transformation (IICT).

Indonesian citizen, 62 years old, born in Medan on May 25, 1960, appointed as Commissioner of the Company based on the Decree of the Minister of SOEs No. SK-230/MBU/10/2019. Arie Yuriwin graduated with a Bachelor of Laws from Gadjah Mada University in 1985 and obtained a Master's Degree in Administration from Moestopo University (Beragama) in 2004.

She started her career as a staff at the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency until now, with several important positions she has held, starting from the Head of the Administration Leadership and Protocol Bureau (2006-2008), Head of the West Sumatra Regional Office (2008 -2009), Director of Land Consolidation (2009-2011), Acting Director of Land Reform (2009-2011), Head of Regional Office of Bangka Belitung Province (2011-2012), Head of Regional Office of Yogyakarta Special Region (2012-2016), Director General of Land Acquisition (2016-2021), and Expert Staff for Land Acquisition for the Minister of Agrarian Affairs and Spatial Planning/National Land Agency (2021-present).

She has received a Service Award from the President, namely Satyalencana Karya Satya 10 years (2005), 20 years (2007), 30 years (2016), and the Public Service Image Award from the President (2009) and the Nyi Raden Kismamanggalawati award from Sultan Hamengku Buwono X (2014). She has served as an Independent Commissioner at PT Perkebunan Nusantara II (2017-2018). Furthermore, in 2018 until now she has served as Commissioner at PT Perkebunan Nusantara III (Persero) or Holding Perkebunan Nusantara.

Regarding concurrent positions within the Company, she does not have one, while outside the Company, she is the Director General of Land Procurement, Ministry of Agrarian and Spatial Planning/National Land Agency (2016-present). In addition, she is also an Advisor in the Land Sector at several SOEs (PT Angkasa Pura I, PT Sucofindo, Perum Perumnas, PT KAI, PT Pertamina and PT Pelindo II) and SKK Migas from 2020 up to the present.

She has no affiliation and affiliation status with other members of the Board of Commissioners, Board of Directors, or with the Major and Controlling Shareholders. She also does not own PTPN III shares.

Until now she has a professional certification as a Mediator from the Indonesia Institute for Conflict Transformation (IICT).



Wisto Prihadi

Komisaris Independen Independent Commissioner

Periode Jabatan: 25 Agustus 2021— 25 Agustus 2026, Periode ke-1
Term of Office: August 25, 2021 - August 25, 2026, 1st Period

Warga Negara Indonesia, 61 tahun, lahir tahun 1961, diangkat sebagai Komisaris Independen Perusahaan berdasarkan Surat Keputusan Menteri BUMN No. SK-282/MBU/08/2021 tanggal 25 Agustus 2021. Latar belakang pendidikan beliau adalah Sarjana Ekonomi dari Universitas Kristen Indonesia tahun 1986 dan memperoleh gelar Magister Management dari Institut Pertanian Bogor pada tahun 2002.

Kariernya bermula sebagai staf di Bank BRI hingga menduduki jabatan penting dalam perusahaan sampai dengan tahun 2021. Beberapa jabatan penting yang pernah beliau emban adalah Kepala Audit Intern Wilayah BRI Medan (2011-2012), Kepala Divisi Manajemen Aktiva Tetap dan Pengadaan (2012-2014), Kepala Audit Intern Wilayah BRI Bandung (2014-2015), Kepala Audit Intern BRI Wilayah Jakarta I (2016), Direktur Utama PT BRI Multifinance Indonesia (2018-2020), dan terakhir sebagai Direktur Kepatuhan Bank BRI (2020). Hingga akhirnya beliau menjabat sebagai Komisaris Independen pada PT Perkebunan Nusantara III (Persero) atau *Holding* Perkebunan Nusantara pada tahun 2021.

Terkait rangkap Jabatan di dalam Perusahaan, beliau adalah Ketua Komite Audit PTPN III, sedangkan di luar Perusahaan, beliau tidak memiliki rangkap jabatan. Beliau juga tidak memiliki hubungan afiliasi dan status hubungan afiliasi dengan Dewan Komisaris lainnya, Direksi, maupun dengan Pemegang Saham Utama dan Pengendali. Beliau juga tidak memiliki saham PTPN III.

Hingga saat ini beliau memiliki sertifikasi profesi yaitu Audit Forensik & Sertifikasi *Certified*, dan Sertifikasi QIA.

Indonesian Citizen, 61 years old, born in 1961, appointed as Independent Commissioner of the Company based on Decree of the Minister of SOEs No. SK-282/MBU/08/2021 dated August 25, 2021. As educational background, Wisto Prihadi completed his Bachelor of Economics from the Indonesian Christian University in 1986 and obtained Master's Degree in Management from the Bogor Agricultural Institute in 2002.

He started his career at Bank BRI from staff to holding important positions in the Company until 2021. Several important positions he has held were Head of Internal Audit for BRI Medan Region (2011-2012), Head of Fixed Asset Management and Procurement Division (2012-2014), Head of Internal Audit for BRI Bandung Region (2014-2015), Head of Internal Audit for BRI Jakarta Region I (2016), President Director of PT BRI Multifinance Indonesia (2018-2020), and finally as Compliance Director of Bank BRI (2020). In 2021 until currently, he has served as an Independent Commissioner of PT Perkebunan Nusantara III (Persero) or *Holding* Perkebunan Nusantara.

Regarding concurrent positions within the Company, he is the Head of Audit Committee of PTPN III, while outside the Company, he has no concurrent positions. He also has no affiliation and affiliation status with other members of the Board of Commissioners, Board of Directors, or with the Major and Controlling Shareholders. He also does not own PTPN III shares

Until now he has professional certification, namely Forensic Audit & Certified Certification, and QIA Certification.



Ardan Adiperdana

Komisaris
Commissioner

Periode Jabatan: 25 Maret 2022 – 25 Maret 2027, Periode ke-1
Term of Office: March 25, 2022 - March 25, 2027, 1st Period

Warga Negara Indonesia, lahir di Singkawang pada 16 Juni 1959. Diangkat sebagai Komisaris Perusahaan berdasarkan Surat Keputusan Menteri BUMN No. SK-86/MBU/03/2022 tanggal 25 Maret 2022. Latar belakang pendidikan beliau adalah lulusan STAN Jakarta Jurusan Akuntansi (1987), dan memperoleh gelar MBA pada tahun 1992 dari Saint Mary's University SMU Halifax, Canada, selanjutnya mendapatkan gelar Doktor bidang Strategic Management dari Universitas Indonesia pada tahun 2013.

Sebelum menjabat sebagai Komisaris di PT Perkebunan Nusantara III (Persero), Ardan Adiperdana pernah menjabat sebagai Deputy Kepala BPKP Bidang Akuntan Negara (2007), Komisaris HIN (2011), Deputy Kepala BPKP Bidang Perekonomian (2013), Komisaris Utama PT Jasa Raharja (2013), Kepala BPKP (2015), Komisaris Bank Mandiri (2016-2021), Staf Khusus Menparekraf (2019), Komisaris PLN (2021-2022) dan Staf Khusus Menteri BUMN (2021 - sekarang).

Terkait rangkap Jabatan di dalam Perusahaan, beliau adalah Anggota Komite Audit PTPN III, sedangkan di luar Perusahaan, beliau tidak memiliki rangkap jabatan. Beliau juga tidak memiliki hubungan afiliasi dan status hubungan afiliasi dengan Dewan Komisaris lainnya, Direksi, maupun dengan Pemegang Saham Utama dan Pengendali. Beliau juga tidak memiliki saham PTPN III.

Indonesian citizen, born in Singkawang on June 16, 1959. Appointed as Commissioner of the Company based on Decree of the Minister of SOEs No. SK-86/MBU/03/2022 dated March 25, 2022. As educational background, Ardan Adiperdana graduated from Indonesian State College of Accountancy (STAN) Jakarta majoring in Accounting (1987), and obtained MBA in 1992 from Saint Mary's University SMU Halifax, Canada, then received a Doctorate degree in Strategic Management from the University of Indonesia in 2013.

Prior to serving as Commissioner at PT Perkebunan Nusantara III (Persero), Ardan Adiperdana served as Deputy Head of Finance and Development Supervisory Agency (BPKP) for State Accountants (2007), Commissioner of HIN (2011), Deputy Head of Finance and Development Supervisory Agency (BPKP) for Economic Affairs (2013), President Commissioner of PT Jasa Raharja (2013), Head of Finance and Development Supervisory Agency (BPKP) (2015), Commissioner of Bank Mandiri (2016-2021), Special Staff for the Minister of Tourism and Creative Economy (2019), Commissioner of PLN (2021-2022) and Special Staff for the Minister of SOEs (2021 - present).

Regarding concurrent positions within the Company, he is a member of the Audit Committee of PTPN III, while outside the Company, he has no concurrent positions. He also has no affiliation and affiliation status with other members of the Board of Commissioners, Board of Directors, or with the Major and Controlling Shareholders. He also does not own PTPN III shares



Alhilal Hamdi

Komisaris Commissioner

Periode Jabatan: 4 Januari 2023 – 4 Januari 2028, Periode ke-1
Term of Office: January 4, 2022 - January 4, 2028, 1st Period

Warga Negara Indonesia, lahir di Cilacap pada 28 Maret 1954. Diangkat sebagai Komisaris berdasarkan Surat Keputusan Menteri BUMN No. SK-3/MBU/01/2023 tanggal 4 Januari 2023. Beliau menyelesaikan pendidikan Sarjana Teknik Perminyakan dari Institut Teknologi Bandung pada tahun 1980.

Beliau pernah menjabat sebagai Menteri Negara Transmigrasi dan Kependudukan pada 1999 – 2000, Menteri Tenaga Kerja dan Transmigrasi pada 2000 – 2001, Penasihat Senior Menko Kesra pada 2004 – 2006, Penasihat Senior Menteri BUMN pada 2006 – 2008, Ketua Tim Nasional Pengembangan Bahan Bakar Nabati pada 2006 – 2008 dan Komisaris Utama PT PLN pada 2006 – 2009.

Terkait rangkap Jabatan di dalam Perusahaan, beliau adalah Anggota Komite Pemantau Risiko PTPN III, sedangkan di luar Perusahaan, beliau tidak memiliki rangkap jabatan. Beliau juga tidak memiliki hubungan afiliasi dan status hubungan afiliasi dengan Dewan Komisaris lainnya, Direksi, maupun dengan Pemegang Saham Utama dan Pengendali. Beliau juga tidak memiliki saham PTPN III.

Indonesian citizen, born in Cilacap on March 28, 1954. Appointed as Commissioner based on Decree of the Minister of SOEs No. SK-3/MBU/01/2023 dated January 4, 2023. Alhilal Hamdi completed his Bachelor of Petroleum Engineering from the Bandung Institute of Technology in 1980.

He had served as State Minister of Transmigration and Population in 1999-2000, Minister of Manpower and Transmigration in 2000-2001, Senior Advisor to the Coordinating Minister for People's Welfare in 2004-2006, Senior Advisor to the Minister of SOEs in 2006 – 2008, Chairman of the National Team for Development of Biofuels in 2006-2008 and President Commissioner of PT PLN in 2006-2009.

Regarding concurrent positions within the Company, he is a member of the Risk Monitoring Committee of PTPN III, while outside the Company, he does not have concurrent positions. He also has no affiliation and affiliation status with other members of the Board of Commissioners, the Board of Directors, or with the Major and Controlling Shareholders. He also does not own PTPN III shares.

DEWAN KOMISARIS

BOARD OF COMMISSIONERS

AMAL BAKTI PULUNGAN

Komisaris Independen
Independent Commissioner

ALHILAL HAMDY

Komisaris
Commissioner

ZULKIFLI ZAINI

Komisaris Utama/Komisaris Independen
President Commissioner/Independent Commissioner

ERWAN PELAWI

Komisaris Independen
Independent Commissioner





ARDAN ADIPERDANA

Komisaris
Commissioner



WISTO PRIHADI

Komisaris Independen
Independent Commissioner



ARIE YURIWIN

Komisaris
Commissioner



ASEP SUBARKAH YUSUF

Komisaris
Commissioner



PROFIL DIREKSI

PROFILE OF THE BOARD OF DIRECTORS

Sepanjang tahun 2022, sampai dengan Laporan Tahunan ini ditandatangani, terdapat perubahan susunan dan komposisi Direksi Perusahaan berdasarkan Surat Keputusan Menteri BUMN No. SK-4/MBU/01/2023 tanggal 4 Januari 2023, dengan kronologi perubahan sebagaimana terlampir pada Bab Laporan Manajemen dalam Laporan Tahunan ini.

Adapun profil Direksi yang menjabat per 31 Desember 2022, sampai dengan Laporan Tahunan ini ditandatangani, adalah sebagaimana terlampir berikut ini.

There have been changes to the structure and composition of the Company's Board of Directors throughout 2022, until the signing of this Annual Report, based on the Decree of the Minister of SOEs No. SK-4/MBU/01/2023 dated January 4, 2023, with a chronology of changes attached in the Management Reports Chapter in this Annual Report.

Profile of the Board of Directors serving the Company as of December 31, 2022, until the signing of this Annual Report, are as described below.



Mohammad Abdul Ghani

Direktur Utama President Director

Masa Jabatan: 12 Februari 2020 – 17 Oktober 2024, Periode ke-1
Term of Office: February 12, 2020 – October 17, 2024, 1st Period

Warga negara Indonesia, 63 tahun lahir di Pekalongan, 17 Desember 1959. Diangkat sebagai Direktur Utama berdasarkan Surat Keputusan Menteri BUMN No. SK-48/MBU/02/2020 tanggal 12 Februari 2020. Sebelumnya beliau diangkat sebagai Wakil Direktur Utama berdasarkan Surat Keputusan Menteri BUMN No. SK-231/MBU/10/2019 tanggal 17 Oktober 2019. Latar belakang pendidikan beliau adalah lulusan Doktor (S3) jurusan Perencanaan Wilayah, Universitas Sumatera Utara, Medan (2016). Beliau menyelesaikan Magister (S2) jurusan Sains, Universitas Gadjah Mada, Yogyakarta (2008), dan Sarjana (S1) jurusan Pertanian, Institut Pertanian Bogor, Kota Bogor (1984).

Berbagai jabatan strategis pernah diembannya, yaitu Wakil Direktur Utama di PT Perkebunan Nusantara III (Persero) (2019-2020), Direktur Utama di PT Perkebunan Nusantara II (2019), PT Perkebunan Nusantara VI (2018) dan PT Perkebunan Nusantara XIII (2016-2018).

Beliau tidak memiliki rangkap jabatan di dalam dan di luar Perusahaan. Beliau juga tidak memiliki hubungan afiliasi dan status hubungan afiliasi dengan Direksi lainnya, Dewan Komisaris, maupun dengan Pemegang Saham Utama dan Pengendali. Beliau juga tidak memiliki saham PTPN III.

Indonesian citizen, 63 years old, born in Pekalongan, December 17, 1959. Appointed as President Director based on Decree of the Minister of SOEs No. SK-48/MBU/02/2020 dated February 12, 2020. Previously he was appointed as Vice President Director based on Decree of the Minister of SOEs No. SK-231/MBU/10/2019 dated October 17, 2019. His educational background includes a Doctorate (S3) majoring in Regional Planning, University of North Sumatra, Medan (2016). He completed his Master's Degree (S2) majoring in Science, Gadjah Mada University, Yogyakarta (2008), and Bachelor's Degree (S1) majoring in Agriculture, Bogor Institute of Agriculture, Bogor (1984).

He has held various strategic positions, namely Vice President Director at PT Perkebunan Nusantara III (Persero) (2019-2020), President Director at PT Perkebunan Nusantara II (2019), PT Perkebunan Nusantara VI (2018) and PT Perkebunan Nusantara XIII (2016- 2018).

He does not have concurrent positions inside and outside the Company. He also has no affiliation and affiliation status with other Directors, the Board of Commissioners, nor with the Major and Controlling Shareholders. He also does not own PTPN III shares.



Denaldy Mulino Mauna

Wakil Direktur Utama

Vice President Director

Masa Jabatan: 12 Februari 2020 – 12 Februari 2025, Periode ke-1
Term of Office: February 12, 2020 – February 12, 2025, 1st Period

Warga negara Indonesia, 51 tahun lahir di Paris, 4 Juli 1971. Diangkat sebagai Wakil Direktur Utama berdasarkan Surat Keputusan Menteri BUMN No. SK-48/MBU/02/2020 tanggal 12 Februari 2020. Latar belakang pendidikan beliau adalah lulusan Magister (S2) jurusan Business Administration in International Business di University of Maryland College Park, Amerika Serikat (1998), dan lulus sebagai Sarjana (S1) jurusan Akunting, dari Universitas Katolik Parahyangan, Bandung (1995).

Karir beliau sebelum menjabat sebagai Wakil Direktur Utama antara lain adalah sebagai Direktur Utama Perum Perhutani (2017-2020), Group Chief Financial Officer PT Triputra Argo Persada (2015-2017), serta menjadi Deputy Group PT Triputra Argo Persada (2004-2015).

Beliau memiliki rangkap jabatan di dalam Perusahaan yakni sebagai Komisaris PT Kharisma Pemasaran Bersama Nusantara (2020-sekarang) yang merupakan Entitas Anak Perusahaan. namun di luar Perusahaan, beliau tidak memiliki rangkap jabatan.

Beliau tidak memiliki hubungan afiliasi dan status hubungan afiliasi dengan Direksi lainnya, Dewan Komisaris, maupun dengan Pemegang Saham Utama dan Pengendali. Beliau juga tidak memiliki saham PTPN III.

Indonesian citizen, 51 years old, born in Paris, July 4, 1971. Appointed as Vice President Director based on Decree of the Minister of SOEs No. SK-48/MBU/02/2020 dated February 12, 2020. As educational background, Denaldy Mulino Maulana completed his Master's Degree in Business Administration in International Business at the University of Maryland College Park, United States of America (1998), and received Bachelor's Degree in Accounting, from Parahyangan Catholic University, Bandung (1995).

Prior to serving as the Company's Vice President Director, he has served as President Director of Perum Perhutani (2017-2020), Group Chief Financial Officer of PT Triputra Argo Persada (2015-2017), and Deputy Group of PT Triputra Argo Persada (2004-2015).

He has concurrent positions within the Company, namely as Commissioner of PT Kharisma Pemasaran Bersama Nusantara (2020-present), which is a Subsidiary. Meanwhile, outside the Company, he has no concurrent positions.

He has no affiliation and affiliation status with other members of the Board of Directors, Board of Commissioners, or with the Major and Controlling Shareholders. He also does not own PTPN III shares.



Segar Budiarjo

Direktur Sumber Daya Manusia Director of Human Resources

Masa Jabatan: 28 April 2021 – 28 April 2026, Periode ke-2
Term of Office: April 28, 2021 – April 28, 2026, 2nd Period

Warga negara Indonesia, 55 tahun, kelahiran Banjarnegara 18 Juli 1967. Diangkat sebagai Direktur SDM berdasarkan Surat Keputusan Menteri BUMN No. SK-133/MBU/04/2021 tanggal 28 April 2021. Sebelumnya menjabat sebagai Direktur Umum berdasarkan Surat Keputusan Menteri BUMN No. SK-48/MBU/02/2020 tanggal 12 Februari 2020. Beliau merupakan lulusan Magister (S2) jurusan Agribisnis dari Institut Pertanian Bogor, Kota Bogor (2003) dan menyelesaikan pendidikan Sarjana (S1) jurusan Ekonomi dari Universitas Jendral Soedirman, Purwokerto (1990).

Sebelum menjabat sebagai Direktur SDM Perkebunan Nusantara III (Persero) beliau pernah berkarir sebagai Direktur Umum PT Perkebunan Nusantara III (Persero) (2020-2021), beliau pernah berkarir sebagai Direktur SDM dan Umum PT Perkebunan Nusantara III (Persero) (2018-2020), Direktur Human Capital Management dan Umum PT Perkebunan Nusantara III (Persero) (2016-2018) dan Direktur Komersil PT Pupuk Kujang (2016).

Beliau tidak memiliki rangkap jabatan di dalam Perusahaan, namun di luar Perusahaan menjabat sebagai Ketua Dewan Pengawas DAPENBUN (2016-sekarang).

Beliau tidak memiliki hubungan afiliasi dan status hubungan afiliasi dengan Direksi lainnya, Dewan Komisaris, maupun dengan Pemegang Saham Utama dan Pengendali. Beliau juga tidak memiliki saham PTPN III.

Hingga saat ini beliau memiliki sertifikasi profesi yaitu Sertifikasi Kompetensi Manajemen Risiko Perbankan.

Indonesian citizen, 55 years old, born in Banjarnegara on July 18, 1967. Appointed as the Company's Director of HR based on Decree of the Minister of SOEs No. SK-133/MBU/04/2021 dated April 28, 2021. Previously served as Director of General Affairs based on Decree of the Minister of SOEs No. SK-48/MBU/02/2020 dated February 12, 2020. Seger Budiarjo earned his Master's Degree in Agribusiness from the Bogor Agricultural Institute, Bogor City (2003) and completed his Bachelor's Degree in Economics from Jendral Soedirman University, Purwokerto (1990).

Prior to serving as Director of Human Resource PT Perkebunan Nusantara III (Persero), he served as Director of General Affairs of PT Perkebunan Nusantara III (Persero) (2020-2021), Director of HR and General Affairs of PT Perkebunan Nusantara III (Persero) (2018-2020), Director of Human Capital Management and General Affairs of PT Perkebunan Nusantara III (Persero) (2016-2018) and Director of Commercial of PT Pupuk Kujang (2016).

He has no concurrent positions within the Company,. However, outside the Company, he has concurrent positions as Chairman of the Supervisory Board of DAPENBUN (2016-present).

He has no concurrent positions within the Company,. However, outside the Company, he has concurrent positions as Chairman of the Supervisory Board of DAPENBUN (2016-present).

Until now he has a professional certification, namely Banking Risk Management Competency Certification.



Dwi Sutoro

Direktur Pemasaran Director of Marketing

Masa Jabatan: 17 Oktober 2019 – 17 Oktober 2024, Periode ke-1
Term of Office: October 17, 2019 – October 17, 2024, 1st Period

Warga negara Indonesia, 51 tahun, kelahiran Semarang 22 Juni 1971. Diangkat sebagai Direktur Pemasaran berdasarkan Surat Keputusan Menteri BUMN No. SK-231/MBU/10/2019 tanggal 17 Oktober 2019. Latar belakang pendidikan beliau adalah lulusan Magister (S2) jurusan Management, IPMI dan Monash University, Jakarta dan Melbourne Australia (2004), serta Sarjana (S1) jurusan Teknik Kimia, Institut Teknologi Bandung, Kota Bandung (1994).

Sebelum menjabat sebagai Direktur Pemasaran PT Perkebunan Nusantara III (Persero), beliau pernah menduduki jabatan strategis di berbagai perusahaan, di antaranya sebagai *President Director* PT Kievit Indonesia (2015- 2019), *Director Quality South East Asia* PT Unilever (2011-2015), serta menjadi *Manufacturing Director Unilever Indonesia* (2010-2011).

Beliau memiliki rangkap jabatan di dalam Perusahaan yakni sebagai Komisaris Utama PT Industri Nabati Lestari (2020-sekarang) yang merupakan Entitas Anak Perusahaan. Namun di luar Perusahaan, beliau tidak memiliki rangkap jabatan.

Beliau tidak memiliki hubungan afiliasi dan status hubungan afiliasi dengan Direksi lainnya, Dewan Komisaris, maupun dengan Pemegang Saham Utama dan Pengendali. Beliau juga tidak memiliki saham PTPN III.

Indonesian citizen, 51 years old, born in Semarang June 22, 1971. Appointed as the Company's Director of Marketing based on Decree of the Minister of SOEs No. SK-231/MBU/10/2019 dated October 17, 2019. As educational background, Dwi Sutoro earned his Master's Degree in Management from IPMI and Monash University, Jakarta and Melbourne Australia (2004), as well as Bachelor's Degree in Chemical Engineering, Bandung Institute of Technology, Bandung City (1994).

Prior to serving as Director of Marketing of PT Perkebunan Nusantara III (Persero), he has held strategic positions in various companies, including as President Director of PT Kievit Indonesia (2015-2019), Director of Quality South East Asia PT Unilever (2011-2015), and Director of Manufacturing of Unilever Indonesia (2010-2011).

He has concurrent positions within the Company, namely as President Commissioner of PT Industri Nabati Lestari (2020-present), which is a Subsidiary of the Company. However, outside the Company, he has no concurrent positions.

He has no affiliation and affiliation status with other members of the Board of Directors, Board of Commissioners, or with the Major and Controlling Shareholders. He also does not own PTPN III shares.



Ahmad Haslan Saragih

Direktur Pelaksana Managing Director

Masa Jabatan: 17 Oktober 2019 – 28 Juni 2023, Periode ke-1
Term of Office: October 17, 2019 – June 28, 2023, 1st Period

Warga negara Indonesia, 62 tahun Kelahiran Tebing Tinggi 25 September 1960. Diangkat sebagai Direktur Pelaksana berdasarkan Surat Keputusan Menteri BUMN No. SK-231/MBU/10/2019 tanggal 17 Oktober 2019. Latar belakang pendidikan beliau adalah lulusan Sarjana (S1) jurusan Pertanian, Institut Pertanian Bogor, Kota Bogor (1983).

Sebelumnya, beliau menjabat sebagai Direktur Utama PT Perkebunan Nusantara VI (2016-2018). Beliau juga pernah mengemban jabatan strategis lainnya seperti Direktur Produksi PT Perkebunan Nusantara IV (2012-2016), serta Direktur Perencanaan dan Pengembangan Usaha PT Perkebunan Nusantara IV (2006-2012).

Beliau memiliki rangkap jabatan di dalam Perusahaan yakni sebagai Komisaris Utama PT Kawasan Industri Nusantara (2020-sekarang) yang merupakan Entitas Anak Perusahaan, namun di luar Perusahaan, beliau tidak memiliki rangkap jabatan.

Beliau tidak memiliki hubungan afiliasi dan status hubungan afiliasi dengan Direksi lainnya, Dewan Komisaris, maupun dengan Pemegang Saham Utama dan Pengendali. Beliau juga tidak memiliki saham PTPN III.

Indonesian citizen, 62 years old. Born in Tebing Tinggi, September 25, 1960. Appointed as Managing Director based on the Decree of the Minister of SOEs No. SK-231/MBU/10/2019 dated October 17, 2019. As educational background, Ahmad Haslan Saragih earned his Bachelor's Degree in Agriculture from Bogor Agricultural Institute, Bogor City (1983).

Previously, he served as President Director of PT Perkebunan Nusantara VI (2016-2018). He has also held other strategic positions such as Director of Production of PT Perkebunan Nusantara IV (2012-2016), and Director of Business Planning and Development of PT Perkebunan Nusantara IV (2006-2012).

He has concurrent positions within the Company, namely as President Commissioner of PT Kawasan Industri Nusantara (2020-present), which is a Subsidiary of the Company. However, outside the Company, he has no concurrent positions.

He has no affiliation and affiliation status with other members of the Board of Directors, Board of Commissioners, or with the Major and Controlling Shareholders. He also does not own PTPN III shares.



M. Iswahyudi

Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management

Masa Jabatan: 12 Februari 2020 – 12 Februari 2025, Periode ke-1
Term of Office: February 12, 2020 – February 12, 2025, 1st Period

Warga negara Indonesia, 49 tahun, lahir di Mataram, 14 Februari 1973. Diangkat sebagai Direktur Keuangan dan Manajemen Risiko berdasarkan Surat Keputusan Menteri BUMN No. SK-48/MBU/02/2020 tanggal 12 Februari 2020. Beliau menyelesaikan pendidikan Sarjana (S1) jurusan Ekonomi Pembangunan dari Universitas Brawijaya, Malang pada tahun 1995.

Beliau memiliki karier profesional dibidang perbankan pada salah satu Bank BUMN, yakni di Bank Mandiri. Beliau pernah menjabat sebagai Corporate Banking Manager Surabaya (2014-2015), DH Sector Automotive & Heavy Equipment (2015-2017), dan Group Head Special Asset Management I (2017-2020).

Beliau memiliki rangkap jabatan di dalam Perusahaan yakni sebagai Komisaris Utama PT Sarana Agro Nusantara (2020-sekarang), namun di luar Perusahaan, beliau tidak memiliki rangkap jabatan.

Beliau tidak memiliki hubungan afiliasi dan status hubungan afiliasi dengan Direksi lainnya, Dewan Komisaris, maupun dengan Pemegang Saham Utama dan Pengendali. Beliau juga tidak memiliki saham PTPN III.

Hingga saat ini beliau memiliki sertifikasi profesi yaitu *Certificate in Restructuring* dari Fitch Learning/USA, Sertifikasi Kompetensi Manajemen Risiko Level IV dari LSPP/Jakarta.

Indonesian citizen, 49 years old, born in Mataram, February 14, 1973. Appointed as the Company's Director of Finance and Risk Management based on Decree of the Minister of SOEs No. SK-48/MBU/02/2020 dated February 12, 2020. M. Iswahyudi completed his Bachelor's Degree in Development Economics from Brawijaya University, Malang in 1995 and completed his Master's Degree in Agribusiness Management from Medan Area University, Medan in 2021.

He has a professional career in banking at one of the state-owned banks, namely at Bank Mandiri. He has served as Corporate Banking Manager Surabaya (2014-2015), DH Sector Automotive & Heavy Equipment (2015-2017), and Group Head Special Asset Management I (2017-2020).

He has concurrent positions within the Company, namely as President Commissioner of PT Sarana Agro Nusantara (2020-present). However, outside the Company, he has no concurrent positions.

He has no affiliation and affiliation status with other members of the Board of Directors, Board of Commissioners, or with the Major and Controlling Shareholders. He also does not own PTPN III shares.

Until now he has professional certification, namely the Certificate in Restructuring from Fitch Learning/USA, Level IV Risk Management Competency Certification from LSPP/Jakarta.



Mahmudi

Direktur Produksi dan Pengembangan Director of Production and Development

Masa Jabatan: 17 Oktober 2019 – 17 Oktober 2024, Periode ke-1
Term of Office: October 17, 2019 – October 17, 2024, 1st Period

Warga negara Indonesia, 43 tahun kelahiran Klaten 5 Juli 1979. Diangkat sebagai Direktur Produksi dan Pengembangan berdasarkan Surat Keputusan Menteri BUMN No. SK-231/MBU/10/2019 tanggal 17 Oktober 2019. Beliau menyelesaikan studi Magister (S2) jurusan Science dari Universitas Diponegoro Semarang, Kota Semarang (2016), dan lulus Sarjana (S1) jurusan Pertanian dari Universitas Gajah Mada, Yogyakarta pada tahun 2001.

Mengawali karier sebagai sinder Kebun di Unit Kebun Getas – PT Perkebunan Nusantara IX pada tahun 2006, kemudian diangkat menjadi Kepala Urusan Tanaman pada tahun 2011 dan menjadi Kepala Bagian Tanaman mulai tahun 2015. Pada tahun 2018 ditetapkan oleh Induk Holding Perkebunan – PT Perkebunan Nusantara III sebagai Direktur Operasional Tanaman Tahunan PT Perkebunan Nusantara IX. Hingga akhirnya per 17 Oktober 2019 diangkat menjadi Direktur Operasi dan Pengembangan PT Perkebunan Nusantara III (Persero).

Beliau memiliki rangkap jabatan di dalam Perusahaan yakni sebagai Komisaris Utama PT Riset Perkebunan Nusantara (2020-sekarang) yang merupakan Entitas Anak Perusahaan, namun di luar Perusahaan, beliau tidak memiliki rangkap jabatan.

Beliau tidak memiliki hubungan afiliasi dan status hubungan afiliasi dengan Direksi lainnya, Dewan Komisaris, maupun dengan Pemegang Saham Utama dan Pengendali. Beliau juga tidak memiliki saham PTPN III.

Indonesian citizen, 43 years old, born in Klaten July 5, 1979. Appointed as the Company's Director of Production and Development based on Decree of the Minister of SOEs No. SK-231/MBU/10/2019 dated October 17, 2019. Mahmudi completed his Master's Degree in Science from Diponegoro University Semarang, Semarang City (2016), and his Bachelor's Degree in Agriculture from Gajah Mada University, Yogyakarta in 2001.

He began his career as Plantation Sinder at Getas Plantation Unit - PT Perkebunan Nusantara IX in 2006, then was appointed as Head of Plants Affairs in 2011 and became Head of the Plants Section starting in 2015. In 2018 he was appointed by Holding Perkebunan - PT Perkebunan Nusantara III as Director of Annual Crops Operations of PT Perkebunan Nusantara IX. Until finally as of October 17, 2019 he was appointed as Director of Operations and Development of PT Perkebunan Nusantara III (Persero).

He has concurrent positions within the Company, namely as President Commissioner of PT Riset Perkebunan Nusantara (2020-present), which is a Subsidiary of the Company. However, outside the Company, he has no concurrent positions.

He has no affiliation and affiliation status with other members of the Board of Directors, Board of Commissioners, or with the Major and Controlling Shareholders. He also does not own PTPN III shares.



Doni P. Gandamihardja

Direktur Umum

Director of General Affairs

Masa Jabatan: 28 April 2021 – 28 April 2025, Periode ke-1
Term of Office: April 28, 2021 – April 28, 2025, 1st Period

Warga negara Indonesia, 56 tahun kelahiran Bandung 19 September 1966. Diangkat sebagai Direktur Umum berdasarkan Surat Keputusan Menteri BUMN No. SK-133/MBU/04/2021 tanggal 28 April 2021. Latar belakang pendidikan beliau adalah lulusan Sarjana (S1) jurusan Pertanian Sosial Ekonomi, Universitas Padjajaran, Bandung (1991).

Karirnya bermula sebagai *Vice President* PT Bank Mandiri Tbk (2010-2012) kemudian *Head Corporate Banking Medan* PT Bank Mandiri Tbk (2011-2014) dan menjadi *Commercial Banking Center Manager* di Jakarta Plaza Mandiri PT Bank Mandiri (Persero) Tbk (2014-2015). Setelah itu diangkat pertama kali sebagai Direksi di PT Perkebunan Nusantara XIII (2015-2017), Direktur Utama di PT Perkebunan Nusantara XIV (2017-2020), Direktur PT Perkebunan Nusantara VII (Mei 2020-April 2021), kemudian diangkat sebagai Direktur Umum sesuai Keputusan Menteri BUMN selaku Pemegang Saham PT Perkebunan Nusantara III (Persero) No:SK-133/MBU/04/2021 tentang Pemberhentian, Perubahan Nomenklatur dan Pengangkatan Anggota-Anggota Direksi Perusahaan Perseroan (Persero) PT Perkebunan Nusantara III tanggal 28 April 2021.

Beliau memiliki rangkap jabatan di dalam Perusahaan yakni sebagai Komisaris PT Asuransi Jasa Tania Tbk (2018-sekarang), namun di luar Perusahaan, beliau tidak memiliki rangkap jabatan.

Beliau tidak memiliki hubungan afiliasi dan status hubungan afiliasi dengan Direksi lainnya, Dewan Komisaris, maupun dengan Pemegang Saham Utama dan Pengendali. Beliau juga tidak memiliki saham PTPN III.

Hingga saat ini beliau memiliki sertifikasi profesi yaitu *Qualified Chief Risk Officer* (QCRO) dari Badan Nasional Sertifikasi Profesi.

Indonesian citizen, 56 years old, born in Bandung on September 19, 1966. Appointed as the Company's Director of General Affairs based on Decree of the Minister of SOEs No. SK-133/MBU/04/2021 dated April 28, 2021. As educational background, Doni P. Gandamihardja earned his Bachelor's Degree in Social-Economic Agriculture from Padjadjaran University, Bandung (1991).

He started his career as Vice President of PT Bank Mandiri Tbk (2010-2012) then Head of Corporate Banking Medan of PT Bank Mandiri Tbk (2011-2014) and became Commercial Banking Center Manager at Jakarta Plaza Mandiri PT Bank Mandiri (Persero) Tbk (2014-2015). After that, he was appointed for the first time as member of the Board of Directors at PT Perkebunan Nusantara XIII (2015-2017), President Director of PT Perkebunan Nusantara XIV (2017-2020), Director of PT Perkebunan Nusantara VII (May 2020-April 2021), then appointed as Director of General Affairs according to Decree of the Minister of SOEs as the Shareholder of PT Perkebunan Nusantara III (Persero) No: SK-133/MBU/04/2021 concerning Dismissal, Changes in Nomenclature and Appointment of Members of the Board of Directors of Limited Liability Company of PT Perkebunan Nusantara III on April 28, 2021.

He has concurrent positions within the Company, namely as Commissioner of PT Asuransi Jasa Tania Tbk (2018-present). However, outside the Company, he has no concurrent positions.

He has no affiliation and affiliation status with other members of the Board of Directors, Board of Commissioners, or with the Major and Controlling Shareholders. He also does not own PTPN III shares.

Until now he has a professional certification, namely *Qualified Chief Risk Officer* (QCRO) from the National Professional Certification Agency.



M. Arifin Firdaus

Direktur Hubungan Kelembagaan Director of Institutional Relations

Periode Jabatan: 4 Januari 2023 – 4 Januari 2028, Periode ke-1
Term of Office: January 4, 2023 – January 4, 2028, 1st Period

Warga negara Indonesia, 54 tahun kelahiran Bandung pada 11 Oktober 1968. Diangkat menjadi Direktur Hubungan Kelembagaan PT Perkebunan Nusantara III (Persero) berdasarkan Surat Keputusan Menteri BUMN No. SK-4/MBU/01/2023 tanggal 4 Januari 2023. Beliau menyelesaikan pendidikan Sarjana Hukum Internasional dari Universitas Parahyangan Bandung pada tahun 1991.

Dalam perjalanan kariernya, beliau pernah menjabat sebagai SEVP Special Asset Management di Bank Mandiri periode tahun 2019 – 2020, selanjutnya menjabat Direktur SDM dan Umum di PT Angkasa Pura I pada periode tahun 2020-2022, sebelum pada periode Januari 2023 bergabung di PT Perkebunan Nusantara III (Persero).

Beliau tidak memiliki rangkap jabatan di dalam dan di luar Perusahaan. Beliau juga tidak memiliki hubungan afiliasi dan status hubungan afiliasi dengan Direksi lainnya, Dewan Komisaris, maupun dengan Pemegang Saham Utama dan Pengendali. Beliau juga tidak memiliki saham PTPN III.

Indonesian citizen, 54 years old, born in Bandung on October 11, 1968. Appointed as the Company's Director of Institutional Relations of PT Perkebunan Nusantara III (Persero) based on Decree of the Minister of SOEs No. SK-4/MBU/01/2023 dated January 4, 2023. M. Arifin Firdaus completed his Bachelor of International Laws from Parahyangan University, Bandung in 1991.

In the course of his career, he served as SEVP Special Asset Management of Bank Mandiri for the 2019-2020 period, then served as Director of HR and General Affairs of PT Angkasa Pura I for the 2020-2022 period, before joining PT Perkebunan Nusantara III (Persero) in January 2023.

He has no concurrent positions inside and outside the Company. He also has no affiliation and affiliation status with other members of the Board of Directors, the Board of Commissioners, or with the Major and Controlling Shareholders. He also does not own PTPN III shares.

DIREKSI

BOARD OF DIRECTORS

DENALDY MULINO MAUNA

Wakil Direktur Utama
Vice President Director

MOHAMMAD ABDUL GHANI

Direktur Utama
President Director

SEGER BUDIARJO

Direktur Sumber Daya Manusia
Director of Human Resources

DWI SUTORO

Direktur Pemasaran
Director of Marketing





MAHMUDI

Direktur Produksi dan Pengembangan
Director of Production and Development

DONI P. GANDAMIHARDJA

Direktur Umum
Director of General Affairs

AHMAD HASLAN SARAGIH

Direktur Pelaksana
Managing Director

M. ARIFIN FIRDAUS

Direktur Hubungan Kelembagaan
Director of Institutional Relations

M. ISWAHYUDI

Direktur Keuangan dan Manajemen Risiko
Director of Finance and Risk Management



PROFIL SENIOR EXECUTIVE VICE PRESIDENT

PROFILE OF SENIOR EXECUTIVE VICE PRESIDENT



Sudarma Bhakti Lessan

SEVP Operation II

Menjabat sejak 26 Mei 2020
Has served the position since May 26, 2020

Kewarganegaraan Citizenship	Warga Negara Indonesia Indonesian Citizen
Usia Age	53 tahun per 31 Desember 2022 53 years old as of December 2022
Domisili Domicile	Medan, Sumatera Utara Medan, North Sumatera
Bergabung di Perusahaan Date of Joining the Company	12 Mei 1998 May 12, 1998
Riwayat Pendidikan Educational Background	S2 Magister Sains-Agribisnis/Universitas Medan Area, 2012 Master of Science-Agribusiness/Medan Area University, 2012
Pengalaman Kerja Work Experience	Sebelum menempati posisi sebagai SEVP Operation II, beliau menjabat sebagai Kepala Bidang Divisi Budaya Tanaman Tahunan. Prior to serving the position as SEVP Operation II, he served as Head of the Annual Crops Cultivation Division.
Dasar Hukum Pengangkatan Legal Basis of Appointment	Surat Keputusan Direksi No. DSDM/SKPTS/R/74/2020 tanggal 26 Mei 2020 jo DSDM/SKPTS/R/96/2022 tanggal 24 Mei 2022 Decree of the Board of Directors No. DSDM/SKPTS/R/74/2020 date on May 26, 2020 jo DSDM/SKPTS/R/96/2022 date on May 24, 2022



Darmansyah Siregar

SEVP Operation I

Menjabat sejak 02 Agustus 2021
Has served the position since August 2, 2021

Kewarganegaraan Citizenship	Warga Negara Indonesia Indonesian Citizen
Usia Age	47 tahun per 31 Desember 2022 47 years old as of December 2022
Domisili Domicile	Medan, Sumatera Utara Medan, North Sumatera
Bergabung di Perusahaan Date of Joining the Company	Tahun 2000 Year 2020
Riwayat Pendidikan Educational Background	S2 Magister, Magister Manajemen Agribisnis, Universitas Medan Area, 2012 Master's Degree in Agribusiness Management, Medan Area University 2012
Pengalaman Kerja Work Experience	Sebelum menempati posisi sebagai SEVP Operation I, beliau menjabat sebagai Kepala Bagian Operasional Pengolahan, dan sebelumnya lagi menjabat sebagai Kepala Bagian Teknik. Prior to serving the position as SEVP Operation I, he served as Head of Processing Operations Division, and before that served as Head of Engineering Division.
Dasar Hukum Pengangkatan Legal Basis of Appointment	Surat Keputusan Direksi No. DSDM/SKPTS/R/126/2021 tanggal 2 Agustus 2021 Decree of the Board of Directors No. DSDM/SKPTS/R/126/2021 date on August 2, 2021



Tengku Rinell

SEVP Business Support

Menjabat sejak 11 Juni 2021
Has served the position since June 11, 2021

Kewarganegaraan Citizenship	Warga Negara Indonesia Indonesian Citizen
Usia Age	55 Tahun per 31 Desember 2022 55 years old as of December 2022
Domisili Domicile	Medan, Sumatera Utara Medan, North Sumatera
Bergabung di Perusahaan Date of Joining the Company	Tahun 2000 Year 2020
Riwayat Pendidikan Educational Background	S2 Magister, Magister Manajemen Agribisnis, Universitas Medan Area, 2008 Master's Degree in Agribusiness Management, Medan Area University, 2008
Pengalaman Kerja Work Experience	Sebelum menempati posisi sebagai SEVP Business Support, beliau menjabat sebagai Kepala Bagian Operasional SDM, dan sebelumnya lagi menjabat sebagai Kepala Bagian Umum. Prior to serving the position as SEVP Business Support, he served as Head of HR Operations, and before that served as Head of General Affairs.
Dasar Hukum Pengangkatan Legal Basis of Appointment	Surat Keputusan Direksi No. DSDM/SKPTS/R/98/2021 tanggal 11 Juni 2021 Decree of the Board of Directors No. DSDM/SKPTS/R/98/2021 date on June 11, 2021



PEJABAT EKSEKUTIF

EXECUTIVE OFFICIALS



Hery Nurudin

Divisi Audit Internal
Internal Audit Division



Bambang Agustian

Divisi Sekretariat Perusahaan
Corporate Secretariat Division



Ugun Untaryo

Divisi Bisnis Strategis dan Sustainability
Strategic Business and Sustainability Division



Riza Pahlevi

Divisi Transformasi Strategis
Strategic Transformation Division



Tjahyo Adi

Divisi Akuntansi dan Perpajakan
Accounting and Taxation Division



Muhammad Muslim Utomo

Divisi Perbendaharaan, Anggaran & Manajemen Risiko
Treasury, Budget & Risk Management Division



Indaruwati Trivista Andarini

Divisi Keuangan Strategis dan Pembiayaan Korporasi
Strategic Finance and Corporate Financing Division



Yudhi Cahyadi

Divisi Sumber Daya Manusia
Human Resources Division



Idham Haryadi

Divisi Teknologi Informasi
Information Technology Division



Desmanto

Divisi Operasional Tanaman Kelapa Sawit dan Karet
Palm Oil and Rubber Operations Division



Eman Siswanto

Divisi Teknik & Pengolahan Kelapa Sawit dan Karet
Palm Oil and Rubber Engineering & Processing Division



Teguh Agung Tn

Divisi Operasional Aneka Tanaman
Assorted Plants Operations Division



Petrus Budiman

Divisi Pemasaran Komoditi Kelapa Sawit dan Karet
Palm Oil and Rubber Commodities Marketing Division



R. Dodi Kusumah

Divisi Pemasaran Komoditi Aneka Tanaman
Assorted Plants Commodities Marketing Division



Heru Prabowo

Divisi Strategi Pemasaran & Retail
Marketing & Retail Strategy Division



Muhammad Iwan Masum

Divisi Pengadaan dan Umum
Procurement and General Affairs Division



Henghi Heriandono

Divisi Hukum
Legal Division

KEPALA BAGIAN DEPARTMENT HEAD



Amalia Nasution

**Bagian Operasional Pengadaan dan
Teknologi Informasi**
Procurement Operations and
Information Technology



Dedi Ismed

Bagian Operasional SDM
HR Operations



Della Iskandar Kaban

Pengawas Wilayah I
Regional Supervisor I



Donny Amril

**Bagian Operasional Keuangan dan
Akuntansi**
Finance and Accounting
Operations



Ibnu Faisal Nasution

Biro Sekretariat
Secretariat Bureau



Julkarnein Harahap

**Bagian Operasional Traksi
Infrastruktur**
Infrastructure Traction Operations



Oshutri Anwar

Bagian Operasional Tanaman
Plant Operations



Waris Setiawan

Pj. Pengawas Wilayah II
Regional Supervisor II Official



Yudi Darma Putra Hasibuan

Bagian Operasional Pengolahan
Processing Operations



STRUKTUR DAN KOMPOSISI PEMEGANG SAHAM

STRUCTURE AND COMPOSITION OF SHAREHOLDERS

Komposisi Kepemilikan Saham Perusahaan

Composition of Share Ownership

Komposisi Pemegang Saham Perusahaan per 31 Desember 2022
Composition of the Company's Shareholders As of December 31, 2022

Pemegang Saham Shareholder	Modal Ditempatkan dan Disetor Penuh Issued and Fully Paid Capital		Persentase Kepemilikan (%) Percentage of Share Ownership (%)
	Jumlah Saham (lembar) Number of Shares (sheet)	Nominal (Rp) (IDR)	
	Nilai nominal Rp1.000.000,-/lembar saham Par value IDR1,000,000/share		
Negara Republik Indonesia Republic of Indonesia	40.216.132	40.216.132.000.000	100,00



Informasi tentang Pemegang Saham Utama/Pengendali

Sesuai dengan status hukum Perusahaan, maka modal Perusahaan adalah berbentuk saham yang berasal dari penyertaan modal Negara Republik Indonesia. Dengan demikian, saham Perusahaan 100% sepenuhnya dimiliki oleh Negara Republik Indonesia yang diwakili oleh Pemerintah Republik Indonesia/Kementerian Badan Usaha Milik Negara (BUMN), di mana Negara Republik Indonesia menjadi entitas induk akhir.

Kepemilikan Saham oleh Manajemen dan/atau Karyawan

Berdasarkan status hukumnya, Holding Perkebunan Nusantara – PTPN III (Persero) merupakan perusahaan dengan modal berbentuk saham yang berasal dari penyertaan modal Pemerintah, di mana 100% saham Perusahaan dimiliki oleh Pemerintah. Oleh karena itu, Perusahaan tidak memiliki kebijakan Program Opsi Saham untuk Manajemen, atau *Management Stock Option Program* (MSOP), sehingga Manajemen Perusahaan, yaitu Dewan Komisaris dan Direksi tidak memiliki saham Perusahaan. Demikian pula Perusahaan tidak memiliki Program Opsi Saham untuk Karyawan, atau *Employee Stock Option Program* (ESOP).

Information on Major/Controlling Shareholders

In accordance with its legal status, the Company's capital is in the form of shares originating from the state equity participation of the Republic of Indonesia. Hence, the Company's shares are 100% fully owned by the Republic of Indonesia, represented by the Government of the Republic of Indonesia/the Ministry of State-Owned Enterprises (SOEs) of which the Republic of Indonesia is the final holding entity.

Share Ownership by the Management and/or Employees

Based on its legal status, Holding Perkebunan Nusantara - PTPN III (Persero) is a company with capital in the form of shares originating from the state equity participation, in which 100% of the Company's shares are owned by the Government. Therefore, the Company does not have a Stock Option Program for the Management, or the Management Stock Option Program (MSOP) policy, hence the Company's Management, namely the Board of Commissioners and Board of Directors do not own the Company's shares. Similarly, the Company also does not have a Stock Option Program for Employees, or the Employee Stock Option Program (ESOP).

DAFTAR ENTITAS ANAK DAN ENTITAS ASOSIASI, VENTURA BERSAMA, DAN KERJA SAMA OPERASI

LIST OF SUBSIDIARIES AND ASSOCIATES, JOINT VENTURES, AND JOINT OPERATIONS

Entitas Anak PT Perkebunan Nusantara III (Persero) Subsidiaries of PT Perkebunan Nusantara III (Persero)

No	Entitas Entity	Keterangan Description	Pemegang Saham Shareholder	Saham (%) Shares (%)	Status
1	PTPN I	PT Perkebunan Nusantara I	PTPN III (Persero)	76,00	Beroperasi Operating
2	PTPN II	PT Perkebunan Nusantara II	PTPN III (Persero)	90,00	Beroperasi Operating
3	PTPN IV	PT Perkebunan Nusantara IV	PTPN III (Persero)	90,00	Beroperasi Operating
4	PTPN V	PT Perkebunan Nusantara VI	PTPN III (Persero)	90,00	Beroperasi Operating
5	PTPN VI	PT Perkebunan Nusantara VI	PTPN III (Persero)	90,00	Beroperasi Operating
6	PTPN VII	PT Perkebunan Nusantara VII	PTPN III (Persero)	90,00	Beroperasi Operating
7	PTPN VIII	PT Perkebunan Nusantara VIII	PTPN III (Persero)	86,83	Beroperasi Operating
8	PTPN IX	PT Perkebunan Nusantara IX	PTPN III (Persero)	90,00	Beroperasi Operating
9	PTPN X	PT Perkebunan Nusantara X	PTPN III (Persero)	90,00	Beroperasi Operating
10	PTPN XI	PT Perkebunan Nusantara XI	PTPN III (Persero)	90,00	Beroperasi Operating
11	PTPN XII	PT Perkebunan Nusantara XII	PTPN III (Persero)	90,00	Beroperasi Operating
12	PTPN XIII	PT Perkebunan Nusantara XIII	PTPN III (Persero)	90,00	Beroperasi Operating
13	PTPN XIV	PT Perkebunan Nusantara XIV	PTPN III (Persero)	90,00	Beroperasi Operating
14	PT IKN	PT Industri Karet Nusantara	PTPN III (Persero)	99,99	Beroperasi Operating
15	PT RSPMN	PT Rumah Sakit Sri Pamela Medika Nusantara	PTPN III (Persero)	99,99	Beroperasi Operating
16	PT KINRA	PT Kawasan Industri Nusantara	PTPN III (Persero)	99,99	Beroperasi Operating
17	PT SGN	PT Sinergi Gula Nusantara	PTPN III (Persero)	0,09	Beroperasi Operating
			PTPN II	2,90	
			PTPN VII	0,09	
			PTPN IX	8,62	
			PTPN X	34,79	
17	PT SGN	PT Sinergi Gula Nusantara	PTPN XI	24,63	Beroperasi Operating
			PTPN XIV	3,75	
			PTPN III (Persero)	51,00	
18	PT INL	PT Industri Nabati Lestari	PTPN IV	49,00	Beroperasi Operating



Entitas Anak PT Perkebunan Nusantara III (Persero)
Subsidiaries of PT Perkebunan Nusantara III (Persero)

No	Entitas Entity	Keterangan Description	Pemegang Saham Shareholder	Saham (%) Shares (%)	Status
19	PT BIN	PT Bio Industri Nusantara	PTPN III (Persero)	25,00	Beroperasi Operating
			PTPN V	25,00	
			PTPN VII	25,00	
			PTPN VIII	25,00	
20	PT KPBN	PT Kharisma Pemasaran Bersama Nusantara	PTPN III (Persero)	79,43	Beroperasi Operating
			PTPN IV	12,65	
			PTPN XII	5,39	
			PTPN V	2,52	
21	PT RPN	PT Riset Perkebunan Nusantara	PTPN III (Persero)	90,00	Beroperasi Operating
			PTPN V	10,00	
22	PT LPP Agro	PT Lembaga Pendidikan Perkebunan Agro	PTPN III (Persero)	17,02	Beroperasi Operating
			PTPN IV	17,02	
			PTPN V	7,29	
			PTPN VI	7,29	
			LPP Agro	51,38	

Entitas Asosiasi dan Penyertaan PT Perkebunan Nusantara III (Persero) (Tidak Dikonsolidasi)
Associates and Participation of PT Perkebunan Nusantara III (Persero) (Unconsolidated)

No	Entitas Entity	Keterangan Description	Pemegang Saham Shareholder	Saham (%) Shares (%)	Status
1	PT TMN	PT Tiga Mutiara Nusantara	PTPN III (Persero)	27,21	Beroperasi Operating
2	PT PMO	PT Perkebunan Mitra Ogan	PTPN III (Persero)	26,42	Beroperasi Operating
3	PT MBN	PT Mitra Bumdes Nusantara	PTPN III (Persero)	10,00	Beroperasi Operating

STRUKTUR GRUP PERUSAHAAN

THE COMPANY'S GROUP STRUCTURE



PT Perkebunan Nusantara III (Persero) ("PTPN III" atau "Perseroan"), adalah Badan Usaha Milik Negara (BUMN) dengan 100% kepemilikan oleh Pemerintah Indonesia. Setelah diberlakukannya PP No.72 tahun 2014, Perseroan menjadi pemegang saham pengendali PT Perkebunan Nusantara I, II, III, IV, V, VI, VII, VIII, IX, X, XI, XII, XIII, dan XIV dengan cakupan lokasi grup Perseroan tersebar dari Aceh hingga Papua.

PT Perkebunan Nusantara III (Persero) ("PTPN III" or "The Company"), is a State-Owned Enterprise (SOE) with 100% ownership by the Government of Indonesia. After the promulgation of Government Regulation No. 72 of 2014, the Company became the controlling shareholder of PT Perkebunan Nusantara I, II, III, IV, V, VI, VII, VIII, IX, X, XI, XII, XIII, and XIV, with coverage of areas consist of the Company's group locations that spread across Indonesia from Aceh to Papua.

100%



90%

10%



Anak Perusahaan Non-PTPN dengan Kepemilikan >50%

Non-PTPN Subsidiaries with more than 50% Ownership





KRONOLOGIS PENERBITAN DAN PENCATATAN SAHAM

CHRONOLOGY OF ISSUANCE AND LISTING OF SHARE

Sampai dengan 31 Desember 2022, *Holding* Perkebunan Nusantara PTPN III (Persero) belum pernah melakukan pencatatan saham pada bursa efek manapun. Dengan demikian, Laporan ini tidak menyertakan informasi terkait kronologi pencatatan saham, jumlah saham, nilai nominal dan harga penawaran dari awal pencatatan hingga akhir tahun buku.

As of the end of December 31, 2022, Holding Perkebunan Nusantara PTPN III (Persero) has never listed share in any stock exchange. Hence, this Report has no information regarding the chronology of share listing, number of shares, the nominal value of shares, and offering price from the start of listing until the end of fiscal year.

KRONOLOGIS PENERBITAN DAN PENCATATAN EFEK LAINNYA

CHRONOLOGY OF ISSUANCE AND LISTING OF OTHER SECURITIES

Sampai dengan 31 Desember 2022, *Holding* Perkebunan Nusantara PTPN III (Persero) tidak menerbitkan efek seperti obligasi, sukuk, obligasi konversi atau efek lainnya di bursa efek baik yang berada di Indonesia maupun di luar negeri. Dengan demikian, tidak terdapat informasi terkait nama efek lainnya, tahun penerbitan efek lainnya, tingkat bunga/ imbalan efek lainnya, dan tanggal jatuh tempo efek lainnya; nilai penawaran efek lainnya; nama bursa di mana efek lainnya dicatatkan; dan peringkat efek.

As of the end of December 31, 2022, Holding Perkebunan Nusantara PTPN III (Persero) has not issued securities such as bonds, Sukuk, convertible bonds or other securities on the stock exchange both in Indonesia and abroad. As such, there has been no information regarding other securities names, other securities years of issuance, interest rates/other securities benefits, and other securities maturity dates; the value of other securities; and the name of stock exchange where other securities are listed; and stock ratings.

LEMBAGA DAN PROFESI PENUNJANG

SUPPORTING INSTITUTIONS AND PROFESSIONS

Kantor Akuntan Publik Public Accounting Firm

Nama Lembaga/Profesi Institution/Profession	Purwanto, Sungkoro & Surja
Alamat Address	Indonesia Stock Exchange Building, Tower 2, 7th Floor, Jl. Jend. Sudirman Kav. 52-53, Jakarta 12190
Jenis dan Bentuk Jasa Types and Forms of Services	Pemeriksaan Umum (<i>General Audit</i>) Laporan Keuangan Konsolidasian Perusahaan & Laporan Keuangan dan Pelaksanaan Program Pendanaan Usaha Mikro dan Usaha Kecil Tahun Buku 2022 PT Perkebunan Nusantara III (Persero) dan Entitas Anak Perusahaan General Audit of the Company's Consolidated Financial Statements & Financial Statements and Implementation of the Micro and Small Enterprises Funding Program for 2022 Fiscal Year of PT Perkebunan Nusantara III (Persero) and its Subsidiaries
Periode Penugasan Assignment Period	19 Oktober 2022 – 15 Maret 2023 October 19, 2022 – March 15, 2023
Biaya Jasa (fee)	Rp25.991.760.000 IDR25,991,760,000

Konsultan Hukum Legal Consultant

Nama Lembaga/Profesi Institution/Profession	Kantor Hukum Janis & Associates Janis & Associates Law Office
Alamat Address	Royal Palace Blok C 11, Jl. Prof. Dr Soepomo No. 178 A, Jakarta.
Jenis dan Bentuk Jasa Types and Forms of Services	Konsultasi dan Bantuan Hukum Legal Consultancy and Assistance
Periode Penugasan Assignment Period	23 Mei 2022 s.d. 31 Desember 2022 May 23, 2022 to December 31, 2022
Biaya Jasa (fee)	Rp250.000.000 IDR250,000,000

Nama Lembaga/Profesi Institution/Profession	Kantor Hukum Fernandes Partnership Fernandes Partnership Law Office
Alamat Address	Gedung Bursa Efek Indonesia Menara II, Lantai 17, SCBD Jl. Jendral Sudirman Kav. 52-53, Jakarta Selatan The Indonesia Stock Exchange Building, Tower II, 17 Floor, Sudirman Central Business District Jl. Jendral Sudirman Kav 52-53, South Jakarta
Jenis dan Bentuk Jasa Types and Forms of Services	Konsultasi dan Bantuan Hukum Legal Consultancy and Assistance
Periode Penugasan Assignment Period	27 September 2022 s.d. 04 Oktober 2022 September 27, 2022 to October 4, 2022
Biaya Jasa (fee)	Rp1.175.000.000 IDR1,175,000,000

Nama Lembaga/Profesi Institution/Profession	Kantor Hukum Hasrul Benny Harahap & Rekan Hasrul Benny Harahap & Partners Law Office
Alamat Address	Jl. Sei Galang No. 5 Medan
Jenis dan Bentuk Jasa Types and Forms of Services	Konsultasi dan Bantuan Hukum Legal Consultancy and Assistance
Periode Penugasan Assignment Period	03 Agustus 2022 s.d. 02 Agustus 2023 August 3, 2022 to August 2, 2023
Biaya Jasa (fee)	Rp60.000.000/bulan IDR60,000,000/month



Nama Lembaga/Profesi Institution/Profession	Kantor Hukum Jonni Silitonga & Rekan Jonni Silitonga & Partners Law Office
Alamat Address	Komplek Perumahan Bumi Serdang Damai, Jl. Intan IV No. 4 Dusun V, Desa Sigara-gara, Kecamatan Patumbak, Kabupaten Deli Serdang, Provinsi Sumatera Utara, Kode Pos. 20361 Bumi Serdang Damai Housing Complex, Jl. Intan IV No. 4 Dusun V, Sigara-gara Village, Patumbak District, Deli Serdang Regency, North Sumatra Province Postal Code. 20361
Jenis dan Bentuk Jasa Types and Forms of Services	Konsultansi dan Bantuan Hukum Legal Consultancy and Assistance
Periode Penugasan Assignment Period	01 Juli 2022 s.d. 31 Juni 2023 July 1, 2022 to June 31, 2023
Biaya Jasa (fee)	Rp10.000.000/bulan IDR10,000,000/month

Nama Lembaga/Profesi Institution/Profession	Kantor Hukum Ramces Pandiangan & Partners Ramces Pandiangan & Partners Law Office
Alamat Address	Jl. Sisingamangaraja No. 212-A Kel. Sudirejo Kec. Medan Kota, Sumatera Utara Jl. Sisingamangaraja No. 212-A, Sudirejo Sub-District, Medan Kota District, North Sumatra
Jenis dan Bentuk Jasa Types and Forms of Services	Konsultansi dan Bantuan Hukum Consultancy and Legal Aid
Periode Penugasan Assignment Period	08 Juni 2022 s.d. 07 Juni 2023 June 8, 2022 to June 7, 2023
Biaya Jasa (fee)	Rp12.000.000/bulan IDR12,000,000/month

Nama Lembaga/Profesi Institution/Profession	Hadiputranto, Hadinoto & Partners
Alamat Address	The Indonesia Stock Exchange Building, Tower II, 21st Floor, Sudirman Central Business District Jl. Jendral Sudirman Kav 52-53, Jakarta
Jenis dan Bentuk Jasa Types and Forms of Services	Jasa Konsultansi Consulting Services
Periode Penugasan Assignment Period	01 September 2021 - 31 Januari 2022 September 1, 2021 to January 31, 2022
Biaya Jasa (fee)	Rp6.525.475.000 IDR6,525,475,000

Notaris

Notary

Nama Lembaga/Profesi Institution/Profession	Kantor Notaris Nanda Fauz Iwan SH, M.Kn Notary Office of Nanda Fauz Iwan SH, M.Kn
Alamat Address	Royal Palace Blok C/16 Jl. Prof. DR. Soepomo, SH No.178A, Jakarta Selatan 12870 Royal Palace Blok C/16 Jl. Prof. DR. Soepomo, SH No.178A, South Jakarta 12870
Jenis dan Bentuk Jasa Types and Forms of Services	Jasa Konsultansi Consulting Services
Periode Penugasan Assignment Period	Maret 2022 s.d. September 2022 March 2022 to September 2022
Biaya Jasa (fee)	Rp84.000.000 IDR84,000,000

Nama Lembaga/Profesi Institution/Profession	Kantor Notaris Vestina Ria Kartika Notary Office of Vestina Ria Kartika
Alamat Address	Jl. Prof. Dr. Satrio No. 1, Jakarta Selatan Jl. Prof. Dr. Satrio No. 1, South Jakarta
Jenis dan Bentuk Jasa Types and Forms of Services	Jasa Konsultansi Consulting Services
Periode Penugasan Assignment Period	Oktober 2022 s.d saat ini October 2022 until present
Biaya Jasa (fee)	Rp550.000.000 IDR550,000,000

PENGHARGAAN DAN SERTIFIKASI

AWARDS AND CERTIFICATIONS

Penghargaan yang Diperoleh di Tahun 2022 Awards Received in 2022



Gold Rating Asia Sustainability Reporting Rating (ASRRAT) 2022

Gold Rating Asia Sustainability Reporting Rating (ASRRAT) 2022

Lembaga Pemberi penghargaan:

Awarded by:

National Center for Sustainability Reporting (NCSR)
National Center for Sustainability Reporting (NCSR)

Waktu Pemberian Penghargaan:

Awarded on:

24 November 2022
November 24, 2022



Peringkat Perunggu Standar Nasional Indonesia (SNI) Award 2022

Bronze Award for Indonesian National Standard (SNI) 2022

Lembaga Pemberi penghargaan:

Awarded by:

Badan Standardisasi Nasional (BSN)
National Standardization Agency of Indonesia

Waktu Pemberian Penghargaan:

Awarded on:

30 November 2022
November 30, 2022



Penghargaan atas pencapaian Inovasi Peningkatan Penerapan Keselamatan dan Kesehatan Tempat Kerja

Award for Innovation Achievement in Improving Workplace Safety and Health Implementation

Lembaga Pemberi penghargaan:

Awarded by:

**Gubernur Sumatera Utara
Governor of North Sumatera**

Waktu Pemberian Penghargaan:

Awarded on:

**27 Mei 2022
May 27, 2022**



Penghargaan Partisipasi dalam Program Gerakan Nasional Peduli Perlindungan Pekerja Rentan

Participation Award in the National Movement for the Protection of Vulnerable Workers Program

Lembaga Pemberi penghargaan:

Awarded by:

**BPJS Ketenagakerjaan
Social Security Agency of Health**

Waktu Pemberian Penghargaan:

Awarded on:

**23 Mei 2022
May 23, 2022**



Nusantara CSR Awards 2022

Nusantara CSR Awards 2022

Lembaga Pemberi penghargaan:

Awarded by:

La Tofi

La Tofi

Waktu Pemberian Penghargaan:

Awarded on:

26 Agustus 2022

August 26, 2022



Indonesia Best Innovation Excellence Award 2022

Indonesia Best Innovation Excellence Award 2022

Lembaga Pemberi penghargaan:

Awarded by:

5 Pilar Media

5 Pilar Media

Waktu Pemberian Penghargaan:

Awarded on:

30 September 2022

September 30, 2022



Penghargaan Kesehatan dan Keselamatan Kerja (K3) Kecelakaan Nihil

Zero Accident Occupational Health and Safety (OHS) Award

Lembaga Pemberi penghargaan:

Awarded by:

Kementerian Ketenagakerjaan RI

Indonesian Ministry of Manpower

Waktu Pemberian Penghargaan:

Awarded on:

20 Juni 2022

June 20, 2022



**Penghargaan K3
OHS Award**

Lembaga Pemberi penghargaan:
Awarded by:
**Gubernur Sumatera Utara
Governor of North Sumatra**

Waktu Pemberian Penghargaan:
Awarded on:
**27 Mei 2022
May 27, 2022**



**The Winner of Indonesia TJSL Awards 2022 in
Agriculture Sector Industry**

Lembaga Pemberi penghargaan:
Awarded by:
**Indonesia CSR & TJSL Awards 2022 (The Iconomics)
Indonesia CSR & TJSL Awards 2022 (The Iconomics)**

Waktu Pemberian Penghargaan:
Awarded on:
**10 Juni 2022
June 10, 2022**



**Penghargaan dan Pelestarian Cagar Budaya
Cultural Heritage Award and Preservation**

Lembaga Pemberi penghargaan:
Awarded by:
**Dinas Kebudayaan dan Pariwisata Provinsi Jawa Timur
East Java Provincial Culture and Tourism Office**

Waktu Pemberian Penghargaan:
Awarded on:
**29 September 2022
September 29, 2022**

Sertifikasi yang Dimiliki Perusahaan The Company's Certification Include



ISPO - Indonesian Sustainable Palm Oil

ISPO - Indonesian Sustainable Palm Oil

ISPO adalah suatu kebijakan yang diambil oleh Pemerintah Indonesia dalam hal ini Kementerian Pertanian dengan tujuan untuk meningkatkan daya saing minyak sawit Indonesia di pasar dunia dan ikut berpartisipasi dalam rangka memenuhi komitmen Presiden Republik Indonesia untuk mengurangi gas rumah kaca serta memberi perhatian terhadap masalah lingkungan.

ISPO is a policy taken by the Government of Indonesia, in this case the Ministry of Agriculture with the aim of increasing the competitiveness of Indonesian palm oil in the world market and participating in fulfilling the commitment of the President of the Republic of Indonesia to reduce greenhouse gases and provide attention to environmental problems.



ISO 37001:2016

ISO 37001:2016

Untuk menanggulangi tindak korupsi dan penyuapan yang semakin marak terjadi dalam suatu organisasi, yang dapat berpengaruh terhadap segala sektor kehidupan, maka ISO mengeluarkan standar yang mengatur sistem penyuapan, yakni ISO 37001:2016 tentang Sistem Manajemen Anti Penyuapan atau yang biasa disebut dengan SMAP.

In overcoming corruption and bribery that are increasingly prevalent in an organization, which can affect all sectors of life, ISO issued a standard regulating the bribery system, namely ISO 37001: 2016 concerning the Anti-Bribery Management System or commonly referred to as SMAP.



RSPO - Roundtable on Sustainable Palm Oil

RSPO - Roundtable on Sustainable Palm Oil

RSPO adalah asosiasi yang terdiri dari berbagai organisasi dari berbagai sektor industri kelapa sawit (perkebunan, pemrosesan, distributor, industri manufaktur, investor, akademisi, dan LSM bidang lingkungan) yang bertujuan mengembangkan dan mengimplementasikan standar global untuk produksi minyak sawit berkelanjutan. RSPO didirikan tahun 2004 dengan kursi asosiasi berada di Zurich, Swiss, dan sekretariat berada di Kuala Lumpur, Malaysia dan kantor cabang di Jakarta. Organisasi ini diklaim telah memiliki 1000 anggota di lebih dari 50 negara.

RSPO is an association consisting of various organizations from various sectors of the palm oil industry (plantations, processing, distributors, manufacturing industries, investors, academics and environmental NGOs) that aim to develop and implement global standards for oil production. sustainable palm oil. The RSPO was founded in 2004 with associate chairs in Zurich, Switzerland, and the secretariat in Kuala Lumpur, Malaysia and a branch office in Jakarta. This organization is claimed to have 1000 members in more than 50 countries.



ISO 9001:2015

ISO 9001:2015

ISO 9001:2015 adalah standar internasional untuk sistem manajemen mutu (*Quality Management System - QMS*) yang diterbitkan oleh Organisasi Internasional untuk Standardisasi (*International Organization for Standardization - ISO*). Standar ini memberikan pedoman bagi organisasi dalam mendesain, mengimplementasikan, dan memelihara sistem manajemen mutu yang efektif, sehingga dapat meningkatkan kepuasan pelanggan, mengoptimalkan proses bisnis, dan mencapai tujuan organisasi secara keseluruhan. ISO 9001:2015 menetapkan persyaratan umum untuk sistem manajemen mutu, termasuk persyaratan untuk manajemen sumber daya, proses operasional, pemantauan dan pengukuran, analisis data, dan peningkatan berkelanjutan.

ISO 9001:2015 is a quality management system (QMS) international standard published by the International Organization for Standardization (ISO). This standard provides guidance for organizations in designing, implementing and maintaining an effective environmental management system in order to improve customer satisfaction, optimize business processes, and achieve the overall organizational goals. ISO 9001:2015 defines general requirements for quality management systems, such as resource management, operational processes, monitoring and measurement, data analysis, and continuous improvement.



ISO 14001:2015

ISO 14001:2015

ISO 14001:2015 adalah standar internasional untuk sistem manajemen lingkungan (*Environmental Management System - EMS*) yang diterbitkan oleh Organisasi Internasional untuk Standardisasi (*International Organization for Standardization - ISO*). Standar ini memberikan pedoman bagi organisasi dalam mendesain, mengimplementasikan, dan memelihara sistem manajemen lingkungan yang efektif, sehingga dapat meningkatkan kinerja lingkungan dan keberlanjutan. ISO 14001:2015 menetapkan persyaratan umum untuk sistem manajemen lingkungan, termasuk persyaratan untuk manajemen aspek lingkungan, pemantauan dan pengukuran kinerja lingkungan, analisis risiko lingkungan, dan peningkatan berkelanjutan.

ISO 14001:2015 is an international standard for environmental management systems (EMS) published by the International Organization for Standardization (ISO). This standard provides guidance for organizations in designing, implementing and maintaining an effective environmental management system in order to improve environmental performance and sustainability. ISO 14001:2015 defines general requirements for an environmental management system, including requirements for environmental aspects management, environmental performance monitoring and measurement, environmental risk analysis, and continuous improvement.

Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3)

Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) adalah bagian dari sistem manajemen perusahaan yang ditujukan untuk menciptakan tempat kerja yang aman, efisien, dan produktif berdasarkan PP No. 50 Tahun 2012

Occupational Health and Safety Management System (SMK3)

The Occupational Health and Safety Management System (SMK3) is part of the Company's management system aimed at creating a safe, efficient and productive workplace based on Government Regulation No. 50 of 2012.

Informasi Sertifikasi ISPO/RSPO Pabrik Kelapa Sawit Information on Palm Oil Mill ISPO/RSPO Certifications

Nama PKS Name of Palm Oil Mill (PKS)	Status Sertifikasi Status of Certification		
	RSPO/ ISPO	No. Sertifikat Certificate No.	Kadaluarsa Expiry Date
PKS Aek Nabara Selatan (PARAS)	RSPO	82450214024	22/05/2024
	ISPO	MUTU-ISPO/183	21/08/2024
PKS Aek Torop (PATOR)	RSPO	82450214002	16/06/2024
	ISPO	824 501 19061	15/09/2025
PKS Aek Raso (PPARO)	RSPO	82450214003	29/06/2024
	ISPO	824 501 19062	06/10/2025
PKS Sisumut (PSSUT)	RSPO	82450216053	14/10/2025
	ISPO	ISPO 00057	15/09/2025
PKS Rambutan (PRBTN)	RSPO	82450216041	31/08/2026
	ISPO	82450117034	26/07/2023
PKS Torgamba (PTORA)	RSPO	82450216043	06/09/2026
	ISPO	MUTU-ISPO/218	10/08/2025
PKS Sei Daun (PSDAN)	RSPO	82450216044	07/09/2026
	ISPO	MUTU-ISPO/219	10/08/2025
PKS Sei Meranti (PSMTI)	RSPO	82450216050	13/10/2026
PKS Sei Silau (PSSIL)	RSPO	82450217058	02/04/2027
PKS Sei Baruhur (PSBAR)	RSPO	82450217081	11/04/2023
	ISPO	ISPO 00056	15/09/2025
PKS Sei Mangkei (PSMKI)	RSPO	82450217069	20/05/2023
	ISPO	82450115010	25/05/2025
PKS Hapesong (PHPSG)	RSPO	82450220122	24/10/2025
	ISPO	824 501 19064	11/11/2026
PKO Sei Mangkei (PKSMK)	RSPO	82450314007	06/01/2025



Informasi Sertifikasi ISPO/RSPo Rantai Pasok
Information on Supply Chain ISPO/RSPo Certifications

Nama PKS Name of Palm Oil Mill (PKS)	Rantai Pasok Supply Chain	Status Sertifikasi Status of Certification				
		RSPo/ ISPO	No. Sertifikat Certificate No.	Kadaluarsa Expiry Date		
Aek Nabara Selatan	Kebun Aek Nabara Selatan	RSPo	82450214024	22/05/2024		
		ISPO	MUTU-ISPO/183	21/08/2024		
	Kebun Rantau Prapat	RSPo	82450214024	22/05/2024		
		ISPO	MUTU-ISPO/225	09/09/2025		
	Kebun Merbau Selatan	Kebun Merbau Selatan	RSPo	82450214024	22/05/2024	
			ISPO	MUTU-ISPO/186	21/08/2024	
		Kebun Membang Muda	RSPo	82450214024	22/05/2024	
			ISPO	MUTU-ISPO/185	21/08/2024	
	Kebun Labuhan Haji	Kebun Labuhan Haji	RSPo	82450214024	22/05/2024	
			ISPO	MUTU-ISPO/184	21/08/2024	
		Kebun Sei Silau	Kebun Sei Silau	RSPo	82450217058	02/04/2027
				ISPO	MUTU-ISPO/190	21/08/2024
Kebun Ambalutu			RSPo	82450217058	02/04/2027	
			ISPO	MUTU-ISPO/188	21/08/2024	
Kebun Huta Padang	Kebun Huta Padang	RSPo	82450217058	02/04/2027		
		ISPO	MUTU-ISPO/187	21/08/2024		
	Kebun Bandar Selamat	RSPo	82450217058	02/04/2027		
		ISPO	MUTU-ISPO/189	21/08/2024		
Aek Torop	Kebun Aek Torop	RSPo	82450214002	16/06/2024		
		ISPO	824 501 19061	15/09/2025		
Aek Raso	Kebun Aek Raso	RSPo	82450214003	29/06/2024		
		ISPO	824 501 19062	06/10/2025		
Sei Daun	Kebun Sei Daun	RSPo	82450216044	07/09/2026		
		ISPO	MUTU-ISPO/219	10/08/2025		
	Kebun Bukit Tujuh	RSPo	82450216044	07/09/2026		
		ISPO	MUTU-ISPO/218	10/08/2025		
Torgamba	Kebun Torgamba	RSPo	82450216043	06/09/2026		
		ISPO	MUTU-ISPO/218	10/08/2025		
Sei Meranti	Kebun Sei Meranti	RSPo	82450216050	13/10/2026		
		ISPO	MUTU-ISPO/218	10/08/2025		
Sisumut	Kebun Sisumut	RSPo	82450216053	14/10/2025		
		ISPO	ISPO 00057	15/09/2025		
	Kebun Aek Nabara Utara	RSPo	82450216053	14/10/2025		
		ISPO	ISPO 00059	15/09/2025		

Informasi Sertifikasi ISPO/RSPo Rantai Pasok
Information on Supply Chain ISPO/RSPo Certifications

Nama PKS Name of Palm Oil Mill (PKS)	Rantai Pasok Supply Chain	Status Sertifikasi Status of Certification			
		RSPO/ ISPO	No. Sertifikat Certificate No.	Kadaluarsa Expiry Date	
Rambutan	Kebun Tanah Raja	RSPO	82450216041	31/08/2026	
		ISPO	82450117034	26/07/2023	
	Kebun Rambutan	ISPO	824 501 20072	21/01/2027	
	Kebun Silau Dunia	RSPO	82450216041	31/08/2026	
		ISPO	82450117034	26/07/2023	
	Kebun Gunung Monako	ISPO	82450117034	26/07/2023	
	Kebun Sarang Giting	RSPO	82450216041	31/08/2026	
		ISPO	82450117034	26/07/2023	
	Kebun Sei Putih	RSPO	82450216041	31/08/2026	
		ISPO	82450117034	26/07/2023	
	Sei Baruhur	Kebun Sei Baruhur	RSPO	82450217081	11/04/2023
			ISPO	ISPO 00056	15/09/2025
Kebun Sei Kebara		RSPO	82450217081	11/04/2023	
		ISPO	ISPO 00058	15/09/2025	
Sei Mangkei	Kebun Dusun Hulu	RSPO	82450217069	20/05/2023	
		ISPO	82450115010	25/05/2025	
	Kebun Bangun	RSPO	82450217069	20/05/2023	
		ISPO	82450121075	25/05/2025	
	Kebun Gunung Para	RSPO	82450217069	20/05/2023	
		ISPO	82450121077	25/05/2025	
	Kebun Gunung Pamela	RSPO	82450217069	20/05/2023	
		ISPO	82450121076	25/05/2025	
Kebun Sei Dadap	RSPO	82450217069	20/05/2023		
	ISPO	MUTU-ISPO/191	21/08/2024		
Hapesong	Kebun Hapesong	RSPO	82450220122	24/10/2025	
		ISPO	824 501 19064	11/11/2026	
	Kebun Batang Toru	RSPO	82450220122	24/10/2025	
		ISPO	824 501 19071	13/01/2026	

KEANGGOTAAN ASOSIASI

Dalam rangka untuk memperkuat bisnisnya, PTPN III telah bergabung dalam keanggotaan organisasi, sebagai berikut:

MEMBERSHIP OF ASSOCIATION

In order to strengthen its business, PTPN III has joined the following organizational memberships:

Nama Organisasi/Asosiasi Name of Organization/Association	Ruang Lingkup Scope	Posisi Keikutsertaan Membership Position
Gabungan Pengusaha Kelapa Sawit Indonesia (GAPKI) Indonesian Palm Oil Association	Nasional National	Anggota Member
Asosiasi Gula Indonesia (AGI) Indonesian Sugar Association	Nasional National	Anggota Member



ALAMAT ENTITAS ANAK, ENTITAS ASOSIASI, JARINGAN KAWASAN, SERTA INFORMASI TENTANG KANTOR CABANG DAN KANTOR PERWAKILAN

LIST OF ADDRESS OF SUBSIDIARIES, ASSOCIATES, REGIONAL NETWORK, AND INFORMATION ON BRANCH OFFICES AND REPRESENTATIVE OFFICES

Entitas Anak

PT PERKEBUNAN NUSANTARA I

Jl. Kebun Baru Kota Langsa (24451)

PT PERKEBUNAN NUSANTARA II

Jl. Tanjung Morawa KM 16,5 Medan (20362)

PT PERKEBUNAN NUSANTARA IV

Jl. Letjen Suprpto No. 2 Medan (20151)

PT PERKEBUNAN NUSANTARA V

Jl. Rambutan No. 43 Pekanbaru (28294)

PT PERKEBUNAN NUSANTARA VI

Jl. Lingkar Barat Km 10 Kota Baru
Jambi (36128)

PT PERKEBUNAN NUSANTARA VII

Jl. Teuku Umar No. 300 Bandar Lampung (35141)

PT PERKEBUNAN NUSANTARA VIII

Jl. Sidang Sirna No. 4 Bandung
Jawa Barat (40153)

Subsidiaries

PT PERKEBUNAN NUSANTARA IX

Jl. Ronggo Warsito No. 164 Surakarta (57131)

PT PERKEBUNAN NUSANTARA X

Jl. Jembatan Merah No. 3-11
Surabaya Jawa Timur (60175)

PT PERKEBUNAN NUSANTARA XI

Jl. Merak No. 1 Surabaya Jawa Timur (60175)

PT PERKEBUNAN NUSANTARA XII

Jl. Rajawali No. 44 Surabaya
Jawa Timur (60175)

PT PERKEBUNAN NUSANTARA XIII

Jl. Sultan Abdurrahman No. 11
Pontianak Kalimantan Barat (28294)

PT PERKEBUNAN NUSANTARA XIV

Jl. Urip Sumoharjo No. 72 – 76 Makasar
Sulawesi Selatan (90232)

Entitas Asosiasi

PT INDUSTRI KARET NUSANTARA

Jl. Medan-Tanjung Morawa KM 9,5
Medan - 20148
Telp. 061-7867357, 7867566
Fax. 061- 7867356
Website: www.ikn.co.id

PT SINERGI GULA NUSANTARA

Gedung Graha Nusa Tiga
Jl. Proklamasi No. 25, Jakarta - 10320

Telp +6221-3926578
Website: sinergigula.com

LPP AGRO NUSANTARA

Jl. LPP No. 1, Yogyakarta - 55222
Telp 0274 - 586201

PT KHARISMA PEMASARAN BERSAMA NUSANTARA

Jl. Taman Cut Mutiah No.11 Jakarta - 10330
Telp. 021 - 3106685, 3907554
Fax. 021 - 31935091
Website: www.kpbptpn.co.id

PT INDUSTRI NABATI LESTARI

Jl. Besar Bandar Tongah, Desa Sei Mangkei
Kec Bosar Maligas Kab. Simalungun

Associates

PT BIO INDUSTRI NUSANTARA

Jl. Ir. H. Juanda No. 107 Bandung - 40132
Telp. 022 - 2530580
Fax. 022 - 2530591
E-mail: bionusa@bdg.centrin.net.id
Website: www.bionusa.com

PT RISET PERKEBUNAN NUSANTARA

Jl. Salak No. 1A Bogor - 16151
Telp. 0251 - 333382, 333088, 333089
Fax. 0251 - 315985

PT KAWASAN INDUSTRI NUSANTARA

Jl Kelapa Sawit II No 1 Sei Mangkei, Simalungun - 21183

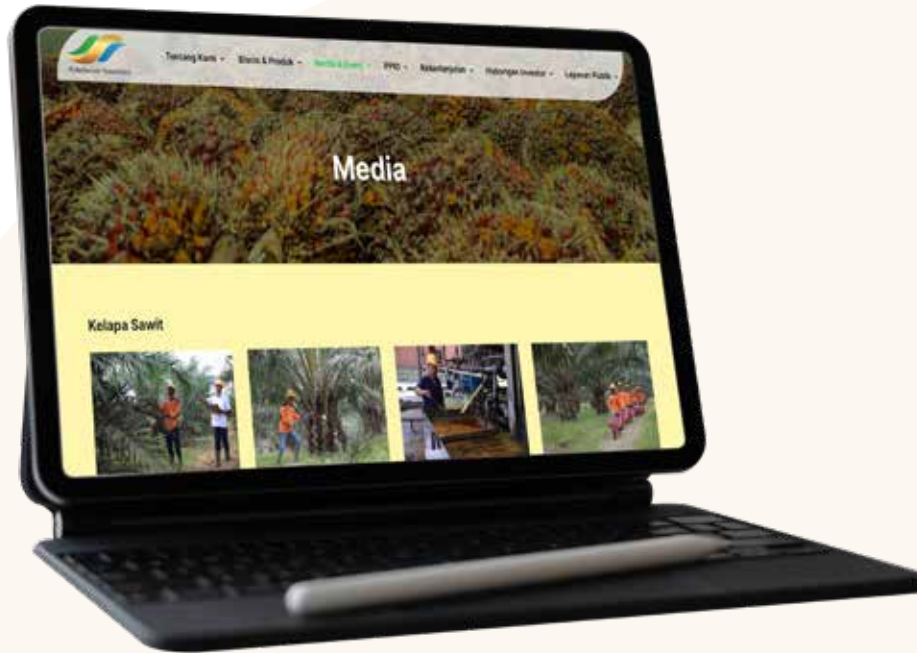
PT SRI PAMELA MEDIKA NUSANTARA

Jl. Jend. Sudirman No. 299 Tebing Tinggi
Telp. 061 - 62121845
Fax. 061 - 62123789



INFORMASI PADA SITUS PERUSAHAAN

INFORMATION ON THE COMPANY'S WEBSITE



Perusahaan memiliki situs web resmi sebagai salah satu sarana dalam memenuhi keterbukaan terhadap publik yang menyajikan informasi secara komunikatif dan *ter-update* mengenai Perusahaan dengan alamat www.holding-perkebunan.com. Situs web ini merupakan portal resmi Perusahaan yang dapat diakses secara terbuka, kapan saja, dan di mana saja, dengan mudah dan sederhana, dengan tujuan memberikan informasi yang komprehensif, akurat dan aktual tentang Perusahaan. Meski tidak berstatus sebagai perusahaan terbuka, Perusahaan berupaya secara optimal dalam pemenuhan informasi yang wajib dimuat sesuai dengan Peraturan OJK No. 8/POJK.4/2015 tanggal 25 Juni 2015, yang meliputi:

1. Informasi Umum Emiten atau Perusahaan Publik;
2. Informasi bagi Pemodal atau Investor;
3. Informasi Tata Kelola Perusahaan; dan
4. Informasi Tanggung Jawab Sosial Perusahaan.

Pada dasarnya, web resmi Perusahaan telah memenuhi ketentuan umum atas informasi yang diwajibkan oleh peraturan OJK tersebut. Di mana, situs resmi Perusahaan telah menyajikan informasi umum tentang Perusahaan, informasi bagi Pemodal atau Investor berupa informasi tentang Laporan Keuangan dan Laporan Tahunan, informasi Tata Kelola Perusahaan, serta informasi tentang Tanggung Jawab Sosial Perusahaan. Selain itu, pada situs web Perusahaan juga disajikan informasi penting lainnya seperti informasi tentang kegiatan Perusahaan serta informasi tentang produk dan layanan Perusahaan.

The Company has an official website as a means of providing transparency to the public and presenting communicative and updated information about the Company at the address www.holding-perkebunan.com. This website is the Company's official portal which can be accessed openly, easily and simply at anytime and anywhere, with the purpose of providing comprehensive, accurate and up-to-date information about the Company. Although the Company has not yet held the status as a public company, the Company's strives optimally to fulfill information which must be published in accordance with Regulation of Financial Service Authority (POJK) No. 8/POJK.4/2015 dated June 25, 2015, which includes:

1. General Information of the Issuers or Public Companies;
2. Information for Financiers and Investors;
3. Information on Corporate Governance; and
4. Information on Corporate Social Responsibility.

In principle, the Company's official website has fulfilled the general requirements for information required by the Regulation of Financial Services Authority. The Company's official website has provided general information about the Company, information for Financiers or Investors in the form of information on the Financial Statements and Annual Reports, Corporate Governance, as well as information on Corporate Social Responsibility. In addition, on the Company's website, other important information is also presented, such as information on the Company's activities as well as products and services

Berikut disampaikan kesesuaian situs web Perusahaan dengan kebutuhan informasi kepada publik, khususnya kepada pemegang saham dan pemangku kepentingan.

The conformity of the Company's website with the information requirement to the public, particularly the shareholder and stakeholders is described in the table below:

Uraian Description	Ketersediaan Availability	Keterangan Remarks
Informasi pemegang saham sampai dengan pemilik akhir individu Information on shareholders and the owner of parent entity	✓	https://www.holding-perkebunan.com/tentang
Isi Kode Etik Contents of Code of Conduct	✓	https://www.holding-perkebunan.com/gcg3
Informasi Rapat Umum Pemegang Saham (RUPS) paling kurang meliputi bahan mata acara yang dibahas dalam RUPS, ringkasan risalah RUPS, dan informasi tanggal penting yaitu tanggal pengumuman RUPS, tanggal pemanggilan RUPS, tanggal RUPS, tanggal ringkasan risalah RUPS diumumkan Information on General Meeting of Shareholders (GMS) includes, at the very least agenda of the GMS, minutes of GMS, and information on important dates, namely GMS announcement date, GMS calling date, GMS date, and date of GMS minutes being announced on	✗	Perusahaan belum menampilkan informasi terkait RUPS di website. Namun demikian, informasi tersebut bisa diperoleh dari Laporan tahunan Perusahaan yang disediakan pada kanal website The Company has not presented information related to the GMS on the website. However, such information can be obtained from the Company's annual report provided on the website channel
Laporan keuangan tahunan (5 tahun terakhir) Annual financial statements (the past 5 years)	✓	https://www.holding-perkebunan.com/annual-report
Profil Dewan Komisaris dan Direksi Profile of Board of Commissioners and Board of Directors	✓	https://www.holding-perkebunan.com/management
Piagam/Charter Dewan Komisaris, Direksi, Komite-Komite, dan Unit Audit Internal Charters of Board of Commissioners, Board of Directors, Committees and Internal Audit Unit	✓	https://www.holding-perkebunan.com/gcg1

✓ = tersedia pada situs web Perusahaan | ✓ = available on the Company's website

✗ = belum tersedia pada situs web Perusahaan | ✗ = not yet available on the Company's website





ANALISIS DAN PEMBAHASAN MANAJEMEN ATAS KINERJA PERUSAHAAN

MANAGEMENT DISCUSSION AND
ANALYSIS OF COMPANY PERFORMANCE

Di tahun 2022, PTPN III berhasil membukukan Pendapatan Usaha sebesar Rp55,863 triliun, jumlah tersebut naik sebesar 4,28% atau setara dengan Rp2,293 triliun jika dibandingkan capaian tahun sebelumnya.

In 2022, PTPN III managed to record an Operating Revenue of IDR55.863 trillion, an increase of 4.28% or equivalent to IDR2.293 trillion compared to the previous year's achievement.

TINJAUAN PEREKONOMIAN DAN INDUSTRI

ECONOMIC AND INDUSTRY OVERVIEW

TINJAUAN PEREKONOMIAN

Perekonomian global di tahun 2022, dihadapkan oleh berbagai tantangan, salah satunya adalah ketegangan geopolitik dunia akibat konflik Rusia-Ukraina, yang memperburuk fragmentasi dan prospek ekonomi global. Kondisi tersebut berdampak pada pelemahan transaksi perdagangan, kenaikan harga komoditas, dan ketidakpastian pasar keuangan global, yang menyebabkan koreksi prakiraan pertumbuhan ekonomi secara global. Lembaga Dana Moneter Internasional (*International Monetary Fund/IMF*) dalam laporan *World Economic Outlook* yang dirilis pada Januari 2023, memprediksi pertumbuhan ekonomi global berada pada kisaran 3,4% atau turun signifikan dari pertumbuhan ekonomi global tahun 2021 yang tercatat sebesar 6,2%.

Berdasarkan data dari Badan Pusat Statistik (BPS) dan Bank Indonesia (BI), tercatat bahwa perekonomian Amerika Serikat (AS) di tahun 2022, tumbuh melambat menjadi 2,1% dari 5,9% di tahun 2021, akibat tekanan inflasi yang tinggi dan menggerus daya beli konsumsi, serta diikuti dengan pengetatan kebijakan moneter yang lebih cepat dan agresif. Negara Uni Eropa, juga tumbuh melambat menjadi 3,6% di tahun 2022 dari 5,3% di tahun 2021, perlambatan tersebut disebabkan oleh disrupsi pasokan energi akibat perang Rusia-Ukraina yang mendorong peningkatan inflasi ke level yang sangat tinggi serta dampak rambatan dari perlambatan negara mitra dagang utama. Sementara pertumbuhan ekonomi Tiongkok turun signifikan menjadi 3,0% di tahun 2022 dari 8,1% di tahun 2021, disebabkan oleh implementasi *Zero Covid Policy* (ZCP) yang diikuti dengan kebijakan *lockdown* serta perlambatan properti, meskipun pada akhirnya, Tiongkok melakukan *reopening* perbatasan dan aktivitas ekonomi. Adapun ekonomi India sedikit mengalami perlambatan menjadi 7,0% di tahun 2022 dari 8,7% di tahun 2021, di mana kinerja ekonomi yang kuat pada semester I-2022 seiring dengan pembukaan ekonomi, tertahan oleh pelemahan permintaan eksternal pada semester II-2022.

Di tengah perlambatan pertumbuhan ekonomi global, BPS mencatat, ekonomi Indonesia justru tumbuh menguat sebesar 5,31% di tahun 2022, lebih tinggi dibanding capaian tahun 2021 yang mengalami pertumbuhan sebesar 3,70%. Perekonomian Indonesia tahun 2022 yang dihitung berdasarkan Produk Domestik Bruto (PDB) atas dasar harga berlaku mencapai Rp19.588,4 triliun dan PDB per kapita mencapai Rp71,0 juta atau USD4.783,9.

ECONOMIC OVERVIEW

The global economy in 2022, faced with various challenges, one of which was the world geopolitical tensions due to the Russia-Ukraine conflict, which worsened the fragmentation and prospects of the global economy. These conditions have resulted in weakening trade transactions, rising commodity prices, and global financial market uncertainty, leading to a correction in global economic growth forecasts. The International Monetary Fund (IMF) in its World Economic Outlook report released in January 2023, predicts global economic growth to be in the range of 3.4% or a significant decline from the global economic growth in 2021 which was recorded at 6.2%.

Based on data from the Statistics Indonesia (BPS) and Bank Indonesia (BI), it was noted that the United States (US) economy in 2022, grew slower to 2.1% from 5.9% in 2021, due to high inflationary pressures and eroding consumption purchasing power, and followed by faster and more aggressive tightening of monetary policy. The European Union, also slowed to 3.6% in 2022 from 5.3% in 2021, the slowdown was caused by the disruption of energy supply due to the Russia-Ukraine war which pushed up inflation to very high levels as well as the spillover effects of the slowdown in major trading partners. Meanwhile, China's economic growth dropped significantly to 3.0% in 2022 from 8.1% in 2021, due to the implementation of the Zero Covid Policy (ZCP) followed by a lockdown policy and property slowdown, although in the end, China reopened borders and economic activity. As for the economy in India, it slightly decelerated to 7.0% in 2022 from 8.7% in 2021, where strong economic performance in the first semester of 2022 along with the opening of the economy, was held back by weakening external demand in the second semester of 2022.

In the midst of slowing global economic growth, BPS noted that Indonesia's economy actually grew stronger by 5.31% in 2022, higher than the achievement in 2021 which experienced growth of 3.70%. The Indonesian economy in 2022, calculated based on Gross Domestic Product (GDP) at current prices, reached IDR19,588.4 trillion and GDP per capita reached IDR71.0 million or USD4,783.9.



Efektivitas kebijakan penanganan pandemi *Coronavirus Disease 2019 (COVID-19)* yang diterapkan Pemerintah, berperan besar dalam menjaga keberlanjutan pemulihan ekonomi. Sementara akselerasi program vaksinasi dan pendekatan yang tepat dalam penerapan pembatasan sosial masyarakat yang adaptif, secara efektif mengendalikan penularan COVID-19, sekaligus menjaga aktivitas ekonomi untuk dapat pulih lebih cepat. Berbagai program pemulihan ekonomi, serta didukung oleh kebijakan moneter dan sektor keuangan yang akomodatif, terbukti telah memberikan dorongan besar bagi akselerasi pemulihan ekonomi nasional di tahun 2022. Ke depan, pertumbuhan ekonomi diprakirakan tetap kuat didorong oleh perbaikan permintaan domestik sejalan dengan terus meningkatnya mobilitas dan berlanjutnya penyelesaian Program Strategis Nasional (PSN).

TINJAUAN INDUSTRI

Dikutip dari Hasil Survei Dunia Usaha (SKDU) yang dirilis Bank Indonesia mengindikasikan kinerja kegiatan dunia usaha tetap kuat pada triwulan IV 2022. Hal ini tercermin dari nilai Saldo Bersih Tertimbang (SBT) sebesar 10,27%, meskipun lebih rendah dari SBT pada triwulan III 2022 sebesar 13,89%. Nilai SBT tercatat positif pada seluruh sektor, kecuali sektor pertanian, perkebunan, peternakan, kehutanan, dan perikanan yang menurun, utamanya sub sektor Tanaman Bahan Makanan (Tabama), seiring dengan masuknya musim tanam. Tetap kuatnya kegiatan dunia usaha pada triwulan IV 2022 ditopang oleh sektor tersier yang tumbuh lebih tinggi, terutama sektor jasa-jasa, serta sektor pengangkutan dan komunikasi sejalan dengan peningkatan permintaan saat hari besar keagamaan dan nasional (HKBN) Natal dan libur akhir tahun.

Kapasitas produksi terpakai pada triwulan IV 2022 tetap baik sebesar 70,94%, meski relatif menurun dibandingkan triwulan III 2022 sebesar 73,67%. Sejalan dengan hal tersebut, penggunaan tenaga kerja juga terindikasi mengalami penurunan. Sementara itu, kondisi keuangan dunia usaha terindikasi membaik dari seluruh aspek, yaitu aspek likuiditas dan rentabilitas, disertai dengan akses pembiayaan yang lebih mudah.

Di sisi lain, berdasarkan Survei Konsumen yang dilakukan oleh Bank Indonesia mengindikasikan optimisme konsumen terhadap kondisi ekonomi meningkat. Hal ini terindikasi dari Indeks Keyakinan Konsumen (IKK) Januari 2023 sebesar 123,0, lebih tinggi dibandingkan 119,9 pada Desember 2022 dan 119,6 pada Januari 2022. Meningkatnya optimisme konsumen pada Januari 2023 didorong oleh peningkatan ekspektasi konsumen terhadap ekonomi ke depan yang tercermin dari Indeks Ekspektasi Konsumen (IEK) sebesar 133,9, lebih tinggi dari 127,3 pada bulan sebelumnya. Sementara keyakinan konsumen terhadap kondisi ekonomi saat ini masih berada dalam zona optimis (>100), yaitu sebesar 112,1.

The effectiveness of the Coronavirus Disease 2019 (COVID-19) pandemic handling policy implemented by the Government has performed a major role in maintaining the sustainability of economic recovery. At the same time, the acceleration of the vaccination program and the right approach in implementing adaptive social restrictions, effectively controlling the transmission of COVID-19, while maintaining economic activity to recover faster. Various economic recovery programs, as well as supported by accommodative monetary and financial sector policies, have proven to provide a major impetus for the acceleration of national economic recovery in 2022. Going forward, economic growth is predicted to remain strong driven by improved domestic demand in line with the continued increase in mobility and the continued completion of the National Strategic Program (PSN).

INDUSTRY OVERVIEW

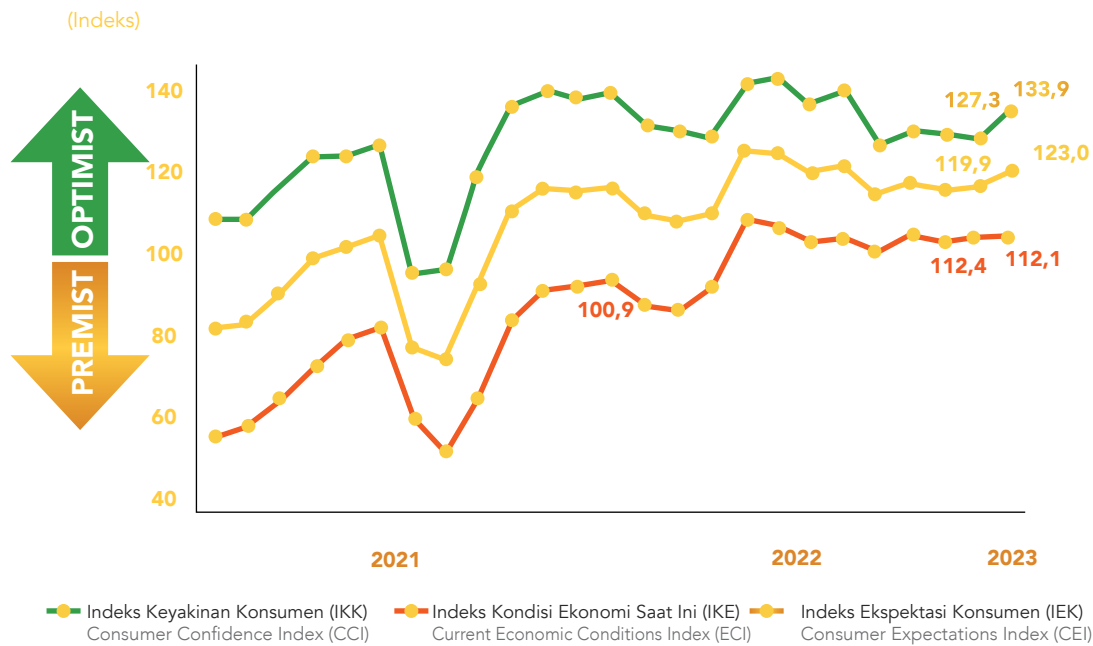
Quoted from the Business World Survey Results (SKDU) released by Bank Indonesia indicates that the performance of business activities remained strong in the fourth quarter of 2022. This is reflected in the value of the Weighted Net Balance (WNB) of 10.27%, although lower than the WNB in the third quarter of 2022 of 13.89%. The WNB value was positive in all sectors, except for the agriculture, plantation, livestock, forestry and fisheries sectors which decreased, especially the Food Crops sub-sector (Tabama), in line with the entry of the planting season. The strong business activity in the fourth quarter of 2022 was supported by the tertiary sector which grew higher, especially the services sector, as well as the transportation and communication sector in line with the increase in demand during the Christmas and year-end holidays.

Production capacity utilization in the fourth quarter of 2022 remained good at 70.94%, although relatively lower compared to the third quarter of 2022 at 73.67%. In line with this, the use of labor also indicated a decline. Meanwhile, the financial condition of the business world is indicated to have improved from all aspects, namely aspects of liquidity and profitability, accompanied by easier access to financing.

On the other hand, the Consumer Survey conducted by Bank Indonesia indicates that consumer optimism towards economic conditions has increased. This is indicated by the Consumer Confidence Index (CCI) in January 2023 of 123.0, higher than 119.9 in December 2022 and 119.6 in January 2022. The increase in consumer optimism in January 2023 was driven by an increase in consumer expectations for the future economy as reflected in the Consumer Expectations Index (CEI) of 133.9, higher than 127.3 in the previous month. Meanwhile, consumer confidence in current economic conditions is still in the optimistic zone (>100), which amounted to 112.1.

Grafik 1
Chart 1

Perkembangan Indeks Keyakinan Konsumen
Development of Consumer Confidence Index

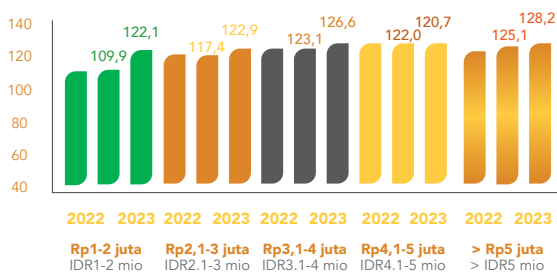


Pada Januari 2023, keyakinan konsumen terpantau meningkat dibandingkan bulan sebelumnya pada hampir seluruh kategori pengeluaran responden. Kenaikan tertinggi tercatat pada responden dengan pengeluaran Rp1–2 juta (Grafik 2). Sementara itu berdasarkan usia, kenaikan IKK Januari 2023 tertinggi terdapat pada kelompok responden berusia >60 tahun (Grafik 3). Secara spasial, IKK meningkat di sebagian besar kota yang disurvei, terbesar di Pontianak (13,6 poin), diikuti Padang (13,1 poin) dan Bandar Lampung (11,0 poin).

In January 2023, consumer confidence was observed to increase compared to the previous month in almost all respondents' expenditure categories. The highest increase was recorded among respondents with expenditure of IDR1-2 million (Graph 2). Meanwhile, based on age, the highest increase in the January 2023 CCI was among respondents aged >60 years (Graph 3). Spatially, the CCI increased in most of the cities surveyed, the largest in Pontianak (13.6 points), followed by Padang (13.1 points) and Bandar Lampung (11.0 points).

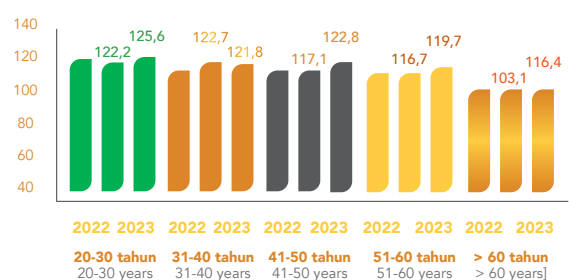
Grafik 2
Chart 2

IKK per Kelompok Pengeluaran
CCI per Expenditure Group



Grafik 3
Chart 3

IKK per Kelompok Usia
CCI per Age Group





RENCANA DAN KEBIJAKAN STRATEGIS PERUSAHAAN

THE COMPANY'S STRATEGIC PLANS AND POLICIES

Sebagai langkah upaya dalam memperkuat posisi *Holding Perkebunan Nusantara PTPN III (Persero)* sebagai salah satu agen pembangunan nasional di sektor perkebunan, ditetapkan Rencana Jangka Panjang Perusahaan (RJPP) Tahun 2020-2024 yang berisi strategi prioritas dalam rangka memaksimalkan kinerja perusahaan.

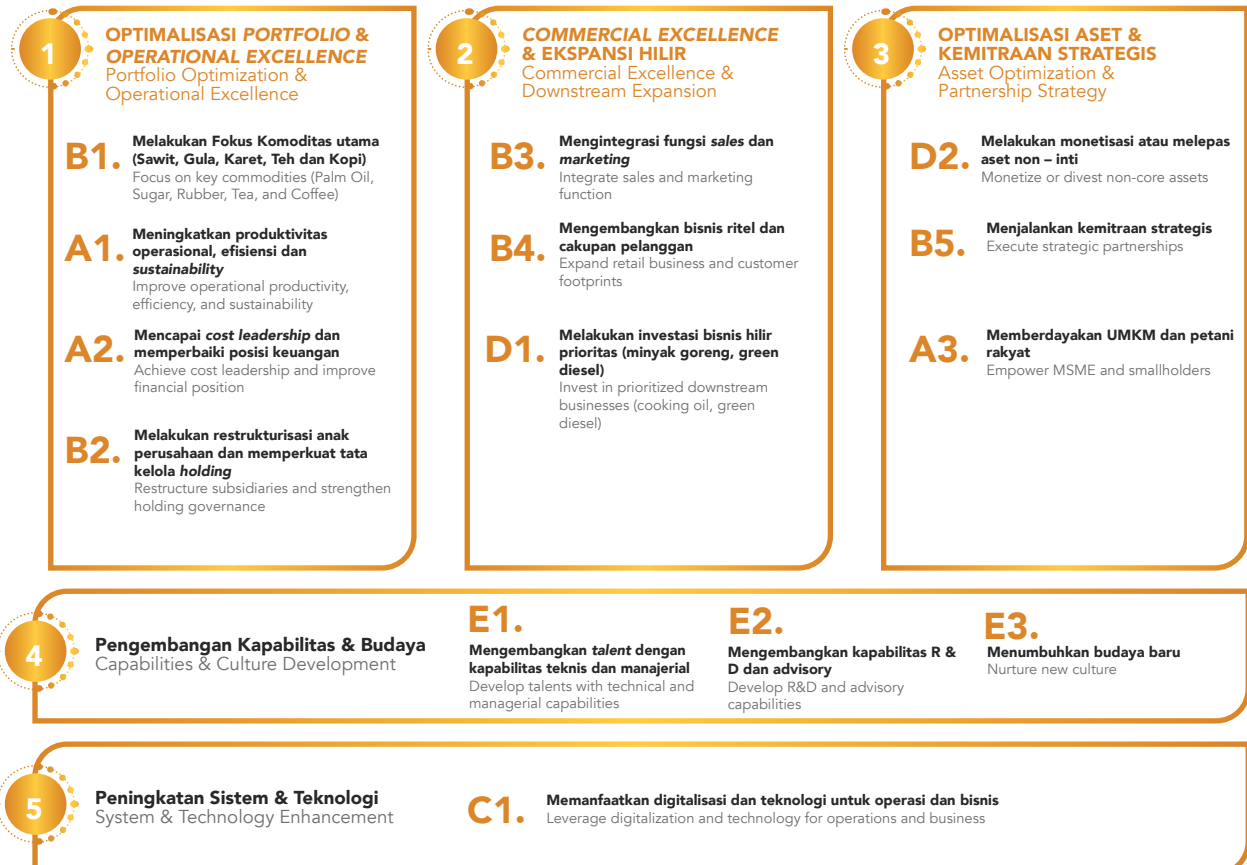
Framework dari arahan strategis *Holding Perkebunan Nusantara PTPN III (Persero)* untuk mencapai visi dan misi yang telah dirumuskan, terdapat tiga pilar utama dan dua pondasi yang perlu dilakukan. Pilar utama yang ada mencakup *Portfolio Optimisation & Operational Excellence, Commercial Excellence & Downstream Expansion, dan Asset Optimization & Strategic Partnership*. Sementara pondasi yang perlu diperkuat mencakup *Capability & Culture Development, serta System & Technology Enhancement*. Secara garis besar arahan strategis digambarkan sebagai berikut:

As an effort to strengthen the position of *Holding Perkebunan Nusantara PTPN III (Persero)* as one of the national development agents in the plantation sector, the Company's Long-Term Plan (RJPP) 2020-2024 is established which contains priority strategies in order to maximize company performance.

The framework of the strategic direction of *Holding Perkebunan Nusantara PTPN III (Persero)* to achieve the vision and mission that has been formulated, there are three main pillars and two foundations that need to be done. The main pillars include *Portfolio Optimization & Operational Excellence, Commercial Excellence & Downstream Expansion, and Asset Optimization & Strategic Partnership*. Whereas the foundations that need to be strengthened include *Capability & Culture Development, and System & Technology Enhancement*. The outline of the strategic

Menjadi perusahaan agribisnis nasional yang unggul dan berdaya saing kelas dunia serta berkontribusi secara berkesinambungan bagi kemajuan bangsa

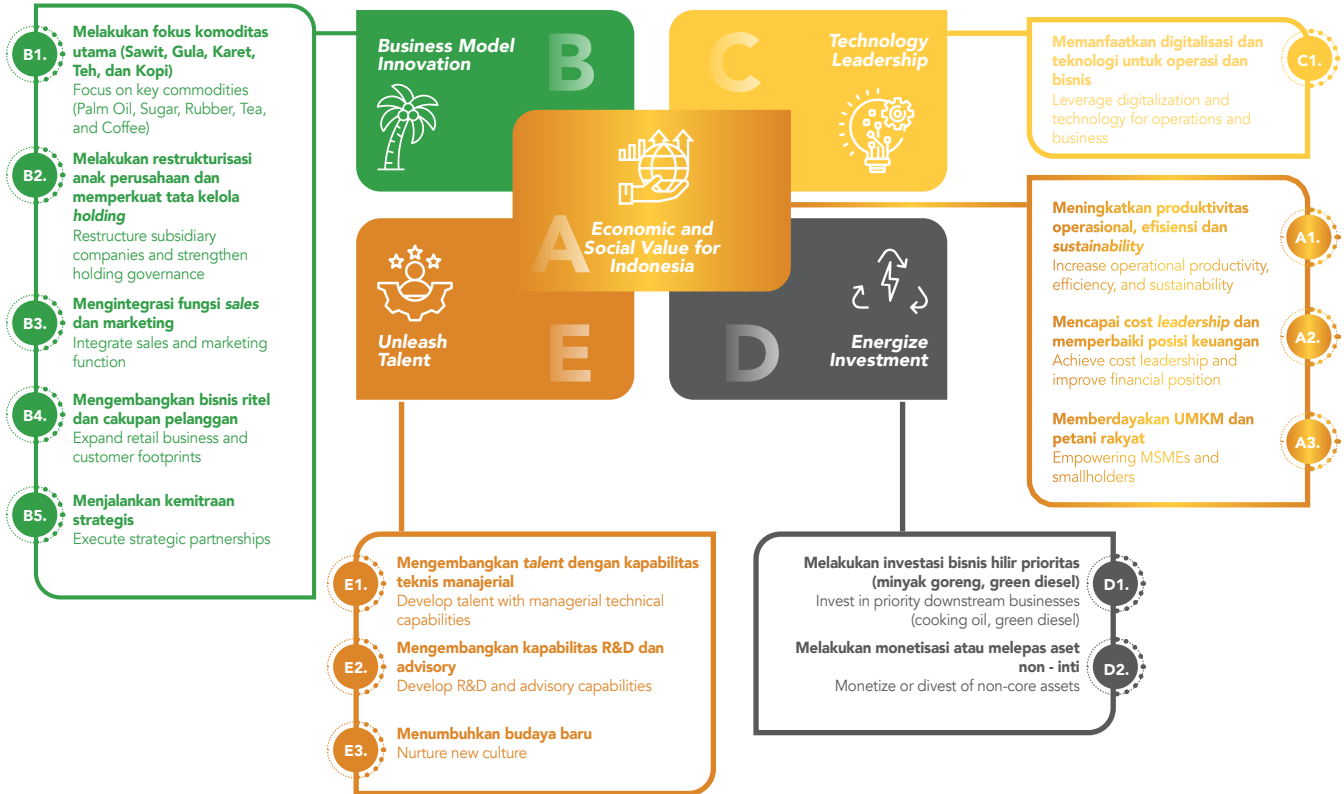
To become a leading world-class national agribusiness company with sustainable contribution for the nation



Pelaksanaan implementasi RJPP 2020-2024 merupakan kelanjutan dari proses transformasi *eksisting* PTPN sebagaimana ditetapkan pada RJPP 2019-2023 sebelumnya. Secara garis besar, *roadmap* implementasi RJPP 2020-2024 disusun dengan 5 strategi utama dan 14 inisiatif strategis yang akan dijalankan dalam periode 4 tahun dari 2021 sampai dengan 2024. Kerangka strategis ini juga disusun sejalan dengan program prioritas KBUMN yang tergambar pada lima perisai (*shield*) KBUMN.

direction is described as follows:

The implementation of the 2020-2024 RJPP is a continuation of PTPN's existing transformation process as stipulated in the previous 2019-2023 RJPP. Broadly speaking, the 2020-2024 RJPP implementation roadmap is prepared with 5 main strategies and 14 strategic initiatives that will be carried out in a 4-year period from 2021 to 2024. This strategic framework is also prepared in line with the Ministry of SOEs priority program which is illustrated in the five shields of Ministry of SOEs.



Di samping itu juga, telah dilakukan pemetaan terhadap portofolio bisnis dan komoditas, yang menunjukkan portofolio *flagship* PTPN adalah komoditi kelapa sawit. Adapun komoditas dan bisnis lain yang termasuk ke dalam area fokus portofolio mencakup karet, tebu, teh, kopi, kakao, agrowisata, gula ritel, minyak goreng, teh ritel, dan kopi ritel. Adapun biodiesel, green diesel, dan bioethanol perlu memperhatikan kondisi pasar dan regulasi secara seksama.

In addition, mapping of the business and commodity portfolios has also been carried out, which shows that PTPN's flagship portfolio is the palm oil commodity. Other commodities and businesses included in the portfolio focus areas include rubber, sugarcane, tea, coffee, cocoa, agro-tourism, retail sugar, cooking oil, retail tea, and retail coffee. As for biodiesel, green diesel and bioethanol, market conditions and regulations need to be carefully considered.

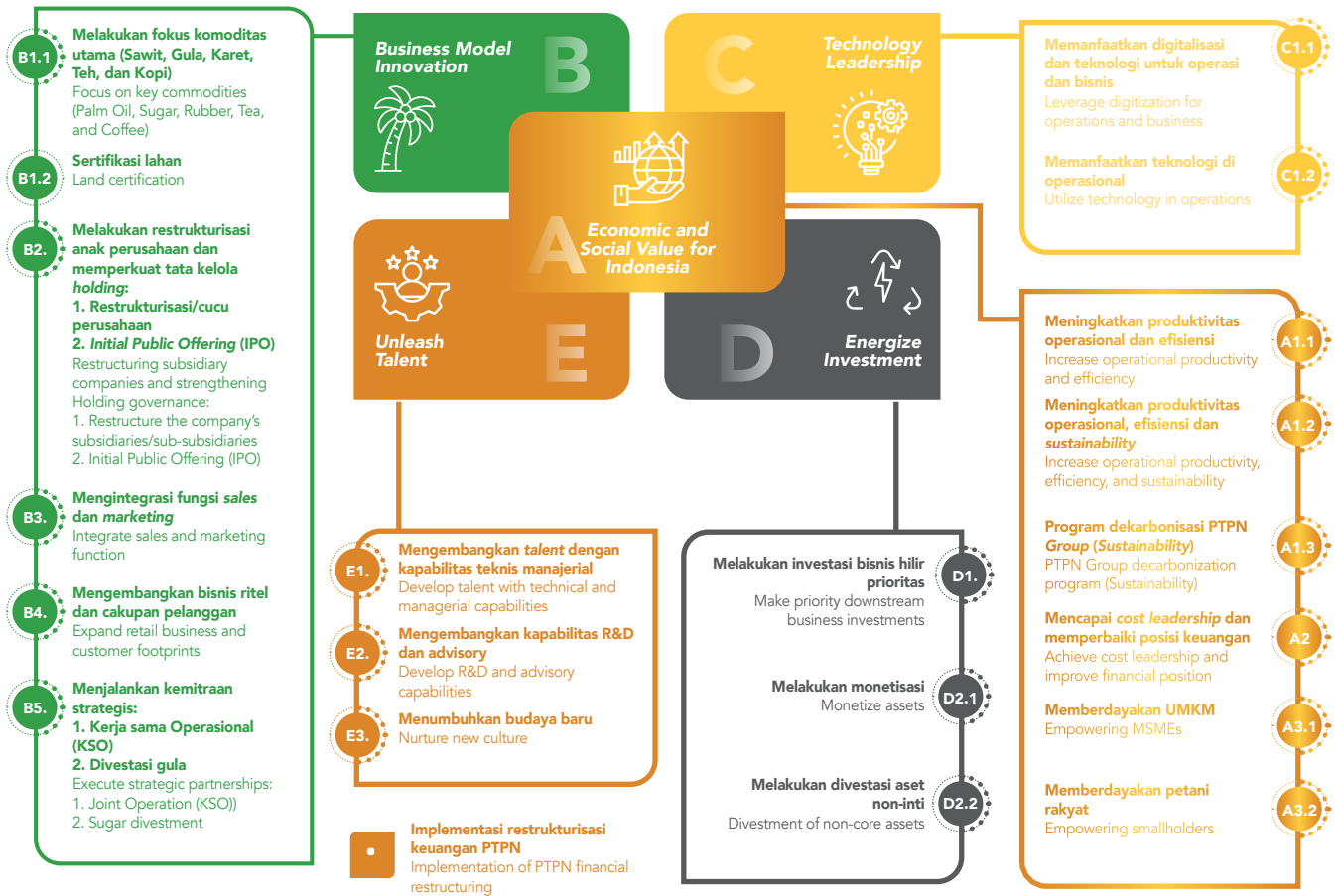
Holding Perkebunan Nusantara PTPN III (Persero) terus berupaya untuk memberikan dukungan pembiayaan kepada anak perusahaan, baik dalam bentuk pinjaman penerusan, pinjaman talangan ataupun dalam bentuk dukungan lainnya. Terkait dengan upaya Holding dalam restrukturisasi, fokus yang muncul adalah mengenai bagaimana beberapa anak perusahaan membutuhkan dana untuk modal kerja, investasi dan *refinancing debt*.

Holding Perkebunan Nusantara PTPN III (Persero) continues to strive to provide financial support to its subsidiaries, either in the form of two-step loans, bailout loans or in other forms of support. Regarding Holding's efforts in restructuring, the focus that emerged was on how several subsidiaries needed funds for working capital, investment and refinancing debt.



Sehubungan program strategis perusahaan sebagaimana tertuang dalam RJPP 2020 – 2024 dan untuk memastikan program strategis berjalan sesuai yang dirumuskan dalam RJPP, dilakukan *monitoring* atas pelaksanaan implementasi program strategis perusahaan yang sesuai dengan program prioritas KBUMN yang pada lima perisai (*shield*) KBUMN sebagai berikut:

In connection with the company's strategic program as stated in the 2020-2024 RJPP and to ensure that the strategic program runs according to what is formulated in the RJPP, monitoring is carried out on the implementation of the company's strategic program in accordance with the Ministry of SOEs priority program which is on the five Ministry of SOEs shields as follows:



Kode	Inisiatif Program Program Initiatives	Penjelasan Explanation
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A1.1	Meningkatkan produktivitas operasional dan efisiensi Increase operational productivity and efficiency	<p>Sebagian besar <i>key step</i> inisiatif program telah dilaksanakan pada tahun 2022, yaitu :</p> <ol style="list-style-type: none"> 1. Acuan praktik terbaik (SE dan SOP) manajemen PAO dan TMA 2. Realisasi pengadaan dan aplikasi mekanisasi pertanian 3. Perbaikan dan Pemeliharaan infrastruktur 4. Meningkatkan mutu TBS sesuai kriteria matang pabrik 5. <i>Preventive maintenance</i> peralatan <p>Most of the program's key steps have been implemented in 2022, namely:</p> <ol style="list-style-type: none"> 1. Reference to best practices (SE and SOP) of PAO and TMA management 2. Realization of procurement and application of agricultural mechanization 3. Repair and maintenance of infrastructure 4. Improving the quality of FFB according to factory mature criteria 5. Preventive maintenance of equipment
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Kode	Inisiatif Program Program Initiatives	Penjelasan Explanation
A1.2	<p>Meningkatkan produktivitas operasional, efisiensi dan <i>sustainability</i> Increase operational productivity, efficiency, and sustainability</p>	<p>Sebagian besar <i>key step</i> inisiatif program telah dilaksanakan pada tahun 2022, yaitu:</p> <ol style="list-style-type: none"> 1. Mendapatkan hasil dari <i>gap assessment</i> RSPO 2. Meningkatkan kompetensi PIC RSPO PTPN Group 3. Persiapan audit 4. Mendapatkan persetujuan <i>Public Announcement</i> 5. Pelaksanaan audit eksternal 6. Perbaikan dan pemenuhan temuan audit 7. Mendapatkan sertifikasi RSPO (masih terdapat 2 PKS menunggu penerbitan sertifikat) <p>Most of the program's key steps have been implemented in 2022, namely:</p> <ol style="list-style-type: none"> 1. Get the results from the RSPO gap assessment 2. Improving the PICs' competency of the RSPO PTPN Group 3. Audit preparation 4. Obtain Public Announcement approval 5. Implementation of external audits 6. Improvement and fulfillment of audit findings 7. Obtained RSPO certification (there are still 2 PKS awaiting certificate issuance)
A1.3	<p>Program dekarbonisasi PTPN Group (<i>Sustainability</i>) PTPN Group decarbonization program (<i>Sustainability</i>)</p>	<p>Seluruh <i>key step</i> inisiatif program telah dilaksanakan pada tahun 2022, yaitu:</p> <ol style="list-style-type: none"> 1. Pengukuran emisi gas rumah kaca <i>group</i> 2. Pelaporan emisi gas rumah kaca 3. Validasi dan verifikasi mengurangi emisi di PTPN Group <p>All <i>key step</i> program initiatives have been implemented in 2022, namely:</p> <ol style="list-style-type: none"> 1. Measurement of group greenhouse gas emissions 2. Reporting of greenhouse gas emissions 3. Validation and verification of reducing emissions in the PTPN Group
A2	<p>Mencapai <i>cost leadership</i> dan memperbaiki posisi keuangan Achieve <i>cost leadership</i> and improve financial position</p>	<p>Seluruh <i>key step</i> inisiatif program telah dilaksanakan pada tahun 2022, yaitu:</p> <ol style="list-style-type: none"> 1. Melanjutkan implementasi program Transformasi EBITDA Fase I (<i>Revenue Enhancement, Operation Control Tower, Logistic Optimization, Procurement Excellence, Zero Based Budgeting Organizational Excellence, Cash Office, Management Review Cycle & Strategic Transformation Office</i>) 2. Tambahan implementasi program pada Transformasi EBITDA Fase II yaitu <i>Operational Excellence</i> <p>All <i>key step</i> program initiatives have been implemented in 2022, namely:</p> <ol style="list-style-type: none"> 1. Continuing the implementation of the Phase I EBITDA Transformation program (<i>Revenue Enhancement, Operation Control Tower, Logistic Optimization, Procurement Excellence, Zero Based Budgeting Organizational Excellence, Cash Office, Management Review Cycle & Strategic Transformation Office</i>) 2. Additional program implementation in EBITDA Transformation Phase II, namely <i>Operational Excellence</i>
A3.1	<p>Memberdayakan UMKM Empowering MSMEs</p>	<p>Seluruh <i>key step</i> inisiatif program telah dilaksanakan pada tahun 2022, yaitu:</p> <ol style="list-style-type: none"> 1. Laporan status <i>update</i> pengadaan yang melibatkan UMKM 2. Melakukan sosialisasi terkait "PaDi UMKM" <p>All <i>key step</i> program initiatives have been implemented in 2022, namely:</p> <ol style="list-style-type: none"> 1. Procurement update status report involving MSMEs 2. Conduct socialization related to "PaDi UMKM"
A3.2	<p>Memberdayakan petani rakyat Empowering smallholders</p>	<p>Sebagian besar <i>key step</i> inisiatif program telah dilaksanakan pada tahun 2022, yaitu:</p> <ol style="list-style-type: none"> 1. Laporan status <i>update</i> program pembelian bahan baku 2. Optimalisasi pembelian TBS, Tebu pihak ke-3 dan plasma sesuai dengan RKAP (masih terdapat <i>gap</i> realisasi pembelian pihak ke-3 dengan RKAP) <p>Most of the program's key steps have been implemented in 2022, namely:</p> <ol style="list-style-type: none"> 1. Report on the status of the raw material purchase program update 2. Optimizing the purchase of FFB, 3rd party Sugarcane and plasma in accordance with the Company's Work Plan & Budget (there is still a gap in the realization of 3rd party purchases with the Company's Work Plan & Budget)
B1.1	<p>Melakukan fokus komoditas utama (Sawit, Gula, Karet, Teh dan Kopi) Focus on key commodities (Palm Oil, Sugar, Rubber, Tea, and Coffee)</p>	<p>Sebagian besar <i>key step</i> inisiatif program telah dilaksanakan pada tahun 2022, yaitu:</p> <ol style="list-style-type: none"> 1. Status <i>update</i> laporan perluasan lahan kerjasama Perhutani dan LMDH 2. Laporan progres TU/TK/TB Kelapa Sawit dan Karet (melakukan koordinasi lanjutan untuk areal yang masih dalam proses penyelesaian hukum) 3. Perencanaan program 2022/2023 4. <i>Land preparation</i> 2022 <p>Most of the program's key steps have been implemented in 2022, namely:</p> <ol style="list-style-type: none"> 1. Status update report on land expansion in collaboration with Perhutani and LMDH 2. Progress report of TU/TK/TB (New Plants/Replanting) of Palm Oil and Rubber (carrying out further coordination for areas that are still in the process of legal settlement) 3. Planning for the 2022/2023 program 4. Land preparation 2022



Kode	Inisiatif Program Program Initiatives	Penjelasan Explanation
B1.2	Sertifikasi lahan Land certification	<p>Seluruh <i>key step</i> inisiatif program telah dilaksanakan pada tahun 2022, yaitu:</p> <ol style="list-style-type: none"> 1. Inventarisasi prioritas rencana program kerja sertifikasi PTPN Group 2. <i>Monitoring</i> dan evaluasi <i>progress</i> sertifikasi aset tanah PTPN Group dengan Anak Perusahaan 3. Pembahasan <i>progress</i> upaya-upaya percepatan Sertifikasi PTPN Group dengan Anak Perusahaan dan BPN (BPN Pusat, Kanwil dan/atau Kantah) 4. Evaluasi akhir penyelesaian sertifikasi tahun 2022 <p>All <i>key step</i> program initiatives have been implemented in 2022, namely:</p> <ol style="list-style-type: none"> 1. Inventory of PTPN Group certification work plan priorities 2. Monitoring and evaluating the progress of PTPN Group land asset certification with Subsidiaries 3. Discussion on progress of efforts to accelerate PTPN Group Certification with Subsidiaries and BPN (Central BPN, Regional Office and/or Land Registry Office) 4. Final evaluation of certification completion in 2022
<p>Melakukan restrukturisasi anak perusahaan dan memperkuat tata kelola <i> Holding</i>: Restructuring subsidiary companies and strengthening Holding governance:</p>		
B2.1	Restrukturisasi anak/cucu perusahaan Restructure the company's subsidiaries/sub-subsidiaries	<p>Telah terlaksananya aksi korporasi pada 3 entitas dari 10 entitas anak dan cucu perusahaan yang dimiliki oleh PTPN Group, dan 4 entitas dalam proses persetujuan KBUMN atas aksi korporasi</p> <p>Corporate actions have been carried out on 3 entities out of 10 subsidiaries and sub-subsidiaries owned by PTPN Group, and 4 entities in the process of Ministry of SOEs' approval for corporate actions</p>
B2.2	<i>Initial Public Offering</i> (IPO)	<p>Sebagian besar <i>key step</i> inisiatif program telah dilaksanakan pada tahun 2022, yaitu:</p> <ol style="list-style-type: none"> 1. Kajian restrukturisasi group usaha PTPN 2. Rancangan penggabungan dalam rangka persetujuan Pemegang Saham 3. Implementasi IPO (akan dilaksanakan pada tahun 2023) <p>Most of the program's <i>key steps</i> have been implemented in 2022, namely:</p> <ol style="list-style-type: none"> 1. Study of PTPN business group restructuring 2. Merger plan for the approval of Shareholders 3. Implementation of IPO (to be held in 2023)
B3	Mengintegrasikan fungsi <i> sales</i> dan <i> marketing</i> Integrate sales and marketing function	<p>Sebagian besar <i>key step</i> inisiatif program telah dilaksanakan pada tahun 2022, yaitu:</p> <ol style="list-style-type: none"> 1. Pendapatan dari penjualan sertifikat produk komoditi sawit 2. Peningkatan pendapatan penjualan karet dari tahun 2020 3. Peningkatan penjualan teh harga premium terhadap tahun 2021 (masih dalam proses perbaikan melalui <i> pilot project</i> kebun teh) <p>Most of the program's <i>key steps</i> have been implemented in 2022, namely:</p> <ol style="list-style-type: none"> 1. Revenue from the sale of palm oil product certificates 2. Increase in rubber sales revenue from 2020 3. Increase in sales of premium priced tea towards 2021 (still in the process of improvement through a tea plantation pilot project)
B4	Mengembangkan bisnis ritel dan cakupan pelanggan Expand retail business and customer footprints	<p>Seluruh <i>key step</i> inisiatif program telah dilaksanakan pada tahun 2022, yaitu:</p> <ol style="list-style-type: none"> 1. <i> Launching product</i> Nusakita teh dan kopi, juga pengembangan penjualan Nusakita minyak goreng dan gula retail 2. Penambahan mesin <i> packaging</i> minyak goreng di 2022 3. Kerja sama tooling minyak goreng 4. Penambahan distributor baru wilayah Jawa Barat & Jawa secara keseluruhan <p>All <i>key step</i> program initiatives have been implemented in 2022, namely:</p> <ol style="list-style-type: none"> 1. Launching of Nusakita tea and coffee products, as well as development of retail sales of Nusakita cooking oil and sugar 2. Additional cooking oil packaging machines in 2022 3. Collaboration on cooking oil tooling 4. Added new distributors for West Java & Java as a whole
<p>Menjalankan kemitraan strategis: Execute strategic partnerships:</p>		

Kode	Inisiatif Program Program Initiatives	Penjelasan Explanation
B5.1	Kerjasama Operasional (KSO) Joint Operation (KSO)	<p>Sebagian besar <i>key step</i> inisiatif program telah dilaksanakan pada tahun 2022, yaitu:</p> <ol style="list-style-type: none"> 1. Penandatanganan MoU 2. Hasil <i>Feasibility Study</i> 3. Persetujuan RUPS RKAP 2022 dan <i>Lenders</i> 4. Persetujuan Dewan Komisaris dan/atau Pemegang Saham 5. Penandatanganan Perjanjian KSO (terdapat 1 KSO yang belum terimplementasi) <p>Most of the program's key steps have been implemented in 2022, namely:</p> <ol style="list-style-type: none"> 1. Signing of the MoU 2. Feasibility Study Results 3. Approval of the 2022 RKAP GMS and <i>Lenders</i> 4. Approval of the Board of Commissioners and/or Shareholders 5. Signing of the Joint Operation (KSO) Agreement (there is 1 KSO that has not been implemented)
B5.2	Divestasi gula Sugar divestment	<p>Sebagian besar <i>key step</i> inisiatif program telah dilaksanakan pada tahun 2022, yaitu:</p> <ol style="list-style-type: none"> 1. Pencarian Mitra Strategis 2. Penandatanganan CSPSA 3. Penyelesaian <i>Condition Precedent</i> <p>Most of the program's key steps have been implemented in 2022, namely:</p> <ol style="list-style-type: none"> 1. Strategic Partner Search 2. Signing of the CSPA 3. Completion of Condition Precedent
C1.1	Memanfaatkan digitalisasi untuk operasi dan bisnis Leverage digitization for operations and business	<p>Seluruh <i>key step</i> inisiatif program telah dilaksanakan pada tahun 2022, yaitu:</p> <ol style="list-style-type: none"> 1. Laporan implementasi Sistem Informasi Geografis 2. Laporan implementasi <i>Digital Farming</i> komoditi sawit 3. Laporan implementasi <i>Digital Farming</i> komoditi karet <p>All key step program initiatives have been implemented in 2022, namely:</p> <ol style="list-style-type: none"> 1. Report on the implementation of Geographic Information Systems 2. Report on the implementation of Digital Farming for palm oil commodities 3. Report on the implementation of Digital Farming for rubber commodities
C1.2	Memanfaatkan teknologi di operasional Utilize technology in operations	<p>Sebagian besar <i>key step</i> inisiatif program telah dilaksanakan pada tahun 2022, yaitu:</p> <ol style="list-style-type: none"> 1. Digitalisasi alat ukur 2. Milena (<i>tools monitoring</i> kinerja) 3. <i>Update</i> jumlah pokok kelapa sawit 4. <i>Update</i> data iklim 5. <i>Yield GAP Analysis</i> (realisasi 3 kebun dari target 50 kebun) 6. Program <i>pilot project</i> mekanisasi & IoT di PTPN III, IV & V <p>Most of the program's key steps have been implemented in 2022, namely:</p> <ol style="list-style-type: none"> 1. Digitization of measuring instruments 2. Milena (performance monitoring tools) 3. Update the principal amount of palm oil 4. Update climate data 5. Yield GAP Analysis (realization of 3 plantations out of a target of 50 plantations) 6. Mechanization & IoT pilot project program at PTPN III, IV & V
D1	Melakukan investasi bisnis hilir prioritas Make priority downstream business investments	<p>Sebagian besar <i>key step</i> inisiatif program telah dilaksanakan pada tahun 2022, yaitu:</p> <ol style="list-style-type: none"> 1. Laporan <i>monitoring</i> produk hilir CPO PT INL 2. Laporan kajian HBU optimasi pemanfaatan POME PTPN Group <p>Most of the program's key steps have been implemented in 2022, namely:</p> <ol style="list-style-type: none"> 1. PT INL's CPO downstream product monitoring report 2. HBU review report on optimizing PTPN Group POME utilization
D2.1	Melakukan monetisasi asset Monetize assets	<p>Sebagian besar <i>key step</i> inisiatif program telah dilaksanakan pada tahun 2022, yaitu:</p> <ol style="list-style-type: none"> 1. Ditandatangani <i>agreement</i> sewa jangka panjang lahan industri KEK Sei Mangkei 2. Penyelesaian proses inbreng lahan PTPN II ke PT Nusa Dua Propertindo untuk pengembangan Kota Deli Megapolitan 3. Penghapusbukuan aktiva tetap PTPN II (Megapolitan seluas 725 Ha) <p>Most of the program's key steps have been implemented in 2022, namely:</p> <ol style="list-style-type: none"> 1. Signed a long-term lease agreement for industrial land SEZ Sei Mangkei 2. Completion of PTPN II land incorporation process into PT Nusa Dua Propertindo for the development of Deli Megapolitan City 3. Write-off of fixed assets of PTPN II (Megapolitan area of 725 Ha)
D2.2	Melakukan divestasi asset non-inti Divestment of non-core assets	<p>Realisasi divestasi asset non-inti sebesar Rp.473,4 M dari target sebesar Rp1.2 T</p> <p>Realization of non-core asset divestment of IDR473.4 billion from the target of IDR1.2 T</p>



Kode	Inisiatif Program Program Initiatives	Penjelasan Explanation
E1	<p>Mengembangkan <i>talent</i> dengan kapabilitas teknis dan manajerial Develop talent with technical and managerial capabilities</p>	<p>Seluruh <i>key step</i> inisiatif program telah dilaksanakan pada tahun 2022, yaitu:</p> <ol style="list-style-type: none"> 1. Identifikasi <i>talent source</i> 2. Melaksanakan pemetaan <i>talent</i> 3. Penyusunan Program Pembelajaran & Pengembangan 4. <i>Upgrading</i> kompetensi melalui <i>Talent Development Program & PLDP</i> 5. Melaksanakan <i>Assessment Center</i> terhadap <i>talent nominated</i> 6. Evaluasi dan Monitoring Program Pembelajaran dan Pengembangan <p>All <i>key step</i> program initiatives have been implemented in 2022, namely:</p> <ol style="list-style-type: none"> 1. Identify talent sources 2. Carry out talent mapping 3. Preparation of Learning & Development Programs 4. Competency upgrading through the Talent Development Program & PLDP 5. Conducting an Assessment Center for nominated talent 6. Evaluation and Monitoring of Learning and Development Programs
E2	<p>Mengembangkan kapabilitas R&D dan <i>advisory</i> Develop R&D and advisory capabilities</p>	<p>Seluruh <i>key step</i> inisiatif program telah dilaksanakan pada tahun 2022, yaitu:</p> <ol style="list-style-type: none"> 1. Penyusunan program kerja 2. Pelaksanaan Riset, Inovasi dan pengembangan SDM berkolaborasi dengan RPN dan LPP 3. <i>Monitoring</i> dan evaluasi pelaksanaan implementasi program 4. Koordinasi, evaluasi dan <i>monitoring</i> pelaksanaan program di tingkat Klaster Perkebunan dan Kehutanan <p>All <i>key step</i> program initiatives have been implemented in 2022, namely:</p> <ol style="list-style-type: none"> 1. Preparation of work programs 2. Implementation of Research, Innovation and HR development in collaboration with RPN and LPP 3. Monitoring and evaluation of program implementation 4. Coordination and monitoring of program implementation at the Plantation and Forestry Cluster level
E3	<p>Menumbuhkan budaya baru Nurture new culture</p>	<p>Seluruh <i>key step</i> inisiatif program telah dilaksanakan pada tahun 2022, yaitu:</p> <ol style="list-style-type: none"> 1. Penyusunan pedoman program internalisasi budaya perusahaan 2. Pelaksanaan kegiatan internalisasi budaya perusahaan 3. <i>Monitoring</i> dan evaluasi pelaksanaan program internalisasi budaya perusahaan 4. Pengukuran efektivitas internalisasi budaya perusahaan 5. <i>Corporate Culture Award 2022</i> <p>All <i>key step</i> program initiatives have been implemented in 2022, namely:</p> <ol style="list-style-type: none"> 1. Preparation of corporate culture internalization program guidelines 2. Implementation of corporate culture internalization activities 3. Monitoring and evaluating the implementation of the corporate culture internalization program 4. Measuring the effectiveness of internalizing corporate culture 5. Corporate Culture Award 2022
*	<p>Implementasi restrukturisasi keuangan PTPN Implementation of PTPN financial restructuring</p>	<p>Sebagian besar <i>key step</i> inisiatif program telah dilaksanakan pada tahun 2022, yaitu:</p> <ol style="list-style-type: none"> 1. Persetujuan <i>All Lenders</i> atas usulan RKAP PTPN Group 2. Surat utang yang jatuh tempo dapat diperpanjang/di-<i>refinancing</i> 3. Pemberian ICLA sesuai dengan kebutuhan dan pengembalian ICLA dilakukan tepat waktu 4. Dana IP PEN dapat dicairkan sesuai RAB dan kewajiban IP PEN dapat dipenuhi 5. <i>Grand Strategy</i> Pelaksanaan IPO PTPN Group 6. Novasi Hutang dan Pengalihan Aset Jaminan ke SGN 7. Penurunan <i>Outstanding</i> dari Penerimaan Disposasi dan Optimalisasi Aset <p>Most of the program's key steps have been implemented in 2022, namely:</p> <ol style="list-style-type: none"> 1. Approval of All Lenders on PTPN Group's Work Plan and Budget proposal 2. Bonds that mature can be extended/refinanced 3. Giving ICLA as needed and returning ICLA is done on time 4. IP PEN funds can be disbursed according to the RAB and IP PEN obligations can be fulfilled 5. PTPN Group IPO Implementation Grand Strategy 6. Debt Novation and Transfer of Collateral Assets to SGN 7. Decreased Outstanding from Disposasi Acceptance and Asset Optimization

TINJAUAN OPERASI PER SEGMENT USAHA

OPERATIONAL REVIEW BY BUSINESS SEGMENT

Holding Perkebunan Nusantara PTPN III (Persero) merupakan perusahaan yang bergerak di bidang usaha perkebunan, pengolahan dan pemasaran hasil perkebunan. Kegiatan usaha Perusahaan mencakup usaha budidaya dan pengolahan tanaman kelapa sawit, karet, tebu, teh, kopi, tembakau, dan kakao, serta produk hilirnya masing-masing. Perusahaan terus berupaya mengoptimalkan setiap segmen usaha demi mendorong kinerja dan meningkatkan nilai bagi para Pemegang Saham dan pemangku kepentingan lainnya.

Produk utama Perusahaan adalah Minyak Sawit (CPO) dan Inti Sawit (Kernel) dan produk hilir karet. Areal keseluruhan Holding didominasi oleh areal tanaman kelapa sawit, areal tanaman karet, areal konsesi teh, serta areal tebu.

KINERJA SEGMENT USAHA

Hingga akhir tahun 2022, Perusahaan belum menerapkan PSAK 5 tentang Segmen Operasi. Untuk dapat menggambarkan segmen usaha, Perusahaan menggunakan struktur dan sumber pendapatan yang terdiri dari usaha budidaya dan pengolahan tanaman kelapa sawit, karet, tebu, teh, kopi, tembakau, dan kakao, serta produk hilirnya masing-masing. Berikut disampaikan uraian tentang kinerja masing-masing segmen usaha per 31 Desember 2022, dibandingkan dengan target RKAP 2022 dan tahun sebelumnya.

SEGMENT USAHA KELAPA SAWIT

Kelapa Sawit merupakan salah satu komoditas utama dari Holding Perkebunan Nusantara PTPN III (Persero), selain PTPN III (Persero), kegiatan usaha perkebunan kelapa sawit yang tersebar di seluruh Indonesia juga dilakukan oleh anak perusahaan Perkebunan Nusantara, di antaranya PTPN I, PTPN II, PTPN IV, PTPN V, PTPN VI, PTPN VII, PTPN VIII, PTPN XIII, dan PTPN XIV.

Areal Tanaman Kelapa Sawit

Areal tanaman kelapa sawit realisasi s.d. Desember Tahun 2022 seluas 519.733,62 ha yang terdiri dari Tanaman Menghasilkan (TM) seluas 463.225,46 ha, Tanaman Belum Menghasilkan (TBM) 39.833,52 ha, dan Tanaman Baru (TB)/Tanaman Ulang (TU)/Tanaman Tahun Ini (TTI) 16.674,64 ha. Total tanaman kelapa sawit diuraikan dalam tabel dibawah ini.

Uraian Description	Hektare				
	Realisasi 2021 2021 Realization	Realisasi 2022 2022 Realization	RKAP 2022 2022 Work Plan & Budget	Pencapaian Achievement	
1	2	3	4	5 (3 : 4)	6 (3 : 2)
Kelapa Sawit Palm Oil					
• TM Mature Plants	463.848,88	463.225,46	458.870,29	100,95	99,87

Holding Perkebunan Nusantara PTPN III (Persero) is a company engaged in the plantation business, processing and marketing of plantation products. The Company's business activities include the cultivation and processing of palm oil, rubber, sugarcane, tea, coffee, tobacco and cocoa, as well as their respective downstream products. The Company continues to optimize each business segment in order to boost performance and increase value for Shareholders and other stakeholders.

The Company's main products are Palm Oil (CPO) and Palm Kernel (Kernel) and downstream rubber products. The entire holding area is dominated by palm oil plantations, rubber plantations, tea concession areas, and sugarcane areas.

BUSINESS SEGMENT PERFORMANCE

Until the end of 2022, the Company has not implemented PSAK 5 regarding Operating Segments. To be able to describe the business segment, the Company uses the structure and sources of income which consist of the cultivation and processing of palm oil, rubber, sugarcane, tea, coffee, tobacco and cocoa, as well as their respective downstream products. The following is a description of the performance of each business segment as of December 31, 2022, compared to the 2022 RKAP target and the previous year.

PALM OIL BUSINESS SEGMENT

Palm oil is one of the key commodities of the PTPN III (Persero) Nusantara Plantation Holding, apart from PTPN III (Persero), palm oil plantation business activities spread throughout Indonesia are also carried out by Nusantara Plantation subsidiaries, including PTPN I, PTPN II, PTPN IV, PTPN V, PTPN VI, PTPN VII, PTPN VIII, PTPN XIII, and PTPN XIV.

Palm Oil Plantation Area

Realized palm oil plantation area until December 2022 covering an area of 519,733.62 ha consisting of Mature Plants (TM) covering an area of 463,225.46 ha, Immature Plants (TBM) 39,833.52 ha, and New Plants (TB) / Replants (TU)/Plants of the Year (TTI) 16,674.64 ha. The total palm oil plantations are described in the table below.



Uraian Description	Hektare				
	Realisasi 2021 2021 Realization	Realisasi 2022 2022 Realization	RKAP 2022 2022 Work Plan & Budget	Pencapaian Achievement	
1	2	3	4	5 (3 : 4)	6 (3 : 2)
• TBM Immature Plants	39.824,19	39.833,52	43.464,37	91,64	100,00
• TU/TK/TB/TTI New Plants/ Plants for the Year	16.989,21	16.674,64	22.064,82	73,30	98,14
Jumlah Areal Tanaman Total Plant Area	520.662,28	519.733,62	524.399,48	99,11	99,82

Produksi Kelapa Sawit

1. Realisasi pencapaian produksi TBS kelapa sawit kebun sendiri tahun 2022 sebesar 9.948.194 ton atau 92,46% dari RKAP yang dianggarkan sebesar 10.759.860 ton dan 101,29% dari realisasi periode yang sama tahun 2021 sebesar 9.821.862 ton.
2. Realisasi capaian produksi TBS kelapa sawit plasma/pihak III s.d. Desember 2022 sebesar 2.880.946 ton atau 84,84% dari RKAP yang dianggarkan sebesar 3.395.690 ton dan 108,82% dari realisasi periode yang sama tahun 2021 sebesar 2.647.989 ton.
3. Pencapaian total produksi TBS realisasi s.d. Desember 2022 sebesar 12.762.145 ton atau 90,16% dari RKAP yang dianggarkan sebesar 14.155.550 ton dan 102,33% dari realisasi periode yang sama tahun 2021 sebesar 12.471.311 ton.
4. Pencapaian produksi minyak sawit kebun sendiri realisasi s.d. Desember 2022 sebesar 2.197.652 ton atau 88,57% dari RKAP yang dianggarkan sebesar 2.481.249 ton dan 100,71% dari realisasi periode yang sama tahun sebelumnya sebesar 2.182.220 ton.
5. Pencapaian produksi minyak sawit hasil dari Pembelian TBS Plasma/Pihak III realisasi s.d. Desember 2022 sebesar 519.311 ton atau 79,92% dari RKAP yang dianggarkan sebesar 649.788 ton dan 103,35% dari realisasi periode yang sama tahun 2021 sebesar 502.500 ton.
6. Pencapaian total produksi Minyak Sawit realisasi s.d. Desember 2022 sebesar 2.716.963 ton atau 86,78% dari RKAP yang dianggarkan sebesar 3.131.036 ton dan 101,20% dari realisasi periode yang sama tahun 2021 sebesar 2.684.721 ton.
7. Pencapaian produksi Inti Sawit (kernel) kebun sendiri realisasi s.d. Desember 2022 sebesar 387.837 ton atau 89,24% dari RKAP yang dianggarkan sebesar 434.588 ton dan 99,68% dari realisasi periode yang sama tahun 2021 sebesar 389.082 ton.
8. Pencapaian produksi Inti Sawit (kernel) hasil pembelian TBS Plasma/Pihak III realisasi s.d. Desember 2022 sebesar 128.366 ton atau 90,28% dari RKAP yang dianggarkan sebesar 142.185 ton dan 110,97% dari realisasi periode yang sama tahun 2021 sebesar 115.676 ton.
9. Pencapaian total produksi Inti Sawit (kernel) realisasi s.d. Desember Tahun 2022 sebesar 516.202 ton atau 89,50% dari RKAP yang dianggarkan sebesar 576.773 ton dan 102,27% dari realisasi periode yang sama tahun 2021 sebesar 504.758 ton.

Produktivitas Kelapa Sawit

1. Pencapaian produktivitas TBS kelapa sawit realisasi s.d. Desember 2022 sebesar 21,69 ton/ha atau 93,38% dari RKAP yang dianggarkan sebesar 23,23 ton/ha dan 102,95% dari periode yang sama tahun 2021 sebesar 21,07 ton/ha.

Palm Oil Production

1. Realization of FFB production from own plantations in 2022 amounted to 9,948,194 tons or 92.46% of the RKAP budgeted at 10,759,860 tons and 101.27% of the realization for the same period in 2021 of 9,821,862 tons.
2. Realization of FFB production achievements in plasma/third parties up to December 2022 amounted to 2,880,946 tons or 84.84% of the budgeted RKAP of 3,395,690 tons and 108.82% of the realization for the same period in 2021 of 2,647,989 tons.
3. Achievement of total FFB production realized up to December 2022 of 12,762,145 tons or 90.16% of the budgeted RKAP of 14,155,550 tons and 102.33% of the realization for the same period in 2021 of 12,471,311 tons.
4. Achievement of own plantation palm oil production realization until December 2022 amounted to 2,197,652 tons or 88.57% of the budgeted RKAP of 2,481,249 tons and 100.71% of the realization in the same period the previous year of 2,182,220 tons.
5. Achievement of palm oil production as a result of Purchase of FFB Plasma/Third Parties realization up to December 2022 amounted to 519,311 tons or 79.92% of the budgeted RKAP of 649,788 tons and 103.35% of the realization in the same period in 2021 of 502,500 tons.
6. Achievement of total realized Palm Oil production until December 2022 amounted to 2,716,963 tons or 86.78% of the budgeted RKAP of 3,131,036 tons and 101.20% of the realization for the same period in 2021 of 2,684,721 tons.
7. The achievement of production of Palm Kernel (kernel) from own plantations was realized until December 2022 amounted to 387,837 tons or 89.24% of the budgeted RKAP of 434,588 tons and 99.68% of the realization in the same period in 2021 of 389,082 tons.
8. Achievement of Palm Kernel production from the purchase of FFB Plasma/Third Parties realized until December 2022 amounted to 128,366 tons or 90.28% of the budgeted RKAP of 142,185 tons and 110.97% of the realization in the same period in 2021 of 115,676 tons.
9. Achievement of total production of Palm Kernel (kernel) realization until December 2022 of 516,202 tons or 89.50% of the budgeted RKAP of 576,773 tons and 102.27% of the realization for the same period in 2021 of 504,758 tons.

Palm Oil Productivity

1. Productivity achievement of palm oil FFB realized until December 2022 of 21.69 tons/ha or 93.38% of the budgeted RKAP of 23.23 tons/ha and 102.95% from the same period in 2021 of 21.07 tons/ha.

2. Pencapaian produktivitas Minyak Sawit realisasi s.d. Desember 2022 sebesar 5,01 ton/ha atau 91,71% dari RKAP yang dianggarkan sebesar 5,46 ton/ha dan 102,65% dari periode yang sama tahun 2021 sebesar 4,83 ton/ha.
3. Pencapaian produktivitas Inti Sawit realisasi s.d. Desember 2022 sebesar 0,88 ton/ha atau mencapai 92,15% dari RKAP yang dianggarkan sebesar 0,96 ton/ha dan 101,75% dari periode yang sama tahun 2021 sebesar 0,87 ton/ha.

2. Achievement of productivity of Palm Oil realization until December 2022 of 5.01 tons/ha or 91.71% of the budgeted RKAP of 5.46 tons/ha and 102.65% from the same period in 2021 of 4.83 tons/ha.
3. Achievement of Palm Kernel Productivity realization until December 2022 amounted to 0.88 tons/ha or reached 92.15% of the budgeted RKAP of 0.96 tons/ha and 101.75% from the same period in 2021 of 0.87 tons/ha.

SEGMENT USAHA KARET

Kegiatan usaha perkebunan karet yang tersebar di seluruh Indonesia dilakukan oleh PTPN III (Persero) selaku Holding Perkebunan, juga beberapa anak perusahaan yakni PTPN I, PTPN II, PTPN V, PTPN VI, PTPN VII, PTPN VIII, PTPN IX, PTPN XIII, dan PTPN XIV.

Areal Tanaman Karet

Areal tanaman karet realisasi s.d. Desember Tahun 2022 seluas 111.337,32 ha yang terdiri dari Tanaman Menghasilkan karet seluas 106.489,63 ha, Tanaman Belum Menghasilkan seluas 3.726,08 ha, dan Tanaman Baru (TB)/Tanaman Ulang (TU)/Tanaman Tahun Ini (TTI) 1.121,61 ha. Total areal tanaman karet diuraikan dalam tabel dibawah ini.

Uraian Description	Hektare				
	Realisasi 2021 2021 Realization	Realisasi 2022 2022 Realization	RKAP 2022 2021 Work Plan & Budget	Pencapaian Achievement	
1	2	3	4	5 (3 : 4)	6 (3 : 2)
Karet Rubber					
• TM Mature Plants	104.238,47	106.489,63	106.489,63	100,00	102,16
• TBM Immature Plants	3.598,34	3.726,08	3.726,08	100,00	103,54
• TU/TK/TB/TTI New Plants/ Plants for the Year	437,24	1.121,61	1.463,03	76,66	256,52
• ATP/TTAD Unproductive Plants	108.274,05	111.337,32	111.678,74	99,69	102,83
Jumlah Areal Tanaman Total Plant Area	108.274,05	111.337,32	111.678,74	99,69	102,83
Luas Total Tanaman Total Area	120.059,26	124.998,08	124.998,08	100,00	104,11

RUBBER BUSINESS SEGMENT

Rubber plantation business activities spread throughout Indonesia are carried out by PTPN III (Persero) as the Plantation Holding, as well as several subsidiaries, namely PTPN I, PTPN II, PTPN V, PTPN VI, PTPN VII, PTPN VIII, PTPN IX, PTPN XIII, and PTPN XIV.

Rubber Business Segment

Realized rubber plantation area until December 2022 covering an area of 111,337.32 ha consisting of Rubber Producing Plants covering an area of 106,489.63 ha, Immature Plants covering an area of 3,726.08 ha, and New Plants (TB)/Replanting (TU)/Plant of the Year (TTI) 1,121, 61 ha. The total area of rubber plantations is described in the table below.

Produksi dan Produktivitas Karet

1. Pencapaian produksi karet kering kebun sendiri realisasi s.d. Desember 2022 sebesar 114.722 ton atau mencapai 79,04% dari RKAP yang dianggarkan sebesar 145.144 ton dan 88,95% dari realisasi periode yang sama tahun sebelumnya sebesar 128.970 ton.
2. Pencapaian produksi pembelian karet kering Plasma/ Pihak III realisasi s.d. Desember 2022 sebesar 29.592 ton atau mencapai 67,56% dari RKAP yang dianggarkan sebesar 43.800 ton dan 71,18% dari realisasi periode yang sama tahun 2021 sebesar 41.573 ton.
3. Pencapaian total produksi karet kering realisasi s.d. Desember 2022 sebesar 144.314 ton atau mencapai 76,38% dari RKAP yang dianggarkan sebesar 188.944 ton dan 84,62% dari realisasi periode yang sama tahun 2021 sebesar 170.542 ton.

Rubber Production and Productivity

1. The achievement of dry rubber production from own plantations was realized until December 2022 amounted to 114,722 tons or reached 79.04% of the budgeted RKAP of 145,144 tons and 88.95% of the realization in the same period the previous year of 128,970 tons.
2. Achievement of dry rubber purchasing production of Plasma/ Third Parties obtained until December 2022 amounted to 29,592 tons or reached 67.56% of the budgeted RKAP of 43,800 tons and 71.18% of the realization in the same period in 2021 of 41,573 tons.
3. Achievement of total production of dry rubber realized until December 2022 amounted to 144,314 tons or reached 76.38% of the budgeted RKAP of 188,944 tons and 84.62% of the realization in the same period in 2021 of 170,542 tons.



4. Pencapaian produktivitas karet kering realisasi s.d. Desember 2022 sebesar 1.077 kg/ha atau mencapai 78,86% dari RKAP yang dianggarkan sebesar 1.363 kg/ha dan 88,99% dari realisasi periode yang sama tahun 2021 sebesar 1.211 kg/ha.

4. Realized dry rubber productivity achievement up to. December 2022 amounted to 1,077 kg/ha or reached 78.86% of the budgeted RKAP of 1,363 kg/ha and 88.99% of the realization for the same period in 2021 of 1,212 kg/ha.

SEGMENT USAHA TEBU

Tebu merupakan salah satu komoditas utama dari Holding Perkebunan Nusantara PTPN III (Persero), di mana perkebunan tebu tersebar di seluruh Indonesia melalui anak perusahaan Perkebunan Nusantara di antaranya PTPN II, PTPN VII, PTPN IX, PTPN X, PTPN XI, PTPN XII dan PTPN XIV.

SUGARCANE BUSINESS SEGMENT

Sugarcane is one of the key commodities of the PTPN III (Persero) Nusantara Plantation Holding, where sugarcane plantations are spread throughout Indonesia through Nusantara Plantation subsidiaries including PTPN II, PTPN VII, PTPN IX, PTPN X, PTPN XI, PTPN XII and PTPN XIV .

Areal Tanaman Tebu

Uraian Description	Holding				
	Realisasi 2021 2021 Realization	Realisasi 2022 2022 Realization	RKAP 2022 2022 Work Plan & Budget	Pencapaian Achievement	
1	2	3	4	5 (3 : 4)	6 (3 : 2)
Tebu Sendiri Own Sugarcane	57.301,27	61.045,2	63.999,8	95,38	106,53
Tebu Rakyat Farmers Sugarcane	95.441,34	116.506,7	121.903,5	95,57	122,07
Total Area	152.742,61	177.551,8	185.903,3	95,51	116,24

Sugarcane Plantation Area

Realisasi luas areal tebu yang ditebang s.d. Desember 2022 seluas 177.551,8 Ha atau mencapai 95,51% terhadap RKAP 2022 yang direncanakan seluas 185.903,3 Ha dan 116,24% terhadap realisasi periode yang sama tahun sebelumnya yaitu seluas 152.742,6 Ha.

Realization of the total area of sugarcane that was cut down until December 2022 covering an area of 177,551.8 Ha or reaching 95.51% of the planned 2022 RKAP covering an area of 185,903.3 Ha and 116.24% of the realization in the same period the previous year, which was 152,742.6 Ha.

Produksi dan Produktivitas Tebu

- 1. Tebu Giling**
Realisasi tebu digiling s.d. Desember 2022 sebesar 13.215.947,9 ton atau mencapai 94,38% terhadap RKAP yang dianggarkan tahun 2022 sebesar 14.003.452,4 ton dan 120,84% terhadap realisasi tebu yang digiling pada periode yang sama tahun sebelumnya yaitu sebesar 10.694.693,7 ton.
- 2. Produktivitas tebu**
Realisasi produktivitas tebu per hektar s.d. Desember 2022 sebesar 74,4 ton/ha atau mencapai 98,82% terhadap RKAP yang dianggarkan tahun 2022 sebesar 75,3 ton/ha dan 103,95% terhadap realisasi produktivitas tebu pada periode yang sama tahun sebelumnya yaitu sebesar 71,60 ton/ha.
- 3. Rendemen**
Realisasi rendemen s.d. Desember 2022 sebesar 6,44% atau mencapai 82,22% terhadap RKAP yang dianggarkan tahun 2022 sebesar 7,84% dan 91,74% terhadap realisasi rendemen pada periode yang sama tahun sebelumnya yaitu sebesar 7,02%.
- 4. Produksi Gula**
Realisasi produksi gula s.d. Desember 2022 sebesar 850.651,6 ton atau mencapai 77,31% terhadap RKAP yang dianggarkan tahun 2022 sebesar 1.100.292,8 ton dan 110,67% terhadap realisasi produksi gula pada periode yang sama tahun sebelumnya yaitu sebesar 768.638,0 ton.

Sugarcane Production and Productivity

- 1. Milled Sugarcane**
Realization of milled sugarcane up to December 2022 amounted to 13,215,947.9 tons or reached 94.38% of the 2022 RKAP budgeted at 14,003,452.4 tons and 120.84% of the realization of milled sugarcane in the same period the previous year which was 10,694,693.7 tons.
- 2. Sugarcane productivity**
Realization of sugarcane productivity per hectare up to December 2022 amounted to 74.4 tons/ha or reached 98.82% of the RKAP budgeted for 2022 of 75.3 tons/ha and 103.95% of the realization of sugarcane productivity in the same period the previous year which was 71.60 tons/ha Ha.
- 3. Yield**
Yield realization up to December 2022 amounted to 6.44% or reached 82.22% of the RKAP budgeted for 2022 of 7.84% and 91.74% of the yield realization in the same period the previous year which was 7.02%.
- 4. Sugar Production**
Realization of sugar production until December 2022 amounted to 850,651.6 tons or reached 77.31% of the 2022 RKAP budget of 1,100,292.8 tons and 110.67% of the realization of sugar production in the same period the previous year, which was 768,638.0 tons.

5. **Produksi Tetes**
Realisasi produksi tetes s.d. Desember 2022 sebesar 651.969,0 ton atau mencapai 99,55% terhadap RKAP yang dianggarkan tahun 2022 sebesar 654.893,7 ton dan 127,86% terhadap realisasi produksi tetes pada periode yang sama tahun sebelumnya yaitu sebesar 509.926,9 ton.
6. **Kapasitas Giling Inklusif**
Kapasitas giling mengindikasikan rata-rata jumlah tebu yang digiling tiap harinya, realisasi kapasitas giling inklusif s.d. Desember 2022 sebesar 91.070,7 TCD atau mencapai 79,34% terhadap RKAP yang dianggarkan tahun 2022 sebesar 114.791,4 TCD dan 105,71% terhadap realisasi kapasitas giling inklusif pada periode yang sama tahun sebelumnya sebesar 86.147,8 TCD.

Strategi dan program kerja yang dapat dilakukan PTPN Gula untuk mencapai sasaran RKAPP pada giling tahun 2022, antara lain:

1. Pelaksanaan seluruh pekerjaan di unit kerja agar memedomani sesuai SOP dan IK hasil ratifikasi SOP yang disusun bersama *Holding Perkebunan Nusantara PTPN III (Persero)*.
2. Optimalisasi produksi lahan tebu sendiri (HGU/IPL) sesuai potensi sumber daya yang ada melalui penerapan mekanisasi.
3. Memaksimalkan pencapaian sasaran konversi lahan sesuai dengan *roadmap* dan rencana pengembangan lahan tebu *PTPN Group*.
4. Disiplin terhadap bulan tanam (optimalisasi bulan tanam sesuai musim giling), irigasi, drainase, dan pemupukan.
5. Implementasi inovasi teknologi untuk mengakselerasi produktivitas gula persatuan luas lahan.
6. Pembentukan tim *reliability centered maintenance (RCM)* dan disiplin dalam pelaksanaan *in house keeping* (penerapan 5 R).
7. Penentuan awal giling secara tepat dengan melihat kesiapan bahan baku tebu (referensi analisa pendahuluan) dan kesiapan pabrik (referensi hasil *steam test*).
8. Penegasan dan tanggung jawab terhadap data produksi berbasis SAP/SIM-PG.
9. Penyiapan sarana dan sumber daya TMA (Uang Muka dimulai Februari 2022 atau sesuai jadwal giling masing-masing)
10. Peningkatan implementasi mekanisasi budidaya tebu dari persiapan lahan, pemeliharaan dan panen.
11. Peningkatan pelayanan dan fasilitas yang dibutuhkan petani dari persiapan lahan, pemeliharaan dan panen melalui program penyaluran benih, kredit perbankan, Tebu Makmur dan PKBL.
12. Penyusunan rencana *maintenance* persiapan giling 2022 berdasarkan angka dasar RKAP.
13. Menurunkan *losses* dengan *focus* perbaikan pada komponen *losses* terbesar dan biaya yang efektif.
14. Peningkatan pengelolaan lingkungan dengan prinsip *reduce* dan *recycle* melalui peningkatan kapasitas IPAL, kegiatan *inhouse keeping* dan minimalisasi pemakaian sumber daya air serta pemantapan kinerja *dust collector*.
15. Penyelesaian revitalisasi PG untuk mendapatkan kapasitas giling sesuai sasaran dengan dukungan finansial.

5. **Molasses Production**
Realization of molasses production up to December 2022 amounted to 651,969.0 tons or reached 99.55% of the RKAP budgeted for 2022 of 654,893.7 tons and 127.86% of the realization of molasses production in the same period the previous year, which was 509,926.9 tons.
6. **Inclusive Milling Capacity**
Milling capacity indicates the average amount of sugarcane milled per day, the actual milled capacity is inclusive up to December 2022 amounted to 91,070.7 TCD or reached 79.34% of the RKAP budgeted for 2022 of 114,791.4 TCD and 105.71% of the realization of inclusive milling capacity in the same period the previous year of 86,147.8 TCD.

Strategies and work programs that can be carried out by PTPN Gula to achieve the The Company's Work Plan and Budget (RKAPP) target for milling in 2022 include:

1. Implementation of all work in the work unit in order to comply with the SOP and Work Instruction (IK) as a result of the ratification of the SOP prepared together with the PTPN III (Persero) Nusantara Plantation Holding.
2. Optimizing the production of own sugarcane fields (HGU/IPL) according to the potential of existing resources through the application of mechanization.
3. Maximizing the achievement of land conversion targets in accordance with the roadmap and PTPN Group's sugarcane development plan.
4. Discipline on the planting month (optimizing the planting month according to the milling season), irrigation, drainage and fertilization.
5. Implementation of technological innovations to accelerate sugar productivity per unit area of land.
6. Formation of a reliability centered maintenance (RCM) team and discipline in implementing in house keeping (implementation of 5 R).
7. Precise determination of initial milling by looking at the readiness of sugarcane raw materials (preliminary analysis reference) and factory readiness (reference steam test results).
8. Affirmation and responsibility for production data based on SAP/SIM-PG.
9. Preparation of TMA facilities and resources (down payment starting February 2022 or according to each milling schedule)
10. Improving the implementation of sugarcane cultivation mechanization from land preparation, maintenance and harvesting.
11. Improving services and facilities needed by farmers from land preparation, maintenance and harvesting through seed distribution programs, bank credit, Tebu Makmur and PKBL.
12. Preparation of a maintenance plan for the 2022 mill preparation based on the basic figures of the RKAP.
13. Reducing losses with a focus on repairing the biggest component of losses and cost-effectively.
14. Improving environmental management with the reduce and recycle principle through increasing the capacity of Waste Water Treatment Plants (WWTPs), in-house keeping activities and minimizing the use of water resources and strengthening the performance of dust collectors.
15. Completion of Sugar Mills revitalization to get milling capacity on target with financial support



SEGMENT USAHA ANEKA TANAMAN LAINNYA

Perkebunan tanaman teh, kopi, kakao, dan tembakau yang juga menjadi komoditas dari *Holding* Perkebunan Nusantara PTPN III, tersebar di seluruh Indonesia melalui anak perusahaan yakni PTPN II, PTPN IV, PTPN VI, PTPN VII, PTPN VIII, PTPN IX, PTPN X, dan PTPN XII.

Areal Tanaman Teh, Kopi & Kakao

Areal teh seluas 23.596,49 ha di PTPN IV, VI, VII, VIII, IX, dan XII dimana areal terluas 58,02% berada di PTPN VIII seluas 13.691,80 ha. Terdapat pengurangan areal menjadi 78,61% dibanding tahun 2021 dengan adanya *rightsizing areal* dengan maksud diterapkannya pengelolaan komoditas teh secara *best practice* dan efisien. Sedangkan areal tanaman kopi realisasi seluas 9.752,70 ha berada di PTPN V (KSO PTPN XII), PTPN VI, PTPN IX, dan 87,13% berada di areal konsesi PTPN XII yaitu 8.497,45 ha (incl. areal KSO).

ASSORTED PLANTS BUSINESS SEGMENT

Plantations of tea, coffee, cocoa and tobacco plants which are also commodities of the PTPN III Nusantara Plantation Holding, are spread throughout Indonesia through subsidiaries namely PTPN II, PTPN IV, PTPN VI, PTPN VII, PTPN VIII, PTPN IX, PTPN X, and PTPN XII.

Tea, Coffee & Cocoa Plantation Area

The tea area is 23,596.49 ha in PTPN IV, VI, VII, VIII, IX, and XII where the widest area of 58.02% is in PTPN VIII with an area of 13,691.80 ha. There was a reduction in the area to 78.61% compared to 2021 with the rightsizing of the area with the aim of implementing best practice and efficient management of the tea commodity. Meanwhile, the actual coffee plantation area of 9,752.70 ha is in PTPN V (Joint Operations of PTPN XII), PTPN VI, PTPN IX, and 87.13% is in the PTPN XII concession area, namely 8,497.45 ha (incl. Joint Operation area).

Uraian Description	Realisasi 2021 2021 Realization	Realisasi 2022 2022 Realization	RKAPP 2022 2022 Work Plan & Budget	Pencapaian Achievement	
1	2	3	4	5 (3 : 4)	6 (3 : 2)
Teh Tea	30.016,68	23.594,81	23.596,49	99,99	78,61
Kopi Arabika Arabica Coffee	6.052,84	4.997,95	5.378,50	92,92	82,57
Kopi Robusta Robusta Coffee	6.002,14	4.754,75	4.823,41	98,58	79,22

Produksi dan Produktivitas Teh

Tea Production and Productivity

Uraian Description	Realisasi 2021 2021 Realization	Realisasi 2022 2022 Realization	RKAPP 2022 2022 Work Plan & Budget	Pencapaian Achievement	
1	2	3	4	5 (3 : 4)	6 (3 : 2)
Areal TM (ha) TM Area (ha)	29.294,85	23.142,04	23.142,04	100,00	78,44
Produksi Basah (ton) Wet Production (ton)					
Kebun Sendiri Own Plantations	237.570	201.188	242.503	82,96	84,83
Pembelian Pihak ke-3 Third-Party Purchases	6.468	3.260	4.780	68,19	96,85
ATP	1.124	16.664	8.613	193,46	2.897,57
Jumlah Produksi Basah Wet Production Total	245.162	221.111	255.896	86,41	91,71
Produksi Kering (ton) Dried Production (ton)					
Kebun Sendiri Own Plantations	52.162	44.413	54.183	81,97	83,15
Pembelian Pihak ke-3 Third-Party Purchases	733	695	1.042	66,71	94,86

Uraian Description	Realisasi 2021 2021 Realization	Realisasi 2022 2022 Realization	RKAPP 2022 2022 Work Plan & Budget	Pencapaian Achievement	
1	2	3	4	5 (3 : 4)	6 (3 : 2)
ATP	257	3.845	1.958	196,41	2.928,76
Jumlah Produksi Kering Dried Production Total	53.152	48.954	57.183	85,61	90,19
Produktivitas (kg/ha) Productivity (kg/ha)	1.810	1.919	2.341	81,97	106,01
Rendemen (%) Yield (%)					
Kebun Sendiri Own Plantations	21,96	22,08	22,34	98,80	98,02
Pembelian Pihak ke-3 Third-Party Purchases	11,34	21,34	21,81	97,83	97,95
ATP	22,84	23,07	22,73	101,53	101,08
Rata-rata Rendeman Average Yield	21,68	22,14	22,35	99,08	98,35

Luas areal tanaman teh PTPN Group sesuai RKAP s.d. Desember 2022 adalah 23.596,49 Ha dengan komposisi tanaman menghasilkan (TM) seluas 23.142,04 Ha (98,07%), tanaman belum menghasilkan (TBM) seluas 417,23 Ha (1,77%) dan tanaman tahun ini (TTI) seluas 37,22 ha (0,16%), namun diprognosakan TTI akan dicapai seluas 35,54 ha atau 95,49%.

Produksi basah kebun sendiri (TM+Lancrun) s.d. Desember 2022 mencapai 217.851 ton atau 86,75% terhadap RKAP 2022 dan 91,63% terhadap realisasi periode yang sama Tahun 2021. Produksi basah kebun sendiri PTPN VIII sebanyak 10.610 ton dijual kepada pihak ke-3 (9,14% terhadap total produksi basah PTPN VIII dan 4,80% terhadap total produksi basah PTPN). Sedangkan produksi teh kering kebun sendiri TM s.d. Desember 2022 tercapai setara dengan 44.413 ton atau 81,97% terhadap RKAP 2022 dan 83,15% terhadap realisasi periode yang sama Tahun 2021 sehingga produktivitas teh s.d. Desember 2022 tercapai 1.919 kg teh kering/ha TM atau 81,97% terhadap RKAP 2022 namun 106,01% terhadap realisasi periode yang sama Tahun 2021. Secara umum beberapa faktor yang menyebabkan belum optimalnya pencapaian produksi dan produktivitas teh adalah:

1. Loss produksi, pucuk tidak terpanen dengan adanya pembatasan pasokan bahan baku pucuk terdampak dari kendala pasokan bahan bakar *wood pellet* (WP) di PTPN VIII dari pabrikan (pembelian pihak III) mulai Bulan Maret 2022, karena oleh pabrikan atau distributor WP lebih memilih dialokasikan untuk pasar yang lebih kompetitif (banyak yang beralih dari Solar, Batubara, LPG) serta harga *wood pellet* naik. Walaupun pada awal Juni 2022 pasokan bahan bakar WP mulai meningkat dan telah terinstalnya bahan bakar alternatif penggunaan bahan bakar CNG, namun dampak pucuk tidak terpanen berlanjut dengan tanaman terjadi stagnasi yang perlu *recovery* hingga akhir September 2022. *Recovery* tanaman baru membaik di akhir September 2022, keterbatasan bahan bakar WP kembali terjadi pada bulan November 2022 menyebabkan kembali dilakukannya pembatasan pasokan bahan baku pucuk (*loss* produksi kembali terjadi).

PTPN Group's tea plantation area according to RKAP up to December 2022 was 23,596.49 Ha with a composition of 23,142.04 Ha (98.07%) mature plants (TM), 417.23 Ha (1.77%) immature plants (TBM) and plants for the year (TTI) covering an area of 37.22 ha (0.16%), but it is predicted that TTI will reach 35.54 ha or 95.49%.

The wet production of own plantation (TM+Lancrun) until December 2022 reached 217,851 tons or 86.75% of the 2022 RKAP and 91.63% of the realization of the same period in 2021. PTPN VIII's own wet production of 10,610 tons was sold to 3rd parties (9.14% of PTPN VIII's total wet production and 4.80% of PTPN's total wet production). Meanwhile, mature plants' own plantation dry tea production until December 2022 reached the equivalent of 44,413 tons or 81.97% of the 2022 RKAP and 83.15% of the realization of the same period in 2021 so that tea productivity is up to December 2022 reached 1,919 kg of dry tea/ha TM or 81.97% of the 2022 RKAP, but 106.01% of the realization of the same period in 2021. In general, several factors have caused the achievement of tea production and productivity not to be optimal, namely:

1. Loss of production, unharvested shoots due to restrictions on the supply of raw materials for shoots affected by the constraints on the supply of wood pellet (WP) fuel at PTPN VIII from the manufacturer (purchasing third party) starting in March 2022, because the manufacturer or distributor prefers to allocate WP for a more competitive market (many have switched from Diesel, Coal, LPG) and the price of wood pellets has increased. Even though at the beginning of June 2022 the supply of WP fuel began to increase and alternative fuels using CNG had been installed, the impact of non-harvesting shoots continued with stagnant plants that needed recovery until the end of September 2022. Plant recovery only improved at the end of September 2022, limitations WP fuel occurred again in November 2022 causing the restriction of the supply of shoot raw materials to resume (production loss occurred again).



2. Masih terjadi teknis panen yang belum selaras dengan rekomendasi *Holding* sebagai upaya optimalisasi potensi, minimalisasi *losses* dan kapasitas kerja tinggi dengan ditemukan praktek dilapangan antara lain panen pada gilir petik pendek dengan tidak dijalankannya pola panen *delay leaf plucking* dan *fresh leaf* (pucuk atau *fresh leaf* belum manjing terpetik) serta pucuk kasar terbuang (rusaknya daun pemeliharaan).
3. Di triwulan I-2022 terjadi kekurangan mesin petik. Namun saat ini rata-rata sudah dapat terpenuhi dengan adanya kebijakan teknis kepemilikan mesin petik oleh karyawan dan alternatif dengan mesin petik "*single operator*" yang harganya jauh lebih terjangkau dan mudah didapat serta hanya tersisa beberapa unit kebun yang belum terpenuhi termasuk mulai dikembangkan penggunaan mesin petik single-elektrik di PTPN VIII.
4. Pelaksanaan pemupukan tahun 2021 dengan rata-rata 80 kg N/ha TM atau 44,47% terhadap RKAP 2021 dan 65,04% terhadap realisasi periode yang sama Tahun 2020, waktu terdekat yang berdampak langsung terhadap capaian Semester II-2022 yaitu pemupukan di TW II-2022 rata-rata 25 kg N/ha TM atau 41,63% RKAP 2022 dan realisasi pemupukan Semester I-2022 rata-rata 62 kg N/ha TM atau hanya 28,87% terhadap RKAP 2022 angka setahun sehingga berpengaruh signifikan terhadap keberimbangan nutrisi tanaman (*recovery* tanaman) dan potensi produksi (kualitas/kuantitas/kontinuitas) khususnya terhadap target RKAP 2022.
5. Pelaksanaan pemupukan pada bulan November dan Desember 2022 adalah 27 kg N/ha TM atau 59,29% terhadap RKAP 2022 dan 75,58% terhadap realisasi periode yang sama Tahun 2021 yang akan berdampak pada capaian potensi produksi bulan Desember 2022 dan Januari/Februari 2023.
6. Realisasi pemeliharaan s.d. bulan Desember 2022 tidak tercapai utamanya pemupukan dengan rata-rata 121 kg N/ha TM Teh atau 56,40% terhadap RKAP 2022 namun 151,17% terhadap realisasi periode yang sama Tahun 2021. Masih ditemukannya areal tidak terkendali organisme pengganggu tanaman (OPT) terutama gulma. Hal ini akan berdampak pada pertumbuhan dan perkembangan tanaman termasuk sasaran produksi yang telah ditargetkan. Akan tetapi, dengan perimbangan nutrisinya diproyeksikan naik di atas tahun lalu.
7. Areal TM *existing* hasil *right sizing*, masih belum menjalankan *best practices* sebagaimana mestinya antara lain masih terjadi keterlambatan pengendalian gulma, belum optimalnya pemupukan serta teknis panen yang belum tepat. Namun dibanding periode yang sama tahun 2021 telah ada progres peningkatan termasuk dilakukannya pengolahan tanah baik dengan garpuan dan *cultivator* di beberapa unit Kebun PTPN VII, VIII, IX dan XII s.d. Desember 2022 terealisasi 2.648,50 ha atau baru 11% terhadap areal TM Teh PTPN.
8. Kultur teknis saat ini akan optimal dilakukan secara mekanis, menimbang kendali biaya (HPP) dan tenaga kerja yang terbatas. Namun implementasi yang salah dan perlakuan kultur teknis yang tidak komprehensif akan berdampak *lossis* produksi (kualitas/kuantitas/kontinuitas) karena bias produksi tidak diminimalisasi.

Produksi teh kering dari hasil pembelian bahan baku pucuk pihak ke-3 s.d. Desember 2022 tercapai 695 ton atau 66,71% terhadap RKAP 2022 dan 94,86% terhadap realisasi periode yang sama Tahun 2021. Sedangkan penggalan produksi di areal lancuran tercapai

2. There are still harvesting techniques that are not in line with *Holding's* recommendations as an effort to optimize potential, minimize losses and high work capacity with practice found in the field, including harvesting in short picking rotations with no delay plucking and fresh leaf harvesting patterns (shoots or fresh leaves) not yet picked) and wasted rough shoots (damage to maintenance leaves).
3. In the first quarter of 2022 there was a shortage of picking machines. However, currently this average can be fulfilled with the existence of a technical policy on ownership of picking machines by employees and alternatives with picking machines "*single operator*" whose prices are much more affordable and easy to obtain and only a few garden units remain that have not been fulfilled, including the development of the use of single-electric picking machines at PTPN VIII.
4. Fertilization implementation in 2021 with an average of 80 kg N/ha TM or 44.47% of the 2021 RKAP and 65.04% of the realization of the same period in 2020, the closest time that has a direct impact on the achievements of Second Semester -2022, namely fertilization in Second Quarter-2022 an average of 25 kg N/ha TM or 41.63% of the 2022 RKAP and the realization of fertilization in First Semester-2022 averaged 62 kg N/ha TM or only 28.87% of the 2022 RKAP figures a year so that it influences significant for the balance of plant nutrition (plant recovery) and production potential (quality/quantity/continuity), especially towards the 2022 RKAP target.
5. The implementation of fertilization in November and December 2022 is 27 kg N/ha TM or 59.29% of the 2022 RKAP and 75.58% of the realization of the same period in 2021 which will have an impact on the achievement of potential production in December 2022 and January/ February 2023.
6. Realization of maintenance up to in December 2022 the main fertilization was not achieved with an average of 121 kg N/ha TM Tea or 56.40% of the 2022 RKAP but 151.17% of the realization of the same period in 2021. Uncontrolled areas of plant pests (OPT) are still found especially weeds. This will have an impact on plant growth and development, including production targets that have been targeted. However, the nutritional balance is projected to rise above previous year's.
7. Existing TM areas resulting from right sizing, are still not implementing best practices as they should, including delays in weed control, not yet optimal fertilization and improper harvesting techniques. However, compared to the same period in 2021, progress has been made, including the cultivation of land with forks and cultivators in several PTPN VII, VIII, IX and XII until December 2022 realized 2,648.50 ha or only 11% of PTPN's TM Tea area.
8. The current technical culture will be optimally carried out mechanically, considering cost control (HPP) and limited manpower. However, incorrect implementation and non-comprehensive treatment of technical culture will impact production losses (quality/quantity/continuity) because production bias is not minimized.

Production of dry tea from the purchase of shoot raw materials from the third party to third parties. December 2022 reached 695 tons or 66.71% of the 2022 RKAP and 94.86% of the realization of the same period in 2021. Meanwhile, excavation production in the slide area reached 3,845 tons or 196.41% of the 2022 RKAP and

3.845 ton atau 196,41% terhadap RKAP 2022 dan 2.928,76% terhadap realisasi periode yang sama Tahun 2021 sehingga pencapaian produksi kering total setara 48.954 ton atau 85,61% terhadap RKAP 2022 dan 90,19% terhadap realisasi periode yang sama Tahun 2021 (catatan tambahan adalah target lancaran dalam RKAP 2022 adalah produksi Bulan Januari s.d. Juni 2022 dengan asumsi mulai bulan Juli 2022 seluruh areal lancaran PTPN VIII telah di KSO atau tidak masuk dalam produksi tercatat di PTPN VIII).

Produksi teh hitam orthodox s.d. Desember 2022 sebesar 40.286 ton dengan mutu I tercapai 61,89% atau 96,71% terhadap RKAP 2022 namun 100,94% terhadap realisasi periode yang sama Tahun 2021 sedangkan produksi teh hitam CTC s.d. Desember 2022 sebesar 6.084 ton dengan mutu I tercapai 70,77% atau 93,10% terhadap RKAP 2022 namun 99,71% terhadap periode yang sama Tahun 2021. Produksi teh jadi lainnya adalah teh oolong sebesar 67 ton yang diproduksi PTPN VIII dan teh hijau sebesar 5,7 ton yang diproduksi oleh PTPN IX, sehingga total produksi teh jadi yang dihasilkan oleh pabrik sendiri sebesar 46.442 ton.

Adapun penyebab ketidaktercapaian mutu teh hitam adalah:

1. Belum optimal terbangun komitmen untuk mencapai analisa pucuk sesuai standar, realisasi s.d. Desember 2022 untuk bahan baku olah teh hitam orthodox hanya tercapai 54,23% atau 90,38% terhadap standar (min. 60%) dan untuk bahan baku teh hitam CTC tercapai 60,22% atau 92,64% terhadap standar (min. 65%) dengan rata-rata kandungan serat pada bahan baku pucuk masih tinggi sebagai dampak dari tanaman kurang nutrisi-terpelihara, teknis panen tidak tepat dan manajemen olah di Pabrik yang kurang baik (kapasitas olah rendah dan/ atau pembatasan pasokan menyebabkan pucuk kaboler tidak terpanen).
2. Kondisi mesin di beberapa pabrik belum selesai distandarisasi untuk presisi dan kapasitasnya serta mesin yang ada tidak terpelihara dengan standarnya. Keterlambatan dalam eksekusi investasi non tanaman dan pemeliharaan rutin menyebabkan perubahan dan perbaikan hasil olah serta efisiensi masih stagnan atau fluktuatif.
3. Keterbatasan performa mesin menjadi *bottleneck* kapasitas olah, termasuk dengan segala kekurangannya SDM belum terampil, disiplin dan sigap men-*setting* dengan rekayasa pelaksanaan proses olah untuk menghasilkan mutu produksi dan persentase mutu secara optimal serta konsisten.
4. Kurang terkontrol dan terukurnya capaian parameter proses karena minimnya alat kontrol dan kemampuan menggunakannya. Isu besar yang saat ini masih terjadi adalah kualitas proses pelayuan yang masih buruk dan adanya upaya menyengaja MC layu diatas norma/parameter standar hanya sebagai upaya menghasilkan bubuk teh kering lebih hitam dari bahan baku pucuk yang kasar, padahal dampak lainnya adalah densitas bubuk "hapa" dan kualitas rasa diabaikan (yang juga sering menjadi klaim mutu dari pembeli) serta proses olah yang menjadi tidak efisien.
5. Lambat dalam eksekusi dan masih rendahnya tingkat kedisiplinan unsur pengawas dan perhatian manajemen serta rendahnya keterampilan karyawan karena minimnya pelatihan/pendalaman termasuk budaya 5R (Rajin, Ringkas, Rawat, Rapi, Resik) yang seharusnya melekat pada seluruh karyawan.

2.928.76% of the realization the same period in 2021 so that the achievement of total dry production is equivalent to 48,954 tons or 85.61% of the 2022 RKAP and 90.19% of the realization of the same period in 2021 (additional note is that the target for the 2022 RKAP is the production from January to June 2022 with the assumption is that starting July 2022 all PTPN VIII slide areas have been in Joint Operation or not included in production, recorded at PTPN VIII).

Production of orthodox black tea up to December 2022 amounted to 40,286 tons with quality I achieved 61.89% or 96.71% of the 2022 RKAP but 100.94% of the realization of the same period in 2021 while CTC black tea production until December 2022 of 6,084 tons with quality I achieving 70.77% or 93.10% of the 2022 RKAP but 99.71% for the same period in 2021. Another finished tea production is oolong tea of 67 tons produced by PTPN VIII and green tea PTPN IX produced 5.7 tons, bringing the total finished tea production to 46,442 tons.

The causes of the non-achievement of black tea quality are:

1. Commitment has not yet been built optimally to achieve shoot analysis according to standards, realization up to December 2022 for orthodox black tea processing raw materials only reached 54.23% or 90.38% of the standard (min. 60%) and for CTC black tea raw materials reached 60.22% or 92.64% of the standard (min. 65%) with an average fiber content in shoot raw material which is still high as a result of poor nutrition-maintained plants, improper harvesting techniques and poor processing management at the factory (low processing capacity and/or supply restrictions causing unharvested kaboler shoots).
2. The condition of machines in several factories has not yet been standardized for precision and capacity and the existing machines are not maintained to the standards. Delays in the execution of non-plant investment and routine maintenance cause changes and improvements in processing yields and efficiency remains stagnant or fluctuating.
3. Limited engine performance is a bottleneck for processing capacity, including with all the shortcomings, human resources are not yet skilled, disciplined and swift in setting up engineering processing implementation to produce production quality and percentage of quality optimally and consistently.
4. Lack of control and measurability of process parameter achievements due to the lack of control tools and the ability to use them. The big issue that is currently still happening is the quality of the withering process which is still poor and there are deliberate attempts of MC withering above the standard norms/parameters just as an effort to produce blacker dry tea powder from coarse shoot raw materials, whereas another impact is the density of "hapa" powder and neglected taste quality (which is also often a quality claim from buyers) as well as inefficient processing.
5. Slow in execution and low level of discipline of oversight elements and management attention and low employee skills due to lack of training/in-depth including the 5R culture (Diligent, Concise, Caring, Neat, Clean) which should be complied to all employees.



Produksi dan Produktivitas Kopi

Coffee Production and Productivity

Uraian Description	Realisasi 2021 2021 Realization	Realisasi 2022 2022 Realization	RKAPP 2022 2022 Work Plan & Budget	Pencapaian Achievement	
				5 (3 : 4)	6 (3 : 2)
1	2	3	4		
Kopi Arabika Arabica Coffee					
Areal TM (ha)	4.788,05	3.552,56	3.994,70	88,93	74,20
Produksi Basah (ton) Wet Production (ton)					
Kebun Sendiri Own Plantations	7.913,19	5.657,58	10.160,38	55,68	71,50
Pembelian Pihak ke-3 Third-Party Purchases	-	-	-	-	-
Jumlah Produksi Basah Total Wet Production	7.913,19	5.657,58	10.160,38	55,68	71,50
Produksi Kering (ton) Dried Production (ton)					
Kebun Sendiri Own Plantations	1.354,21	959,37	1.645,50	58,30	70,84
Pembelian Pihak ke-3 Third-Party Purchases	-	-	-	-	-
Jumlah Produksi Kering Total Dried Production	1.354,21	959,37	1.645,50	58,30	70,84
Produktivitas (kg/ha) Productivity (kg/ha)	282,83	270,05	411,92	65,56	95,48
Rendemen (%) Yield (%)					
Kebun Sendiri Own Plantations	17,11	16,96	16,20	104,70	99,09
Pembelian Pihak ke-3 Third-Party Purchases	-	-	-	-	-
Rata-Rata Rendeman Average Yield	17,11	16,96	16,20	104,70	99,09
Kopi Robusta Robusta Coffee					
Areal TM (ha) TM Area (ha)	5.253,80	4.423,24	4.423,24	100,00	84,19
Produksi Basah (ton) Wet Production (ton)					
Kebun Sendiri Own Plantations	10.580	7.392	12.336	59,92	69,86
Pembelian Pihak ke-3 Third-Party Purchases	-	-	-	-	-
Jumlah Produksi Basah Total Wet Production	10.580	7.392	12.336	59,92	69,86
Produksi Kering (ton) Dried Production (ton)					
Kebun Sendiri Own Plantations	2.435	1.724	2.657	64,91	70,81
Pembelian Pihak ke-3 Third-Party Purchases	-	-	-	-	-
Jumlah Produksi Kering Total Dried Production	2.435	1.724	2.657	64,91	70,81

Uraian Description	Realisasi 2021 2021 Realization	Realisasi 2022 2022 Realization	RKAPP 2022 2022 Work Plan & Budget	Pencapaian Achievement	
1	2	3	4	5 (3 : 4)	6 (3 : 2)
Produktivitas (kg/ha) Productivity (kg/ha)	464	390	601	64,91	84,11
Rendemen (%) Yield (%)					
Kebun Sendiri Own Plantations	23,02	23,33	21,54	108,32	101,36
Pembelian Pihak ke-3 Third-Party Purchases	-	-	-	-	-
Rata-Rata Rendeman Average Yield	23,02	23,33	21,54	108,32	101,36

Areal tanaman kopi arabika PTPN Tahun 2022 realisasi seluas 4.997,95 ha dengan komposisi terhadap areal tanaman untuk tanaman menghasilkan (TM) seluas 3.552,56 ha (71,08%), tanaman belum menghasilkan (TBM) seluas 825,65 ha (16,52%), tanaman tahun ini (TU/TK/TB) seluas 383,04 ha (7,66%) dan TTAD seluas 236,70 ha (4,74%). Sedangkan areal tanaman realisasi terhadap RKAP, untuk TM sebesar 88,93%, TBM 101,62%, TTI 126,30% TTAD 88,30%, perubahan areal ini atas dasar kesepakatan bersama dan hasil pengukuran ulang areal di unit kebun kopi arabika Blawan dan Kalisat Jampit - KSO PTPN XII dan PTPN V (menyesuaikan areal dan mengeluarkan areal hiaten di areal TM yang kemudian akan dilakukan penanaman ulang dan untuk pemeliharaan tanaman dapat intensif serta efisien). Selain itu, luas areal dan seluruh kinerja produksi kebun kopi arabika PTPN XII yang di kelola KSO telah dipisah dan masuk ke kinerja PTPN V (Java Coffee Estate).

Produksi kopi arabika kering green bean kebun sendiri PTPN Group s.d. Desember 2022 diproduksi oleh PTPN VI setara 24 ton atau 74,72% terhadap RKAP 2022 dan 99,39% terhadap periode yang sama Tahun 2021 (hasil akhir kopi arabika PTPN VI dominan HS), PTPN IX sebesar 1 ton atau 5,23% terhadap RKAP 2022 dan 77,77% terhadap periode yang sama Tahun 2021, serta PTPN XII (incl. PTPN V KSO) sebesar 935 ton atau 58,58% terhadap RKAP 2022 dan 70,34% terhadap periode yang sama Tahun 2021. Untuk produksi KSO sendiri adalah sebesar 641 ton atau 55,44% terhadap RKAP 2022 sedangkan produktivitas tercapai 368 ton/ha atau 68,28% terhadap RKAP 2022 kebun Blawan dan Kalisat Jampit (Java Coffea Estate).

Produksi kopi arabika kering total PTPN Grup sebesar 960 ton atau 58,31% terhadap RKAP 2022 dan 70,85% terhadap periode yang sama Tahun 2021. Produktivitas kopi arabika s.d. Desember 2022 adalah 270 kg/ha atau 65,57% terhadap RKAP 2022 dan 95,49% terhadap periode yang sama Tahun 2021. Ketidaktercapaian ini, disebabkan kultur teknis yang direalisasikan belum lebih baik dibandingkan periode sebelumnya serta kontribusi PTPN V untuk areal TM kebun KSO belum intensif atau baru dimulai pada bulan Juni 2022 setelah penandatanganan kerja sama.

Beberapa penyebab terhadap pencapaian kinerja oleh masing-masing PTPN komoditas kopi dan upaya perbaikan kultur teknis s.d. Desember 2022 antara lain:

1. Realisasi pemupukan TM s.d. Desember sebanyak 470 ton atau

The PTPN Arabica coffee plant area in 2022 is 4,997.95 ha with a composition of the plantation area for mature plants (TM) of 3,552.56 ha (71.08%), immature plants (TBM) of 825.65 ha (16, 52%), plant of the year (TU/TK/TB) covering an area of 383.04 ha (7.66%) and Unproductive Plants (TTAD) covering an area of 236.70 ha (4.74%). Whereas the realized plantation area compared to the RKAP, for mature plants was 88.93%, for immature plants 101.62%, TTI 126.30% TTAD 88.30%, the change in this area was based on mutual agreement and the results of re-measuring areas in the Blawan arabica coffee plantation unit and Kalisat Jampit - KSO PTPN XII and PTPN V (adjusting the area and removing hiaten areas in the TM area which will then be replanted and for intensive and efficient plant maintenance). In addition, the total area and production performance of PTPN XII's arabica coffee plantations managed by KSO have been separated and entered into the performance of PTPN V (Java Coffee Estate).

Production of dry green bean Arabica coffee from PTPN Group's own plantation until December 2022 was produced by PTPN VI equivalent to 24 tons or 74.72% of the 2022 RKAP and 99.39% of the same period in 2021 (the final yield of Arabica coffee PTPN VI is dominantly HS), PTPN IX is 1 ton or 5.23% of RKAP 2022 and 77.77% for the same period in 2021, and PTPN XII (incl. PTPN V KSO) of 935 tons or 58.58% for the RKAP 2022 and 70.34% for the same period in 2021. For KSO production itself was 641 tons or 55.44% of the 2022 RKAP while productivity reached 368 tons/ha or 68.28% of the 2022 RKAP of the Blawan and Kalisat Jampit plantations (Java Coffea Estate).

PTPN Group's total dry arabica coffee production is 960 tons or 58.31% of the 2022 RKAP and 70.85% of the same period in 2021. Arabica coffee productivity up to December 2022 was 270 kg/ha or 65.57% of the 2022 RKAP and 95.49% of the same period in 2021. This failure was due to the realized technical culture that was not better than the previous period and PTPN V's contribution to the KSO plantation TM area not yet intensive or just starting in June 2022 after the signing of the cooperation.

Some of the reasons for the achievement of performance by each PTPN coffee commodity and efforts to improve technical culture up to December 2022 include:

1. Realization of TM fertilization up to December as much as 470 tons or the equivalent of 927 gr/ph, with an achievement of



setara 927 gr/ph, dengan capaian 135,96% terhadap RKAP 2022 atau 118,61% terhadap dosis rekomendasi, namun ini perlu di-review keefektifannya terkait kondisi keragaan tanaman dan potensi bakal bunga-buah yang dinilai dosis tinggi/over.

2. Sistem pangkas yang direncanakan pada pada areal TM 235,55 ha adalah batang tunggal dengan 25% areal per tahun (rekomendasi Puslitkoka), termasuk upaya disiplin wiwilan dan/ atau karena mudah tumbuhnya tunas air maka pola pangkas ini yang diterapkan. Namun realisasinya belum dilakukan sebagaimana mestinya karena pertimbangan manajemen kebun PTPN VI adalah usaha mendapatkan produksi tahun ini yang tidak memperhitungkan dampak kontinuitas produksi.
3. Perlu intensifikasi pengendalian gulma secara mekanis (mesin rumput) terutama pada tanaman sulaman. Sesuai hasil kunjungan masih ditemukan gulma tidak terkendali dengan realisasi rotasi 3 bulan dengan gulma menyelubungi tanaman pokok.
4. Upaya pemadatan populasi masih dipandang belum berhasil dengan tidak ter-cover-nya oleh pohon pelindung, kualitas bibit yang ditanam masih memperkenankan kelas B, belum ada pemberian bahan organik sebagai pupuk dasar tanaman sulaman. Hal ini menyebabkan tingginya kematian bibit setelah tanam. Bila tidak ada perbaikan maka kegagalan akan kembali terjadi.
5. Personil atau manajemen kebun kopi PTPN VI agar benar-benar dipastikan kompeten dan kapabel untuk pengetahuan terkait kultur teknis kopi melalui *benchmark* ke PTPN XII wilayah Ijen yang telah dilaksanakan awal Agustus 2022 serta pendampingan dari Puslitkoka harus intensif.

135.96% of the 2022 RKAP or 118.61% of the recommended dosage, but this needs to be reviewed for its effectiveness related to the condition of plant performance and the potential for flower-fruit buds which are assessed at high doses/over.

2. The pruning system planned for the TM equals to 235.55 ha area is single stems with 25% area per year (recommendation by the Research and Development Center), including wiwilan discipline efforts and/or because water shoots grow easily, thus, this pruning pattern is applied. The plantation management of PTPN VI, however, believes that efforts to achieve this year's production do not take into account the influence of production continuity, therefore the realization has not been carried out as it should be.
3. Need to intensify weed control mechanically (lawn machine), especially on embroidery plants. According to the results of the visit, uncontrolled weeds were found with the realization of a 3-month rotation with weeds covering the main crops.
4. Efforts to compact the population are still seen as having not been successful with shade trees not being covered, the quality of the seeds planted still allow class B, there has been no application of organic matter as basic fertilizer for embroidery plants. This causes high mortality of seedlings after planting. If there is no improvement then failure will occur again.
5. PTPN VI coffee plantation personnel or management to ensure that they are truly competent and capable of knowledge related to coffee technical culture through a benchmark to PTPN XII Ijen area which was carried out in early August 2022 and assistance from Indonesian Coffee and Cocoa Research Center (Puslitkoka) must be intensive.

PROFITABILITAS SEGMENT USAHA

Secara konsolidasian, Perseroan mengelompokkan pos pendapatan dari segmen-segmen usaha meliputi; produk kelapa sawit, produk karet, produk tanaman lainnya, dan pendapatan lainnya. Di tahun 2022, pendapatan usaha Perseroan tercatat sebesar Rp 55,86 triliun, jumlah tersebut naik 104,28 % jika dibandingkan dengan pencapaian tahun sebelumnya. Kontribusi terbesar dari capaian tersebut berasal dari segmen komoditi kelapa sawit yang berhasil mencatatkan kontribusi sebesar Rp 37,39 triliun atau naik sebesar Rp2,57 triliun jika dibandingkan dengan capaian tahun sebelumnya yaitu sebesar Rp34,82 triliun. Segmen komoditi lainnya juga memberikan kontribusi sebesar Rp18,47 triliun, atau turun sebesar Rp0,28 triliun jika dibandingkan dengan capaian tahun sebelumnya yang mencapai Rp18,75 triliun.

Pada tahun 2022, realisasi produk kelapa sawit memberikan kontribusi laba sebesar Rp9,86 triliun, jumlah tersebut turun sebesar 1,11 % dari pencapaian laba tahun sebelumnya. Sementara itu, pencapaian di segmen produk karet tercatat rugi sebesar Rp0,36 triliun, atau turun sebesar 3,25 % jika dibandingkan dengan rugi tahun 2021. Di samping itu, di segmen produk tanaman lainnya Perseroan mencatatkan kontribusi rugi sebesar Rp1,90 triliun, jumlah tersebut naik sebesar 34,56% jika dibandingkan dengan rugi tahun sebelumnya. Perseroan juga berhasil mencatatkan pertumbuhan secara signifikan di segmen pendapatan lainnya sebesar Rp0,43 triliun, atau naik sebesar 161,14 % jika dibandingkan dengan tahun

PROFITABILITY OF BUSINESS SEGMENT

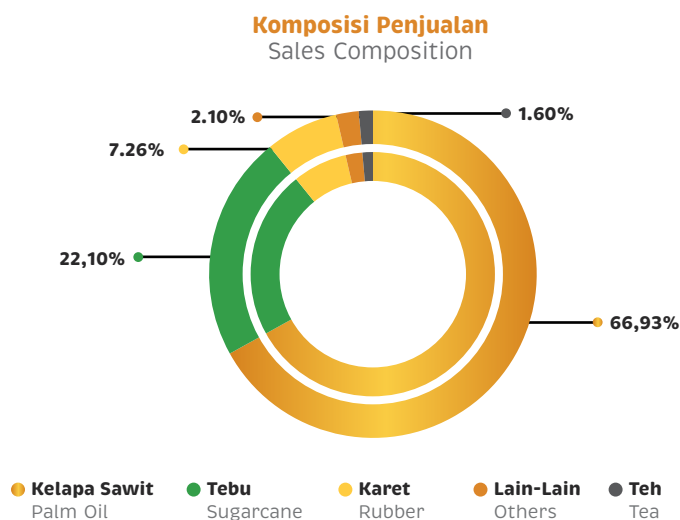
On a consolidated basis, the Company classifies revenue posts from business segments including; palm products, rubber products, other plant products, and other income. In 2022, the Company's operating revenues were recorded at IDR55.86 trillion, this amount increased 104.28% when compared to the achievement of the previous year. The biggest contribution to this achievement came from the palm oil commodity segment which managed to record a contribution of IDR37.39 trillion or an increase of IDR2.57 trillion compared to the previous year's achievement of IDR34.82 trillion. Other commodity segments also contributed IDR18.47 trillion, or a decrease of IDR0.28 trillion compared to the achievement of the previous year which reached IDR18.75 trillion.

In 2022, the realization of palm oil products contributed profit of IDR9.86 trillion, this amount decreased by 1.11% from the previous year's achievement. Meanwhile, the achievement in the rubber product segment was recorded loss of IDR0.36 trillion, or a decrease of 3.25% when compared to loss in 2021. However, in the other plant product segments the Company recorded loss of IDR1.90 trillion, this amount increased by 34.56% when compared to the loss of the previous year. The Company also managed to record significant growth in other revenue segments of IDR0.43 trillion, or an increase of 161.14% when compared to the previous year.

sebelumnya.

Kontribusi porsi penjualan periode s.d. Desember 2022 didominasi oleh komoditi kelapa sawit sebesar 66,93% dari total penjualan. Komoditi karet memberikan kontribusi 7,26%. Komoditi tebu memberikan kontribusi 22,10%. Komoditi teh memberikan kontribusi 1,60% dari total penjualan, dan komoditi aneka tanaman/lainnya sebesar 2,10%.

Contribution portion of sales period until December 2022 was dominated by the palm oil commodity of 66.93% of total sales. The rubber commodity contributed 7.26%. Sugarcane commodity contributed 22.10%. The tea commodity contributed 1.60% of total sales, and assorted plants/other commodities contributed 2.10%.





TINJAUAN KEUANGAN

FINANCIAL REVIEW

STANDAR PENYAJIAN INFORMASI DAN KESESUAIAN TERHADAP STANDAR AKUNTANSI KEUANGAN

Analisa dan pembahasan kinerja keuangan pada laporan tahunan ini mengacu pada Laporan Keuangan untuk tahun-tahun yang berakhir 31 Desember 2022 dan 31 Desember 2021 yang telah diaudit oleh Kantor Akuntan Publik Purwantono, Sungkoro & Surja.

Penyajian dan pengungkapan Laporan Keuangan Perusahaan disusun sesuai dengan Standar Akuntansi Keuangan ("SAK") di Indonesia, yang mencakup Pernyataan Standar Akuntansi Keuangan ("PSAK") dan Interpretasi Standar Akuntansi Keuangan ("ISAK") yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia.

POSISI KEUANGAN KONSOLIDASIAN

STANDARD ON INFORMATION PRESENTATION AND COMPLIANCE WITH INDONESIA FINANCIAL ACCOUNTING STANDARDS

The analysis and discussion of financial performance in this annual report refers to the Financial Statements for the years ended December 31, 2022 and December 31, 2021 which have been audited by the Public Accounting Firm Purwantono, Sungkoro & Surja.

Presentation and disclosure of the Company's Financial Statements are prepared in accordance with Financial Accounting Standards ("SAK") in Indonesia, which include Statements of Financial Accounting Standards ("PSAK") and Interpretations of Financial Accounting Standards ("ISAK") issued by the Financial Accounting Standards Board of the Indonesian Institute of Accountants.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

Dalam Jutaan Rupiah In million IDR	Holding			
	2022	2021	Selisih Difference	Yoy 2022-2021 2022-2021 yoy
ASET Assets				
Aset Lancar Current Assets	29.746.310	24.493.999	5.252.311	121,44%
Aset Tidak Lancar Non-Current Assets	119.409.539	120.131.558	(722.019)	99,40%
Jumlah Aset Total Assets	149.155.850	144.625.558	4.530.292	103,13%
LIABILITAS DAN EKUITAS Liabilities And Equity				
Liabilitas Liabilities				
Liabilitas Jangka Pendek Current Liabilities	26.126.560	20.030.532	6.096.028	130,43%
Liabilitas Jangka Panjang Non-Current Liabilities	52.913.144	58.888.052	(5.974.908)	89,85%
Jumlah Liabilitas Total Liabilities	79.039.705	78.918.584	121.121	100,15%
EKUITAS Equity				
Total Ekuitas yang Dapat Diatribusikan Kepada Pemilik Entitas Induk Total Equity Attributable to the Owners of the Parent Entity	65.382.960	61.117.186	4.265.774	106,98%
Ekuitas yang Dapat Diatribusikan Kepada Kepentingan Non-Pengendali Equity Attributable to the Non-controlling Interest	4.733.183	4.589.788	143.395	103,12%
Jumlah Ekuitas Total Equity	70.116.144	65.706.974	4.409.170	106,71%
Jumlah Liabilitas dan Ekuitas Total Liabilities and Equity	149.155.850	144.625.558	4.530.292	103,13%

“Per 31 Desember 2022, total Aset Perusahaan mengalami peningkatan sebesar 3,13% dibanding tahun sebelumnya, sementara total Liabilitas naik sebesar 0,15% dan Ekuitas naik sebesar 6,71%”

“As of December 31, 2022, the Company’s total assets increased by 3.13% compared to the previous year, while total liabilities increased by 0.15% and equity increased by 6.71%”

ASET

Kinerja Aset dipengaruhi oleh Aset Lancar dan Aset Tidak Lancar. Dibandingkan tahun 2021, Total Aset Lancar tahun 2022 naik sebesar 21,44%, sedangkan Total Aset Tidak Lancar tahun 2022 turun sebesar 0,60%.

ASSET

Asset Performance is affected by Current Assets and Non-Current Assets. Compared to 2021, Total Current Assets in 2022 increased by 21.44%, while Total Non-Current Assets in 2022 decreased by 0.60%.

Dalam Jutaan Rupiah In million IDR	Holding			
	2022	2021	Selisih Difference	Yoy 2022-2021 2022-2021 YoY
ASET LANCAR Current Assets				
Kas dan setara kas Cash and cash equivalents	10.862.010,13	11.476.218,63	(614.209)	94,65
Kas yang dibatasi penggunaannya Restricted cash	2.282.286,87	2.039.837,41	242.449	111,89
PIUTANG USAHA Trade receivables				
Pihak ketiga Third parties	1.570.653,45	791.238,24	779.415	198,51
Pihak berelasi Related parties	59.340,99	150.913,81	(91.573)	39,32
PIUTANG LAIN-LAIN Other receivables				
Pihak ketiga Third parties	545.205,36	322.503,42	222.702	169,05
Pihak berelasi Related parties	485.991,91	281.596,97	204.395	172,58
Persediaan - neto Inventories - net	10.428.671,69	5.821.169,93	4.607.502	179,15
Aset biologis Biological assets	2.014.322,29	2.167.376,63	(153.054)	92,94
Pajak dibayar di muka Prepaid taxes	1.123.845,15	734.540,46	389.305	153,00
Aset lancar lainnya Other current assets	373.982,96	708.604,41	(334.621)	52,78
Total Aset Lancar Total Current Assets	29.746.310,54	24.493.999,93	5.252.311	121,44
ASET TIDAK LANCAR Non-Current Assets				
Piutang lain-lain jangka panjang Other long-term receivables	259.618,92	347.522,07	(87.903)	74,71
Investasi saham Investments in shares of stock	1.777.666,69	1.743.924,06	33.743	101,93
Aset pajak tangguhan Deferred tax assets	1.020.961,79	1.086.030,29	(65.069)	94,01
Aset hak guna Right of use assets	276.902,24	299.572,03	(22.670)	92,43
Aset tetap Fixed assets	104.359.767,09	106.068.483,87	(1.708.717)	98,39
Aset biologis Biological assets	527.930,82	500.426,97	27.504	105,50



Dalam Jutaan Rupiah In million IDR	Holding			
	2022	2021	Selisih Difference	Yoy 2022-2021 2022-2021 YoY
Properti investasi Investment property	8.708.117,49	7.709.151,62	998.966	112,96
Beban tangguhan - hak atas tanah Deferred charge – land rights	511.994,68	526.327,82	(14.333)	97,28
Piutang tagihan pajak Claim for tax refund	661.650,49	1.006.624,05	(344.974)	65,73
Aset tidak lancar lainnya Other non-current assets	1.304.929,33	843.494,99	461.434	154,71
Total Aset Tidak Lancar Total Non-Current Assets	119.409.539,59	120.131.557,77	(722.018)	99,40
Jumlah Aset Total Assets	149.155.850,14	144.625.557,69	4.530.292	103,13

Aset Lancar

Jumlah Aset Lancar tahun 2022 sebesar Rp29,746 triliun naik 21,44% atau setara dengan Rp5,252 triliun dibandingkan Jumlah Aset Lancar tahun 2021 sebesar Rp24,493 triliun. Hal ini terutama disebabkan oleh kenaikan persediaan yang signifikan dibandingkan tahun 2021.

Aset Tidak Lancar

Jumlah Aset Tidak Lancar tahun 2022 sebesar Rp119,409 turun 0,6% atau setara dengan Rp722,018 miliar dibandingkan Jumlah Aset Tidak Lancar tahun 2021 sebesar Rp120,131 triliun. Hal ini terutama disebabkan oleh penurunan aset tetap dibandingkan tahun 2021.

LIABILITAS

Kinerja Liabilitas dipengaruhi oleh Liabilitas Jangka Pendek dan Liabilitas Jangka Panjang. Dibandingkan tahun 2021, Total Liabilitas Jangka Pendek tahun 2022 naik sebesar 30,43%, sedangkan Total Liabilitas Jangka Panjang tahun 2022 turun sebesar 10,42%.

Current assets

Total Current Assets in 2022 amounted to IDR29.746 trillion, an increase of 21.44% or the equivalent of IDR5.252 trillion compared to Total Current Assets in 2021 of IDR24.493 trillion. This was mainly due to a significant increase in inventories compared to 2021.

Non-Current Assets

Total Non-Current Assets in 2022 amounted to IDR119.409, a decrease of 0.6% or equivalent to IDR722.018 billion compared to Total Non-Current Assets in 2021 of IDR120.131 trillion. This was mainly due to a decrease in fixed assets compared to 2021.

LIABILITIES

Liability Performance is affected by Current Liabilities and Non-Current Liabilities. Compared to 2021, Total Current Liabilities in 2022 increased by 30.43%, while Total Non-Current Liabilities in 2022 decreased by 10.42%.

Dalam Jutaan Rupiah In million IDR	Holding			
	2022	2021	Selisih Difference	Yoy 2022-2021 2022-2021 YoY
LIABILITAS JANGKA PENDEK Current Liabilities				
Utang bank jangka pendek Short-term bank loans	262.121,60	140.585,88	121.535,72	186,45%
UTANG USAHA Trade payables				
Pihak ketiga Third parties	5.306.845,37	4.344.876,43	961.968,94	122,14%
Pihak berelasi Related parties	339.220,34	360.178,29	(20.957,95)	94,18%
UTANG LAIN-LAIN Other payables				
Pihak ketiga Third parties	606.285,58	861.178,96	(254.893,38)	70,40%
Pihak berelasi Related parties	529.054,08	637.155,90	(108.101,82)	83,03%
Liabilitas kontrak Contract liabilities	2.556.213,47	1.319.446,30	1.236.767,17	193,73%
Utang pajak Taxes payables	1.224.768,76	2.103.945,50	(879.176,74)	58,21%

Dalam Jutaan Rupiah In million IDR	Holding			
	2022	2021	Selisih Difference	Yoy 2022-2021 2022-2021 YoY
Biaya masih harus dibayar Accrued expenses	4.563.969,32	3.959.248,39	604.720,93	115,27%
Bagian lancar atas pendapatan diterima di muka Current maturities of unearned revenue	10.751,60	13.107,7994	(2.356,20)	82,02%
Bagian lancar atas utang jangka panjang Current maturities of long-term debts	8.244.607,32	3.696.521,18	4.548.086,14	223,04%
Bagian lancar atas liabilitas imbalan kerja karyawan Current maturities of employee benefit liabilities	2.338.721,92	2.465.259,32	(126.537,40)	94,87%
Liabilitas sewa bagian lancar Current lease liabilities	144.001,54	129.028,15	14.973,39	111,60%
Total Liabilitas Jangka Pendek Total Current Liabilities	26.126.560,97	20.030.532,08	6.096.028,89	130,43%
LIABILITAS JANGKA PANJANG Non-Current Liabilities				
UTANG LAIN-LAIN JANGKA PANJANG Other long-term payables				
Pihak ketiga Third parties	277.152,07	213.881,44	63.270,63	129,58%
Pihak berelasi Related parties	38.576,75	127.775,12	(89.198,37)	30,19%
Pendapatan diterima di muka Unearned revenue	480.700,99	348.361,99	132.339,00	137,99%
Utang jangka panjang Long-term liabilities	35.704.733,87	41.334.376,03	(5.629.642,16)	86,38%
Liabilitas imbalan kerja karyawan Employee benefit liabilities	15.150.926,86	15.393.755,97	(242.829,11)	98,42%
Liabilitas pajak tangguhan - neto Deferred tax liabilities – net	1.121.477,94	1.284.144,77	(162.666,83)	87,33%
Liabilitas sewa Lease liabilities	139.576,46	185.756,78	(46.180,32)	75,14%
Total Liabilitas Jangka Panjang Total Non-Current Liabilities	52.913.144,98	58.888.052,09	(5.974.907,11)	89,85%
Jumlah Liabilitas Total Liabilities	79.039.705,95	78.918.584,18	121.121,77	100,15%

Liabilitas Jangka Pendek

Jumlah Liabilitas Jangka Pendek tahun 2022 sebesar Rp26,126 triliun naik 30,43% atau setara dengan Rp6,096 triliun dibandingkan Jumlah Aset Lancar tahun 2021 sebesar Rp20,03 triliun. Hal ini terutama disebabkan oleh reklas bagian lancar atas utang jangka panjang.

Liabilitas Jangka Panjang

Jumlah Liabilitas Jangka Panjang tahun 2021 sebesar Rp52,913 triliun turun 10,42% atau setara dengan Rp5,974 triliun dibandingkan Jumlah Liabilitas Jangka Panjang tahun 2021 sebesar Rp58,99 triliun. Hal ini terutama disebabkan oleh penurunan utang jangka panjang dibandingkan tahun 2021.

EKUITAS

Jumlah Ekuitas tahun 2022 sebesar Rp70,116 triliun naik 106,71% atau setara dengan Rp4,409 triliun dibandingkan Jumlah Ekuitas tahun 2021 sebesar Rp65,71 triliun.

Current liabilities

Total current liabilities in 2022 amounted to IDR26.126 trillion, an increase of 30.43% or equivalent to IDR6.096 trillion compared to Total Current Assets in 2021 of IDR20.03 trillion. This was mainly due to the release of the current portion of long-term debt.

Non-Current Liabilities

Total non-current liabilities in 2021 amounted to IDR52.913 trillion, decreased by 10.42% or the equivalent of IDR5.974 trillion compared to Total Non-Current Liabilities in 2021 of IDR58.99 trillion. This was mainly due to a decrease in long-term liabilities compared to 2021.

EQUITY

Total Equity in 2022 was IDR70.116 trillion, an increase of 106.71% or equivalent to IDR4.409 trillion compared to Total Equity in 2021 of IDR65.71 trillion.



Dalam Jutaan Rupiah In million IDR	Holding			
	2022	2021	Selisih Difference	Yoy 2022-2021 2022-2021 YoY
EKUITAS YANG DAPAT DIATRIBUSIKAN KEPADA PEMILIK ENTITAS INDUK Total Equity Attributable to Owners of the Parent Entity				
Modal saham Share capital	40.216.132,00	40.216.132,00	-	-
Komponen ekuitas lainnya Other components of equity	(13.589.155,00)	(13.589.155,00)	-	-
Penghasilan komprehensif lain Other comprehensive income	(28.374,94)	87.150,41	(115.525,35)	(32,56%)
Surplus revaluasi Revaluation surplus	45.050.291,08	45.093.984,88	(43.693,80)	99,90%
SALDO LABA/(RUGI) Profit/(Loss) Balance				
Ditentukan penggunaannya Appropriated	1.603.337,00	1.603.337,00	-	-
Belum ditentukan Penggunaannya Unappropriated	(7.869.270,05)	(12.294.264,06)	4.424.994,01	64,01%
Total ekuitas yang dapat diatribusikan kepada pemilik entitas induk Total Equity Attributable to the Owners of the Parent Entity	65.382.960,30	61.117.185,44	4.265.774,86	106,98%
Ekuitas yang dapat diatribusikan Kepada kepentingan non-pengendali Total Equity Attributable to the Noncontrolling Interest	4.733.183,88	4.589.788,08	143.395,80	103,12%

LABA (RUGI) DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN

Jumlah Pendapatan tahun 2022 sebesar Rp55,863 triliun naik sebesar 4,28% atau setara dengan Rp2,293 triliun jika dibandingkan jumlah pendapatan tahun 2021 sebesar Rp53,569 triliun. Hal ini terutama disebabkan oleh kenaikan pendapatan komoditi kelapa sawit.

CONSOLIDATED STATEMENT OF PROFIT (LOSS) AND OTHER COMPREHENSIVE INCOME

The total revenue in 2022 was IDR55.863 trillion, an increase of 4.28% or equivalent to IDR2.293 trillion compared to the total revenue in 2021 of IDR53.569 trillion. This was mainly due to an increase in palm oil commodity revenue.

Dalam Jutaan Rupiah In million IDR	Holding			
	2022	2021	Selisih Difference	Yoy 2022-2021 2022-2021 YoY
EKUITAS YANG DAPAT DIATRIBUSIKAN KEPADA PEMILIK ENTITAS INDUK Equity Attributable to the Owners of the Parent Entity				
Pendapatan Revenue	55.863.302,36	53.569.661,77	2.293.640,59	104,28%
Beban pokok pendapatan Cost Of Goods Sold	(36.669.237,28)	(33.660.028,63)	(3.009.208,65)	108,94%
Laba bruto Gross Profit	19.194.065,07	19.909.633,00	(715.567,93)	96,41%
Keuntungan atas perubahan nilai wajar aset biologis Gain on changes in fair value of biological assets	(377.118,83)	279.420,00	(656.538,83)	(134,96%)
Beban pemasaran dan penjualan Marketing and selling expenses	(856.340,85)	(780.699,00)	(75.641,85)	109,69%
Beban umum dan administrasi General and administrative expenses	(8.259.387,40)	(7.753.262,00)	(506.125,40)	106,53%
Pendapatan operasi lain Other operating revenue	3.930.539,17	2.409.138	1.521.401,17	163,15%
Beban operasi lain Other operating expenses	(2.863.501,66)	(3.561.034,00)	697.532,34	80,41%

Dalam Jutaan Rupiah In million IDR	Holding			
	2022	2021	Setisih Difference	Yoy 2022-2021 2022-2021 YoY
Laba usaha Income from operations	10.768.255,48	10.503.196,00	265.059,48	102,52%
Bagian laba entitas asosiasi Share in profits of associates	226.053,21	164.672,00	61.381,21	137,27%
Pendapatan keuangan Finance income	211.433,36	282.198,00	(70.764,64)	74,92%
Pajak final atas pendapatan keuangan Final tax relating to finance income	(19.970,99)	(22.734,00)	2.763,01	87,85%
Beban keuangan Finance expense	(3.151.476,61)	(3.450.254,00)	298.777,39	91,34%
Laba (rugi) sebelum pajak penghasilan Income (loss) before income tax expense	8.034.294,45	7.477.077	557.217,45	107,45%
Beban pajak penghasilan Income tax expense	(2.017.313,38)	(2.832.745)	815.431,62	71,21%
Rugi tahun berjalan Loss for the year	6.016.981,07	4.644.333,00	1.372.648,07	129,56%
PENGHASILAN KOMPREHENSIF LAIN: Other comprehensive income:				
Revaluasi aset tetap Revaluation of fixed assets	(116.730,37)	6.934.301,58	(7.051.031,95)	(1,68%)
Pengukuran kembali atas liabilitas imbalan kerja karyawan Remeasurement of employee benefits liabilities	(1.411.628,95)	112.423,36	(1.524.052,31)	(1.255,64%)
Nilai wajar aset keuangan keuangan - neto Fair value of financial assets income adjustment - net	(161.436,05)	(456,83)	(160.979,22)	35.338,32%
Bagian penghasilan komprehensif dari entitas asosiasi - kerugian aktuarial Share in other comprehensive income of associate entities - actuarial loss	1.005,95	19.897,70	(18.891,75)	5,06%
POS YANG AKAN DIREKLASIFIKASI KE LABA RUGI: Items that will be reclassified to profit or loss:				
Nilai wajar investasi saham - neto Fair value of share investment - net	-	154.962,24	(154.962,24)	-
Rugi komprehensif lain tahun berjalan - neto setelah pajak Other comprehensive loss for the year - net after tax	(1.688.789,44)	7.221.128	(8.909.917,44)	(23,39%)
Total rugi komprehensif tahun berjalan Total comprehensive loss for the year	4.328.191,63	11.865.461	(7.537.269,37)	36,48%
LABA (RUGI) TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA: Income (Loss) For the Year Attributable To:				
Pemilik entitas induk Owners of the Parent	5.633.064,39	4.377.376,00	1.255.688,39	128,69%
Kepentingan non-pengendali Non-controlling interest	383.916,67	266.956,00	116.960,67	143,81%
Total	6.016.981,07	4.644.332,00	1.372.649,07	129,56%
TOTAL RUGI KOMPREHENSIF TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA: Total Comprehensive Loss For The Year Attributable To:				
Pemilik entitas induk Owners of the parent	4.112.323,79	10.976.543,00	(6.864.219,21)	37,46%
Kepentingan non-pengendali Non-controlling interest	215.867,83	888.917,00	(673.049,17)	24,28%
Total	4.328.191,63	11.865.460,00	(7.537.268,37)	36,48%
Laba (rugi) per saham dasar yang dapat diatribusikan kepada pemilik entitas induk Basic Profit (loss) per shares attributable to the owner of the parent	149.616,00	115.484,00	34.132,00	129,56%



ARUS KAS KONSOLIDASIAN

Dengan akumulasi pada Arus Kas dari Aktivitas Operasi, Arus Kas dari Aktivitas Investasi, serta Arus Kas dari Aktivitas Pendanaan seperti yang akan diuraikan selanjutnya, Kas dan Setara Kas di akhir tahun 2022 turun sebesar 5,35% atau setara Rp614,2 miliar jika dibandingkan dengan tahun sebelumnya yang tercatat sebesar Rp6,12 triliun.

CONSOLIDATED STATEMENT OF CASH FLOWS

With the accumulation of Cash Flows from Operating Activities, Cash Flows from Investing Activities, and Cash Flows from Funding Activities as will be described hereinafter, Cash and Cash Equivalents at the end of 2022 decreased by 5.35% or the equivalent of IDR614.2 billion when compared to the previous year which was recorded at IDR6.12 trillion.

Dalam Jutaan Rupiah In million IDR	Holding			
	2022	2021	Selisih Difference	Yoy 2022-2021 2022-2021 YoY
Arus kas dari aktivitas operasi Cash flows from operating activities	6.812.165,88	11.534.729,00	(4.722.563,12)	59,06%
Arus kas dari aktivitas investasi Cash flows from investing activities	(3.219.220,12)	(2.890.319,00)	(328.901,12)	111,38%
Arus kas dari aktivitas pendanaan Cash flows from financing activities	(4.338.827,17)	(2.552.599,00)	(1.786.228,17)	169,98%
Kenaikan (penurunan) bersih kas dan setara kas Net increase (decrease) in cash and cash equivalents	(745.881,40)	6.091.811,00	(6.837.692,40)	(12,24%)
Dampak bersih selisih kurs atas kas dan setara kas Net effect of exchange rate changes on cash and cash equivalents	131.672,91	29.265,00	102.407,91	449,93%
Kas dan setara kas awal tahun Cash and cash equivalents at beginning of year	11.476.218,63	5.355.143,00	6.121.075,63	214,30%
Kas dan setara kas pada akhir tahun Cash and cash equivalents at end of year	10.862.010,13	11.476.219,00	(614.208,87)	94,65%

Arus Kas dari Aktivitas Operasi

Cash Flows from Operating Activities

Dalam Jutaan Rupiah In million IDR	Holding			
	2022	2021	Selisih Difference	Yoy 2022-2021 2022-2021 YoY
Penerimaan kas dari pelanggan Receipts from customers	58.605.956,73	52.125.888,00	6.480.068,73	112,43%
Penerimaan kas lainnya Other cash receipt	1.257.758,10	850.452,00	407.306,10	147,89%
Penerimaan dari restitusi pajak Receipts from tax refunds	702.732,46	984.539,00	(281.806,54)	71,38%
Pembayaran pajak Tax payment	(5.373.081,86)	(2.277.783,00)	(3.095.298,86)	235,89%
Pembayaran kepada pemasok dan karyawan Payment to suppliers and employees	(45.772.257,68)	(37.115.510,00)	(8.656.747,68)	123,32%
Pembayaran kas lainnya Other cash payment	(2.608.941,86)	(3.032.857,00)	423.915,14	86,02%
Arus kas bersih diperoleh dari aktivitas operasi Net cash flows provided by operating activities	6.812.165,88	11.534.729,00	(4.722.563,12)	59,06%

Kas Bersih yang Diperoleh dari Aktivitas Operasi tahun 2022 sebesar Rp6,812 triliun turun 40,94% atau setara dengan Rp4,722 triliun dibandingkan Kas Bersih yang Diperoleh dari Aktivitas Operasi tahun 2021 sebesar Rp11,53 triliun. Hal ini terutama disebabkan oleh kenaikan pembayaran kepada pemasok dan karyawan.

Net Cash Provided from Operating Activities in 2022 amounted to IDR6.812 trillion, decreased by 40.94% or equivalent to IDR4.722 trillion compared to Net Cash Provided from Operating Activities in 2021 of IDR11.53 trillion. This was mainly due to increased payments to suppliers and employees.

Arus Kas dari Aktivitas Investasi

Cash Flow from Investment Activities

Dalam Jutaan Rupiah In Million IDR	Holding			
	2022	2021	Selisih Difference	Yoy 2022-2021 2022-2021 YoY
Penerimaan dari penjualan aset tetap Receipts from sales of fixed assets	326.885,35	349.866,00	(22.980,65)	93,43%
Penempatan kas yang dibatasi penggunaannya Placement in restricted cash	(205.245,28)	(242.084,00)	36.838,72	84,78%
Penerimaan bunga bank/deposito Bank/ time deposits interest receipt	10.324,19	14.077,00	(3.752,81)	73,34%
Penerimaan deposito Time deposits receipt	0	0	-	-
Penerimaan dividen dari entitas asosiasi Dividend receipt from associates	122.736,98	132.767,00	(10.030,02)	92,45%
Penambahan piutang lain-lain jangka panjang Payment of other long-term receivables	(629.443,09)	(12.161,00)	(617.282,09)	5.175,92%
Penerimaan dari divestasi entitas anak Acceptance of divestment of subsidiaries	0	0	-	-
Perolehan aset tak berwujud hak atas tanah Acquisition of intangible assets of land rights	(1.679,73)	(6.111,00)	4.431,27	27,49%
Penambahan aset tidak lancar lainnya Addition of other non-current assets	(55.693,53)	(157.580,00)	101.886,47	35,34%
Perolehan aset tetap dan pembibitan Acquisition of fixed assets and nursery	(2.787.105,00)	(2.969.092,00)	181.987,00	93,87%
Penambahan properti investasi Addition of investment property	0	0	-	-
Arus kas bersih diperoleh (digunakan) untuk aktivitas investasi Net cash used in investing activities	(3.219.220,12)	(2.890.319,00)	(328.901,12)	111,38%

Kas Bersih yang Digunakan untuk Aktivitas Investasi tahun 2022 sebesar Rp3,219 triliun naik 11,38% atau setara dengan Rp328,901 miliar dibandingkan Kas Bersih yang Digunakan untuk Aktivitas Investasi tahun 2021 sebesar minus Rp2,89 triliun. Hal ini terutama disebabkan oleh kenaikan Penambahan piutang lain-lain jangka panjang.

Net Cash Used in Investing Activities in 2022 was IDR3.219 trillion, an increase of 11.38% or equivalent to IDR328.901 billion compared to Net Cash Used in Investment Activities in 2021 of minus IDR2.89 trillion. This was mainly due to an increase in the addition of long-term other receivables.

Arus Kas dari Aktivitas Pendanaan

Cash Flow from Financing Activities

Dalam Jutaan Rupiah In Million IDR	Holding			
	2022	2021	Selisih Difference	Yoy 2022-2021 2022-2021 YoY
Penerimaan dari pinjaman bank Proceeds from bank loans	346.076,26	4.808.587,00	(4.462.510,74)	7,20%
Penerimaan dari pinjaman pihak berelasi Loan payments to related parties	1.201.143,50	1.723.765,00	(522.621,50)	69,68%
Penerimaan pinjaman dari asosiasi Loan receipts from associations	70.124,86	-	70.124,86	100%
Penerimaan dari wesel bayar Proceeds from medium term notes	-	-	-	-
Penerimaan setoran modal Proceeds from issuance of share capital	-	-	-	-
Penerimaan pinjaman dari pihak ketiga Receipt of loans from third parties	-	265.127,00	(265.127,00)	(100%)



Dalam Jutaan Rupiah In Million IDR	Holding			
	2022	2021	Selisih Difference	Yoy 2022-2021 2022-2021 YoY
Pembayaran utang kepada kepentingan non-pengendali Payment of debts to non-controlling interests	-	-	-	-
Pembayaran dividen kepada kepentingan non-pengendali Dividends paid to non-controlling interests	(1.034,07)	-	(1.034,07)	100%
Pembayaran utang kepada Pemerintah Republik Indonesia Payment of debts to Government of Republic of Indonesia	(5.000,12)	(2.588,00)	(2.412,12)	193,20%
Pembayaran sewa pembiayaan dan pembiayaan konsumen Payment of obligations under lease and consumer financing loan	(236.122,13)	(20.122,00)	(216.000,13)	1.173,45%
Pembayaran dividen kepada pemerintah Dividend Paid to Government	-	-	-	-
Pembayaran utang kredit petani tebu Payment of credit payables to sugarcane farmers	-	-	-	-
Pembayaran pinjaman kepada pihak ketiga Loan payment to third party	(8.296,96)	(572.611,00)	564.314,04	1,45%
Pembayaran beban keuangan Payment of finance cost	(2.799.157,23)	(2.320.806,00)	(478.351,23)	120,61%
Pembayaran pinjaman bank Payment of bank loans	(2.906.561,28)	(6.433.950,00)	3.527.388,72	45,18%
Arus kas bersih diperoleh (digunakan) untuk aktivitas pendanaan Net cash flows provided (used) by financing activities	(4.338.827,17)	(2.552.599,00)	(1.786.228,17)	169,98%

Kas Bersih yang Digunakan untuk Aktivitas Pendanaan tahun 2022 sebesar Rp4,338 triliun naik 69,98% atau setara dengan Rp1,786 triliun dibandingkan Kas Bersih yang Digunakan untuk Aktivitas Pendanaan tahun 2021 sebesar Rp2,55 triliun. Hal ini terutama disebabkan oleh turunnya Penerimaan dari pinjaman bank.

Net Cash Used for Funding Activities in 2022 amounted to IDR4.338 trillion, an increase of 69.98% or equivalent to IDR1.786 trillion compared to Net Cash Used for Financing Activities in 2021 of IDR2.55 trillion. This was mainly due to a decrease in proceeds from bank loans.

RASIO-RASIO KINERJA KEUANGAN

FINANCIAL RATIOS

	2022	2021	2020	2019	2018
Gross Profit Margin (GPM)	34,36%	37,17%	26,50%	19,95%	26,49%
Net Profit Margin (NPM)	10,77%	8,67%	-2,89%	-7,12%	0,86%
Current Ratio (CR)	113,85%	122,28%	44,46%	51,20%	56,01%
Debt to Equity Ratio (DER)	112,73%	120,11%	144,42%	155,93%	125,11%
Return On Assets (ROA)	4,03%	3,21%	-0,86%	-1,98%	0,23%
EBITDA	14.762.893	14.179.378	7.321.052	6.650.723	7.185.392

Dibandingkan tahun 2021, terdapat beberapa rasio-rasio keuangan Perseroan tahun 2022 yang tercatat naik. Namun, dari sisi Debt to Equity Ratio (DER) turun di tahun 2022 dibanding tahun 2021.

Compared to 2021, several of the Company's financial ratios for 2022 recorded an increase. However, in terms of the Debt-to-Equity Ratio (DER) it decreases in 2022 compared to 2021.

KINERJA KEUANGAN MASING-MASING PERUSAHAAN HOLDING PERKEBUNAN

Laba (Rugi) Tahun Berjalan

Uraian Description	2022 (Rp-juta) (IDR-million)	2021 (Rp-juta) (IDR-million)	Kenaikan (Penurunan)	
			Selisih (Rp-juta) Difference (IDR-million)	Persentase (%) Percentage (%)
	1	2	(3=1-2)	(3:2)
PTPN I	244.270	185.390	58.880	131,76%
PTPN II	1.011.423	640.671	370.752	157,87%
PTPN III	2.227.424	2.401.623	(174.199)	-7,25%
PTPN IV	2.174.787	2.117.664	57.123	102,70%
PTPN V	1.518.743	1.305.228	213.515	116,36%
PTPN VI	401.065	282.113	118.952	142,16%
PTPN VII	(333.776)	143.122	(476.898)	(333,21)%
PTPN VIII	(86.333)	(482.989)	396.656	(82,13)%
PTPN IX	(196.077)	(200.931)	4.854	(2,42)%
PTPN X	7.658	50.488	(42.830)	15,17%
PTPN XI	(211.181)	(197.318)	(13.863)	107,03%
PTPN XII	(289.152)	(933.526)	644.374	30,97%
PTPN XIII	112.600	88.277	24.323	127,55%
PTPN XIV	(429.214)	(548.854)	119.640	78,20%

FINANCIAL PERFORMANCE OF EACH COMPANY OF HOLDING PERKEBUNAN

Profit (Loss) for the Year

KEMAMPUAN MEMBAYAR UTANG DAN TINGKAT KOLEKTIBILITAS PIUTANG

Kemampuan Membayar Utang

Kemampuan Perusahaan dalam memenuhi kewajibannya dapat diukur dengan menggunakan rasio solvabilitas dan rasio likuiditas. Rasio likuiditas merupakan rasio untuk mengukur kemampuan Perusahaan dalam membayar utang jangka pendek. Sedangkan rasio solvabilitas merupakan rasio yang mengukur kemampuan Perusahaan dalam membayar utang jangka panjang.

Rasio berikut ini menggambarkan kemampuan Perusahaan membayar liabilitas jangka pendek, dengan membandingkan keberadaan aset lancar dengan liabilitas jangka pendek.

ABILITY TO PAY DEBT AND LEVEL OF RECEIVABLES COLLECTABILITY

Ability to Pay Debt

The Company's ability to meet its obligations can be measured using solvency ratios and liquidity ratios. The liquidity ratio is a ratio to measure the Company's ability to pay short-term debt. Meanwhile, the solvency ratio is a ratio that measures the Company's ability to pay long-term debt.

The following ratios illustrate the Company's ability to pay current liabilities, by comparing the existence of current assets with current liabilities.

Dalam Jutaan Rupiah In Million IDR	2022	2021	Kenaikan (Penurunan) Increase (Decrease)	
			Selisih Difference	Persentase (%) Percentage (%)
Aset Lancar Current assets	29.746.310	24.493.999	5.252.311	121,44%
Liabilitas Jangka Pendek Current Liabilities	26.126.560	20.030.532	6.096.028	130,43%
Rasio Likuiditas (%) Liquidity Ratio (%)	113,85%	122,28%	(8,43%)	93,10%



Dari rasio likuiditas di atas, tingkat likuiditas Perusahaan pada tahun 2022 tercatat turun 6,89% dibandingkan dengan tahun sebelumnya. Adapun kemampuan Perusahaan membayar liabilitas jangka panjang, dengan membandingkan keberadaan total liabilitas dengan total ekuitas, sebagaimana yang terlampir berikut ini:

From the liquidity ratio above, the Company's liquidity level in 2022 was recorded to have decreased by 6.89% compared to the previous year. As for the Company's ability to pay non-current liabilities, by comparing the existence of total liabilities with total equity, as attached below:

Dalam Jutaan Rupiah In Million IDR	2022	2021	Kenaikan (Penurunan) Increase (Decrease)	
			Selisih Difference	Persentase (%) Persentase (%)
Jumlah Liabilitas Total Liabilities	79.039.705	78.918.584,00	121.121	100,15%
Jumlah Ekuitas Total Equity	70.116.144	65.706.974,00	4.409.170	106,71%
Rasio Solvabilitas - Rasio Utang terhadap Modal (%) Solvability Ratio - Debt to Equity Ratio (%)	112,73%	120,11%	(7,38)	93,85%

Dari rasio solvabilitas di atas, tingkat solvabilitas Perusahaan pada tahun 2022 tercatat turun 6,14% dibandingkan dengan tahun sebelumnya.

From the solvency ratio above, the Company's solvency level in 2022 was recorded to decrease by 6.14% compared to the previous year.

Tingkat Kolektibilitas Piutang

Kemampuan Perusahaan dalam mengumpulkan piutang dapat diketahui dengan menghitung Lama Penagihan Rata-Rata atau *Collection Period*. Semakin kecil nilai *Collection Period* menunjukkan kemampuan Perusahaan dalam mengumpulkan piutang semakin cepat.

Level of Receivables Collectability

The Company's ability to collect receivables can be determined by calculating the Average Collection Period. The smaller value of the Collection Period shows the faster that the Company is able to collect receivables.

Di bawah ini disampaikan tabel tingkat kolektibilitas piutang tahun 2022 dan 2021.

Below is the Company's level of receivables collectability in 2022 and 2021.

Dalam Jutaan Rupiah In Million IDR	2022	2021	Kenaikan (Penurunan) Increase (Decrease)	
			Selisih Difference	Persentase (%) Persentase (%)
Belum jatuh tempo Not yet due	714.104	138.515	575.589	515,54%
Telah jatuh tempo: Past due:				
1 - 30 hari 1 - 30 days	307.530	493.997	(186.467)	62,25%
31 - 60 hari 31 - 60 days	125.315	82.442	42.873	152,00%
61 - 90 hari 61 - 90 days	483.044	227.197	255.847	212,61%
Total Total	1.629.994	942.152	687.842	173,01%

STRUKTUR MODAL DAN KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

Struktur Modal Perusahaan

Struktur modal merupakan perimbangan antara penggunaan modal sendiri dengan pinjaman/utang yang terdiri dari utang jangka pendek dan utang jangka panjang. Komposisi struktur modal Perseroan tahun 2022 dan 2021 terlihat pada tabel di bawah ini:

Struktur Modal Perusahaan dan Perubahannya

Dalam Jutaan Rupiah In Million IDR			2021		Kenaikan (Penurunan)	
	Total (Rp-juta) (IDR-million)	Kontribusi (%) Contribution (%)	Total (Rp-juta) (IDR-million)	Kontribusi (%) Contribution (%)	Selisih (Rp-juta) Difference (IDR-million)	Persentase (%) Percentage (%)
Liabilitas Jangka Pendek Current Liabilities	26.126.560	17,52	20.030.532,00	14	6.096.028,00	130,43
Liabilitas Jangka Panjang Non-Current Liabilities	52.913.144	35,48	58.888.052,00	41	(5.974.908,00)	89,85
Total Liabilitas Total Liabilities	79.039.705	52,99	78.918.584,00	55	121.121,00	100,15
Ekuitas Equity	70.116.144	47,01	65.706.974,00	45	4.409.170,00	106,71
Jumlah Total	149.155.850	100,00	144.625.558,00	100	4.530.292,00	103,13

Dibandingkan tahun 2021, terdapat perubahan pada liabilitas jangka pendek Perusahaan yang naik sebesar 30,43% sementara liabilitas jangka panjang Perusahaan turun sebesar 10,15% di tahun 2022. Sedangkan jumlah liabilitas Perusahaan di tahun 2022 naik sebesar 0,15% jika dibanding tahun 2021, namun ekuitas Perusahaan naik sebesar 6,71% di tahun 2022.

Rasio Struktur Modal Perusahaan dan Perubahannya

Dalam Jutaan Rupiah In Million IDR	2022	2021	Kenaikan (Penurunan)	
			Selisih Difference	Persentase (%) Percentage (%)
Rasio Liabilitas jangka pendek terhadap ekuitas Ratio of current liabilities to equity	37,26	30,48	6,78	122,24%
Rasio Liabilitas jangka panjang terhadap ekuitas Ratio of non-current liabilities to equity	75,46	89,62	(14,16)	84,20%
Rasio total liabilitas terhadap ekuitas Ratio of total liabilities to equity	112,73	120,11	(7,38)	93,86%

Kebijakan Manajemen atas Struktur Modal Perusahaan

Tujuan utama pengelolaan modal Kelompok Usaha adalah untuk memastikan pemeliharaan rasio modal yang sehat untuk mendukung usaha dan memaksimalkan imbalan bagi pemegang saham. Selain itu, Kelompok Usaha dipersyaratkan oleh Undang-Undang Perseroan Terbatas efektif tanggal 16 Agustus 2007 untuk mengkontribusi sampai dengan 20% dari modal saham ditempatkan dan disetor

CAPITAL STRUCTURE AND MANAGEMENT POLICY ON CAPITAL STRUCTURE

The Company's Capital Structure

The capital structure is a balance between the use of own capital and loans/debt consisting of short-term debt and long-term debt. The composition of the Company's capital structure for 2022 and 2021 is shown in the table below:

Company Capital Structure and Its Changes

Compared to 2021, there was a change in the Company's current liabilities which increased by 30.43% while the Company's non-current liabilities decreased by 10.15% in 2022. Consequently, the Company's total liabilities in 2022 increased by 0.15% compared to 2021, the Company's equity increased by 6.71% in 2022.

Company's Capital Structure Ratio and its Changes

The Management's Policy on the Company's Capital Structure

The main objective of the Group's capital management is to ensure the maintenance of healthy capital ratios to support the business and maximize shareholder returns. In addition, the Business Group is required by the Limited Liability Company Law effective August 16, 2007 to contribute up to 20% of the issued and fully paid share capital into a reserve fund which may not be distributed. These



penuh ke dalam dana cadangan yang tidak boleh didistribusikan. Persyaratan permodalan eksternal tersebut akan dipertimbangkan oleh Kelompok Usaha dalam Rapat Umum Pemegang Saham berikutnya. Kelompok Usaha mengelola struktur permodalan dan melakukan penyesuaian. Berdasarkan perubahan kondisi ekonomi. untuk memelihara dan menyesuaikan struktur permodalan.

Kelompok Usaha dapat menyesuaikan pembayaran dividen kepada pemegang saham. Imbalan modal kepada pemegang saham atau menerbitkan saham baru. Tidak ada perubahan atas tujuan, kebijakan maupun proses untuk tahun yang berakhir pada tanggal 31 Desember 2022 dan 2021. Kebijakan Kelompok Usaha adalah mempertahankan struktur permodalan yang sehat untuk mengamankan akses terhadap pendanaan pada biaya yang wajar.

external capital requirements will be considered by the Business Group at the next General Meeting of Shareholders. The Business Group manages the capital structure and makes adjustments. Based on changes in economic conditions. to maintain and adjust the capital structure.

The Business Group may adjust dividend payments to shareholders. Capital returns to shareholders or issuing new shares. There were no changes to the objectives, policies or processes for the years ended December 31, 2022 and 2021. The Group's policy is to maintain a healthy capital structure to secure access to funding at a reasonable cost.

REALISASI INVESTASI BARANG MODAL

REALIZATION OF CAPITAL GOODS INVESTMENT

(Rp juta)

(IDR in million)

Uraian Description	s/d. bulan up to	s/d. bulan Desember 2022 Up to December 2022		Perbandingan Comparison	
	Desember 2021 December 2021	Realisasi Realization	RKAP	% tase	% tase
1	2	3	4	5 = 3/4	6 = 3/2
Tanaman Plant					
Kelapa Sawit Palm Oil	735.628	1.081.295	1.648.019	65,61%	146,99%
Karet Palm Oil	176.474	69.480	115.107	60,36%	39,37%
Kopi Coffee	19.176	9.245	30.843	29,98%	48,21%
Teh Tea	19.083	16.925	13.702	123,52%	88,69%
Aneka Tanaman Assorted Plans	25.738	47.104	92.675	50,83%	183,01%
Jumlah Tanaman Total Plants	976.099	1.224.049	1.900.346	64,41%	125,40%
Non Tanaman Non Plants					
Tanah Land	70.247	10.256	32.326	31,73%	14,60%
Bangunan Rumah House Building	34.274	89.311	86.358	103,42%	260,58%
Bangunan Perusahaan Company Building	52.273	169.656	322.165	52,66%	324,56%
Mesin dan Instalasi Machinery and Installation	935.033	1.390.748	1.912.409	72,72%	148,74%
Jalan, Jembatan dan Saluran Air Roads, Bridges and Waterways	182.757	220.948	405.695	54,46%	120,90%
Alat Pengangkutan Transportation Equipment	124.960	102.332	147.389	69,43%	81,89%
Inventaris Kecil Small Inventory	126.298	105.894	236.823	44,71%	83,84%
Instalasi Pembibitan Nursery Instalation	29.309	-	-	0,00%	0,00%
Aktiva dalam Konstruksi Assets in Construction	266.670	-	-	0,00%	0,00%

(Rp juta)

(IDR in million)

Uraian Description	s/d. bulan up to	s/d. bulan Desember 2022 Up to December 2022		Perbandingan Comparison	
	Desember 2021 December 2021	Realisasi Realization	RKAP	% tase	% tase
1	2	3	4	5 = 3/4	6 = 3/2
HGU/Sertifikasi HGU/Certificate	210.006	77.663	367.871	21,11%	36,98%
Sapi Pola Pembiakan Cattle Breeding	-	-	-	0,00%	0,00%
Aktiva Lain-Lain Other Assets	84.660	124.610	926.874	13,44%	147,19%
Jumlah Non Tanaman Total Non-Plant	2.116.487	2.291.419	4.437.910	51,63%	108,27%
Penyertaan Anak Perusahaan Subsidiaries Participation					
Penyertaan Anak Perusahaan Subsidiaries Participation	9.450	92.653	579.271	15,99%	980,46%
Jumlah Penyertaan Anak Perusahaan Total Subsidiaries Participation	9.450	92.653	579.271	15,99%	980,46%
Total Investasi & Penyertaan PTPN Total PTPN's Investment & Participation	3.102.036	3.608.121	6.917.527	52,16%	116,31%

Pada tahun 2022, realisasi investasi barang modal tercatat sebesar Rp3,61 triliun dengan komposisi realisasi terbesar terdapat di investasi non-tanaman yaitu sebesar Rp2,29 triliun sedangkan pada investasi tanaman sebesar Rp1,22 triliun dan Aktiva Lain-Lain sebesar Rp0,12 triliun

In 2022, the realization of investment in capital goods was recorded at IDR3.61 trillion with the largest composition of realization in non-plant investment, amounting to IDR2.29 trillion while in investment in plants amounting to IDR1.22 trillion and Other Assets amounting to IDR0.12 trillion.

INFORMASI MATERIAL MENGENAI INVESTASI, EKSPANSI, DIVESTASI, PENGGABUNGAN USAHA, AKUISISI, DAN/ATAU RESTRUKTURISASI UTANG/MODAL

MATERIAL INFORMATION REGARDING INVESTMENT, EXPANSION, DIVESTMENT, BUSINESS MERGER, ACQUISITION, AND/OR DEBT/CAPITAL RESTRUCTURING

Informasi Material Mengenai Investasi, Ekspansi, dan Akuisisi

Material Information on Investments, Expansions, and Acquisitions

Sepanjang tahun 2022, Perusahaan tidak melakukan aksi korporasi berupa investasi, divestasi, dan akuisisi yang bersifat material dan berdampak terhadap kinerja operasional maupun kinerja keuangan PT Perkebunan Nusantara III (Persero).

Throughout 2022, the Company did not carry out corporate actions in the form of investments, divestment and acquisitions that are material in nature and have an impact on the operational and financial performance of PT Perkebunan Nusantara III (Persero).

Informasi Material Mengenai Divestasi dan Penggabungan Usaha

Material Information Regarding Divestment and Business Merger

Berdasarkan dengan RJPP Tahun 2020 - 2024 yang telah disusun oleh PT Perkebunan Nusantara III (Persero) di mana salah satu inisiatif strategis dalam mencapai visi dan misi perusahaan adalah dengan melakukan restrukturisasi Anak Perusahaan dan memperkuat tata kelola *Holding* dengan melakukan aksi korporasi terhadap Anak dan/atau Cucu Perusahaan Non PTPN. PT Perkebunan Nusantara III (Persero) telah menyusun Kajian Strategis Restrukturisasi Anak/ Cucu Perusahaan Non PTPN yang dibantu oleh Konsultan dengan rekomendasi pengelompokan aksi korporasi berupa *merger*, *roll up* ke induk, *divestasi*, *likuidasi*, *partially divest*, dan *strategic partner*. Implementasi program Restrukturisasi Anak / Cucu Perusahaan Non PTPN di tahun 2022 yaitu:

Based on the 2020 - 2024 RJPP which has been prepared by PT Perkebunan Nusantara III (Persero) where one of the strategic initiatives in achieving the company's vision and mission is to restructure Subsidiaries and strengthen Holding governance by carrying out corporate actions against Subsidiaries and/or Sub-Subsidiaries of Non-PTPN. PT Perkebunan Nusantara III (Persero) has prepared a Strategic Study on the Restructuring of Non PTPN Subsidiaries/ Sub-Subsidiaries assisted by Consultants with recommendations for grouping corporate actions in the form of mergers, roll up to parent company, divestment, liquidation, partially divest, and strategic partners. Implementation of the Restructuring program for Non PTPN Subsidiaries / Sub- Subsidiaries in 2022, namely:

1. Divestasi PT Bursa Berjangka Jakarta
PT Bursa Berjangka Jakarta merupakan salah satu anak perusahaan PT Perkebunan Nusantara III (Persero) yang bergerak di bidang

1. Divestment of PT Bursa Berjangka Jakarta
PT Bursa Berjangka Jakarta is a subsidiary of PT Perkebunan Nusantara III (Persero) which is engaged in futures contracts and



kontrak berjangka dan perdagangan komoditi yang didirikan pada tanggal 19 Agustus 1999 sesuai Akta Notaris No. 26 yang dibuat oleh Notaris Abdullah Ashal, S.H dan telah mendapat pengesahan Menteri Kehakiman Republik Indonesia No. C-18505 HT.01.01.TH.99 tanggal 04 November 1999.

Opsi aksi korporasi yang dilakukan untuk PT Bursa Berjangka Jakarta adalah divestasi, dengan pertimbangan sebagai berikut:

- a. Bidang industri bursa komoditas tidak termasuk dalam *three growth pillars and two enabler* dari PTPN Corporate Strategy pada RJPP PTPN 2020-2024.
- b. PTPN Group sudah memiliki KPBN Group sebagai agen trading komoditas internal serta logistik.

Transaksi divestasi saham PT Bursa Berjangka Jakarta disahkan melalui Akta Jual Beli Saham antara PT Perkebunan Nusantara III (Persero) dengan PT Premier Equity Futures sesuai Akta No. 28 tanggal 24 Agustus 2022 yang dibuat oleh Sandi Guntara Trisna, S.Kom., S.H., MM, M.Kn., Notaris di Karawang, Jawa Barat.

2. *Roll up/Vertical Merger* (Penggabungan Usaha) PT Bukit Kausar dan PT Mendahara Agrojaya Industry ke PT Perkebunan Nusantara VI

PT Bukit Kausar dan PT Mendahara Agrojaya Industry merupakan anak perusahaan PT Perkebunan Nusantara VI yang bergerak di bidang usaha perkebunan kelapa sawit. Kepemilikan saham PT Perkebunan Nusantara VI di kedua perusahaan tersebut masing-masing sebesar 99% sedang sisanya 1% dimiliki oleh Koperasi Karyawan PT Perkebunan Nusantara VI.

Tujuan dari penggabungan tersebut antara lain mengintegrasikan proses produksi secara keseluruhan dari perspektif *upstream* perkebunan yang akan menciptakan perusahaan dengan kapasitas produksi dan aset yang lebih kuat dan mampu bersaing, serta meningkatkan kinerja operasional dan finansial sehingga lebih sinergis, kuat dan efisien.

Penggabungan PT Bukit Kausar dan PT Mendahara Agrojaya Industry ke PT Perkebunan Nusantara VI berlaku efektif sejak diperolehnya Surat Penerimaan Pemberitahuan Penggabungan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.09-0019501 tanggal 8 Juni 2022.

Informasi Material Mengenai Restrukturisasi Utang/Modal

Sehubungan dengan program transformasi keuangan jangka panjang PTPN Group, telah dilakukan penandatanganan perjanjian perubahan induk (Master Amendment Agreement/MAA) antara PT Perkebunan Nusantara III (Persero) dengan Para Kreditor Perbankan PTPN Group sebagai berikut:

1. Perjanjian Perubahan Induk Hijau Nomor 29, tanggal 29 Januari 2021 ("MAA Hijau") untuk PTPN III, PTPN IV dan PTPN V
2. Perjanjian Perubahan Induk Kuning Nomor 22, tanggal 10 Oktober 2022 ("MAA Kuning") untuk PTPN I, PTPN II, PTPN VI, PTPN X, PTPN XI, PTPN XII dan PTPN XIV
3. Perjanjian Perubahan Induk Merah Nomor 21, tanggal 10 Oktober 2022 ("MAA Merah") untuk PTPN VII, PTPN VIII dan PTPN IX

commodity trading which was established on August 19, 1999 according to Notarial Deed No. 26 made by Notary Abdullah Ashal, S.H and has received approval from the Minister Judiciary of the Republic of Indonesia No. C-18505 HT.01.01.TH.99 dated November 04, 1999.

The corporate action option for PT Bursa Berjangka Jakarta is divestment, with the following considerations:

- a. The commodity exchange industry sector is not included in the three growth pillars and two enablers of the PTPN Corporate Strategy in PTPN's RJPP 2020-2024.
- b. PTPN Group already has KPBN Group as an internal commodity trading and logistics agent.

The divestment transaction for the shares of PT Bursa Berjangka Jakarta was ratified through the Deed of Sale and Purchase of Shares between PT Perkebunan Nusantara III (Persero) and PT Premier Equity Futures in accordance with Deed No. 28 dated August 24, 2022 made by Sandi Guntara Trisna, S.Kom., S.H., MM, M.Kn., Notary in Karawang, West Java.

2. *Roll up/Vertical Merger* (Business Merger) of PT Bukit Kausar and PT Mendahara Agrojaya Industry to PT Perkebunan Nusantara VI

PT Bukit Kausar and PT Mendahara Agrojaya Industry are subsidiaries of PT Perkebunan Nusantara VI engaged in the palm oil plantation business. PT Perkebunan Nusantara VI's share ownership in the two companies is 99% each, while the remaining 1% is owned by the PT Perkebunan Nusantara VI Employee Cooperative.

The objectives of the merger include integrating the entire production process from an upstream plantation perspective which will create a company with stronger production capacity and assets that are able to compete, as well as improve operational and financial performance so that it is more synergistic, strong, and efficient.

The merger of PT Bukit Kausar and PT Mendahara Agrojaya Industry into PT Perkebunan Nusantara VI is effective as of the receipt of the Letter of Acceptance of Merger Notification from the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.09-0019501 dated June 8, 2022.

Material Information Regarding Debt/Capital Restructuring

In connection with PTPN Group's long-term financial transformation program, a Master Amendment Agreement (MAA) was signed between PT Perkebunan Nusantara III (Persero) and PTPN Group Banking Creditors as follows:

1. Green Parent Amendment Agreement Number 29, dated January 29, 2021 ("Green MAA") for PTPN III, PTPN IV and PTPN V
2. Yellow Parent Amendment Agreement Number 22, dated October 10, 2022 ("Yellow MAA") for PTPN I, PTPN II, PTPN VI, PTPN X, PTPN XI, PTPN XII and PTPN XIV
3. Red Parent Amendment Agreement Number 21, dated October 10, 2022 ("Red MAA") for PTPN VII, PTPN VIII and PTPN IX

4. Perjanjian Perubahan Induk PT Sinergi Gula Nusantara (PT SGN) Nomor 20, tanggal 10 Oktober 2022 ("MAA PT SGN") untuk PT SGN

Perjanjian Perubahan Induk PT Sinergi Gula Nusantara dibuat di hadapan Notaris Vestina Ria Kartika, S.H.,M.H., sekaligus mengubah Perjanjian Perubahan Induk Kuning dan Perjanjian Perubahan Induk Merah dan berlaku efektif sejak 10 Oktober 2022. Perjanjian tersebut disusun berkenaan pelaksanaan aksi korporasi pemisahan bisnis gula *off-farm* dari PTPN II, PTPN IX, PTPN X, PTPN XI, PTPN XIV, PT BCN, PT IGG ke PT SGN.

MTN III Tahun 2019 Seri A, berdasarkan rapat umum tanggal 18 April 2022, pemegang MTN menyetujui perpanjangan jangka waktu menjadi 5 tahun yaitu dari 9 Mei 2022 menjadi 9 Mei 2024. Perjanjian ini telah diaktakan dengan Akta No. 35 tanggal 18 April 2022 oleh notaris Leolin Jayayanti, S.H.,M.Kn. MTN tersebut telah didaftarkan di KSEI pada tanggal 31 Desember 2022, rating atas MTN ini adalah idBBB.

MTN Syariah Ijarah I Tahun 2018, berdasarkan rapat umum tanggal 17 Januari 2022, pemegang MTN menyetujui perpanjangan jangka waktu dari 23 Januari 2022 menjadi 23 Januari 2024. Perjanjian ini telah diaktakan dengan Akta No. 19 tanggal 17 Januari 2022 oleh notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H. MTN ini telah didaftarkan di KSEI pada tanggal 31 Desember 2022, rating atas MTN ini adalah idBBB.

Sukuk Ijarah II Tahun 2019 Seri G, pada tanggal 10 Agustus 2022, telah disetujui perpanjangan jangka waktu dari 21 Agustus 2022 menjadi 21 Februari 2023. Perjanjian ini telah diaktakan dengan Akta No. 16 tanggal 10 Agustus 2022 oleh notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H. Sukuk tersebut telah didaftarkan di KSEI pada tanggal 31 Desember 2022, rating atas MTN ini adalah idBBB.

Sukuk Ijarah II Tahun 2019 Seri E, pada tanggal 10 Agustus 2022, telah disetujui perpanjangan jangka waktu dari 23 Agustus 2022 menjadi 23 Agustus 2025. Perjanjian ini telah diaktakan dengan Akta No. 16 tanggal 10 Agustus 2022 oleh notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H. Sukuk tersebut telah didaftarkan di KSEI pada tanggal 31 Desember 2022, rating atas MTN ini adalah idBBB.

Sukuk Ijarah II Tahun 2019 Seri C, pada tanggal 10 Agustus 2022, telah disetujui perpanjangan jangka waktu dari 22 Agustus 2022 menjadi 22 Agustus 2025. Perjanjian ini telah diaktakan dengan Akta No. 16 tanggal 10 Agustus 2022 oleh notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H. Sukuk tersebut telah didaftarkan di KSEI pada tanggal 31 Desember 2022, rating atas MTN ini adalah idBBB.

Sukuk Ijarah II Tahun 2019 Seri H, pada tanggal 10 Agustus 2022, telah disetujui perpanjangan jangka waktu dari 21 Agustus 2022 menjadi 21 Februari 2023. Perjanjian ini telah diaktakan dengan Akta No. 16 tanggal 10 Agustus 2022 oleh notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H. Sukuk tersebut telah didaftarkan di KSEI pada tanggal 31 Desember 2022, rating atas MTN ini adalah idBBB.

4. PT Sinergi Gula Nusantara (PT SGN) Master Amendment Agreement Number 20, dated October 10, 2022 ("MAA PT SGN") for PT SGN

PT Sinergi Gula Nusantara Master Amendment Agreement made before Notary Vestina Ria Kartika, S.H.,M.H., at the same time amending the Yellow Master Amendment Agreement and the Red Master Amendment Agreement and became effective on October 10, 2022. The agreement was drafted regarding the implementation of corporate actions for the separation of the off-farm sugar business from PTPN II, PTPN IX, PTPN X, PTPN XI, PTPN XIV, PT BCN, PT IGG to PT SGN.

MTN III of 2019 Series A, based on the general meeting on April 18, 2022, MTN holders agreed to extend the term to 5 years, namely from May 9, 2022 to May 9, 2024. This agreement has been notarized by Deed No. 35 dated April 18, 2022 by notary Leolin Jayayanti, S.H.,M.Kn. The MTN was registered at KSEI on December 31, 2022, the rating for this MTN is idBBB.

MTN Syariah Ijarah I of 2018, based on the general meeting on January 17, 2022, MTN holders agreed to extend the term from January 23, 2022 to January 23, 2024. This agreement has been notarized by Deed No. 19 dated January 17, 2022 by notary Ir. Nanette Cahyanie Handari Adi Warsito, S.H. This MTN was registered at KSEI on December 31, 2022, the rating for this MTN is idBBB.

Sukuk Ijarah II of 2019 Series G, on August 10, 2022, it was approved for an extension of the term from August 21, 2022 to February 21, 2023. This agreement was notarized by Deed No. 16 dated August 10, 2022 by notary Ir. Nanette Cahyanie Handari Adi Warsito, S.H. The Sukuk was registered with KSEI on December 31, 2022, the rating for this MTN is idBBB.

Sukuk Ijarah II of 2019 Series E, on August 10, 2022, it was approved for an extension of the term from August 23, 2022 to August 23, 2025. This agreement was notarized by Deed No. 16 dated August 10, 2022 by notary Ir. Nanette Cahyanie Handari Adi Warsito, S.H. The Sukuk was registered with KSEI on December 31, 2022, the rating for this MTN is idBBB.

Sukuk Ijarah II of 2019 Series C, on August 10, 2022, it was approved for an extension of the term from August 22, 2022 to August 22, 2025. This agreement was notarized by Deed No. 16 dated August 10, 2022 by notary Ir. Nanette Cahyanie Handari Adi Warsito, S.H. The Sukuk was registered with KSEI on December 31, 2022, the rating for this MTN is idBBB.

Sukuk Ijarah II of 2019 Series H, on August 10, 2022, it was approved for an extension of the term from August 21, 2022 to February 21, 2023. This agreement was notarized by Deed No. 16 dated August 10, 2022 by notary Ir. Nanette Cahyanie Handari Adi Warsito, S.H. The Sukuk was registered with KSEI on December 31, 2022, the rating for this MTN is idBBB.



Sukuk Ijarah II Tahun 2019 Seri D, pada tanggal 10 Agustus 2022, telah disetujui perpanjangan jangka waktu dari 21 Agustus 2022 menjadi 21 Februari 2023. Perjanjian ini telah diaktakan dengan Akta No. 16 tanggal 10 Agustus 2022 oleh notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H. Sukuk tersebut telah didaftarkan di KSEI pada tanggal 31 Desember 2022 rating atas MTN ini adalah idBBB.

Sukuk Ijarah II Tahun 2019 Seri A, pada tanggal 10 Agustus 2022, telah disetujui perpanjangan jangka waktu dari 21 Agustus 2022 menjadi 21 Agustus 2025. Perjanjian ini telah diaktakan dengan Akta No. 16 tanggal 10 Agustus 2022 oleh notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H. Sukuk tersebut telah didaftarkan di KSEI pada tanggal 31 Desember 2022 rating atas MTN ini adalah idBBB.

Berdasarkan Akta Notaris No. 62 oleh Wenda Taurusita Amidjaja, S.H. tanggal 26 Maret 2018. PTPN XI memperoleh fasilitas kredit investasi dari PT Sarana Multi Infrastruktur (Persero) ("SMI"). Fasilitas ini dipergunakan untuk pembangunan Pabrik Gula Assembagoes ("PG Assembagoes"). Pada tanggal 10 Oktober 2022, utang kepada SMI ini telah beralih menjadi utang PT Sinergi Gula Nusantara ke SMI.

PERBANDINGAN ANTARA TARGET ANGGARAN DENGAN REALISASI

Penyusunan Rencana Kerja dan Anggaran Perusahaan - Perubahan (RKAP-P) Perusahaan dan entitas anaknya untuk tahun yang berakhir pada tanggal 31 Desember 2022 (RKAP 2022) dilakukan berdasarkan Keputusan Menteri BUMN No. S-114/Wk1.MBU/10/2021 tanggal 7 Oktober 2021 tentang Penyusunan Draft Rencana Kerja dan Anggaran Perusahaan Tahun 2022 BUMN Portfolio Wakil Menteri BUMN I.

Sukuk Ijarah II of 2019 Series D, on August 10, 2022, it was approved for an extension of the term from August 21, 2022 to February 21, 2023. This agreement was notarized by Deed No. 16 dated August 10, 2022 by notary Ir. Nanette Cahyanie Handari Adi Warsito, S.H. The Sukuk was registered with KSEI on December 31, 2022. The rating for this MTN is idBBB.

Sukuk Ijarah II of 2019 Series A, on August 10, 2022, it was approved for an extension of the term from August 21, 2022 to August 21, 2025. This agreement was notarized by Deed No. 16 dated August 10 2022 by notary Ir. Nanette Cahyanie Handari Adi Warsito, S.H. The Sukuk was registered with KSEI on December 31, 2022. The rating for this MTN is idBBB.

Based on Notarial Deed No. 62 by Wenda Taurusita Amidjaja, S.H. March 26, 2018. PTPN XI obtained an investment credit facility from PT Sarana Multi Infrastruktur (Persero) ("SMI"). This facility is used for the construction of the Assembagoes Sugarmill ("PG Assembagoes"). On October 10, 2022, this debt to SMI has been transferred to PT Sinergi Gula Nusantara's debt to SMI.

BUDGET COMPARISON OF TARGET VS. REALIZATION AND BUSINESS PROJECTION

The drafting of the Company and its Subsidiaries Work Plan and Budget - Amendments (RKAP-P) for the year ended in December 31, 2022 (RKAP 2022) was conducted based on the Decree of the Minister of SOEs No.S-114/Wk 1.MBU/10/2021 dated October 7, 2021 regarding the Drafting of the 2022 SOEs Work Plan and Company Budget Portfolio Deputy Minister of SOEs I.

Indikator Indicators	2022		2021	%	
	Realisasi Realization	RKAP Work Plan & Budget of the Company	Realisasi Realization	Tumbuh Growth	Capaian Achievement
	A	b	c	c/a-1	a/b
Labu Rugi (Rp Miliar) Profit/Loss (in billion IDR)					
Pendapatan Revenue	55.863	65.364	53.570	(0,04)	0,85
Beban Pokok Pendapatan Cost of Goods Sold	36.669	46.752	33.660	(0,08)	0,78
Labu Kotor Gross Profit	19.194	18.612	19.910	0,04	1,03
Beban Usaha & Operasi Lain Operating Expense & Others	11.160	11.713	12.433	0,11	0,95
Labu (Rugi) Sebelum Pajak Profit (Loss) for the Year	8.034	6.899	7.477	(0,07)	1,16
Labu (Rugi) Tahun Berjalan Profit (Loss) for the Year	6.016	4.947	4.644	(0,23)	1,22
EBITDA	15.965	14.095	14.179	(0,11)	1,13
Posisi Keuangan (Rp Miliar) Financial Position (in billion IDR)					
Aset Lancar Current assets	29.746	20.917	24.494	(0,18)	1,42
Aset Tidak Lancar Non-Current assets	119.409	117.914	120.132	0,01	1,01

Indikator Indicators	2022		2021	%	
	Realisasi Realization	RKAP Work Plan & Budget of the Company	Realisasi Realization	Tumbuh Growth	Capaian Achievement
	A	b	c	c/a-1	a/b
Total Aset Total Assets	149.155	138.831	144.626	(0,03)	1,07
Liabilitas Jangka Pendek Current Liabilities	26.126	15.234	20.031	(0,23)	1,71
Liabilitas Jangka Panjang Non-Current Liabilities	52.913	61.773	58.888	0,11	0,86
Total Liabilitas Total Liabilities	79.039	77.007	78.919	(0,00)	1,03
Total Ekuitas Total Equity	70.116	61.826	65.707	(0,06)	1,13
Arus Kas (Rp Miliar) Cash Flow (in billion IDR)					
Arus Kas Operasi Operating Cash Flows	6.812	6.315	11.535	0,69	1,08
Arus Kas Investasi Investing Cash Flows	(3.219)	(4.771)	(2.890)	(0,10)	0,67
Arus Kas Pendanaan Financing Cash Flows	(4.338)	(4.999)	(2.553)	(0,41)	0,87
Saldo Kas Akhir Tahun Cash Balance at End of Year	10.862	6.409	11.476	0,06	1,69
Capital Expenditure Capital Expenditure					
On-Farm	1.224	1.900	976	-20,26	64,42
Off-Farm	2.291	4.437	2.116	-7,64	51,63
Penyertaan Participation	92	579	9	-90,22	15,89
Total Capital Expenditure	3.608	6.917	3.102	-14,02	52,16
Rasio Keuangan Financial Ratios					
Profitabilitas Profitability					
Gross Profit Margin (%)	34,36%	28,47%	37,17%	0,08	1,21
Net Profit Margin (%)	10,77%	7,57%	8,67%	(0,19)	1,42
Rentabilitas Rentability					
ROA (%)	4,03%	3,56%	3,21%	(0,20)	1,13
ROE (%)	8,58%	8,00%	7,07%	(0,18)	1,07
Likuiditas Liquidity					
Current Ratio (%)	113,85%	137,32%	122,28%	0,07	0,83
Solvabilitas Solvency					
Debt Equity Ratio	112,73%	55:45	55:45	1,06	0,49
Indikator Lainnya Other Indicators					
Tingkat Kesehatan Soundness Level	82,30%	78,50%	79,9%	-2,92	104,84
KPI (%)	96,51%	100	102,9%	6,62	96,51



Indikator	2022		2021	%	
	Realisasi	RKAP	Realisasi	Tumbuh	Capaian
	a	b	c	c/a-1	a/b
Kelapa Sawit Palm Oil					
Produksi TBS Total (Juta Ton) Total FFB production (million Tons)	12,76	14,15	12,41	-2,74%	90,18%
Produksi CPO Total (Juta Ton) Total CPO production (million Tons)	2,71	3,13	2,67	-1,48%	86,58%
Produktivitas TBS Kebun Sendiri (Ton/Ha) Own Plantation FFB Productivity (Ton/Ha)	21,69	23,23	21,06	-2,90%	93,37%
Produktivitas CPO Kebun Sendiri (Ton/Ha) Own Plantation CPO Productivity (Ton/Ha)	5,04	5,46	4,83	-4,17%	92,31%
Rendemen CPO Total (%) Total CPO Yield (%)	21,79	22,50	22,85	4,86%	96,84%
Tebu Sugarcane					
Produksi Tebu Total (Juta Ton) Total Sugarcane Production (Million Ton)	13,21	14,00	10,69	-19,08%	94,36%
Produksi Gula Total (Juta Ton) Total Sugar Production (Million Ton)	8,50	11,00	7,68	-9,65%	77,27%
Produktivitas Tebu Total (Ton/Ha) Sugarcane Productivity (Ton/Ha)	74,31	75,33	70,02	-5,77%	98,65%
Rendemen Hablur (%) Crystalline Yield (%)	6,44	7,84	7,18	11,49%	82,14%
Karet Rubber					
Produksi Karet Total (Ribun Ton) Total Rubber Production (Thousand Ton)	145,10	188,94	168,64	16,22%	76,80%
Produktivitas Karet (Ton/Ha) Rubber Productivity (Ton/Ha)	1,07	1,36	1,21	13,08%	78,68%
Teh Tea					
Produksi Teh Total (Ribun Ton) Total Tea Production (Thousand Ton)	48,95	53,18	53,02	8,31%	92,05%
Produktivitas Teh (Kg/Ha) Tea Productivity (Kg/Ha)	1,91	2,34	1,76	-7,85%	81,62%
Rendemen Teh (%) Tea Yield (%)	22,14	22,35	21,99	-0,68%	99,06%

INFORMASI DAN FAKTA MATERIAL YANG TERJADI SETELAH TANGGAL LAPORAN AKUNTAN

Perubahan Nomenklatur Jabatan dan Pengangkatan Anggota Direksi PTPN III (Persero), sesuai Keputusan Menteri BUMN nomor SK-4/MBU/01/2023 tanggal 4 Januari 2023, telah ditetapkan:

1. Mengubah nomenklatur jabatan anggota-anggota Direksi PTPN III (Persero) dengan menambahkan jabatan Direktur Hubungan Kelembagaan
2. Mengangkat Sdr. M. Arifin Firdaus sebagai Direktur Hubungan Kelembagaan PTPN III (Persero)

Keputusan ini berlaku pada tanggal ditetapkan yaitu tanggal 4 Januari 2023.

MATERIAL INFORMATION AND FACTS SUBSEQUENT TO THE ACCOUNTANT'S REPORT DATE

Changes to Position Nomenclature and Appointment of Members of the Board of Directors of PTPN III (Persero), according to the Decree of the Minister of SOEs number SK-4/MBU/01/2023 dated January 4, 2023, it has been determined:

1. Changing the position nomenclature of members of the Board of Directors of PTPN III (Persero) by adding the position of Director of Institutional Relations
2. Appointing Mr. M. Arifin Firdaus as Director of Institutional Relations of PTPN III (Persero)

This decision takes effect on the date of stipulation, namely January 4, 2023.

PROSPEK USAHA BUSINESS PROSPECT

Seperti dikutip dari dokumen bertajuk “Kerangka Ekonomi Makro Dan Pokok-Pokok Kebijakan Fiskal Tahun 2023” yang dirilis oleh Kemenkeu, Perang Rusia dan Ukraina menjadi salah satu faktor risiko terbesar bagi perekonomian global ke depan. Serangan militer Rusia terhadap Ukraina sejak 24 Februari 2022 telah menimbulkan dampak kemanusiaan yang besar. Berbagai negara merespons dengan pemberian sanksi ekonomi berat terhadap Rusia, seperti pembatasan/pelarangan ekspor-impor, pemblokiran dari sistem pembayaran internasional, hingga pembekuan aset. Dampak perang pada pertumbuhan ekonomi global diperkirakan akan sangat besar.

The Organization for Economic Co-operation and Development (OECD) mengestimasi pertumbuhan ekonomi global akan turun sebesar 1 poin persentase dari proyeksi *baseline*, di tahun pertama perang. Dalam *April 2022 World Economic Outlook/WEO* IMF juga melakukan revisi ke bawah atas pertumbuhan ekonomi dunia 2022 sebanyak 0,8 poin persentase (pp) dari proyeksi sebelumnya di Januari. IMF mengestimasi pertumbuhan ekonomi dunia tahun 2022 hanya akan berada di tingkat 3,6 persen, atau melambat tajam dari pertumbuhan tahun 2021 yang sebesar 6,1 persen. Penurunan proyeksi pertumbuhan ekonomi terjadi secara luas, khususnya negara yang memiliki hubungan ekonomi tinggi dengan Rusia – Ukraina seperti kawasan Eropa.

Rusia sendiri diperkirakan akan mengalami kontraksi tajam lebih dari 10 persen. Beberapa proyeksi pertumbuhan negara utama lainnya seperti AS, Tiongkok, India, dan ASEAN-5 juga mendapat koreksi meski relatif lebih terbatas. Tren kenaikan inflasi global diperkirakan berlangsung lebih lama dengan level yang lebih tinggi dari perkiraan sebelumnya. Dalam estimasi OECD, inflasi global dapat meningkat 2,5 pp di atas estimasi *baseline* di tahun pertama perang. Sementara dalam proyeksi IMF, inflasi kelompok negara maju (*advanced economies/AEs*) naik 1,8 pp dari proyeksi sebelumnya, sementara inflasi negara berkembang (*emerging markets and developing economies/EMDEs*) naik 2,8 pp.

Selain mendorong kenaikan harga-harga komoditas, perang Rusia dan Ukraina juga berisiko membuat disrupsi suplai semakin berkepanjangan dan menciptakan hambatan perdagangan global, sehingga berpotensi terus mendorong kenaikan inflasi. Tekanan inflasi diperkirakan terjadi lebih signifikan di negara mitra dagang utama Rusia dan Ukraina seperti negara-negara kawasan Eropa yang memiliki ketergantungan sangat tinggi atas impor energi dari Rusia. Beberapa kawasan lain seperti Afrika juga memiliki ketergantungan sangat tinggi dari gandum Ukraina.

As quoted from the document titled “Macroeconomic Framework and Principles of Fiscal Policy for 2023” released by the Ministry of Finance, the war between Russia and Ukraine is one of the biggest risk factors for the global economy going forward. The Russian military attack on Ukraine since February 24, 2022 has had a major humanitarian impact. Various countries responded by imposing severe economic sanctions against Russia, such as export-import restrictions/bans, blocking of the international payment system, to freezing assets. The impact of war on global economic growth is expected to be enormous.

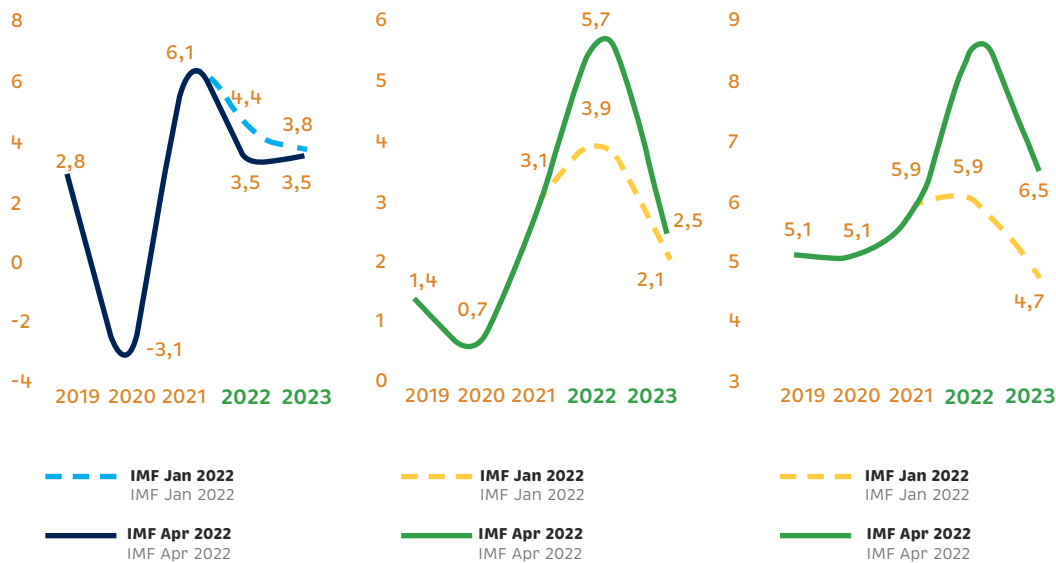
The Organization for Economic Co-operation and Development (OECD) estimates that global economic growth will decline by 1 percentage point from the baseline projection, in the first year of the war. In April 2022 the IMF World Economic Outlook/WEO also revised down world economic growth in 2022 by 0.8 percentage points (pp) from the previous projection in January. The IMF estimates that world economic growth in 2022 will only be at the level of 3.6 percent, or slow down sharply from 2021 growth of 6.1 percent. The decline in economic growth projections occurs widely, especially in countries that have high economic relations with Russia - Ukraine, such as the European region.

Russia itself is expected to contract sharply by more than 10 percent. Projections for the growth of other major countries such as the US, China, India and ASEAN-5 also received corrections, although they were relatively more limited. The upward trend in global inflation is expected to last longer at a higher level than previously estimated. In OECD estimates, global inflation could increase by 2.5 pp above the baseline estimate in the first year of the war. Meanwhile, according to the IMF projection, inflation for advanced economies (AEs) will increase by 1.8 pp from the previous projection, meanwhile inflation for developing countries (emerging markets and developing economies/EMDEs) will increase by 2.8 pp.

Apart from driving up commodity prices, the war between Russia and Ukraine also risks prolonging supply disruptions and creating barriers to global trade, with the potential to continue pushing up inflation. Inflationary pressure is expected to occur more significantly in the main trading partner countries of Russia and Ukraine, such as European countries which have a very high dependence on energy imports from Russia. Some other regions such as Africa also have a very high dependence on Ukrainian wheat.



Grafik (a) Proyeksi Pertumbuhan Ekonomi Global (%); (b) Proyeksi Inflasi AEs (%); (c) Proyeksi Inflasi EMDEs (%)



Sumber: IMF
Source: IMF

Kenaikan inflasi yang signifikan diperkirakan akan terus mendorong percepatan pengetatan kebijakan moneter global. Hal ini memberi risiko pada terjadinya pengetatan likuiditas dan peningkatan volatilitas pasar keuangan global. Situasi ini dapat menciptakan efek hambatan dan gangguan bagi pemulihan ekonomi, khususnya untuk negara-negara berkembang. Eskalasi risiko yang terjadi saat ini juga menciptakan dilema kebijakan makroekonomi global. Tren kenaikan inflasi global yang semakin persisten diperkirakan akan terus mendorong percepatan pengetatan kebijakan moneter. Di sisi lain, pengetatan moneter yang tajam juga meningkatkan ketidakpastian dan tekanan terhadap prospek pertumbuhan.

Berbagai risiko global lain masih harus terus diwaspadai. Perang Rusia dan Ukraina, kenaikan inflasi global dan harga komoditas, serta pengetatan kebijakan moneter menjadi risiko-risiko yang efeknya saat ini langsung terlihat. Akan tetapi, masih terdapat berbagai risiko lain yang dapat mengganggu pembangunan di jangka menengah dan panjang. *Scarring effect*, perubahan iklim, serta perubahan arah kebijakan Tiongkok menuju pertumbuhan lebih berkualitas merupakan beberapa isu yang harus terus diantisipasi dan dimitigasi sedini mungkin.

Di sisi lain, seperti dikutip dari Tinjauan Kebijakan Moneter yang dirilis oleh Bank Indonesia, menjelaskan bahwa pertumbuhan ekonomi domestik Indonesia tetap baik. Permintaan domestik tetap berdaya tahan dipengaruhi oleh daya beli masyarakat dan keyakinan pelaku ekonomi yang tetap terjaga. Perkembangan ini tercermin pada berbagai indikator bulan November 2022 dan hasil survei Bank Indonesia terakhir, seperti keyakinan konsumen, penjualan eceran, dan *Purchasing Managers' Index (PMI)* Manufaktur.

Sementara itu, kinerja ekspor diprakirakan tetap kuat, khususnya didorong ekspor batu bara, CPO, besi dan baja, serta ekspor jasa, seiring permintaan beberapa mitra dagang utama yang masih kuat serta dampak positif kebijakan yang ditempuh Pemerintah. Secara spasial, kinerja positif ekspor ditopang terutama didorong Kalimantan, Sumatera, dan Sulawesi-Maluku-Papua (Sulampua),

Chart (a) Global Economic Growth Projection (%); (b) AEs Inflation Projection (%); (c) EMDEs Inflation Projections (%)

The significant rise in inflation is expected to continue accelerating global monetary policy tightening. This poses a risk of tightening liquidity and increasing global financial market volatility. This situation can create a propagation effect and disrupt economic recovery, especially for developing countries. The current risk escalation has also created a global macroeconomic policy dilemma. The increasingly persistent upward trend in global inflation is expected to continue accelerating monetary policy tightening. On the other hand, sharp monetary tightening has also increased uncertainty and pressure on growth prospects.

Various other global risks still need to be paid attention to. The war between Russia and Ukraine, rising global inflation and commodity prices, as well as monetary policy tightening are risks which effects are immediately visible. However, there are still various other risks that could disrupt development in the medium and long term. Scarring effects, climate change, and changes in China's policy direction towards higher quality growth are some of the issues that must be anticipated and mitigated as early as possible.

On the other hand, as quoted from the Monetary Policy Review released by Bank Indonesia, it is explained that Indonesia's domestic economic growth remains good. Domestic demand remains resilient, influenced by people's purchasing power and the confidence of economic actors that is maintained. This development is reflected in various indicators for November 2022 and the results of the latest Bank Indonesia survey, such as consumer confidence, retail sales, and the Manufacturing Purchasing Managers' Index (PMI).

Meanwhile, export performance is predicted to remain strong, especially driven by exports of coal, CPO, iron, and steel, as well as exports of services, in line with the strong demand from several main trading partners as well as the positive impact of the policies adopted by the Government. Spatially, the positive performance of exports was mainly driven by Kalimantan, Sumatra, and Sulawesi-Maluku-

yang tetap tumbuh kuat. Pertumbuhan ekonomi yang tetap baik sejalan dengan perkembangan dari sisi lapangan usaha dimana sektor Perdagangan Besar dan Eceran, Industri Pengolahan, serta Transportasi dan Pergudangan tumbuh cukup kuat. Dengan perkembangan tersebut, pertumbuhan ekonomi 2022 diprakirakan tetap bisa ke atas dalam kisaran proyeksi Bank Indonesia pada 4,5-5,3%. Pada tahun 2023, pertumbuhan ekonomi diprakirakan tetap kuat meskipun sedikit melambat sejalan dengan perlambatan ekonomi global ke titik tengah kisaran 4,5-5,3%.

Berdasarkan uraian tersebut, Perusahaan telah merancang strategi sebagai berikut:

1. Restrukturisasi Bisnis Gula PTPN Group
PT Perkebunan Nusantara III (Persero) telah menyusun Rencana Jangka Panjang Perusahaan Tahun 2020-2024 dimana salah satu inisiatif strategis dalam mencapai visi dan misi perusahaan adalah melakukan restrukturisasi bisnis gula PTPN Group menjadi *single entity* yang dikelompokkan ke dalam *strategic mapping* berdasarkan (i) Nilai Ekonomi dan Sosial untuk Indonesia, (ii) Inovasi Model Bisnis, (iii) Kepemimpinan Teknologi, (iv) Peningkatan Investasi, dan (v) Pengembangan Talenta.

Restrukturisasi bisnis gula PTPN Group merupakan 1 dari 88 proyek strategis Kementerian BUMN sebagaimana tertuang dalam Roadmap Kementerian Badan Usaha Milik Negara.

Skema restrukturisasi bisnis gula PTPN Group direncanakan dilakukan dengan tahapan sebagai berikut:

- a. Pendirian perusahaan patungan ("SugarCo") yang akan mengelola bisnis gula PTPN Grup;
Berdasarkan persetujuan Menteri Badan Usaha Milik Negara melalui surat No. S-527/MBU/07/2021 tanggal 26 Juli 2021 perihal Persetujuan Pendirian SugarCo, PT Perkebunan Nusantara III (Persero) dan PT Perkebunan Nusantara XI telah mendirikan SugarCo pada 17 Agustus 2021 dengan profil sebagai berikut:
Akta Pendirian : No. 08 tanggal 17 Agustus 2021
Nama : PT Sinergi Gula Nusantara
Kedudukan : Jakarta Pusat, DKI Jakarta
Modal Dasar : Rp20.000.000.000,00
Modal Ditempat & Disetor : Rp5.000.000.000,00
Persentase Kepemilikan Saham : PT Perkebunan Nusantara III (Persero) sebesar 99% atau sebesar Rp4.950.000.000,00 dan PT Perkebunan Nusantara XI sebesar 1% atau sebesar Rp50.000.000,00.

PT Sinergi Gula Nusantara telah memperoleh pengesahan pendirian badan hukum dari Menteri Hukum dan Hak Asasi Manusia pada 19 Agustus 2021 sesuai Keputusan Menteri Hukum dan Hak Asasi Manusia No. AHU-0051271.AH.01.01. Tahun 2021 tentang Pengesahan Pendirian Badan Hukum Perseroan Terbatas PT Sinergi Gula Nusantara.

- b. Pemisahan tidak murni (*spin-off*) bisnis gula *off-farm* PTPN Group kepada SugarCo;
Melalui surat nomor S-641/MBU/10/2022 tanggal 6 Oktober 2022 Menteri Badan Usaha Milik Negara telah memberikan persetujuan pemisahan tidak murni/*spin off* bisnis gula *off*

Papua (Sulampua), which continued to grow strongly. Economic growth that remained good was in line with developments in terms of business fields where the Wholesale and Retail Trade, Processing Industry, and Transportation and Warehousing sectors grew quite strongly. With these developments, economic growth in 2022 is predicted to continue upward within the range of Bank Indonesia's projection of 4.5-5.3%. In 2023, economic growth is predicted to remain strong although it will slow slightly in line with the global economic slowdown to the midpoint of the 4.5-5.3% range.

Based on this description, the Company has designed the following strategy:

1. PTPN Group Sugar Business Restructuring
PT Perkebunan Nusantara III (Persero) has prepared a Company Long Term Plan for 2020-2024 in which one of the strategic initiatives in achieving the company's vision and mission is to restructure PTPN Group's sugar business into a single entity grouped into strategic mapping based on (i) Economic Value and Social Affairs for Indonesia, (ii) Business Model Innovation, (iii) Technology Leadership, (iv) Increasing Investment, and (v) Talent Development.

PTPN Group's sugar business restructuring is 1 of the 88 strategic projects of the Ministry of SOEs as stated in the Roadmap of the Ministry of State-Owned Enterprises.

PTPN Group's sugar business restructuring scheme is planned to be carried out in the following stages:

- a. Establishment of a joint venture company ("SugarCo") which will manage PTPN Group's sugar business;
Based on the approval of the Minister of State-Owned Enterprises through letter No. S-527/MBU/07/2021 dated July 26, 2021 regarding the Approval for the Establishment of SugarCo, PT Perkebunan Nusantara III (Persero) and PT Perkebunan Nusantara XI have established SugarCo on August 17, 2021 with the following profile:
Deed of Establishment : No. 08 dated August 17, 2021
Nama : PT Sinergi Gula Nusantara
Domicile : Central Jakarta, DKI Jakarta
Authorized Capital : IDR20,000,000,000.00
Issued and Fully Paid Capital : IDR5,000,000,000.00
Percentage of Share Ownership : PT Perkebunan Nusantara III (Persero) by 99% or IDR4,950,000,000.00 and PT Perkebunan Nusantara XI by 1% or IDR50,000,000.00.

PT Sinergi Gula Nusantara has obtained approval for the establishment of a legal entity from the Minister of Law and Human Rights on August 19, 2021 in accordance with Minister of Law and Human Rights Decree No. AHU-0051271.AH.01.01.of 2021 concerning Ratification of the Establishment of a Limited Liability Company Legal Entity PT Sinergi Gula Nusantara.

- b. Spin-off of PTPN Group's off-farm sugar business to SugarCo;
Through letter number S-641/MBU/10/2022 dated October 6, 2022 the Minister of State-Owned Enterprises has given approval for the spin-off of the off-farm sugar business at



farm yang terdapat pada PTPN Gula dengan mengalihkan sebagian aktiva dan pasiva unit bisnis pabrik gula PTPN kepada PT Sinergi Gula Nusantara sebagai bagian dari restrukturisasi bisnis gula.

Dengan telah terlaksananya pemisahan tidak murni/*spin off* PT Sinergi Gula Nusantara telah memperoleh persetujuan perubahan Anggaran Dasar Perusahaan atas perubahan struktur kepemilikan saham dari Menteri Hukum dan Hak Asasi Manusia pada 10 Oktober 2022 sesuai Keputusan Menteri Hukum dan Hak Asasi Manusia No. AHU-0072911.AH.01.02.Tahun 2022.

- c. Kemitraan strategis dengan investor melalui Kerja Sama Operasional (KSO).

Pada saat ini sedang dilakukan proses pencarian mitra yang akan bekerja sama melalui skema Kerja Sama Operasional (KSO) dalam rangka restrukturisasi bisnis gula dan upaya pencapaian target swasembada gula nasional.

- 2. Berdasarkan dengan RJPP Tahun 2020 - 2024 yang telah disusun oleh PT Perkebunan Nusantara III (Persero) di mana salah satu inisiatif strategis dalam mencapai visi dan misi perusahaan adalah dengan melakukan restrukturisasi anak perusahaan dan memperkuat tata kelola *holding* dengan melakukan aksi korporasi terhadap Anak dan/atau Cucu Perusahaan Non PTPN. PT Perkebunan Nusantara III (Persero) telah menyusun Kajian Strategis Restrukturisasi Anak/Cucu Perusahaan Non PTPN yang dibantu oleh Konsultan dengan rekomendasi pengelompokan aksi korporasi berupa merger, *roll up* ke induk, divestasi, likuidasi, *partially divest*, dan *strategic partner*.

Implementasi program Restrukturisasi Anak/Cucu Perusahaan Non PTPN telah berjalan sejak tahun 2020, dimana sejak tahun 2020 – 2022 telah terealisasi sebanyak 13 (tiga belas) aksi korporasi. Pada tahun 2023 program Restrukturisasi Anak dan/atau Cucu Perusahaan Non PTPN akan tetap dilanjutkan sesuai dengan *mapping* hasil kajian yang telah disusun.

- 3. Dalam rangka mendukung pencapaian visi dan misi pada RJPP Tahun 2020 - 2024 yang telah disusun oleh PT Perkebunan Nusantara III (Persero) yakni menjadi perusahaan agribisnis nasional berkelas dunia, untuk memastikan keberhasilan tersebut maka perlu dilakukan akselerasi peningkatan kinerja operasional dan keuangan PTPN Group melalui Program Percepatan Peningkatan EBITDA PTPN Group. Program ini telah berjalan sejak tahun 2021, dimana sejak 2021-2022 telah terimplementasi Percepatan Peningkatan EBITDA PTPN Group Fase I melalui 9 program utama yaitu *Revenue Enhancement*, *Operational Excellence*, *Logistics Optimization*, *Procurement Excellence*, *Zero Based Budgeting*, *Organizational Excellence*, *Cash Office*, *Operations Control Tower*, *Management Review Cycle* dan *Strategic Transformation Office* yang diimplementasikan di *Holding* dan di Anak Perusahaan. Pada Semester II 2022 Program Percepatan Peningkatan EBITDA PTPN Group telah memasuki Fase II dengan melanjutkan 9 program di Fase I dan menambah satu program baru yaitu *Operational Excellence*.

PTPN Gula by transferring part of the assets and liabilities of the PTPN sugar mill business unit to PT Sinergi Gula Nusantara as part of the sugar business restructuring.

With the implementation of the impure separation/*spin off*, PT Sinergi Gula Nusantara has obtained approval for changes to the Company's Articles of Association for changes to the share ownership structure from the Minister of Law and Human Rights on October 10, 2022 in accordance with Decree of the Minister of Law and Human Rights No. AHU-0072911.AH.01.02. of 2022.

- c. Strategic partnership with investors through Joint Operation (KSO).

Currently, the process of finding partners who will work together through the Joint Operation (KSO) scheme is being carried out in the context of restructuring the sugar business and efforts to achieve the national sugar self-sufficiency target.

- 2. Based on the 2020 - 2024 RJPP which has been prepared by PT Perkebunan Nusantara III (Persero) where one of the strategic initiatives in achieving the company's vision and mission is to restructure subsidiaries and strengthen holding governance by carrying out corporate actions against Subsidiaries and/or Sub-Subsidiaries of Non-PTPN. PT Perkebunan Nusantara III (Persero) has prepared a Strategic Study on the Restructuring of Non PTPN's Subsidiaries/Sub-Subsidiaries assisted by Consultants with recommendations for grouping corporate actions in the form of mergers, roll up to parent company, divestment, liquidation, partially divest, and strategic partners.

The implementation of the Non PTPN Subsidiaries / Sub-Subsidiaries Restructuring program has been running since 2020, where from 2020 - 2022 13 (thirteen) corporate actions have been realized. In 2023 the Restructuring program for Non-PTPN Subsidiaries and/or Sub-Subsidiaries will continue according to the mapping of the results of the studies that have been prepared.

- 3. In order to support the achievement of the vision and mission of the 2020-2024 RJPP which has been prepared by PT Perkebunan Nusantara III (Persero), namely to become a world-class national agribusiness company, to ensure this success it is necessary to accelerate the improvement of PTPN Group's operational and financial performance through the Acceleration Program in Increasing EBITDA of PTPN Group. This program has been running since 2021, in which from 2021-2022 Phase I of PTPN Group's EBITDA Increase Acceleration Program has been implemented through 9 main programs namely Revenue Enhancement, Operational Excellence, Logistics Optimization, Procurement Excellence, Zero Based Budgeting, Organizational Excellence, Cash Office, Operations Control Tower, Management Review Cycle and Strategic Transformation Office which are implemented in Holding and in Subsidiaries. In Semester II 2022 PTPN Group's EBITDA Increase Acceleration Program has entered Phase II by continuing 9 programs in Phase I and adding one new program, namely Operational Excellence.

ASPEK PEMASARAN

MARKETING ASPECT

STRATEGI PEMASARAN

Produk Komoditi:

1. Meningkatkan penjualan CPO bersertifikat yang berharga premium dibanding non sertifikat:
 - a. Meningkatkan produksi CPO bersertifikat: dengan menambah kebun dan PKS yang bersertifikat, sehingga CPO yang diproduksi bisa mendapat sertifikat.
 - b. Mengoptimalkan penjualan CPO bersertifikat kepada *Buyers* yang mengapresiasinya: dengan mencari *Buyer* baru dan mengoptimalkan *supply* atas produksi yang ada kepada para *Buyers* tersebut.
 - c. Negosiasi meningkatkan harga premium atas CPO bersertifikat termasuk *Buyer* baru.

Inisiatif ini berhasil mencapai nilai Rp72 Miliar atau 38% dibanding tahun sebelumnya.

2. Meningkatkan penjualan PKO bersertifikat yang berharga premium dibanding non sertifikat:
 - a. Meningkatkan produksi PKO bersertifikat: dengan menambah kebun, PKS dan PPIS bersertifikat sehingga PKO yang diproduksi bisa mendapat sertifikat.
 - b. Meningkatkan pengolahan PK yang selama ini belum diolah menjadi PKO, termasuk titip olah antar Anper.
 - c. Negosiasi meningkatkan harga premium atas PKO bersertifikat khususnya kepada *Buyer* baru.

Berhasil mencapai nilai Rp.116 miliar atau 52% di atas tahun sebelumnya.

3. Meningkatkan optimasi logistik *supply* CPO ke INL
 - a. Memprioritaskan PKS-PKS terdekat dari Pabrik INL sebagai supplier CPO untuk INL, sehingga ongkos logistik dapat ditekan.

Optimalisasi yang berhasil dicapai Rp28 Miliar.

4. Penjualan langsung Karet ke *End Buyers*
 - a. Melakukan penjualan langsung kepada *End Buyers* (*Michelin, Goodyear, Bridgestone*) dari sebelumnya melalui *Trader*, sehingga keuntungan lebih bisa didapat. Dilakukan lewat mekanisme LTSC (*Long Term Supply Contract*) antara Anper produsen langsung dengan *Buyer* yang bersangkutan.
 - b. Mendapatkan sertifikasi *sustainability* untuk Karet, dengan mendapatkannya dari Lembaga *Ecovadis*. Cara ini memang belum meningkatkan harga premium, hanya saja para *Buyers* makin mensyaratkannya.

Di tahun 2022, inisiatif ini belum membuahkan hasil karena situasi komoditi Karet yang masih terus tertekan terutama sisi harga yang terus turun dan kontrak *End Buyers* tersebut dengan *traders* yang masih berlaku. Akan dilakukan pendekatan serupa di H2 2023, saat situasi pasar diharapkan lebih baik.

MARKETING STRATEGIES

Commodity Products:

1. Increasing sales of certified CPO with a premium price compared to non-certified ones:
 - a. Increasing certified CPO production: by adding certified plantations and PKS, so that the CPO produced can receive a certificate.
 - b. Optimizing the sale of certified CPO to *Buyers* who appreciate it: by finding new *Buyers* and optimizing the supply of existing production to these *Buyers*.
 - c. The negotiations increase the price premium for certified CPO including new buyers.

This initiative succeeded in achieving a value of IDR72 billion or 38% compared to the previous year.

2. Increasing sales of certified Palm Kernel Oil (PKO) with a premium price compared to non-certified ones:
 - a. Increasing certified PKO production: by adding certified plantations, Palm Oil Mill (PKS), and Certified Palm Kernel Mill (PPIS) so that the PKO produced can receive a certificate.
 - b. Increasing the processing of Palm Kernel (PK) which so far has not been processed into PKO, including commend production entrusted between Subsidiaries
 - c. Negotiations increase the price premium on certified PKO especially to new buyers.

Successfully reached a value of IDR116 billion or 52% over the previous year

3. Increasing the optimization of CPO supply logistics to INL
 - a. Prioritizing the nearest Palm Oil Mill (PKS) from the INL Factory as CPO suppliers for INL, so that logistics costs can be reduced.

The optimization that was successfully achieved was IDR28 billion.

4. Rubber direct sales to *End Buyers*
 - a. Selling directly to *End Buyers* (*Michelin, Goodyear, Bridgestone*) from previously through *Traders*, so that more profits can be obtained. This is done through the LTSC (*Long Term Supply Contract*) mechanism between the Subsidiaries producer directly and the relevant *Buyer*.
 - b. Obtaining sustainability certification for Rubber, by obtaining it from the *Ecovadis* Institute. The premium price has not yet increased as a result of this method; rather, buyers are demanding it more and more.

In 2022, this initiative has not produced results because the situation for the Rubber commodity is still under pressure, especially on the side of prices that continue to decline and the *End Buyers* contracts with *traders* that are still valid. A similar approach will be taken in second half of 2023, when the market situation is expected to be better.



5. Meningkatkan nilai penjualan Teh:
 - a. Meningkatkan kualitas produksi kebun pilot Malabar di PTPN VIII, sehingga harga bisa juga naik, disesuaikan dengan grade kualitas yang diminta *Buyer*.
 - b. Meningkatkan harga tender di JTA, dengan peningkatan kualitas Teh yang ditawarkan.
 - c. Dicapainya kesepakatan dengan berbagai Anper Teh dan Divisi di *Holding* yang terlibat, untuk memproduksi dan menjual grade Teh tertentu yang diminta pasar – *market driven*.

Secara umum, inisiatif ini mampu meningkatkan kualitas produksi yang dihasilkan, hanya belum seperti yang diharapkan. Upaya peningkatan dilanjutkan di 2023.

6. Mengimplementasikan cara kerja S&OP:
 - a. Melakukan koordinasi antara demand/pemasaran dengan *supply*/produksi, khususnya untuk komoditi CPO & PKO sesuai inisiatif no 1 di atas.
 - b. Di mana semua orang yang terlibat, akan bekerja dengan set data yang sama dan berkoordinasi berdasarkan rencana yang juga sama, sehingga diharapkan dari kebun sampai penyerahan produk komoditi kepada *Buyers*, dapat lebih terkoordinasi.

Cara kerja ini dapat membantu koordinasi antara *demand* dan *supply* dan akan dikembangkan lebih lanjut di 2023.

Produk Retail:

1. Menambah kapasitas produksi minyak goreng dari sebelumnya 3000 ton/bulan menjadi 11.000 ton/bulan dengan beroperasinya 3 mesin pengemas tambahan di PT INL.
2. Ditingkatkannya jaringan distribusi dengan bekerja sama dengan beberapa Distributor profesional khususnya di area Jawa Barat dan Tengah. *Team Sales* INL yang merintis dan *manage*-nya karena memang minyak goreng dijadikan pilot inisiatif ini. Salah satunya bekerja sama dengan Logee, Anper Telkom yang menawarkan *service* distribusi dan pergudangan. Hal ini sebagai salah satu sinergi BUMN yang dilakukan.
3. Dalam konteks point 2 di atas, juga sudah dilakukan *listing* atau pendaftaran produk nusakita di beberapa toko *modern trade* seperti Indo Grosir, Hari-Hari, Aeon, Irian, dll – melengkapi toko-toko sebelumnya. Untuk toko minimarket utama seperti Alfamart atau Indomaret direncanakan dilakukan di tahun 2023.
4. Komunikasi kepada konsumen juga sudah dilakukan dan mengingat target utama nusakita adalah kalangan milenial, maka sosial media menjadi media utama. Beberapa *asset* digital dan berbagai aktivitas sudah dilakukan termasuk dengan beberapa *influencer*.
5. *Activation* atau *product experience* juga sudah dilakukan dengan dilakukan grebek pasar untuk mengenalkan nusakita kepada konsumen dan para pedagang serta *dress-up* para pedagang.
6. Mulai diproduksi kopi nusakita setelah izin BPOM yang lama diupayakan akhirnya didapat, melengkapi produk minyak goreng, gula pasir dan teh kemasan. Kontribusi dari kopi memang diperhitungkan akan kecil, lebih melengkapi portofolio produk.
7. *Product* portofolio sudah disusun dan akan menjadi dasar integrasi *brand retail* di lingkungan PTPN *Group* menuju portofolio yang lebih ramping dan jelas peran serta tugasnya.

5. Increase the sales value of Tea:
 - a. Improving the production quality of the Malabar pilot plantation at PTPN VIII, so that prices can also increase, adjusted to the quality grade requested by the Buyer.
 - b. Increasing the tender price at JTA, by increasing the quality of tea offered.
 - c. Agreements were reached with various Subsidiaries of Tea and Divisions in the Holding involved, to produce and sell certain grades of tea that are market driven.

In general, this initiative has been able to improve the quality of production produced, but not as expected. Improvement efforts will continue in 2023.

6. Implementing how the S&OP works:
 - a. Coordinating demand/marketing with supply/production, especially for CPO & PKO commodities according to initiative number 1 above.
 - b. In which everyone involved will work with the same data set and coordinate based on the same plan, so it is hoped that from the plantation to the delivery of commodity products to Buyers, there can be more coordination.

This way of working can help coordinate demand and supply and will be further developed in 2023.

Retail Products:

1. Increase cooking oil production capacity from previously 3,000 tons/month to 11,000 tons/month with the operation of 3 additional packaging machines at PT INL.
2. Improved distribution network by working with several professional distributors, especially in the area of West and Central Java. The INL Sales Team pioneered and managed it because cooking oil was used as the pilot for this initiative. One of them is working with Logee, a Telkom Subsidiary which offers distribution and warehousing services. This is one of the SOE synergies that has been carried out.
3. In the context of point 2 above, listing or registration of nusakita products has also been carried out in several modern trade stores such as Indo Grosir, Hari-Hari, Aeon, Irian, etc. – complementing the previous stores. For major mini market stores such as Alfamart or Indomaret it is planned to be carried out in 2023.
4. Communication with consumers has also been carried out and considering that Nusakita's main target is millennials, social media is the main media. Several digital assets and various activities have been carried out including with several influencers.
5. Activation or product experience has also been carried out by carrying out market raids to introduce Nusakita to consumers and traders as well as dress-up traders
6. Nusakita coffee began to be produced after the BPOM permit that had been sought for a long time was finally obtained, complementing cooking oil, granulated sugar, and packaged tea products. The contribution from coffee is calculated to be small, more complementary to the product portfolio.
7. The product portfolio has been prepared and will become the basis for retail brand integration within the PTPN Group towards a more streamlined portfolio and clear roles and tasks.

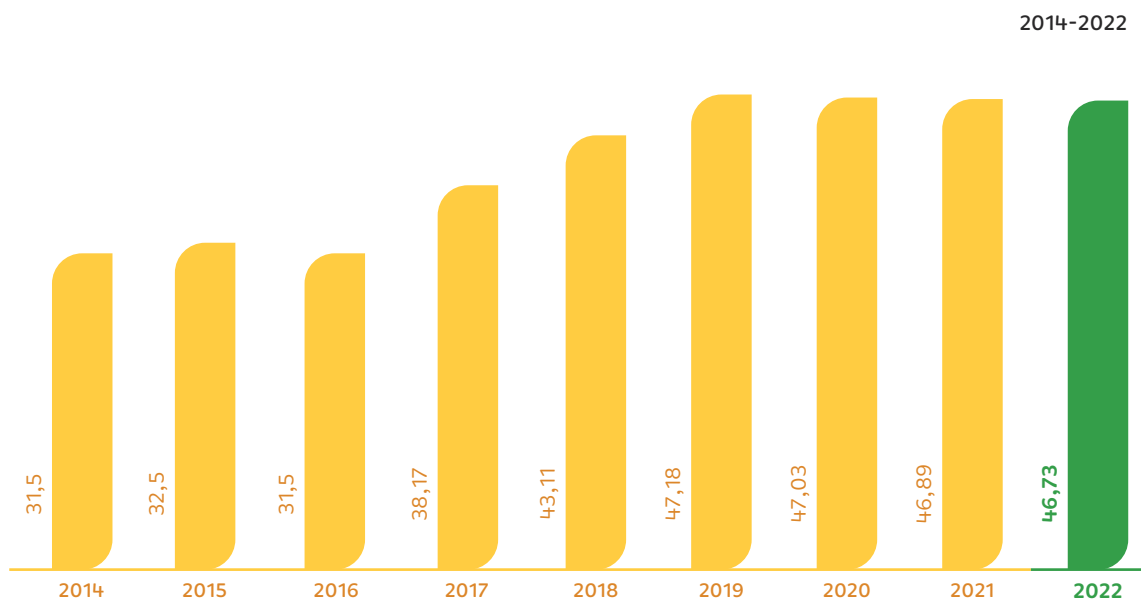
PANGSA PASAR

Dari data yang didapatkan, secara umum pangsa produksi CPO PTPN adalah 5,67% dari produksi PTPN 2,65 juta ton dibandingkan produksi nasional 2022 sebesar 46,73 juta ton. Gabungan Pengusaha Kelapa Sawit Indonesia (Gapki) melaporkan, produksi minyak sawit mentah (*crude palm oil/CPO*) Indonesia sebesar 46,73 juta ton pada 2022. Jumlah tersebut menurun 0,34% dibandingkan pada tahun sebelumnya yang sebesar 46,89 juta ton.

MARKET SHARE

From the data obtained, in general PTPN's share of CPO production is 5.67% of PTPN's production of 2.65 million tons compared to 2022 national production of 46.73 million tons. The Indonesian Palm Oil Association (Gapki) reports that Indonesia's production of crude palm oil (CPO) is 46.73 million tons in 2022. This amount decreased by 0.34% compared to the previous year which amounted to 46.89 million tons.

Produksi CPO Indonesia 2014 - 2022
Indonesian CPO Productions 2014 - 2022



Sumber: Gabungan Pengusaha Kelapa Sawit Indonesia (Gapki)
Source: Indonesian Palm Oil Association (IPOA)



TINJAUAN KEUANGAN LAINNYA

OTHER FINANCIAL REVIEW

KEBIJAKAN DIVIDEN DAN PEMBAGIANNYA

Dasar Kebijakan Pembagian Dividen

Pembagian dividen Perusahaan dilakukan berdasarkan Keputusan Rapat Umum Pemegang Saham Tahunan (RUPS Tahunan). Sebelum berakhirnya tahun keuangan, dividen interim dapat dibagikan sepanjang hal itu diperbolehkan oleh Anggaran Dasar Perusahaan dan pembagian dividen interim tidak menyebabkan aset bersih Perusahaan menjadi kurang dari modal ditempatkan dan di setor penuh dan cadangan wajib Perusahaan. Pembagian dividen interim tersebut ditetapkan oleh Direksi setelah mendapat persetujuan dari Dewan Komisaris.

Pembagian dividen di sepanjang tahun 2022 untuk hasil usaha di tahun 2021 adalah nihil. Begitu pula pembagian dividen di tahun-tahun sebelumnya yang juga nihil. Berdasarkan keputusan pemegang saham, PT Perkebunan Nusantara III (Persero) tidak menyetorkan dividen kepada kas negara, hal tersebut dikarenakan laba perseroan seluruhnya digunakan guna menunjang kegiatan pengembangan usaha.

KONTRIBUSI TERHADAP NEGARA

Sebagai Perusahaan yang patuh terhadap semua peraturan yang berlaku, Perusahaan telah melakukan pemenuhan terkait kewajiban dalam membayar pajak yang merupakan salah satu bentuk kontribusi Perusahaan kepada negara. Pembayaran pajak Perusahaan pada tahun 2022 tercatat sebesar Rp4.885.892.244.000,- dengan rincian sebagai berikut:

Uraian Description	2022
PBB Property Tax	Rp508.964.473.000,-
PPN VAT	Rp1.949.400.559.000,-
PPh PsI. 21 Income Tax Article 21	Rp419.351.183.000,-
PPh PsI. 22 Income Tax Article 22	Rp60.325.997.000,-
PPh PsI. 23 Income Tax Article 23	Rp90.900.055.000,-
PPh PsI. 4.2 Income Tax Article 4.2	Rp34.275.210.000,-
PPh Badan Corporate Income Tax	Rp1.822.674.767.000,-
Total Pajak Total Tax	Rp4.885.892.244.000,-

DIVIDEND POLICY AND ITS DISTRIBUTION

Basis of Dividend Distribution Policy

Distribution of the Company's dividends is carried out based on the Resolution of the Annual General Meeting of Shareholders (Annual GMS). Prior to the end of the fiscal year, interim dividends can be distributed as long as this is permitted by the Company's Articles of Association and distribution of interim dividends does not cause the Company's net assets to become less than the issued and fully paid capital and mandatory reserves of the Company. The interim dividend distribution is determined by the Board of Directors after obtaining approval from the Board of Commissioners.

Dividend distribution throughout 2022 for business results in 2021 is none. Likewise, the distribution of dividends in previous years was also none. Based on the decision of the shareholders, PT Perkebunan Nusantara III (Persero) did not pay dividends to the state treasury, this was because the company's profits were entirely used to support business development activities.

CONTRIBUTION TO THE COUNTRY

As a company that complies with all applicable regulations, the Company has complied with the obligation to pay taxes which is a form of the company's contribution to the country. The Company's tax payments in 2022 are recorded at IDR4,885,892,244,000 with the following details:

INFORMASI TENTANG PROGRAM KEPEMILIKAN SAHAM OLEH KARYAWAN DAN/ATAU MANAJEMEN (ESOP/MSOP)

Hingga akhir tahun 2022, Perusahaan tidak memiliki Program Kepemilikan Saham oleh Karyawan (ESOP) dan/ atau Manajemen (MSOP). Dengan demikian, tidak terdapat informasi terkait ESOP/ MSOP yang dilakukan Perusahaan.

INFORMASI TENTANG REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM

Sejak berdirinya hingga 31 Desember 2022, Perusahaan belum pernah melakukan Penawaran Umum Perdana Saham. Perusahaan juga tidak menerbitkan obligasi yang mewajibkan Perusahaan melaporkan penggunaan dana hasil penawaran umum obligasi. Dengan demikian, tidak terdapat informasi terkait realisasi penggunaan dana hasil penawaran umum.

INFORMASI TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ ATAU TRANSAKSI DENGAN PIHAK AFILIASI/PIHAK BERELASI

Kebijakan tentang Pihak Berelasi

Perusahaan memiliki transaksi dengan pihak-pihak berelasi. Pihak-pihak berelasi merupakan individu atau entitas yang berelasi dengan Perusahaan.

1. Individu atau anggota keluarga terdekat mempunyai relasi dengan Perusahaan jika mereka:
 - a. Memiliki pengendalian atau pengendalian bersama atas Perusahaan;
 - b. Memiliki pengaruh signifikan atas Perusahaan;
 - c. Merupakan personil manajemen kunci Perusahaan atau entitas induk dari Perusahaan.
2. Suatu entitas dianggap berelasi dengan Perusahaan jika:
 - a. Entitas dan Perusahaan adalah anggota dari kelompok usaha yang sama (artinya entitas induk, entitas anak dan entitas anak berikutnya terkait dengan entitas lain);
 - b. Satu entitas adalah entitas asosiasi atau ventura bersama dari entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha, yang mana entitas lain tersebut adalah anggotanya);
 - c. Kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama;
 - d. Satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga;
 - e. Entitas tersebut adalah suatu program imbalan pasca kerja untuk imbalan kerja dari salah satu entitas pelapor atau entitas yang terkait dengan Perusahaan. Jika Perusahaan adalah entitas yang menyelenggarakan program tersebut, maka entitas sponsor juga berelasi dengan Perusahaan;
 - f. Entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam huruf 1);
 - g. Orang yang diidentifikasi dalam huruf 1) a) memiliki pengaruh signifikan atas entitas atau personil manajemen kunci entitas (atau entitas induk dari entitas);

INFORMATION ABOUT EMPLOYEE AND/OR MANAGEMENT SHARE OWNERSHIP PROGRAM (ESOP/ MSOP)

Until the end of 2022, the Company does not have an Employee Share Ownership Program (ESOP) and/or Management (MSOP). Thus, there is no information related to the ESOP/MSOP conducted by the Company.

INFORMATION ON THE REALIZATION OF THE USE OF PROCEEDS FROM PUBLIC OFFERING

Since its establishment until December 31, 2022, the Company has never conducted an Initial Public Offering. The Company also does not issue bonds which require the company to report the use of proceeds from the bond public offering. Thus, there is no information related to the realization of the use of proceeds from the public offering.

INFORMATION ON MATERIAL TRANSACTIONS THAT CONTAIN CONFLICT OF INTEREST AND/OR TRANSACTIONS WITH AFFILIATED PARTIES/RELATED PARTIES

Policy on Related Parties

The Company has transactions with related parties. Related parties are individuals or entities related to the Company.

1. Individuals or immediate family members have a relationship with the Company if they:
 - a. Has control or joint control over the Company;
 - b. Has significant influence over the Company;
 - c. Is a key management personnel of the Company or parent entity of the Company.
2. An entity is considered related to the Company if:
 - a. The Entity and the Company are members of the same business group (meaning that each parent, subsidiary, and subsequent subsidiary is related to the other entity);
 - b. One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a business group, of which the other entity is a member);
 - c. The two entities are joint ventures of the same third party;
 - d. One entity is a joint venture of the third entity and the other entity is an associate of the third entity;
 - e. The entity is a post-employment benefit plan for employee benefits from a reporting entity or an entity related to the Company. If the Company is the entity that organizes the program, then the sponsoring entity is also related to the Company;
 - f. Entity that is controlled or jointly controlled by the person identified in point 1); The person identified in letter 1);
 - g. has significant influence over the entity or is a key management personnel of the entity (or a parent of the entity);



- h. Entitas, atau anggota dari kelompok yang mana entitas merupakan bagian dari kelompok tersebut, menyediakan jasa personil manajemen kunci kepada entitas pelapor atau kepada entitas induk dari entitas pelapor.

Bagi Perusahaan, entitas yang berelasi dengan pemerintah adalah entitas yang dikendalikan, dikendalikan bersama, atau dipengaruhi oleh pemerintah. Pemerintah mengacu kepada pemerintah, instansi pemerintah dan badan yang serupa baik lokal, nasional maupun internasional.

Di samping itu, Entitas yang berelasi dengan Pemerintah dapat berupa entitas yang dikendalikan atau dipengaruhi secara signifikan oleh Kementerian Keuangan atau Pemerintah Daerah yang merupakan Pemegang Saham entitas, atau entitas yang dikendalikan oleh Pemerintah Republik Indonesia melalui Kementerian BUMN sebagai kuasa pemegang saham.

Penjelasan Mengenai Kewajaran Transaksi

Secara substansial transaksi dengan pihak berelasi telah dilakukan dengan persyaratan normal seperti yang dilakukan dengan pihak-pihak tidak berelasi, diperlakukan sebagai transaksi dengan pihak berelasi sesuai dengan standar PSAK 7 tentang Pengungkapan Pihak-Pihak Berelasi.

Transaksi dengan pihak berelasi ditetapkan berdasarkan harga pasar. Untuk transaksi antara Perusahaan dengan BUMN diperlakukan sebagai transaksi dengan pihak yang berelasi sesuai dengan PSAK 7 "Pengungkapan Pihak-pihak Berelasi".

Kebijakan Perusahaan Terkait Mekanisme Review atas Transaksi

Kewajaran transaksi dan pemenuhan peraturan atas transaksi pihak berelasi telah melalui proses *review* dan audit oleh pihak auditor internal dan eksternal. Perusahaan melakukan transaksi dengan pihak-pihak berelasi telah sesuai dengan PSAK No 7 tentang Pengungkapan Pihak- Pihak Berelasi". Dalam hal ini, Direksi memiliki peran untuk memastikan bahwa transaksi afiliasi telah melalui prosedur yang memadai dan dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (*arms-length principle*).

Pemenuhan Peraturan dan Ketentuan Terkait

Pemenuhan peraturan dan ketentuan terkait, yaitu Standar Akuntansi Keuangan (SAK) di Indonesia dilakukan melalui upaya pengungkapan PSAK 7 tentang "Pengungkapan Pihak-pihak Berelasi" dalam Laporan Keuangan Perusahaan tahun 2022 yang telah diaudit oleh Purwanto, Sungkoro & Surja Seluruh transaksi yang dilakukan dengan pihak-pihak berelasi, baik dilakukan dengan kondisi dan persyaratan dengan pihak ketiga maupun tidak, diungkapkan pada Laporan Keuangan.

Dewan Komisaris dan Komite Audit juga memiliki peran penting dalam melakukan prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (*arms-length principle*).

- h. The entity, or any member of a group of which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.

For the Company, government-related entities are entities that are controlled, jointly controlled, or influenced by the government. Government refers to governments, government agencies and similar bodies whether local, national, or international.

In addition, an entity that is related to the Government can be an entity that is controlled or significantly influenced by the Ministry of Finance or a Regional Government which is an entity Shareholder, or an entity that is controlled by the Government of the Republic of Indonesia through the Ministry of SOEs as the proxy of the shareholder.

Explanation Regarding the Fairness of the Transaction

Substantially transactions with related parties have been carried out under normal terms as those carried out with unrelated parties, treated as transactions with related parties in accordance with PSAK 7 standards concerning Related Party Disclosures.

Transactions with related parties are determined based on market prices. Transactions between companies and SOEs are treated as transactions with related parties in accordance with PSAK 7 "Related Party Disclosures".

Company Policy Regarding Transaction Review Mechanism

The fairness of transactions and compliance with regulations on related party transactions have gone through a process of review and audit by internal and external auditors. The Company conducts transactions with related parties in accordance with PSAK No. 7 concerning Disclosures of Related Parties. In this case, the Board of Directors has a role to ensure that affiliated transactions have gone through adequate procedures and are carried out in accordance with generally accepted business practices, among others, by fulfilling the arms-length principle.

Fulfillment of Relevant Regulations and Provisions

Compliance with related regulations and provisions, namely Financial Accounting Standards (SAK) in Indonesia is carried out through efforts to disclose PSAK 7 concerning "Related Party Disclosures" in the Company's 2022 Financial Statements which have been audited by Purwanto, Sungkoro & Surja All transactions conducted with third parties -Related parties, whether carried out under terms and conditions with third parties or not, are disclosed in the Financial Statements.

The Board of Commissioners and Audit Committee also have an important role in conducting adequate procedures to ensure that affiliated transactions are carried out in accordance with generally accepted business practices, among others, by fulfilling the arms-length principle.

INFORMASI KEUANGAN YANG MENGANDUNG KEJADIAN YANG BERSIFAT LUAR BIASA DAN JARANG TERJADI

Sepanjang tahun 2022, tidak terdapat kejadian yang bersifat luar biasa yang mempengaruhi kinerja keuangan Perusahaan.

PERUBAHAN KEBIJAKAN AKUNTANSI DAN DAMPAKNYA TERHADAP PERUSAHAAN

Sepanjang tahun 2022, terdapat perubahan kebijakan akuntansi yang berpengaruh terhadap kinerja Perusahaan baik secara operasional maupun keuangan.

Pada bulan April 2022, DSAK IAI menerbitkan materi penjelasan melalui siaran pers atas persyaratan pengatribusian imbalan pada periode jasa sesuai PSAK 24: Imbalan Kerja yang diadopsi dari IAS 19 Employee Benefits. Materi penjelasan tersebut menyampaikan informasi bahwa pola fakta umum dari program pensiun berbasis undang-undang ketenagakerjaan yang berlaku di Indonesia saat ini memiliki pola fakta serupa dengan yang ditanggapi dan disimpulkan dalam IFRS Interpretation Committee ("IFRIC") Agenda Decision *Attributing Benefit to Periods of Service* (IAS 19). Kelompok Usaha telah menerapkan materi penjelasan tersebut dan dengan demikian merubah kebijakan akuntansi menyangkut atribusi imbalan kerja pada periode jasa dari yang kebijakan yang diterapkan sebelumnya pada laporan keuangan konsolidasian Kelompok Usaha pada tanggal 31 Desember 2021 dan untuk tahun yang berakhir pada tanggal tersebut.

Amendemen PSAK 22: Kombinasi Bisnis - Rujukan ke Kerangka Konseptual, Amendemen ini mengklarifikasi interaksi antara PSAK 22, PSAK 57, ISAK 30 dan Kerangka Konseptual Pelaporan Keuangan. Secara umum, amendemen PSAK 22:

1. Menambahkan deskripsi terkait "liabilitas dan liabilitas kontinjensi dalam ruang lingkup PSAK 57 atau ISAK 30".
2. Mengklarifikasi liabilitas kontinjensi yang telah diakui pada tanggal akuisisi.
3. Menambahkan definisi aset kontinjensi dan perlakuan akuntansinya.

Amendemen PSAK 22 ini berlaku efektif pada tanggal 1 Januari 2022 dengan penerapan dini diperkenankan dan amendemen ini tidak diekspektasi memiliki dampak pada pelaporan keuangan Kelompok Usaha pada saat diadopsi untuk pertama kali.

Amendemen PSAK 57: Provisi, Liabilitas Kontinjensi dan Aset Kontinjensi tentang Kontrak Merugi-Biaya Memenuhi Kontrak, amendemen PSAK 57 mengatur biaya-biaya untuk memenuhi kontrak merugi terdiri dari biaya yang terkait langsung dengan kontrak, dimana terdiri dari:

1. Biaya inkremental untuk memenuhi kontrak tersebut, dan
2. Alokasi biaya lain yang berhubungan langsung untuk memenuhi kontrak.

Amendemen ini berlaku efektif pada tanggal 1 Januari 2022 dengan penerapan dini diperkenankan dan amendemen ini tidak diekspektasikan memiliki dampak pada pelaporan keuangan Kelompok Usaha pada saat diadopsi untuk pertama kali.

FINANCIAL INFORMATION CONTAINING EXTRAORDINARY AND RARE EVENTS

Throughout 2022, there were no extraordinary events that affected the Company's financial performance.

CHANGES IN ACCOUNTING POLICY AND ITS IMPACT TO THE COMPANY

Throughout 2022, there have been no changes to laws and regulations that affect the Company's performance both operationally and financially.

In April 2022, DSAK IAI published explanatory material via a press release on the requirements for attribution of benefits during the service period in accordance with PSAK 24: Employee Benefits adopted from IAS 19 Employee Benefits. The explanatory material conveys information that the general fact pattern of pension programs based on current labor laws in force in Indonesia has a fact pattern similar to that responded to and concluded in the IFRS Interpretation Committee ("IFRIC") Agenda Decision *Attributing Benefit to Periods of Service* (IAS 19). The Business Group has adopted this explanatory material and accordingly changed the accounting policy regarding the attribution of employee benefits to the service period from the policy previously applied to the Group's consolidated financial statements as of December 31, 2021 and for the year then ended on that date.

Amendments to PSAK 22: Business Combinations - Reference to the Conceptual Framework, these amendments clarify the interaction between PSAK 22, PSAK 57, ISAK 30 and the Conceptual Framework for Financial Reporting. In general, PSAK 22 amendments:

1. Added a description regarding "liabilities and contingent liabilities within the scope of PSAK 57 or ISAK 30".
2. Clarify the contingent liabilities that have been recognized at the acquisition date.
3. Added the definition of contingent assets and their accounting treatment.

Amendments to PSAK 22 are effective on January 1, 2022 with early adoption permitted and these amendments are not expected to have an impact on the financial reporting of the Business Group when they are first adopted.

Amendment to PSAK 57: Provisions, Contingent Liabilities and Contingent Assets regarding Loss Contracts-Cost of Fulfilling the Contract, the amendments to PSAK 57 stipulate that the costs to fulfill a loss-making contract consist of costs directly related to the contract, which consist of:

1. the incremental costs of fulfilling the contract, and
2. allocation of other costs directly related to fulfilling the contract.

These amendments became effective on January 1, 2022 with early adoption permitted and these amendments are not expected to have an impact on the Group's financial reporting when they are first adopted.



Penyesuaian Tahunan 2020 - PSAK 69: Agrikultur, penyesuaian tahunan atas PSAK 69 mengklarifikasi pengakuan dan pengukuran yang sebelumnya mensyaratkan entitas tidak memperhitungkan arus kas untuk pembiayaan aset, perpajakan atau penumbuhan kembali aset biologis setelah panen, menjadi entitas untuk tidak memperhitungkan arus kas untuk pembiayaan aset atau penumbuhan kembali aset biologis setelah panen. Amandemen ini berlaku prospektif terhadap pengukuran nilai wajar aset biologis pada atau setelah awal periode pelaporan tahunan pertama yang dimulai pada atau setelah 1 Januari 2022 dengan penerapan dini diperkenankan, namun amandemen ini tidak diekspektasikan memiliki dampak pada pelaporan keuangan Kelompok Usaha pada saat diadopsi untuk pertama kali.

Penyesuaian Tahunan 2020 - PSAK 71: Instrumen Keuangan, amandemen ini mengklarifikasi biaya yang diperhitungkan entitas dalam mengevaluasi apakah persyaratan yang dimodifikasi dari suatu liabilitas keuangan menyebabkan penghentian pengakuan liabilitas keuangan orisinal dan pengakuan liabilitas keuangan baru. Biaya tersebut hanya mencakup yang dibayarkan atau diterima antara peminjam dan pemberi pinjaman, termasuk fee yang dibayarkan atau diterima baik oleh peminjam atau pemberi pinjaman atas nama pihak lain. Amandemen ini berlaku efektif untuk periode pelaporan tahunan yang dimulai pada atau setelah 1 Januari 2022 dengan penerapan dini diperkenankan namun tidak diekspektasikan memiliki dampak pada pelaporan keuangan Kelompok Usaha pada saat diadopsi untuk pertama kali.

Penyesuaian Tahunan 2020 - PSAK 73: Sewa, Amandemen ini tidak memperbolehkan entitas untuk mengurangi suatu hasil penjualan item yang diproduksi saat membawa aset tersebut ke lokasi dan kondisi yang diperlukan supaya aset dapat beroperasi sesuai dengan intensi manajemen dari biaya perolehan suatu aset tetap. Sebaliknya, entitas mengakui hasil dari penjualan item-item tersebut, dan biaya untuk memproduksi item-item tersebut, dalam laba rugi.

Annual Improvement 2020 - PSAK 69: Agriculture, annual adjustment to PSAK 69 clarifies the recognition and measurement that previously required entities not to consider cash flows for asset financing, taxation or regrowth of biological assets after harvest, being an entity not to take into account cash flows for asset financing or regrowth of biological assets after harvest. This amendment applies prospectively to the measurement of the fair value of biological assets at or after the start of the first annual reporting period commencing on or after January 1, 2022 with early adoption permitted, but this amendment is not expected to have an impact on the Group's financial reporting when it is first adopted.

The 2020 Annual Improvement - PSAK 71: Financial Instruments, this amendment clarifies the costs that are taken into account by an entity in evaluating whether the modified terms of a financial liability result in the derecognition of the original financial liability and the recognition of a new financial liability. These fees only include those paid or received between the borrower and the lender, including fees paid or received by either the borrower or the lender on behalf of the other party. These amendments are effective for the annual reporting period beginning on or after January 1, 2022 with early adoption permitted but are not expected to have an impact on the Group's financial reporting upon first adoption.

The 2020 Annual Improvement - PSAK 73: Leases, This amendment does not allow an entity to deduct a sale of an item produced when bringing the asset to the location and condition necessary for the asset to operate in accordance with management's intention of the cost of acquiring a fixed asset. However, the entity recognizes the proceeds from the sale of these items, and the costs of producing the items, in profit or loss.

INFORMASI KELANGSUNGAN USAHA

INFORMATION ON BUSINESS CONTINUITY

HAL-HAL YANG BERPOTENSI BERPENGARUH TERHADAP KELANGSUNGAN USAHA

Perusahaan tidak sedang menghadapi hal-hal yang berpengaruh signifikan terhadap kelangsungan usaha.

ASESMEN MANAJEMEN

Manajemen Perusahaan telah melakukan penilaian atas kemampuan Perusahaan untuk melanjutkan kelangsungan usahanya dan berkeyakinan bahwa Perusahaan memiliki sumber daya untuk melanjutkan usahanya di masa mendatang. Selain itu, manajemen perusahaan tidak melihat adanya ketidakpastian material yang dapat menimbulkan keraguan yang signifikan terhadap kemampuan Perusahaan untuk melanjutkan usahanya.

ASUMSI YANG DIGUNAKAN MANAJEMEN UNTUK MELAKUKAN ASESMEN

Beberapa faktor yang menjadi pertimbangan manajemen dalam melakukan asesmen terhadap kelangsungan usaha adalah sebagai berikut:

1. Kinerja Keuangan;
2. Likuiditas;
3. Solvabilitas;
4. Masalah Internal;
5. Perkara Hukum.

MATTERS THAT POTENTIALLY AFFECT BUSINESS CONTINUITY

The Company is not facing matters that have a significant impact on business continuity.

MANAGEMENT ASSESSMENT

The Company's management has assessed the Company's ability to continue as a going concern and believes that the Company has the resources to continue its business in the future. In addition, the company's management does not see any material uncertainty that could cast significant doubt on the Company's ability to continue its business.

ASSUMPTIONS USED BY MANAGEMENT TO CONDUCT ASSESSMENTS

Several factors are considered by management in conducting an assessment of business continuity as follows:

1. Financial Performance;
2. Liquidity;
3. Solvability;
4. Internal Problems;
5. Legal Cases.



TINGKAT KESEHATAN PERUSAHAAN

COMPANY SOUNDNESS LEVEL

Berdasarkan tingkat kesehatan Perusahaan yang dilakukan dengan berpedoman pada Keputusan Menteri BUMN No. Kep-100/MBU/2002 tanggal 4 Juni 2002 tentang Penilaian Tingkat Kesehatan Badan Usaha Milik Negara, perolehan skor Perusahaan dapat dikategorikan sebagai "AA" dengan klasifikasi "SEHAT" yang disebabkan Aspek Keuangan memperoleh skor 53,50 dari total skor 70,00, aspek operasional memperoleh skor 13,80 dari total skor 15,00 dan Aspek Administrasi memperoleh skor 15,00 dari total skor 15,00.

Adapun perincian pencapaian skor tingkat kesehatan Perusahaan untuk tahun 2022, adalah sebagai berikut:

Based on the level of soundness of the Company which is carried out by referring to the Decree of the Minister of SOEs No. Kep-100/MBU/2002 dated June 4, 2002 concerning Soundness Level Assessment of State-Owned Enterprises, the Company's scores can be categorized as "AA" with the classification "HEALTHY" due to Financial Aspects get a score 53.50 of the total score 70.00 operational aspects get a score 13.80 of the total score 15.00 and Administrative Aspects get a score of 15.00 of the total score 15.00.

The details of achieving the Company's soundness score for 2022 are as follows:

Rincian hasil penilaian tingkat kesehatan

Details of the results of the soundness level assessment

No.	Aspek dan Indikator Aspects and Indicators	Satuan Unit	Bobot Weight	Real	Skor Score
I Aspek Keuangan I Financial Aspect					
1	Imbalan Kepada Pemegang Saham (ROE) Return on Equity (ROE)	%	20,00	10,63	14,00
2	Imbalan Investasi (ROI) Return on Investment (ROI)	%	15,00	10,64	9,00
3	Rasio Kas (Cash Ratio) Cash Ratio	%	5,00	41,57	5,00
4	Rasio Lancar (Current Ratio) Current Ratio	%	5,00	113,85	4,00
5	Periode Penagihan Piutang (Collection Period) Collection Period	%	5,00	10,65	5,00
6	Perputaran Persediaan Inventory Turnover	%	5,00	68,14	4,50
7	Perputaran Total Asset Total Asset Turnover (TATO)	%	5,00	1,23	3,00
8	Rasio Total Modal Sendiri Terhadap Total Asset Ratio of Total Equity to Total Assets	%	10,00	43,84	9,00
Jumlah Aspek Keuangan Total Financial Aspect			70,00		53,50
II Aspek Operasional II Operational Aspects					
1	Pemupukan Fertilization				
	Pemupukan Kelapa Sawit (NPK) Palm oil fertilization (NPK)	Ton	3,40	427.723	3,28
	Pemupukan Karet (Total Pupuk) Rubber fertilization (total fertilizer)	Ton	0,50	2.367	0,26
	Pemupukan Teh (Urea) Tea Fertilization	Ton	0,20	11.514	0,11
	Produksi Tebu (TS + TR) Sugarcane production (TS + TR)	Ton	0,90	13.215.948	0,85

Rincian hasil penilaian tingkat kesehatan
Details of the results of the soundness level assessment

No.	Aspek dan Indikator Aspects and Indicators	Satuan Unit	Bobot Weight	Real	Skor Score
2	Produktivitas Hasil Jadi Finished Good Productivity				
	Minyak Sawit (CPO) Crude Palm oil (CPO)	Ton/Ha/Tahun Ton/Ha/Year	3,40	5,04	3,14
	Karet Kering Dried Rubber	Ton/Ha/Tahun Ton/Ha/Year	0,50	1,08	0,50
	Teh Kering Dried Tea	Ton/Ha/Tahun Ton/Ha/Year	0,20	1,92	0,16
	Gula (TS + TR) Sugar (TS + TR)	Ton/Ha/Tahun Ton/Ha/Year	0,90	4,78	0,73
3	Utilisasi Pabrik Factory Utilization				
	Pabrik Kelapa Sawit Palm oil mill	%	3,40	81,43	3,27
	Pabrik Karet Rubber factory	%	0,50	64,53	0,47
	Pabrik Teh Tea factory	%	0,20	81,12	0,18
	Pabrik Gula Sugar factory	%	0,90	71,99	0,85
	Jumlah Aspek Operasional Total Operational Aspects	%	15,00		13,80
III Aspek Administrasi III Administration Aspects					
1	Laporan Perhitungan Tahunan (Lal) - Terakhir 28 Februari 2018 Annual Calculation Report (LAI) - Last February 28, 2018	Ketepatan Waktu Punctuality	3,00	Disampaikan pada bulan ke-3 Submitted in the 3rd month	3,00
2	Rancangan RKAP - Terakhir 31 Oktober 2018 RKAP Draft - Last October 31, 2018	Ketepatan Waktu Punctuality	3,00	Disampaikan 2 bulan sebelum tahun anggaran Submitted two months before fiscal year	3,00
3	LM Triwulan - Terakhir Tanggal 20 Bulan Berikutnya LM Quarterly - 20th of Next Month	Ketepatan Waktu Punctuality	3,00	Disampaikan lebih kecil atau sama dengan 0 (nol) hari Submitted less or equals to 0 (zero) days	3,00
4	Kinerja PKBL Partnerships and Community Development Program (PKBL) Activities				
	1. Efektivitas Penyaluran Program Kemitraan 1. Effectiveness of Partnership Program Distribution	Skor Efektivitas Effectiveness Score	3,00	25,36	3,00
	2. Kolektibilitas Pengembalian Pinjaman 2. Loan Payback Collectability	Skor Efektivitas Effectiveness Score	3,00	60,74	3,00
Jumlah Aspek Operasional Total Operational Aspects			15,00		15,00
Total Skor Tingkat Kinerja Perusahaan Total Score Company Performance Level					82,30
Predikat Predicate					Sehat/AA Healthy/AA





FUNGSI PENUNJANG BISNIS

BUSINESS SUPPORT FUNCTIONS

Perusahaan melaksanakan kegiatan pengembangan karier sesuai dengan masing-masing faktor untuk memastikan *Career Success Factor (CSF)* dapat terpenuhi.

To ensure that the Career Success Factor (CSF) is met, the Company performs career development activities in accordance with each factor.

SUMBER DAYA MANUSIA

HUMAN RESOURCES

Sumber Daya Manusia (SDM) merupakan aspek penting dalam membantu pencapaian visi, misi, target bisnis, serta mendukung perkembangan dan keberlanjutan usaha Perusahaan. *Holding Perkebunan Nusantara PTPN III (Persero)* terus berkomitmen untuk melakukan pengembangan dan pengelolaan SDM secara tepat, sistematis, dan berkesinambungan untuk meningkatkan kinerja serta membantu Perusahaan dalam menghadapi tantangan dan persaingan industri yang semakin berkembang pesat.

DEMOGRAFI KARYAWAN

Per 31 Desember 2022, Tenaga kerja tetap sampai dengan bulan Desember 2022 untuk Konsolidasi PTPN adalah sebanyak 91.583 karyawan dengan rincian jumlah karyawan tetap masing-masing per PTPN sebagai berikut:

Human Resources (HR) is a critical component in achieving the Company's vision, mission, business target as well as supporting the Company's development and sustainability. *Holding Perkebunan Nusantara PTPN III (Persero)* remains committed to developing and managing human resources in a suitable, systematic and sustainable manner in order to increase performance and support the Company in facing challenges and rapidly growing industrial competitiveness.

EMPLOYEE DEMOGRAPHICS

As of December 31, 2022, the Company's number of permanent workforce amounted to 91,583 employees with details of the number of permanent employees per PTPN as follows:

Jumlah Tenaga Kerja Per PTPN Tahun 2022 (orang)
Number of Employees Per PTPN in 2022 (people)

PTPN	Jumlah Total	%
PTPN I	4.130	4,51%
PTPN II	4.212	4,60%
PTPN III	18.261	19,94%
PTPN IV	15.392	16,81%
PTPN V	8.191	8,94%
PTPN VI	4.378	4,78%
PTPN VII	6.288	6,87%
PTPN VIII	7.848	8,57%
PTPN IX	8.404	9,18%
PTPN X	1.904	2,08%
PTPN XI	2.177	2,38%
PTPN XII	1.985	2,17%
PTPN XIII	6.800	7,42%
PTPN XIV	1.613	1,76%
Jumlah Total	91.583	100,00%

Komposisi Tenaga Kerja PTPN III (Persero) Holding
Composition of Employees of PTPN III (Persero) Holding

Jenis Karyawan Type of Employee	Jumlah Total	%
1. Karyawan Pelaksana (Strata I s.d. III) 1. Implementing Employee (Level I to III)	30	18,63%
2. Karyawan Pimpinan (Strata IV s.d. VII) 1. Leadership Employee (Level IV to VII)	131	81,37%
Total Seluruh Karyawan Total Overall Employees	161	100,00%



Jumlah Karyawan Berdasarkan Jenis Kelamin Number of Employees by Gender

Strata Level	Jenis Kelamin Gender		Jumlah Total
	Laki-laki Male	Perempuan Female	
1	2	3	w/4 (2+3)
I (BOD-6)	46.356	8.526	54.882
II (BOD-5)	20.786	3.586	24.372
III (BOD-4)	5.558	638	6.196
Karyawan Pelaksana] Implementing Employee	72.700	12.750	85.450
IV (BOD-3)	3.638	591	4.229
V (BOD-2)	1.130	173	1.303
VI/VII (BOD-1)	545	56	601
Karyawan Pimpinan Leadership Employee	5.313	820	6.133
Jumlah Total	78.013	13.570	91.583
%	85,18%	14,82%	100,00%

Demografi Karyawan Berdasarkan Jenis Strata Golongan Employee Demographics by Type of Group Level

Strata Level	Golongan Group							
	IA	IB	IC	ID	IIA	IIB	IIC	IID
I	24.500	20.618	6.214	2.237	929	256	94	30
II	2.881	2.844	7.077	5.394	4.028	1.546	498	104
III	248	706	669	995	1.375	843	935	422
IV	0	2	11	21	43	45	47	61
V	0	0	0	0	0	0	0	0
VI/VII	0	0	0	0	0	0	0	0
Jumlah Total	27.629	24.170	13.971	8.647	6.375	2.690	1.574	617
%	30,17%	26,39%	15,26%	9,44%	6,96%	2,94%	1,72%	0,67%

Demografi Karyawan Berdasarkan Jenis Strata Golongan Employee Demographics by Type of Group Level

Strata Level	Golongan Grup								Jumlah Total
	IIIA	IIIB	IIIC	IIID	IVA	IVB	IVC	IVD	
I	2	0	1	0	0	0	1	0	54.882
II	0	0	0	0	0	0	0	0	24.372
III	1	2	0	0	0	0	0	0	6.196
IV	2000	1.107	589	277	17	5	4	0	4.229
V	12	62	244	291	494	193	6	1	1.303
VI/VII	0	2	9	30	93	110	263	94	601
Jumlah Total	2.015	1.173	843	598	604	308	274	95	91.583
%	2,20%	1,28%	0,92%	0,65%	0,66%	0,34%	0,30%	0,10%	100,00%

Demografi Karyawan Berdasarkan Sebaran Kelompok Usia
Employee Demographics by Age Group

Strata	Usia							Jumlah
	<26	26 - 30	31-35	36-40	41-45	46-50	51-55	
I	1.110	3.413	6.456	9.348	9.984	11.748	12.823	54.882
II	231	514	986	2.429	5.041	7.550	7.621	24.372
III	13	88	233	540	1.048	1.924	2.350	6.196
IV	180	710	704	735	428	534	938	4.229
V	1	10	76	315	307	249	345	1.303
VI/VII	0	0	6	22	112	185	276	601
Jumlah Total	1.535	4.735	8.461	13.389	16.920	22.190	24.353	91.583
%	1,68%	5,17%	9,24%	14,62%	18,48%	24,23%	25,59%	100,00%

Demografi Karyawan Berdasarkan Tingkat Pendidikan
Employee Demographics by Education Level

Strata Level	Pendidikan Education							Jumlah Total
	SD	SLTP	SLTA	D1-D3	S1	S2	S3	
I	23.708	11.230	18.954	381	605	4	0	54.882
II	4.185	4.419	13.933	495	1.320	20	0	24.372
III	602	692	4.086	171	642	3	0	6.196
IV	6	55	822	235	2.977	134	0	4.229
V	0	0	50	48	1.046	158	1	1.303
VI/VII	0	0	6	11	467	116	1	601
Jumlah Total	28.501	16.396	37.851	1.341	7.057	435	2	91.583
%	31,12%	17,90%	41,33%	1,46%	7,71%	0,47%	0,00%	100,00%

Demografi Karyawan Berdasarkan Jenis Kelamin
Employee Demographics by Gender

Strata Level	Jenis Kelamin Gender		Jumlah Total
	Laki-Laki Male	Perempuan Female	
I	46.356	8.526	54.882
II	20.786	3.586	24.372
III	5.558	638	6.196
IV	3.638	591	4.229
V	1.130	173	1.303
VI/VII	545	56	601
Jumlah Total	78.013	13.570	91.583
%	85,18%	14,82%	100,00%



PEJABAT DIVISI SUMBER DAYA MANUSIA

Perusahaan memiliki Direktorat SDM yang bertugas dan bertanggung jawab dalam menciptakan SDM yang unggul untuk terus dapat menopang laju pertumbuhan bisnis Perusahaan ke depan. Direktorat SDM melaksanakan tugas dan tanggung jawab terkait rencana kerja dan anggaran, manajemen SDM, penilaian kinerja dan kompetensi, memantau jalannya sistem, proses kerja, program, dan sebagainya.

Di tahun 2022, pejabat Divisi SDM diangkat berdasarkan Surat Keputusan Nomor DPPS/SKPTS/R/138/2021 tanggal 18 Agustus 2021 tentang Mutasi Karyawan Pimpinan Strata VI dan VII PT Perkebunan Nusantara III (Persero), pejabat terkait SDM yakni Yudhi Cahyadi selaku Kepala Divisi SDM.

HUMAN RESOURCES DIVISION OFFICIALS

The Company established the Directorate of HR which is in charge and responsible for creating excellent human resources to continue supporting the Company's business growth rate going forward. Directorate of HR conducting various duties and responsibilities related to work plans and budgets, HR management, performance and competency assessment, monitoring the running of systems, work processes, programs, etc.

In 2022, HR Division officials were appointed based on Decree No. DPPS/SKPTS/R/138/2021 dated August 18, 2021 concerning the Transfer of Leadership Employees of Level VI and VII of PT Perkebunan Nusantara III (Persero), HR-related official, namely Yudhi Cahyadi as the Head of HR Division.

	Yudhi Cahyadi Head of HR Division	
	Kewarganegaraan Nationality	: Warga Negara Indonesia Indonesian Citizen
	Usia Age	: 49 tahun per 31 Desember 2022 49 years old as of December 31, 2022
	Domisili Domicile	: Bogor, Jawa Barat Bogor, West Java
	Riwayat Pendidikan Education History	: S1 Teknik Pertanian, Institut Pertanian Bogor, 1999 Bachelor of Agriculture, Bogor Agricultural Institute, 1999 Magister Manajemen, Universitas Medan Area, 2020 Master of Management, University of Medan Area, 2020
Pengalaman Kerja Work Experience	: Sebelumnya beliau menjabat sebagai Kepala Divisi Layanan SDM PT Perkebunan Nusantara III (Persero) Periode 2020 - 2021 Previously he served as Head of HR Services Division of PT Perkebunan Nusantara III (Persero) for the 2020 - 2021 period	

ARAH KEBIJAKAN SDM

Misi yang dimiliki oleh Divisi SDM memiliki keselarasan dengan misi *Holding* Perkebunan Nusantara PTPN III (Persero), terutama untuk misi ketiga.

HR POLICY DIRECTION

The mission of the Company's HR Division is aligned with the mission of Holding Perkebunan Nusantara PTPN III (Persero), in particular the third mission.

Misi Holding Perkebunan Nusantara PTPN III (Persero) Mission of Holding Perkebunan Nusantara PTPN III (Persero)	Misi Human Capital (SDM) Human Capital (HR) Mission
<p>Sebagai grup usaha berbasis sumber daya perkebunan yang terintegrasi dan bersinergi dalam memberi nilai tambah (<i>value creation</i>) bagi segenap <i>stakeholders</i> dengan:</p> <p>(Misi Perusahaan poin 3) Mengembangkan organisasi dan budaya yang prima serta SDM yang kompeten dan sejahtera dalam merealisasi potensi setiap insani.</p> <p>As a business group founded on integrated and synergistic plantation resources, we create value for all stakeholders by:</p> <p>(Corporate Mission 3) developing an outstanding organization and culture, as well as competent and prosperous human resources, in order to realize the potential of every human being.</p>	<p>Peningkatan Kapabilitas SDM:</p> <p>Sebagai mitra strategis dalam mengelola Sumber Daya Manusia yang unggul dan berintegritas untuk meningkatkan kapabilitas PT Perkebunan Nusantara Group yang berdaya saing tinggi dan berkesinambungan</p> <p>HR Capability Improvement:</p> <p>As a strategic partner in managing excellent human resources with integrity in order to strengthen the capabilities of the highly competitive and sustainable PT Perkebunan Nusantara Group.</p>

INISIASI STRATEGIS DAN PROGRAM KERJA SDM TAHUN 2022

Concern terkini dalam pengelolaan SDM tertuang dalam inisiatif strategis SDM difokuskan dalam menjawab / mengatasi tantangan terkait SDM di masa depan, yaitu :

1. Restrukturisasi Organisasi
 - a. Penataan ulang organisasi *Holding* dan Anak Perusahaan
 - b. Restrukturisasi dan standarisasi organisasi
 - c. Desain perencanaan tenaga kerja dan model remunerasi
 - d. Menciptakan hubungan industrial yang harmonis
2. *Implement Information System*
 - a. Membangun dan mengimplementasikan HRIS
3. *Design Capability & Leadership Development*
 - a. Merancang skema *talent* dan *succession*
 - b. Membangun Nusantara *Competency Model*
 - c. Membangun sistem pembelajaran dan pengetahuan berbasis *digital AgroNow*
 - d. Membangun *leadership development program & HC committee*
4. Standarisasi Sistem Pelatihan
 - a. Memaksimalkan sarana pembelajaran
 - b. Mempercepat implementasi "*Back to Basic*" *planters program*
5. Pengembangan Sistem Manajemen Kinerja
 - a. Mengimplementasikan *system competency-based performance*
 - b. Mengimplementasikan *grading and total reward system*
6. *Enhance Culture*
 - a. Menginternalisasikan program budaya perusahaan
 - b. Desain sistem *mentoring, coaching & counselling*

PENGEMBANGAN KOMPETENSI KARYAWAN

Sebagai wujud upaya menciptakan SDM yang unggul dan profesional dalam menghadapi tantangan bisnis yang semakin dinamis, Perusahaan secara konsisten berkomitmen untuk menjalankan program-program dalam peningkatan kompetensi karyawan atau program pembelajaran dan pengembangan bagi *Board of Commissioner, Board of Director* maupun karyawan. Program yang disusun oleh Divisi Perencanaan dan Pengembangan SDM diselaraskan dengan kebijakan transformasi dan restrukturisasi perusahaan di bidang SDM yang terkait peningkatan kapabilitas.

Pada tahun 2022, pengembangan kompetensi karyawan telah beberapa kali dilakukan Perusahaan dengan jumlah peserta yang mengikuti program peningkatan kompetensi mencapai 201.833 peserta, meningkat dari jumlah di tahun 2021 yakni 169.174 peserta.

2022 HR STRATEGIC INITIATION AND WORK PROGRAM

Current HR management concerns are reflected in HR strategic initiatives aimed at addressing/overcoming future HR-related challenges, namely:

1. Organizational Restructuring
 - a. Reorganization of Holding and Subsidiaries
 - b. Organizational restructuring and standardization
 - c. Manpower planning design and remuneration model
 - d. Creating harmonious industrial relations
2. Implement Information System
 - a. Build and implement HRIS
3. Design Capability & Leadership Development
 - a. Designing talent and succession schemes
 - b. Building the Nusantara Competency Model
 - c. Building a digital learning and knowledge system based on AgroNow
 - d. Building a Leadership development Program & HC committee
4. Standardization of Training System
 - a. Maximizing learning facilities
 - b. Accelerating the implementation of the "Back to Basic" planters program
5. Performance Management System Development
 - a. Implementing a competency-based performance system
 - b. Implementing grading and total reward system
6. Enhance Culture
 - a. Implementing corporate culture program
 - b. Designing mentoring, coaching & counseling systems

EMPLOYEE COMPETENCY DEVELOPMENT

As an effort to create excellent and professional human resources in facing the increasingly dynamic business challenges, the Company is consistently committed to conducting programs in improving employee competency or learning and development programs for the Board of Commissioners, Board of Directors and employees. The program prepared by the HR Planning and Development Division is aligned with the Company's transformation and restructuring policies in the field of HR related to capability building.

In 2022, employee competency development has been conducted several times by the Company with the number of participating employees amounted to 201,833 employees, an increase from the number in 2021 of 169,174 employees

Biaya Pengembangan Kompetensi
Competency Development Costs

	2022 (Rp) (IDR)	2021 (Rp) (IDR)	Peningkatan (Penurunan) Increase (Decrease)	
			Selisih (Rp) Difference (IDR)	Persentase (%) Percentage (%)
Pendidikan dan Pelatihan Education and training	146.823.415.903	41.717.707.187	105.105.708.716,43	351,95%

Tabel. Konsolidasi biaya pengembangan seluruh PTPN Group
Tabel. Konsolidasi biaya pengembangan seluruh PTPN Group



Tabel di atas ini menunjukkan bahwa di tahun 2022, terdapat peningkatan realisasi biaya pelaksanaan program pembelajaran sebesar 351,95% dibandingkan tahun 2021. Peningkatan ini terjadi dikarenakan implementasi program pembelajaran dan pengembangan dilakukan baik secara tatap muka (*offline*) maupun dengan optimalisasi teknologi pembelajaran melalui *Online Learning Zoom Meeting* dan *Agronow*.

The table above shows that in 2022, there has been an increase in the realized costs of implementing learning programs by 351.95% compared to 2021. The increase occurred because the implementation of learning and development programs was carried out both face-to-face (*offline*) as well as by optimizing learning technology through *Online Learning Zoom Meeting* and *Agronow*.

Pengembangan Kompetensi SDM Tahun 2022 HR Competency Development in 2022

No.	Jenis Program Type of Program	Lembaga Pelaksana Implementing Agency		Biaya Pelatihan Training Costs		Waktu Pelaksanaan Implementation Time			Jumlah Peserta Number of participants
		PT LPPAN	Non PT LPPAN	Beban Holding Implementing Agency	Beban Entitas Entity Expenses	Tanggal Date	Bulan Month	Tahun Year	
1	Online Learning; CEO Insight Competency Leadership	PT LPPAN		56.950.000,00	1.829.100.000,00	17	Januari January	2022	563
						18	Maret March	2022	
2	LOOP Leader As Coach Program Batch 27 (Kasubdiv)		LOOP Coaching Institute	46.200.000,00		16-18	Februari February	2022	14
3	LOOP Leader As Coach Program Batch 28 (Women Leader PTPN Group)		LOOP Coaching Institute	108.000.000,00		23-25	Februari February	2022	36
4	Webinar & Leaders Talks Building Innovative Organization; Membangun PTPN Inovatif & Adaptif Webinars & Leaders Talks Building Innovative Organizations; Building Innovative & Adaptive PTPN	PT LPPAN		50.000.000,00		21	Februari February	2022	1.671
5	Webinar & Leaders Talks NWLF: Driving Innovation		Internal SDM Holding & PTPN IV	7.000.000,00		14	Maret March	2022	358
6	Pelatihan Agile Leadership		IIAI	3.600.000,00		15-18	Maret March	2022	1
7	Executive Coaching Persiapan Asesmen		LMFEB UI	26.000.000,00		22	Januari January	2022	33
8	Onboarding Calon Karyawan Pimpinan Tahun 2021-2022 Onboarding for 2021-2022 Leadership Employee Candidates	PT LPPAN			788.500.000,00	-	Maret March	2022	83
						-	April April	2023	
9	PLDP 1	PT LPPAN			435.000.000,00	14	Maret March	2022	29
						16	Juli July	2022	
10	PLDP 2	PT LPPAN			370.000.000,00	21	Maret March	2022	37
						2	Juli July	2022	
11	PLDP 3	PT LPPAN		59.500.000,00	1.020.000.000,00	28	Maret March	2022	127
						13	Juni June	2022	

Pengembangan Kompetensi SDM Tahun 2022
HR Competency Development in 2022

No.	Jenis Program Type of Program	Lembaga Pelaksana Implementing Agency		Biaya Pelatihan Training Costs		Waktu Pelaksanaan Implementation Time			Jumlah Peserta Number of participants
		PT LPPAN	Non PT LPPAN	Beban Holding Implementing Agency	Beban Entitas Entity Expenses	Tanggal Date	Bulan Month	Tahun Year	
12	Webinar & Leaders Talks NWLF: Leading Change		Internal SDM Holding & PTPN IV	7.000.000,00		28	Maret March	2022	295
13	LOOP Leader As Coach Program Batch 29 (Kasubdiv)		LOOP Coaching Institute	42.900.000,00		15-17	Maret March	2022	13
14	LOOP Leader As Coach Program Batch 30 (Kasubdiv)		LOOP Coaching Institute	42.900.000,00		12-14	Maret March	2022	13
15	Webinar Women Leader; Kontribusi Kartini Masa Kini Webinar Women Leaders; Contribution of Kartini Today	PT LPPAN		45.000.000,00		21	April April	2022	303
16	Asia Women Leadership Program		Srikandi KBUMN	-	-	26-28	April April	2022	1
17	CFO School Tahun 2022		BLMI - FHCI	50.000.000,00		23	Februari February	2022	1
						25	Mei May	2022	
18	PLDP 4	PT LPPAN			1.088.100.000,00	17	Mei May	2022	93
20	PLDP 2 Angkatan XX PLDP 2 Batch XX	PT LPPAN		10.000.000,00	350.000.000,00	5	Juli July	2022	36
21	LOOP Leader As Coach Program Batch 35 dan 39 LOOP Leader As Coach Program Batch 35 and 39		LOOP Coaching Institute	102.000.000,00		7	Juni June	2022	34
						7	Juli July	2022	
22	LOOP Leader As Coach Program Batch 40 dan 41 LOOP Leader As Coach Program Batch 40 and 41		LOOP Coaching Institute	102.000.000,00		28	Juni June	2022	34
						20	Juli July	2022	
23	PLDP 2 Angkatan XXI PLDP 2 Batch XXI	PT LPPAN			600.000.000,00	4	Juli July	2022	40
						20	September September	2022	
24	PLDP 1 Angkatan IX PLDP 1 Batch IX	PT LPPAN			255.000.000,00	13	Juni June	2022	17
						24	September September	2022	
25	PLDP 3 Bidang Keuangan & Akuntansi Angkatan XII PLDP 3 Finance & Accounting Division Batch XII	PT LPPAN			220.000.000,00	13	Juni June	2022	22
						13	Juli July	2022	



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HR Competency Development in 2022

No.	Jenis Program Type of Program	Lembaga Pelaksana Implementing Agency		Biaya Pelatihan Training Costs		Waktu Pelaksanaan Implementation Time			Jumlah Peserta Number of participants
		PT LPPAN	Non PT LPPAN	Beban Holding Implementing Agency	Beban Entitas Entity Expenses	Tanggal Date	Bulan Month	Tahun Year	
26	PLDP 3 Bidang Pendukung Bisnis Angkatan V PLDP 3 Business Support Division Batch V	PT LPPAN		30.000.000,00	330.000.000,00	4	Juli July	2022	36
27	Webinar & Leaders Talks NWLF: Customer Focus		Internal SDM Holding & PTPN VIII	7.000.000,00		18	Mei May	2022	204
28	Webinar & Leaders Talks NWLF: Driving Execution		Internal SDM Holding & PTPN IX	7.000.000,00		30	Mei May	2022	230
29	Webinar & Leaders Talks NWLF: Managing Diversity		Internal SDM Holding & PTPN X	7.000.000,00		15	Juni June	2022	204
30	PLDP 4 Bidang Tanaman Kelapa Sawit PLDP 4 Palm Oil Plants	PT LPPAN			304.200.000,00	25	Juli July	2022	26
						6	Agustus August	2022	
31	PLDP 4 Bidang Teknik & Pengolahan Kelapa Sawit PLDP 4 Palm Oil Engineering & Processing	PT LPPAN			175.500.000,00	25	Juli July	2022	15
32	Webinar & Leaders Talks NWLF: Building Strategic Partnership		Internal SDM Holding & PTPN XIII	7.000.000,00		11	Juli July	2022	110
33	Webinar & Leaders Talks NWLF: Strategic Orientation		Internal SDM Holding & PT KINRA	7.000.000,00		25	Juli July	2022	139
34	Webinar & Leaders Talks NWLF: Digital Leadership		Internal SDM Holding & PTPN III (Persero) Medan	7.000.000,00		9	Agustus August	2022	230
35	Onboarding Calon Karyawan Pimpinan Tahun 2022 Onboarding for 2022 Leadership Employee Candidates	PT LPPAN			10.500.000,00		Agustus August	2022	180
							Juni June	2022	
36	Leadership Development; Immersion Program		PT Deloitte Consulting		24.590.673.418,00			2022	54
37	Pelatihan & Sertifikasi ERMCP & QRMP ERMCP & QRMP Training & Certification		Center for Risk Management & Sustainability	296.450.000,00		31	Januari January	2022	22
						2-6	Februari February	2022	
38	Sertifikasi QIA Tingkat Dasar QIA Certification Basic Level		YPIA	143.000.000,00		7-19	Februari February	2022	11

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HR Competency Development in 2022

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		PT LPPAN	Non PT LPPAN	Beban Holding Implementing Agency	Beban Entitas Entity Expenses	Tanggal Date	Bulan Month	Tahun Year	
39	Sertifikasi QIA Tingkat Manajerial QIA Certification Managerial Level		YPIA	63.000.000,00		14-23	Februari February	2022	7
40	Sertifikasi HR Skema Pengembangan HC & Perencanaan HC HC Development Scheme & HC Planning HR Certification		LSP HCMI FHCI	8.000.000,00		2-4	Februari February	2022	2
41	Sertifikasi Risk Governance Duel (CERG & QRGP) Risk Governance Duel (CERG & QRGP) Certification		Center for Risk Management & Sustainability	13.365.000,00		7-9	Maret March	2022	1
42	Sertifikasi Ahli K3 Umum General OHS Expert Certification		LSP HCMI FHCI		150.000.000,00	7-17	Maret March	2022	24
43	Certified Management Accountant		CMA	32.000.000,00		8	Januari January	2022	2
44	Sertifikasi E-Procurement KBUMN Ministry of SOEs E-Procurement Certification		PLN Corporate University	8.100.000,00		15	Maret March	2022	3
						13	Mei May	2022	
45	Sertifikasi Ahli K3 Umum General OHS Expert Certification		LSP HCMI FHCI		68.750.000,00	4 - 18	April April	2022	11
46	Certified Culture Agent (CCA)		ACT Consulting	423.500.000,00		6	April April	2022	77
						16	Juni June	2022	
47	Certified Culture Specialist (CCS)		ACT Consulting	110.000.000,00		20	April April	2022	20
						17	Juni June	2022	
48	Sertifikasi QIA Tingkat Dasar Batch I Group QIA Certification Basic Level Batch I Group		YPIA	312.000.000,00		7-19	Maret March	2022	24
49	Sertifikasi QIA Tingkat Dasar Batch II Group QIA Certification Basic Level Batch II Group		YPIA	286.000.000,00		21	Maret	2022	22
						2	April April	2022	



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HR Competency Development in 2022

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		PT LPPAN	Non PT LPPAN	Beban Holding Implementing Agency	Beban Entitas Entity Expenses	Tanggal Date	Bulan Month	Tahun Year	
50	Sertifikasi QIA Lanjutan PTPN III (Persero) QIA Certification Advanced Level PTPN III (Persero)		YPIA	180.000.000,00		11-25	April April	2022	12
51	Sertifikasi <i>Regular Technical Analyst (RTA) & Regular Securities Analyst (RSA)</i> Regular Technical Analyst (RTA) & Regular Securities Analyst (RSA) Certification		PT Reksa Madani Candradimuka	37.500.000,00		21	April April	2022	5
						25	Juni June	2022	
52	Sertifikasi QIA Tingkat Manajerial QIA Certification Managerial Level		YPIA	108.000.000,00		17-25	Mei May	2022	12
53	<i>Certified Internal Audit Executive (CIAE)</i>		BPKP	159.800.000,00		18-3	Mei May	2022	17
54	Sertifikasi CHRO & CRSO CHRP & CRMO Certification		Sahabat Karir Indonesia	37.800.000,00		20	Juni June	2022	42
						11	Juli July	2022	
55	Sertifikasi BRP & RPL FASI FASI BRP and RPL Certification		FASI	2.900.000,00		24-26	Juni June	2022	2
56	<i>Certified Information System Auditor</i>		PT Inixindo Persada Rekayasa Komputer	30.802.500,00		18-22	Juli July	2022	3
57	TOT Certification	PT LPPAN		280.800.000,00		17-21	Oktober October	2022	26
58	<i>Pelatihan Advanced Financial Modelling & Valuation</i> <i>Advanced Financial Modeling & Valuation training</i>		Fidelitas Institute	32.000.000,00		17-18	Januari January	2022	8
59	<i>Training PLC & VSD</i> Pabrik Gula Sugar Mill PLC & VSD Training	PT LPPAN			252.000.000,00	18-22	Januari January	2022	24
60	Webinar Kesehatan; Waspada Fatty Liver & Hiperkolesterolemia Health Webinar; Fatty Liver & Hypercholesterolemia Awareness		Internal Holding	3.000.000,00		17	Januari January	2022	64
61	Webinar Kesehatan; Strategi Memulai Pola Hidup Yang Sehat Health Webinar; Strategy to Start a Healthy Lifestyle		Internal Holding	4.000.000,00		24	Januari January	2022	65

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HR Competency Development in 2022

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		PT LPPAN	Non PT LPPAN	Beban Holding Implementing Agency	Beban Entitas Entity Expenses	Tanggal Date	Bulan Month	Tahun Year	
62	Pelatihan Manajemen Bibitan PTPN VI Seedling Management Training PTPN VI	PT LPPAN				17-25	Februari February	2022	48
63	Online Learning; Implementasi Aplikasi AGRHRIS Online Learning; AGRHRIS Application Implementation	PT LPPAN			79.000.000,00	3-11	Februari February	2022	79
64	Workshop Analisis Oil Losses & Dasar Pengoperasian Alat FossNir Workshop on Oil Losses Analysis & Basic Operation of the FossNir Tool		PKKS Medan	48.750.000,00		17-19	Januari January	2022	65
65	Pelatihan Ms. Excel for Mastering Microsoft Excel for Mastering training		Binus Center Bintara	8.400.000,00		12-26	Februari February	2022	2
						5	Maret March	2022	
66	Pelatihan Awareness P & C RSPO PTPN Group RSPO PTPN Group Awareness P&C Training		RSPO Kompasiana Enviro Institute	68.750.000,00		7-9	Februari February	2022	25
67	Pelatihan Key Risk Indicators (KRIs) Key Risk Indicators (KRIs) Training		Center for Risk Management & Sustainability	9.000.000,00		23-24	Februari February	2022	3
68	Pelatihan Risk Assessment Techniques Risk Assessment Techniques training		Center for Risk Management & Sustainability	4.500.000,00		29	Maret March	2022	1
						1	April April	2022	
69	Pelatihan Audit Pengadaan Barang dan Jasa Goods and Services Procurement Audit Training		YPIA	-	-	22-23	Februari February	2022	1
70	Webinar KSO dan KPBU (Aspek Legal, Akuntansi & Pajak) Webinar on KSO and KPBU (Legal, Accounting & Tax Aspects)		Padjadjaran Karya Mandiri	17.000.000,00		25	Februari February	2022	34
71	Pelatihan Transfer Pricing Documentation Transfer Pricing Documentation Training		DDTC Academy	4.500.000,00		24	Februari February	2022	3



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HR Competency Development in 2022

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		PT LPPAN	Non PT LPPAN	Beban Holding Implementing Agency	Beban Entitas Entity Expenses	Tanggal Date	Bulan Month	Tahun Year	
72	Professional Financial Modeller (PFM)		RJ Consulting	26.600.000,00		26	Februari February	2022	2
						26	Maret	2022	
73	Pelatihan PSAK Terkini Sesuai Konvergensi IFRS Latest SFAS Training According to IFRS Convergence		IAI	15.000.000,00		15-18	Maret March	2022	2
74	Pelatihan Data Analysis For Internal Auditor Data Analysis Training for Internal Auditors		IIAI	5.000.000,00		14-15	Maret March	2022	2
75	Pelatihan Accounting for Decision Making Accounting for Decision Making Training		PPA FEBUI	20.000.000,00		12	Maret March	2022	4
						17	April April	2022	
76	Pelatihan Basic Financial Modelling Basic Financial Modeling Training		PPA FEBUI	3.750.000,00		19	Maret March	2022	1
						3	April	2022	
77	Sharing Session; Agile Organization		FHCI	-	-	2	Maret March	2022	10
78	Workshop Hubungan Industrial Industrial Relations Workshop		Lembaga Pusat Pengkajian Informasi Nasional	8.000.000,00		1-2	Maret March	2022	2
79	Pelatihan Lead Auditor RSPO P & C V2018 RSPO P&C Lead Auditor Training V2018		Checkmark Training	36.000.000,00		7-12	Maret March	2022	2
80	Webinar & Leader Talks; Sustaining Performance Through Innovation	PT LPPAN		49.000.000,00		25	Februari February	2022	1.063
81	Pelatihan Filling Management Filling Management Training		PPM Manajemen	74.880.000,00		23-30	Maret March	2022	26
82	Pelatihan Marketing Communication Marketing Communications Training	PT LPPAN		9.000.000,00		16-25	Maret March	2022	9
83	Pelatihan Asisten Tanaman Tebu Sugarcane Assistant Training		PT RPN (P3GI)		300.000.000,00	15-17	Maret March	2022	30
84	Pelatihan Mengenal Peralatan & Konstruksi Pabrik Kelapa Sawit Training on Palm Oil Mill Equipment & Construction		PT LPPAN	54.000.000,00		22	Februari February	2022	18
						7	Maret March	2022	

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HR Competency Development in 2022

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		PT LPPAN	Non PT LPPAN	Beban Holding Implementing Agency	Beban Entitas Entity Expenses	Tanggal Date	Bulan Month	Tahun Year	
85	Pelatihan Manajemen Perlindungan Tanaman Kepala Sawit Palm Oil Plants Protection Management Training	PT LPPAN		72.000.000,00		23	Februari February	2022	24
				-		8	Maret March	2022	
86	Pelatihan Manajemen Pemupukan Kelapa Sawit Palm Oil Fertilization Management Training	PT LPPAN		66.000.000,00		21	Februari February	2022	22
				-		4	Maret March	2022	
87	Pelatihan Utilitas & Efisiensi Uap Steam Utility & Efficiency Training	PT LPPAN		63.000.000,00		21	Februari February	2022	21
						4	Maret March	2022	
88	Webinar Technical Skill Improvement; Mill Performance	PT LPPAN		50.000.000,00		16	Maret March	2022	251
89	Pelatihan Dasar-Dasar Maintenance Pabrik Gula Sugar Mill Maintenance Fundamentals Training	PT LPPAN			6.000.000,00	10	Maret March	2022	6
						21	Maret March	2022	
90	Pelatihan Sistem Pengendalian Manajemen I; Manajemen Biaya Management Control System Training I; Cost Management	PT LPPAN			192.000.000,00	21	Maret March	2022	64
						1	April April	2022	
91	Workshop Mitigasi & Manajemen Risiko SP2DK & Pemeriksaan Pajak Dalam Pelaporan SPT PPH Badan Workshop on SP2DK Risk Mitigation & Management & Tax Audit in Corporate Income Tax Return		Padjadjaran Karya Mandiri	7.500.000,00		23-25	Maret March	2022	1
92	Pelatihan Petani Tebu Millennial Millennial Sugarcane Farmer Training		PT RPN (P3GI)		202.500.000,00	24-25	Maret March	2022	30
93	Workshop Pemetikan Teh Yang Peoduktif & Berkualitas Workshop on Productive & Quality Tea Picking		Internal Holding	9.750.000,00		19	Maret March	2022	92



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HR Competency Development in 2022

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		PT LPPAN	Non PT LPPAN	Beban Holding Implementing Agency	Beban Entitas Entity Expenses	Tanggal Date	Bulan Month	Tahun Year	
94	Webinar Technical Skill Improvement; The Challenges of Implementing Sugarcane	PT LPPAN		50.000.000,00		29	Maret March	2022	197
95	Webinar Collaboration; Collaborate or Collapse	PT LPPAN		50.000.000,00		25	Maret March	2022	1.428
96	Pelatihan Pengenalan Neraca Dalam Pabrik Gula Introduction to Balance Sheet in Sugar Mill	PT LPPAN			104.000.000,00	6-19	April April	2022	16
97	Pelatihan Penyusunan Kajian Bisnis/Studi Kelayakan Business Assessment/ Feasibility Study Preparation Training		PPM Manajemen		11.250.000,00	29	Maret March	2022	3
						1	April April	2022	
98	Pelatihan & Kursus Kompetensi Tukang Masak Pabrik Gula Competency Course & Training for Sugar Mill Cooks	PT LPPAN			180.000.000,00	28	Maret March	2022	20
						1	April April	2022	
99	Pelatihan Perencanaan Perusahaan I (RKAP) Training (the Company's Work Plan and Budget)	PT LPPAN			129.000.000,00	12-25	April April	2022	43
100	Pelatihan Manajemen Strategis Strategic Management Training	PT LPPAN			87.000.000,00	18-25	April April	2022	29
101	Pelatihan Administrasi Penjualan Sales Administration Training	PT LPPAN			90.000.000,00	18-25	April April	2022	30
102	Pelatihan IACM IACM Training		BPKP	79.560.000,00		18-22	April April	2022	34
103	Webinar Technical Skill Improvement	PT LPPAN		50.000.000,00		12	April April	2022	116
104	Pelatihan HR Audit HR Audit Training	PT LPPAN			96.000.000,00	18-28	April April	2022	32
105	Webinar dan FGD Membangun Industri Gula Nasional Series 5 Webinar and FGD on Building the National Sugar Industry Series 5		PT RPN (P3GI)	-	-	14	April April	2022	192

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106	Webinar & Inspirasi Ramadhan; Tausiyah dan Do'a Bersama Ramadan Webinar & Inspiration; Tausiyah and Prayer Together	PT LPPAN		50.000.000,00		27	April April	2022	1.976
107	Workshop Finance & Accounting for Non Finance		YPIA			27-28	April April	2022	1
108	Webinar Technical Skill Improvement; Sustainable Compliance Palm Oil Intensive	PT LPPAN		50.000.000,00		19	Mei May	2022	735
109	Pelatihan Fisiologi Tanaman Kelapa Sawit Palm Oil Plants Physiology Training	PT LPPAN		22.000.000,00		19--23	Mei May	2022	5
110	Kursus Kompetensi Mandor Operator Teknik & Pengolahan PKS Foreman Competency Course Palm Oil Plantation Engineering & Processing Operator	PT LPPAN		8.450.000,00		18-25	Mei May	2022	11
111	Perencanaan SDM HR Planning	PT LPPAN		39.000.000,00		23 7	Mei May Juni June	2022 2022	13
112	Pelatihan Finance for Non Finance Manager Finance for Non-Finance Manager Training	PT LPPAN		70.000.000,00		15-17	Juni June	2022	14
113	Pelatihan Manajemen SDM HR Management Training	PT LPPAN		90.000.000,00		15-17	Juni June	2022	18
114	Workshop Online Finance & Accounting for Non Finance & Accounting		YPIA	Free		2-3	Juni June	2022	1
115	Seminar Nasional Internal Audit (SNIA) 2022 2022 National Seminar on Internal Audit (SNIA)		YPIA	99.000.000,00		29-30	Juni June	2022	18
116	Kursus Kompetensi Mandor Operator Teknik & Pengolahan PKS Foreman Competency Course Palm Oil Plantation Engineering & Processing Operator	PT LPPAN			139.500.000,00	1 7	Juni June Juli July	2022 2022	18



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		PT LPPAN	Non PT LPPAN	Beban Holding Implementing Agency	Beban Entitas Entity Expenses	Tanggal Date	Bulan Month	Tahun Year	
117	Pelatihan Manajemen SDM HR Management Training	PT LPPAN			129.200.000,00	13 - 15	Juli July	2022	19
118	Kursus Mandor Operator Teknik & Pengolahan PKS Palm Oil Plantation Engineering & Processing Operator Foreman Course	PT LPPAN			108.500.000,00	20-25	Juni June	2022	14
119	Manajemen Operasional Peralatan Pabrik Kelapa Sawit Operational Management of Palm Oil Factory Equipment	PT LPPAN			85.250.000,00	20-22	Juni June	2022	11
120	Pelatihan Project Manajemen Project Management Training		PPM Manajemen	151.200.000,00		28-30	Juni June	2022	28
121	Pelatihan Bahasa Inggris English Training		EF Jakarta	45.500.000,00		30	Juni June	2022	15
122	Bimbingan Teknis Nasional Damkar Firefighters National Technical Guidance		PSPIN	20.000.000,00		26-27	Juli July	2022	4
123	Pelatihan Federasi Serikat Pekerja; <i>Refreshment</i> Program Pengurus Federasi Workers Union Federation Training; Refreshment Program of Federation Management	PT LPPAN		200.850.000,00		28-29	Juli July	2022	39
124	Pelatihan Prosedur Ekspor Export Procedure Training		PPEI	1.000.000,00		26-28	Juli July	2022	2
125	Pelatihan Profesional Brevet A & B Brevet A & B Professional Training		IAI	10.500.000,00		24	Agustus August	2022	3
126	Pelatihan Profesional Brevet C Brevet C Professional Training		IAI	2.100.000,00		6	Agustus August	2022	1
127	Seminar CSR Seminar on CSR		Sinergi Indonesia	2.250.000,00		29	Juli July	2022	5
128	<i>Creative Selling Techniques</i>		PPM Jakarta	12.600.000,00		13-14	Juli July	2022	3

Pengembangan Kompetensi SDM Tahun 2022
HR Competency Development in 2022

No.	Jenis Program Type of Program	Lembaga Pelaksana Implementing Agency		Biaya Pelatihan Training Costs		Waktu Pelaksanaan Implementation Time			Jumlah Peserta Number of participants
		PT LPPAN	Non PT LPPAN	Beban Holding Implementing Agency	Beban Entitas Entity Expenses	Tanggal Date	Bulan Month	Tahun Year	
129	Workshop Peningkatan Kapasitas Siber Sektor ESDA Workshop on ESDA Sector Cyber Capacity Building		Badan Siber & Sandi Negara	Free		19-21	Juli July	2022	2
130	Webinar Critical Overview		IAPI	3.920.000,00		15-16	Agustus August	2022	4
131	Webinar HSE & SMK 3 Berbasis Risiko Performa Perusahaan Webinar on the Company's Performance Risk Based HSE & SMK 3		P3IP	20.000.000,00		3-4	Agustus August	2022	4
132	Training GIS		PT Esri Indonesia	279.999.990,00		23-25	Agustus August	2022	30
133	Pelatihan Agile 4.0 Organization Design Agile 4.0 Organization Design Training		GML	108.000.000,00		11-12	Agustus August	2022	12
134	Pelatihan AWS AWS Training		Internal Holding - PTPN VII	10.500.000,00		13-14	Desember December	2022	110
135	Pelatihan Kedelai Soybean Training	PT LPPAN		247.500.000,00		28-29	Desember December	2022	57
136	Pelatihan HPS PPM HPS PPM Training		PPM	15.000.000,00		29	November November	2022	4
						1	Desember December	2022	
137	HR Expo		Intipesan	20.000.000,00		8-9	Desember December	2022	4
138	Outlook Comodity 2023	PT LPPAN		70.000.000,00		24	November November	2022	643
139	Pelatihan SMAP SMAP Training		PT Aurora Bisnis International	22.644.000,00		12	September September	2022	33
140	Pelatihan Awareness Training; 14064 & Carbon Stock Awareness Training; 14064 & Carbon Stock		PT Biro Klasifikasi Indonesia (Persero)	223.100.000,00		29-31	Agustus August	2022	42
141	Pelatihan Refreshment Fundamental Risk Management Fundamental Risk Management Refreshment Training		BPKP	192.450.000,00		18-20	Oktober October	2022	69
142	BUMN Startup Day		Kementerian BUMN	Free		27-28	September September	2022	6



Pengembangan Kompetensi SDM Tahun 2022
HR Competency Development in 2022

No.	Jenis Program Type of Program	Lembaga Pelaksana Implementing Agency		Biaya Pelatihan Training Costs		Waktu Pelaksanaan Implementation Time			Jumlah Peserta Number of participants
		PT LPPAN	Non PT LPPAN	Beban Holding Implementing Agency	Beban Entitas Entity Expenses	Tanggal Date	Bulan Month	Tahun Year	
143	Pelatihan Anti Korupsi Anti-Corruption Training		KPK	Free		19-21	September September	2022	34
144	Internalisasi Etos Kerja <i>Planters</i> & Apel Siaga <i>Planters</i> Nusantara Batch 2 Internalization of the Work Ethic of <i>Planters</i> & <i>Planters</i> Nusantara Batch 2 Briefing	PT LPPAN			3.540.000.000,00	26	Januari January	2022	177
						4	Februari February	2022	
145	Internalisasi Etos Kerja <i>Planters</i> & Apel Siaga <i>Planters</i> Nusantara Batch 3 Internalization of the Work Ethic of <i>Planters</i> & <i>Planters</i> Nusantara Batch 3 Briefing	PT LPPAN			2.820.000.000,00	21-31	Maret March	2022	141
146	Internalisasi Etos Kerja <i>Planters</i> & Apel Siaga <i>Planters</i> Nusantara Batch 4 Internalization of the Work Ethic of <i>Planters</i> & <i>Planters</i> Nusantara Batch 4 Briefing	PT LPPAN			2.400.000.000,00	23	Mei May	2022	120
						3	Juni June	2022	
147	Internalisasi Etos Kerja <i>Planters</i> & Apel Siaga <i>Planters</i> Nusantara Batch 5 Internalization of the Work Ethic of <i>Planters</i> & <i>Planters</i> Nusantara Batch 5	PT LPPAN			2.600.000.000,00	12-22	Juli July	2022	130
148	Webinar Peringatan 2 (Dua) Tahun AKHLAK Webinar on the 2nd Anniversary of AKHLAK	PT LPPAN			18.500.000,00	5	Agustus August	2022	5.512
149	Internalisasi Etos Kerja <i>Planters</i> & Apel Siaga <i>Planters</i> Nusantara Batch 6 Internalization of the Work Ethic of <i>Planters</i> & <i>Planters</i> Nusantara Batch 6 Briefing	PT LPPAN			2.380.000.000,00	15-25	November November	2022	119
150	Internalisasi Etos Kerja <i>Planters</i> & Apel Siaga <i>Planters</i> Nusantara Batch 7 Internalization of the Work Ethic of <i>Planters</i> & <i>Planters</i> Nusantara Batch 7 Briefing	PT LPPAN			1.960.000.000,00	13-25	September September	2022	98

PENGEMBANGAN KARIER, PROMOSI DAN MUTASI

Perusahaan melaksanakan kegiatan pengembangan karier sesuai dengan masing-masing faktor untuk memastikan *Career Success Factor* (CSF) dapat terpenuhi. Promosi dan mutasi menjadi bagian dari rangkaian pengelolaan SDM yang dapat menciptakan pengembangan talenta dari masing-masing karyawan. Promosi dan mutasi/rotasi diberlakukan dengan maksud memberikan pengalaman menyeluruh kepada setiap karyawan tentang keseluruhan operasional dan bisnis yang dikembangkan Perusahaan. Melalui kebijakan promosi dan mutasi ini, karyawan dapat mengenal prosedur, sistem, kebijakan, hingga kegiatan sehari-hari dan visi yang ingin dicapai Perusahaan.

KESEJAHTERAAN KARYAWAN, LINGKUNGAN KERJA DAN KESETARAAN KESEMPATAN

Perusahaan berkomitmen penuh terhadap kesejahteraan karyawan yang ditunjukkan melalui penetapan standar gaji atau honorarium sesuai Upah Minimum Kabupaten/Kota yang berlaku, pemberian tunjangan, Badan Penyelenggara Jaminan Sosial Ketenagakerjaan (BPJS Ketenagakerjaan), jaminan kesehatan, dan pengelolaan Dana Pensiun oleh Dana Pensiun Perkebunan (Dapenbun). Guna membentuk lingkungan kerja yang kondusif, Perusahaan menyediakan sarana ibadah, menyelenggarakan forum komunikasi korporat dan memfasilitasi forum komunitas karyawan. Selain itu, Perusahaan memberikan kesempatan setara kepada seluruh karyawan untuk mengembangkan kompetensi tanpa memandang suku, agama, ras, antar golongan dan gender.

Perusahaan juga melakukan penilaian kinerja tahunan, guna menyeimbangkan kebutuhan operasional bisnis Perusahaan dengan hak karyawan. Perusahaan juga menerapkan *reward* dan *punishment* bagi karyawan. *Reward* diberikan kepada karyawan yang berprestasi baik berupa insentif, bonus, kenaikan golongan, promosi jabatan, dan kebijakan promotif lainnya. Sedangkan setiap pelanggaran akan diberikan *punishment* sesuai dengan Perjanjian Kerja Bersama (PKB).

Selain itu, sebagai bentuk apresiasi terhadap loyalitas karyawan, Perusahaan memberikan penghargaan berdasarkan masa kerja karyawan. Sementara guna menunjang produktivitas dan kepuasan karyawan, Perusahaan mendukung aktivitas di luar pekerjaan, baik di bidang olahraga, hobi maupun kegiatan keagamaan. Perusahaan meyakini, kenyamanan bekerja dalam seluruh aspek akan mendorong loyalitas dan produktivitas setiap karyawan untuk berkontribusi dalam kinerja Perusahaan secara keseluruhan. Adapun untuk meningkatkan level kapasitas SDM, Perusahaan menciptakan lingkungan kerja yang baik, dan sekaligus membentuk organisasi yang ramping dan efektif.

PEMENUHAN HAK DAN PENGHARGAAN BAGI KARYAWAN

Kebijakan pemenuhan hak karyawan merupakan strategi Perusahaan dalam memberikan imbalan kepada karyawan, yang disesuaikan dengan kemampuan Perusahaan agar dapat mengakomodir perubahan demografi karyawan, pengelolaan biaya tenaga kerja, dan dalam rangka mendorong pencapaian tujuan bisnis Perusahaan. Pemenuhan hak karyawan yang disusun Perusahaan

CAREER DEVELOPMENT, PROMOTION AND TRANSFER

The Company implements career development activities according to each factor to ensure that the Career Success Factor (CSF) can be fulfilled. Promotion and transfer become part of a series of HR management that can create talent development from each employee. Promotions and transfer/rotations are implemented with the intention of providing a comprehensive experience to each employee about the overall operations and businesses developed by the Company. Through this promotion and transfer policy, employees can get to know the procedures, systems, policies, and daily activities and vision that the Company wants to achieve.

EMPLOYEE WELFARE, WORK ENVIRONMENT AND EQUAL OPPORTUNITIES

The Company is fully committed to employee welfare, as evidenced by setting salary standards or honorarium based on the applicable District/City Minimum Wage, providing benefits, Social Security Administrator for Employment (BPJS Ketenagakerjaan), health insurance, and the Plantation Pension Fund (Dapenbun) managing the Pension Fund. The Company provides prayer facilities, arranges corporate communication forums, and promotes employee community forums in order to establish a positive work environment. Furthermore, regardless of ethnicity, religion, race, class, or gender, the Company provides equal opportunities for all employees to develop competencies.

In order to balance the Company's business operational needs with the rights of employees, the Company conducts annual performance assessments. The Company also applies rewards and punishments for employees. Rewards are given to employees who perform well in the form of incentives, bonuses, job grade increase, promotions, and other promotional policies. While every violation will be given punishment in accordance with the Collective Labor Agreement (CLA).

In addition, as an appreciation of employee loyalty, the Company gives awards based on the employee's tenure. Meanwhile, in order to support productivity and employee satisfaction, the Company supports activities outside of work, including in the field of sports, hobbies and religious activities. The Company believes that the convenience of working in all aspects will encourage the loyalty and productivity of every employee to contribute to the Company's overall performance. As for improving the capacity level of human resources, the Company creates a good working environment, and at the same time establishes a lean and effective organization.

FULFILLMENT OF RIGHTS AND AWARDS FOR EMPLOYEES

Employee rights fulfillment policy is the Company's strategy in rewarding employees, which is tailored to the Company's ability to accommodate changes in employee demographics, management of labor costs, and in order to encourage the achievement of the Company's business objectives. The fulfillment of employee rights prepared by the Company aims to be able to attract,



bertujuan untuk dapat menarik, mempertahankan, memotivasi, dan meningkatkan keterikatan karyawan agar dapat secara terus menerus memberikan kinerja yang optimal, mendukung visi dan misi, serta strategi Perusahaan.

Di samping itu, remunerasi atau imbalan kerja yang diberikan oleh Perusahaan kepada karyawan merupakan bentuk komitmen imbal jasa kepada karyawan, dimana Perusahaan telah memenuhi ketentuan Upah Minimum Provinsi/Kabupaten/ Kota (UMP/K) wilayah masing-masing unit kerja Perusahaan yang ditetapkan oleh Pemerintah. Sementara kompensasi program kesejahteraan dan fasilitas karyawan Perusahaan mengacu kepada Ketentuan dan Peraturan Kementerian Tenaga Kerja dan Transmigrasi, termasuk pemenuhan upah yang berlaku. Untuk program kesehatan, Perusahaan memberikan fasilitas BPJS Kesehatan yang diharapkan dapat memberikan jaminan rasa aman bagi karyawan dalam melaksanakan tugas dan tanggung jawabnya di Perusahaan.

maintain, motivate, and improve employee attachment in order to continuously provide optimal performance, support the vision and mission, as well as strategy of the Company.

Furthermore, remuneration or employee benefits provided by the Company to employees is a form of service commitment to employees, where the Company has complied with the provisions of the Minimum Wage province/regency/ city (UMP/K) of each unit of work of the Company set by the Government. Meanwhile, compensation for welfare programs and employee facilities of the Company refers to the Provisions and Regulations of the Ministry of Manpower and Transmigration, including the fulfillment of prevailing wages. For health programs, the Company provides BPJS Kesehatan facilities that are expected to provide security for employees in performing their duties and responsibilities in the Company.

Jumlah Remunerasi yang Diberikan kepada Karyawan Total Remuneration Provided to Employees

Jumlah Remunerasi Karyawan Tahun 2022 Rp1.591.285.402.331 Total Employee Remuneration in 2022 IDR1,591,285,402,331	→	Diberikan untuk 21.252 karyawan Provided to 21,252 employees
Jumlah Remunerasi Karyawan Tahun 2021 Rp1.580.013.385.099 Total Employee Remuneration in 2021 IDR1,580,013,385,099	→	Diberikan untuk 21.073 karyawan Provided to 21,073 employees

Rasio Gaji Tertinggi dan Terendah Ratio of Highest and Lowest Salary

Rasio Ratio	Skala Perbandingan Scale of Comparison
Rasio gaji karyawan yang tertinggi dan terendah Ratio of the highest to lowest salary of employee	8,36 : 1
Rasio gaji Direksi yang tertinggi dan terendah Ratio of the highest to lowest salary of the Board of Directors	1,177 : 1
Rasio gaji Dewan Komisaris yang tertinggi dan terendah Ratio of the highest to lowest salary of the Board of Commissioners	1,11 : 1
Rasio gaji Direksi yang tertinggi dan karyawan tertinggi Ratio of the highest salary of the Board of Directors to highest salary of the employee	16,94 : 1

PROGRAM PENSIUN

Berdasarkan ketentuan Perjanjian Kerja Bersama Induk (PKB Induk) Periode 2022 s.d. 2023, Perusahaan memberikan imbalan jasa dalam bentuk program pensiun dan santunan hari tua, dengan ketentuan sebagai berikut:

1. Program Pensiun
 - a. Karyawan diikutsertakan dalam program Jaminan Hari Tua atau Pensiun yang diselenggarakan oleh Dana Pensiun Perkebunan (DAPENBUN) dan atau DPLK.
 - b. Karyawan yang diterima bekerja pada tahun 2009 dan seterusnya diikutsertakan dalam Program Pensiun Iuran Pasti (PPIP) Dana Pensiun Lembaga Keuangan (DPLK).
 - c. Karyawan yang diterima bekerja pada tahun 2016 dan seterusnya diikutsertakan dalam Program Jaminan Pensiun BPJS Ketenagakerjaan.

PENSION PROGRAM

Based on the provisions of the Master Collective Labor Agreement (Master CLA) for the period of 2022 to 2023, the Company provides service rewards in the form of pension programs and pension compensation, with the following provisions:

1. Pension Program
 - a. Employees are included in the Old Age Insurance or Pension program organized by the Plantation Pension Fund (DAPENBUN) and or DPLK.
 - b. Employees who are accepted to work in 2009 and after, are included in the Pension Plan of Defined Contribution (PPIP) of the Financial Institution Pension Fund (DPLK).
 - c. Employees who are accepted to work in 2016 and after are included in the Pension Guarantee Program of BPJS Ketenagakerjaan.

2. Santunan Hari Tua

Karyawan yang diberhentikan dengan hormat dari Perusahaan dan berhak atas Pensiun Normal atau Pensiun Dipercepat, Pensiun Cacat, Pensiun Meninggal Dunia/Tewas serta belum pernah mendapat fasilitas membeli rumah dinas dari Perusahaan/Negara memperoleh Santunan Hari Tua dalam bentuk uang tunai yang besarnya didasarkan atas lamanya masa kerja efektif pada Perusahaan dengan ketentuan sebagai berikut:

- a. Karyawan Golongan IA s.d IID
Masa Kerja s.d 20 tahun sebesar 1,25 (satu koma dua puluh lima) bulan gaji pokok untuk tiap tahun masa kerja dan masa kerja lebih dari 20 tahun sebesar 1,75 (satu koma tujuh puluh lima) bulan gaji pokok untuk tiap tahun masa kerja.
- b. Karyawan Golongan IIIA s.d IVD
Masa Kerja s.d 20 tahun sebesar 2 (dua) bulan gaji Pokok untuk tiap tahun masa kerja dan masa kerja lebih dari 20 tahun sebesar 3 (tiga) bulan gaji Pokok untuk tiap tahun masa kerja.
- c. Pembayaran Santunan Hari Tua (SHT) kepada Karyawan dibayarkan pada saat yang bersangkutan memasuki masa pensiun dan pembayaran panjar sebesar 80% dibayarkan kepada yang bersangkutan pada saat Masa Bebas Tugas (MBT) dan Pembayaran Rampung diberikan pada saat penetapan jatuh tempo pensiun.
- d. Terhadap karyawan baru yang diangkat/direkrut pada tahun 2022 dan seterusnya, memperoleh santunan hari tua (SHT) dalam bentuk pesangon, penghargaan masa kerja, dan penggantian hak sesuai ketentuan perundangan yang berlaku.

2. Old Age Compensation

Employees who are honorably discharged from the Company and entitled to Normal Pension or Accelerated Pension, Disability Pension, Deceased Pension and have never had the facility to buy a service house from the Company/State obtained Old Age/Pension Compensation in the form of cash based on the length of effective working period at the Company with the following provisions:

- a. Employees of Group IA to IID
Working period up to 20 years amounting to 1.25 (one point twenty-five) months basic salary for each year of employment and tenure of more than 20 years amounting to 1.75 (one point seventy-five) months basic salary for each year of employment.
- b. Employees of Class IIIA to IVD
Working period up to 20 years amounting to 2 (two) months basic salary for each year of employment and working period of more than 20 years amounting to 3 (three) months basic salary for each year of employment.
- c. Payment of Old Age Compensation (SHT) to employees is paid at the time the employee concerned enters retirement and an advance payment of 80% is paid to the concerned during the Free of Duty Period (MBT) and Completed Payment is made when the maturity of retirement is determined.
- d. New employees who are appointed/recruited in 2022 and after shall receive old age compensation (SHT) in the form of severance pay, period of service (tenure) awards, and substitution of rights in accordance with the applicable laws and regulations.

HUBUNGAN INDUSTRIAL DAN KEBEBASAN BERORGANISASI

Perusahaan senantiasa menjaga hubungan industrial sebagai sebuah sistem hubungan kerja yang sehat, harmonis, dan konstruktif antara karyawan dengan Perusahaan. Dalam hal ini, Perusahaan memberikan kebebasan kepada seluruh karyawan untuk berorganisasi dalam wadah Serikat Pekerja (SP) Perusahaan yang bernama Serikat Pekerja Perkebunan (SPBun). Aktivitas yang dilakukan oleh SP Perusahaan adalah semua yang terkait dengan hubungan industrial, advokasi anggota dan pelatihan ketenagakerjaan.

INDUSTRIAL RELATIONS AND FREEDOM OF ORGANIZATION

The Company always maintains industrial relations as a system of healthy, harmonious and constructive working relations between employees and the Company. In this case, the Company gives freedom to all employees to associate in the Company's Workers Union named Plantation Workers Union (SPBun). Activities carried out by Workers Union are all related to industrial relations, member advocacy and employment training.

Nama Name	Federasi Serikat Pekerja Perkebunan Plantation Workers Union Federation
Ketua Umum Chairman	Asmanuddin Sinaga
Periode Jabatan Term of Office	2021-2026
Alamat Address	Gd. Gula Negara Jl. K.H Fakhruddin No. 14 Tanah Abang, Jakarta Pusat
Telp Tel.	021 3919392
Fax	021 3919392







06

TATA KELOLA PERUSAHAAN

GOOD CORPORATE GOVERNANCE

Perusahaan berkomitmen untuk terus mengikuti perkembangan praktik tata kelola terbaik yang berlaku di ranah nasional, regional, maupun internasional.

The Company is committed to keeping abreast of the best governance practices that apply at the national, regional and international levels.

PRINSIP DASAR PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK

BASIC PRINCIPLES OF THE IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE

Penerapan Tata Kelola Perusahaan yang Baik atau *Good Corporate Governance* (GCG) di sebuah organisasi atau perusahaan, diharapkan dapat mendorong terciptanya persaingan yang sehat dan iklim usaha yang kondusif. GCG merupakan salah satu pilar utama *Sustainability Development Goals* (SDG) atau sasaran pembangunan berkelanjutan, yang menjadi salah satu faktor fundamental bagi investor dalam menilai kinerja perusahaan karena dapat mendorong terciptanya persaingan yang sehat dan iklim usaha yang kondusif. Prinsip-prinsip GCG dijalankan oleh Perusahaan selaras dengan prinsip-prinsip yang dirumuskan oleh OECD (*Organization for Economic Cooperation and Development*), yang membentuk komitmen Perusahaan agar penerapan GCG tidak hanya memenuhi (*comply*) dengan ketentuan yang berlaku, namun juga mengacu kepada praktik-praktik terbaik (*beyond compliance*).

Perusahaan sebagai Badan Usaha Milik Negara (BUMN) mendasarkan penerapan GCG pada Peraturan Menteri BUMN No. Per-01/MBU/2011 jo. Peraturan Menteri BUMN No. Per-09/MBU/2012 tentang Penerapan Tata Kelola Perusahaan yang Baik pada BUMN.

Berdasarkan peraturan tersebut, tujuan penerapan GCG antara lain:

1. Mengoptimalkan nilai perusahaan, agar perusahaan memiliki daya saing yang kuat, baik secara nasional maupun internasional, sehingga mampu mempertahankan keberadaannya dan hidup berkelanjutan untuk mencapai maksud dan tujuan perusahaan;
2. Mendorong pengelolaan perusahaan secara profesional, efisien, dan efektif, serta memberdayakan fungsi dan meningkatkan kemandirian organ perusahaan;
3. Mendorong agar organ perusahaan dalam membuat keputusan dan menjalankan tindakan dilandasi nilai moral yang tinggi dan kepatuhan terhadap peraturan perundang-undangan, serta kesadaran akan adanya tanggung jawab sosial perusahaan terhadap pemangku kepentingan maupun kelestarian lingkungan di sekitar perusahaan;
4. Meningkatkan kontribusi perusahaan dalam perekonomian nasional;
5. Meningkatkan iklim yang kondusif bagi perkembangan investasi nasional.

Perusahaan berkomitmen untuk terus mengikuti perkembangan praktik tata kelola terbaik yang berlaku di ranah nasional, regional, maupun internasional. Wujud komitmen manajemen dalam upaya untuk menerapkan GCG secara terencana, sistemik, dan berkesinambungan tergambar dari visi *Holding Perkebunan Nusantara PTPN III (Persero)* yaitu: "Menjadi Perusahaan agribisnis nasional yang unggul dan berdaya saing kelas dunia serta berkontribusi secara berkesinambungan bagi kemajuan bangsa".

The implementation of Good Corporate Governance (GCG) in an organization or company is expected to encourage healthy competition and a conducive business climate. Good Corporate Governance (GCG) is one of the main pillars of the Sustainability Development Goals (SDGs) or sustainable development targets, which is one of the fundamental factors for investors in assessing the Company's performance to encourage the creation of healthy competition and conducive climate business. The Company carries out the GCG principles in line with the principles formulated by the OECD (*Organization for Economic Cooperation and Development*), which form the Company's commitment so that the implementation of GCG does not only comply with applicable regulations but also refers to best practices (*beyond compliance*).

The Company as a State-Owned Enterprise (SOE) bases the implementation of GCG on the Regulation of the Minister of SOEs No. Per-01/MBU/2011 jo. Regulation of the Minister of SOEs No. Per-09/MBU/2012 concerning the Implementation of Good Corporate Governance in SOEs.

Based on these regulations, the objectives of implementing GCG include:

1. Optimize the Company's value to have strong competitiveness, both nationally and internationally, so that it can maintain its existence and live sustainably to achieve its goals and objectives.
2. Encourage professional, efficient, and effective company management, and also empower functions and increase the independence of company organs.
3. Encourage company organs in making decisions and carry out actions based on high moral values and compliance with laws and regulations, as well as awareness of the existence of corporate social responsibility towards stakeholders and environmental sustainability around the Company.
4. Increase the Company's contribution to the national economy.
5. Improve a conducive climate for the development of the national investment.

The Company always follows best governance practices in the national, regional, and international spheres. The management's commitment to implement GCG in a planned, systemic, and sustainable manner is reflected in the vision of *Holding Perkebunan Nusantara PTPN III (Persero)*, namely: "To become a world-class leading and competitive national agribusiness company that contributes sustainably towards the nation's advancement."



Di sisi lain, GCG juga menjadi dasar operasi Perusahaan, seperti yang telah ditegaskan oleh Undang-Undang No. 19 tahun 2003 tentang BUMN, bahwa Direksi dan Dewan Komisaris dalam melaksanakan tugasnya harus menerapkan prinsip-prinsip profesionalisme, efisiensi, transparansi, kemandirian dan tanggung jawab. Penerapan prinsip-prinsip GCG diyakini berperan penting untuk membantu menjaga kepercayaan para pemangku kepentingan, serta menjaga kinerja unggul dan pertumbuhan yang berkelanjutan dalam jangka panjang.

Penerapan Prinsip Tata Kelola

Perusahaan berpegang teguh pada prinsip-prinsip dasar GCG, sesuai Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 (serta perubahan pasal 12 poin 10 pada Peraturan Menteri Negara BUMN No. PER-09/MBU/2012) tentang Penerapan Praktik GCG pada BUMN maupun peraturan sejenis lainnya), yang secara umum memuat prinsip-prinsip sebagai berikut:

1. **Transparansi**
Transparansi (*Transparency*) yaitu mengutamakan keterbukaan dalam pengambilan keputusan dan pengungkapan informasi material dan relevan mengenai Perseroan.
2. **Akuntabilitas**
Akuntabilitas (*Accountability*) yaitu memiliki sistem manajemen dengan fungsi, pelaksanaan dan pertanggungjawaban yang jelas sehingga pengelolaan Perseroan terlaksana secara efektif.
3. **Responsibilitas**
Responsibilitas (*Responsibility*) yaitu memastikan kejelasan tugas dan tanggung jawab setiap personel secara efektif melalui pembuatan laporan penerimaan cinderamata atau gratifikasi, laporan *conflict of interest*.
4. **Independensi**
Perseroan memastikan bahwa pengelolaan Perseroan dilakukan secara independen tanpa benturan kepentingan dan pengaruh/tekanan dari pihak manapun yang tidak sesuai dengan peraturan perundang-undangan dan prinsip-prinsip korporasi yang sehat.
5. **Kewajaran**
Perseroan menerapkan perlakuan yang adil dan setara dalam memenuhi hak-hak Pemangku Kepentingan yang timbul berdasarkan perjanjian dan peraturan perundang-undangan, dalam hal ini adalah pemerintah, pekerja, masyarakat umum serta pemangku kepentingan lainnya.

On the other side, GCG is also the basis of the Company's operations, as has been confirmed by Law No. 19 of 2003 concerning SOEs, that the Board of Directors and the Board of Commissioners must apply the principles of professionalism, efficiency, transparency, independence, and responsibility in carrying out their duties. The implementation of GCG principles is believed to play an essential role in helping to maintain the trust of stakeholders and sustaining superior performance and sustainable growth in the long term.

Implementation of Governance Principles

The Company adheres to the basic principles of GCG, according to the Regulation of the State Minister for SOE No. PER-01/MBU/2011 (as well as amendments to article 12 point 10 in the Regulation of the Minister of SOE No. PER-09/MBU/2012) concerning the Implementation of GCG Practices in SOEs and other similar regulations), which generally contain the following principles :

1. **Transparency**
Transparency is prioritizing openness in decision making and disclosure of material and relevant information about the Company.
2. **Accountability**
Accountability is having a management system with clear functions, implementation, and responsibilities so that the Company's management is carried out effectively.
3. **Responsibility**
Responsibility is ensuring the clarity of duties and obligations of each personnel effectively by making reports on receipt of souvenirs or gratuities and reports on conflicts of interest.
4. **Independency**
The Company ensures that the management of the Company is carried out independently without conflict of interest and influence/pressure from any party that is not in accordance with the laws and regulations and sound corporate principles.
5. **Fairness**
The Company applies fair and equal treatment in fulfilling the rights of Stakeholders that arise based on agreements and laws and regulations, in this case, the government, workers, the general public, and other stakeholders.

Prinsip Dasar Tata Kelola Perusahaan yang Baik Basic Principles of Good Corporate Governance



Sementara itu, sebagai warga korporasi, Perusahaan senantiasa menerapkan prinsip-prinsip governansi korporat yang ditetapkan oleh Komite Nasional Kebijakan Governance (KNKG), berlandaskan pada 4 (empat) pilar governansi korporat, yaitu perilaku beretika, akuntabilitas, transparansi, dan keberlanjutan, sebagaimana tertuang dalam Pedoman Umum Governansi Korporat Indonesia (PUGKI), yang terakhir dimutakhirkan pada tahun 2021. PUGKI 2021 sendiri, merupakan pengembangan dan perkembangan terkini dari nilai dasar TARIF (Transparansi, Akuntabilitas, Responsibilitas, Independensi, dan *Fairness*) yang terakhir digunakan pada PUGKI 2019.

Meanwhile, as a corporate citizen, the Company always follows good corporate governance principles, which are based on 4 (four) pillars of corporate governance, namely ethical behavior, accountability, transparency, and sustainability, as stated in the Indonesian General Guidelines for Corporate Governance (PUGKI), which was last updated in 2021. The 2021 PUGKI is the latest development and evolution of the basic values of TARIF (Transparency, Accountability, Responsibility, Independence and Fairness), which were last used in PUGKI 2019.

Berikut adalah 4 (empat) pilar governansi korporat yang menjadi pedoman PTPN III dalam pengelolaan Perusahaan:

The following are the 4 (four) pillars of corporate governance which serve as guidelines for PTPN III in managing the Company:

Perilaku Beretika Ethical Behavior

Definisi

Dalam melaksanakan kegiatannya, Korporasi senantiasa mengedepankan kejujuran, memperlakukan semua pihak dengan hormat (*respect*), memenuhi komitmen, membangun serta menjaga nilai-nilai moral dan kepercayaan secara konsisten. Korporasi memperhatikan kepentingan pemegang saham dan pemangku kepentingan lainnya berdasarkan asas kewajaran dan kesetaraan (*fairness*) dan dikelola secara independen sehingga masing-masing organ perusahaan tidak saling mendominasi dan tidak dapat diintervensi oleh pihak lain.

Penerapan di lingkup Perusahaan

Perilaku Etika di Lingkup Perusahaan diatur di dalam Buku Pedoman *Code Of Conduct* PT Perkebunan Nusantara III yang mengatur etika kerja Karyawan dalam lingkup Perusahaan, Etika Kerja Karyawan di luar lingkup Perusahaan, Etika Kerja sebagai Pimpinan, Etika Kerja sebagai bawahan, Etika Terhadap sesama Rekan Kerja, Etika dalam menjaga kerahasiaan data dan informasi Perseroan, Etika dalam penyampaian Informasi kepada Karyawan, Etika dalam menjaga Aset Perseroan, Etika dalam mencegah benturan kepentingan dan penyalahgunaan jabatan, etika dalam Aktivitas Politik dan Etika terhadap Gratifikasi.

Definition

In carrying out its activities, the Corporation always prioritizes honesty, respects all parties, fulfills commitments, and consistently builds and maintains moral values and beliefs. Based on the principle of fairness, the corporation pays attention to the interests of shareholders and other stakeholders and is managed independently so that each organ of the Company does not dominate the other and shall not be intervened by third parties.

Implementation within the Company

Ethical Behavior within the Company is regulated in the Guidelines for Code of Conduct Handbook of PT Perkebunan Nusantara III, which regulates the Work Ethics of Employees within the scope of the Company, Work Ethics of Employees outside the scope of the Company, Work Ethics as Leaders, Work Ethics as subordinates, Ethics towards Fellow Coworkers, Ethics in maintaining the confidentiality of the Company's data and information, Ethics in Delivering Information to Employees, Ethics in Protecting the Company's Assets, Ethics in Preventing Conflicts of Interest and Abuse of Position, Ethics in Political Activities and Ethics towards Gratifications.

Akuntabilitas Accountability

Definisi

Korporasi dapat mempertanggungjawabkan kinerjanya secara transparan dan wajar. Untuk itu Korporasi harus dikelola secara benar, terukur dan sesuai dengan kepentingan korporat dengan tetap memperhitungkan kepentingan pemegang saham dan pemangku kepentingan. Akuntabilitas merupakan prasyarat yang diperlukan untuk mencapai kinerja yang berkelanjutan.

Penerapan di lingkup Perusahaan

Penerapan Transparansi melalui Keterbukaan Informasi Publik dengan penyediaan Informasi yang tepat dan akurat dan mudah untuk diakses oleh pemangku kepentingan.



Definition

Corporations may account for their performance in a transparent and fair manner. Therefore, corporations must be managed properly, measurably and in accordance with corporate interests while taking into account the interests of shareholders and stakeholders. Accountability is a prerequisite needed to achieve sustainable performance.

Implementation within the Company

Implementation of Transparency through Public Information Disclosure by providing appropriate and accurate information that is easily accessible to stakeholders.

Transparansi Transparency

Definisi

Untuk menjaga objektivitas dalam menjalankan bisnis, korporasi menyediakan informasi yang material dan relevan dengan cara yang mudah diakses dan dipahami oleh pemangku kepentingan. Korporasi mengambil inisiatif untuk mengungkapkan tidak hanya masalah yang disyaratkan oleh peraturan perundang-undangan, tetapi juga hal yang penting untuk pengambilan keputusan oleh pemegang saham, kreditur dan pemangku kepentingan lainnya.

Penerapan di lingkup Perusahaan

Penerapan Transparansi melalui Keterbukaan Informasi Publik dengan penyediaan Informasi yang tepat dan akurat dan mudah untuk diakses oleh pemangku kepentingan.

Definition

To maintain objectivity in business, corporations provide material and relevant information to stakeholders in a way that is easily accessible and understandable. Corporations take the initiative to disclose not only issues mandated by laws and regulations, but also issues critical to shareholder, creditor, and other stakeholders' decision-making.

Implementation within the Company

Implementation of Transparency through Public Information Disclosure by providing precise and accurate information that is easily accessible to stakeholders.

Keberlanjutan Sustainability

Definisi

Korporasi mematuhi peraturan perundang-undangan serta berkomitmen melaksanakan tanggung jawab terhadap masyarakat dan lingkungan agar berkontribusi pada pembangunan berkelanjutan melalui kerja sama dengan semua pemangku kepentingan terkait untuk meningkatkan kehidupan mereka dengan cara yang selaras dengan kepentingan bisnis dan agenda pembangunan berkelanjutan.

Penerapan di lingkup Perusahaan

Penerapan prinsip keberlanjutan melalui pelaksanaan Tanggung Jawab Sosial dan Lingkungan, *Corporate Social Responsibility* dan sertifikasi di bidang industri perkebunan.

Definition

Corporations comply with laws and regulations and are committed to fulfilling societal and environmental responsibilities in order to contribute to sustainable development by working with all relevant stakeholders to improve their lives in a way that is aligned with business interests and the sustainable development agenda.

Implementation within the Company

Implementation of the principle of sustainability through the implementation of Social and Environmental Responsibility, Corporate Social Responsibility and certification in the plantation industry.

Selain penerapan 4 (empat) pilar governansi korporat, Perusahaan juga telah menerapkan 8 (delapan) prinsip governansi korporat yang berisi hak-hak pemegang saham, pemangku kepentingan dan pemenuhannya, aturan pokok tentang pengelolaan, dan pengawasan atas pengelolaan korporasi di Indonesia, termasuk aspek etika, manajemen risiko, dan pengungkapan. Adapun 8 (delapan) prinsip governansi korporat tersebut dibagi dalam tiga kelompok prinsip, yakni:

1. Tiga prinsip pertama adalah kelompok prinsip yang mengatur fungsi pengurusan dan pengawasan korporasi, yaitu Direksi dan Dewan Komisaris;
2. Kelompok prinsip yang mengatur proses dan keluaran yang dihasilkan oleh Direksi dan Dewan Komisaris; dan
3. Kelompok prinsip yang mengatur pemilik sumber daya, yang terutama akan menerima manfaat dari pelaksanaan governansi korporat.

Berikut adalah 8 (delapan) prinsip governansi korporat dan penerapannya di lingkup Perusahaan, sebagaimana terlampir di bawah ini.

In addition to implementing the 4 (four) pillars of corporate governance, the Company has also implemented the 8 (eight) principles of corporate governance which contain the rights of shareholders, stakeholders and its fulfillment, basic rules regarding management, and supervision of corporate management in Indonesia, including ethical, risk management, and disclosure aspects. The 8 (eight) principles of corporate governance are divided into three groups of principles, namely:

1. The first three principles are a group of principles that regulate the management and supervisory function of a corporation, namely the Board of Directors and the Board of Commissioners;
2. (The group of principles governing the processes and outputs generated by the Board of Directors and Board of Commissioners; and
3. (The group of principles governing the owners of resources, who will primarily benefit from the exercise of corporate governance.

The following are 8 the (eight) principles of corporate governance and its Implementation within the Company, as attached below.

Prinsip 1: Peran dan Tanggung Jawab Direksi dan Dewan Komisaris

Principle 1: Roles and Responsibilities of the Board of Directors and Board of Commissioners

Definisi

Direksi dan Dewan Komisaris menjalankan peran dan tanggung jawabnya secara independen untuk menciptakan nilai yang berkelanjutan untuk kepentingan terbaik jangka panjang korporasi dan pemegang saham, dengan mempertimbangkan kepentingan para pemangku kepentingan.

Penjelasan

Prinsip 1 berkaitan dengan peran dan tanggung jawab Direksi dalam melakukan pengelolaan korporasi serta peran dan tanggung jawab Dewan Komisaris dalam melakukan pengawasan atas pengelolaan korporasi oleh Direksi. Di samping itu Prinsip ini mengatur penilaian kinerja Direksi dan Dewan Komisaris dan anggotanya masing-masing, penanganan benturan kepentingan yang terjadi pada anggota Direksi dan anggota Dewan Komisaris serta peningkatan kompetensi anggota Direksi dan anggota Dewan Komisaris

Definition

The Board of Directors and Board of Commissioners carry out their roles and responsibilities independently to achieve sustainable value creation for the best long-term interests of the Company and its shareholders, taking into account the interests of all stakeholders.

Explanation

Principle 1 relates to the roles and responsibilities of the Board of Directors in managing the Company as well as the roles and responsibilities of the Board of Commissioners in supervising the Company's management by the Board of Directors. Furthermore, this principle governs the performance assessment of the Board of Directors and the Board of Commissioners and their respective members, the resolution of conflicts of interest between members of the Board of Directors and members of the Board of Commissioners, and the competency development of members of the Board of Directors and members of the Board of Commissioners.

Prinsip 2: Komposisi dan Remunerasi Direksi dan Dewan Komisaris

Principle 2: Composition and Remuneration of the Board of Directors and Board of Commissioners

Definisi

Anggota Direksi dan anggota Dewan Komisaris dipilih dan ditetapkan sedemikian rupa sehingga komposisi Direksi sebagai organ pengelolaan dan komposisi Dewan Komisaris sebagai organ pengawasan adalah beragam dan masing-masing terdiri dari para Direktur dan Komisaris yang memiliki komitmen, pengetahuan, kemampuan, pengalaman dan keahlian yang dibutuhkan untuk memenuhi secara tepat peran pengelolaan Direksi dan peran pengawasan Dewan Komisaris.

Remunerasi dirancang untuk secara efektif menyelaraskan kepentingan anggota Direksi dan anggota Dewan Komisaris dengan kepentingan jangka panjang korporasi dan penciptaan nilai yang berkelanjutan.

Penjelasan

Prinsip 2 mengharuskan pemilihan dan penetapan anggota Direksi dan anggota Dewan Komisaris dilakukan sedemikian rupa sehingga Direksi dan Dewan Komisaris masing-masing sebagai organ pengelolaan dan pengawasan memiliki komposisi anggota dengan pengetahuan, kemampuan, dan keahlian yang dibutuhkan sesuai dengan perannya masing-masing. Di samping itu, Prinsip ini menekankan pentingnya kebijakan remunerasi untuk mendorong anggota Direksi dan anggota Dewan Komisaris mengutamakan kepentingan jangka panjang korporasi berdasarkan prinsip keberlanjutan, serta mengharuskan pengungkapan kebijakan dan informasi remunerasi yang diterima oleh Direksi dan Dewan Komisaris secara transparan dan akuntabel.

Definition

Members of the Board of Directors and members of the Board of Commissioners are selected and determined in such a way that the composition of the Board of Directors as a management organ and the composition of the Board of Commissioners as a supervisory organ is diverse and each consists of Directors and Commissioners who have the commitment, knowledge, ability, experience and expertise needed to appropriately fulfilling the management role of the Board of Directors and the supervisory role of the Board of Commissioners.

Remuneration is designed to effectively align the interests of members of the Board of Directors and members of the Board of Commissioners with the long-term interests of the Company and sustainable value creation.

Explanation

Principle 2 requires the selection and appointment of members of the Board of Directors and members of the Board of Commissioners to be carried out in such a way that the Board of Directors and the Board of Commissioners, as management and supervisory organs, respectively, have a composition of members with the necessary knowledge, abilities, and expertise. Furthermore, this Principle emphasizes the importance of remuneration policies in encouraging members of the Board of Directors and members of the Board of Commissioners to prioritize the Company's long-term interests based on the principle of sustainability, and it requires transparent and accountable disclosure of remuneration policies and information received by the Board of Directors and Board of Commissioners.

Prinsip 3: Hubungan Kerja antara Direksi dan Dewan Komisaris

Principle 3: Work Relationship between the Board of Directors and Board of Commissioners

Definisi

Direksi dan Dewan Komisaris memiliki hubungan kerja yang erat, terbuka, konstruktif, profesional dan saling percaya untuk kepentingan terbaik korporasi.

Penjelasan

Prinsip 3 menekankan pentingnya hubungan kerja yang erat, terbuka, konstruktif, profesional, saling percaya antara Direksi dan Dewan Komisaris dalam mencapai kepentingan terbaik korporasi. Prinsip 3 ini juga mengatur perlunya Dewan Komisaris mengakses informasi yang lengkap serta pentingnya anggota Direksi dan Dewan Komisaris memahami implikasi struktur kepemilikan korporasi terhadap pelaksanaan perannya.

Definition

The Board of Directors and the Board of Commissioners have a close, open, constructive, professional and trusting work relationship for the best interests of the Company.

Explanation

Principle 3 emphasizes the importance of a close, open, constructive, professional, trusting work relationship between the Board of Directors and the Board of Commissioners in achieving the best interests of the Company. Principle 3 also regulates the need for the Board of Commissioners to access complete information and the importance for members of the Board of Directors and Board of Commissioners to understand the implications of the corporate ownership structure for carrying out their roles.



Prinsip 4: Perilaku Etis Principle 4: Ethical Conduct

Definisi

Korporasi memiliki komitmen untuk bertindak secara etis dan bertanggung jawab, menegakkan nilai-nilai dan budaya organisasi.

Penjelasan

Prinsip 4 mengharuskan korporasi untuk membuat pernyataan secara berkala tentang komitmen korporasi tidak hanya mematuhi peraturan perundang-undangan yang berlaku, namun juga komitmen untuk bertindak etis dan bertanggung jawab.

Definition

The Company has a commitment to act ethically and responsibly, upholding the values and culture of the organization.

Explanation

Principle 4 requires the Company to periodically make statements regarding corporate commitments not only to comply with applicable laws and regulations, but also the commitments to act ethically and responsibly.

Prinsip 5: Manajemen Risiko, Pengendalian Intern dan Kepatuhan Principle 5: Risk Management, Internal Control and Compliance

Definisi

Korporasi menjalankan praktik governansi korporat yang terintegrasi dengan penerapan sistem pengendalian internal dan manajemen risiko, serta sistem manajemen kepatuhan yang efektif dalam rangka mendukung pencapaian sasaran, visi, misi, tujuan, maupun target kinerja korporat dalam menjalankan bisnis secara berintegritas.

Penjelasan

Prinsip 5 mengharuskan Direksi untuk mengimplementasikan governansi, sistem pengendalian internal dan manajemen risiko, dan sistem manajemen kepatuhan secara terintegrasi sebagai bagian dari strategi, perangkat manajemen, dan praktik yang dijalankan korporasi dalam berbisnis secara bertanggung jawab (*responsible business*) sebagai warga korporat yang baik (*good corporate citizen*). Dewan Komisaris memantau dan menyampaikan masukan terhadap efektivitas penerapan governansi, sistem pengendalian internal dan manajemen risiko, dan sistem manajemen kepatuhan korporat yang dilaksanakan secara terintegrasi oleh Direksi.

Definition

The Company carries out corporate governance practices that are integrated with the implementation of internal control and risk management systems, as well as an effective compliance management system in order to support the achievement of the Company's objectives, vision, mission, goals and performance targets in running business with integrity.

Explanation

Principle 5 requires the Board of Directors to implement governance, internal control and risk management systems, and an integrated compliance management system as part of the strategy, management tools, and practices implemented by the Company in running business responsibly (*responsible business*) as a good corporate citizen (*good corporate citizen*). The Board of Commissioners monitors and provides input on the effectiveness of the implementation of the Company's governance, internal control and risk management system, and corporate compliance management system, which are carried out in an integrated manner by the Board of Directors.

Prinsip 6: Pengungkapan dan Transparansi Principle 6: Disclosure and Transparency

Definisi

Korporasi membuat pengungkapan yang akurat dan tepat waktu mengenai semua hal yang material tentang korporasi.

Penjelasan

Prinsip 6 mengharuskan korporasi untuk memiliki kerangka governansi yang mampu memberikan keyakinan yang dapat menghasilkan pengungkapan yang akurat dan tepat waktu mengenai semua hal yang material tentang korporasi, yang meliputi kondisi dan kinerja keuangan, kepemilikan atas korporasi, dan governansi korporat.

Definition

The Company makes accurate and timely disclosures regarding all material matters concerning the Company.

Explanation

Principle 6 requires the Company to have a governance framework capable of providing assurance that can result in accurate and timely disclosure of all material matters concerning the Company, including financial condition and performance, ownership of the Company, and corporate governance.

Prinsip 7: Hak-hak Pemegang Saham Principle 7: Rights of Shareholders

Definisi

Korporasi melindungi dan memfasilitasi pelaksanaan hak pemegang saham dan memastikan perlakuan yang adil terhadap pemegang saham, termasuk pemegang saham minoritas. Semua pemegang saham memiliki kesempatan untuk mendapatkan ganti rugi yang efektif atas pelanggaran hak-hak mereka.

Penjelasan

Prinsip 7 menjelaskan mengenai pemenuhan hak pemegang saham dan perlakuan adil bagi pemegang saham, bagaimana cara kerja sama aktif antara korporasi dengan pemegang sahamnya dilaksanakan serta pelaksanaan sebagian hak pemegang saham secara efektif melalui RUPS.

Definition

The Company protects and facilitates the exercise of shareholders' rights and ensures fair treatment of shareholders, including minority shareholders. All shareholders have the opportunity to obtain effective remedies for violations against their rights.

Explanation

Prinsip 7 menjelaskan mengenai pemenuhan hak pemegang saham dan perlakuan adil bagi pemegang saham, bagaimana cara kerja sama aktif antara korporasi dengan pemegang sahamnya dilaksanakan serta pelaksanaan sebagian hak pemegang saham secara efektif melalui RUPS.

Prinsip 8: Hak-hak Pemangku Kepentingan Principle 8: Rights of Stakeholders

Definisi

Korporasi mengakui hak-hak pemangku kepentingan yang ditetapkan dalam peraturan perundang-undangan yang berlaku atau suatu perjanjian yang disepakati oleh korporasi dan mendorong kerja sama aktif dengan pemangku kepentingan dalam menciptakan kekayaan, lapangan kerja, dan keberlanjutan usaha yang sehat secara finansial.

Penjelasan

Prinsip 8 menjelaskan peran Direksi dan Dewan Komisaris mengintegrasikan aspek keberlanjutan dalam model bisnis korporasi, melaksanakan pelibatan pemangku kepentingan, serta memastikan perlindungan terhadap hak-hak para pemangku kepentingan. Dewan Komisaris memantau pengintegrasian semua aspek tersebut di atas yang dilakukan oleh Direksi.

Definition

The Company recognizes the rights of stakeholders as defined by applicable laws and regulations or an agreement reached by the Company, and encourages active collaboration with stakeholders in the creation of wealth, employment, and financially sound business continuity.

Explanation

Principle 8 describes the roles of the Board of Directors and Board of Commissioners in integrating sustainability aspects into the corporate business model, implementing stakeholder engagement, and ensuring the protection of stakeholders' rights. The Board of Commissioners monitors the integration of all of the aforementioned aspects by the Board of Directors.

Komitmen dan Konsistensi Penerapan GCG Secara Berkelanjutan

Perusahaan meyakini, komitmen terhadap penerapan GCG tidak hanya dipandang sebagai kewajiban untuk mematuhi peraturan yang berlaku, melainkan juga diyakini sebagai kunci sukses dalam upaya pencapaian kinerja bisnis yang efektif, efisien, serta berkelanjutan. Langkah implementasi kebijakan penerapan GCG, adalah dengan menjalankan budaya Perseroan yang tercermin pada sikap dan tingkah laku sehari-hari di seluruh jajaran manajemen dan karyawan.

Selain itu, Perusahaan juga melakukan komunikasi dan sosialisasi, pelatihan, serta memetakan akuntabilitas dan tanggung jawab sesuai perubahan bisnis dan organisasi di lingkup Perusahaan. Selain itu, Perusahaan juga senantiasa mematuhi peraturan dan menjunjung tinggi kebijakan serta nilai-nilai yang terkandung dalam praktik tata kelola Perseroan.

Komitmen implementasi GCG di antaranya:

1. Menciptakan situasi kondusif untuk melaksanakan Pedoman Tata Kelola Perusahaan yang Baik (GCG Code) dan Pedoman Perilaku. Panduan/kebijakan terhadap penerapan tata kelola Perusahaan yang baik telah disosialisasikan kepada Dewan Komisaris, Direksi, dan Karyawan. Untuk menciptakan situasi kondusif, Dewan Komisaris, Direksi, dan seluruh Karyawan diwajibkan untuk menerapkan pedoman perilaku (*Code of Conduct*) dengan menandatangani Pernyataan Kepatuhan secara berkala tahunan.
2. Meninjau dan menyempurnakan pedoman-pedoman GCG. Perusahaan menunjuk seorang anggota Direksi sebagai penanggung jawab dalam penerapan dan pemantauan Tata Kelola Perusahaan yang Baik, dan melaporkan hasil *monitoring/evaluasi* kepada RUPS dan Dewan Komisaris. Pelaksanaan tata kelola Perusahaan yang baik menjadi salah satu unsur *Key Performance Indicator* (KPI) Perusahaan dan dituangkan ke dalam kontrak manajemen.

Commitment and Consistency of Sustainable GCG Implementation

The Company believes that commitment to GCG implementation does not only represent the obligation to comply with the applicable regulations, but is also believed to be the key of success in the effort to achieve effective, efficient, and sustainable business performance achievement. The stage to implement GCG implementation policy is performing Company culture as reflected in the day-to-day attitude and behaviors at all management levels and employees.

The Company also performs communication and socialization, training, and mapping of accountability and responsibility in accordance with business and organizational changes in the Company. Moreover, the Company also consistently complies with the regulations and highly upholds policies and values in corporate governance practice.

Commitment to GCG implementation includes:

1. Creating conducive situation to perform GCG Code and Code of Conduct. Guideline/policy on good governance implementation of the Company has been disseminated to the Board of Commissioners, Board of Directors, and Employees. To create conducive situation, the Board of Commissioners, Board of Directors, and all employees are required to implement Code of Conduct by signing Statement of Compliance regularly every year.
2. Reviewing and refining GCG guidelines. The Company appoints a member of the Board of Directors as the person in charge of implementing and monitoring Good Corporate Governance and reporting monitoring/evaluation result to GMS and the Board of Commissioners. The implementation of Good Corporate Governance is one of Key Performance Indicator (KPI) elements of the Company and is stated in the



3. Melakukan asesmen/evaluasi penerapan GCG secara berkala. Penilaian (*assessment*) penerapan GCG dilakukan secara berkala oleh BPKP Pusat. Selain itu, penilai juga melakukan evaluasi pada tahun berikutnya dengan *self assessment* oleh Tim Internal Perusahaan.
 4. Menerbitkan kebijakan tentang pengendalian gratifikasi. Terkait dengan hubungan bisnis, maka hal yang sering terjadi adalah pemberian dan/atau permintaan gratifikasi dari satu pihak kepada pihak lainnya. Gratifikasi menjadi salah satu perhatian dari Pemberantasan Tindak Pidana Korupsi mengingat sifatnya yang mengarah pada tindak pidana suap. Kebijakan pengendalian gratifikasi bertujuan sebagai pedoman bagi insan Perusahaan dalam mengambil sikap yang tegas, pentingnya kepatuhan melaporkan, dan penanganan praktik gratifikasi di Perusahaan.
 5. Menerbitkan kebijakan tentang sistem pelaporan pelanggaran (*Whistleblowing System*) Pelanggaran terhadap prinsip-prinsip tata kelola Perusahaan yang baik, nilai-nilai etika, serta peraturan perundang-undangan yang berlaku di Perusahaan adalah hal yang harus dihindari oleh seluruh insan Perusahaan. Kebijakan sistem pelaporan pelanggaran bertujuan menjadi peringatan dini bagi seluruh insan Perusahaan dalam menangani pelaporan pelanggaran, menjamin penyelesaian pelaporan pelanggaran, menghindari publikasi negatif, dan mengungkap permasalahan di Perusahaan seperti *fraud*, diskriminasi, pelecehan atau penyimpangan lainnya.
 6. Kepatuhan dalam melaporkan harta kekayaan penyelenggara Negara (LHKPN) ke KPK Menerbitkan surat keputusan Direksi tentang penetapan jabatan struktural satu tingkat di bawah direksi yang menyampaikan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN), serta memberikan teguran bagi pejabat yang tidak menyampaikan LHKPN.
 7. Sistem Pengendalian Intern berbasis *Committee of Sponsoring Organization (COSO)* Perusahaan berkomitmen untuk membangun suatu sistem pengendalian intern yang efektif agar dapat memberikan keyakinan memadai (*reasonable assurance*).
 8. Manajemen Risiko Terintegrasi berbasis ISO 31000 Perusahaan menerapkan pengelolaan Sistem Manajemen Risiko secara kaskade dan agregasi. Secara kaskade berarti dari atas ke bawah menguraikan kewenangan dan tanggung jawab pengelolaan sampai pada organisasi terendah, sedangkan agregasi berarti sebaliknya pengelolaan itu dimulai dari organisasi terendah kemudian dikelompokkan terus sampai organisasi tertinggi.
- management contract.
3. Performing assessment/evaluation of GCG implementation regularly. Assessment of GCG implementation is conducted regularly by Representative BPKP. Moreover, the assessor also evaluates the following year through self-assessment conducted by the Company's Internal Team.
 4. Releasing policy on gratification control. In terms of business relations, giving and/or requesting gratification from one party to another often happens. Gratification is one of the concerns of Corruption Eradication considering it leads to bribery. Gratification control policy serves as a guide for the Company's employees in taking firm attitude, the importance of compliance to reporting, and handling of gratification practice in the Company.
 5. Publishing policy on Whistleblowing System. Violation towards the principles of Good Corporate Governance, ethics as well as legislations applicable in the Company must be avoided by all employees of the Company. The violation reporting system policy serves as an early warning to all employees of the Company in handling violation report, ensure settlement of violation report, avoid negative publication, and reveal problems in the Company, such as fraud, discrimination, harassment or other digressions.
 6. Compliance in reporting the assets of state officials (LHKPN) to the KPK, issuing a decision letter from the Board of Directors regarding the determination of a structural position one level below the board of directors who submits the Report on Assets of State Officials (LHKPN), and giving warnings to officials who do not submit LHKPN.
 7. Committee of Sponsoring Organization (COSO)-based Internal Control System. The Company is committed to building an effective internal control system to provide reasonable assurance.
 8. Integrated Risk Management based on ISO 31000. The Company implements a cascade and aggregation Risk Management System management. Cascade means that from top to bottom describes the authority and responsibility of administration to the lowest organization, while aggregation means that management starts from the lowest organization then grouped continuously until the highest organization.

PETA JALAN ROADMAP

2018 – 2019

Mematuhi semua ketentuan dan peraturan perundang-undangan terkait dengan GCG (wajib dan sukarela) serta implementasi jujur, tulus, dan ikhlas

KPI

- Secara konsisten dan berkelanjutan melaksanakan penyempurnaan penerapan GCG
- Penyempurnaan instrumen GCG:
 - a. *Code of GCG*
 - b. *Board of Manual*
 - c. *Code of Conduct*
 - d. Piagam Sekretaris Perusahaan
 - e. *Internal Audit Charter*
 - f. WBS
 - g. *Pedoman Internal Control*
 - h. Piagam Komite Audit
 - i. *Pengelolaan Keterbukaan*
 - j. *Informasi Publik*
 - k. *Gratifikasi*
 - l. *Piagam Pemantau Risiko*
- Target capaian hasil *assessment* GCG mencapai di atas 85 dengan kualifikasi Sangat Baik

Comply with all provisions, laws and regulations related to GCG (mandatory and voluntary) as well as the implementation of Honest, Sincere, and Truthful

KPI

- Consistently and continuously implementing improvements of GCG implementation
- Improvement of GCG instruments:
 - a. *Code of GCG*
 - b. *Board Manual*
 - c. *Code of conduct*
 - d. *Corporate Secretary Charter*
 - e. *Internal Audit Charter*
 - f. WBS
 - g. *Internal Control Guidelines*
 - h. *Audit Committee Charter*
 - i. *Disclosure Management*
 - j. *Public Information*
 - k. *Gratuities*
 - l. *Risk Monitoring Charter*
- The achievement target of the GCG assessment results is above 85 with Very Good Qualifications

2020

Mematuhi semua ketentuan dan peraturan perundang-undangan terkait dengan GCG (wajib dan sukarela) serta implementasi jujur, tulus, dan ikhlas

KPI

- Secara konsisten dan berkelanjutan melaksanakan penyempurnaan penerapan GCG
- Penyempurnaan instrumen GCG:
 - a. *Code of GCG*
 - b. *Board of Manual*
 - c. *Code of Conduct*
 - d. Piagam Sekretaris Perusahaan
 - e. *Internal Audit Charter*
 - f. WBS
 - g. *Pedoman Internal Control*
 - h. Piagam Komite Audit
 - i. *Pengelolaan Keterbukaan*
 - j. *Informasi Publik*
 - k. *Gratifikasi*
 - l. *Piagam Pemantau Risiko*
- Target capaian hasil *assessment* GCG mencapai di atas 85 dengan kualifikasi Sangat Baik

Comply with all regulations and laws, and regulations related to GCG (mandatory and voluntary) As well as alignment and implementation of AKHLAK core values

KPI

- Consistently and continuously implementing improvements of GCG implementation
- Improvement of GCG instruments:
 - a. *Code of GCG*
 - b. *Board Manual*
 - c. *Code of conduct*
 - d. *Corporate Secretary Charter*
 - e. *Internal Audit Charter*
 - f. WBS
 - g. *Internal Control Guidelines*
 - h. *Audit Committee Charter*
 - i. *Disclosure Management*
 - j. *Public Information*
 - k. *Gratuities*
 - l. *Risk Monitoring Charter*
- The achievement target of the GCG assessment results is above 85 with Very Good Qualifications



2021

Mematuhi semua ketentuan dan peraturan perundangundangan terkait dengan GCG (wajib dan sukarela) Serta penyelarasan dan implementasi core value AKHLAK

KPI

- Secara konsisten dan berkelanjutan melaksanakan penyempurnaan penerapan GCG
- Penyempurnaan instrumen GCG:
 - a. *Code of GCG*
 - b. *Board of Manual*
 - c. *Code of Conduct*
 - d. Piagam Sekretaris Perusahaan
 - e. *Internal Audit Charter*
 - f. WBS
 - g. Pedoman *Internal Control*
 - h. Piagam Komite Audit
 - i. Pengelolaan Keterbukaan
 - j. Informasi Publik
 - k. Gratifikasi
 - l. Piagam Pemantau Risiko
- Pelaksanaan *assessment* secara berkala selama 3 tahun terakhir, sebagai berikut:
 - a. Tahun 2019 = 80,34 (Baik)
 - b. Tahun 2020 = 87,77 (Sangat Baik)
- Target capaian hasil *assessment* GCG mencapai di atas 85 dengan kualifikasi Sangat Baik

Comply with all provisions and laws and regulations related to GCG (mandatory and voluntary) as well as alignment and implementation of Akhlak core values.

KPI

- Consistently and continuously implementing improvements of GCG implementation
- Improvement of GCG instruments:
 - a. *Code of GCG*
 - b. *Board Manual*
 - c. *Code of conduct*
 - d. *Corporate Secretary Charter*
 - e. *Internal Audit Charter*
 - f. WBS
 - g. *Internal Control Guidelines*
 - h. *Audit Committee Charter*
 - i. *Disclosure Management*
 - j. *Public Information*
 - k. *Gratuities*
 - l. *Risk Monitoring Charter*
- Implementation of periodic assessments for the last 3 years, as follows:
 - a. Year 2019 = 80.34 (Good)
 - b. Year 2020 = 87.77 (Very Good)
- The achievement target of the GCG assessment results is above 85 with Very Good Qualifications

2022

Mematuhi semua ketentuan dan peraturan perundangundangan terkait dengan GCG (wajib dan sukarela) Serta penyelarasan dan implementasi core value AKHLAK

KPI

- Secara konsisten dan berkelanjutan melaksanakan penyempurnaan penerapan GCG
- Penyempurnaan instrumen GCG:
 - a. *Code of GCG*
 - b. *Board of Manual*
 - c. *Code of Conduct*
 - d. Piagam Sekretaris Perusahaan
 - e. *Internal Audit Charter*
 - f. WBS
 - g. Pedoman *Internal Control*
 - h. Piagam Komite Audit
 - i. Pengelolaan Keterbukaan
 - j. Informasi Publik
 - k. Gratifikasi
 - l. Piagam Pemantau Risiko
- Target capaian hasil *assessment* GCG mencapai di atas 90 dengan kualifikasi Sangat Baik

Comply with all provisions and laws and regulations related to GCG (mandatory and voluntary) as well as alignment and implementation of Akhlak core values.

KPI

- Consistently and continuously implementing improvements of GCG implementation
- Improvement of GCG instruments:
 - a. *Code of GCG*
 - b. *Board Manual*
 - c. *Code of conduct*
 - d. *Corporate Secretary Charter*
 - e. *Internal Audit Charter*
 - f. WBS
 - g. *Internal Control Guidelines*
 - h. *Audit Committee Charter*
 - i. *Disclosure Management*
 - j. *Public Information*
 - k. *Gratuities*
 - l. *Risk Monitoring Charter*
- The achievement target of the GCG assessment results is above 90 with Very Good Qualifications

ROADMAP GCG

2023-2027

Sasaran Target/Goal

Peningkatan Implementasi GCG Perseroan
Improvement of the Company's GCG Implementation

Memenuhi ketentuan dan peraturan dalam tata Kelola perusahaan
Fulfilling the provisions and regulations in corporate governance

Pencapaian Kinerja Terbaik melalui Pelaksanaan Proses Bisnis pada lingkungan, sosial dan tata kelola perusahaan secara berkelanjutan.
Achieving Best Performance through the implementation of Business Process on environment, social and corporate governance in a sustainable manner.

Strategi Strategy

Peningkatan Awareness GCG
Improvement of GCG Awareness

Penguatan Infrastruktur penerapan GCG
Strengthening the Infrastructure for GCG Implementation

Assessment pelaksanaan GCG dan Tindak Lanjut AOI atas hasil Assessment
Assessment of GCG implementation and AOI Follow-up on Assessment results

Digitalisasi Pelaksanaan Assessment GCG
Digitalization of GCG Assessment Implementation

Pelaksanaan Prinsip-prinsip GCG pada setiap proses bisnis
Implementation of GCG Principles in each business process

Kebijakan Policy

Penerapan GCG dalam proses bisnis Perseroan
GCG implementation in the Company's business processes

Penggunaan Aplikasi Assessment GCG berbasis digital di seluruh Anak Perusahaan.
Utilization of digital-based GCG Assessment Application in all Subsidiaries

Kepatuhan terhadap prinsip-prinsip:

1. **Transparency**
2. **Accountability**
3. **Responsibility**
4. **Independence**
5. **Fairness**

Compliance with the following principles:

1. Transparency
2. Accountability
3. Responsibility
4. Independence
5. Fairness

1. Pemutakhiran infrastruktur GCG Perseroan sesuai dengan Peraturan dan Perundang-undangan yang berlaku.
2. Penggunaan system pengendalian dan pencegahan fraud melalui SMAP 37001 dan pengaduan melalui WBS (Whistleblowing System) dan Unit Pengendalian Gratifikasi (UPG).

1. Updating the Company's GCG infrastructure in accordance with the prevailing laws and regulations.
2. Utilizing fraud control and prevention system through SMAP 37001 and complaints through WBS (Whistleblowing System) and Gratification Control Unit (UPG).

1. Pelaksanaan assessment GCG Baik Secara Self assessment dan dengan Asesor Eksternal
2. Tindak Lanjut Hasil AOI dengan melengkapi Evidence
3. Evaluasi Program Kerja Tahunan GCG

1. Implementation of GCG assessment both by Self-assessment and with External Assessor
2. Follow-up on AOI Results by completing Evidence
3. Evaluation of GCG Annual Work Program



Program Kerja Work Program

- 1. Sosialisasi penerapan GCG dengan mengundang narasumber eksternal (BPKP, BPK, LKPP, dll)**
- 2. Kegiatan kampanye melalui spanduk dan media elektronik terkait anti suap dan pelaporan Whistleblowing System (WBS).**
- 3. Pelatihan dan Seminar untuk assessor internal terkait implementasi GCG.**
- 4. Review pedoman pelaksanaan GCG**
- 5. Internalisasi Pedoman GCG kepada Dewan Komisaris, Direksi, dan Karyawan yang baru diangkat**
 1. Socialization of GCG implementation by inviting external resource persons (BPKP, BPK, LKPP, etc.)
 2. Campaign activities through banners and electronic media related to anti-bribery and Whistleblowing System (WBS) reporting.
 3. Training and seminars for internal assessors related to GCG implementation.
 4. Review of GCG implementation guidelines
 5. Internalization of GCG Guidelines to the new Board of Commissioners, Board of Directors, and Employees

- 1. Melaksanakan Evaluasi berkala terhadap infrastruktur GCG Perseroan.**
- 2. Monev implementasi SMAP 37001**
- 3. Pelaksanaan dan Perbaikan Whistleblowing System (WBS) secara berkelanjutan**
 1. Conduct periodic evaluation of the Company's GCG infrastructure.
 2. Monitoring and evaluation of SMAP 37001 implementation
 3. Implementation and continuous improvement of whistleblowing system (WBS).

- 1. Pencapaian Hasil Assessment GCG dengan Predikat minimal "Baik"**
- 2. Tindak lanjut AOI minimal 60%**
- 3. Realisasi Program Kerja GCG tercapai 100%**
 1. Achievement of GCG Assessment Results with at minimum "Good" Predicate
 2. AOI follow-up at minimum 60%
 3. Realization of GCG Work Program achieved 100%

- 1. Monitoring dan Evaluasi Pelaksanaan Assessment GCG berbasis digital.**
- 2. Pemutakhiran Aplikasi Assessment GCG dengan pihak eksternal**
 1. Monitoring and Evaluation of the Implementation of digital-based GCG Assessment.
 2. Updating of the GCG Assessment Application with external parties.

- 1. Peningkatan Kinerja dengan praktik terbaik (best practice)**
- 2. Zero bad practice governance**
- 3. Peningkatan ESG Rating**
- 4. Sertifikasi setiap Proses Bisnis**
 1. Performance Improvement with best practices
 2. Zero bad practice governance
 3. Improved ESG Rating
 4. Certification of every Business Process

PENILAIAN PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK

ASSESSMENT OF GOOD CORPORATE GOVERNANCE (GCG) IMPLEMENTATION

Dasar dan Kriteria Penilaian

Perusahaan mengukur penerapan GCG melalui penilaian (*assessment*) penerapan GCG yang dilaksanakan secara berkala setiap 2 (dua) tahun dan evaluasi (*review*) yang dilakukan sendiri (*self-assessment*) untuk mendeskripsikan tindak lanjut pelaksanaan dan penerapan GCG di Perseroan yang dilakukan tahun berikutnya. Indikator dan parameter penilaian dijabarkan dari beberapa aspek dengan bobot tertentu yang didasarkan pada Surat Keputusan Sekretaris Kementerian BUMN No. SK-16/S. MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara.

Principle and Criteria for Assessment

The Company measures the Company's performance through an assessment of its GCG implementation, which is carried out periodically every 2 (two) years, and a self-assessment to describe the follow-up to the performance and implementation of GCG in the Company, which will be carried out the following year. The indicators and parameters of the assessment are described from several aspects with a certain weight based on the Decree of the Secretary of Ministry of SOEs Number: SK-16/S.MBU/2012 dated June 6, 2012, on Assessment and Evaluation of Indicators/Parameters of the Implementation of Good Corporate Governance in State-Owned Enterprises.

Aspek Pengujian Aspect of Assessment	Bobot Weight
Komitmen terhadap Penerapan Tata Kelola secara Berkelanjutan Commitment to the Implementation of Sustainable Governance	7,00
Pemegang Saham dan RUPS/Pemilik Modal Shareholders and GMS/Capital Owners	9,00
Dewan Komisaris/Dewan Pengawas Board of Commissioners/Supervisory Board	35,00
Direksi Board of Directors	35,00
Pengungkapan Informasi dan Transparansi Information Disclosure and Transparency	9,00
Aspek Lainnya Other Aspects	6,00
Skor Keseluruhan Overall Score	100,00

Assessment Penerapan GCG Tahun Buku 2022

Di tahun 2022, pelaksanaan *assessment* GCG Perusahaan menunjukkan hasil dengan predikat "SANGAT BAIK", mencakup 6 (enam) aspek seperti yang telah diuraikan di atas, dengan capaian skor sebesar 90,90%.

2022 GCG Implementation Assessment

In 2022, the implementation of the Company's GCG assessment showed results with the predicate of "VERY GOOD," covering 6 (six) aspects as described above, with a score of 90.90%.

Jenis Penilaian Type of Assessment	: Self Assessment
Assessor/Penilai	: <ul style="list-style-type: none"> • Isna Hidayah • David Sihombing • Irvin Fauzan Lubis • Andri Putra Panjaitan • Hadyopie P A Siregar • Sony Abimanyu Tarigan
Periode Penerapan Period of GCG Implementation	: 1 Januari - 31 Desember 2022 January 1 – December 31, 2022
Tahun Buku Fiscal Year	: 2022
Tempat Venue	: Kantor Holding Perkebunan Nusantara PTPN III (Persero) Holding Perkebunan Nusantara PTPN III (Persero) Office
Waktu Pengukuran Assessment Period	: 1 Maret - 15 April 2023 March 1 - April 15, 2023



Rincian hasil *assessment* penerapan GCG Perusahaan untuk tahun buku 2022 sebagai berikut:

Details of the results of the Company's 2022 GCG implementation assessment are as follows:

Aspek Pengujian Aspect of Assessment	Bobot Weight	Pencapaian Tahun Buku 2022 2022 Fiscal Year Achievements		
		Nilai Score	Pencapaian Achievement (%)	Predikat Kualitas Penerapan GCG Implementation Quality Predicate
Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan Commitment to the Implementation of Sustainable Governance	7,00	6,62	94,56	Sangat Baik Very Good
Pemegang Saham dan RUPS/Pemilik Modal Shareholders and GMS/Capital Owners	9,00	8,24	91,59	Sangat Baik Very Good
Dewan Komisaris/Dewan Pengawas Board of Commissioners/Supervisory Board	35,00	32,30	92,28	Sangat Baik Very Good
Direksi Directors	35,00	32,23	92,08	Sangat Baik Very Good
Pengungkapan Informasi dan Transparansi Information Disclosure and Transparency	9,00	7,75	86,26	Sangat Baik Very Good
Aspek Lainnya Other Aspects	5,00	3,75	75,00	Sangat Baik Very Good
Skor Keseluruhan Overall Score	100,00	90,90	90,90	Sangat Baik Very Good
Kualifikasi Kualitas Penerapan GCG GCG Implementation Quality Qualification				SANGAT BAIK VERY GOOD

Keterangan | Notes:

0-50 : Tidak Baik | 50-60 : Kurang Baik | 60-75 : Cukup Baik | 75-85 : Baik | 85-100 : Sangat Baik
0-50 : Not Good | 50-60 : Less Good | 60-75 : Fairly Good | 75-85 : Good | 85-100 : Very Good

Struktur Tata Kelola Perusahaan yang Baik

Berdasarkan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas, struktur organ utama GCG Perusahaan terdiri dari Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi. Organ Perusahaan tersebut memainkan peran kunci dalam keberhasilan pelaksanaan GCG.

Selain itu, Perseroan juga telah membentuk organ-organ pendukung GCG di bawah Komisaris, yaitu Komite Audit, Komite Pemantau Risiko, dan Sekretaris Dewan Komisaris serta organ pendukung GCG di bawah Direksi yang terdiri dari Sekretaris Perusahaan dan Satuan Pengawas Internal (SPI).

Dalam pelaksanaannya, masing-masing organ Perusahaan tersebut menjalankan tugas, fungsi dan tanggung jawabnya secara independen untuk kepentingan Perseroan sesuai dengan ketentuan perundang-undangan, Anggaran Dasar Perseroan, dan ketentuan lain yang berlaku.

Good Corporate Governance Structure

Based on Law No. 40 of 2007 concerning Limited Liability Companies, the main organ structure of GCG in the Company consists of General Meeting of the Shareholders (GMS), Board of Commissioners, and Board of Directors. The organs of the Company perform key roles in the success of GCG implementation.

Moreover, the Company has also established GCG supporting organs under the Board of Commissioners, which are Audit Committee, Risk Monitoring Committee, and Secretary the Board of Commissioners, as well as GCG supporting organs under the Board of Directors, consisting of Corporate Secretary and Internal Audit Unit (IAU).

In its implementation, each of the Company's Organs performs its duties, functions and responsibilities independently for the interest of the Company in accordance with the laws and regulations, the Company's Article of Association, and other applicable provisions.

RAPAT UMUM PEMEGANG SAHAM

GENERAL MEETING OF SHAREHOLDERS

Rapat Umum Pemegang Saham (RUPS) adalah Organ Perusahaan yang mempunyai wewenang yang tidak diberikan kepada Direksi atau Dewan Komisaris dalam batas yang ditentukan dalam Undang-undang dan/atau Anggaran Dasar. RUPS menjadi wadah bagi para Pemegang Saham untuk menggunakan wewenang dan hak-haknya dalam pengambilan keputusan strategis dan menentukan arah Perusahaan. Keputusan yang diambil dalam RUPS harus sepenuhnya didasarkan pada kepentingan Perusahaan dalam jangka panjang maupun jangka pendek.

Pemegang Saham

Pemegang Saham sebagai pemilik modal memiliki hak dan tanggung jawab sesuai dengan peraturan perundang-undangan dan Anggaran Dasar Perusahaan. Pemegang Saham Perusahaan terdiri dari Pemegang Saham Utama/ Pengendali dan Pemegang Saham lainnya yang merupakan pendiri Perusahaan. Berikut disampaikan komposisi Pemegang Saham Perusahaan per 31 Desember 2022.

The General Meeting of Shareholders (GMS) is a Company Organ that has an authority that is not given to the Board of Directors or the Board of Commissioners within limits specified in the Law and/ or Articles of Association. The GMS is a forum for Shareholders to exercise their authority and rights in making strategic decisions and defining the path of the Company. Decisions taken at the GMS must be entirely based on the Company's interests in the long and short term.

Shareholders

Shareholders as capital owners have the rights and responsibilities in accordance with the laws and regulations and the Company's Articles of Association. The Company's Shareholders consist of Major/Controlling Shareholders and other Shareholders who are the founders of the Company. The following is the composition of the Company's Shareholders as of December 31, 2022

Komposisi Pemegang Saham Perusahaan per 31 Desember 2022

Composition of the Company's Shareholders as of December 31, 2022



Informasi Tentang Pemegang Saham Utama/ Pengendali

Sesuai dengan status hukum Perusahaan, maka modal Perusahaan adalah berbentuk saham yang berasal dari penyertaan modal Negara Republik Indonesia. Dengan demikian, saham Perusahaan 100% sepenuhnya dimiliki oleh Negara Republik Indonesia yang diwakili oleh Pemerintah Republik Indonesia/Kementerian Badan Usaha Milik Negara (BUMN), di mana Negara Republik Indonesia menjadi entitas induk akhir.

Information on Major/ Controlling Shareholders

In accordance with the legal status of the Company, the Company's capital is in the form of shares originating from the state equity participation of the Republic of Indonesia. Therefore, the Company's shares are 100% fully owned by the Republic of Indonesia, represented by the Government of the Republic of Indonesia/ the Ministry of State-Owned Enterprises (SOEs), of which the Republic of Indonesia is the owner of parent entity.

Kewenangan RUPS

1. Mengangkat dan memberhentikan Direksi dan Dewan Komisaris;
2. Memberikan persetujuan atas Laporan Tahunan termasuk pengesahan Laporan Keuangan dengan memberikan pelunasan dan pembebasan kepada anggota Direksi dan anggota Dewan

Authorities of GMS

1. Assigning and dismissing the Board of Directors and Board of Commissioners;
2. Giving permission to Annual Report, including validating financial statements by giving settlement and release to members of the



Komisaris atas pengurusan dan pengawasan yang telah dijalankan selama tahun buku yang lalu, sejauh tindakan tersebut ternyata dalam laporan tahunan termasuk Laporan Keuangan serta sesuai dengan ketentuan yang berlaku;

3. Memberikan persetujuan atas Rencana Kerja dan Anggaran Perusahaan;
4. Memberikan persetujuan terhadap hal-hal lain yang perlu persetujuan RUPS untuk kepentingan perusahaan yang belum dicantumkan dalam Rancangan Rencana Kerja dan Anggaran Perusahaan.

Jenis-Jenis RUPS di Perusahaan

Sesuai dengan Undang-undang No. 40 Tahun 2007 tentang Perseroan Terbatas, jenis RUPS yang diselenggarakan Perusahaan terdiri atas RUPS tahunan dan RUPS lainnya.

RUPS Tahunan

RUPS Tahunan diadakan setiap tahun, meliputi:

1. RUPS mengenai persetujuan Laporan Tahunan RUPS tahunan untuk menyetujui laporan tahunan diadakan paling lambat dalam bulan Juni setelah penutupan tahun buku yang bersangkutan, dan dalam rapat tersebut Direksi menyampaikan:
 - a. Laporan Tahunan yang telah ditandatangani oleh semua Anggota Direksi dan semua Anggota Dewan Komisaris;
 - b. Usulan penggunaan laba bersih Perusahaan;
 - c. Hal-hal lain yang perlu persetujuan RUPS untuk kepentingan Perusahaan. Perusahaan menyampaikan penjelasan lengkap dan informasi yang akurat kepada Pemegang Saham berkenaan dengan penyelenggaraan RUPS yang meliputi metode perhitungan dan rincian penentuan gaji/honorarium, fasilitas dan/atau tunjangan lain bagi setiap anggota Dewan Komisaris dan Direksi yang sedang menjabat.
2. RUPS untuk menyetujui Rencana Kerja dan Anggaran Perusahaan RUPS tahunan untuk menyetujui Rencana Kerja dan Anggaran Perusahaan diadakan paling lambat 30 (tiga puluh) hari setelah tahun anggaran berjalan (tahun anggaran Rencana Kerja dan Anggaran Perusahaan yang bersangkutan), dan dalam rapat tersebut Direksi menyampaikan:
 - a. Rencana Kerja dan Anggaran Perusahaan termasuk Proyeksi Laporan Keuangan;
 - b. Hal-hal lain yang perlu persetujuan Rapat Umum Pemegang Saham untuk kepentingan Perusahaan yang belum dicantumkan dalam Rancangan Rencana Kerja.

Dalam RUPS tahunan dapat juga dimasukkan usul-usul yang diajukan oleh Dewan Komisaris, dengan ketentuan bahwa usul-usul yang bersangkutan harus sudah diterima oleh Direksi sebelum tanggal panggilan RUPS tahunan.

RUPS Lainnya (RUPS Luar Biasa)

RUPS Luar Biasa dapat diadakan setiap waktu berdasarkan kebutuhan untuk kepentingan Perusahaan.

Board of Directors and members of the Board of Commissioners for management and monitoring performed in the previous fiscal year, as far as the actions are in the annual report, including financial statements and consistent with the applicable provisions;

3. Giving approval to the Company's Work Plan and Budget;
4. Giving approval to other matters which require the approval of GMS for the interests of the Company, which haven't been included in the Company's Work Plan and Budget.

Types of GMS in the Company

In accordance with Law No. 40 of 2007 concerning Limited Liability Companies, the type of GMS held by the Company consists of the annual GMS and other GMS.

Annual GMS

The Annual GMS is held every year, covering:

1. GMS regarding the approval of the Annual Report of The Annual GMS is held no later than June after the closing of the financial year concerned. At the meeting, the Board of Directors conveys:
 - a. Annual Report, which has been signed by all members of the Board of Directors and all members of the Board of Commissioners;
 - b. Proposed use of the Company's net profit;
 - c. Other matters that need approval from the GMS for the benefit of the Company. The Company submits a complete explanation and accurate information to the Shareholders regarding the holding of the GMS, which includes the calculation method and details of determining the salary/honorarium, facilities and/or other allowances for each member of the Board of Commissioners and the Board of Directors who is currently serving.
2. GMS to approve the Company's Work Plan and Budget. Annual GMS to approve the Company's Work Plan and Budget is held no later than 30 (thirty) days after the current fiscal year (the relevant Company's Work Plan and Budget year), and in the meeting, the Board of Directors submits:
 - a. The Company's Work Plan and Budget including Financial Statements Projection;
 - b. Other matters that need approval from the General Meeting of Shareholders for the Company's benefit that has not been included in the Work Plan Draft.

In the annual GMS, proposals submitted by the Board of Commissioners may also be included, provided that the Board of Directors must receive the relevant proposals before the date of the invitation for the annual GMS.

Other GMS (Extraordinary GMS)

Extraordinary GMS can be held at any time based on the need for the benefit of the Company.

Tata Cara Penyelenggaraan RUPS

1. RUPS diselenggarakan pada tempat kedudukan Perseroan atau di tempat Perseroan melakukan kegiatan usahanya yang utama yang terletak di wilayah Negara Republik Indonesia.
2. RUPS dapat diadakan di manapun dalam wilayah Negara Republik Indonesia.
3. RUPS sebagaimana dimaksud pada angka 2 dapat mengambil keputusan jika keputusan tersebut disetujui dengan suara bulat.
4. Direksi menyelenggarakan RUPS Tahunan dan RUPS Luar Biasa dengan didahului pemanggilan RUPS dalam jangka waktu paling lambat 15 (lima belas) hari terhitung sejak tanggal permintaan penyelenggaraan RUPS diterima.
5. Dalam hal Direksi tidak melakukan pemanggilan RUPS, maka:
 - a. Permintaan penyelenggaraan RUPS oleh Pemegang Saham diajukan kembali kepada Dewan Komisaris; atau
 - b. Dewan Komisaris melakukan pemanggilan RUPS. Dewan Komisaris wajib melakukan pemanggilan RUPS dalam jangka waktu paling lambat 15 (lima belas) hari terhitung sejak tanggal permintaan penyelenggaraan RUPS diterima.
6. Penyelenggaraan RUPS sebagaimana dimaksud pada angka 4 dapat pula dilakukan atas permintaan Dewan Komisaris.
7. Permintaan sebagaimana dimaksud angka 5 huruf a diajukan kepada Direksi dengan surat tercatat disertai dengan alasannya yang disampaikan oleh Pemegang Saham, tembusannya disampaikan kepada Dewan Komisaris.
8. Alasan sebagaimana dimaksud pada angka 6 antara lain namun tidak terbatas pada:
 - a. Direksi tidak melaksanakan RUPS Tahunan sesuai dengan ketentuan yang berlaku;
 - b. Masa jabatan anggota Direksi dan/atau anggota Komisaris akan berakhir; atau
 - c. Dalam hal Direksi berhalangan atau ada pertentangan kepentingan antara Direksi dan Perusahaan.
9. RUPS yang diselenggarakan Direksi berdasarkan panggilan RUPS hanya membicarakan masalah yang berkaitan dengan mata acara rapat lainnya yang dipandang perlu oleh Direksi.
10. Pemanggilan RUPS dilakukan dalam jangka waktu paling lambat 14 (empat belas) hari sebelum tanggal RUPS diadakan, dengan tidak memperhitungkan tanggal pemanggilan dan tanggal RUPS.
11. Pemanggilan RUPS dilakukan dengan melalui surat yang didokumentasikan.
12. Dalam panggilan RUPS dicantumkan tanggal, waktu, tempat dan agenda rapat termasuk usul yang direncanakan oleh Direksi untuk diajukan dalam RUPS, disertai pemberitahuan bahwa bahan yang akan dibicarakan dalam RUPS tersedia di kantor Perusahaan sejak tanggal dilakukan pemanggilan RUPS sampai dengan tanggal RUPS diadakan.
13. Perusahaan wajib memberikan salinan bahan rapat kepada Pemegang saham.

Pimpinan dan Risalah RUPS

1. RUPS dipimpin oleh salah seorang Pemegang Saham yang dipilih oleh dan dari antara mereka yang hadir;
2. Risalah RUPS dibuat dan ditandatangani oleh Pimpinan Rapat dan paling sedikit 1 (satu) orang Pemegang Saham yang ditunjuk dari dan oleh peserta RUPS;
3. Risalah RUPS berisi hal-hal yang dibicarakan dan hal-hal yang diputuskan (termasuk pendapat berbeda/*dissenting opinion*, jika ada).

Procedures to Hold GMS

1. The GMS is held at the Company's domicile or at the place of conducting its principal business activities located in the territory of the Republic of Indonesia.
2. GMS may be held anywhere within the territory of the Republic of Indonesia.
3. The GMS, as referred to in point 2, may make a decision/ resolution if the decision is approved unanimously.
4. The Board of Directors convenes the Annual GMS, and Extraordinary GMS preceded by invitation to the GMS within a period of no later than 15 (fifteen) days from the date the request for holding the GMS is received.
5. If the Board of Directors does not summon the GMS, then:
 - a. Requests for holding a GMS by Shareholders are submitted to the Board of Commissioners; or
 - b. The Board of Commissioners summons the GMS. The Board of Commissioners is required to summon the GMS within a period of no later than 15 days from the date the request for holding the GMS is received.
6. The holding of the GMS as referred to in point 4 may also be conducted at the request of the Board of Commissioners.
7. As referred to in point 5 letter (a) submitted to the Board of Directors with a letter accompanied by a statement submitted by the Shareholders, a copy of which is submitted to the Board of Commissioners.
8. The reasons as referred to in point 6 include but are not limited to:
 - a. The Board of Directors did not conduct the Annual GMS in accordance with applicable regulations;
 - b. The term of office of members of the Board of Directors and/or members of the Board of Commissioners will end; or
 - c. If the Board of Directors is absent or there is an interest between the Board of Directors and the Company.
9. The GMS held, based on the invitation to the GMS, only discusses matters relating to other meeting agenda items that need to be considered by the Board of Directors.
10. The invitation to the GMS is made within a period of no later than 14 (fourteen) days before the date the GMS is held, excluding the date of the invitation and the date of the GMS.
11. Summons for the GMS shall be made through a documented letter.
12. The invitation to the GMS shall include the date, time, place, and agenda, including the proposal planned by the Board of Directors to be submitted to the GMS, accompanied by a notification that the materials to be invited to the GMS are available at the Company's office from the date of the GMS invitation until the date the GMS is held.
13. The Company is obliged to give copies of meeting materials to the shareholders.

Chairman and Minutes of GMS

1. The GMS is chaired by one of the shareholders elected by and from among those present;
2. Minutes of the GMS are made and signed by the Chairman of the Meeting and at least 1 (one) shareholder appointed from and by the participants of the GMS;
3. Minutes of the GMS contain matters discussed and matters decided (including dissenting opinions, if any).



Penyelenggaraan RUPS Tahun 2022

Sebagai forum tertinggi yang berfungsi mengambil keputusan terkait kepentingan pemegang saham atau pemilik modal, hasil keputusan RUPS menjadi mandat yang harus dilaksanakan oleh Manajemen Perusahaan. Belum terlaksananya sebuah hasil keputusan RUPS akan menjadi bagian dari pertanggungjawaban Manajemen terhadap Pemegang Saham terkait pengelolaan Perusahaan.

Pada tahun 2022, Perusahaan menyelenggarakan RUPS sebanyak 2 (Dua) kali, sebagai berikut:

1. RUPS Pengesahan RKAP tahun 2022 pada tanggal 26 Januari 2022.
2. RUPS Pengesahan Laporan Keuangan Tahun buku 2021 pada tanggal 28/06/2022.

Hasil Keputusan RUPS tahun 2022 dan tindak lanjutnya oleh Manajemen Perusahaan hingga akhir tahun 2022 adalah sebagai berikut:

GMS Implementation in 2022

As the highest forum that functions to make decisions related to the interests of shareholders or capital owners, the results of GMS resolution become a mandate that must be implemented by the Company's Management. The non-implementation of a GMS resolution will be part of the Management's accountability to the Shareholders regarding the management of the Company.

In 2022, the Company held GMS for 2 (two) times, namely:

1. GMS for the Ratification of the Company's 2022 Work Plan and Budget on January 26, 2022.
2. GMS for the Ratification of the Company's 2021 Financial Statements on June 28, 2022.

The results of the 2022 GMS Resolutions and its follow-up by the Company's Management until the end of 2022 are as follows:

RUPS Pengesahan RKAP tahun 2022 GMS Ratification of 2022 Work Plan and Budget (RKAP)

Tanggal Date	26 Januari 2022 January 26, 2022
Lokasi Location	Kementerian BUMN Ministry of SOE
Waktu Time	Rabu 26 Januari 2022 Wednesday, January 26, 2022
Dewan Komisaris yang Hadir Board of Commissioners in Attendance	Zulkifli Zaini Video Conference: Amal Bakti Pulungan, Erwan Pelawi, Wisto Prihadi, Arie Yuriwin, Rini Widyastuti, Asep Subarkah Yusuf, Indrasari Wisnu Wardhana
Direksi yang Hadir Board of Directors in Attendance	Mohammad Abdul Ghani, Denaldy Mulino Mauna, Muhammad Iswahyudi, Seger Budiarmo, Dwi Sutoro, Mahmudi, Doni P Gandamihardja Video Conference: Ahmad Haslan Saragih

Hasil Keputusan Resolution	Sudah/Belum Terlaksana Already/Not Yet Implemented
<p>Hasil Keputusan Agenda 1: Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2022 (dua ribu dua puluh dua) dan Rencana Kerja dan Anggaran Tanggung Jawab Sosial & Lingkungan (RKA TJSL) Tahun 2022 (dua ribu dua Puluh dua)</p> <p>Resolution of Agenda 1: Ratification of the Company's Work Plan and Budget for 2022 (two thousand and twenty-two) and Work Plan and Budget of Social & Environmental Responsibility for (two thousand and twenty-two).</p>	✓
<p>Hasil Keputusan Agenda 2: Menetapkan <i>Key Performance Indicators</i> (KPI) Direksi Tahun 2022 (dua ribu dua puluh dua) yang tertuang dalam Kontrak Manajemen Tahun 2022 (dua ribu dua Puluh dua) antara Direksi dan Dewan Komisaris dengan Pemegang Saham</p> <p>Resolution of Agenda 2: Establishment of Key Performance Indicators (KPI) of the Board of Directors for 2022 (two thousand and twenty-two) as stated in the Management Contract for 2022 (two thousand and twenty-two) between the Board of Directors and the Board of Commissioners with the Shareholders.</p>	✓
<p>Hasil Keputusan Agenda 3: Penetapan <i>Key Performance Indicators</i> (KPI) Dewan Komisaris Tahun 2022 (dua ribu dua puluh dua) yang tertuang dalam kontrak Manajemen Tahun 2022 (dua ribu dua puluh dua) antara Dewan Komisaris dengan Pemegang Saham</p> <p>Resolution of Agenda 3: Establishment of Key Performance Indicators (KPI) of the Board of Commissioners for 2022 (two thousand and twenty-two) as stated in the Management Contract for 2022 (two thousand and twenty-two) between the Board of Commissioners with the Shareholders.</p>	✓
<p>Hasil Keputusan Agenda 4: Menyetujui Indikator aspek operasional tahun 2022 (dua ribu dua puluh dua) untuk menghitung tingkat kesehatan perusahaan berdasarkan Keputusan Menteri Negara BUMN Nomor: KEP-100/MBU/2002 tanggal 04-06-2002 (empat juni dua ribu dua)</p> <p>Resolution of Agenda 4: Approval of the Indicators of operational aspects for 2022 (two thousand and twenty-two) to calculate the Company's health level based on the Decree of the Minister of State-Owned Enterprises No. KEP-100/MBU/2002 dated June 4, 2002 (June the fourth, two thousand and two).</p>	✓

Hasil Keputusan Resolution	Sudah/Belum Terlaksana Already/Not Yet Implemented
<p>Hasil Keputusan Agenda 5: Menyetujui pelimpahan wewenang kepada Dewan Komisaris untuk memberikan persetujuan apabila terdapat tindakan-tindakan yang mengakibatkan perubahan alokasi anggaran investasi dengan nilai maksimum 10% (sepuluh persen) dari nilai masing-masing program investasi sepanjang tidak mengubah total nilai investasi</p> <p>Resolution of Agenda 5: Approval of the delegation of authority to the Board of Commissioners to give approval if actions result in changes to the investment budget allocation with a maximum value of 10% (ten percent) of the value of each investment program as long as the total investment value is not changed.</p>	✓

✓ = sudah terlaksana | x = belum terlaksana
✓ = already implemented | x = not yet implemented

RUPS Pengesahan Laporan Keuangan tahun buku 2021 GMS Ratification of Financial Statements 2021 Fiscal Year

Tanggal Date	28 Juni 2022 June 28, 2022
Lokasi Location	Kementerian BUMN, Lantai 21 Ministry of SOE, 21st Floor
Waktu Time	08.44 WIB 08.44 AM
Dewan Komisaris yang Hadir Board of Commissioners in Attendance	Zulkifli Zaini, Arie Yuriwin, Ardan Adiperdana, Erwan Pelawi, Amal Bakti Pulungan, Wisto Prihadi, Asep Subarkah Yusuf
Direksi yang Hadir Board of Directors in Attendance	Mohammad Abdul Ghani, Denaldy Mulino Mauna, Ahmad Haslan Saragih, Muhammad Iswahyudi, Seger Budiarjo, Dwi Sutoro, Mahmudi, Doni P Gandamihardja

Hasil Keputusan Resolution	Sudah/Belum Terlaksana Already/Not Yet Implemented
<p>Hasil keputusan agenda 1 menyetujui laporan Tahunan Tahun buku 2021 (dua ribu dua satu) termasuk Laporan Tugas Pengawasan Dewan Komisaris dan mengesahkan Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2021 (dua ribu dua satu) yang telah diaudit oleh Kantor Akuntan Publik (KAP) Purwanto, Sungkoro & Surja, Sebagaimana dimuat dalam laporannya nomor: 00412/2.1032/AU.1/01/1609-3/1/IV/2022 tanggal 07-04-2022 (Tujuh April dua ribu dua puluh dua) dengan pendapat "wajar, dalam semua hal yang material", serta memberikan pelunasan dan pembebasan tanggung jawab (<i>volledig acquit et de charge</i>) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang telah dijalankan selama Tahun Buku yang berakhir pada tanggal 31-12-2021 (tiga puluh satu Desember dua ribu dua puluh satu) sepanjang tindakan tersebut bukan merupakan tindakan pidana dan tercermin dalam buku-buku Laporan Perseroan.</p> <p>Resolution of Agenda 1 Approved the Company's Annual Report for the Fiscal Year of 2021 (two thousand and twenty-one) including the Supervisory Report of the Board of Commissioners and ratified the Company's Financial Statements for the Fiscal Year of 2021 (two thousand and twenty-one), which had been audited by Public Accounting Firm Purwantono, Sungkoro & Surja, as contained in its report No. 00412/2.1032/AU.1/01/1609-3/1/IV/2022 dated April 7, 2022 (April the seventh, two thousand and twenty-two) with the opinion of "fair, in all material respects," and gave full repayment and discharge of responsibility (<i>volledig acquit et de charge</i>) to the Board of Directors and the Board of Commissioners the Company for the management and supervision that have been carried out in the Fiscal Year ending on December 31, 2021 (December the thirty-first, two thousand and twenty-one) as long as these actions are not criminal acts and are reflected in the Company's report books.</p>	✓
<p>Hasil keputusan agenda 2 Menyetujui Laporan Tahunan Tanggung Jawab Sosial dan Lingkungan-Tahun Buku 2021 (dua ribu dua puluh satu) dan mengesahkan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Tahun Buku 2021 (dua ribu dua puluh satu) yang telah diaudit oleh KAP Purwantono, Sungkoro & Surja sebagaimana dimuat dalam laporannya nomor: 01016/2.1032/AU.2/01/1609-3/1/IV/2022 tanggal 27-04-2022 (dua puluh tujuh April dua ribu dua puluh dua) dengan pendapat "wajar, dalam semua hal yang material", serta memberikan pelunasan dan pembebasan tanggung jawab (<i>volledig acquit et de charge</i>) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan Program Tanggung Jawab Sosial dan Lingkungan Tahun Buku 2021 (dua ribu dua puluh satu), sepanjang tindakan tersebut bukan merupakan tindakan pidana dan tercermin di dalam laporan tersebut.</p> <p>Resolution of Agenda 2 Approved the Annual Report of Social and Environmental Responsibility for the Fiscal Year of 2021 (two thousand and twenty-one) and ratified the Financial Statements of Micro and Small Enterprises Funding Program for the Fiscal Year of 2021 (two thousand and twenty-one), which have been audited by Public Accounting Firm Purwantono, Sungkoro & Surja as contained in its report No. 01016/2.1032/AU.2/01/1609-3/1/IV/2022 dated April 27, 2022 (April the twenty-seventh, two thousand and twenty-two) with the opinion of "fair in all material respects," and gave repayment and discharge (<i>volledig acquit et de charge</i>) to the Board of Directors and the Board of Commissioners of the Company for the management and supervision of Social and Environmental Responsibility Program for the Fiscal Year of 2021 (two thousand and twenty-one), as long as these actions are not criminal acts and are reflected in the report.</p>	✓



Hasil Keputusan Resolution	Sudah/Belum Terlaksana Already/Not Yet Implemented
<p>Hasil keputusan agenda 3 Menetapkan penggunaan laba bersih Perseroan untuk Tahun Buku 2021 (dua ribu dua puluh satu) Resolution of Agenda 3 Determined the use of the Company's Net Profit for the Fiscal Year of 2021 (two thousand and twenty-one).</p>	✓
<p>Hasil keputusan agenda 4 Penetapan Tantiem untuk Direksi dan Dewan Komisaris atas Kinerja Tahunan Buku 2021 (dua ribu dua puluh satu) serta Gaji/ Honorarium berikut fasilitas dan tunjangan lainnya untuk Direksi dan Dewan Komisaris Perseroan Tahun Buku 2022 (dua ribu dua puluh dua), akan ditetapkan secara tersendiri. Resolution of Agenda 4 Determination of Tantiem for the Board of Directors and the Board of Commissioners for the Annual Performance of the Fiscal Year of 2021 (two thousand and twenty-one) and Salary/Honorarium along with facilities and other benefits for the Board of Directors and the Board of Commissioners for the Fiscal Year of 2022 (two thousand and twenty-two), shall be determined separately.</p>	✓
<p>Hasil keputusan agenda 5</p> <ul style="list-style-type: none"> • Menunjuk kembali Kantor Akuntan Publik Purwantono, Sungkoro & Surja sebagai Kantor Akuntan Publik yang akan mengaudit Laporan Keuangan Konsolidasian Perseroan, Laporan Keuangan dan Pelaksanaan Program Pendanaan UMK, Kepatuhan terhadap Peraturan Perundang-Undangan dan Pengendalian Internal, Evaluasi Kinerja Perseroan (Tingkat Kesehatan), dan <i>Key Performance Indicators</i> (KPI) serta jasa atestasi/nonatestasi lainnya untuk periode Tahun Buku 2022 (dua ribu dua puluh dua). • Melimpahkan wewenang dan kuasa kepada Dewan Komisaris Perseroan untuk menetapkan imbalan jasa audit dan persyaratan lainnya bagi Kantor Akuntan Publik tersebut serta menunjuk Kantor Akuntan Publik Pengganti dalam hal Kantor Akuntan Publik Purwantono, Sungkoro dan Surja, karena sebab apapun, tidak dapat menyelesaikan audit Laporan Keuangan Perseroan dan Laporan Keuangan Program Pendanaan UMK Tahun Buku 2022 (dua ribu dua puluh dua), termasuk menetapkan imbalan jasa audit dan persyaratan lainnya bagi Kantor Akuntan Publik pengganti tersebut. <p>Resolution of Agenda 5</p> <ul style="list-style-type: none"> • Reappointed Public Accounting Firm Purwantono, Sungkoro & Surja as the Public Accounting Firm that will audit the Company's Consolidated Financial Statements and Financial Statements and Implementation of the MSE Funding Program, Compliance with Laws and Regulations and Internal Control, Evaluation of the Company's Performance (Health Level), and Key Performance Indicators (KPI) as well as other attestation/non-attestation services for the Fiscal Year of 2022 (two thousand and twenty-two). • Delegated the authority and power to the Company's Board of Commissioners to determine the audit fees and other requirements for the Public Accounting Firm and to appoint a replacement Public Accounting Firm in the event that the Public Accounting Firm Purwantono, Sungkoro and Surja, for any reason, is unable to complete the audit of the Company's Financial Statements and the Financial Statements of the MSE Funding Program for the Fiscal Year of 2022 (two thousand twenty-two), including determining the audit fees and other requirements for the replacement Public Accounting Firm. 	✓
<p>Hasil keputusan agenda 6</p> <ul style="list-style-type: none"> • Mengesahkan Laporan Realisasi Penggunaan Tambahan Dana-Penyertaan Modal Negara (PMN) yang berasal dari APBN tahun 2015 (dua ribu lima belas) untuk periode tahun buku 2021 (dua ribu dua puluh satu). • Direksi diminta agar mengoptimalkan penyerapan dana PMN disesuaikan dengan rencana Realokasi Dana PMN dengan melakukan hal-hal sebagai berikut: <ol style="list-style-type: none"> a. Memastikan penyelesaian sengketa anak perusahaan dengan-kontraktor. b. Memastikan penyelesaian Kajian Realokasi Dana PMN yang-komprehensif yang disusun oleh anak perusahaan beserta pemenuhan kelengkapan dokumen yang dibutuhkan. c. Memastikan percepatan koordinasi yang dilakukan oleh anak perusahaan dengan pihak-pihak yang terkait. d. Memastikan komitmen terhadap pencapaian Penyerapan Dana PMN di anak perusahaan. <p>Resolution of Agenda 6</p> <ol style="list-style-type: none"> 1. Ratified the Realization Report on the Use of Additional Fund – State Equity Participation (PMN) originating from the State Budget of 2015 (two thousand and fifteen) for the Fiscal Year of 2021 (two thousand twenty-one). 2. The Board of Directors is requested to optimize the absorption of State Equity Participation funds in accordance with the State Equity Participation Fund Reallocation plan by conducting the following: <ol style="list-style-type: none"> a. Ensure the settlement of disputes between subsidiaries and contractors. b. Ensure the completion of a comprehensive State Equity Participation Fund Reallocation Study prepared by the subsidiaries along with the completion of the required documents. c. Ensure the acceleration of coordination carried out by subsidiaries with related parties. d. Ensure commitment to the achievement of State Equity Participation Fund Absorption in subsidiaries. 	✓

✓ = sudah terlaksana | x = belum terlaksana
 ✓ = sudah terlaksana | x = belum terlaksana

Hasil Keputusan RUPS Tahun 2021 dan Tindak Lanjutnya oleh Manajemen

Pada tahun 2021, Perusahaan menyelenggarakan RUPS Laporan Keuangan Tahun 2020 pada tanggal 30 Juni 2021. Hasil Keputusan RUPS tahun 2020 tersebut adalah sebagai berikut:

2021 GMS Resolutions and Its Follow Up by the Management

In 2021, the Company held the GMS for the Company's 2020 Financial Statements on June 30, 2021. The 2020 GMS resolutions are as follows:

RUPS LK 2020 Tanggal 30 Juni 2021
GMS for the Company's 2020 Financial Statements June 30, 2021

Hasil Keputusan Resolution	Sudah/Belum Terlaksana Already implemented/ Not yet implemented
<p>Hasil keputusan agenda 1 Menyetujui Laporan Tahunan Tahun Buku 2020 termasuk Laporan Tugas Pengawasan Dewan Komisaris serta mengesahkan Laporan Keuangan Konsolidasian Perseroan untuk Tahun Buku 2020 yang telah diaudit oleh Kantor Akuntan Publik (KAP) Purwanto, Sungkoro & Surja, sebagaimana dimuat dalam laporannya Nomor: 01105/2.1032/AU.1/01/1609-2/1N/2021 tanggal 10 Mei 2021 dengan pendapat "wajar, dalam semua hal yang material", serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (<i>volledig acquit et de charge</i>) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang telah dijalankan dalam Tahun Buku yang berakhir pada tanggal 31 Desember 2020 sepanjang tindakan tersebut bukan merupakan tindakan pidana dan tercermin dalam buku-buku laporan Perseroan.</p> <p>Resolution of Agenda 1 Approved the 2020 Fiscal Year Annual Report including the Supervisory Report of the Board of Commissioners and ratified the Company's Financial Statements for the 2020 Fiscal Year, which have been audited by Public Accounting Firm Purwanto, Sungkoro & Surja, as contained in its report No. 01105/2.1032/AU.1/01/1609-2/1N/2021 dated May 10, 2021 with the opinion of "fair in all material respects," and gave full repayment and discharge of responsibility (<i>volledig acquit et de charge</i>) to the Board of Directors and the Board of Commissioners the Company for the management and supervision actions that have been carried out in the Fiscal Year ending on December 31, 2020, as long as these actions are not criminal acts and are reflected in the Company's report books.</p>	v
<p>Hasil keputusan agenda 2 Mengesahkan Laporan Tahunan PKBL Tahun Buku 2020 termasuk Laporan Keuangan PKBL yang telah diaudit oleh KAP Purwanto, Sungkoro & Surja sebagaimana dimuat dalam laporannya Nomor: 01374/2.1032/AU.2/01/1609-2/1N/2021 tanggal 31 Mei 2021 dengan pendapat "wajar dalam semua hal yang material", serta memberikan pelunasan dan pembebasan tanggung jawab (<i>volledig acquit et de charge</i>) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan PKBL Tahun Buku 2020, sepanjang tindakan tersebut bukan merupakan tindak pidana dan tercermin di dalam laporan tersebut.</p> <p>Resolution of Agenda 2 Approved and ratified the PKBL Annual Report for the Fiscal Year of 2020, including the PKBL Financial Statements, which have been audited by Public Accounting Firm Purwanto, Sungkoro & Surja as contained in its report No. 01374/2.1032/AU.2/01/1609-2/1N/2021 dated May 31, 2021, with the opinion of "fair in all material respects," and gave repayment and discharge (<i>volledig acquit et de charge</i>) to the Board of Directors and the Board of Commissioners of the Company for the management and supervision of PKBL for the Fiscal Year of 2020, as long as these actions are not criminal acts and are reflected in the reports.</p>	v
<p>Hasil keputusan agenda 3 Tidak ada penetapan penggunaan laba bersih konsolidasian Perseroan karena pada Tahun Buku 2020, Perseroan membukukan kerugian.</p> <p>Resolution og Agenda 3 No determination of the use of the Company's Consolidated Net Profit because the Company experienced a minus profit/net loss of the Company for the 2021 Fiscal Year.</p>	v
<p>Hasil keputusan agenda 4 Penetapan Gaji/Honorarium berikut fasilitas dan tunjangan lainnya untuk Direksi dan Dewan Komisaris Perseroan Tahun Buku 2021 serta insentif kinerja untuk Direksi dan Dewan Komisaris atas kinerja Tahun Buku 2020, akan ditetapkan secara tersendiri.</p> <p>Resolution of Agenda 4 Determination of Salary/Honorarium and other facilities and allowances for the Board of Directors and Board of Commissioners of the Company for the Fiscal Year 2021 and Performance Incentives for the Board of Directors and Board of Commissioners for the performance of the Fiscal Year of 2020 to be determined separately.</p>	v
<p>Hasil keputusan agenda 5</p> <ol style="list-style-type: none"> 1. Menunjuk kembali Kantor Akuntan Publik Purwanto, Sungkoro & Surja sebagai Kantor Akuntan Publik yang akan mengaudit Laporan Keuangan Konsolidasian Perseroan serta Laporan Keuangan dan Pelaksanaan Program Pendanaan UMK untuk Tahun Buku 2021. 2. Memberikan wewenang dan kuasa kepada Dewan Komisaris Perseroan menunjuk Kantor Akuntan Publik untuk melakukan audit atas Laporan Keuangan Perseroan periode lainnya pada Tahun Buku 2021 untuk tujuan dan kepentingan Perseroan. 3. Memberi kuasa kepada Dewan Komisaris Perseroan untuk menetapkan imbalan jasa audit dan persyaratan lainnya bagi Kantor Akuntan Publik tersebut serta menunjuk Kantor Akuntan Publik Pengganti dalam hal Kantor Akuntan Publik Purwanto, Sungkoro dan Surja, karena sebab apapun, tidak dapat menyelesaikan audit Laporan Keuangan Perseroan dan Laporan Keuangan Program Pendanaan UMK Tahun Buku 2021, termasuk menetapkan imbalan jasa audit dan persyaratan lainnya bagi Kantor Akuntan Publik pengganti tersebut. <p>Resolution of Agenda 5</p> <ol style="list-style-type: none"> 1. Reappointed Public Accounting Firm Purwanto, Sungkoro & Surja as the Public Accounting Firm that will audit the Company's Consolidated Financial Statements and Financial Statements and Implementation of the MSE Funding Program for the Fiscal Year ending on December 31, 2021; 2. Authorized the Board of Commissioners of the Company to appoint Public Accounting Firm to audit the Company's Financial Statements for other periods in the 2021 Fiscal Year for the purposes and interests of the Company. 3. Authorized the Company's Board of Commissioners to determine the audit fees and other requirements for the Public Accounting Firm and to appoint a replacement Public Accounting Firm in the event that the Public Accounting Firm Purwanto, Sungkoro and Surja, for any reason, is unable to complete the audit of the Company's Financial Statements and the Financial Statements of the MSE Funding Program for the 2021 Fiscal Year, including determining the audit fees and other requirements for the replacement Public Accounting Firm. 	v
<p>Hasil keputusan agenda 6 Mengesahkan Laporan Realisasi Penggunaan Tambahan Dana Penyertaan Modal Negara (PMN) yang berasal dari APBN tahun 2015 untuk periode tahun buku 2020.</p>	v
<p>Hasil keputusan agenda 6 Resolution of Agenda 6 Ratified the Realization Report on the Use of Additional State Equity Participation (PMN) Funds originating from the 2015 State Budget for the 2020 fiscal year period..</p>	v

v = sudah terlaksana | x = belum terlaksana
v = Already implemented | x = Not yet implemented



DEWAN KOMISARIS

BOARD OF COMMISSIONERS

Dewan Komisaris adalah Organ Perusahaan yang memiliki tugas pokok melakukan pengawasan atas kebijakan Direksi dalam mengelola Perusahaan serta memberikan nasihat kepada Direksi. Dewan Komisaris juga bertugas secara independen untuk memastikan terselenggaranya pelaksanaan prinsip-prinsip GCG dalam pengelolaan perusahaan.

Anggota Dewan Komisaris wajib menyediakan waktu yang cukup agar pelaksanaan tugas dan tanggung jawabnya berjalan secara optimal. Dalam pelaksanaan fungsi pengawasan dan nasihat manajemen, Dewan Komisaris dibantu oleh organ Dewan Komisaris, meliputi Komite Audit, Komite Pemantau Risiko, serta Komite Nominasi dan Remunerasi.

Fungsi pengawasan dan pemberian nasihat ini dilaksanakan melalui berbagai kegiatan, meliputi rapat Dewan Komisaris dengan Direksi atau dalam Rapat Umum Pemegang Saham, pemberian tanggapan dan saran dalam permohonan rekomendasi atas aksi korporasi perusahaan, kunjungan kerja ke unit kebun maupun pemberian penugasan khusus atas pelaksanaan pengawasan kepada Komite Dewan Komisaris.

Komite Audit membantu dalam menelaah berbagai aspek yang dilaksanakan dan dihasilkan oleh korporasi, seperti efektivitas informasi keuangan, sistem pengendalian internal, efektivitas pemeriksaan auditor eksternal dan internal, serta kepatuhan terhadap peraturan perundang-undangan yang berlaku. Komite Pemantau Risiko membantu Dewan Komisaris menyusun kebijakan yang menyangkut pengkajian risiko dalam pengelolaan Perusahaan. Komite ini juga menelaah kecukupan, kelengkapan dan efektivitas pelaksanaan prosedur manajemen risiko Perusahaan serta memberi saran arah kebijakan.

Di samping itu, komite ini juga dalam melakukan evaluasi dan melakukan analisis atas setiap usulan Direksi yang terkait dengan kerja sama investasi, penyertaan modal, pendirian perusahaan patungan, pendirian anak perusahaan, pelepasan aset perusahaan, dan kegiatan lain perusahaan untuk mendapatkan rekomendasi atau persetujuan dari Dewan Komisaris. Untuk Komite Nominasi dan Remunerasi akan membentuk Dewan Komisaris dalam melakukan pengawasan dan pemberian nasihat dalam hal pengembangan dan pelaksanaan kebijakan Nominasi dan Remunerasi yang dilaksanakan oleh perusahaan, antara lain meliputi telaah kinerja Direksi, usulan Direksi dan Dewan Komisaris anak perusahaan/perusahaan patungan maupun telaah atas struktur remunerasi Direksi dan Dewan Komisaris Perusahaan.

Kriteria dan Prosedur Pengangkatan Serta Pemberhentian Dewan Komisaris

Anggota Dewan Komisaris Perusahaan memiliki kompetensi yang dibutuhkan untuk memastikan efektivitas pelaksanaan pengawasan dan pemberian nasihat kepada Direksi. Kompetensi tersebut meliputi kemampuan teknis bidang perkebunan, kemampuan

The Board of Commissioners is the Company's Organ with the main duty of supervising the policies of the Board of Directors in managing the Company and providing advice to the Board of Directors. The Board of Commissioners also functions independently to ensure the implementation of GCG principles in the Company's management.

Members of the Board of Commissioners shall provide sufficient time to carry out their duties and responsibilities optimally. In carrying out the supervisory function and management advice, the Board of Commissioners is assisted by the Audit Committee, the Risk Monitoring Committee, and the Nomination and Remuneration Committee.

The supervisory function and provision of advice are carried out through various activities, including meetings of the Board of Commissioners with the Board of Directors or at the General Meeting of Shareholders, provision of feedback and suggestions in requests for recommendations on corporate actions, working visits to plantation units as well as provision of special assignments on the implementation of supervision to the Committee of the Board of Commissioners.

The Audit Committee assists the Board of Commissioners in reviewing various aspects carried out and generated by corporations, such as the effectiveness of financial information, internal control systems, effectiveness of external and internal auditor examinations, and compliance with applicable laws and regulations. The Risk Monitoring Committee assists the Board of Commissioners in formulating policies regarding risk assessment in the management of the Company. The committee also reviews the adequacy, completeness and effectiveness of the Company's risk management procedures and provides advice on policy directions.

In addition, the committee also evaluates and analyzes any proposals from the Board of Directors related to investment cooperation, equity participation, establishment of joint ventures, establishment of subsidiaries, disposal of company assets, and other company activities to obtain recommendations or approval from the Board of Commissioners. The Nomination and Remuneration Committee assists the Board of Commissioners in supervising and providing advice on the development and implementation of the Nomination and Remuneration policies implemented by the Company, including reviewing the performance of the Board of Directors, proposal of the Board of Directors and Board of Commissioners of subsidiaries/joint ventures as well as analyzing the remuneration structure of the Company's Board of Directors and Board of Commissioners.

Criteria and Procedure for the Appointment and Dismissal of the Board of Commissioners

Members of the Company's Board of Commissioners have the competencies needed to ensure the effectiveness of the implementation of supervision and provision of advice to the Board of Directors. These competencies include plantation

strategis, pengalaman manajerial, pemahaman dan pengetahuan bisnis agro industri, pemahaman regulasi serta manajemen dan pengendalian risiko.

Seluruh Dewan Komisaris diangkat dan diberhentikan melalui Rapat Umum Pemegang Saham. Tata Cara Pengangkatan dan Pemberhentian Anggota Dewan Komisaris pada tahun 2022 dilakukan dengan memperhatikan ketentuan dalam Peraturan Menteri Badan Usaha Milik Negara No. PER-02/MBU/02/2015 tentang Persyaratan Tata Cara Pengangkatan dan Pemberhentian Anggota Dewan Komisaris dan Dewan Pengawas Badan Usaha Milik Negara sebagaimana telah diubah terakhir dengan Peraturan Menteri Badan Usaha Milik Negara No. PER-10/MBU/10/2020.

Pengangkatan dan Masa Jabatan Dewan Komisaris

Anggota Dewan Komisaris diangkat oleh RUPS dari calon-calon yang diusulkan oleh Pemegang Saham. Anggota Dewan Komisaris diangkat telah memenuhi persyaratan formal, materil, maupun persyaratan lainnya. Secara formal, yang dapat diangkat sebagai anggota Dewan Komisaris adalah orang perseorangan yang cakap melakukan perbuatan hukum, kecuali dalam waktu 5 (lima) tahun sebelum pengangkatannya pernah:

1. Dinyatakan pailit oleh Pengadilan;
2. Menjadi anggota Direksi atau anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu Perusahaan dinyatakan pailit; atau
3. Dihukum karena melakukan tindak pidana yang merugikan keuangan Negara dan/atau yang berkaitan dengan sektor keuangan.

Persyaratan ini harus dibuktikan dengan surat pernyataan yang ditandatangani oleh calon anggota Dewan Komisaris dan surat tersebut disimpan Perusahaan.

Secara material, pengangkatan Dewan Komisaris dilakukan berdasarkan pertimbangan memiliki integritas, dedikasi, memahami masalah-masalah manajemen perusahaan yang berkaitan dengan salah satu fungsi manajemen, memiliki pengetahuan yang memadai di bidang Perusahaan, serta dapat menyediakan waktu yang cukup untuk melaksanakannya.

Komposisi dan Susunan Keanggotaan Dewan Komisaris Tahun 2022

Komposisi Dewan Komisaris ditetapkan sedemikian rupa sehingga memungkinkan pengambilan keputusan dapat dilakukan secara efektif, tepat dan cepat, serta dapat bertindak secara independen.

Sampai dengan Triwulan IV Tahun 2022 terdapat perubahan susunan Dewan Komisaris sebagai berikut:

Januari s.d. 25 Maret 2022
January to March 25, 2022

No.	Nama Name	Jabatan Position
1.	Zulkifli Zaini	Komisaris Utama merangkap Komisaris Independen President Commissioner and Independent Commissioner
2.	Arie Yuriwin	Komisaris Commissioner

sector, strategic ability, agroindustry business understanding and knowledge, regulatory understanding, and risk management and control.

The entire Board of Commissioners is appointed and dismissed through the General Meeting of Shareholders. Procedures for Appointment and Dismissal of Members of the Board of Commissioners in 2022 were carried out with due observance of the provisions in the Regulation of the Minister of State-Owned Enterprises No. PER-02/MBU/02/2015 concerning the Requirements for the Procedure for the Appointment and Dismissal of Members of the Board of Commissioners and the Supervisory Board of State-Owned Enterprises as lastly amended by Regulation of the Minister of State-Owned Enterprises No. PER-10/MBU/10/2020.

Appointment and Term of Office of the Board of Commissioners

Members of the Board of Commissioners are appointed by the GMS from nominees proposed by the Shareholders. The appointed members of the Board of Commissioners have met the formal, material, and other requirements. Formally, those who can be appointed as members of the Board of Commissioners are individuals capable of carrying out legal actions, except that within 5 (five) years prior to their appointment they have:

1. Been declared bankrupt by the Court;
2. Member of the Board of Directors or a member of the Board of Commissioners found guilty of causing a company to be declared bankrupt; or
3. Sentenced for committing a crime that was detrimental to the State's finances and/or related to the financial sector.

This requirement shall be proven by a statement letter signed by the prospective member of the Board of Commissioners, and the Company shall keep the letter.

Materially, the appointment of the Board of Commissioners is carried out based on considerations of having integrity, dedication, understanding the Company's management issues related to one of the management functions, having adequate knowledge in the field of the Company, and being able to provide sufficient time to carry it out.

Composition and Membership of the Board of Commissioners in 2022

The composition of the Board of Commissioners is determined in such a way as to enable decision-making to be carried out effectively, accurately and quickly, and to act independently.

As of the 4th Quarter of 2022 there were changes to the composition of the Board of Commissioners as follows:



Januari s.d. 25 Maret 2022
January to March 25, 2022

No.	Nama Name	Jabatan Position
3.	Rini Widyastuti	Komisaris Commissioner
4.	Amal Bakti Pulungan	Komisaris Independen Independent Commissioner
5.	Erwan Pelawi	Komisaris Independen Independent Commissioner
6.	Asep Subarkah Yusuf	Komisaris Commissioner
7.	Wisto Prihadi	Komisaris Independen Independent Commissioner
8.	Indrasari Wisnu Wardana	Komisaris Commissioner
9.	Ardan Adiperdana*	Komisaris Commissioner

* Surat Keputusan Menteri BUMN Nomor SK-86/MBU/03/2022 tanggal 25 Maret 2022 tentang Pengangkatan Anggota Dewan Komisaris Perusahaan Perseroan (Persero) PT Perkebunan Nusantara III.

* Decree of the Minister of SOEs No. SK-86/MBU/03/2022 dated March 25, 2022 concerning Appointment of Members of the Board of Commissioners of the Limited Liability Company of PT Perkebunan Nusantara III.

Sehubungan dengan Surat Keputusan Menteri BUMN Nomor SK-111/MBU/04/2022 tanggal 27 April 2022 tentang Pemberhentian Anggota Dewan Komisaris Perusahaan Perseroan (Persero) PT Perkebunan Nusantara III (Persero) terkait pemberhentian Bapak Indrasari Wisnu diinformasikan susunan Dewan Komisaris yang baru.

In connection with the Decree of the Minister of SOEs No. SK-111/MBU/04/2022 dated April 27, 2022 concerning the Dismissal of Members of the Board of Commissioners of Limited Liability Company of PT Perkebunan Nusantara III (Persero) concerning the dismissal of Indrasari Wisnu, the new composition of the Board of Commissioners is hereby informed.

25 Maret 2022 s.d. 27 April 2022
March 25, 2022, to April 27, 2022

No.	Nama Name	Jabatan Position
1.	Zulkifli Zaini	Komisaris Utama merangkap Komisaris Independen President Commissioner and Independent Commissioner
2.	Arie Yuriwin	Komisaris Commissioner
3.	Rini Widyastuti	Komisaris Commissioner
4.	Amal Bakti Pulungan	Komisaris Independen Independent Commissioner
5.	Erwan Pelawi	Komisaris Independen Independent Commissioner
6.	Asep Subarkah Yusuf	Komisaris Commissioner
7.	Wisto Prihadi	Komisaris Independen Independent Commissioner
8.	Ardan Adiperdana	Komisaris Commissioner

Sehubungan dengan Surat Keputusan Menteri BUMN Nomor SK-183/MBU/08/2022 tanggal 29 Agustus 2022 tentang Pemberhentian Anggota Dewan Komisaris Perusahaan Perseroan (Persero) PT Perkebunan Nusantara III (Persero) terkait dengan pemberhentian Saudari Rini Widyastuti.

In connection with the Decree of the Minister of SOEs No. SK-183/MBU/08/2022 dated August 29, 2022 concerning the Dismissal of Members of the Board of Commissioners of Limited Liability Company of PT Perkebunan Nusantara III (Persero) related to the dismissal of Rini Widyastuti.

Per 31 Desember 2022, Dewan Komisaris Perusahaan 7 (tujuh) orang dan telah melalui uji kelayakan dan kepatutan (*fit and proper test*) oleh Pemegang Saham guna menjamin calon Dewan Komisaris memiliki integritas, kompetensi, reputasi, bebas dari afiliasi maupun benturan kepentingan lainnya dan memiliki pengalaman serta

As of December 31, 2022, the Company's Board of Commissioners consisted of 7 (seven) people and had passed a fit and proper test by the Shareholders to ensure that the candidate for the Board of Commissioners had integrity, competence, reputation, free from affiliations or other conflicts of interest and have the experience and

keahlian yang dibutuhkan dalam menjalankan fungsi dan tugasnya masing-masing. Adapun komposisi dan susunan Dewan Komisaris per 31 Desember 2022 adalah sebagai berikut:

expertise needed to carry out their respective functions and duties. The composition and composition of the Board of Commissioners as of December 31, 2022 are as follows:

Komposisi dan Susunan Dewan Komisaris per 31 Desember 2022
Structure and Composition of the Board of Commissioners as of December 31, 2022

Nama	Jabatan	Dasar Pengangkatan	Keterangan
Zulkifli Zaini	Komisaris Utama/Komisaris Independen President Commissioner/ Independent Commissioner	SK Menteri BUMN No. SK-398/ MBU/12/2021 Decree of the Minister of SOEs No. SK-398/ MBU/12/2021	10 Desember 2021 s/d 10 Desember 2026 December 10, 2021 to December 10, 2026
Erwan Pelawi	Komisaris Independen Independent Commissioner	SK Menteri BUMN No. SK-56/ MBU/02/2020 Decree of the Minister of SOEs No. SK-56/ MBU/02/2020	26 Februari 2020 s/d 26 Februari 2025 February 26, 2020 to February 26, 2025
Amal Bakti Pulungan	Komisaris Independen Independent Commissioner	SK Menteri BUMN No. SK-56/ MBU/02/2020 Decree of the Minister of SOEs No. SK-56/ MBU/02/2020	26 Februari 2020 s/d 26 Februari 2025 February 26, 2020 to February 26, 2025
Asep Subarkah Yusuf	Komisaris Commissioner	SK Menteri BUMN No. SK-56/ MBU/02/2020 Decree of the Minister of SOEs No. SK-56/ MBU/02/2020	26 Februari 2020 s/d 26 Februari 2025 February 26, 2020 to February 26, 2025
Arie Yuriwin	Komisaris Commissioner	SK Menteri BUMN No. SK-230/ MBU/10/2019 Decree of the Minister of SOEs No. SK-230/ MBU/10/2019	19 Maret 2018 s/d 19 Maret 2023 March 19, 2018 to March 19, 2023
Wisto Prihadi	Komisaris Independen Independent Commissioner	SK Menteri BUMN No. SK-282/ MBU/08/2021 Decree of the Minister of SOEs No. SK-282/ MBU/08/2021	25 Agustus 2021 s/d 25 Agustus 2026 August 25, 2021 to August 25, 2026
Ardan Adiperdana	Komisaris Commissioner	SK Menteri BUMN No. SK-86/MBU/03/2022 Decree of the Minister of SOEs No. SK-86/ MBU/03/2022	25 Maret 2022 s/d 25 Maret 2027 March 25, 2022 to March 25, 2027

Profil seluruh anggota Dewan Komisaris dapat dilihat pada bab Profil Perusahaan pada Laporan Tahunan ini.

Profiles of all members of the Board of Commissioners can be seen in the Company Profile chapter of this Annual Report.

Board Manual Atau Pedoman Kerja Dewan Komisaris

Dalam rangka mengatur tata tertib kerja dan hubungan dengan Direksi, perusahaan telah memiliki *Board Manual* yang selalu direview dan dilakukan pengkinian. *Board Manual* berisi pengaturan sebagai berikut:

1. Kebijakan;
2. Persyaratan, pengangkatan, pemberhentian, komposisi, keanggotaan, dan masa jabatan Dewan Komisaris;
3. Program pengenalan Dewan Komisaris;
4. Tanggung jawab Dewan Komisaris;
5. Etika dan jabatan Dewan Komisaris;
6. Susunan, tugas dan wewenang Dewan Komisaris;
7. Hak Dewan Komisaris;
8. Rapat Dewan Komisaris;
9. Evaluasi kinerja Dewan Komisaris;
10. Fungsi pendukung.

Tanggung jawab Dewan Komisaris

1. Dewan Komisaris bertanggung jawab dan berwenang melakukan pengawasan atas kebijakan pengurusan, jalannya pengurusan pada umumnya, baik mengenai Perusahaan maupun usaha Perusahaan dan memberikan nasihat kepada Direksi;
2. Setiap anggota Dewan Komisaris ikut bertanggung jawab secara pribadi atas kerugian Perseroan apabila yang bersangkutan bersalah atau lalai menjalankan tugasnya;
3. Tanggung jawab sebagaimana dimaksud pada angka 2 berlaku secara tanggung renteng bagi setiap anggota Dewan Komisaris;

Board Manual or Work Guidelines of the Board of Commissioners

In order to regulate work procedures and relations with the Board of Directors, the Company has a Board Manual which is constantly reviewed and updated. The Board Manual contains the following:

1. Policy;
2. Requirements, appointment, dismissal, composition, membership and term of office of the Board of Commissioners;
3. Introduction program of the Board of Commissioners;
4. Responsibilities of the Board of Commissioners;
5. Ethics and position of the Board of Commissioners;
6. The composition, duties and authorities of the Board of Commissioners;
7. Rights of the Board of Commissioners;
8. Board of Commissioners Meeting;
9. Performance evaluation of the Board of Commissioners.
10. Support function.

Responsibilities of the Board of Commissioners

1. The Board of Commissioners is responsible and authorized to supervise the management policies, the general course of management, both regarding the Company and its business and to provide advice to the Board of Directors;
2. Each member of the Board of Commissioners is personally responsible for the loss of the Company if the person concerned is guilty or negligent in carrying out his/her duties;
3. The responsibilities as referred to in number 2 apply jointly and severally to each member of the Board of Commissioners;



4. Bagi anggota Dewan Komisaris yang berhenti sebelum maupun setelah masa jabatannya berakhir kecuali berhenti karena meninggal dunia, maka yang bersangkutan tetap bertanggung jawab atas tindakan-tindakannya yang belum diterima pertanggungjawabannya oleh Rapat Umum Pemegang Saham.

Etika dan Jabatan Dewan Komisaris

Dewan Komisaris dalam melaksanakan tugas dan kewajibannya telah mematuhi Anggaran Dasar dan peraturan perundang-undangan, serta prinsip-prinsip profesionalisme, efisiensi, transparansi, kemandirian, akuntabilitas, pertanggungjawaban, serta kewajaran. Dewan Komisaris juga beritikad baik, penuh kehati-hatian dan bertanggung jawab dalam menjalankan tugas pengawasan dan pemberian nasihat kepada Direksi untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan. Di samping, Dewan Komisaris bertanggung jawab untuk menjaga kerahasiaan informasi perusahaan serta tidak melakukan tindakan yang mempunyai benturan kepentingan (*conflict of interest*) ataupun mengambil keuntungan pribadi, dari pengambilan keputusan dan/atau pelaksanaan kegiatan Perusahaan yang bersangkutan, selain penghasilan yang sah.

Tugas dan Kewajiban Dewan Komisaris

Tugas dan Kewajiban Dewan Komisaris

Sesuai dengan Anggaran Dasar perusahaan, Dewan Komisaris bertugas melakukan pengawasan terhadap kebijakan pengurusan, jalannya pengurusan pada umumnya, baik mengenai Perseroan maupun usaha Perseroan, yang dilakukan oleh Direksi serta memberikan nasihat kepada Direksi. Pengawasan Dewan Komisaris diantaranya adalah pengawasan terhadap persetujuan dan pengawasan atas pelaksanaan Rencana Jangka Panjang Perusahaan (RJPP), Rencana Kerja dan Anggaran Perusahaan (RKAP) serta pengawasan atas kepatuhan Direksi terhadap ketentuan Anggaran Dasar, Keputusan RUPS, dan menjaga agar Perseroan selalu mematuhi peraturan perundang-undangan yang berlaku, untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan.

Berkaitan dengan pelaksanaan tugas Dewan Komisaris tersebut, Dewan Komisaris berkewajiban untuk:

1. Memberikan nasihat kepada Direksi dalam menjalankan pengurusan Perseroan.
2. Meneliti dan menelaah serta menandatangani Rencana Jangka Panjang Perusahaan dan Rencana Kerja dan Anggaran Perusahaan yang disiapkan oleh Direksi, serta memberikan pendapat dan saran kepada RUPS mengenai RJPP dan RKAP serta menyampaikan mengenai alasan Dewan Komisaris menandatangani RJPP dan RKAP.
3. Mengikuti perkembangan kegiatan Perseroan, memberikan pendapat dan saran kepada RUPS mengenai setiap masalah yang dianggap penting bagi kepengurusan Perseroan.
4. Melaporkan dengan segera kepada RUPS apabila terjadi gejala menurunnya kinerja Perseroan.
5. Meneliti dan menelaah laporan berkala dan laporan tahunan yang disiapkan oleh Direksi serta menandatangani laporan

4. For members of the Board of Commissioners who resign before or after their term of office ends, unless they resign due to death, then the person concerned remains responsible for his/her actions whose accountability has not been received by the General Meeting of Shareholders.

Ethics and Position of the Board of Commissioners

In carrying out its duties and obligations, the Board of Commissioners has complied with the Articles of Association and laws and regulations, as well as the principles of professionalism, efficiency, transparency, independence, accountability, responsibility, and fairness. The Board of Commissioners also has good intentions, is prudent and responsible for carrying out its supervisory duties and providing advice to the Board of Directors for the benefit of the Company and in accordance with the purpose and objectives of the Company. In addition, the Board of Commissioners is responsible for maintaining the confidentiality of the Company's information and not taking actions that have a conflict of interest or taking personal advantage from decision making and/or carrying out the activities of the Company concerned, other than legitimate income.

Duties and Obligations of the Board of Commissioners

Duties of the Board of Commissioners

In accordance with the Company's Articles of Association, the Board of Commissioners is in charge of supervising management policies, the general course of management, both regarding the Company and the Company's business, carried out by the Board of Directors as well as providing advice to the Board of Directors. The Board of Commissioners' supervision includes oversight of the approval and supervision of the implementation of the Company's Long-Term Plan, the Company's Work Plan and Budget as well as supervision of the Board of Directors' compliance with the provisions of the Articles of Association, GMS Resolutions, and ensuring that the Company always complies with the laws and regulations, applicable invitations, for the benefit of the Company and in accordance with the purposes and objectives of the Company.

In connection with the implementation of the duties of the Board of Commissioners, the Board of Commissioners is required to:

1. Provide advice to the Board of Directors in carrying out the management of the Company.
2. Examining and reviewing and signing the Company's Long-Term Plan and Work Plan and Budget prepared by the Board of Directors, as well as providing opinions and suggestions to the GMS concerning the Company's Long-Term Plan and Work Plan and Budget and addressing the reasons for the Board of Commissioners signing the Company's Long-Term Plan and Work Plan and Budget.
3. Following the development of the Company's activities, providing opinions and suggestions to the GMS concerning any issues considered important for the management of the Company.
4. Reporting immediately to GMS if there are signs of a decline in the Company's performance.
5. Examining and reviewing the periodic reports and annual reports prepared by the Board of Directors and signing the

tahunan, serta memberikan penjelasan, pendapat dan saran kepada RUPS mengenai Laporan Tahunan, apabila diminta.

6. Menyusun program kerja tahunan dan dimasukkan dalam RKAP.
7. Mengusulkan Akuntan Publik kepada RUPS.
8. Membuat risalah rapat Dewan Komisaris dan menyimpan risalahnya.
9. Memberikan laporan tentang tugas pengawasan yang telah dilakukan selama tahun buku yang baru lampau kepada RUPS.
10. Melaksanakan kewajiban lainnya dalam rangka tugas pengawasan dan pemberian nasihat, sepanjang tidak bertentangan dengan peraturan perundang-undangan, anggaran dasar, dan/atau keputusan RUPS.

Hak Dewan Komisaris

1. Menerima honorarium dan tunjangan/fasilitas termasuk santunan purna jabatan yang jenis dan jumlahnya ditetapkan oleh RUPS dengan memperhatikan ketentuan peraturan perundang-undangan yang berlaku.
2. Memperoleh akses atas informasi Perseroan secara akurat, lengkap dan tepat waktu.
3. Menggunakan tenaga ahli untuk hal tertentu dan dalam jangka waktu tertentu atas biaya Perusahaan jika dianggap perlu.
4. Membentuk Komite Audit dan satu Komite lain jika diperlukan.
5. Membentuk Komite lain lebih dari satu dan/atau menetapkan jumlah anggota komite yang bukan berasal dari anggota Dewan Komisaris lebih dari 2 (dua) orang, apabila:
 - a. Diwajibkan berdasarkan peraturan perundang-undangan; atau
 - b. Disetujui oleh Menteri berdasarkan kompleksitas dan beban yang dihadapi Dewan Komisaris dalam menjalankan tugas Perseroan.
6. Untuk membantu pelaksanaan tugasnya, Dewan Komisaris dapat membentuk Sekretariat Dewan Komisaris atas biaya Perseroan.
7. Mendapatkan fasilitas Perseroan sesuai dengan hasil penetapan RUPS.
8. Menerima tantiem atas prestasi kerjanya yang besarnya ditetapkan oleh RUPS apabila Perseroan mencapai tingkat keuntungan.
9. Melakukan perjalanan dinas ke luar negeri, dengan ketentuan:
 - a. Mengajukan permohonan izin kepada Menteri Negara BUMN mencakup kepentingan perjalanan dinas, lama waktu perjalanan dinas, pembiayaan dan informasi lain yang relevan;
 - b. Dalam waktu 14 (empat belas) hari setelah pelaksanaan perjalanan dinas, wajib melaporkan pelaksanaan perjalanan dinas kepada Menteri Negara BUMN;
 - c. Dalam hal perjalanan ke luar negeri dilaksanakan atas kepentingan dan biaya pribadi, menyampaikan pemberitahuan kepada Menteri Negara BUMN.

Pembagian Tugas Antar Dewan Komisaris

Pembagian tugas Dewan Komisaris mengalami perubahan seiring dengan pemberhentian dan pengangkatan PT Perkebunan Nusantara III (Persero). Sesuai dengan keputusan Dewan Komisaris Nomor KEP-17/KOM/VIII/2022 tanggal 29 Agustus 2022 tentang

annual report, as well as providing explanations, opinions, and suggestions to the GMS regarding the Annual Report, when requested.

6. Preparing an annual work program and include it in the Company's Work Plan and Budget.
7. Proposing Public Accountant to the GMS.
8. Creating minutes of meetings of the Board of Commissioners and keeping the minutes.
9. Providing a report on supervisory duties that have been carried out during the recent fiscal year to the GMS.
10. Carrying out other obligations in the context of supervisory and advisory duties, as long as they do not conflict with laws and regulations, the articles of association, and/or GMS resolutions.

Rights of the Board of Commissioners

1. Receive honorarium and allowances/facilities, including post-employment benefits, the types, and amounts of which are determined by the GMS with due observance of the terms of the applicable laws and regulations.
2. Gain access to Company information in an accurate, complete, and timely manner.
3. Use experts for certain matters and a certain period at the expense of the Company if deemed necessary.
4. Establish an Audit committee and one other Committee if necessary.
5. Establish more than one other Committee and/or determine the number of committee members who are not members of the Board of Commissioners more than 2 (two) people, if:
 - a. required under the laws and regulations; or
 - b. approved by the Minister based on the complexity and burden faced by the Board of Commissioners in carrying out the duties of the Company.
6. To assist in carrying out its duties, the Board of Commissioners may establish a Secretariat of the Board of Commissioners at the expense of the Company.
7. Obtain the Company's facilities in accordance with the results of the GMS.
8. Receive tantiem for work performance, the amount of which is determined by the GMS if the Company made a profit.
9. Carry out official trips abroad, with the following conditions:
 - a. Submit an application for a permit to the Minister of State-Owned Enterprises covering the interests of official travel, length of time for official travel, financing, and other relevant information;
 - b. Within 14 (fourteen) days after the implementation of the official trip, must report the implementation of the official trip to the Minister of State-Owned Enterprises;
 - c. In case the trip abroad is carried out for personal interests and expenses, submit a notification to the Minister of State for SOEs.

Division of Duties Between Members of the Board of Commissioners

The division of duties of the Board of Commissioners has changed in line with the dismissal and appointment of PT Perkebunan Nusantara III (Persero). In accordance with the decision of the Board of Commissioners Number KEP-17/KOM/VIII/2022 dated August



Pembagian Tugas Dewan Komisaris maka pembagian tugas Dewan Komisaris PT Perkebunan Nusantara III (Persero) menjadi sebagai berikut:

29, 2022 concerning the Distribution of Duties of the Board of Commissioners, the division of tasks for the Board of Commissioners of PT Perkebunan Nusantara III (Persero) is as follows:

Pembagian Tugas Pengawasan Dewan Komisaris
Division of Supervisory Duties of the Board of Commissioners

Nama Name	Jabatan Position	Lingkup Tugas Pengawasan Scope of Supervisory Duties
Zulkifli Zaini	Komisaris Utama/Komisaris Independen President Commissioner/ Independent Commissioner	Selaku Komisaris Utama sebagai Komisaris Independen memiliki tugas sebagai Koordinator Pelaksanaan Tugas Dewan Komisaris As the President Commissioner and as an Independent Commissioner, in charge as the Coordinator of the Implementation of the Board of Commissioners' Duties
Arie Yuriwin	Komisaris Commissioner	Selaku Komisaris memiliki tugas di Bidang Pengadaan & Umum dan Optimalisasi Aset As Commissioner, in charge of matters related to Procurement & General Affairs and Asset Optimization
Amal Bakti Pulungan	Komisaris Independen Independent Commissioner	Selaku Komisaris Independen memiliki tugas di Bidang Operasional Tanaman, Teknik dan Pengolahan serta Pengembangan Bisnis dan Hilirisasi As an Independent Commissioner, in charge of matters related to Plant Operations, Engineering and Processing as well as Business Development and Downstreaming
Erwan Pelawi	Komisaris Independen Independent Commissioner	Selaku Komisaris Independen memiliki tugas di Bidang perencanaan Strategi Korporasi, Akuntansi dan Pajak serta Pemasaran dan Retail As an Independent Commissioner, in charge of matters related to Corporate Strategy planning, Accounting and Tax as well as Marketing and Retail
Asep Subarkah Yusuf	Komisaris Commissioner	Selaku Komisaris memiliki tugas di Bidang PKBL dan TJSL, Perbendaharaan dan Manajemen Risiko As Commissioner, in charge of matters related to PKBL and TJSL, Treasury and Risk Management
Wisto Prihadi	Komisaris Independen Independent Commissioner	Selaku Komisaris Independen memiliki tugas di Bidang Audit Internal dan Eksternal serta Teknologi Informasi As an Independent Commissioner, in charge of matters related to Internal and External Audit and Information Technology

Program Orientasi Bagi Dewan Komisaris

Program Pengenalan diadakan bagi anggota Dewan Komisaris baru yaitu, agar yang bersangkutan dapat menjalankan tugas dan tanggung jawab sebagai anggota Dewan Komisaris dengan sebaik-baiknya.

Program Pengenalan bagi Dewan Komisaris meliputi:

1. Pelaksanaan prinsip-prinsip GCG oleh Perusahaan;
2. Gambaran mengenai *Holding* Perkebunan Nusantara PTPN III (Persero), berkaitan dengan tujuan, sifat, dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana jangka pendek dan jangka panjang, posisi kompetitif, risiko dan masalah-masalah strategis lainnya;
3. Pemahaman tentang kewenangan yang didelegasikan, Audit Internal dan Eksternal, sistem dan kebijakan pengendalian internal, termasuk Komite Audit;
4. Pemahaman tentang tugas dan tanggung jawab sebagai anggota Dewan Komisaris, dan Direksi serta hal-hal yang tidak diperbolehkan.

Sehubungan dengan adanya beberapa perubahan komposisi dan susunan Dewan Komisaris di tahun 2022, Perusahaan menggelar pengenalan Dewan Komisaris yang baru yang dilakukan pada tanggal 4 April 2022.

Program Pengembangan Dewan Komisaris

Sebagai upaya dalam meningkatkan kualitas pengawasan dan pemberian nasihat kepada Direksi atas pengelolaan perusahaan maka Dewan Komisaris harus memiliki wawasan yang memadai.

Orientation Program for the Board of Commissioners

Introduction Program is held for new members of the Board of Commissioners to enable them in carrying out duties and responsibilities as members of the Board of Commissioners as well as possible.

Introduction Program for the Board of Commissioners includes:

1. Implementation of GCG principles by the Company;
2. Description of Holding Perkebunan Nusantara PTPN III (Persero), relating to the objectives, nature, and scope of activities, financial and operating performance, strategies, short-term and long-term plans, competitive position, risks, and other strategic issues;
3. Understanding of delegated authority, Internal and External Audit, internal control systems, and policies, including the Audit Committee;
4. Understanding of duties and responsibilities as a member of the Board of Commissioners and the Board of Directors as well as things that are not allowed.

In connection with several changes in the structure and composition of the Board of Commissioners in 2022, the Company held the introduction of new members of the Board of Commissioners on April 4, 2022.

Development Program of the Board of Commissioners

In order to improve the quality of supervision and provision of advice to the Board of Directors on the management of the Company, the Board of Commissioners must have sufficient knowledge.

Untuk itu, Dewan Komisaris harus selalu mengupdate pemahaman atas kondisi industri nasional maupun global yang dapat memberikan pengaruh kepada kinerja perusahaan serta meningkatkan kemampuan teknis dan analisa strategis melakukan pengawasan perusahaan.

Berikut adalah daftar kegiatan pelatihan dan peningkatan kompetensi yang diikuti Dewan Komisaris di sepanjang tahun 2022 :

Therefore, the Board of Commissioners must always update its understanding of national and global industrial conditions that can affect the Company's performance as well as improve technical capabilities and strategic analysis in supervising the Company.

The following is a list of training and competency improvement activities attended by the Board of Commissioners throughout 2022:

Nama dan Jabatan Name and Position	Materi Pendidikan dan Pelatihan Education and Training Materials	Tanggal Pelaksanaan Date of Training	Penyelenggara Organizer
Zulkifli Zaini (Komisaris Utama) (President Commissioner)	<i>Outlook Comodity 2023</i>	24 November 2022 November 24, 2022	PT LPP Agro Nusantara
Indrasari Wisnu Wardhana* (Komisaris) (Commissioner)	<i>Onboarding Commissioner Angkatan 4 Tahun 2022</i> Onboarding Commissioner Batch 4 of 2022	17 Maret s.d. 21 April 2022 March 17 to April 21, 2022	FCHI
Wisto Prihadi (Komisaris Independen) (Independent Commissioner)	<i>Outlook Comodity 2023</i>	24 November 2022 November 24, 2022	PT LPP Agro Nusantara
Ardan Adiperdana (Commissioner)	<i>Outlook Comodity 2023</i>	24 November 2022 November 24, 2022	PT LPP Agro Nusantara

*Berhenti Menjabat per 29 Agustus 2022
*Has no longer served as of August 29, 2022

Pelaksanaan Tugas Dewan Komisaris 2022

Pada tahun 2022, Dewan Komisaris telah melaksanakan pengawasan dan pemberian nasihat kepada Direksi atas pengelolaan perusahaan pada berbagai aspek, seperti aspek program strategis perusahaan (*Sugar Co* dan *Palm Co*), aspek operasional (kelapa sawit, karet, gula, dan teh), aspek pemasaran dan keuangan, aspek SDM, aspek teknologi dan informasi, aspek pengadaan, aspek pengelolaan anak perusahaan, aspek manajemen risiko dan pengendalian internal, aspek tindak lanjut temuan auditor (internal/eksternal) dan area of *improvement* GCG, aspek penggunaan dana PEN dan PMN TA 2015.

Pelaksanaan pengawasan dan pemberian nasihat dilakukan melalui kegiatan rapat Dewan Komisaris, pemberian rekomendasi, maupun kunjungan ke unit kebun/anak perusahaan. Pada tahun 2022 Dewan Komisaris telah melaksanakan rapat sebanyak 89 kali dan kunjungan kerja sebanyak 18 kali.

Dewan Komisaris juga melakukan evaluasi atas kinerja Direksi baik secara kolegal maupun individual. Kinerja Dewan Komisaris juga dilakukan evaluasi dalam pencapaiannya untuk memastikan bahwa pengawasan dan pemberian nasihat sudah dilaksanakan dengan sangat baik.

Implementation of the Duties of the Board of Commissioners in 2022

In 2022, the Board of Commissioners has carried out supervision and provided advice to the Board of Directors on the management of the Company in various aspects, such as aspect of the Company's strategic programs (*Sugar Co* and *Palm Co*), operational aspect (palm oil, rubber, sugar and tea), marketing and finance aspect, HR aspect, technology and information aspect, procurement aspect, subsidiary management aspect, risk management and internal control aspect, auditor follow-up aspect (internal/external) and GCG area of improvement, aspect of use of PEN and State Equity Participation funds of 2015 Fiscal Year.

Implementation of supervision and provision of advice is carried out through meetings of the Board of Commissioners, provision of recommendations, as well as visits to plantation units/subsidiaries. In 2022 the Board of Commissioners has held 89 meetings and 18 work visits.

The Board of Commissioners also evaluated the performance of the Directors both collegially and individually. The performance of the Board of Commissioners was also evaluated in terms of its achievements to ensure that supervision and provision of advice have been carried out properly.



Penilaian Kinerja Organ dan Komite Pendukung Di Bawah Dewan Komisaris

Penilaian kinerja organ dan komite di bawah Dewan Komisaris dilakukan baik secara kolegal maupun individual. Penilaian dilakukan oleh Dewan Komisaris dengan berdasarkan parameter kriteria Kelengkapan dan Pelaksanaan Tugas Organ dan Komite Pendukung Dewan Komisaris. Ulasan mengenai parameter metode dan hasil penilaian ada di masing-masing sub pokok pembahasan pada bab Tata Kelola Perusahaan di Laporan Tahunan ini.

Komisaris Independen

Sebagaimana diatur dalam Peraturan Kementerian BUMN No. PER-01/MBU/2011 tentang Tata Kelola Perusahaan yang baik pada BUMN, maka Komisaris Independen *Holding Perkebunan Nusantara PTPN III (Persero)* tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan anggota Dewan Komisaris/Dewan Pengawas lainnya, anggota Direksi dan/atau pemegang saham pengendali atau hubungan dengan BUMN yang bersangkutan, yang dapat mempengaruhi kemampuannya untuk bertindak independen.

Komisaris Independen Perusahaan memiliki persyaratan sebagai berikut:

1. Tidak mempunyai hubungan Afiliasi dengan anggota Direksi, anggota Dewan Komisaris, anggota Dewan Pengawas Syariah (DPS), atau pemegang saham Perusahaan, dalam Perusahaan yang sama;
2. Tidak pernah menjadi anggota Direksi, anggota Dewan Komisaris, anggota DPS atau menduduki jabatan 1 (satu) tingkat di bawah Direksi pada Perusahaan yang sama atau perusahaan lain yang memiliki hubungan afiliasi dengan Perusahaan tersebut dalam kurun waktu 2 (dua) tahun terakhir;
3. Memahami peraturan perundang-undangan di bidang pembiayaan dan peraturan perundang-undangan lain yang relevan;
4. Memiliki pengetahuan yang baik mengenai kondisi keuangan Perusahaan tempat Komisaris Independen dimaksud menjabat;
5. Memiliki kewarganegaraan Indonesia; dan
6. Berdomisili di Indonesia.

Sesuai dengan ketentuan di atas dan surat keputusan Menteri Badan Usaha Milik Negara terkait dengan pengangkatan anggota Dewan Komisaris di PTPN III (Persero), pada tahun 2022 PTPN III (Persero) telah memiliki 4 anggota Komisaris Independen dengan susunan sebagai berikut:

Bapak Zulkifli Zaini	: Komisaris Utama merangkap Komisaris Independen
Bapak Erwan Pelawi	: Komisaris Independen
Bapak Amal Bakti Pulungan	: Komisaris Independen
Bapak Wisto Prihadi	: Komisaris Independen

Performance Assessment of Supporting Organs and Committees Under the Board of Commissioners

Performance assessment of organs and committees under the Board of Commissioners is carried out both collegially and individually. The assessment is carried out by the Board of Commissioners based on the criteria for the Completeness and Implementation of Duties of the Organs and Supporting Committees of the Board of Commissioners. Reviews of the method parameters and assessment results are in each sub-topic in the Corporate Governance chapter of this Annual Report.

Independent Commissioner

As stipulated in the Regulation of the Minister of SOEs No. PER-01/MBU/2011 concerning Good Corporate Governance in SOEs, the Independent Commissioner of *Holding Perkebunan Nusantara PTPN III (Persero)* has no financial, management, share ownership, and/or family relationship with members of the Board of Commissioners/ Supervisory Board, members of the Board of Directors and/or controlling shareholder or connection with the relevant SOE, which may affect its ability to act independently.

The Company's Independent Commissioner has the following requirements:

1. Has no affiliation with members of the Board of Directors, members of the Board of Commissioners, members of the Sharia Supervisory Board (SSB), or shareholders of the Company, in the same Company;
2. Has never been a member of the Board of Directors, member of the Board of Commissioners, member of SSB, or held a position 1 (one) level below the Board of Directors in the same Company or other companies that have affiliated relationships with the Company in the last 2 (two) years;
3. Understand the laws and regulations in the field of financing and other relevant laws and regulations;
4. Has good knowledge about the financial condition of the Company where the said Independent Commissioner serves;
5. Indonesian citizenship; and
6. Domiciled in Indonesia.

In accordance with the above provisions and the Decree of the Minister of State-Owned Enterprises related to the appointment of members of the Board of Commissioners at PTPN III (Persero), in 2022 PTPN III (Persero) has 4 members of Independent Commissioners with the following composition:

Zulkifli Zaini	: President Commissioner and Independent Commissioner
Erwan Pelawi	: Independent Commissioner
Amal Bakti Pulungan	: Independent Commissioner
Wisto Prihadi	: Independent Commissioner

DIREKSI

BOARD OF DIRECTORS

Direksi berfungsi sebagai manajemen tertinggi yang melakukan pengurusan Perusahaan untuk kepentingan Perusahaan, sesuai dengan maksud dan tujuan Perusahaan serta mewakili Perusahaan baik di dalam maupun di luar pengadilan sesuai dengan ketentuan Anggaran Dasar.

Direksi bertugas dan bertanggung jawab penuh secara kolegal dalam memaksimalkan nilai Perusahaan dengan menggunakan seluruh sumber daya yang dimiliki secara optimal. Direksi diangkat dan diberhentikan oleh Pemegang Saham. Proses pemilihan dan pengangkatan Direksi didahului dengan proses *fit and proper test*.

Kriteria dan Persyaratan Anggota Direksi

Persyaratan formal bagi anggota Direksi sebagai berikut:

1. Mampu melaksanakan perbuatan hukum;
2. Tidak pernah dinyatakan pailit dalam waktu 5 (lima) tahun sebelum pencalonan;
3. Tidak pernah menjadi anggota Direksi atau anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu perusahaan dinyatakan pailit dalam waktu 5 (lima) tahun sebelum pencalonan;
4. Tidak pernah dihukum karena merugikan keuangan negara dalam waktu 5 (lima) tahun sebelum pencalonan;
5. Tidak boleh ada hubungan keluarga sedarah sampai dengan derajat ketiga, baik menurut garis lurus maupun garis ke samping atau hubungan semenda (menantu atau ipar) dengan anggota Direksi lain dan/atau anggota Dewan Komisaris;
6. Tidak boleh merangkap jabatan lain sebagai Direktur Utama atau anggota Direksi pada Badan Usaha Milik Negara (BUMN), Badan Usaha Milik Daerah (BUMD), dan Badan Usaha Milik Swasta atau jabatan lain yang berhubungan dengan pengelolaan Perusahaan;
7. Tidak boleh merangkap jabatan lain dalam jabatan struktural dan/atau fungsional lainnya pada instansi/ lembaga pemerintah pusat dan/atau daerah;
8. Tidak boleh merangkap jabatan lainnya yang dapat menimbulkan benturan kepentingan secara langsung atau tidak langsung dengan Perusahaan dan/atau yang bertentangan dengan ketentuan perundang-undangan yang berlaku dan Anggaran Dasar.

Persyaratan material bagi anggota Direksi sebagai berikut:

1. Pengalaman, dalam arti yang bersangkutan memiliki rekam jejak (*track record*) yang menunjukkan keberhasilan dalam pengurusan BUMN/Perusahaan/ Lembaga tempat yang bersangkutan bekerja sebelum pencalonan;
2. Keahlian, dalam arti yang bersangkutan memiliki:
 - a. Pengetahuan yang memadai di bidang usaha Perusahaan;
 - b. Pemahaman terhadap manajemen dan tata kelola perusahaan;

Board of Directors serves as the highest management who manage the Company for the interests of the Company in accordance with the purpose and objectives of the Company, as well as representing the Company in and out of court in accordance with the provisions of the Articles of Association.

The Board of Directors has duties and is fully responsible collegially in maximizing the value of the Company using all existing resources optimally. The Board of Directors is appointed and dismissed by Shareholders. The selection and appointment process of the Board of Directors is preceded by *fit and proper test*.

Criteria and Requirements for Members of the Board of Directors

The formal requirements for members of the Board of Directors are as follows:

1. Able to perform legal action;;
2. Has never been declared bankrupt within 5 (five) years before nomination;
3. Has never been a member of the Board of Directors or member of the Board of Commissioners declared to be guilty of causing a Company to be bankrupt within 5 (five) years before nomination;
4. Has never been punished for crime which harms the State finances within 5 (five) years before nomination;
5. Has no blood relation to the third degree, both vertically and horizontal or marital relationship (in-laws) with any other member of the Board of Directors and/or member of the Board of Commissioners;
6. Shall not occupy concurrent positions as the President Director or member of the Board of Directors in State-Owned Enterprise (SOE), Regional-Owned Enterprise (ROE), and Private-owned Business Entity or any other position related with the management of the Company;
7. Shall not occupy other structural and/or functional positions in government and/or local agency/institution;
8. Shall not occupy other positions that may cause direct or indirect conflict of interest with the Company and/or conflicting with the applicable laws and regulations and Articles of Association;

Material requirements for members of the Board of Directors are as follows:

1. Experience, which means the individuals have successful track records in managing SOE/Company/Institution where the individual worked before the nomination;
2. Expertise, which means the individuals:
 - a. Have sufficient knowledge on the Company's field of business;
 - b. Understanding on the Company's management and corporate governance;



- | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> c. Kemampuan untuk merumuskan dan melaksanakan kebijakan strategis dalam rangka pengembangan Perusahaan. | <ul style="list-style-type: none"> c. Ability to formulate and perform strategic policy in order to develop the Company. |
| <ul style="list-style-type: none"> 3. Integritas, dalam arti yang bersangkutan tidak pernah terlibat dalam perbuatan: <ul style="list-style-type: none"> a. Rekayasa dan praktik-praktik menyimpang, dalam pengurusan BUMN/Perusahaan/Lembaga tempat yang bersangkutan bekerja sebelum pencalonan (berbuat tidak jujur); b. Cidera janji yang dapat dikategorikan tidak memenuhi komitmen yang telah disepakati dengan BUMN/Perusahaan/Lembaga tempat yang bersangkutan bekerja sebelum pencalonan (berperilaku tidak baik); c. Perbuatan yang dikategorikan dapat memberikan keuntungan secara melawan hukum kepada pribadi calon Anggota Direksi, karyawan BUMN/Perusahaan/ Lembaga tempat yang bersangkutan bekerja, atau golongan tertentu sebelum pencalonan (berperilaku tidak baik). d. Perbuatan yang dapat dikategorikan sebagai pelanggaran terhadap ketentuan yang berkaitan dengan prinsip-prinsip pengurusan perusahaan yang sehat (perilaku yang tidak baik). | <ul style="list-style-type: none"> 3. Integrity, which means the individuals have never been involved in: <ul style="list-style-type: none"> a. Manipulation and deviant practices in the management of SOE/Company/Institution where they have worked before their candidacy (dishonest behavior); b. Breach of contract, which can be categorized as not fulfilling the commitment agreed with the SOE/Company/ Institution where they have worked before their candidacy (bad behavior); c. Behavior, which is categorized as being able to illegally personally benefit the candidate for member of the Board of Directors, employee of SOE/ Company/ Institution where they have worked before their candidacy (bad behavior). d. Behavior, which can be categorized as violation of provision related to the principles of good corporate governance (bad behavior). |
| <ul style="list-style-type: none"> 4. Kepemimpinan, dalam arti yang bersangkutan memiliki kemampuan untuk: <ul style="list-style-type: none"> a. Memformulasikan dan mengartikulasikan visi Perusahaan; b. Mengarahkan pejabat dan karyawan Perusahaan agar mampu melakukan sesuatu untuk mewujudkan tujuan Perusahaan; c. Membangkitkan semangat (memberi energi baru) dan memberikan motivasi kepada pejabat dan karyawan Perusahaan untuk mampu mewujudkan tujuan Perusahaan. | <ul style="list-style-type: none"> 4. Leadership, which means they have the ability to: <ul style="list-style-type: none"> a. Formulate and articulate the Company's vision; b. Direct the officials and employees of the Company to be able to do something to realize the Company's objectives; c. Build the spirit (give new energy) and motivate officials and employees of the Company to be able to do something to realize the Company's objectives. |
| <ul style="list-style-type: none"> 5. Memiliki kemauan yang kuat (antusias) dan dedikasi yang tinggi untuk memajukan dan mengembangkan Perusahaan. | <ul style="list-style-type: none"> 5. Having strong will (enthusiasm) and high dedication to promote and develop the Company. |

Persyaratan lain

- 1. Bukan pengurus partai politik, dan/atau anggota legislatif, dan/ atau tidak sedang mencalonkan diri sebagai calon anggota legislatif;
- 2. Bukan kepala/wakil kepala daerah dan/atau tidak sedang mencalonkan diri sebagai calon kepala/wakil kepala daerah;
- 3. Tidak sedang menjabat sebagai pejabat pada Lembaga, Anggota Dewan Komisaris/Dewan Pengawas pada BUMN, Anggota Direksi pada BUMN dan/atau Perusahaan, kecuali menandatangani surat pernyataan bersedia mengundurkan diri dari jabatan tersebut jika terpilih sebagai Anggota Direksi Perusahaan;
- 4. Tidak sedang menduduki jabatan yang berdasarkan peraturan perundang-undangan dilarang untuk dirangkap dengan jabatan Anggota Direksi, kecuali menandatangani surat pernyataan bersedia mengundurkan diri dari jabatan tersebut jika terpilih sebagai anggota Direksi;
- 5. Tidak menjabat sebagai anggota Direksi Perusahaan selama 2 (dua) periode berturut-turut;
- 6. Anggota Direksi tidak memiliki hubungan keuangan, kepengurusan, kepemilikan dan hubungan keluarga dengan anggota Dewan Komisaris, Direksi lainnya dan/ atau Pemegang Saham, yang dapat mempengaruhi kemampuannya untuk bertindak independen.

Other Requirements

- 1. Not administrators of political parties, and/or legislative members, and/or not currently running as candidates for legislative members;
- 2. Not the head/deputy regional head and/or not currently running as a candidate for the head/deputy regional head;
- 3. Not serving as official in Institution, Member of the Board of Commissioners/Supervisory Board in SOE, Member of the Board of Directors in SOE and/or the Company, unless signing a statement letter of willingness to resign from the position if selected as Member of the Board of Directors of the Company;
- 4. Not occupying position of which is based on the laws and regulations should not be concurrent with the position of Member of the Board of Directors, unless signing a statement letter of willingness to resign from the position if selected as Member of the Board of Directors;
- 5. Not serving as Member of the Board of Directors of the Company in 2 (two) periods consecutively;
- 6. Member of the Board of Directors has no financial, managerial, ownership and family relationships with other members of the Board of Commissioners, the Board of Directors and/or Shareholders, which may affect their ability to act independently.

Komposisi dan Susunan Keanggotaan Direksi Tahun 2022

Di sepanjang tahun 2022, tidak terdapat perubahan komposisi dan susunan keanggotaan Direksi. Seluruh anggota Direksi *Holding Perkebunan Nusantara PTPN III (Persero)* telah lulus *Fit and Proper Test* dan telah memperoleh persetujuan dari pemegang saham, dan berdomisili di Indonesia. Masa jabatan anggota Direksi adalah 5 (lima) tahun. Adapun komposisi dan susunan Direksi per 31 Desember 2022, adalah sebagai berikut:

Composition and Structure of the Board of Directors Membership in 2022

Throughout 2022, there have been no changes in the structure and composition of the Board of Directors membership. All members of the Board of Directors of *Holding Perkebunan Nusantara PTPN III (Persero)* have passed the *Fit and Proper Test* and have obtained approval from the shareholders and are domiciled in Indonesia. The term of office for members of the Board of Directors is 5 (five) years. The structure and composition of the Board of Directors as of December 31, 2022, are as follows:

Komposisi dan Susunan Direksi per 31 Desember 2022
Structure and Composition of the Board of Directors as of December 31, 2022

Nama	Jabatan	Dasar Pengangkatan	Keterangan
Mohammad Abdul Ghani	Direktur Utama President Director	SK Menteri BUMN No. SK-231/MBU/10/2019 Decree of the Minister of SOEs No. SK-231/MBU/10/2019	12 Februari 2020 – 17 Oktober 2024 February 12, 2020 to October 17, 2024
Denaldy Mulino Maulana	Wakil Direktur Utama Vice President Director	SK Menteri BUMN No.48/MBU/02/2020 Decree of the Minister of SOEs No. SK-48/MBU/02/2020	12 Februari 2020–12 Februari 2025 February 12, 2020 to February 12, 2025
Seger Budiarjo	Direktur Sumber Daya Manusia Director of Human Resources	SK Menteri BUMN No.SK-133/MBU/04/2021 Decree of the Minister of SOEs No. SK-133/MBU/04/2021	28 April 2021 – 28 April 2026 April 28, 2021 – April 28, 2026
Dwi Sutoro	Direktur Pemasaran Director of Marketing	SK Menteri BUMN No. SK-231/MBU/10/2019 Decree of the Minister of SOEs No. SK-231/MBU/10/2019	17 Oktober 2019 - 17 Oktober 2024 October 17, 2019 – October 17, 2024
Ahmad Haslan Saragih	Direktur Pelaksana Managing Director	SK Menteri BUMN No. SK-231/MBU/10/2019 Decree of the Minister of SOEs No. SK-231/MBU/10/2019	17 Oktober 2019–28 Juni 2023 October 17, 2019 – June 28, 2023
M. Iswahyudi	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	SK Menteri BUMN No.SK-48/MBU/02/2020 Decree of the Minister of SOEs No. SK-48/MBU/02/2020	12 Februari 2020 - 12 Februari 2025 February 12, 2020 to February 12, 2025
Mahmudi	Direktur Produksi dan Pengembangan Director of Production and Development	SK Menteri BUMN No.SK-48/MBU/02/2020 Decree of the Minister of SOEs No. SK-48/MBU/02/2020	17 Oktober 2019–17 Oktober 2024 October 17, 2019 to October 17, 2024
Doni P. Gandamihardja	Direktur Umum Director of General Affairs	SK Menteri BUMN No.SK-133/MBU/04/2021 Decree of the Minister of SOEs No. SK-133/MBU/04/2021	28 April 2021 - 28 April 2025 April 28, 2021 to April 28, 2025

Profil seluruh Direksi dapat dilihat pada bab Profil Perusahaan dalam Laporan Tahunan ini.

Profiles of all members of the Board of Directors can be seen in the Company Profile chapter in this Annual Report.

Board Manual Atau Pedoman Kerja Direksi

Dalam rangka mengatur tata tertib kerja dan hubungan dengan Dewan Komisaris, perusahaan telah memiliki *Board Manual* yang selalu direview dan dilakukan pengkinian sesuai dengan perkembangan regulasi dan tata kelola perusahaan yang baik.

Board Manual or Work Guidelines of the Board of Directors

In order to regulate work procedures and relations with the Board of Commissioners, the Company has a *Board Manual* which is constantly reviewed and updated in accordance with regulatory developments and good corporate governance.

Tujuan penyusunan dan pelaksanaan *Board Manual* adalah:

The objectives of the preparation and implementation of the *Board Manual* are as follows:

1. Terciptanya satu pola hubungan kerja yang harmonis antar Organ Perusahaan dalam mengelola perkebunan secara profesional sesuai dengan prinsip-prinsip *Good Corporate Governance*;
2. Memudahkan organ-organ Direksi dan organ-organ Dewan Komisaris untuk memahami tugas dan tanggung jawab Direksi dan Dewan Komisaris maupun hubungan tugas antara organ-organ tersebut.

1. To create a harmonious working relationship pattern between Company Organs in managing plantations professionally in accordance with the principles of *Good Corporate Governance*;
2. Facilitate the organs of the Board of Directors and the organs of the Board of Commissioners to understand the duties and responsibilities of the Board of Directors and the Board of Commissioners as well as the duties relationship between these organs.



Materi yang diatur dalam Tata tertib kerja Direksi adalah sebagai berikut:

1. Fungsi Direksi;
2. Persyaratan Anggota Direksi;
3. Proses Pengangkatan Direksi;
4. Keanggotaan dan Komposisi Direksi, Masa Jabatan Direksi;
5. Tugas, Kewajiban, dan Tanggung Jawab Direksi;
6. Wewenang dan Hak Direksi;
7. Program Pengenalan Perusahaan kepada Direksi Baru;
8. Program Pengembangan Direksi.
9. Rapat Direksi, Rapat Gabungan;
 - a. Rapat Direktorat;
 - b. Rapat Kerja Nasional.
10. Tata Tertib Rapat;
11. Pembagian Tugas dan Tanggung Jawab Direksi;
12. Penilaian Kinerja Direksi;
13. Pemberhentian, Berakhirnya Jabatan Direksi;
14. Larangan Rangkap Jabatan;
15. Karyawan Menjadi Anggota Direksi.

Pelaksanaan *Board Manual* merupakan salah satu bentuk komitmen dari Direksi dalam rangka mengimplementasikan prinsip-prinsip GCG, dengan harapan akan tercipta suatu pola hubungan kerja yang harmonis dalam upaya mencapai Visi dan Misi PTPN III (Persero) *Holding Perkebunan*.

Tugas, Kewajiban, dan Wewenang Direksi

Tugas Direksi

Berdasarkan Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) Pada Badan Usaha Milik Negara tanggal 21 Mei 2012 yang kemudian dituangkan Perusahaan dalam Pedoman GCG Perseroan pada tanggal 26 Januari 2015, maka tugas dan Tanggung Jawab Direksi adalah sebagai berikut:

1. Direksi harus melaksanakan tugasnya dengan itikad baik untuk kepentingan BUMN dan sesuai dengan maksud dan tujuan BUMN, serta memastikan agar BUMN melaksanakan tanggung jawab sosialnya serta memperhatikan kepentingan dari berbagai Pemangku Kepentingan sesuai dengan ketentuan peraturan perundang-undangan;
2. Salah seorang anggota Direksi ditunjuk oleh Rapat Direksi sebagai penanggung jawab dalam penerapan dan pemantauan GCG di BUMN yang bersangkutan;
3. Direksi harus menyampaikan informasi mengenai identitas, pekerjaan-pekerjaan utamanya, jabatan Dewan Komisaris di anak perusahaan atau perusahaan patungan dan atau perusahaan lain, termasuk rapat-rapat yang dilakukan dalam satu tahun buku (rapat internal maupun rapat gabungan dengan Dewan Komisaris atau Dewan Pengawas), serta gaji, fasilitas dan atau tunjangan lain yang diterima dari BUMN yang bersangkutan dan anak perusahaan atau perusahaan patungan BUMN yang bersangkutan, untuk dimuat dalam Laporan Tahunan BUMN;
4. Direksi wajib melaporkan kepada BUMN mengenai kepemilikan sahamnya dan atau keluarganya (istri/suami dan anak-anaknya) pada BUMN yang bersangkutan dan perusahaan lain, termasuk setiap perubahannya;

The materials regulated in the Board of Directors' work guidelines are as follows:

1. Functions of the Board of Directors;
2. Requirements for Members of the Board of Directors;
3. Appointment Process of the Board of Directors;
4. Membership and Composition of the Board of Directors, Term of Office of the Board of Directors
5. Duties, Obligations and Responsibilities of the Board of Directors;
6. Authorities and Rights of the Board of Directors;
7. The Company's Introduction Program to New Members of the Board of Directors;
8. Development Program of the Board of Directors;
9. Board of Directors Meeting, Joint Meeting
 - a. Directorate Meeting
 - b. National Working Meeting
10. Meeting Rules;
11. Division of Duties and Responsibilities of the Board of Directors;
12. Performance Assessment of the Board of Directors;
13. Dismissal, Termination of the Board of Directors;
14. Prohibition of Concurrent Positions;
15. Employees Become Members of the Board of Directors.

The implementation of the Board Manual is a form of commitment from the Board of Directors in implementing GCG principles hoping that a harmonious working relationship will be created to achieve the Vision and Mission of Holding Perkebunan Nusantara PTPN III (Persero).

Duties, Obligations, and Authorities of the Board of Directors

Duties of the Board of Directors

Based on the Regulation of the Minister of State-Owned Enterprises No. PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises dated May 21, 2012, which the Company later stated in the Company's GCG Guidelines dated January 26, 2015, the Duties and Responsibilities of the Board of Directors are as follows:

1. The Board of Directors must carry out their duties in good faith for the interests of SOEs and in accordance with the aims and objectives of SOEs, and ensure that SOEs carry out their social responsibilities and pay attention to the interests of various Stakeholders under the terms of laws and regulations;
2. One member of the Board of Directors is appointed by the Board of Directors Meeting as the person in charge of implementing and monitoring GCG in the relevant SOE;
3. The Board of Directors must submit information regarding the identity, main jobs, positions of the Board of Commissioners in subsidiaries or joint ventures and or other companies, including meetings held in one financial year (internal meetings or joint meetings with the Board of Commissioners or Supervisory Board), as well as salaries, facilities and or other allowances received from the relevant SOE and its subsidiaries or joint venture companies, to be included in the SOE Annual Report;
4. The Board of Directors is required to report to the SOE regarding their share ownership and or their families (wife/husband and children) in the relevant SOE and other companies, including any changes;

5. Direksi bertugas menjalankan segala tindakan yang berkaitan dengan pengurusan Perusahaan untuk kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perusahaan serta mewakili Perusahaan baik di dalam maupun di luar Pengadilan tentang segala hal dan segala kejadian dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar dan atau Keputusan RUPS.

Kewajiban Direksi

1. Mengusahakan dan menjamin terlaksananya usaha dan kegiatan Perusahaan sesuai dengan maksud dan tujuan serta kegiatan usahanya.
2. Menyiapkan Rencana Jangka Panjang Perusahaan (RJPP) yang merupakan rencana strategis yang memuat sasaran dan tujuan yang hendak dicapai dalam jangka waktu 5 (lima) tahun, dan perubahannya serta menyampaikannya kepada Dewan Komisaris paling lambat tanggal 30 September dan kepada Pemegang Saham paling lambat tanggal 31 Oktober sebelum periode RJPP tahun berjalan untuk mendapatkan pengesahan RUPS. RJPP paling sedikit memuat:
 - a. Evaluasi pelaksanaan RJPP sebelumnya;
 - b. Posisi Perusahaan saat ini;
 - c. Asumsi-asumsi yang dipakai dalam penyusunan RJPP;
 - d. Penetapan Visi dan Misi, sasaran, strategi, kebijakan, dan program kerja jangka panjang.
 - e. Pengesahan Rencana Jangka Panjang ditetapkan paling lambat 60 (enam puluh) hari setelah diterimanya Rancangan Rencana Jangka Panjang secara lengkap. Jika dalam waktu 60 (enam puluh) hari Rencana Jangka Panjang belum disahkan, maka Rancangan Rencana Jangka Panjang tersebut dianggap telah mendapat persetujuan Direksi bertanggung jawab atas pelaksanaan dan pencapaian sasaran-sasaran dalam Rencana Jangka Panjang.
3. Menyiapkan Rencana Kerja dan Anggaran Perusahaan (RKAP) sebagai penjabaran tahunan dari RJPP, serta menyampaikannya kepada Dewan Komisaris paling lambat tanggal 15 (lima belas) September sebelum periode RKAP tahun berjalan. RKAP paling sedikit memuat:
 - a. Visi dan Misi, sasaran usaha, strategi usaha, kebijakan perusahaan, dan program kerja/ kegiatan;
 - b. Anggaran perusahaan yang dirinci atas setiap anggaran program kerja/kegiatan;
 - c. Proyeksi keuangan perusahaan dan anak perusahaan; dan
 - d. Hal lain yang memerlukan keputusan RUPS/ Menteri.

Permohonan persetujuan RKAP disampaikan oleh Direksi kepada RUPS paling lambat dalam waktu 60 (enam puluh) hari sebelum memasuki tahun anggaran perusahaan. Pengesahan atas RKAP diberikan paling lambat 30 (tiga puluh) hari setelah tahun anggaran berjalan.

4. Memberikan penjelasan kepada RUPS mengenai Rencana Jangka Panjang Perusahaan (RJPP) dan Rencana Kerja dan Anggaran Perusahaan (RKAP).
5. Membuat Daftar Pemegang Saham, Daftar Khusus, Risalah RUPS dan Risalah Rapat Direksi.

5. The Board of Directors is tasked with carrying out all actions related to the management of the Company for the benefit of the Company and in accordance with the purposes and objectives of the Company and representing the Company both inside and outside the court on all matters and all events with restrictions as stipulated in the laws and regulations, Articles of Association and/ or GMS Resolutions.

Obligations of the Board of Directors

1. Strive for and ensure the implementation of the Company's business and activities in accordance with the aims and objectives and its business activities.
2. Prepare the Company's Long-Term Plan, which is a strategic plan that contains the goals and objectives to be achieved within a period of 5 (five) years, and the amendments thereof and submit them to the Board of Commissioners no later than September 30 and to Shareholders no later than October 31 before the current year of the Company's Long-Term Plan period to obtain approval from the GMS. The Company's Long-Term Plan at least contains:
 - a. Evaluation of the Company's previous Long-Term Plan implementation;
 - b. Current position of the Company;
 - c. The assumptions used in the preparation of the Company's Long-Term Plan;
 - d. Determination of Vision and Mission, targets, strategies, policies, and long-term work programs.
 - e. The ratification of the Company's Long-Term Plan is determined no later than 60 (sixty) days after the receipt of the Company's completed Long-Term Plan. If within 60 (sixty) days the Company's Long-Term Plan has not been ratified, the Draft Long-Term Plan is deemed to have received approval from the Board of Directors responsible for implementing and achieving the targets in the Long-Term Plan.
3. Prepare the Company's Work Plan and Budget as the annual elaboration of the Company's Long-Term Plan and submit it to the Board of Commissioners no later than September 15 (fifteenth) prior to the current year of the Company's Work Plan and Budget period. The Company's Work Plan and Budget at least contains:
 - a. Vision and Mission, business objectives, business strategies, company policies, and work programs/activities;
 - b. Company budget, which is detailed for each work program/ activity budget;
 - c. Financial projections of the Company and its subsidiaries; and
 - d. Other matters that require the decision of the GMS/Minister.

The application for approval of the Company's Work Plan and Budget is submitted by the Board of Directors to the GMS no later than 60 (sixty) days prior to entering the Company's fiscal year. Ratification of the Company's Work Plan and Budget is given no later than 30 (thirty) days after the current fiscal year.

4. Provide an explanation to the GMS regarding the Company's Long-Term Plan and the Company's Work Plan and Budget.
5. Make a Register of Shareholders, Special Register, Minutes of GMS, and Minutes of Meeting of the Board of Directors.



6. Membuat Laporan Tahunan sebagai wujud pertanggungjawaban pengurusan Perusahaan, serta dokumen keuangan Perusahaan sebagaimana dimaksud dalam Undang-undang tentang Dokumen Perusahaan.
 7. Menyusun Laporan Keuangan berdasarkan Standar Akuntansi Keuangan dan menyerahkan kepada Akuntan Publik untuk diaudit.
 8. Menyampaikan Laporan Tahunan termasuk Laporan Keuangan kepada RUPS untuk disetujui dan disahkan serta Laporan mengenai hak-hak Perusahaan yang tidak tercatat dalam pembukuan antara lain akibat penghapusbukuan piutang.
 9. Memberikan penjelasan kepada RUPS mengenai Laporan Tahunan.
 10. Memelihara Daftar Pemegang Saham, Daftar Khusus, Risalah RUPS, Risalah Rapat Dewan Komisaris dan Risalah Rapat Direksi, Laporan Tahunan dan Dokumen Keuangan Perusahaan sebagaimana dimaksud pada huruf e dan f dan dokumen perusahaan lainnya.
 11. Menyimpan di tempat kedudukan Perusahaan: Daftar Pemegang Saham, Daftar Khusus, Risalah RUPS, Risalah Rapat Dewan Komisaris dan Risalah Rapat Direksi, Laporan Tahunan dan dokumen keuangan Perusahaan serta dokumen Perusahaan lainnya sebagaimana huruf j.
 12. Menyusun sistem akuntansi sesuai dengan Standar Akuntansi Keuangan dan berdasarkan prinsip-prinsip pengendalian intern, terutama fungsi pengurusan, pencatatan, penyimpanan, dan pengawasan.
 13. Memberikan laporan berkala termasuk laporan pelaksanaan manajemen risiko menurut cara dan waktu sesuai dengan ketentuan yang berlaku, serta laporan lainnya setiap kali diminta oleh Dewan Komisaris dan/ atau Pemegang Saham.
 14. Menyiapkan susunan organisasi Perusahaan lengkap dengan perincian dan tugasnya.
 15. Memberikan penjelasan tentang segala hal yang dinyatakan atau yang diminta anggota Dewan Komisaris dan Pemegang Saham.
 16. Menyusun dan menetapkan *blue print* organisasi Perusahaan.
 17. Menjalankan kewajiban-kewajiban lainnya sesuai dengan ketentuan yang diatur dalam Anggaran Dasar dan ditetapkan oleh RUPS berdasarkan peraturan perundang-undangan.
 18. Mencurahkan tenaga, pikiran, perhatian dan pengabdianya secara penuh pada tugas, kewajiban dan pencapaian tujuan Perusahaan.
 19. Mematuhi Anggaran Dasar Perusahaan dan peraturan perundang-undangan serta wajib melaksanakan prinsip-prinsip profesionalisme, efisiensi, transparansi, kemandirian, akuntabilitas, pertanggungjawaban serta kewajaran.
 20. Setiap anggota Direksi wajib dengan itikad baik dan penuh tanggung jawab menjalankan tugas untuk kepentingan dan usaha Perusahaan dengan mengindahkan perundang-undangan yang berlaku.
 21. Direksi wajib melaporkan kepada Perusahaan mengenai kepemilikan sahamnya dan/atau keluarganya (istri/suami dan anak-anaknya) pada Perusahaan dan perusahaan lain, termasuk setiap perubahannya untuk selanjutnya dicatat dalam daftar khusus. Anggota Direksi yang tidak melaksanakan kewajiban dimaksud dan menimbulkan kerugian bagi Perusahaan, bertanggung jawab secara pribadi atas kerugian Perusahaan tersebut.
6. Make an Annual Report as a form of accountability for the management of the Company and the Company's financial documents as referred to in the Law on Company Documents.
 7. Prepare Financial Statements based on Financial Accounting Standards and submit them to Public Accountants for audit.
 8. Submit the Annual Report, including the Financial Report to the GMS for approval and approval and a report on the Company's rights that are not recorded in the books, among others, due to write-off of receivables.
 9. Provide an explanation to the GMS regarding the Annual Report.
 10. Maintain the Register of Shareholders, Special Register, Minutes of GMS, Minutes of Meeting of the Board of Commissioners and Minutes of Meeting of the Board of Directors, Annual Report and Company Financial Documents as referred to in letters (e) and (f) and other company documents.
 11. Keep at the domicile of the Company: Register of Shareholders, Special Register, Minutes of GMS, Minutes of Meeting of the Board of Commissioners and Minutes of Meeting of the Board of Directors, Annual Report and Company financial documents as well as other Company documents as referred to in letter (j).
 12. Develop an accounting system in accordance with Financial Accounting Standards and based on the principles of internal control, mainly the functions of management, recording, storage, and supervision.
 13. Provide periodic reports, including reports on the implementation of risk management according to the method and time under applicable regulations, and other reports whenever requested by the Board of Commissioners and/ or Shareholders.
 14. Prepare the organizational structure of the Company, complete with details and duties.
 15. Provide an explanation of all matters stated or requested by members of the Board of Commissioners and Shareholders.
 16. Develop and determine the blueprint of the Company's organization.
 17. Carry out other obligations in accordance with the provisions stipulated in the Articles of Association and determined by the GMS based on the laws and regulations.
 18. Devote total energy, thoughts, attention, and dedication to the duties, obligations, and achievement of the Company's objectives.
 19. Comply with the Company's Articles of Association and laws and regulations and implement professionalism, efficiency, transparency, independence, accountability, responsibility, and fairness.
 20. Each member of the Board of Directors must, in good faith and total responsibility, carry out their duties for the interests and business of the Company by observing the applicable laws and regulations.
 21. The Board of Directors is required to report to the Company regarding their share ownership and/ or their family (wife/ husband and children) in the Company and other companies, including any changes to be recorded in a special register. Members of the Board of Directors who do not perform the said obligations and cause losses to the Company are personally responsible for the Company's losses.

22. Direksi wajib meminta persetujuan RUPS untuk:
 - a. Mengalihkan kekayaan Perusahaan (transaksi pengalihan kekayaan bersih Perusahaan yang terjadi dalam jangka waktu 1 (satu) tahun buku); atau
 - b. Menjadikan jaminan utang kekayaan Perusahaan sebesar lebih dari 50% (lima puluh persen) jumlah kekayaan bersih Perusahaan dalam 1 (satu) transaksi atau lebih, baik yang berkaitan satu sama lain maupun tidak, yaitu transaksi pengalihan kekayaan bersih Perusahaan yang terjadi dalam jangka waktu 1 (satu) tahun buku;
23. Ketentuan sebagaimana dimaksud pada huruf v tidak berlaku terhadap tindakan pengalihan atau penjaminan kekayaan Perusahaan yang dilakukan oleh Direksi sebagai pelaksanaan kegiatan usaha Perusahaan sesuai dengan Anggaran Dasar;
24. Menyampaikan kepada Dewan Komisaris tentang usulan peluang bisnis ataupun isu-isu perubahan lingkungan bisnis untuk memperoleh arahan dari Dewan Komisaris.

Wewenang Direksi

1. Menetapkan kebijakan kepengurusan Perusahaan;
2. Mengatur penyerahan kekuasaan Direksi kepada seorang atau beberapa orang anggota Direksi untuk mengambil keputusan atas nama Direksi atau mewakili Perusahaan di dalam dan di luar Pengadilan;
3. Mengatur penyerahan kekuasaan Direksi kepada seorang atau beberapa orang karyawan Perusahaan baik sendiri-sendiri maupun bersama-sama atau kepada orang lain, untuk mewakili Perusahaan di dalam maupun di luar Pengadilan.
4. Mengatur ketentuan-ketentuan tentang kepegawaian Perusahaan termasuk penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi karyawan Perusahaan berdasarkan peraturan perundang-undangan yang berlaku, dengan ketentuan penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi karyawan yang melampaui kewajiban yang ditetapkan peraturan perundang-undangan, harus mendapat persetujuan terlebih dahulu dari RUPS;
5. Mengangkat dan memberhentikan karyawan Perusahaan berdasarkan peraturan Perusahaan dan peraturan perundang-undangan yang berlaku;
6. Mengangkat dan memberhentikan Sekretaris Perusahaan dan Kepala SPI dengan persetujuan Dewan Komisaris;
7. Melakukan segala tindakan dan perbuatan lainnya mengenai pengurusan maupun pemilikan kekayaan Perusahaan, mengikat Perusahaan dengan pihak lain dan/atau pihak lain dengan Perusahaan, serta mewakili Perusahaan di dalam dan di luar pengadilan tentang segala hal dan segala kejadian, dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar dan/atau Keputusan RUPS;
8. Mewakili Perusahaan baik di dalam maupun di luar pengadilan. Kewenangan ini tidak terbatas dan tidak bersyarat, kecuali ditentukan lain dalam Undang-undang tentang Perseroan Terbatas, Anggaran Dasar, atau Keputusan RUPS. Keputusan RUPS dimaksud tidak boleh bertentangan dengan ketentuan-ketentuan Undang-undang tentang Perseroan Terbatas dan/atau Anggaran Dasar Perusahaan;
9. Dalam hal anggota Direksi terdiri lebih dari 1 (satu) orang, yang berwenang mewakili Perusahaan adalah setiap anggota Direksi, kecuali ditentukan lain dalam Anggaran Dasar;

22. The Board of Directors is required to seek GMS approval for:
 - a. Transferring the Company's assets (transactions of transferring the Company's net assets that occur within a period of 1 (one) fiscal year; or
 - b. As collateral for the Company's assets in the amount of more than 50% (fifty percent) of the Company's net assets in 1 (one) or more transactions, whether related to each other or not, namely transactions for the transfer of the Company's net assets that occur within a period. 1 (one) financial year.
23. The regulations as referred to in letter (v) do not apply to the act of transferring or guaranteeing the Company's assets carried out by the Board of Directors as the implementation of the Company's business activities in accordance with the Articles of Association.
24. Submit to the Board of Commissioners about proposed business opportunities or issues of changes in the business environment to obtain direction from the Board of Commissioners.

Authorities of the Board of Directors

1. Establish the Company's management policy;
2. Regulate the transfer of power of the Board of Directors to one or several members of the Board of Directors to make decisions on behalf of the Board of Directors or represent the Company inside and outside the Court;
3. Regulate the transfer of power of the Board of Directors to one or several employees of the Company, either individually or jointly or to other people, to represent the Company inside and outside the Court;
4. Regulate the provisions regarding the Company's employment, including the determination of salaries, pensions or old-age benefits and other income for the Company's employees based on the prevailing laws and regulations, with the regulations that the determination of salaries, pensions or old-age benefits and other income for employees that exceed the obligations stipulated by the laws and regulations, must obtain prior approval from the GMS;
5. Appoint and dismiss Company employees based on Company regulations and applicable laws and regulations;
6. Appoint and dismiss the Corporate Secretary and Head of IAU with the approval of the Board of Commissioners;
7. Take all other actions and actions regarding the management and ownership of the Company's assets, bind the Company with other parties and/ or other parties with the Company, and represent the Company inside and outside the court on all matters and all events, with the restrictions as stipulated in the regulations. Legislation, Articles of Association, and/or GMS Resolutions;
8. Represent the Company both inside and outside the court. This authority is not limited and unconditional unless otherwise stipulated in the Law on Limited Companies, Articles of Association, or GMS Resolutions. The resolutions of the GMS may not conflict with the regulations of the Law on Limited Companies and/or the Company's Articles of Association;
9. If the members of the Board of Directors consist of more than 1 (one) person, each member of the Board of Directors is authorized to represent the Company unless otherwise stipulated in the Articles of Association;



10. Menjalankan pengurusan Perusahaan untuk kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perusahaan serta sesuai dengan kebijakan yang dipandang tepat, dalam batas yang ditentukan dalam Undang-undang tentang Perseroan Terbatas dan/atau Anggaran Dasar;
11. Menyusun Kebijakan dan Strategi manajemen risiko perusahaan secara tertulis dan komprehensif, termasuk penetapan dan persetujuan limit risiko secara keseluruhan, per jenis risiko dan per aktivitas kegiatan usaha. Kegiatan ini dilakukan sekurang-kurangnya sekali dalam setahun atau dalam frekuensi yang lebih tinggi dalam hal terdapat perubahan faktor-faktor yang mempengaruhi kegiatan usaha perusahaan secara signifikan;
12. Mengembangkan budaya manajemen risiko perusahaan pada seluruh jenjang di organisasi, antara lain melalui komunikasi yang memadai kepada seluruh jenjang organisasi tentang pentingnya pengendalian intern yang efektif;
13. Memastikan peningkatan kompetensi Sumber Daya Manusia yang terkait dengan penerapan manajemen risiko perusahaan, antara lain melalui program pendidikan dan latihan yang berkesinambungan terutama yang berkaitan dengan sistem dan proses manajemen risiko perusahaan;
14. Memastikan bahwa manajemen risiko perusahaan telah diterapkan secara independen yang dicerminkan antara lain dengan adanya pemisahan fungsi antara unit kerja manajemen risiko, yang melakukan identifikasi, pengukuran, pemantauan dan pengendalian risiko dengan unit kerja operasional dan unit pengendalian intern perusahaan.

10. Carry out the Company's management for the benefit of the Company and in accordance with the purposes and objectives of the Company and in accordance with policies deemed appropriate, within limits specified in the Law on Limited Companies and/or the Articles of Association;
11. Prepare written and comprehensive corporate risk management policies and strategies, including determining and approving overall risk limits, per type of risk, and per business activity. This activity is carried out at least once a year or with a higher frequency if factors significantly affect the Company's business activities;
12. Develop a corporate risk management culture at all levels in the organization, including adequate communication regarding the importance of effective internal control;
13. Ensure the improvement of Human Resources competencies related to the implementation of corporate risk management, among others, through continuous education and training programs, especially those related to the Company's risk management systems and processes;
14. Ensure that the Company's risk management has been implemented independently, which is reflected in, among others, the separation of functions between the risk management work unit, which identifies, measures, monitors, and controls risk with the operational work units and the Company's internal control units.

Pembagian Tugas Masing-Masing Direksi

Pembagian tugas dan tanggung jawab Direksi sebagaimana tercantum dalam Surat Keputusan Direksi PT Perkebunan Nusantara III (Persero) No. DIR/SKPTS/189/2021 tentang Pembagian Tugas dan Wewenang Anggota Direksi PT Perkebunan Nusantara III (Persero), adalah sebagai berikut:

Distribution of Duties of Member of the Board of Directors

Distribution of duties and responsibilities of the Board of Directors as stated in the Decree of the Board of Directors of PT Perkebunan Nusantara III (Persero) No. DIR/SKPTS/189/2021 concerning the Distribution of Duties and Authorities of Members of the Company's Board of Directors is as follows:

Nama Name	Jabatan Position	Lingkup Tugas Scope of Duties
Mohammad Abdul Ghani	Direktur Utama President Director	<ul style="list-style-type: none"> • Memimpin Direksi menjalankan pengurusan Perseroan; • Menjalankan segala tindakan yang berkaitan dengan pengurusan Perseroan sesuai bidang tugasnya dengan itikad baik dan kehati-hatian untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan; • Mewakili Perseroan baik di dalam maupun di luar pengadilan tentang segala hal dan segala kejadian dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar, keputusan RUPS, dan/atau Keputusan Direksi ini; • Mengarahkan, mengevaluasi, dan mengkoordinasikan Unit Kerja yang dibawahinya; • Mengkoordinasikan penyusunan rancangan RJPP dan RKAP; • Mengkoordinasikan perencanaan (termasuk penyusunan RKA Program TJSL), pelaksanaan, pengawasan, dan <i>monitoring</i> dan evaluasi Program TJSL pada lingkup Perseroan, Anak Perusahaan, dan Perusahaan Patungan; • Mengkoordinasikan dan menyinkronkan rencana kerja Perseroan yang dijabarkan dari RKAP dan RJPP; • Mengkoordinasikan penyusunan rancangan laporan tahunan dan laporan pelaksanaan program tanggung jawab sosial dan lingkungan pada lingkup Perseroan; • Mengkoordinasikan pembagian tugas dan wewenang anggota Direksi yang pengaturan tugas dan kewenangannya belum ditetapkan dalam Keputusan Direksi ini; • Mengadakan rapat Direksi secara berkala; • Memimpin rapat Direksi; • Mengevaluasi pencapaian <i>Key Performance Indicators</i> kolegal Direksi secara berkala serta merumuskan tindakan perbaikan yang diperlukan; • Menindaklanjuti temuan audit baik internal maupun eksternal pada bidang tugasnya;

Nama Name	Jabatan Position	Lingkup Tugas Scope of Duties
		<ul style="list-style-type: none"> • Mengawasi kelancaran kegiatan Perseroan sesuai dengan strategi dan kebijakan yang telah ditetapkan; • Memimpin Direksi dalam mengawasi dan mengevaluasi pengelolaan Anak Perusahaan/ Perusahaan Patungan sesuai ketentuan yang berlaku; • Menjalankan dan mematuhi Ketentuan Perusahaan, <i>Board Manual</i>, <i>Code of Conduct</i>, <i>Code of Corporate Governance</i>, dan Pedoman Pengendalian Gratifikasi; • Menjalankan tugas selain sebagaimana dimaksud pada huruf a sampai dengan huruf p sebagaimana diatur dalam Ketentuan Perusahaan, Anggaran Dasar, peraturan perundang-undangan, keputusan RUPS, dan/atau rapat Direksi. • Lead the Board of Directors in carrying out the management of the Company; • Carry out all actions related to the management of the Company in accordance with their field of duties with good faith and prudence for the benefit of the Company and in accordance with the purposes and objectives of the Company; • Represent the Company both inside and outside the court regarding all matters and all events with restrictions as regulated in laws and regulations, Articles of Association, the resolution of the GMS, and/or decision of the Board of Directors; • Direct, evaluate, and coordinate the work units under it; • Coordinate the preparation of the Company's draft Long-Term Plan and Work Plan and Budget; • Coordinate planning (including the preparation of the Work Plan and Budget of the Company's TJSL Program), implementation, supervision, and monitoring and evaluation of TJSL Program within the the Company, its Subsidiaries, and Joint Ventures; • Coordinate and synchronize the Company's work plans as outlined in itd Work Plan and Budget and Long-Term Plan; • Coordinate the preparation of the draft annual report and the report on the implementation of the responsibility program social and environmental responsibility within the Company; • Coordinate the division of duties and authorities of the members of the Board of Directors whose duties and authorities have not been determined in the Decree of the Board of Directors; • Hold Board of Directors meetings regularly; • Lead the meeting of the Board of Directors; • Evaluate the achievement of the Board of Directors' collegial Key Performance Indicators on a regular basis and formulate necessary corrective action; • Follow up on audit findings both internal and external in their field of duties; • Supervise the efficient implementation of the Company's activities in accordance with established strategies and policies; • Lead the Board of Directors in supervising and evaluating the management of Subsidiaries/Joint Companies according to the applicable provisions; • Execute and comply with Company Regulations, Board Manual, Code of Conduct, Code of Corporate Governance, and Guidelines for Gratification Control; • Carry out duties other than those referred to in letter a to letter p as regulated in the Company Regulations, Articles of Association, laws and regulations, GMS resolutions, and/or Board of Directors meeting.
Denaldy Mulino Maulana	Wakil Direktur Utama Vice President Director	<ul style="list-style-type: none"> • Menjalankan segala tindakan yang berkaitan dengan pengurusan Perseroan sesuai bidang tugasnya dengan itikad baik dan kehati-hatian untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan; • Mewakili Perseroan baik di dalam maupun di luar pengadilan tentang segala hal dan segala kejadian sesuai bidang tugasnya dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar, keputusan RUPS, dan/ atau Keputusan Direksi ini; • Mengarahkan, mengevaluasi, dan mengkoordinasikan Unit Kerja yang dibawahinya; • Menyusun, menetapkan, melaksanakan, dan mengendalikan rencana kerja Perseroan pada bidang tugasnya yang dijabarkan dari RKAP dan RJPP; • Mengadakan rapat internal secara berkala guna membahas permasalahan pada bidang tugasnya; • Membantu Direktur Utama dalam mengkoordinasikan pengendalian atau pemantauan terhadap pelaksanaan kegiatan atau kebijakan strategis dan operasional Anak Perusahaan/Perusahaan Patungan sesuai ketentuan yang berlaku; • Mengevaluasi pencapaian <i>Key Performance Indicators</i> individualnya secara berkala serta merumuskan tindakan perbaikan yang diperlukan; • Menindaklanjuti temuan audit baik internal maupun eksternal pada bidang tugasnya; • Mengawasi kelancaran kegiatan Perseroan sesuai dengan strategi dan kebijakan yang telah ditetapkan; • Mengawasi dan mengevaluasi pengelolaan Anak Perusahaan/Perusahaan Patungan pada bidang perencanaan dan pengembangan sesuai ketentuan yang berlaku; • Menjalankan dan mematuhi Ketentuan Perusahaan, <i>Board Manual</i>, <i>Code of Conduct</i>, <i>Code of Corporate Governance</i>, dan Pedoman Pengendalian Gratifikasi; • Menjalankan tugas selain sebagaimana dimaksud dalam Ketentuan Perusahaan, Anggaran Dasar, peraturan perundang-undangan, keputusan RUPS, dan/atau rapat Direksi.



Nama Name	Jabatan Position	Lingkup Tugas Scope of Duties
		<ul style="list-style-type: none"> • Carry out all actions related to the management of the Company in accordance with their field of duties with good faith and prudence for the benefit of the Company and in accordance with the purposes and objectives of the Company; • Represent the Company both inside and outside the court regarding all matters and all events with restrictions as regulated in laws and regulations, Articles of Association, the resolution of the GMS, and/or decision of the Board of Directors; • Direct, evaluate, and coordinate the work units under it; • Prepare, stipulate, implement, and control the Company's work plan according to its field of duties as translated from the Company's Work Plan and Budget and Long-Term Plan; • Hold regular internal meetings to discuss issues in respective field of work; • Assist the President Director in coordinating the control or monitoring of the implementation of activities or strategic and operational policies of Subsidiaries/Joint Companies in accordance with the applicable provisions; • Evaluate the achievement of individual Key Performance Indicators on a regular basis and formulate necessary corrective action; • Follow up on audit findings both internal and external in their field of duties; • Supervise the efficient implementation of the Company's activities in accordance with established strategies and policies; • Supervise and evaluate the management of Subsidiaries/Joint Companies in terms of planning and development in accordance with the applicable regulations; • Execute and comply with Company Regulations, Board Manual, Code of Conduct, Code of Corporate Governance, and Guidelines for Gratification Control; • Carry out duties other than those referred to in the Company Regulations, Articles of Association, laws and regulations, GMS resolutions, and/or Board of Directors meetings.
Seger Budiarjo	Direktur Sumber Daya Manusia Director of Human Resources	<ul style="list-style-type: none"> • Menjalankan segala tindakan yang berkaitan dengan pengurusan Perseroan sesuai bidang tugasnya dengan itikad baik dan kehati-hatian untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan; • Mewakili Perseroan baik di dalam maupun di luar pengadilan tentang segala hal dan segala kejadian sesuai bidang tugasnya dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar, keputusan RUPS, dan/ atau Keputusan Direksi ini; • Mengarahkan, mengevaluasi, dan mengkoordinasikan Unit Kerja yang dibawahinya; • Menyusun, menetapkan, melaksanakan, dan mengendalikan rencana kerja Perseroan pada bidang tugasnya sesuai dengan strategi dan kebijakan yang telah ditetapkan; • Mengadakan rapat internal secara berkala guna membahas permasalahan pada bidang tugasnya; • Mengevaluasi pencapaian <i>Key Performance Indicators</i> individualnya secara berkala serta merumuskan tindakan perbaikan yang diperlukan; • Menindaklanjuti temuan audit baik internal maupun eksternal pada bidang tugasnya; • Mengawasi kelancaran kegiatan Perseroan sesuai dengan strategi dan kebijakan yang telah ditetapkan; • Mengawasi dan mengevaluasi pengelolaan Anak Perusahaan/Perusahaan Patungan pada bidang sumber daya manusia dan teknologi informasi sesuai ketentuan yang berlaku; • Menjalankan dan mematuhi Ketentuan Perusahaan, <i>Board Manual</i>, <i>Code of Conduct</i>, <i>Code of Corporate Governance</i>, dan Pedoman Pengendalian Gratifikasi; • Menjalankan tugas selain sebagaimana dimaksud dalam Ketentuan Perusahaan, Anggaran Dasar, peraturan perundang-undangan, keputusan RUPS, dan/atau rapat Direksi. • Carry out all actions related to the management of the Company in accordance with their field of duties with good faith and prudence for the benefit of the Company and in accordance with the purposes and objectives of the Company; • Represent the Company both inside and outside the court regarding all matters and all events with restrictions as regulated in laws and regulations, Articles of Association, the resolution of the GMS, and/or decision of the Board of Directors; • Direct, evaluate, and coordinate the work units under it; • Prepare, stipulate, implement, and control the Company's work plan according to its field of duties in accordance with the established strategies and policies; • Hold regular internal meetings to discuss issues in respective field of work; • Evaluate the achievement of individual Key Performance Indicators on a regular basis and formulate necessary corrective action; • Follow up on audit findings both internal and external in their field of duties; • Supervise the efficient implementation of the Company's activities in accordance with established strategies and policies; • Supervise and evaluate the management of Subsidiaries/Joint Companies in terms of human resources and information technology in accordance with the applicable regulations; • Execute and comply with Company Regulations, Board Manual, Code of Conduct, Code of Corporate Governance, and Guidelines for Gratification Control; • Carry out duties other than as referred to in the Company Regulations, Articles of Association, laws and regulations, GMS resolutions, and/or Board of Directors meetings.

Nama Name	Jabatan Position	Lingkup Tugas Scope of Duties
Doni P. Gandamihardja	Direktur Umum Director of General Affairs	<ul style="list-style-type: none"> Menjalankan segala tindakan yang berkaitan dengan pengurusan Perseroan sesuai bidang tugasnya dengan itikad baik dan kehati-hatian untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan; Mewakili Perseroan baik di dalam maupun di luar pengadilan tentang segala hal dan segala kejadian sesuai bidang tugasnya dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar, keputusan RUPS, dan/ atau Keputusan Direksi ini; Mengarahkan, mengevaluasi, dan mengkoordinasikan Unit Kerja yang dibawahinya; Menetapkan langkah-langkah yang diperlukan untuk memastikan Perseroan telah memenuhi seluruh peraturan perundang-undangan serta menjaga agar kegiatan usaha Perseroan tidak menyimpang dari peraturan perundang-undangan; Menyusun, menetapkan, melaksanakan, dan mengendalikan rencana kerja Perseroan pada bidang tugasnya sesuai dengan strategi dan kebijakan yang telah ditetapkan; Mengadakan rapat internal secara berkala guna membahas permasalahan pada bidang tugasnya; Mengevaluasi pencapaian <i>Key Performance Indicators</i> individualnya secara berkala serta merumuskan tindakan perbaikan yang diperlukan; Menindaklanjuti temuan audit baik internal maupun eksternal pada bidang tugasnya; Mengawasi kelancaran kegiatan Perseroan sesuai dengan strategi dan kebijakan yang telah ditetapkan; Mengawasi dan mengevaluasi pengelolaan Anak Perusahaan/Perusahaan Patungan pada bidang hukum dan pengadaan barang/jasa sesuai ketentuan yang berlaku; Menjalankan dan mematuhi Ketentuan Perusahaan <i>Board Manual</i>, <i>Code of Conduct</i>, <i>Code of Corporate Governance</i>, dan Pedoman Pengendalian Gratifikasi; Menjalankan tugas selain sebagaimana dimaksud dalam Ketentuan Perusahaan, Anggaran Dasar, peraturan perundang-undangan, keputusan RUPS, dan/atau rapat Direksi. Carry out all actions related to the management of the Company in accordance with their field of duties with good faith and prudence for the benefit of the Company and in accordance with the purposes and objectives of the Company; Represent the Company both inside and outside the court regarding all matters and all events with restrictions as regulated in laws and regulations, Articles of Association, the resolution of the GMS, and/or decision of the Board of Directors; Direct, evaluate, and coordinate the work units under it; Determine the necessary measures to ensure the Company has complied with all laws and regulations and to ensure that the Company's business activities do not deviate from the legislation; Prepare, stipulate, implement, and control the Company's work plan according to its field of duties in accordance with the established strategies and policies; Hold regular internal meetings to discuss issues in respective field of work; Evaluate the achievement of individual Key Performance Indicators on a regular basis and formulate necessary corrective action; Follow up on audit findings both internal and external in their field of duties; Supervise the efficient implementation of the Company's activities in accordance with established strategies and policies; Supervise and evaluate the management of Subsidiaries/Joint Companies in terms of legal and procurement of goods/services in accordance with the applicable regulations; Execute and comply with the Company's Regulations, Board Manual, Code of Conduct, Code of Corporate Governance, and Guidelines for Gratification Control; Carry out duties other than those referred to in the Company Regulations, Articles of Association, laws and regulations, GMS resolutions, and/or Board of Directors meetings.
Dwi Sutoro	Direktur Pemasaran Director of Marketing	<ul style="list-style-type: none"> Menjalankan segala tindakan yang berkaitan dengan pengurusan Perseroan sesuai bidang tugasnya dengan itikad baik dan kehati-hatian untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan; Mewakili Perseroan baik di dalam maupun di luar pengadilan tentang segala hal dan segala kejadian sesuai bidang tugasnya dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar, keputusan RUPS, dan/ atau Keputusan Direksi ini; Mengarahkan, mengevaluasi, dan mengkoordinasikan Unit Kerja yang dibawahinya; Menyusun, menetapkan, melaksanakan, dan mengendalikan rencana kerja Perseroan pada bidang tugasnya sesuai dengan strategi dan kebijakan yang telah ditetapkan; Mengadakan rapat internal secara berkala guna membahas permasalahan pada bidang tugasnya; Mengevaluasi pencapaian <i>Key Performance Indicators</i> individualnya secara berkala serta merumuskan tindakan perbaikan yang diperlukan; Menindaklanjuti temuan audit baik internal maupun eksternal pada bidang tugasnya; Mengawasi kelancaran kegiatan Perseroan sesuai dengan strategi dan kebijakan yang telah ditetapkan; Mengawasi dan mengevaluasi Perusahaan/Perusahaan Patungan pada ketentuan yang berlaku; Mengevaluasi dan memantau kontrak penjualan komoditas utama (sawit, karet, gula, teh, kopi, kakao) pada Anak Perusahaan; Mengawasi dan mengevaluasi program Perseroan dan Anak Perusahaan/Perusahaan Patungan antara lain terkait sertifikasi produk berkelanjutan;



Nama Name	Jabatan Position	Lingkup Tugas Scope of Duties
		<ul style="list-style-type: none"> • Menjalankan dan mematuhi Ketentuan Perusahaan, <i>Board Manual</i>, <i>Code of Conduct</i>, <i>Code of Corporate Governance</i>, dan Pedoman Pengendalian Gratifikasi; • Menjalankan tugas selain sebagaimana dimaksud dalam Ketentuan Perusahaan, Anggaran Dasar, peraturan perundang-undangan, keputusan RUPS, dan/atau rapat Direksi. • Carry out all actions related to the management of the Company in accordance with their field of duties with good faith and prudence for the benefit of the Company and in accordance with the purposes and objectives of the Company; • Represent the Company both inside and outside the court regarding all matters and all events with restrictions as regulated in laws and regulations, Articles of Association, the resolution of the GMS, and/or decision of the Board of Directors; • Direct, evaluate, and coordinate the work units under it; • Prepare, stipulate, implement, and control the Company's work plan according to its field of duties in accordance with the established strategies and policies; • Hold regular internal meetings to discuss issues in respective field of work; • Evaluate the achievement of individual Key Performance Indicators on a regular basis and formulate necessary corrective action; • Follow up on audit findings both internal and external in their field of duties; • Supervise the efficient implementation of the Company's activities in accordance with established strategies and policies; • Supervise and evaluate the Company/Joint Companies on the applicable provisions; • Evaluate and monitor the sales contracts of main commodities (palm, rubber, sugar, tea, coffee, cocoa) in Subsidiaries; • Supervise and evaluate the programs of the Company and its Subsidiaries/Joint Companies, among others related to sustainable product certification; • Execute and comply with Company Regulations, Board Manual, Code of Conduct, Code of Corporate Governance, and Guidelines for Gratification Control; • Carry out duties other than those referred to in the Company Regulations, Articles of Association, laws and regulations, GMS resolutions, and/or Board of Directors meetings.
Ahmad Haslan Saragih	Direktur Pelaksana Managing Director	<ul style="list-style-type: none"> • Menjalankan segala tindakan yang berkaitan dengan pengurusan Perseroan lingkup Perseroan Operasional untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan; • Mewakili Perseroan baik di dalam maupun di luar pengadilan tentang segala hal dan segala kejadian pada lingkup Perseroan Operasional dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar, keputusan RUPS, dan/atau Keputusan Direksi ini; • Mengarahkan, mengevaluasi, dan mengkoordinasikan SEVP dan Unit Kerja yang dibawahinya; • Menyusun, menetapkan, melaksanakan, dan mengendalikan rencana kerja Perseroan pada lingkup Perseroan Operasional sesuai dengan strategi dan kebijakan yang telah ditetapkan; • Mengkoordinasikan perencanaan (termasuk penyusunan RKA Program TJSL Perseroan Operasional), pelaksanaan, pengawasan, <i>monitoring</i>, dan evaluasi Program TJSL lingkup Perseroan Operasional; • Mengadakan rapat internal secara berkala guna membahas permasalahan lingkup Perseroan Operasional; • Mengevaluasi pencapaian <i>Key Performance Indicators</i> individualnya secara berkala serta merumuskan tindakan perbaikan yang diperlukan; • Menindaklanjuti temuan audit baik internal maupun eksternal pada lingkup Perseroan Operasional; • Mengawasi kelancaran kegiatan Perseroan sesuai dengan strategi dan kebijakan yang telah ditetapkan; • Mengusulkan kepada Direktur Utama atas rencana tindakan/perbuatan yang terkait dengan Perseroan Operasional yang memerlukan tanggapan tertulis/persetujuan Dewan Komisaris dan/atau persetujuan RUPS; • Menyusun dan menyampaikan rancangan laporan tahunan lingkup Perseroan Operasional kepada Direksi; • Melaksanakan koordinasi, pemantauan, dan evaluasi pengelolaan Pembangunan Infrastruktur Kawasan Industri Sei Mangkei; • Menjalankan dan mematuhi Ketentuan Perusahaan, <i>Board Manual</i>, <i>Code of Conduct</i>, <i>Code of Corporate Governance</i>, dan Pedoman Pengendalian Gratifikasi; • Menjalankan tugas selain sebagaimana dimaksud dalam Ketentuan Perusahaan, Anggaran Dasar, peraturan perundang-undangan, keputusan RUPS, dan/atau rapat Direksi. • Carry out all actions related to the management of the Company related to its Operations for the benefit of the Company and in accordance with the purposes and objectives of the Company; • Represent the Company both inside and outside the court regarding all matters and all events related to the Company's Operations with restrictions as regulated in laws and regulations, Articles of Association, the resolution of the GMS, and/or decision of the Board of Directors; • Direct, evaluate, and coordinate SEVPs the work units under it;

Nama Name	Jabatan Position	Lingkup Tugas Scope of Duties
M. Iswahyudi	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	<ul style="list-style-type: none"> • Prepare, stipulate, implement, and control the Company's work plan in terms of its Operations in accordance with established strategies and policies; • Coordinate planning (including the preparation of the Work Plan and Budget of the Company's TJSL Program), implementation, supervision, and monitoring and evaluation of TJSL Program related to the Company's Operations; • Hold regular internal meetings to discuss issues in respective field of work; • Evaluate the achievement of individual Key Performance Indicators on a regular basis and formulate necessary corrective action; • Follow up on audit findings both internal and external within the scope of the Company's Operations; • Supervise the efficient implementation of the Company's activities in accordance with established strategies and policies; • Propose to the President Director a plan of action related to the Company's Operations that requires a written response/ approval of the Board of Commissioners and/or approval of the GMS; • Prepare and submit a draft annual report for the scope of the Company's Operations to the Board of Directors; • Carry out coordination, monitoring, and evaluation of the management of Infrastructure Development of Sei Mangkei SEZ; • Execute and comply with Company Regulations, Board Manual, Code of Conduct, Code of Corporate Governance, and Guidelines for Gratification Control; • Carry out duties other than those referred to in the Company Regulations, Articles of Association, laws and regulations, GMS resolutions, and/or Board of Directors meetings <hr/> <ul style="list-style-type: none"> • Menjalankan segala tindakan yang berkaitan dengan pengurusan Perseroan sesuai bidang tugasnya dengan itikad baik dan kehati-hatian untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan; • Mewakili Perseroan baik di dalam maupun di luar pengadilan tentang segala hal dan segala kejadian sesuai bidang tugasnya dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar, keputusan RUPS, dan/ atau Keputusan Direksi ini; • Mengarahkan, mengevaluasi, dan mengkoordinasikan Unit Kerja yang dibawahinya; • Mengkoordinasikan penyusunan rancangan RKAP lingkup Perseroan dan Anak Perusahaan; • Mengkoordinasikan evaluasi terhadap rancangan RKAP Anak Perusahaan/Perusahaan Patungan sebelum disahkan; • Menyusun, menetapkan, melaksanakan, dan mengendalikan rencana kerja Perseroan pada bidang tugasnya sesuai dengan strategi dan kebijakan yang telah ditetapkan; • Mengadakan rapat internal secara berkala guna membahas permasalahan pada bidang tugasnya; • Mengevaluasi pencapaian <i>Key Performance Indicators</i> individualnya secara berkala serta merumuskan tindakan perbaikan yang diperlukan; • Menindaklanjuti temuan audit baik internal maupun eksternal pada bidang tugasnya; • Menyusun laporan keuangan Perseroan berdasarkan Standar Akuntansi Keuangan dan menyerahkan kepada akuntan publik untuk diaudit; • Mengkoordinasikan penyusunan laporan keuangan Anak Perusahaan; • Mengevaluasi laporan keuangan Anak Perusahaan/Perusahaan Patungan sebelum disahkan; • Mengembangkan organisasi kerja manajemen risiko sehingga Perseroan memiliki kebijakan, prosedur, dan metode dalam menerapkan manajemen risiko; • Mengawasi kelancaran kegiatan Perseroan sesuai dengan strategi dan kebijakan yang telah ditetapkan; • Mengawasi dan mengevaluasi pengelolaan Anak Perusahaan/Perusahaan Patungan pada bidang keuangan, akuntansi, perbendaharaan, dan manajemen risiko sesuai ketentuan yang berlaku; • Menjalankan dan mematuhi Ketentuan Perusahaan, <i>Board Manual</i>, <i>Code of Conduct</i>, <i>Code of Corporate Governance</i>, dan Pedoman Pengendalian Gratifikasi; • Menjalankan tugas selain sebagaimana dimaksud dalam Ketentuan Perusahaan, Anggaran Dasar, peraturan perundang-undangan, keputusan RUPS, dan/atau rapat Direksi. • Carry out all actions related to the management of the Company in accordance with their field of duties with good faith and prudence for the benefit of the Company and in accordance with the purposes and objectives of the Company; • Represent the Company both inside and outside the court regarding all matters and all events with restrictions as regulated in laws and regulations, Articles of Association, the resolution of the GMS, and/or decision of the Board of Directors; • Direct, evaluate, and coordinate the work units under it; • Coordinate the preparation of the Company's draft Work Plan and Budget and its Subsidiaries; • Coordinate the evaluation of the draft Work Plan and Budget of the Company's Subsidiaries/Joint Companies before ratification; • Prepare, stipulate, implement, and control the Company's work plan in its field of duties in accordance with the established strategies and policies; • Hold regular internal meetings to discuss issues in respective field of work; • Evaluate the achievement of individual Key Performance Indicators on a regular basis and formulate necessary corrective action;



Nama Name	Jabatan Position	Lingkup Tugas Scope of Duties
		<ul style="list-style-type: none"> Follow up on audit findings both internal and external in their field of duties; Prepare the Company's financial statements based on Financial Accounting Standards and submit to a public accountant to be audited; Coordinate the preparation of the financial statements of the Subsidiaries; Evaluate the financial statements of the Subsidiaries/Joint Companies before ratification; Develop a risk management work organization so that the Company has policies, procedures, and methods in implementing risk management; Supervise the efficient implementation of the Company's activities in accordance with established strategies and policies; Supervise and evaluate the management of Subsidiaries/Joint Companies in the finance, accounting, treasury, and risk management in accordance with the applicable regulations; Execute and comply with Company Regulations, Board Manual, Code of Conduct, Code of Corporate Governance, and Guidelines for Gratification Control; Carry out duties other than those referred to in the Company Regulations, Articles of Association, laws and regulations, GMS resolutions, and/or Board of Directors meetings.
Mahmudi	Direktur Produksi dan Pengembangan Director of Production and Development	<ul style="list-style-type: none"> Menjalankan segala tindakan yang berkaitan dengan pengurusan Perseroan sesuai bidang tugasnya dengan itikad baik dan kehati-hatian untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan; Mewakili Perseroan baik di dalam maupun di luar pengadilan tentang segala hal dan segala kejadian sesuai bidang tugasnya dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar, keputusan RUPS, dan/ atau Keputusan Direksi ini; Mengarahkan, mengevaluasi, dan mengkoordinasikan Unit Kerja yang dibawahinya; Menyusun, menetapkan, melaksanakan, dan mengendalikan rencana kerja Perseroan pada bidang tugasnya sesuai dengan strategi dan kebijakan yang telah ditetapkan; Mengadakan rapat internal secara berkala guna membahas permasalahan pada bidang tugasnya; Mengevaluasi pencapaian <i>Key Performance Indicators</i> individualnya secara berkala serta merumuskan tindakan perbaikan yang diperlukan; Menindaklanjuti temuan audit baik internal maupun eksternal pada bidang tugasnya; Mengawasi kelancaran kegiatan Perseroan sesuai dengan strategi dan kebijakan yang telah ditetapkan; Mengawasi dan mengevaluasi Perusahaan/Perusahaan Patungan pada pengembangan operasi; Menjalankan dan mematuhi Ketentuan Perusahaan, <i>Board Manual</i>, <i>Code of Conduct</i>, <i>Code of Corporate Governance</i>, dan Pedoman Pengendalian Gratifikasi; Menjalankan tugas selain sebagaimana dalam Ketentuan Perusahaan, Anggaran Dasar, peraturan perundang-undangan, keputusan RUPS, dan/atau rapat Direksi. Carry out all actions related to the management of the Company in accordance with their field of duties with good faith and prudence for the benefit of the Company and in accordance with the purposes and objectives of the Company; Represent the Company both inside and outside the court regarding all matters and all events with restrictions as regulated in laws and regulations, Articles of Association, the resolution of the GMS, and/or decision of the Board of Directors; Direct, evaluate, and coordinate the work units under it; Prepare, stipulate, implement, and control the Company's work plan according to its field of duties in accordance with the established strategies and policies; Hold regular internal meetings to discuss issues in respective field of work; Evaluate the achievement of individual <i>Key Performance Indicators</i> on a regular basis and formulate necessary corrective action; Follow up on audit findings both internal and external in their field of duties; Supervise the efficient implementation of the Company's activities in accordance with established strategies and policies; Supervise and evaluate the Company/Joint Ventures in terms of operational development; Execute and comply with Company Regulations, Board Manual, Code of Conduct, Code of Corporate Governance, and Guidelines for Gratification Control; Carry out duties other than those referred to in the Company Regulations, Articles of Association, laws and regulations, GMS resolutions, and/or Board of Directors meetings.

Program Pengenalan Bagi Anggota Direksi

Program pengenalan diadakan bagi anggota Direksi baru, agar yang bersangkutan dapat menjalankan tugas dan tanggung jawabnya sebagai anggota Direksi dengan sebaik-baiknya. Berdasarkan Pedoman GCG yang telah disahkan oleh Dewan Komisaris dan Direksi serta ditandatangani pada Notulen Rapat No. 3.00/NR/5A/III/2015 tanggal 17 Maret 2015, materi untuk program pengenalan Perusahaan bagi Direksi baru adalah sebagai berikut:

Introduction Program for New Members of the Board of Directors

Introduction Program is held for new members of the Board of Directors to enable them in conducting their duties and responsibilities as members of the Board of Directors properly. Based on Guidelines for GCG ratified by the Board of Commissioners and Board of Directors and signing of Minutes of Meeting No. 3.00/NR/5A/III/2015 dated March 17, 2015, the materials of the Company's introduction program for new Board of Directors are as follow:

1. Pelaksanaan prinsip-prinsip GCG oleh Perusahaan;
2. Gambaran mengenai Perusahaan berkaitan dengan tujuan, sifat, dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana kerja jangka pendek dan jangka panjang, posisi kompetitif, risiko dan masalah-masalah strategis lainnya;
3. Keterangan berkaitan dengan kewenangan yang didelegasikan, audit internal dan eksternal, sistem dan kebijakan pengendalian internal, termasuk Komite Audit;
4. Keterangan mengenai tugas dan tanggung jawab anggota Direksi serta hal-hal lain yang tidak diperbolehkan.

Sehubungan dengan tidak adanya perubahan komposisi dan susunan Direksi di tahun 2022, Perusahaan tidak menggelar pengenalan Direksi yang baru.

Pelatihan dan Peningkatan Kompetensi Direksi

Program pengembangan kompetensi dimaksudkan sebagai bentuk program untuk menambah wawasan dan pengetahuan Direksi khususnya terkait industri sesuai bidangnya serta kepemimpinan. Berikut adalah daftar kegiatan pelatihan dan peningkatan kompetensi yang diikuti Direksi di sepanjang tahun 2022:

1. Implementation of GCG principles by the Company;
2. Overview of Holding Perkebunan Nusantara PTPN III (Persero) relating to the objectives, nature, and scope of activity, financial performance and operation, strategy, short-term and long-term plans, competitive position, risk and other strategic issues;
3. Information on delegated authorities, Internal and External Audit, internal control system and policy, including the Audit Committee;
4. Information on duties and responsibilities as members of the Board of Directors, as well as Other restricted matters.

There have been no changes in the composition of the Board of Directors in 2022, the Company did not hold the introduction program of the new members of the Board of Directors.

Training and Competency Development of the Board of Directors

The competency development program is intended as a form of program to enhance insight and knowledge to the Board of Directors, especially related to the industry in accordance with their respective field and leadership. The following is a list of training and competency improvement activities attended by the Board of Directors throughout 2022:

Nama dan Jabatan Name and Position	Materi Pendidikan dan Pelatihan Education and Training Materials	Tanggal Pelaksanaan Date of Training	Penyelenggara Organizer
Moh. Abdul Ghani (Direktur Utama) (President Director)	Sosialisasi PP No. 23 Tahun 2022 Socialization of Government Regulation No. 23 of 2022	29 Juni 2022 June 29, 2022	Internal Holding PTPN III (Persero)
	Webinar Peringatan 2 (dua) Tahun AKHLAK Webinar on the 2nd Anniversary of AKHLAK	5 Agustus 2022 August 5, 2022	PT LPP Agro Nusantara
	Outlook Comodity 2023	24 November 2022 November 24, 2022	PT LPP Agro Nusantara
Denaldy Mulino Mauna (Wakil Direktur Utama) (Vice President Director)	Sosialisasi PP No. 23 Tahun 2022 Socialization of Government Regulation No. 23 of 2022	29 Juni 2022 June 29, 2022	Internal Holding PTPN III (Persero)
M. Iswahyudi (Direktur SDM) (Director of HR)	Sosialisasi PP No. 23 Tahun 2022 Socialization of Government Regulation No. 23 of 2022	29 Juni 2022 June 29, 2022	Internal Holding PTPN III (Persero)
	Webinar Peringatan 2 (dua) Tahun AKHLAK Webinar on the 2nd Anniversary of AKHLAK	5 Agustus 2022 August 5, 2022	PT LPP Agro Nusantara
	Outlook Comodity 2023	24 November 2022 November 24, 2022	PT LPP Agro Nusantara
Dwi Sutoro (Direktur Pemasaran) (Director of Marketing)	Sosialisasi PP No. 23 Tahun 2022 Socialization of Government Regulation No. 23 of 2022	29 Juni 2022 June 29, 2022	Internal Holding PTPN III (Persero)
	Digital Impact to Future Workforce BUMN	14 September 2022 September 14, 2022	Kementerian BUMN Ministry of State-Owned Enterprises
	Outlook Commodity 2023	24 November 2022 November 24, 2022	PT LPP Agro Nusantara
Doni P Gandamiharja (Direktur Umum) (Director of General Affairs)	Sosialisasi PP No. 23 Tahun 2022 Socialization of Government Regulation No. 23 of 2022	29 Juni 2022 June 29, 2022	Internal Holding PTPN III (Persero)
	Leadership Development; Immersion Program	5 s.d. 18 Desember 2022 December 5-18, 2022	PT Deloitte Consulting



Nama dan Jabatan Name and Position	Materi Pendidikan dan Pelatihan Education and Training Materials	Tanggal Pelaksanaan Date of Training	Penyelenggara Organizer
Mahmudi (Direktur Produksi & Pengembangan) (Director of Production and Development)	Sosialisasi PP No. 23 Tahun 2022 Socialization of Government Regulation No. 23 of 2022	29 Juni 2022 June 29, 2022	Internal Holding PTPN III (Persero)
	Webinar Peringatan 2 (dua) Tahun AKHLAK Webinar on the 2nd Anniversary of AKHLAK	5 Agustus 2022 August 5, 2022	PT LPP Agro Nusantara
	National Sugar Summit	8-9 Desember 2022 December 8-9, 2022	Ikatan Ahli Gula Indonesia
	Outlook Commodity 2023	24 November 2022 November 24, 2022	PT LPP Agro Nusantara
Ahmad Haslan Saragih (Direktur Pelaksana) (Managing Director)	Sosialisasi PP No. 23 Tahun 2022 Socialization of Government Regulation No. 23 of 2022	29 Juni 2022 June 29, 2022	Internal Holding PTPN III (Persero)
	IPOC Tahun 2022 2022 IPOC	2 s.d. 4 November 2022 November 2-4, 2022	GAPKI
	BUMN Startup Day	27-28 September 2022 September 27-28, 2022	Kementerian BUMN Ministry of State-Owned Enterprises
	Outlook Commodity 2023	24 November 2022 November 24, 2022	PT LPP Agro Nusantara

Pelaksanaan Tugas dan Tanggung Jawab Direksi Selama Tahun 2022

Selama tahun 2022, Direksi telah melaksanakan tugas, kewajiban dan tanggung jawabnya dalam rangka melakukan pengurusan Perusahaan yang ditetapkan dalam Peraturan Perundang-undangan yang berlaku, adapun keputusan Direksi yang telah dikeluarkan selama tahun 2022, antara lain sebagai berikut:

Implementation of the Duties and Responsibilities of the Board of Directors in 2022

During 2022, the Board of Directors has carried out the duties, obligations and responsibilities relating to or the Company's management as stipulated in the applicable laws and regulations, The Board of Directors' decisions issued during 2022 are as follows:

No	Tanggal Date	Nomor Surat Letter No.	Perihal Subject
1	07 Januari 2022 January 7, 2022	DKSK/KEP/03/2022	Rencana Perpanjangan Jangka Waktu Jatuh Tempo (<i>Rescheduling</i> dan atau <i>Pembiayaan Ulang (Refinancing)</i> Sukuk Ijarah II PTPN III (Persero) Tahun 2019 Plan to Extend the Maturity Period (<i>Rescheduling and/or Refinancing</i>) of Sukuk Ijarah II PTPN III (Persero) 2019
2	11 Februari 2022 February 11, 2022	DIV/KEP/ 05 /2022	Usulan strategi pendanaan operasional PTPN gula tahun 2022 melalui skema <i>inter company trade</i> dan <i>intercompany loan agreement</i> Proposed operational funding strategy for PTPN sugar in 2022 through inter-company trade and intercompany loan agreement schemes
3	25 Februari 2022 February 25, 2022	DPMR/KEP/08/2022	Implementasi rencana kerja anggaran perusahaan (RKAP) PTPN <i>Tranche Green, Tranche Yellow, tranche red</i> tahun 2022 Implementation of the Company's Work Plan and Budget PTPN <i>Tranche Green, Tranche Yellow, Tranche Red</i> 2022 Out-of-meeting decisions
4	23 Maret 2022 March 23, 2022	DBSS/KEP/10/2022	Kerja sama bangun guna serah pembangkit listrik tenaga biomassa sawit kapasitas 2x3,5 MW di KEK Sei Mangkei dengan Kkbrothers Sei Mangkei energi terbarukan Cooperation in build-operate-transfer (BOT) of palm oil biomass power plant over with capacity 2x3.5 MW in Sei Mangkei SEZ with Kkbrothers Sei Mangkei Energi Terbarukan.
5	31 Maret 2022 March 31, 2022	DIR/KEP/11/2022	Keputusan rapat diluar rapat Out-of-meeting decisions
6	07 April 2022 April 7, 2022	DSDM/KEP/12/2022	Bonus
7	12 April 2022 April 12, 2022	DKSK/KEP/13/2022	Pelaksanaan Perpanjangan <i>Medium term notes (MTN)</i> III PTPN III Implementation of PTPN III Medium Term Notes (MTN) III Extension
8	12 April 2022 April 12, 2022	DTRS/KEP/14/2022	Persetujuan konversi <i>shareholder loan/uang muka</i> setoran modal menjadi penyertaan/ setoran modal pada PT Pilar Sinergi BUMN Indonesia (PT PSBI) Approval of the conversion of shareholder loan/capital deposit advance into equity participation/share capital in PT Pilar Sinergi BUMN Indonesia (PT PSBI).
9	20 April 2022 April 20, 2022	DKSK/KEP/ 15 /2022	Persetujuan atas pembebanan bunga biaya pinjaman investasi pemerintah republik indonesia dalam rangka program pemulihan ekonomi nasional yang bukan merupakan beban anak perusahaan sebagai beban PT Perkebunan Nusantara III (Persero) Approval of the imposition of interest expense of the government of the Republic of Indonesia's investment loan costs for the national economic recovery program, which is not an expense of subsidiaries, as an expense of PT Perkebunan Nusantara III (Persero).

No	Tanggal Date	Nomor Surat Letter No.	Perihal Subject
10	21 April 2022 April 21, 2022	DTRS/KEP/ 16 /2022	Persetujuan perubahan anggaran dasar PTPN V Approval for the changes in PTPN V's articles of association
11	27 April 2022 April 27, 2022	DSDM/KEP/17/2022	SDM Human Resources
12	17 Mei 2022 May 17, 2022	DPAT/KEP/18/2022	Pembelian GKP milik petani tebu rakyat Purchase of refined sugar (GKP) belonging to smallholder sugarcane farmers
14	20 Mei 2022 May 20, 2022	DKSK/KEP/ 20 /2022	Pembahasan perpanjangan fasilitas <i>Non Cash Loan (NCL)</i> PT Perkebunan Nusantara III (Persero) dari PT Bank Mandiri (Persero) Tbk Discussion on the extension of PT Perkebunan Nusantara III (Persero) Non-Cash Loan (NCL) facility from PT Bank Mandiri (Persero) Tbk.
15	31 Mei 2022 May 31, 2022	DTSK/KEP/ 21 /2022	Penetapan rekanan terseleksi tertentu (<i>water treatment</i>) Determination of specific selected partners (<i>water treatment</i>)
16	02 Juni 2022 June 2, 2022	DKSK/KEP/ 22 /2022	Strategi penyelesaian utang PT Perkebunan Nusantara IX kepada PT Citra Gemini Mulia Debt settlement strategy of PT Perkebunan Nusantara IX to PT Citra Gemini Mulia
17	02 Juni 2022 June 2, 2022	DKSK/KEP/ 23 /2022	Pembahasan pemberian pinjaman kepada anak perusahaan yang bersumber dari pinjaman dana investasi pemerintah dalam rangka program pemulihan ekonomi nasional untuk rencana anggaran belanja tahun 2022 Discussion on the provision of loans to subsidiaries sourced from government investment fund loans for the national economic recovery program for the 2022 expenditure budget plan
18	02 Juni 2022 June 2, 2022	DBSS/KEP/ 24 /2022	Penetapan Ruang Lingkup Kerja Sama antara PTPN III dan PT Sri Pamela Medika Nusantara Determination of the Scope of Cooperation between PTPN III and PT Sri Pamela Medika Nusantara
19	22 Juni 2022 June 22, 2022	DKSK/KEP/25/2022	Hasil Negosiasi atas Perpanjangan Fasilitas <i>Non Cash Loan (NCL)</i> PT Perkebunan Nusantara III (Persero) Negotiation Results on the Extension of Non-Cash Loan (NCL) Facility of PT Perkebunan Nusantara III (Persero)
20	27 Juni 2022 June 27, 2022	DKSK/KEP/25.1/2022	Penyesuaian Sementara Price Idea (Harga Limit) Berdasarkan Kondisi Pasar untuk Penjualan Auction CPO PTPN Group Temporary Adjustment of Price Idea (Limit Price) Based on Market Condition for PTPN Group CPO Auction Sale
21	28 Juni 2022 June 28, 2022	DKSK/KEP/ 26 /2022	Pembahasan restrukturisasi utang PT Industri Karet Nusantara 2022 Discussion on debt restructuring of PT Industri Karet Nusantara 2022
22	28 Juni 2022 June 28, 2022	DTRS/KEP/ 27 /2022	Persetujuan Penghapusbukuan dan Pemindahtanganan Aset Tanah EKS HGU Seluas 1.723177 m ² Approval of Write-off and Transfer of Land Assets of ex-HGU of 1,723177 m ²
23	28 Juli 2022 July 28, 2022	DKSK/KEP/ 28 /2022	Keputusan Direksi PT Perkebunan Nusantara III (Persero) di luar rapat direksi tentang restrukturisasi berupa perpanjangan waktu jatuh tempo (<i>rescheduling</i>) sukuk ijarah II tahun 2019 PTPN III (Persero) Decision of the Board of Directors of PT Perkebunan Nusantara III (Persero) outside the Board of Directors meeting regarding restructuring in the form of an extension of maturity period (<i>rescheduling</i>) of Sukuk Ijarah II 2019 PTPN III (Persero)
24	3 Agustus 2022 August 3, 2022	DTRS/KEP/ 30 /2022	Persetujuan perubahan anggaran dasar PTPN II Approval for the changes in PTPN II's articles of association
25	3 Agustus 2022 August 3, 2022	DSDM/KEP/31/2022	Perhitungan Tantiem Insentif Kinerja Direksi dan Dekom PTPN Group Calculation of Performance Incentive/Tantiem for the Board of Directors and Board of Commissioners of PTPN Group
26	26 Agustus 2022 August 26, 2022	DKSK/KEP/ 32 /2022	Perpanjangan Masa Berlaku dan Persetujuan atas Penawaran Fasilitas <i>Treasury Line</i> PT. Bank Mandiri Extension of Validity Period and Approval of PT Bank Mandiri's Treasury Line Facility Offer
27	30 Agustus 2022 August 30, 2022	DKSK/KEP/ 33 /2022	Pembahasan Penggunaan Fasilitas <i>Non Cash Loan (NCL)</i> PT Perkebunan Nusantara III (Persero) dari Bank Mandiri (Persero) Tbk oleh PT Perkebunan Nusantara V Discussion on the Use of Non-Cash Loan (NCL) Facility of PT Perkebunan Nusantara III (Persero) from Bank Mandiri (Persero) Tbk by PT Perkebunan Nusantara V
28	31 Agustus 2022 August 31, 2022	DKSK/KEP/ 34 /2022	Pembahasan restrukturisasi utang pemegang saham PT Industri Nabati Lestari Discussion of debt restructuring of shareholders of PT Industri Nabati Lestari
29	31 Agustus 2022 August 31, 2022	DKSK/KEP/35/2022	Pembahasan <i>Intercompany Loan Loan Agreement (ICLA)</i> PTPN III kepada PTPN IV dan V untuk Pelunasan utang Perbankan dipercepat Discussion of Intercompany Loan Loan Agreement (ICLA) of PTPN III to PTPN IV and V for accelerated repayment of Banking debt
30	27 September 2022 September 27, 2022	DTRS/KEP/38/2022	Restrukturisasi bisnis gula PTPN group PTPN Group sugar business restructuring



No	Tanggal Date	Nomor Surat Letter No.	Perihal Subject
31	05 Oktober 2022 October 5, 2022	DKSK/KEP/ 40 /2022	Novasi (pengalihan) sebagai pinjaman kepada anak perusahaan yang bersumber dari pinjaman dana investasi pemerintah dalam rangka program pemulihan ekonomi nasional rencana anggaran belanja tahun 2022 kepada PT Sinergi Gula Nusantara Novation (transfer) as loans to subsidiaries sourced from government investment fund loans for the national economic recovery program for the 2022 budget plan to PT Sinergi Gula Nusantara
32	05 Oktober 2022 October 5, 2022	DKSK/KEP/ 41 /2022	Penyesuaian dan alokasi pencairan pinjaman kepada anak perusahaan yang bersumber dari pinjaman dana investasi pemerintah dalam rangka program pemulihan ekonomi nasional untuk tahun anggaran 2022 Adjustment and allocation of loan disbursements to subsidiaries sourced from government investment fund loans for the national economic recovery program for 2022 fiscal year
33	06 Oktober 2022 October 06, 2022	DKSK/KEP/ 42 /2022	Persetujuan pembebanan bunga pinjaman investasi pemerintah republik indonesia dalam rangka program pemulihan ekonomi nasional sebagai beban PT Perkebunan Nusantara III (Persero) Approval of the imposition of interest expense of the government investment loan of the Republic of Indonesia for the national economic recovery program as an expense of PT Perkebunan Nusantara III (Persero)
34	06 Oktober 2022 October 06, 2022	DKSK/KEP/43/2022	Penunjukan Bank Mandiri selaku agen bersama PT Sinergi Gula Nusantara Appointment of Bank Mandiri as joint agent of PT Sinergi Gula Nusantara
35	17 Oktober 2022 October 17, 2022	TIMPEN/KEP/ 46 /2022	Persetujuan penyusunan revisi kajian perubahan program kerja yang dibiayai dana pinjaman investasi pemerintah dalam rangka program pemulihan ekonomi nasional Approval of the preparation of a revised study of work program changes financed by government investment loan funds for the national economic recovery program
36	25 Oktober 2022 October 25, 2022	DTRS/KEP/ 47 /2022	Persetujuan Penghapusbukuan dan Pemindahtanganan Aset Tetap PTPN XI didesa Sumberkledung, Kecamatan Tegal Siwalan, Kabupaten Probolinggo, Provinsi Jawa Timur Untuk pembangunan Jalan Tol Pasuruan - Probolinggo Seksi IV Approval of Write-off and Transfer of PTPN XI's Fixed Assets in Sumberkledung Village, Tegal Siwalan Subdistrict, Probolinggo Regency, East Java Province for the construction of Pasuruan - Probolinggo Section IV Toll Road.
37	25 Oktober 2022 October 25, 2022	TIMPEN/KEP/ 48 /2022	Persetujuan pengadaan langsung jasa konsultan dalam rangka penyusunan revisi kajian perubahan program kerja yang dibiayai dana pinjaman investasi pemerintah dalam rangka program pemulihan ekonomi nasional Approval of direct procurement of consultant services for the preparation of a revised study of work program changes financed by government investment loan funds for the national economic recovery program
38	25 Oktober 2022 October 25, 2022	DTRS/KEP/ 49 /2022	Persetujuan Penghapusbukuan dan Pemindahtanganan Aktiva Tetap PTPN VII Seluas 62.637 m2 (6,2637 HA) untuk Pembangunan Jalan Tol Terbanggi Besar - Pematang Panggang Approval of the write-off and transfer of PTPN VI's Fixed Assets of 62,637 m2 (6.2637 HA) for the Construction of Terbanggi Besar - Pematang Panggang Toll Road
39	02-Nov-22 November 2, 2022	DTRS/KEP/50/2022	Persetujuan Penghapusbukuan dan Pemindahtanganan sebagian Areal HGU PTPN I Nomor 123 tahun 1999 kebun baru seluas 24,417 m2 PTPN I Approval of the write-off and transfer of part of PTPN I HGU Area No. 123 of 1999 of PTPN I's new plantation with an area of 24,417 m2
40	02-Nov-22 November 2, 2022	DTRS/KEP/51/2022	Persetujuan Penghapusbukuan dan Pemindahtanganan Aset Tetap Non-Produktif Untuk Destinasi Pariwisata Pemerintahan Kabupaten Langkat Seluas +- 4,8 Ha PTPN II Approval of the Write-off and Transfer of PTPN II's Non-Productive Fixed Assets for Tourism Destinations of Langkat Regency Government with Area of +- 4.8 Ha
41	02-Nov-22 November 2, 2022	DTRS/KEP/52/2022	Persetujuan Penghapusbukuan dan Pemindahtanganan Aktiva Tetap di Kebun Gunung Bayu dan Tinjowan untuk Pembangunan Jalan Tol Rute Indrapura - Kisaran Seksi 2 PTPN IV Approval of Write-off and Transfer of PTPN IV's Fixed Assets in Gunung Bayu and Tinjowan Plantations for the Construction of Indrapura - Kisaran Route Toll Road Section 2
42	02-Nov-22 November 2, 2022	DTRS/KEP/53/2022	Persetujuan Penghapusbukuan dan Pemindahtanganan Aktiva Tetap Seluas 62.637 m2 (6,2637 Ha) untuk Pembangunan Jalan Tol Terbanggi Besar - Pematang Panggang PTPN VII Approval of Write-off and Transfer of PTPN VII's Fixed Assets of 62,637 m2 (6.2637 Ha) for the Construction of Terbanggi Besar - Pematang Panggang Toll Road
43	02 November 2022 November 2, 2022	DTRS/KEP/54/2022	Persetujuan Penghapusbukuan dan Pemindahtanganan Aset Tetap di Desa Sumberkledung, Kecamatan Tegal Siwalan, Kabupaten Probolinggo, Provinsi Jawa Timur Untuk Pembangunan Jalan Tol Pasuruan - Probolinggo Seksi IV PTPN XI Approval of Write-off and Transfer of PTPN XI's Fixed Assets in Sumberkledung Village, Tegal Siwalan Subdistrict, Probolinggo Regency, East Java Province for the Construction of Pasuruan - Probolinggo Toll Road Section IV
44	30 November 2022 November 30, 2022	DBSS/KEP/ 55 /2022	Penetapan Terseleksi Tertentu Determination of specific selection
45	07 Desember 2022 December 7, 2022	DTRS/KEP/57/2022	Permohonan Persetujuan atas Penghapusbukuan dan Pemindahtanganan Aset Tanah Eks Hak Guna Usaha Request for Approval of the write-off and Transfer of Land Use Rights Assets

No	Tanggal Date	Nomor Surat Letter No.	Perihal Subject
46	07 Desember 2022 December 7, 2022	DTRS/KEP/58/2022	Persetujuan Penghapusbukuan Tanaman Kopi Arabika Approval of the write-off of arabica coffee plants
47	07 Desember 2022 December 7, 2022	DTRS/KEP/59/2022	Persetujuan Penghapusbukuan dan Pemindahtanganan Aktiva Tetap Berupa Tanah Seluas 30 ha Kebun Patumbak kepada kepolisian daerah Sumatera Utara Approval of the write-off and transfer of fixed assets in the form of land of 30 ha of Patumbak Plantation to the North Sumatra Regional Police Force
48	20 Desember 2022 December 20, 2022	DKSK/KEP/60/2022	Penyesuaian Limit Pinjaman SHLI IP PEN PTPN Grup Adjustment of loan limit of SHLI IP PEN PTPN Group
49	30 Desember 2022 December 30, 2022	DIR/KEP/62/2022	Tindak Lanjut atas Kebijakan Operasional Masa Transisi Tahun 2022 Bisnis Gula PT Perkebunan Nusantara Group PTPN III (Persero) Follow-up on operational policies for the 2022 transition period of PT Perkebunan Nusantara Group PTPN III (Persero) sugar business

Informasi Tentang Komite di Bawah Direksi

Perusahaan tidak memiliki komite yang berada di bawah Direksi. Dengan demikian, tidak terdapat informasi terkait kinerja dan penilaian komite di bawah Direksi. Namun, pelaksanaan tugas dan tanggung jawab Direksi di dukung oleh Sekretaris Perusahaan, serta Satuan Pengawasan Intern dan organ fungsional lainnya.

Information on Committees under the Board of Directors

The Company has not established any committee under the Board of Directors. Therefore, there has been no information related to the performance and assessment of committees under the Board of Directors. However, the implementation of the duties and responsibilities of the Board of Directors is supported by the Corporate Secretary, as well as the Internal Audit Unit and other functional organs.



TRANSPARANSI INFORMASI TENTANG DEWAN KOMISARIS DAN DIREKSI

TRANSPARENCY OF INFORMATION ON THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Assessment Penerapan GCG untuk Aspek Dewan Komisaris dan Direksi

Sebagai organ utama dalam Perusahaan, Dewan Komisaris dan Direksi memiliki peran sentral dalam gerak pertumbuhan Perusahaan. *Assessment* atas kedua organ ini menjadi sebuah keharusan, terutama karena Perusahaan merupakan anak usaha dari BUMN yang diarahkan untuk menerapkan prinsip GCG pada standar BUMN sekaligus penilaian terhadap penerapan tersebut.

Seperti yang telah dijelaskan di bagian awal bab ini, Perusahaan melakukan evaluasi dan pemantauan Hasil Tata Kelola, melalui mekanisme *Assessment* atau penilaian penerapan GCG secara periodik. Sebagai BUMN, Perusahaan melakukan penilaian penerapan GCG dengan menggunakan Salinan Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN. Metode penilaian tersebut memiliki kriteria penilaian yang mencakup aspek Dewan Komisaris dan Direksi. Pada penilaian penerapan GCG melalui Salinan Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012, terdapat penilaian terhadap aspek Dewan Komisaris/Dewan Pengawas dan aspek Direksi.

Lebih lanjut tentang metode, proses dan hasil penilaian terkait penerapan GCG untuk aspek Dewan Komisaris dan Direksi, dapat dilihat pada bagian "Penilaian Penerapan Tata Kelola Perusahaan yang Baik" di awal bab Tata Kelola Perusahaan dalam laporan tahunan ini.

Penilaian Kinerja Dewan Komisaris dan Direksi

Penilaian kinerja Dewan Komisaris dilakukan secara rutin setiap tahun sebagai evaluasi atas pelaksanaan tugas Dewan Komisaris. Evaluasi atas kinerja Dewan Komisaris dilaksanakan berdasarkan realisasi *Key Performance Indicators* (KPI), yang merupakan pengukuran keberhasilan kinerja Dewan Komisaris secara kolegal dari seluruh Dewan Komisaris. Realisasi KPI Dewan Komisaris Tahun 2022 mencapai sebesar 95,50 dari target sebesar 101,00 dengan rincian sebagai berikut:

Assessment of GCG Implementation for the Aspects of the Board of Commissioners and Board of Directors

As the Company's main organs, the Board of Commissioners and Board of Directors have a central role in the Company's growth. *Assessment* of these two organs is mandatory, especially since the Company is a subsidiary of a SOE, which is directed to implement GCG principles according to SOE standards as well as assessment towards the implementation.

As explained at the beginning of this chapter, the Company assesses and monitors Governance Results, through a periodic *Assessment* or GCG implementation assessment mechanism. As a SOE, the Company assesses the implementation of GCG by referring to the copy of the Decree of the Secretary of the Ministry of SOEs No. SK-16/S.MBU/2012 dated June 6, 2012 concerning Assessment and Evaluation Indicators/Parameters on the Implementation of Good Corporate Governance in SOEs. The assessment method provides assessment criteria, which include the aspects of the Board of Commissioners and Board of Directors. In the assessment of the GCG implementation as referred to the Decree of the Secretary of the Ministry of SOEs No. SK-16/S.MBU/2012, assessment towards the aspect of the Board of Commissioners/Supervisory Board and the aspect of the Board of Directors are included.

Further details on the methods, processes and results of the assessment related to GCG implementation for the aspects of the Board of Commissioners and Board of Directors can be seen in the section "Assessment of the Implementation of Good Corporate Governance" at the beginning of the Good Corporate Governance chapter of this annual report.

Performance Assessment of the Board of Commissioners and Board of Directors

Performance assessment of the Board of Commissioners is carried out regularly every year as an evaluation of the implementation of the duties of the Board of Commissioners. Evaluation of the performance of the Board of Commissioners is carried out based on the realization of *Key Performance Indicators* (KPI), which is a collegiate measurement of the success of the performance of the Board of Commissioners of the entire Board of Commissioners. Realization of the Board of Commissioners' KPI for 2022 reached 95.50 of the target of 101.00 with the following details:

No	Aspek Aspects	Indikator Kinerja Performance Indicator	Satuan Unit	2022				
				Bobot Weight	Target	Realisasi Realization	%	Bobot Weight
I.	Pengawasan atas Perspektif Keuangan Supervision of Financial Perspective	1. Telaah Pencapaian Kinerja Keuangan Korporasi Review of Corporate Financial Performance Achievements	Dok Doc	6	1	12	1.200	6,6
		2. Telaah Pencapaian Kinerja Keuangan Unit Bisnis/Anak Perusahaan/Perusahaan Patungan Review of the Financial Performance Achievement of Business Units/ Subsidiaries/ Joint Ventures	Dok Doc	6	1	12	1.200	6,6
		3. Telaah Penggunaan Dana PMN Review of the use of State Equity Participation (PMN) funds	Dok Doc	6	1	3	300	6,6
		4. Telaah Penggunaan Dana PEN Review of the use of National Economic Recovery (PEN) funds	Dok Doc	6	1	3	300	6,6
		5. Telaah terhadap Manajemen Risiko, Pengendalian Intern dan Pengawasan Ekstern Review of Risk Management, Internal Control and External Control	Dok Doc	4	2	6	300	4,4
II.	Pengawasan atas Perspektif Produk dan Pelayanan Supervision of Product and Service Perspectives	1. Telaah Produksi dan Produktivitas Kebun Sendiri Review of the Production and Productivity of Own Plantation	Dok Doc	4	1	1	100	4
		2. Telaah Pembelian Pihak Ketiga Review of Third Party Purchases	Dok Doc	4	1	1	100	4
		3. Kunjungan Kerja ke Unit Bisnis/Anak Perusahaan/Perusahaan Patungan Working Visit to Business Units/Subsidiaries/Joint Ventures	Dok Doc	12	12	12	100	12
		4. Telaah Pelaksanaan Investasi Review of Investment Implementation	Dok Doc	4	1	1	100	4
		5. Telaah atas pelaksanaan replanting atau konversi tanaman Review the implementation of replanting or crop conversion	Dok Doc	3	1	2	200	3,3
		6. Telaah Kebijakan Pemasaran dan Implementasi Review Marketing Policy and Implementation	Dok Doc	3	1	1	100	3
III.	Pengawasan atas Perspektif Stakeholder Supervision of Stakeholder Perspective	1. Telaah Pemantauan GCG GCG Monitoring Review	Dok Doc	3	1	1	100	3
		2. Telaah atas Kinerja KAP dan Usulan KAP ke RUPS Review of Public Accounting Firm Performance and Public Accounting Firm Proposals to GMS	Dok Doc	3	2	2	100	3
						0		



No	Aspek Aspects	Indikator Kinerja Performance Indicator	Satuan Unit	2022				
				Bobot Weight	Target	Realisasi Realization	%	Bobot Weight
IV.	Pengawasan atas Perspektif Proses Bisnis Supervision of the Business Process Perspective	1. Telaah RJPP, RKAP, RKA PKBL, dan Rekomendasi/Persetujuan atas Aksi Korporasi Review Company's Long-Term Plan, Work Plan and Budget, Partnership and Community Development Program and Recommendations/Approvals for Corporate Actions	Dok Doc	4	2	22	1100	4,4
		3. Telaah atas Kinerja Direksi dan Perusahaan Review of the Performance of the Board of Directors and the Company	Dok Doc	3	1	3	300	3,3
		5. Penyelenggaraan Rapat Dewan Komisaris Organizing Board of Commissioners Meetings	Dok Doc	12	12	79	658	13,2
		6. Telaah atas Tata Kelola Teknologi Informasi Review of Information Technology Governance	Dok Doc	4	1	3	300	4,4
V.	Pengawasan atas Perspektif Pembelajaran Supervision of Learning Perspective	1. Penyusunan Kebijakan Dewan Komisaris Preparation of Board of Commissioners Policy	Dok Doc	2	1	0	0	0
		2. Penyusunan Rencana Kerja dan Anggaran serta Laporan Dewan Komisaris Preparation of Work Plans and Budgets and Reports of the Board of Commissioners	Dok Doc	5	5	2	40	2
		3. Seminar/Pelatihan/Benchmark Kepada Industri Leader Seminars/Training/Benchmarks for Industry Leaders	Dok Doc	3	3	14	467	3,3
		4. Telaah Kebijakan pengembangan talenta, produktivitas SDM dan budaya perusahaan Telaah Kebijakan Review talent development policies, HR productivity and corporate culture	Dok Doc	3	1	3	300	3,3
Jumlah Total				100	52	133		101

Penilaian Direksi

Kriteria evaluasi kinerja Direksi ditetapkan dalam RUPS berdasarkan *Key Performance Indicator* (KPI). Di samping itu kriteria kinerja Direksi juga dapat dilakukan secara individu yang diajukan oleh Komite Nominasi dan Remunerasi atau oleh Dewan Komisaris untuk ditetapkan dalam RUPS adalah setidaknya-tidaknya sebagai berikut:

1. Penyusunan KPI pada awal tahun dan evaluasi pencapaiannya;
2. Tingkat kehadirannya dalam Rapat Direksi maupun rapat dengan Dewan Komisaris;
3. Kontribusinya dalam aktivitas bisnis Perusahaan;
4. Keterlibatannya dalam penugasan-penugasan tertentu;
5. Komitmennya dalam memajukan kepentingan Perusahaan;
6. Ketaatan terhadap peraturan perundang-undangan yang berlaku serta kebijakan Perusahaan;

Assessment of the Board of Directors

The criteria for evaluating the performance of the Board of Directors are determined at the GMS based on the Key Performance Indicator (KPI). In addition, the performance criteria of the Board of Directors can also be carried out individually as proposed by the Nomination and Remuneration Committee or by the Board of Commissioners to be determined in the GMS, which at least include:

1. Preparation of KPIs at the beginning of the year and evaluation of the achievements;
2. The level of attendance at the Board of Directors' Meetings and meetings with the Board of Commissioners;
3. Contribution to the Company's business activities;
4. Involvement in certain assignments;
5. Commitment in promoting the interests of the Company;
6. Compliance with applicable laws and regulations and Company policies;

7. Pencapaian target Perusahaan yang tertuang dalam RKAP dan Kontrak Manajemen.

7. Achievement of the Company's targets as set out in the Company's Work Plan and Budget and Management Contract;

Pencapaian KPI Direksi tahun 2022 dapat dilihat pada tabel di bawah ini:

The KPI achievement of the Board of Directors in 2022 can be seen in the table below:

No	KPI	Formula Indikator Indicator Formula	Satuan Unit	Target Target	Realisasi Realization	Polaritas Polarity	Bobot Weight		Skor Score	
							Sub	Total	Sub	Total
A Nilai Ekonomi dan Sosial untuk Indonesia Economic and Social Value for Indonesia										
A.1 Finansial Financial										
1	EBITDA	EBITDA	Rp. Miliar	13.224	13.224	Maximize	10,00			11,00
2	ROIC >= WACC	ROIC >= WACC	%	(0,17)	(25,87)	Maximize	5,00			5,50
3	Interest Bearing Debt to EBITDA	Interest Bearing Debt to EBITDA	X	3,42	3,03	Minimize	5,00			5,50
4	Interest Bearing Debt to Invested Capital	Interest Bearing Debt: (Ekuitas+Interest Bearing Debt)	%	42,28	38,82	Minimize	5,00			5,45
							50,00			52,62
A.2 Operasional Operations										
5	Produksi per Ha Production per Ha	Produksi per Ha (CPO, Tebu Sendiri, Teh Kering, Karet Kering dan Kopi) Production per Ha (CPO, Own Sugarcane, Dry Tea, Dry Rubber and Coffee)	Ton/Ha	83,71	82,69	Maximize	15,00			14,82
6	Sertifikasi CPO (RSPO) CPO Certification (RSPO)	Jumlah Unit tersertifikasi RSPO PTPN Group Unit Number of RSPO certified units PTPN Group Unit	%	84	81,54	Maximize	5,00			4,85
A.3 Sosial										
7	Pembelian Bahan Baku Dari Pihak III/ Petani/Plasma Purchase of Raw Materials from Third Parties/ Farmers/ Plasma	Volume Pembelian TBS + Volume Pembelian Tebu seluruh PTPN dalam setahun FFB Purchase Volume + Sugarcane Purchase Volume of all PTPN in a year	Ton	8.847.672	12.271.214	Maximize	5,00			5,50
B Inovasi Model Bisnis Business Model Innovation										
1	Penataan komposisi tanaman melalui replanting/konversi/ kerja sama Arrangement of plant composition through replanting/ conversion/ cooperation	Jumlah areal (TU/TK?TB) komoditi sawit + Jumlah areal Plant Cane (PC) Tebu + Jumlah areal (TU/TK/TB) komoditi karet + Jumlah areal (TU/TK/TB) teh + Jumlah areal (TU/TK/TB) kopi Total area (TU/TK/TB) of palm commodity + Total area of Sugarcane Plant Cane (PC) + Total area (TU/TK/TB) of rubber commodity + Total area (TU/TK/TB) of tea + Total area (TU/TK/TB) of coffee	Ha	40.100	776.931	Maximize	8,00			8,80
							20,00			13,65
2	IPO Palm Co	Pelaksanaan IPO Palm Co Implementation of Palm Co IPO	Waktu Time	Desember 2022 December 2022	-	Maximize	6,00			-
3	Efektivitas Kemitraan Sugar Co Effectiveness of the Sugar Co Partnership	Produktivitas Gula Sugar Productivity	Ton/Ha	5,92	4,78	Maximize	6,00			4,85



No	KPI	Formula Indikator Indicator Formula	Satuan Unit	Target Target	Realisasi Realization	Polaritas Polarity	Bobot Weight		Skor Score	
							Sub	Total	Sub	Total
C Kepemimpinan Teknologi Technology Leadership										
1	Implementasi Sistem Informasi Geografis Implementation of Geographic Information System	Jumlah Kebun yang mengimplementasikan SIG/Total kebun untuk Komoditi Kelapa Sawit Number of Plantations implementing GIS/Total Plantations for Palm Oil Commodity	%	93	100,00	Maximize	2,00		2,15	
2	Implementasi Digital Farming Implementation of Digital Farming	Jumlah Kebun yang telah mengimplementasikan Digital Farming/Total Kebun PTPN Grup untuk Komoditi Kelapa Sawit Number of Plantations that have implemented Digital Farming/Total PTPN Group Plantations for Palm Oil Commodity	%	61	63,01	Maximize	2,00	10,00	2,07	10,22
3	Implementasi Mekanisasi Pemupukan Implementation of Fertilizer Mechanization	Jumlah Luas Areal yang mengimplementasikan mekanisasi Total Area that implements mechanization	%	100	100,00	Maximize	2,00		2,00	
4	Digitalisasi Alat Ukur Losis CPO pada PKS Digitizing CPO Loss Measurement Tool in Palm Oil Plantation	Jumlah Unit PKS yang telah menggunakan Alat Ukur Losis Digital/Total unit PKS PTPN Grup Number of Palm Oil Plantation Units that have used Digital Loss Measurement Tool/Total Palm Oil Plantation Units of PTPN Group	%	100	100,00	Maximize	4,00		4,00	
D Pengembangan Development										
1	Peningkatan kuantitas produk turunan CPO (Minyak Goreng, PFAD, Stearin dan RBDPO) Increased quantity of CPO derivative products (Edible Oil, PFAD, Stearin and RBDPO)	Total Production of CPO Derivative Products (Cooking Oil, PFAD, Stearin and RBDPO)	Ton	595.000	881.666	Maximize	3,00	10,00	3,30	9,12
2	Kerja sama Pemanfaatan Aset Non Core Non-Core Asset Utilization Cooperation	Total Luas Lahan yang Disewakan dari Kawasan Ekonomi Khusus Sei Mangkei + Total Luas Lahan yang Diinbriungkan di Kawasan Deli Megapolitan + Total Luas Lahan Status HPL dan HGB di KI Rebana Technopolis Total Land Area Leased from Sei Mangkei Special Economic Zone + Total Land Area Incorporated in Deli Megapolitan Area + Total Land Area Status of HPL and HGB in Rebana KI Technopolis	Ha	1.229	902	Maximize	2,00		1,47	

No	KPI	Formula Indikator Indicator Formula	Satuan Unit	Target Target	Realisasi Realization	Polaritas Polarity	Bobot Weight		Skor Score	
							Sub	Total	Sub	Total
3	Melepas Aset Non-Inti Disposal of Non-Core Assets	Nilai yang diperoleh dari Pelepasan Aset PTPN Value obtained from the Disposal of PTPN Assets	Rp. Miliar	1.168	611	Maximize	2,00		1,05	
4	Implementasi Dekarbonisasi Implementation of Decarbonization	Total Carbon Emission Reduction : Total PTPN Carbon Emissions	%	5,5	6,3	Maximize	3,00		3,30	
E Pengembangan Talenta										
1	Milenial (<=42 tahun dalam top talent) Millennials (<=42 years in top talent)	Jumlah <i>Talent Milenial</i> <=42 Tahun BOD-1, BOD-2, BOD-3 : Total Talent BOD-1, BOD-2, BOD-3 Number of Millennial Talents <=42 Years BOD-1, BOD-2, BOD-3: Total Talent BOD-1, BOD-2, BOD-3	%	16	23,74	Maximize	5,00		5,50	
							10,00		10,90	
2	Perempuan dalam <i>nominated talent</i> Women in talent nomination	Jumlah <i>Talent Perempuan</i> BOD-1, BOD-2, BOD-3 : Total Talent BOD-1, BOD-2, BOD-3 Number of Female Talent BOD-1, BOD-2, BOD-3: Total Talent BOD-1, BOD-2, BOD-3	%	16	16,19	Maximize	5,00		5,40	
TOTAL							100		96,51	

Keberagaman Komposisi

Sebagai upaya dalam mewujudkan proses dan mekanisme pemilihan dan penggantian anggota Dewan Komisaris dan Direksi yang transparan, akuntabel dan dapat dipertanggungjawabkan, Perusahaan telah mengikuti persyaratan dan tata cara yang diatur melalui Peraturan Menteri Negara BUMN No. PER-02/MBU/02/2015 tanggal 17 Februari 2015 tentang Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Dewan Komisaris dan Dewan Pengawas Badan Usaha Milik Negara, serta Peraturan Menteri Negara BUMN No. PER-03/MBU/02/2015 tanggal 17 Februari 2015 tentang Persyaratan, Tata Cara Pengangkatan, dan Pemberhentian Anggota Direksi Badan Usaha Milik Negara.

Komposisi Dewan Komisaris *Holding* Perkebunan Nusantara PTPN III (Persero) telah memenuhi unsur keberagaman yaitu perpaduan dari sisi independensi, keahlian/pendidikan, serta pengalaman kerja. Seluruh Anggota Dewan Komisaris *Holding* Perkebunan Nusantara PTPN III (Persero) memiliki integritas, kompetensi dan reputasi yang baik.

Diversity in Composition

In order to implement the processes and mechanisms of selection and replacement member of the Board of Commissioners and Board of Directors transparently, accountably and responsibly, the Company has followed the requirements and procedures regulated by the Regulation of the Minister of SOEs No. PER-02/MBU/02/2015 dated February 17, 2015 concerning Requirements and Procedures for the Appointment and Dismissal of Member of the Board of Commissioners and Supervisory Board of State-Owned Enterprises, and the Regulation of the Minister of SOEs No. PER-03/MBU/02/2015 dated February 17, 2015 concerning Requirements, Procedures for the Appointment and Dismissal of Member of the Board of Directors of State-Owned Enterprises.

The composition of the Company's Board of Commissioners has fulfilled the element of diversity which is a combination of independence, skill/education, and work experience. All members of the Company's Board of Commissioners possess good integrity, competency and reputation.

Nama Name	Kewarganegaraan Citizenship	Pendidikan Terakhir Last Education	Usia Age	Jenis Kelamin Gender
Dewan Komisaris Board of Commissioners				
Zulkifli Zaini	Warga Negara Indonesia Indonesian Citizen	S2 (MBA)	66 Tahun 66 years old	Laki-laki
Erwan Pelawi	Warga Negara Indonesia Indonesian Citizen	S2 (MBA)	62 Tahun 62 years old	Laki-laki



Nama Name	Kewarganegaraan Citizenship	Pendidikan Terakhir Last Education	Usia Age	Jenis Kelamin Gender
Amal Bakti Pulungan	Warga Negara Indonesia Indonesian Citizen	S2 Manajemen Agribisnis	66 Tahun 66 years old	Laki-laki
Asep Subarkah Yusuf	Warga Negara Indonesia Indonesian Citizen	Lemhanas	61 Tahun 61 years old	Laki-laki
Arie Yuriwin	Warga Negara Indonesia Indonesian Citizen	S2 Ilmu Administrasi	62 Tahun 62 years old	Perempuan
Wisto Prihadi	Warga Negara Indonesia Indonesian Citizen	S2 Master of Management	61 Tahun 61 years old	Laki-laki
Ardan Adi Perdana	Warga Negara Indonesia Indonesian Citizen	S3 Doctor of Strategic Management	63 Tahun 63 years old	Laki-laki
Direksi Board of Directors				
Mohammad Abdul Ghani	Warga Negara Indonesia Indonesian Citizen	S3 Perencanaan Wilayah	63 Tahun 63 years old	Laki-laki
Denaldy Mulino Mauna	Warga Negara Indonesia Indonesian Citizen	S2 MBA	51 Tahun 51 years old	Laki-laki
Seger Budiarjo	Warga Negara Indonesia Indonesian Citizen	S2 Agribisnis	55 Tahun 55 years old	Laki-laki
Dwi Sutoro	Warga Negara Indonesia Indonesian Citizen	S2 Manajemen	51 Tahun 51 years old	Laki-laki
Ahmad Haslan Saragih	Warga Negara Indonesia Indonesian Citizen	S1 Pertanian	62 Tahun 62 years old	Laki-laki
M. Iswahyudi	Warga Negara Indonesia Indonesian Citizen	S2 Manajemen Agribisnis	49 Tahun 49 years old	Laki-laki
Mahmudi	Warga Negara Indonesia Indonesian Citizen	S2 Science	43 Tahun 43 years old	Laki-laki
Doni P. Gandamihardja	Warga Negara Indonesia Indonesian Citizen	S1 Pertanian	56 Tahun 56 years old	Laki-laki

Kebijakan Remunerasi Dewan Komisaris dan Direksi

Kebijakan dan Struktur Remunerasi Dewan Komisaris dan Direksi

Remunerasi Dewan Komisaris dan Direksi Perusahaan untuk tahun buku 2022, mengacu pada Surat Kementerian Badan Usaha Milik Negara Republik Indonesia No. SR-36/Wk1.MBU.C/07/2022 tanggal 26 Juli 2022 perihal Penetapan Penghasilan Direksi dan Dewan Komisaris PT Perkebunan Nusantara III (Persero) Tahun 2022, sebagaimana diteruskan dengan Surat Keputusan Direksi PT Perkebunan Nusantara III (Persero) No. DSDM/SKPTS/R/153/2022 tanggal 04 Agustus 2022, tentang Penghasilan Direksi dan Dewan Komisaris PT Perkebunan Nusantara III (Persero) Tahun 2022, Anggota Dewan Komisaris dan Direksi diberikan honorarium dan gaji menurut komposisi faktor jabatan sebagai berikut:

Remuneration Policy of the Board of Commissioners and Board of Directors

Remuneration Policy and Structure of the Board of Commissioners and Board of Directors

Remuneration of the Company's Board of Commissioners and Board of Directors for 2022 refers to the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. SR-36/Wk1.MBU.C/07/2022 dated July 26, 2022 concerning the Determination of Income of the Board of Directors and Board of Commissioners of PT Perkebunan Nusantara III (Persero) in 2022, as forwarded by Decree of the Board of Directors of PT Perkebunan Nusantara III (Persero) No. DSDM/SKPTS/R/153/2022 dated August 4, 2022, concerning the Income of the Board of Directors and Board of Commissioners of PT Perkebunan Nusantara III (Persero) in 2022, members of the Board of Commissioners and Board of Directors are given honorarium and salary in accordance with the following composition of position factor:

Dewan Komisaris Board of Commissioners	
Komisaris Utama President Commissioner	45% dari Direktur Utama 45% of the President Director
Anggota Dewan Komisaris Member of the Board of Commissioners	90% dari Komisaris Utama 90% of the President Commissioner

Direksi Board of Directors	
Direktur Utama President Director	100%
Wakil Direktur Utama Vice President Director	90% x Direktur Utama 90% of the President Director
Anggota Direksi Lainnya Other Members of the Board of Directors	85% x Direktur Utama 85% of the President Director

Dalam proses penetapan besaran penghasilan Dewan Komisaris dan Direksi, manajemen melakukan kajian penghitungan penghasilan dibantu oleh konsultan independen yang memiliki kompetensi di bidangnya dengan berpedoman pada Peraturan Menteri Badan Usaha Milik Negara.

Sementara itu, tunjangan dan fasilitas Direksi dan Dewan Komisaris, ditetapkan berdasarkan Peraturan Menteri BUMN No. PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara yang terakhir kali diubah melalui Peraturan Menteri BUMN No. PER-13/MBU/09/2021, dengan rincian sebagai berikut:

In the process of determining the amount of income of the Board of Commissioners and Board of Directors, the management conducts income calculation review with the assistance from independent consultant with competency in their field based on the Regulation of the Minister of State-Owned Enterprises.

Meanwhile, the allowances and facilities of the Board of Directors and Board of Commissioners are determined based on the Regulation of the Minister of SOEs No. PER-04/MBU/2014 concerning Guidelines for Determining the Income of the Board of Directors, Board of Commissioners, and Supervisory Board of State-Owned Enterprises, which was last amended by the Regulation of the Minister of SOEs No. PER-13/MBU/09/2021, with details as follows:

Tunjangan dan Fasilitas Dewan Komisaris Allowances and Facilities of the Board of Commissioners

No	Jenis Penghasilan Type of Income	Keputusan Decision	Keterangan Remarks
1.	Tunjangan Allowance		
	- Tunjangan Hari Raya Keagamaan - Religious Holiday Allowance	1 (satu) kali honorarium 1 (one) time honorarium	Sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-13/MBU/09/2021 In accordance with PER-04/MBU/2014 as amended several times lastly with PER-13/MBU/09/2021
	- Asuransi Puma Jabatan - Post-Employment Insurance	Premi yang ditanggung oleh Perusahaan sebesar maksimal 25% dari honorarium dalam 1 tahun honorarium dalam 1 tahun The premium borne by the Company is maximum 25% of the honorarium in 1 year	Sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-13/MBU/09/2021 In accordance with PER-04/MBU/2014 as amended several times lastly with PER-13/MBU/09/2021
	- Tunjangan Transportasi - Transportation Allowance	20% dari honorarium per bulan 20% of honorarium per month	Sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-13/MBU/09/2021 In accordance with PER-04/MBU/2014 as amended several times lastly with PER-13/MBU/09/2021
2.	Fasilitas Facilities		
	- Fasilitas Kesehatan - Health Facilities	Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan sebesar pemakaian (at cost) In the form of health insurance or reimbursement of medical expenses as much as usage (at cost)	Sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-13/MBU/09/2021 In accordance with PER-04/MBU/2014 as amended several times lastly with PER-13/MBU/09/2021
	- Fasilitas Bantuan Hukum - Legal Assistance Facilities	Sebesar pemakaian (at cost) As much as usage (at cost)	Sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-13/MBU/09/2021 In accordance with PER-04/MBU/2014 as amended several times lastly with PER-13/MBU/09/2021



Tunjangan dan Fasilitas Direksi Allowance and Facilities of the Board of Directors

No	Jenis Penghasilan	Keputusan	Keterangan
1.	Tunjangan Allowance		
	- Tunjangan Hari Raya keagamaan - 1 (one) time salary	1 (satu) kali gaji 1 (one) time salary	Sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER- 13/MBU/09/2021 In accordance with PER-04/MBU/2014 as amended several times lastly with PER-13/MBU/09/2021
	- Asuransi Purna Jabatan - Post-Employment Insurance	Premi yang ditanggung oleh Perusahaan sebesar maksimal 25% dari gaji dalam 1 tahun The premium borne by the Company is maximum 25% of salary in 1 year	Sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER- 13/MBU/09/2021 In accordance with PER-04/MBU/2014 as amended several times lastly with PER-13/MBU/09/2021
	- Tunjangan Perumahan - Housing Allowance	Rp25.000.000,00,- per bulan IDR25,000,000 per month	Sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER- 13/MBU/09/2021 apabila menyediakan rumah jabatan maka wajib digunakan sampai masa jabatan Direksi berakhir dan yang bersangkutan tidak diberikan Tunjangan Perumahan In accordance with PER-04/MBU/2014 as amended several times lastly with PER-13/MBU/09/2021 if providing official house, it must be used until the term of office of the Board of Directors ends and the person concerned is not given a Housing Allowance.
2.	Fasilitas Facilities		
	- Fasilitas Kendaraan - Vehicle Facility	1 (satu) unit beserta biaya pemeliharaan dan biaya operasional, dengan memperhatikan kondisi keuangan Perusahaan 1 (one) unit along with maintenance costs and operational costs, by taking into account the Company's financial condition	Spesifikasi dan jenis kendaraan diatur oleh Dewan Komisaris dengan batas maksimal 3.500 cc untuk kendaraan berbahan bakar minyak atau batas maksimal 100 kWh untuk kendaraan bermotor listrik berbasis baterai (<i>battery electric vehicle</i>) Vehicle specifications and types are regulated by the Board of Commissioners with a maximum limit of 3,500 cc for oil-fueled vehicles or a maximum limit of 100 kWh for battery electric vehicles.
	- Fasilitas Kesehatan - Health Facilities	Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan sebesar pemakaian (at cost) In the form of health insurance or reimbursement of medical expenses as much as usage (at cost)	Sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER- 13/MBU/09/2021 In accordance with PER-04/MBU/2014 as amended several times lastly with PER-13/MBU/09/2021
	- Fasilitas Bantuan Hukum - Legal Assistance Facilities	Sebesar pemakaian (at cost) As much as usage (at cost)	Sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER- 13/MBU/09/2021 In accordance with PER-04/MBU/2014 as amended several times lastly with PER-13/MBU/09/2021

Prosedur Pengusulan dan Penetapan Remunerasi Dewan Komisaris dan Direksi

Penetapan remunerasi Dewan Komisaris dan Direksi berpedoman kepada ketentuan Peraturan Menteri BUMN No. PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara yang terakhir kali diubah melalui Peraturan Menteri BUMN No. PER-13/MBU/09/2021, Direksi PT Perkebunan Nusantara III (Persero) menunjuk konsultan independen untuk melakukan kajian penghasilan Direksi dan Dewan Komisaris.

Berdasarkan hasil kajian tersebut disampaikan kepada Dewan Komisaris PT Perkebunan Nusantara III (Persero) untuk memperoleh tanggapan, yang selanjutnya Dewan Komisaris menyampaikan usulan penghasilan Direksi dan Dewan Komisaris kepada Menteri

Procedure for Proposing and Determining the Remuneration of the Board of Commissioners and Board of Directors

Determination of remuneration for the Board of Commissioners and Board of Directors is based on the provisions of the Regulation of the Minister of SOEs No. PER-04/MBU/2014 concerning Guidelines for Determining the Remuneration of the Board of Directors, Board of Commissioners, and Supervisory Board of State-Owned Enterprises, which was last amended by Regulation of the Minister of SOEs No. PER-13/MBU/09/2021, the Company's Board of Directors appointed an independent consultant to study the remuneration of the Board of Directors and the Board of Commissioners.

The study results were then submitted to the Company's Board of Commissioners to receive comments, which followed by the Board of Commissioners who submitted a proposal for the income of the Board of Directors and the Board of Commissioners to the Minister

Badan Usaha Milik Negara selaku pemegang saham PT Perkebunan Nusantara III (Persero). Mengacu kepada Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas dan ketentuan yang berlaku, Rapat Umum Pemegang Saham menetapkan ketentuan penghasilan Direksi dan Dewan Komisaris PT Perkebunan Nusantara III (Persero).

Indikator Untuk Penetapan Remunerasi

Dalam menetapkan besarnya remunerasi bagi Dewan Komisaris dan Direksi, digunakan indikator kinerja manajemen seperti yang telah disampaikan sebelumnya tentang penilaian kinerja Dewan Komisaris dan Direksi. Indikator kinerja manajemen tercantum dalam kontrak manajemen antara Direksi dengan Dewan Komisaris yang berisi target-target Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2022 termasuk target Key Performance Indicator (KPI) dengan indikator, pembobotan, serta target. Selain itu, penetapan besarnya remunerasi memperhitungkan pasar tenaga kerja di Indonesia, serta kemampuan Perusahaan.

Gaji Direktur Utama menjadi acuan bagi besaran perhitungan gaji Dewan Komisaris dan Direksi, sebagaimana tercantum dalam Peraturan Menteri BUMN No. PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara yang terakhir kali diubah melalui Peraturan Menteri BUMN No. PER-13/MBU/09/2021 tentang Pedoman Penetapan Penghasilan Direksi dan Dewan Komisaris.

Jumlah Nominal Tiap-Tiap Komponen Struktur Remunerasi Dewan Komisaris dan Direksi Di Tahun 2022

Rincian jumlah nominal remunerasi bagi Dewan Komisaris dan Direksi di tahun 2022 adalah sebagai berikut:

Jumlah Remunerasi Dewan Komisaris dan Direksi Tahun 2022
Total Remuneration of the Board of Commissioners and Board of Directors in 2022

Uraian Description	Jumlah (Rp-juta) Total (IDR-million)
Jumlah Remunerasi Dewan Komisaris Total Remuneration of the Board of Commissioners	18.759,17
Jumlah Remunerasi Direksi Total Remuneration of Board of Directors	42.048,00
Jumlah Remunerasi Dewan Komisaris dan Direksi Tahun 2022 Total Remuneration of Board of Commissioners and Board of Directors in 2022	60.807,17

Adapun remunerasi Dewan Komisaris dan Direksi dalam satu tahun yang dikelompokkan dalam kisaran tingkat penghasilan adalah sebagai berikut:

of State-Owned Enterprises as the Company's shareholder. Referring to Law No. 40 of 2007 concerning Limited Liability Companies and applicable provisions, the General Meeting of Shareholders shall determine the income provisions for the Board of Directors and Board of Commissioners of PT Perkebunan Nusantara III (Persero).

Indicators for the Determination of Remuneration

In determining the amount of remuneration for the Board of Commissioners and the Board of Directors, management performance indicators are used as previously stated regarding the performance assessment of the Board of Commissioners and Board of Directors. Management performance indicators are stated in the management contract between the Board of Directors and the Board of Commissioners which contains the Company's 2022 Work Plan and Budget targets, including Key Performance Indicator (KPI) along with the indicators, weightings, and targets. In addition, the determination of the amount of remuneration considers the labor market in Indonesia, as well as the Company's capabilities.

The salary of the President Director is a reference for the calculation of the salaries of the Board of Commissioners and the Board of Directors, as stated in the Regulation of the Minister of SOEs No. PER-04/MBU/2014 concerning Guidelines for Determining the Income of the Board Directors, Board of Commissioners, and Supervisory Board of State-Owned Enterprises, which lastly amended by Regulation of the Minister of SOEs No. PER-13/MBU/09/2021 concerning the Guidelines for Determining the Income of the Board of Directors and Board of Commissioners.

Nominal Amount of Each Component of the Remuneration Structure of the Board of Commissioners and Board of Directors in 2022

Details of the nominal amount of remuneration for the Board of Commissioners and Board of Directors based on the remuneration structure are as follows:

The remuneration for the Board of Commissioners and Board of Directors in one year, which is classified into the range of income levels, is as follows.



Tabel Kelompok Jumlah Remunerasi Dewan Komisaris dan Direksi Tahun 2022

Table of Total Remuneration Group of the Board of Commissioners and Board of Directors in 2022

Jumlah Remunerasi Total Remuneration	Jumlah Orang Number of People	
	Dewan Komisaris Board of Commissioners	Direksi Board of Directors
Di atas Rp2 miliar Above IDR2 billion	-	-
Di atas Rp1 miliar - Rp2 miliar Above IDR1 billion - IDR2 billion	-	8
Di atas Rp500 Juta - Rp1 miliar Above IDR500 Million - IDR1 billion	7	-
Rp500 Juta ke bawah IDR500 Million and below	-	-

Bonus Non-Kinerja dan Opsi Saham Dewan Komisaris dan Direksi

Tidak terdapat bonus non-kinerja dan opsi saham yang diberikan kepada setiap anggota Dewan Komisaris dan Direksi.

Rapat Dewan Komisaris dan Direksi

Rapat Dewan Komisaris dilaksanakan guna membahas hal yang bersifat strategis dan memerlukan keputusan segera. Rapat Dewan Komisaris diadakan sekurang-kurangnya 1 (satu) kali dalam 1 (satu) bulan dan setiap saat jika diminta oleh seorang atau lebih anggota Dewan Komisaris. Kuorum Rapat Dewan Komisaris tercapai jika lebih dari setengah anggota Dewan Komisaris hadir atau diwakilkan dengan kuasa kepada Komisaris lain.

Keputusan Rapat Dewan Komisaris diambil berdasarkan musyawarah untuk mufakat. Dalam hal keputusan musyawarah mufakat tidak tercapai maka keputusan diambil berdasarkan pemungutan suara terbanyak. Dewan Komisaris dapat juga mengambil keputusan yang sah dan mengikat tanpa mengadakan Rapat, dengan ketentuan bahwa seluruh anggota Dewan Komisaris telah memberikan persetujuan atas usul yang diajukan secara tertulis serta menandatangani persetujuan tersebut.

Keputusan yang diambil mempunyai kekuatan yang sama dengan keputusan melalui rapat formal. Segala keputusan yang diambil dalam rapat Dewan Komisaris bersifat mengikat. Perbedaan pendapat (*dissenting opinion*) yang terjadi dalam rapat Dewan Komisaris wajib dicantumkan secara jelas dalam risalah rapat beserta alasan perbedaan pendapat.

Rapat Internal Dewan Komisaris

Di sepanjang tahun 2022, Dewan Komisaris telah melaksanakan 31 kali rapat internal. Berikut disampaikan agenda dan risalah rapat, kehadiran, serta rekapitulasi tingkat kehadiran Dewan Komisaris dalam rapat internal yang diselenggarakan di tahun 2022.

Non-Performance Bonuses and Share Options of the Board of Commissioners and Board of Directors

There were no non-performance bonuses and share options given to each member of the Board of Commissioners and Board of Directors.

Board of Commissioners and Board of Directors Meetings

The Board of Commissioners Meeting is held to discuss strategic matters requiring immediate decision. The Board of Commissioners Meeting is held at least once a month and at any time if requested by one member or more of the Board of Commissioners. The Board of Commissioners Meeting Quorum is reached if over half of the members of the Board of Commissioners are present or represented by other Commissioner as proxy.

Resolution of the Board of Commissioners Meeting is made based on deliberation for consensus. In the event where deliberation for consensus fails, the resolution shall be made based on the majority votes. The Board of Commissioners may also take legitimate and binding decision without holding any Meeting provided that all members of the Board of Commissioners have given their approval for the proposed suggestion in writing and signed the agreement.

The resolution made has the same power as the decision of formal meeting. All decision made in Board of Commissioners meeting shall be binding. Dissenting opinions in the Board of Commissioners meeting shall be clearly noted in the minutes of meeting along with reason for the dissenting opinions.

Internal Meeting of the Board of Commissioners

Throughout 2022, the Board of Commissioners has held 31 (thirty-one) internal meetings. The following are the agenda and minutes of meetings, attendance, and recapitulation of the level of attendance of the Board of Commissioners at internal meetings held in 2022.

Risalah dan Kehadiran Dewan Komisaris pada Rapat Internal
Minutes and Attendance of the Board of Commissioners at Internal Meetings

No	No. Surat Undangan Invitation Letter No.	Tanggal Rapat Meeting Date	Tempat Rapat Meeting Venue	Agenda
1.	KOM/DIR/U-03/I/2022 13 Januari 2022 January 13, 2022	Kamis, 13 Januari 2022 Jam 15.00-Selesai Thursday, January 13 2022 3 PM - End	Zoom Online	<ul style="list-style-type: none"> Pembahasan Program Kerja dan Anggaran Dewan Komisaris Tahun 2022. Pembahasan Pembagian Tugas Dewan Komisaris Lain-Lain Discussion of the Board of Commissioners' 2022 Work Program and Budget. Discussion on the Distribution of Duties of the Board of Commissioners Etc.
2.	KOM/DIR/U-08/I/2022 24 Januari 2022 January 24, 2022	Rabu, 02 Februari 2022 Jam 07.30 - Selesai Wednesday, February 2, 2022 7.30 AM - End	Zoom Online	<ul style="list-style-type: none"> Persiapan Pembahasan LM Bulan Desember 2022 Lain Lain Preparation for Discussion on Management Report December 2022; Etc;
3.	KOM/DIR/U-13/II/2022 11 Februari 2022 February 11, 2022	Selasa, 15 Februari 2022 09.00 – 10.00 Tuesday, February 15, 2022 9 AM - 10 AM	Zoom Online	<ul style="list-style-type: none"> Kerja Sama PTPN III dengan PT Riset Perkebunan Nusantara Penghapusbukuan Persediaan Incurant Cooperation between PTPN III and PT Riset Perkebunan Nusantara Incurant Inventory write-off
4.	KOM/DIR/U-15/II/2022 11 Februari 2022 February 11, 2022	Rabu, 16 Februari 2022 16.00 – 17.00 Wednesday, February 16, 2022 4 PM - 5 PM	Zoom Online	<ul style="list-style-type: none"> Pembahasan Penilaian Kinerja Direksi dan Selected Talenta BOD-1 PTPN III Discussion on the Performance Assessment of Board of Directors and BOD-1 Selected Talents PTPN III
5.	KOM/DIR/U-16/II/2022 18 Februari 2022 February 18, 2022	Senin, 21 Februari 2022 13.00 – 13.30 Monday, February 21, 2022 1 PM - 1.30 PM	Zoom Online	Pembahasan Usulan Komisaris Utama PTPN V* Discussion on the Proposal of PTPN V* President Commissioner
6.	KOM/DIR/U-21/II/2022 25 Februari 2022 February 25, 2022	Selasa, 01 Maret 2022 13.00 – 14.00 Tuesday, March 1, 2022 1 PM - 2 PM	Zoom Online	<ul style="list-style-type: none"> Pembahasan LM Bulan Januari 2022; Lain-lain Discussion on Management Report January 2022; Etc
7.	KOM/DIR/U-/2022 Maret 2022 March 2022	Jum'at, 04 Mar 2022 Jam 14.30 – 15.10 Friday, March 4, 2022 2.30 PM - 3.10 PM	Zoom Online	Pembahasan Usulan Calon Direksi PTPN XIV dan PT Sinergi Gula Nasional Discussion on the Proposed Candidates for the Board of Directors of PTPN XIV and PT Sinergi Gula Nasional
8.	KOM/DIR/U-26/III/2022 11 Maret 2022 March 11, 2022	Senin, 14 Maret 2022 14.30 – 15.00 Monday, March 14, 2022 2.30 PM - 3 PM	Zoom Online	Pembahasan Usulan Calon Dewan Komisaris PT RPN, PT KINRA dan PT BIONUSA Discussion on the Proposed Candidates for the Board of Commissioners of PT RPN, PT KINRA and PT BIONUSA
9.	KOM/DIR/U-29/III/2022 25 Maret 2022 March 25, 2022	Selasa, 29 Maret 2022 11.30 – 12.00 Tuesday, March 29, 2022 11.30 AM - 12 PM	Zoom Online	<ul style="list-style-type: none"> Tindak lanjut rapat Pembahasan LM s.d Februari 2022 Lain-lain Follow up on the Discussion on Management Report February 2022 Etc.
10.	KOM/DIR/U-31/IV/2022 04 April 2022 April 4, 2022	Selasa, 05 April 2022 09.00 – Selesai Tuesday, April 5, 2022 9 AM - End	Zoom Online	Laporan Pengawasan Dewan Komisaris Tahun 2021 2021 Board of Commissioners Supervisory Report
11.	KOM/DIR/U-34/IV/2022 04 April 2022 April 4, 2022	Jumát, 08 April 2022 15.30 – Selesai Friday, April 8, 2022 3.30 PM - End	Zoom Online	<ul style="list-style-type: none"> Laporan Pengawasan Dekom Tahun 2021 Penilaian Kinerja Dewan Komisaris 2021 Board of Commissioners Supervisory Report Performance Assessment of the Board of Commissioners



Risalah dan Kehadiran Dewan Komisaris pada Rapat Internal
Minutes and Attendance of the Board of Commissioners at Internal Meetings

No	No. Surat Undangan Invitation Letter No.	Tanggal Rapat Meeting Date	Tempat Rapat Meeting Venue	Agenda
12.	KOM/DIR/U-39/IV/2022 25 April 2022 April 25, 2022	Selasa, 26 April 2022 15.00 – Selesai Tuesday, April 26, 2022 3 PM - End	Zoom Online	Tindak lanjut Rapat dengan Direksi Follow-up Meeting with the Board of Directors
13	KOM/DIR/U-44/V/2022 27 Mei 2022 May 27, 2022	Selasa 31 Mei 2022 11.00 – 12.00 WIB Tuesday, May 31, 2022 11 AM - 12 PM	Hybrid Meeting (Offline dan Online) Hotel Dharmawangsa, Jakarta	Update Pending Matters
14	KOM/DIR/U-46/VI/2022 03 Juni 2022 June 3, 2022	Selasa 07 Juni 2022 12.00 WIB – Selesai Tuesday, June 7, 2022 12 PM - End	Zoom Online	<ul style="list-style-type: none"> • Pembahasan Usulan Remunerasi PTPN Tahun 2022 • Pembahasan Usulan Calon Komisaris Utama PTPN XIV • Discussion on PTPN's 2022 Remuneration Proposal • Discussion on the Proposed Candidate for President Commissioner of PTPN XIV
15	KOM/DIR/U-47/VI/2022 13 Juni 2022 June 13, 2022	Kamis, 16 Juni 2022 09.00 – Selesai Thursday, June 16, 2022 9 AM - End	Zoom Online	<ul style="list-style-type: none"> • Pembahasan Tanggapan atas Laporan tahunan Dewan Komisaris PTPN III (Persero) • Lain-lain • Discussion on the Responses to the Annual Report of the Board of Commissioners of PTPN III (Persero) • Etc.
16	KOM/DIR/U-49/VI/2022 Juni 2022 June 2022	Senin, 20 Juni 2022 11.00 – 13.00 Monday, June 20, 2022 11 AM - 1 PM	Zoom Online	<p>Update Pending Matter & Persiapan RUPS Tahun Buku 2022</p> <ul style="list-style-type: none"> • Tanggapan Dewan Komisaris • Usulan KAP untuk Audit TB 2022 • Usulan Dekom PT IKN <p>Update Pending Matter & Preparation for GMS of 2022 Fiscal Year</p> <ul style="list-style-type: none"> • Board of Commissioners' response • Proposal for Public Accounting Firm for 2022 Audit • Proposal of the Board of Commissioners of PT IKN
17	KOM/DIR/U-51/VI/2022 Juni 2022 June 2022	Rabu, 22 Juni 2022 15.00 WIB – 16.00 WITA Wednesday, June 22, 2022 3 PM - 4 PM Indonesian Central Time	Zoom Online	<ul style="list-style-type: none"> • Pembahasan usulan KAP untuk Audit TB 2022 • Pembahasan Rekomendasi Dekom atas Pengesahan Laporan Realisasi Penggunaan Tambahan Dana PMN TA 2015 • Discussion on the Proposal for Public Accounting Firm for 2022 Audit • Discussion on Dekomatas Recommendation for Approval of the Realization Report on the Use of Additional State Equity Participation Funds for 2015 Fiscal Year
18	KOM/DIR/U-54/VII/2022 7 Juli 2022 July 7, 2022	Jumat, 08 Juli 2022 10.00 WIB - Selesai Friday, July 8, 2022 10 AM - End	Zoom Online	<ul style="list-style-type: none"> • Rapat Internal Dewan Komisaris • Agenda Dekom Bulan Juli-Agustus 2022 • Board of Commissioners Internal Meeting • Board of Commissioners Agenda for July-August 2022
19	KOM/DIR/U-61/VIII/2022 5 Agustus 2022 August 5, 2022	Senin, 08 Agustus 2022 09.00 WIB – Selesai Monday, August 8, 2022 9 AM - End	Zoom Online	<ul style="list-style-type: none"> • Pendalaman LHA Audit Intern PTPN I, II, IV, X, XI, XII • Upaya mencapai RKAP PTPN 2022 • Kunjungan Kerja Dekom • Lain lain • Deep dive on the Audit Results Report of Internal Audit of PTPN I, II, IV, X, XI, XII • Efforts to Achieve the Company's 2022 Work Plan and Budget. • Board of Commissioners Working Visit. • Etc.

Risalah dan Kehadiran Dewan Komisaris pada Rapat Internal
Minutes and Attendance of the Board of Commissioners at Internal Meetings

No	No. Surat Undangan Invitation Letter No.	Tanggal Rapat Meeting Date	Tempat Rapat Meeting Venue	Agenda
20	KOM/DIR/U-69/IX/2022 06 September 2022\September 6, 2022	Kamis, 08 September 2022 09.00 WIB – Selesai Thursday, September 8, 2022 9 AM - End	Zoom Online	<ul style="list-style-type: none"> Pembahasan Revisi RKAP 2022 Pembahasan tentang Pelaksanaan Audit tahun Buku 2022 Pembahasan Penyertaan PTPN III ke PT RPN Pembahasan Rencana Kunjungan Kerja ke PTPN I Arahan Dewan Komisaris Discussion on the Company's 2022 Revised Work Plan and Budget Discussion on Audit Implementation for 2022 Fiscal Year Discussion on the Participation of PTPN III to PT RPN Discussion on the Plans for Work Visit to PTPN I Directions of the Board of Commissioners
21	KOM/DIR/U-72/IX/2022 26 September 2022 September 26, 2022	Selasa, 27 September 2022 10.00 WIB - Selesai Tuesday, September 27, 2022 10 AM - End	Zoom Online	<ul style="list-style-type: none"> Pembahasan Kunjungan Kerja ke PTPN VII Pembahasan <i>Benchmarking</i> Pembahasan LM s.d Agustus 2022 Pembahasan Keikutsertaan IPOC Lain-lain yang Timbul dalam Rapat Discussion on Work Visit to PTPN VII Discussion on Benchmarking Discussion on Management Report until August 2022 IPOC Participation Discussion Other matters arising in the meeting
22	KOM/DIR/U-74/IX/2022 27 September 2022 September 27, 2022	Jumat, 30 September 2022 08.00 WIB - Selesai Friday, September 30, 2022 8 AM - End	Zoom Online	<p>Pembahasan Usulan Penetapan Imbalan Jasa Audit KAP Tahun Buku 2022</p> <p>Discussion on the Proposal for the Determination of Audit Services Fees of Public Accounting Firm for 2022 Fiscal Year</p>
23	KOM/DIR/U-75/IX/2022 30 September 2022 September 30, 2022	Senin, 03 Oktober 2022 15.30 WIB - Selesai Monday, October 3, 2022 3.30 PM - End	Zoom Online	<p>Pembahasan Usulan Penetapan Imbalan Jasa Audit KAP Tahun Buku 2022</p> <p>Discussion on the Proposal for the Determination of Audit Services Fees of Public Accounting Firm for 2022 Fiscal Year</p>
24	KOM/DIR/U-77/X/2022 03 Oktober 2022 October 3, 2022	Selasa, 04 Oktober 2022 17.00 WIB - Selesai Tuesday, October 4, 2022 5 PM - End	Zoom Online	<p>Pembahasan Penetapan Biaya Jasa Audit Umum Tahun Buku 2022</p> <p>Discussion on the Determination of General Audit Service Fees for 2022 2022</p>
25	KOM/DIR/U-78/X/2022 13 Oktober 2022 October 13, 2022	Jumat, 14 Oktober 2022 16.00 WIB – Selesai Friday, October 14, 2022 4 PM - End	Zoom Online	<ul style="list-style-type: none"> Membahas Penyertaan PTPN III (Persero) ke PT RPN Usulan RKAP-P 2022 Persiapan RKAP 2023 Proses KAP dan Pelaksanaan Audit Laporan Keuangan Tahun 2022 <i>Pending Matters</i> Lain Discussion on PTPN III (Persero)'s participation in PT RPN Proposal for the Company's 2022 Revised Work Plan and Budget Preparation for the Company's 2023 Work Pan and Budget Public Accounting Firm Process and Implementation of 2022 Financial Statements Audit Other Pending Matters
26	KOM/DIR/U-79/X/2022 20 Oktober 2022 October 20, 2022	Jumát, 21 Oktober 2022 14.00 WIB – Selesai Friday, October 21, 2022 2 PM - End	Zoom Online	<ul style="list-style-type: none"> <i>Update Pending Matters</i> Pembahasan Tanggapan Penghapusbukuan Asset Tanaman RKA Dewan Komisaris Update pending update matters Discussion on the Responses to Write-Off of Plant Assets Work Plan and Budget of the Board of Commissioners



Risalah dan Kehadiran Dewan Komisaris pada Rapat Internal

Minutes and Attendance of the Board of Commissioners at Internal Meetings

No	No. Surat Undangan Invitation Letter No.	Tanggal Rapat Meeting Date	Tempat Rapat Meeting Venue	Agenda
27	KOM/DIR/U-82/XI/2022 08 November 2022 November 8, 2022	Kamis, 10 November 2022 15.30 WIB – Selesai Thursday, November 10, 2022 3.30 PM - End	Zoom Online	<ul style="list-style-type: none"> Membahas Rencana Kerja Dewan Komisaris tahun 2023 Update Pelaksanaan Audit TB 2022 Reviu Charter Audit Internal Update Tindak Lanjut Rekomendasi Auditor Internal & Eksternal Pending Matters Surat Tanggapan Dewan Komisaris Agenda Dewan Komisaris bulan November 2022 Discussion on the Board of Commissioners' 2023 Work Plan Update on the Implementation of 2022 Audit Internal Audit Charter review Update Follow up on Internal & External Auditor Recommendations Pending Matters Response Letter from the Board of Commissioners Agenda of the Board of Commissioners for November 2022
28	KOM/DIR/-87/XII/2022 07 Desember 2022 December 7, 2022	Rabu, 07 Desember 2022 13.00 WIB – Selesai December 7, 2022 1 PM - End	Grand Hyatt, Jakarta	<ul style="list-style-type: none"> Update Pending Matters Membahas RKA Dewan Komisaris Tahun 2023 Revisi RKAP-P Tahun 2022 Rencana Benchmarking & Pengembangan Dewan Komisaris. Update Pending Matters Discussion on the Board of Commissioners' 2023 Work Plan and Budget Revision of the Company's 2022 Revised Work Plan and Budget Board of Commissioners Benchmarking & Development Plan
29	KOM/DIR/U-89/XII/2022 14 Desember 2022 December 14, 2022	Jumat, 16 Desember 2022 10.00 WIB – Selesai Friday, December 16, 2022 10 AM - End	Graha Nusa Tiga, Jln Proklamasi No.25 Menteng – Jakarta Pusat	<ul style="list-style-type: none"> Pembahasan Tanggapan RKAP 2023; Update Pending Matters; Lain-Lain yang Menjadi Usulan dalam Rapat Discussion on the Responses to the Company's 2023 Work Plan and Budget; Update Pending Matters; Other Proposals in the Meeting
30	KOM/DIR/U-92/XII/2022 21 Desember 2022 December 21, 2022	Kamis, 22 Desember 2022 09.00 WIB – Selesai Thursday, December 22, 2022 9 AM - End	Zoom Online	<ul style="list-style-type: none"> Menyusun Bahan Rapat dengan Deputi Keuangan dan Manajemen Risiko Lain-Lain yang Menjadi Usulan dalam Rapat Preparation of meeting materials with the Deputy for Finance and Risk Management. Others Proposals in the Meeting
31	KOM/DIR/U-93/XII/2022 27 Desember 2022 December 27, 2022	Selasa, 27 Desember 2022 11.30 WIB – Selesai Tuesday, December 27, 2022 11.30 AM - End	Zoom Online	<ul style="list-style-type: none"> Update Pending Matters Lain-Lain Yang Menjadi Usulan dalam Rapat Update Pending Matters Others Proposals in the Meeting

Rapat Gabungan Dewan Komisaris dan Direksi

Selama tahun 2022, Dewan Komisaris telah melaksanakan Rapat Gabungan dengan mengundang Direksi yang diselenggarakan sebanyak 60 kali. Berikut disampaikan agenda dan risalah rapat, kehadiran, serta rekapitulasi tingkat kehadiran Dewan Komisaris dan Direksi dalam Rapat Gabungan yang diselenggarakan di tahun 2022.

Joint Meetings of the Board of Commissioners and Board of Directors

During 2021, the Board of Commissioners held Joint Meetings by inviting the Directors, which were held 60 (sixty) times. Following are the agenda and minutes of meetings, attendance, and recapitulation of the level of attendance of the Board of Commissioners and Board of Directors at the Joint Meetings held in 2022.

Risalah dan Kehadiran Dewan Komisaris dan Direksi pada Rapat Gabungan

Minutes and Attendance of the Board of Commissioners and Board of Directors at Joint Meetings

No	No Surat Undangan Invitation Letter No	Tanggal Rapat Date of Meeting	Agenda Agenda	Peserta Participant
1.	KOM/DIR/U-45/XII/2021 31 Desember 2021 December 31, 2021	Senin, 3 Jan 2022 Monday, January 3, 2022	<ol style="list-style-type: none"> Paparan RKAP Tahun 2022 Lain-Lain Presentation of the Company's 2022 Work Plan and Budget; Etc. 	BOC-BOD

Risalah dan Kehadiran Dewan Komisaris dan Direksi pada Rapat Gabungan

Minutes and Attendance of the Board of Commissioners and Board of Directors at Joint Meetings

No	No Surat Undangan Invitation Letter No	Tanggal Rapat Date of Meeting	Agenda Agenda	Peserta Participant
2.	KOM/DIR/U-01/I/2022 03 Januari 2022 January 3, 2022	Kamis, 6 Jan 2022 Thursday, January 6, 2022	1. Paparan Progres Transformasi Perusahaan secara Komprehensif 2. Lain-Lain 1. Presentation of the Company's Comprehensive Transformation Progress. 2. Etc.	BOC-BOD
3.	KOM/DIR/U-02/I/2022 12 Januari 2022 January 12, 2022	Kamis, 13 Jan 2022 10.00 – Selesai Thursday, January 13, 2022 10 AM - End	1. Pembahasan Palm Co dan IPO 2. Lain-Lain 1. Discussion on Palm Co and IPO 2. Etc	BOC-BOD
4.	KOM/DIR/U-05/I/2022 20 Januari 2022 January 20, 2022	Jumát 21 Jan 2022 09.00 WIB – Selesai Friday, January 21, 2022 9 AM - End	1. Pembahasan MTN Jatuh Tempo Tahun 2022 2. Lain-Lain. 1. Discussion on MTN maturing in 2022 2. Etc.	BOC-BOD
5.	KOM/DIR/U-06/I/2022 24 Januari 2022 January 24, 2022	Selasa 25 Januari 2022 10.00 WIB – Selesai Tuesday, January 25, 2022 10 AM - End	1. Paparan Program Strategi <i>Human Capital Management</i> 2. Paparan Program Implementasi Budaya Perusahaan 3. Paparan Program Pengembangan IT 4. Lain-lain 1. Presentation of Human Capital Management Strategy Program 2. Presentation of Corporate Culture Implementation Program 3. Presentation of IT Development Program 4. Etc.	BOC-BOD
6.	KOM/DIR/U-07/I/2022 24 Januari 2022 January 24, 2022	Rabu, 2 Februari 2022 09.00 – Selesai Wednesday, February 2, 2022 9 AM - End	1. Tindak Lanjut Rapat Sebelumnya 2. Laporan Manajemen s.d Desember 2021 3. Lain-Lain 1. Follow up on Previous Meeting 2. Management Report until December 2021 3. Etc.	BOC-BOD
7.	KOM/DIR/U-09/II/2022 07 Februari 2022 (Rapat BOC dengan Direktur Keuangan & Manajemen Risiko) February 7, 2022 (BOC meeting with Director of Finance & Risk Management)	Selasa, 08 Feb 2022 13.00 – 15.00 WIB Tuesday, February 8, 2022 1 PM - 3 PM	<i>Update Progress Pelaksanaan Audit TB 2021</i> Progress Update of the Implementation of 2021 Audit	BOC-BOD
8.	KOM/DIR/U-10/II/2022 07 Februari 2022 (Rapat BOC dengan Dirut) February 7, 2022 BOC and CEO meeting)	Kamis, 10 Februari 2022 11.00 – 13.00 WIB Thursday, February 10, 2022 11 AM - 1 PM	1. Organisasi & Program Kerja/PKPT SPI 2. <i>Monitoring Tindak Lanjut Audit Eksternal</i> 1. Organization & Work Program/IAU Annual Audit Work Program 2. Monitoring of External Audit Follow Up	BOC-BOD
9	KOM/DIR/U-11/II/2022 07 Februari 2022 Rapat BOC dengan Wadirut February 7, 2022 BOC and Vice President Director meeting	Kamis, 10 Februari 2022 14.00 – 16.00 WIB Thursday, February 10, 2022 2 PM - 4 PM	1. <i>Update Program EBITDA Transformation</i> 2. <i>Update Progress Sugar Co</i> 1. EBITDA Transformation Program Update 2. Progress Update of Sugar Co	BOC-BOD
10.	KOM/DIR/U-12/II/2022 11 Februari 2022 Rapat BOC dengan Dir SDM February 11, 2022 BOC meeting with HR Director	Senin, 14 Februari 2022 09.00 – 11.30 WIB Monday, February 14, 2022 9 AM - 11.30 AM	Pembahasan <i>Selected Talent BOD-1 PTPN</i> PTPN BOD-1 Selected Talent Discussion	BOC-BOD
11	KOM/DIR/U-14/II/2022 11 Februari 2022 (Rapat BOC dengan Wadirut) February 11, 2022 (Meeting of BOC and Vice President Director	Selasa, 15 Februari 2022 10.00 – 11.30 Tuesday, February 15, 2022 10 AM - 11.30 AM	1. Kerja Sama PTPN III dengan PT Riset Perkebunan Nusantara 2. PTPN III dengan PT Kawasan Industri Nusantara (KINRA) dan PT Sei Mengkei Nusantara Tiga (SMNT) 1. Cooperation between PTPN III and PT Riset Perkebunan Nusantara 2. PTPN III with PT Kawasan Industri Nusantara (KINRA) and PT Sei Mengkei Nusantara Tiga (SMNT)	BOC-BOD



Risalah dan Kehadiran Dewan Komisaris dan Direksi pada Rapat Gabungan

Minutes and Attendance of the Board of Commissioners and Board of Directors at Joint Meetings

No	No Surat Undangan Invitation Letter No	Tanggal Rapat Date of Meeting	Agenda Agenda	Peserta Participant
12	KOM/DIR/U-17/II/2022 18 Februari 2022 February 18, 2022	Senin, 21 Feb 2022 14.00 – 16.00 Monday, February 21, 2022 2 PM - 4 PM	Pembahasan PKPT SPI PTPN III Discussion on IAU Annual Audit Work Program of PTPN III	Rapat BOC dengan SPI BOC meeting with IAU
13	KOM/DIR/U-18/II/2022 18 Februari 2022 February 18, 2022	Kamis, 24 Februari 2022 13.00 – 15.00 Thursday, February 24, 2022 1 PM - 3 PM	Peningkatan Produksi dan Pengembangan Production and Development Improvement	Rapat BOC dengan Dirprod & Pengembangan BOC Meeting with Director of Prod & Development
14	KOM/DIR/U-19/II/2022 18 Februari 2022 February 18, 2022	Jum'at, 25 Februari 2022 09.00 – 11.00 Friday, February 25, 2022 9 AM - 11 AM	Strategi Pemasaran dan Hilirisasi Produk Marketing Strategy and Product Downstreaming	Rapat BOC dengan Dir. Pemasaran BOC meeting with Director of Marketing
15	KOM/DIR/U-20/II/2022 25 Februari 2022 February 25, 2022	Selasa, 01 Maret 2022 09.00 – 12.00 Tuesday, March 1, 2022 9 AM - 12 PM	1. Tindak lanjut rapat sebelumnya 2. Pembahasan LM s.d. Bulan Januari 2022 3. Lain-Lain 1. Follow-up on Previous Meeting; 2. Discussion on Management Report until January 2022; 3. Etc;	BOC BOD
16	KOM/DIR/U-22/III/2022 01 Maret 2022 March 1, 2022	Selasa, 04 Maret 2022 09.00 – 11.00 Tuesday, March 4, 2022 9 AM - 11 AM	Peningkatan Produksi PTPN III (<i>Stand Alone</i>) Production Increase of PTPN III (Stand Alone)	BOC dengan Dir. Pel BOC with Director of
17	KOM/DIR/U-23/III/2022 04 Maret 2022 March 4, 2022	Selasa, 08 Maret 2022 14.30 – 16.00 Tuesday, March 8, 2022 2.30 PM - 4 PM	1. <i>Update</i> Pelaksanaan Audit Laporan Keuangan Tahun 2021; 2. Paparan Profil Manajemen Risiko Perusahaan 1. Update on the 2021 Financial Statements Audit Implementation; 2. Presentation of Corporate Risk Management Profile	BOC – Dirkeu & MR BOC – Director of Finance & Risk Management
18	KOM/DIR/U-24/III/2022 07 Maret 2022 March 7, 2022	Kamis, 10 Maret 2022 14.00 – 16.00 Thursday, March 10, 2022 2 PM - 4 PM	<i>Update</i> Pelaksanaan Program Strategis Perusahaan Update on the Implementation of the Company's Strategic Programs	BOC - Direktur Utama BOC - President Director
19	KOM/DIR/U-25/III/2022 11 Maret 2022 March 11, 2022	Senin, 14 Maret 2022 13.30 – 14.30 Monday, March 14, 2022 1.30 PM - 2.30 PM	Paparan Kerja Sama PTPN III dengan PT KINRA dan PT SMNT Presentation of Cooperation between PTPN III and PT KINRA and PT SMNT	BOC - Wakil Direktur Utama BOC - Vice President Director
20	KOM/DIR/U-27/III/2022 11 Maret 2022 March 11, 2022	Selasa, 15 Maret 2022 13.30 – 15.00 Tuesday, March 15, 2022 1.30 PM - 3 PM	Realisasi Strategi atas Kinerja Direktorat Umum (Strategi di Bidang <i>Procurement</i> dan Permasalahan Hukum Perusahaan- khususnya lahan) Realization of the Strategy for the Directorate of General Affairs Performance (Strategy in Procurement and Company Legal Issues- particularly land)	BOC - Dirum BOC – Director of General Affairs
21	KOM/DIR/U-28/III/2022 25 Maret 2022 March 25, 2022	Selasa, 29 Maret 2022 09.30 – 11.30 March 29, 2022 9.30 AM - 11.30 AM	1. Tindak Lanjut Rapat Sebelumnya 2. Pembahasan LM s.d Februari 2022 1. Follow up on Previous Meeting 2. Discussion on Management Report until February 2022	BOC BOD
22	KOM/DIR/U-30/III/2022 28 Maret 2022 March 28, 2022	Kamis, 31 Maret 2022 14.00 – 15.00 Thursday, March 31, 2022 2 PM - 3 PM	Paparan <i>Update</i> Pelaksanaan Audit Laporan Keuangan TB 2021 Presentation of the Update on 2021 Financial Statements Audit Implementation	BOC – Dirkeu & MR BOC – Director of Finance & Risk Management

Risalah dan Kehadiran Dewan Komisaris dan Direksi pada Rapat Gabungan

Minutes and Attendance of the Board of Commissioners and Board of Directors at Joint Meetings

No	No Surat Undangan Invitation Letter No	Tanggal Rapat Date of Meeting	Agenda Agenda	Peserta Participant
23	KOM/DIR/U-32/IV/2022 04 April 2022 April 4, 2022	Rabu, 06 April 2022 09.00 – 10.30 Wednesday, April 6, 2022 9 AM - 10.30 AM	Paparan <i>Update</i> Kinerja PKS PTPN III <i>Group</i> Presentation of the Update on Palm Oil Plantation Performance of PTPN III Group	BOC - Dir. Prod & Pengembangan BOC – Director of Prod & Development
24	KOM/DIR/U-33/IV/2022 04 April 2022 April 4, 2022	Jumat, 08 April 2022 14.00 – Selesai Friday, April 8, 2022 2 PM - End	Paparan <i>Update</i> Kinerja PKS PTPN III <i>Stand Alone</i> Presentation of the Update on Palm Oil Plantation Performance of PTPN III Stand Alone	BOC – Dir. Pelaksana BOC – Managing Director
25	KOM/DIR/U-35/IV/2022 11 April 2022 April 11, 2022	Kamis, 14 April 2022 11.00 – selesai Thursday, April 14, 2022 11 AM - End	<i>Update</i> CSPA – Sugar Co	Wadirut Vice President Director
26	KOM/DIR/U-36/IV/2022 11 April 2022 April 11, 2022	Kamis, 14 April 2022 14.00 – Selesai Thursday, April 14, 2022 11 AM - End	Paparan atas Perubahan Organisasi Distrik PTPN III (Persero) Presentation of Changes in the District Organization of PTPN III (Persero)	Dir. SDM Director of HR
27	KOM/DIR/U-37/IV/2022 20 April 2022 April 20, 2022	Kamis, 21 April 2022 13.30 – Selesai Thursday, April 14, 2022 2 PM - End	<i>Update</i> CSPA – Sugar Co	BOC-Wadirut BOC-Vice President Director
28	KOM/DIR/U-38/IV/2022 25 April 2022 April 25, 2022	Selasa, 26 April 2022 13.00 – Selesai Tuesday, April 26, 2022 1 PM - End	<ol style="list-style-type: none"> 1. Review Tindak Lanjut Hasil Rapat Sebelumnya 2. Membahas Laporan Manajemen s.d. Bulan Maret 2022 3. Hal-Hal Lain yang Timbul Dalam Rapat 	BOC-BOD
29	KOM/DIR/U-40/V/2022 09 Mei 2022 May 9, 2022	Selasa, 10 Mei 2022 13.00 – Selesai Tuesday, May 10, 2022 1 PM - End	Paparan RJPP 2022 – 2026 Presentation of the Company's 2022 – 2026 Long-Term-Plan	BOC, Organ Dekom, Tim Wadirut dan Konsultan BCG Board of Commissioners Organs, Vice President Director Team and BCG Consultants
30	KOM/DIR/U-41/V/2022 17 Mei 2022 May 17, 2022	Jumat, 20 Mei 2022 09.00 – Selesai Friday, May 20, 2022 9 AM - End	Paparan Tindak Lanjut Hasil Audit Internal PT KPBN Presentation of the Follow Up on Audit Results of PT KPBN	Dekom, Ka.Div Audit Internal dan Organ Dekom Commissioners, Head of Internal Audit Division and Board of Commissioners Organs
31	KOM/DIR/U-42/V/2022 17 Mei 2022 May 17, 2022	Jumat, 20 Mei 2022 13.30 – Selesai Friday, May 20, 2022 9 AM - End	<ol style="list-style-type: none"> 1. Paparan Tindak Lanjut Perubahan Struktur Organisasi Distrik PTPN III (Persero) 2. Paparan Usulan Remunerasi PTPN III 	Dewan Komisaris, Dir SDM dan Organ Dekom Board of Commissioners, Director of HR, and Board of Commissioners Organs
32	KOM/DIR/U-43/V/2022 27 Mei 2022 May 27, 2022	Selasa, 31 Mei 2022 09.00 WIB – Selesai Tuesday, May 31, 2022 9 AM - End	<ol style="list-style-type: none"> 1. Tindak Lanjut Rapat Sebelumnya 2. Membahas Laporan Manajemen s.d April 2022 3. Lain-Lain 	BOC-BOD



Risalah dan Kehadiran Dewan Komisaris dan Direksi pada Rapat Gabungan

Minutes and Attendance of the Board of Commissioners and Board of Directors at Joint Meetings

No	No Surat Undangan Invitation Letter No	Tanggal Rapat Date of Meeting	Agenda Agenda	Peserta Participant
33	KOM/DIR/U-45/VI/2022 03 Juni 2022 June 3, 2022	Selasa, 07 Juni 2022 09.00 – 12.00 WIB Tuesday, June 7, 2022 9 AM - 12 PM	Paparan Permohonan Tanggapan Tertulis <i>Spin Off</i> dan Divestasi Sugar Co Presentation of Request for Written Response to Sugar Co. Spin Off and Divestment	BOC-BOD
34	KOM/DIR/U-48/VI/2022 17 Juni 2022 June 17, 2022	Senin, 20 Juni 2022 09.00 – 11.00 Tuesday, June 20, 2022 9 AM - 11 AM	1. Perpanjangan Sukuk Ijarah II PTPN III (Persero) 2. Lain-lain 1. Extension of Sukuk Ijarah II of PTPN III (Persero) 2. Etc.	BOC – Dirkeu BOC – Director of Finance
35	KOM/DIR/U-50/VI/2022 20 Juni 2022 June 20, 2022	Selasa, 21 Juni 2022 15.00 WIB – 16.00 WITA Tuesday, June 21, 2022 3 PM - 4 PM	Pembahasan Laporan Realisasi PMN TA 2015 Discussion on State Equity Participation Realization Report for 2015 Fiscal Year	BOC – Dirprod – Dirkeu BOC – Director of Production – Director of Finance
36	KOM/DIR/U-52/VI/2022 22 Juni 2022 June 22, 2022	Jumat, 24 Juni 2022 13.30 – 15.00 WIB Friday, June 24, 2022 1.30 PM - 3 PM	1. Tindak Lanjut Rencana Kerja Sama Pengelolaan, Pengoperasian, Pemasaran KEK Sei Mangkei dengan PT KINRA dan KSU Pengelolaan dan Pengoperasian <i>Dry Port</i> dengan PT Sei Mangkei Nusantara Tiga 2. Paparan Rencana Kerja Sama Bangun Guna Serah PLTs Sei Mangkei 2 X 3,5 MW dengan PT KK Brothers Sei Mangkei Energi Terbarukan 1. Follow-up on the Cooperation Plan for Management, Operation, Marketing of Sei Mangkei SEZ with PT KINRA and Business Cooperation of Management and Operation of Dry Port with PT Sei Mangkei Nusantara Tiga 2. Presentation of the Plan of Collaboration Build Use Transfer PLTs Sei Mangkei 2 X 3.5 MW with PT KK Brothers Sei Mangkei Renewable Energy	BOC – Wadirut BOC-Vice President Director
37	KOM/DIR/U-53/VI/2022 27 Juni 2022 June 27, 2022	Kamis, 30 Juni 2022 14.00 – 16.00 WIB Thursday, June 30, 2022 2 PM - 4 PM	1. Review tindak lanjut hasil rapat sebelumnya 2. Pembahasan LM s.d Mei 2022 3. Hal-Hal Lain yang Timbul Dalam Rapat 1. Review of follow-up on previous meeting results 2. Discussion on Management Report until May 2022 3. Other matters arising in the meeting	BOD-BOC
38	KOM/DIR/U-55/VII/2022 12 Juli 2022 July 12, 2022	Rabu, 13 Juli 2022 14.00 – 15.00 Wib Wednesday, July 13, 2022 2 PM - 3 PM	Update Realisasi PMN TA 2015 dan Penggunaan Dana IP PEN Update on State Equity Participation Realization for 2015 Fiscal Year and Use of IP PEN Funds	BOC – Dirprod & Pengembangan – Dirkeu & MR Director of Production & Development – Director of Finance & Risk Management
39	KOM/DIR/U-56/VII/2022 22 Juli 2022 July 22, 2022	Senin, 25 Juli 2022 08.00 – Selesai Monday, July 25, 2022 8 AM - End	1. Tindak Lanjut Rapat Sebelumnya 2. Pembahasan Realisasi KPI Perusahaan 3. Pembahasan Laporan Manajemen s.d. Juni 2022 4. Pembahasan Kinerja Anak Perusahaan 5. Pembahasan Kinerja Anak Perusahaan 6. Lain-lain 1. Follow up on Previous Meeting 2. Discussion on Realization of Company KPIs 3. Discussion on Management Report until June 2022 4. Discussion on Subsidiary Performance 5. Discussion on Subsidiary Performance 6. Etc.	BOC-BOD
40	KOM/DIR/U-57/VII/2022 22 Juli 2022 July 22, 2022	Senin, 25 Juli 2022 14.00 – Selesai Monday, July 25, 2022 2 PM - End	1. Pembahasan Kenaikan Manfaat Pensiun 2. Kinerja Dana Pensiun Perkebunan (dengan Direktur Dana Pensiun Perkebunan) 1. Discussion of Increase in Pension Benefits 2. Plantation Pension Fund Performance (with the Director of Plantation Pension Funds)	BOC – Dir. SDM – DAPENBUN BOC – Director of HR – DAPENBUN

Risalah dan Kehadiran Dewan Komisaris dan Direksi pada Rapat Gabungan

Minutes and Attendance of the Board of Commissioners and Board of Directors at Joint Meetings

No	No Surat Undangan Invitation Letter No	Tanggal Rapat Date of Meeting	Agenda Agenda	Peserta Participant
41	KOM/DIR/U-59/VII/2022 22 Juli 2022 July 22, 2022	Jumat, 29 Juli 2022 14.00 – Selesai Friday, July 29, 2022 2 PM - End	<ol style="list-style-type: none"> 1. Update Permasalahan Hukum PTPN Group (Termasuk Anak Perusahaan) 2. Update Permasalahan lahan dan Sertifikasi Lahan PTPN Group (termasuk Anak Perusahaan) 	BOC – Dir. Umum BOC – Director of General Affairs
42	KOM/DIR/U-62/VIII/2022 12 Agustus 2022 August 12, 2022	Senin, 15 Agustus 2022 09.00 – 11.30 WIB August 15, 2022 9 AM - 11.30 AM	<ol style="list-style-type: none"> 1. Update Implementasi Manajemen Sistem Teknologi & Informasi 2. Strategi Pengelolaan SDM, Internalisasi Budaya Akhlak dan Planter 	BOC – Dir. SDM BOC – Director of HR
43	KOM/DIR/U-63/VIII/2022 22 Agustus 2022 August 22, 2022	Selasa, 23 Agustus 2022 15.00 WIB – Selesai August 23, 2022 3 PM - End	<ol style="list-style-type: none"> 1. Pembahasan Kerja sama Operasi PTPN III (Persero) dengan PTPN VIII 2. Update Usulan RJPP 2022-2026 	BOC – WADIRUT & Direksi Lainnya BOC – Vice President Director & Other Directors
44	KOM/DIR/U-64/VIII/2022 22 Agustus 2022 August 22, 2022	Rabu, 24 Agustus 2022 09.00 – 10.30 WIB Wednesday, August 24, 2022 9 AM - 10.30 AM	<ol style="list-style-type: none"> 1. Update Realisasi PTPN III dalam Padi UMKM 2. Update Realisasi TKDN/P3DN 	BOC – Dir. Umum BOC – Director of General Affairs
45	KOM/DIR/U-65/VIII/2022 24 Agustus 2022 August 24, 2022	Kamis, 25 Agustus 2022 09.30 WIB – Selesai Thursday, August 25, 2022 9.30 AM - End	<ol style="list-style-type: none"> 1. Evaluasi Laporan Kinerja s.d Bulan Juli 2022 PT Perkebunan Nusantara III (Persero). 2. Lain-Lain 	BOC-BOD
46	KOM/DIR/U-66/VIII/2022 24 Agustus 2022 August 24, 2022	Kamis, 25 Agustus 2022 13.30 – 15.00 WIB Thursday, August 25, 2022 1.30 PM - 3 PM	<ol style="list-style-type: none"> 1. Update Pengelolaan Manajemen Sistem Informasi dan Teknologi PTPN III (Persero) 2. Update on Information System and Technology Management of PTPN III (Persero) 	BOC-Dir. SDM BOC – Director of HR
47	KOM/DIR/U-68/VIII/2022 29 Agustus 2022 August 29, 2022	Rabu, 31 Agustus 2022 15.30 WIB – Selesai Wednesday, August 31, 2022 3.30 PM - End	Pembahasan Kerja Sama Operasi PTPN III dengan PTPN VIII Discussion of PTPN III Operational Cooperation with PTPN VIII	BOC – Wadirut – Dir lainnya BOC – Vice President Director – Other Directors
48	KOM/DIR/U-70/IX/2022 06 Sept 2022 September 6, 2022	Jumat, 09 September 2022 10.00 – 11.30 WIB Friday, September 9, 2022 10 AM -11.30 AM	Pembahasan Penyertaan Modal ke PT RPN Discussion of PTPN III Operational Cooperation with PTPN VIII	BOC – Dir. Prod & Pengembangan BOC – Director of Prod & Development
49	KOM/DIR/U-71/IX/2022 06 Sept 2022 September 6, 2022	Jumat, 09 September 2022 14.30 – 16.00 WIB Friday, September 9, 2022 2.30 PM - 4 PM	Pembahasan Realisasi IP PEN Discussion of IP PEN Realization	BOC – DIRKEU – Dir Prod & Pengembangan BOC – Director of Finance – Director of Prod & Development
50	KOM/DIR/U-73/IX/2022 26 September 2022 September 26, 2022	Kamis, 29 September 2022 09.00 WIB – Selesai Thursday, September 29, 2022 9 AM - End	<ol style="list-style-type: none"> 1. Tindak lanjut Rapat Sebelumnya 2. Pembahasan Laporan Manajemen s.d Agustus 2022 3. Lain-lain yang menjadi usulan dalam rapat 	BOC-BOD



Risalah dan Kehadiran Dewan Komisaris dan Direksi pada Rapat Gabungan

Minutes and Attendance of the Board of Commissioners and Board of Directors at Joint Meetings

No	No Surat Undangan Invitation Letter No	Tanggal Rapat Date of Meeting	Agenda Agenda	Peserta Participant
51	KOM/DIR/U-76/X/2022 03 Oktober 2022 October 3, 2022	Selasa, 04 Oktober 2022 10.00 WIB – Selesai Tuesday, October 4, 2022 10 AM - En	Laporan Pelaksanaan Remunerasi Tahun Buku 2022, Pembayaran Tantiem/Insentif Kinerja Tahun Buku 2021 PTPN Group Report on Implementation of 2022 New Year's Remuneration, New Year's Tantiem/Performance Incentive Payments 2021 PTPN Group	BOC – DIR SDM BOC – Director of HR
52	KOM/DIR/U-80/X/2022 24 Oktober 2022 October 24, 2022	Selasa, 25 Oktober 2022 14.00 WIB – Selesai Tuesday, October 25, 2022 2 PM - End	Pembahasan RKAPP 2022 Discussion on the Company's 2022 Work Plan and Budget	BOC-BOD
53	KOM/DIR/U-81/X/2022 24 Oktober 2022 October 24, 2022	Rabu, 26 Oktober 2022 14.00 WIB – Selesai Wednesday, October 26, 2022 2 PM - End	Membahas LM s.d September 2022 Discussion Management Report until September 2022	BOC – BOD Holding & BOM Anper BOM of Subsidiaries
54	KOM/DIR/U-83/XI/2022 16 November 2022 November 16, 2022	Kamis, 17 November 2022 15.30 WIB – Selesai Thursday, November 17, 2022 3.30 PM - End	<ol style="list-style-type: none"> Update Proses Penyusunan RJPP 2022-2026, Update Program Strategis Palm Co. Sugar Co, dan Supporting Co, Update Program Strategis EBITDA Transformation, Dan Lain-Lain <ol style="list-style-type: none"> Update on the Company's 2022-2026 Long-Term-Plan Preparation Process, Update on Palm Co., Sugar Co., and Supporting Co. Strategic Program Update on EBITDA Transformation Strategic Program Update Etc. 	BOC – Wadirut BOC – Vice President Director
55	KOM/DIR/U-84/XI/2022 16 November 2022 November 16, 2022	Jum'at, 25 November 2022 09.00 – 12.00 WIB Friday, November 25, 2022 9 AM - 12 PM	<ol style="list-style-type: none"> Pembahasan laporan Manajemen s.d Oktober 2022. Lain-Lain yang Menjadi Usulan Dalam Rapat <ol style="list-style-type: none"> Discussion on Management Report until October 2022. Other proposals in the meeting 	BOC-BOD
56	KOM/DIR/U-85/XI/2022 25 November 2022 November 25, 2022	Senin, 28 November 2022 09.00 – 11.00 WIB Monday, November 28, 2022 9 AM - 11 AM	Update Paparan Kinerja Dapenbun (menindaklanjuti surat KBUMN No.S-560/MBU/09/2022 tanggal 05 September 2022) Update on the Presentation of Dapenbun Performance (following up on Letter of the Ministry of SOEs No.S-560/MBU/09/2022 dated September 5, 2022)	BOC – Dir. SDM - Dapenbun BOC – Director of HR – Dapenbun
57	KOM/DIR/U-86/XI/2022 25 November 2022 November 25, 2022	Senin, 28 November 2022 13.00 – 14.00 WIB Monday, November 28, 2022 1 PM - 2 PM	Pemaparan RKAP 2023 Presentation of the Company's 2023 Work Plan and Budget	BOC – BOD
58	KOM/DIR/U-90/XII/2022 14 Desember 2022 December 14, 2022	Selasa, 20 Desember 2022 08.00 WIB – Selesai Tuesday, December 20, 2022 8 AM - End\	Update Pelaksanaan Audit laporan Keuangan Tahun 2022 Update on the Implementation of Audit of 2022 Financial Statements	Dir. Keuangan & MR – Direksi ANper – Dekom Director of Finance & Risk Management – Board of Directors of Subsidiaries – Board of Commissioners
59	KOM/DIR/U-91/XII/2022 16 Desember 2022 December 16, 2022	Jumat, 23 Desember 2022 13.30 WIB – Selesai Friday, December 23, 2022 1.30 PM - End	<ol style="list-style-type: none"> Tindak Lanjut Rapat Sebelumnya Pembahasan Laporan Manajemen s.d November 2022 Lain-Lain yang Menjadi Usulan Dalam Rapat <ol style="list-style-type: none"> Follow-up on Previous Meeting; Discussion on Management Report until November 2022; Other proposals in the meeting. 	BOC-BOD
60	KOM/DIR/U-94/XII/2022 27 Desember 2022 December 27, 2022	Rabu, 28 Desember 2022 10.00 WIB – Selesai Wednesday, December 28, 2022 10.00 AM - End	<ol style="list-style-type: none"> Usulan RKAP 2023 Lain-Lain yang Menjadi Usulan Dalam Rapat <ol style="list-style-type: none"> Proposal of the Company's 2023 Work Plan and Budget Other proposals in the meeting 	BOC-BOD

Rekapitulasi kehadiran anggota Dewan Komisaris dan Direksi pada Rapat Gabungan dapat dilihat di bawah ini:

Recapitulation of attendance of members of the Board of Commissioners and Board of Directors at Joint Meetings can be seen below:

Rekapitulasi Kehadiran Dewan Komisaris dan Direksi pada Rapat Gabungan

Recapitulation of Attendance of the Board of Commissioners and Board of Directors at Joint Meetings

Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors	Jumlah Wajib Rapat Number of Mandatory Meetings	Jumlah Kehadiran Total Attendance	Persentase Kehadiran Percentage of Attendance
Dewan Komisaris Board of Commissioners			
Zulkifli Zaini	71	71	100
Erwan Pelawi	71	71	100
Amal Bakti Pulungan	71	71	100
Asep Subarkah Yusuf	71	15	21
Arie Yuriwin	71	49	69
Wisto Prihadi	71	70	99
Ardan Adi Perdana	32	32	100
Alhidal Hamdi	28	26	90
Direksi Board of Directors			
Mohammad Abdul Ghani	16	16	100
Denaldy Mulino Mauna	20	16	80
Seger Budiarjo	18	14	80
Dwi Sutoro	20	20	100
Ahmad Haslan Saragih	19	19	100
M. Iswahyudi	14	14	100
Mahmudi	15	15	100
Doni P. Gandamihardja	18	18	100

Rapat Direksi

Rapat Direksi telah diatur di dalam Anggaran Dasar dan *Board Manual* yaitu paling sedikit 1 (satu) kali setiap bulan. Selama tahun 2022, Direksi telah menyelenggarakan melakukan beberapa kali Rapat Direksi.

Pengambilan keputusan dilakukan dengan musyawarah dan mufakat. Dalam hal tidak terjadi musyawarah mufakat, pengambilan keputusan dilakukan berdasarkan suara terbanyak. Segala keputusan yang diambil dalam rapat Direksi bersifat mengikat. Perbedaan pendapat (*dissenting opinion*) yang terjadi dalam rapat Direksi wajib dicantumkan secara jelas dalam risalah rapat beserta alasan perbedaan pendapat.

Di sepanjang tahun 2022, Direksi melaksanakan rapat internal sebanyak 26 kali. Berikut disampaikan agenda dan risalah rapat, kehadiran, serta rekapitulasi tingkat kehadiran Direksi dalam rapat-rapat tersebut:

Board of Directors Meeting

The Board of Directors Meeting has been regulated in the Articles of Association and Board Manual to be held at least once a month. Throughout 2022, the Board of Directors has held Board of Directors Meeting several times.

Decision making is made by deliberation for consensus. In the event where deliberation for consensus fails, decision shall be taken based on the majority votes. All decisions made in the Board of Directors meeting shall be binding. Dissenting opinions in the Board of Directors meeting shall be clearly noted in the minutes of meeting along with reason for the dissenting opinions.

Throughout 2022, the Board of Directors has held 26 (twenty-six) internal meetings. The following are the agenda and minutes of meetings, attendance, and recapitulation of the level of attendance of the Board of Directors at these meetings.



No	Tanggal Rapat Date of Meeting	Lokasi Location	Agenda Agenda	Peserta Participants	Jumlah Kehadiran Total Attendance	Persentase Percentage
1.	11 Januari 2022 January 11, 2022	Ruang Rapat It.15, Gedung Agro Plaza Meeting Room 15th Floor, Agro Plaza Building	Update Current Issue PTPN Group	Direksi PTPN III (Persero) The Board of Directors of PTPN III (Persero)	8/8	100%
2.	21 Februari 2022 February 21, 2022	Ruang Rapat It.15, Gedung Agro Plaza Meeting Room 15th Floor, Agro Plaza Building	Update Current Issue PTPN Group	Direksi PTPN III (Persero) The Board of Directors of PTPN III (Persero)	8/8	100%
3.	24 Februari 2022 February 24, 2022	Ruang Rapat It.15, Gedung Agro Plaza Meeting Room 15th Floor, Agro Plaza Building	Update Current Issue PTPN Group	Direksi PTPN III (Persero) The Board of Directors of PTPN III (Persero)	7/8	88%
4.	18 Maret 2022 March 18, 2022	Aula Kelapa Sawit Kantor PTPN III Operasional Medan Hall Operational Office of PTPN III – Medan	Update Current Issue PTPN Group	Direksi PTPN III (Persero) The Board of Directors of PTPN III (Persero)	8/8	100%
5.	13 April 2022 April 13, 2022	Ruang Rapat It.15, Gedung Agro Plaza Meeting Room 15th Floor, Agro Plaza Building	Update Current Issue PTPN Group	Direksi PTPN III (Persero) The Board of Directors of PTPN III (Persero)	4/8	50%
6.	18 Mei 2022 May 18, 2022	Ruang Rapat It.15, Gedung Agro Plaza Meeting Room 15th Floor, Agro Plaza Building	Update Current Issue PTPN Group	Direksi PTPN III (Persero) The Board of Directors of PTPN III (Persero)	7/8	88%
7.	3 Juni 2022 June 3, 2022	Ruang Rapat It.15, Gedung Agro Plaza Meeting Room 15th Floor, Agro Plaza Building	Update Current Issue PTPN Group	Direksi PTPN III (Persero) The Board of Directors of PTPN III (Persero)	8/8	100%
8.	6 Juni 2022 June 6, 2022	Ruang Rapat It.15, Gedung Agro Plaza Meeting Room 15th Floor, Agro Plaza Building	Update Current Issue PTPN Group	Direksi PTPN III (Persero) The Board of Directors of PTPN III (Persero)	7/8	88%
9.	14 Juni 2022 June 14, 2022	Ruang Rapat It.15, Gedung Agro Plaza Meeting Room 15th Floor, Agro Plaza Building	Update Current Issue PTPN Group	Direksi PTPN III (Persero) The Board of Directors of PTPN III (Persero)	8/8	100%
10.	20 Juni 2022 June 20, 2022	Ruang Rapat It.15, Gedung Agro Plaza Meeting Room 15th Floor, Agro Plaza Building	Update Current Issue PTPN Group	Direksi PTPN III (Persero) The Board of Directors of PTPN III (Persero)	6/8	75%
11.	25 Juni 2022 June 25, 2022	Zoom Meeting	Update Current Issue PTPN Group	Direksi PTPN III (Persero) The Board of Directors of PTPN III (Persero)	7/8	88%
12.	01 Juli 2022 July 1, 2022	Ruang Rapat It.15, Gedung Agro Plaza Meeting Room 15th Floor, Agro Plaza Building	Update Current Issue PTPN Group	Direksi PTPN III (Persero) The Board of Directors of PTPN III (Persero)	6/8	75%
13.	04 Juli 2022 July 4, 2022	Ruang Rapat It.15, Gedung Agro Plaza Ruang Rapat It.15, Gedung Agro Plaza	Update Current Issue PTPN Group	Direksi PTPN III (Persero) The Board of Directors of PTPN III (Persero)	8/8	100%
14.	06 Juli 2022 July 6, 2022	Ruang Rapat It.15, Gedung Agro Plaza Meeting Room 15th Floor, Agro Plaza Building	Update Current Issue PTPN Group	Direksi PTPN III (Persero) The Board of Directors of PTPN III (Persero)	7/8	88%
15.	07 Juli 2022 July 7, 2022	Ruang Rapat It.15, Gedung Agro Plaza Meeting Room 15th Floor, Agro Plaza Building	Update Current Issue PTPN Group	Direksi PTPN III (Persero) The Board of Directors of PTPN III (Persero)	6/8	75%
16.	11 Juli 2022 July 11, 2022	Ruang Rapat It.15, Gedung Agro Plaza Meeting Room 15th Floor, Agro Plaza Building	Update Current Issue PTPN Group	Direksi PTPN III (Persero) The Board of Directors of PTPN III (Persero)	6/8	75%

No	Tanggal Rapat Date of Meeting	Lokasi Location	Agenda Agenda	Peserta Participants	Jumlah Kehadiran Total Attendance	Persentase Percentage
17.	19 Juli 2022 July 19, 2022	Ruang Rapat lt.15, Gedung Agro Plaza Meeting Room 15th Floor, Agro Plaza Building	Update Current Issue PTPN Group	Direksi PTPN III (Persero) The Board of Directors of PTPN III (Persero)	5/8	63%
18.	20 Juli 2022 July 20, 2022	Ruang Rapat lt.15, Gedung Agro Plaza Meeting Room 15th Floor, Agro Plaza Building	Update Current Issue PTPN Group	Direksi PTPN III (Persero) The Board of Directors of PTPN III (Persero)	6/8	75%
19.	25 Agustus 2022 August 25, 2022	Ruang Rapat lt.15, Gedung Agro Plaza Meeting Room 15th Floor, Agro Plaza Building	Update Current Issue PTPN Group	Direksi PTPN III (Persero) The Board of Directors of PTPN III (Persero)	6/8	75%
20.	05 September 2022 September 5, 2022	Ruang Rapat lt.15, Gedung Agro Plaza Meeting Room 15th Floor, Agro Plaza Building	Update Current Issue PTPN Group	Direksi PTPN III (Persero) The Board of Directors of PTPN III (Persero)	6/8	75%
21.	09 September 2022 September 9, 2022	Ruang Rapat lt.15, Gedung Agro Plaza Meeting Room 15th Floor, Agro Plaza Building	Update Current Issue PTPN Group	Direksi PTPN III (Persero) The Board of Directors of PTPN III (Persero)	4/8	50%
22.	13 September 2022 September 13, 2022	Ruang Rapat lt.15, Gedung Agro Plaza Meeting Room 15th Floor, Agro Plaza Building	Update Current Issue PTPN Group	Direksi PTPN III (Persero) The Board of Directors of PTPN III (Persero)	8/8	100%
23.	14 Oktober 2022 October 14, 2022	Ruang Rapat lt.15, Gedung Agro Plaza Meeting Room 15th Floor, Agro Plaza Building	Update Current Issue PTPN Group	Direksi PTPN III (Persero) The Board of Directors of PTPN III (Persero)	6/8	75%
24.	07 November 2022 November 7, 2022	Ruang Rapat lt.15, Gedung Agro Plaza Meeting Room 15th Floor, Agro Plaza Building	Update Current Issue PTPN Group	Direksi PTPN III (Persero) The Board of Directors of PTPN III (Persero)	5/8	63%
25.	22 November 2022 November 22, 2022	Ruang Rapat lt.15, Gedung Agro Plaza Meeting Room 15th Floor, Agro Plaza Building	Update Current Issue PTPN Group	Direksi PTPN III (Persero) The Board of Directors of PTPN III (Persero)	7/8	88%
26.	29 Desember 2022 December 29, 2022	Ruang Rapat lt.15, Gedung Agro Plaza Meeting Room 15th Floor, Agro Plaza Building	Update Current Issue PTPN Group	Direksi PTPN III (Persero) The Board of Directors of PTPN III (Persero)	5/8	63%

Rekapitulasi kehadiran Direksi pada Rapat Internal Direksi dapat dilihat di bawah ini:

Rekapitulasi Kehadiran Direksi pada Rapat Internal
Recapitulation of Attendance of the Board of Directors at Internal Meetings

Direksi Board of Directors	Jumlah Wajib Rapat Number of Mandatory Meetings	Jumlah Kehadiran Total Attendance	Persentase Kehadiran Percentage of Attendance (%)
Mohammad Abdul Ghani	26	24	92%
Denaldy Mulino Maulana	26	21	81%
Seger Budiarto	26	19	73%
Dwi Sutoro	26	19	73%
Ahmad Haslan Saragih	26	19	73%
M. Iswahyudi	26	22	85%
Mahmudi	26	23	88%
Doni P. Gandamihardja	26	22	85%
Rata-rata Average			72%



Pengungkapan Hubungan Afiliasi antara Direksi, Dewan Komisaris, dan Pemegang Saham Utama dan/atau Pengendali

Informasi Mengenai Pemegang Saham Utama dan Pengendali

Pemegang saham utama dan pengendali *Holding Perkebunan Nusantara PTPN III (Persero)* adalah Pemerintah Republik Indonesia yang menguasai 100% saham Perusahaan.



Disclosure of Affiliations Between the Board of Directors, Board of Commissioners, and Majority and/or Controlling Shareholders

Information on Major and Controlling Shareholders

The major and controlling Shareholder of *Holding Perkebunan Nusantara PTPN III (Persero)* is the Government of the Republic of Indonesia which controls 100% of the Company's shares.

Pengungkapan Hubungan Afiliasi Antara Direksi, Dewan Komisaris, dan Pemegang Saham Utama/ Pengendali

Dewan Komisaris dan Direksi *Holding Perkebunan Nusantara PTPN III (Persero)* tidak memiliki hubungan afiliasi baik secara keuangan maupun keluarga antar Direksi dengan Direksi yang lainnya, serta antara Dewan Komisaris, Direksi dan Pemegang Saham Utama maupun Pemegang Saham Pengendali.

Pemegang Saham *Holding Perkebunan Nusantara PTPN III (Persero)* memberikan perhatian khusus terkait hubungan afiliasi antara anggota Direksi dan Dewan Komisaris karena hal ini dapat mempengaruhi kemandirian dan juga untuk menghindari benturan kepentingan dalam pengambilan keputusan di dalam Perusahaan.

Disclosure of Affiliations Between the Board of Directors, Board of Commissioners, and Majority and/or Controlling Shareholders

The Company's Board of Commissioners and Board of Directors have no affiliations, whether in the terms of financial or family, between the Board of Directors and other Board of Directors, and between the Board of Commissioners, Board of Directors and Major Shareholder and Controlling Shareholder.

The Company's Shareholders give special attention to affiliations between the members of the Board of Directors and Board of Commissioners since it may affect independence as well as to avoid conflict of interest in the Company's decision making.

	Hubungan Afiliasi dengan Affiliations with		
	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Pemerintah Republik Indonesia (Pemegang Saham Utama/ Pengendali Perusahaan) Government of the Republic of Indonesia (Major/Controlling Shareholders))
Dewan Komisaris Board of Commissioners			
Zulkifli Zaini	x	x	x
Erwan Pelawi	x	x	x
Amal Bakti Pulungan	x	x	x
Asep Subarkah Yusuf	x	x	x
Arie Yuriwin	x	x	x
Wisto Prihadi	x	x	x
Ardan Adi Perdana	x	x	x
Direksi Board of Directors			
Mohammad Abdul Ghani	x	x	x

	Hubungan Afiliasi dengan Affiliations with		
	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Pemerintah Republik Indonesia (Pemegang Saham Utama/ Pengendali Perusahaan) Government of the Republic of Indonesia (Major/Controlling Shareholders)
Denaldy Mulino Mauna	x	x	x
Seger Budiarjo	x	x	x
Dwi Sutoro	x	x	x
Ahmad Haslan Saragih	x	x	x
M. Iswahyudi	x	x	x
Mahmudi	x	x	x
Doni P. Gandamihardja	x	x	x

v = terdapat adanya hubungan | x = tidak terdapat adanya hubungan
v = there is a relationship | x = there is no relationship

Pengungkapan Rangkap Jabatan Dewan Komisaris dan Direksi

Berikut ini tabel yang menunjukkan hubungan Kepengurusan antar anggota Direksi pada perusahaan lain dalam periode tahun 2022.

Disclosure of Concurrent Positions of the Board of Commissioners and Board of Directors

The following table shows the management relationship between members of the Board of Directors at other companies in the 2022 period.

	Kepengurusan pada Perusahaan/Institusi Lain Management in Other Companies/Institutions		
	Sebagai Anggota Dewan Komisaris As Member of the Board of Commissioners	Sebagai Anggota Direksi As Member of the Board of Directors	Jabatan Lainnya Other Position
Dewan Komisaris Board of Commissioners			
Zulkifli Zaini	x	x	x
Erwan Pelawi	x	x	x
Amal Bakti Pulungan	x	x	x
Asep Subarkah Yusuf	x	x	✓
Arie Yuriwin	x	x	✓
Wisto Prihadi	x	x	x
Ardan Adi Perdana	x	x	x
Direksi Board of Directors			
Mohammad Abdul Ghani	x	x	x
Denaldy Mulino Mauna	✓	x	x
Seger Budiarjo	✓	x	x
Dwi Sutoro	✓	x	x
Ahmad Haslan Saragih	✓	x	x
M. Iswahyudi	✓	x	x
Mahmudi	✓	x	x
Doni P. Gandamihardja	✓	x	x

Penjelasan terkait kepengurusan pada perusahaan/institusi lain, adalah sebagai berikut:

Explanation related to the management in other companies/institutions is as follows:



Nama Name	Jabatan pada Perusahaan/Instansi Lain Position in Other Companies/Institutions
Dewan Komisaris Board of Commissioners	
Zulkifli Zaini	Tidak ada None
Erwan Pelawi	Komisaris Utama PT Riset Perkebunan Nusantara President Commissioner of PT Riset Perkebunan Nusantara
Amal Bakti Pulungan	Tidak ada None
Asep Subarkah Yusuf	Deputi Kontra Intelijen, Badan Intelijen Negara (BIN) Deputy for Counterintelligence, State Intelligence Agency (BIN)
Arie Yuriwin	<ul style="list-style-type: none"> • Direktur Jenderal Pengadaan Tanah, Kementerian Agraria dan Tata Ruang/Badan Pertanahan Nasional. • Advisor di Bidang Pertanahan pada beberapa BUMN (PT Angkasa Pura I, PT Sucofindo, Perum Perumnas, PT KAI, PT Pertamina dan PT Pelindo II) dan SKK Migas) • Director General of Land Procurement, Ministry of Agrarian and Spatial Planning/National Land Agency • Advisor in the Land Sector at several SOEs (PT Angkasa Pura I, PT Sucofindo, Perum Perumnas, PT KAI, PT Pertamina and PT Pelindo II) and SKK Migas
Wisto Prihadi	Tidak ada None
Ardan Adi Perdana	Tidak ada None
Direksi Board of Director	
Mohammad Abdul Ghani	Komisaris SGN Commissioner SGN
Denaldy Mulino Mauna	Komisaris PT Kharisma Pemasaran Bersama Nusantara Commissioner of PT Karisma Marketing Bersama Nusantara
Seger Budiarjo	Ketua Dewan Pengawas DAPENBUN Chairman of the Supervisory Board of DAPENBUN
Dwi Sutoro	Komisaris Utama PT Industri Nabati Lestari President Commissioner of PT Industri Nabati Lestari
Ahmad Haslan Saragih	Komisaris Utama PT Kawasan Industri Nusantara President Commissioner of PT Kawasan Industri Nusantara
M. Iswahyudi	Komisaris Utama PT Sarana Agro Nusantara President Commissioner of PT Sarana Agro Nusantara
Mahmudi	Komisaris Utama PT Riset Perkebunan Nusantara President Commissioner of PT Riset Perkebunan Nusantara
Doni P. Gandamihardja	Komisaris PT Asuransi Jasa Tania Tbk Commissioner of PT Asuransi Jasa Tania Tbk

Rangkap jabatan Direksi Perusahaan pada entitas anak merupakan bagian dari representasi manajerial dalam kelompok usaha *Holding Perkebunan Nusantara PTPN III (Persero)*. Sementara rangkap jabatan anggota Dewan Komisaris pada Kementerian merupakan bagian dari representasi pengawasan atas pengurusan Perusahaan oleh Direksi oleh Pemerintah Republik Indonesia selaku entitas pemilik akhir. Seluruh rangkap jabatan telah memenuhi peraturan dan perundang-undangan yang berlaku.

The concurrent position of the Company's Board of Directors at a subsidiary is part of the managerial representation of Holding Perkebunan Nusantara PTPN (III) business group. While the concurrent positions of members of the Board of Commissioners at the Ministry are part of the supervisory representation of the Government of the Republic of Indonesia as the owner of parent entity over the Company's management carried out by the Board of Directors. All concurrent positions have complied with the applicable rules and regulations.

Pengungkapan Kepemilikan Saham Dewan Komisaris dan Direksi

Perusahaan mewajibkan anggota Dewan Komisaris dan Direksi untuk mengungkapkan kepemilikan sahamnya, baik yang berkedudukan di dalam maupun di luar negeri, dalam suatu laporan yang harus diperbaharui setiap tahunnya.

Disclosure of Share Ownership for the Board of Commissioners and Board of Directors

The Company requires members of the Board of Commissioners and Board of Directors to disclose their share ownership, both domestically and abroad, in a report, which shall be updated annually.

Kepemilikan Saham Dewan Komisaris dan Direksi Per 31 Desember 2022

Share Ownership of the Board of Commissioners and Board of Directors as of December 31, 2022

	Kepemilikan Saham Share Ownership		
	Perusahaan Company	Entitas Anak dan Afiliasi Subsidiaries and Affiliates	Perusahaan Lain (Lebih dari 5%) Other Companies (More Than 5%)
Dewan Komisaris Board of Commissioners			
Zulkifli Zaini	Nihil None	Nihil None	Nihil None
Erwan Pelawi	Nihil None	Nihil None	Nihil None
Amal Bakti Pulungan	Nihil None	Nihil None	Nihil None
Asep Subarkah Yusuf	Nihil None	Nihil None	Nihil None
Arie Yuriwin	Nihil None	Nihil None	Nihil None
Wisto Prihadi	Nihil None	Nihil None	Nihil None
Ardan Adi Perdana	Nihil None	Nihil None	Nihil None
Direksi Board of Directors			
Mohammad Abdul Ghani	Nihil None	Nihil None	Nihil None
Denaldy Mulino Mauna	Nihil None	Nihil None	Nihil None
Seger Budiarjo	Nihil None	Nihil None	Nihil None
Dwi Sutoro	Nihil None	Nihil None	Nihil None
Ahmad Haslan Saragih	Nihil None	Nihil None	Nihil None
M. Iswahyudi	Nihil None	Nihil None	Nihil None
Mahmudi	Nihil None	Nihil None	Nihil None
Doni P. Gandamihardja	Nihil None	Nihil None	Nihil None

Holding Perkebunan Nusantara, yaitu PTPN III (Persero) dan entitas anak serta afiliasi, tidak memperdagangkan sahamnya kepada publik. *Holding* Perkebunan Nusantara PTPN III (Persero) juga tidak memiliki program kepemilikan saham oleh manajemen. Oleh karena itu, manajemen tidak memiliki saham baik saham Perusahaan maupun entitas anak dan afiliasi.

Holding Perkebunan Nusantara, namely PTPN III (Persero) and its subsidiaries and affiliates, has not traded its shares to the public. The Company has also not established management stock options program. Therefore, the management has no shares in either the Company's shares or its subsidiaries and affiliates.

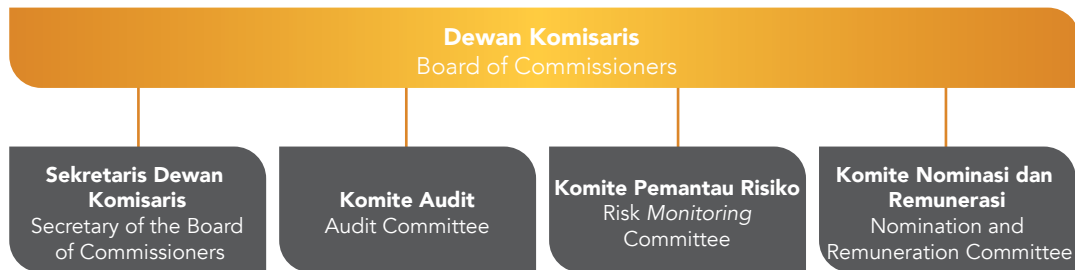


ORGAN PENDUKUNG DEWAN KOMISARIS

SUPPORTING ORGANS OF THE BOARD OF COMMISSIONERS

Dalam pelaksanaan tugas dan tanggung jawab pengawasan, pemberian saran serta rekomendasi, Dewan Komisaris dibantu oleh Sekretaris Dewan Komisaris, Komite Audit, Komite Pemantau Risiko, serta Komite Nominasi dan Remunerasi.

In carrying out its supervisory duties and responsibilities, providing advice and recommendations, the Board of Commissioners is assisted by the Secretary of the Board of Commissioners, the Audit Committee, and the Risk Monitoring Committee.



SEKRETARIS DEWAN KOMISARIS

Sekretaris Dewan Komisaris diangkat untuk membantu kelancaran tugas Dewan Komisaris. Sekretaris Dewan Komisaris mempunyai fungsi untuk memberikan dukungan administratif dan kesekretariatan kepada Dewan Komisaris guna memperlancar pelaksanaan tugas-tugas Dewan Komisaris. Selain itu, Sekretaris Dewan Komisaris memiliki peran yang besar dalam memastikan Dewan Komisaris menerapkan prinsip-prinsip GCG sesuai dengan *best practices* dan peraturan perundang-undangan yang berlaku.

Pejabat Sekretaris Dewan Komisaris

Sekretaris Dewan Komisaris saat ini dijabat oleh Sutrisno berdasarkan Surat Keputusan Dewan Komisaris No. KEP-10/KOM/VIII/2022 tanggal 26 Agustus 2022 tentang Pengangkatan Sekretaris Dewan Komisaris Perusahaan Perseroan (Persero) PT Perkebunan Nusantara III.

SECRETARY OF THE BOARD OF COMMISSIONERS

The Secretary of the Board of Commissioners is appointed to help facilitate the duties of the Board of Commissioners. The Secretary of the Board of Commissioners has the function of providing administrative and secretarial support to the Board of Commissioners in order to facilitate the implementation of duties of the Board of Commissioners. In addition, the Secretary of the Board of Commissioners has a major role in ensuring the Board of Commissioners implements GCG principles in accordance with best practices and applicable laws and regulations.

Secretary of the Board of Commissioners

Secretary of the Board of Commissioners is currently held by Sutrisno based on the Decree of the Board of Commissioners No. KEP-10/KOM/VIII/2022 dated August 26, 2022, concerning the Appointment of Secretary of the Board of Commissioners of Limited Liability Company of PT Perkebunan Nusantara III.



Sutrisno

Sekretaris Dewan Komisaris | Secretary of the Board of Commissioners

Periode Jabatan 01 Juni 2022 – 31 Mei 2024, Periode Ke-2 | Term of Office June 1, 2022 – May 31, 2024, 2nd Period

Data Pribadi

Warga Negara Indonesia
Usia 42 tahun

Domisili

Depok, Jawa Barat, Indonesia

Pendidikan

Sarjana, Ekonomi, Universitas Indonesia, 2010

Pengalaman Kerja

- Penata Kelola Perusahaan Negara Muda, 1 April 2021 - Sekarang
- Koordinator, 29 Desember 2020 - 31 Maret 2021
- Pengendali Kelompok, 26 Oktober 2020 - 26 Desember 2020
- Pengendali Sub Kelompok, 9 Juni 2020 - 25 Oktober 2020
- Kepala Sub Bidang Industri Agro dan Farmasi, 30 Oktober 2015 - 6 Juni 2020
- Kepala Sub Bidang Aneka Industri, 20 Mei 2014 - 29 Oktober 2015

Penugasan BUMN Grup

- Sekretaris Dewan Komisaris PTPN III, 3 Juni 2019 - Sekarang
- Sekretaris Dewan Pengawas Perum BULOG, Agustus 2017 - Juni 2019
- Sekretaris Dewan Komisaris PTPN XII, Agustus 2013 - Juni 2017

Personal Data

Indonesian citizen
42 years old

Domicile

Depok, West Java, Indonesia

Educational Background

Bachelor's Degree, Economy, University of Indonesia, 2010

Work Experience

- Junior SOE Corporate Portfolio Specialist, April 1, 2021 to present
- Coordinator, December 29, 2020 to March 31, 2021
- Group Controller, October 26, 2020 to December 26, 2020
- Sub-Group Controller, June 9, 2020 to October 25, 2020
- Head of Agro and Pharmaceutical Industry Sub-Division, October 30, 2015 to June 6, 2020
- Head of Various Industries Sub-Division, May 20, 2014 to October 29, 2015

Assignment of Soe Group

- Secretary of the Board of Commissioners of PTPN III, June 3, 2019 to Present
- Secretary of the Supervisory Board of BULOG, August 2017 to June 2019
- Secretary of the Board of Commissioners of PTPN XII, August 2013 to June 2017

Tugas dan Tanggung Jawab Sekretaris Dewan Komisaris

1. Membuat risalah rapat Dewan Komisaris sesuai ketentuan anggaran dasar Perusahaan
2. Mengadministrasikan dokumen Dewan Komisaris, baik surat masuk, surat keluar, risalah rapat maupun dokumen lainnya
3. Mempersiapkan rapat, termasuk bahan rapat Dewan Komisaris
4. Menyusun Rencana kerja dan Anggaran Dewan Komisaris
5. Menyusun rancangan Laporan-Laporan Dewan Komisaris
 - a. Melaksanakan tugas lain dari Dewan Komisaris;
 - b. Memastikan bahwa Dewan Komisaris mematuhi peraturan perundang-undangan serta menerapkan GCG;
 - c. Memberikan informasi yang dibutuhkan oleh Dewan Komisaris secara Berkala dan/atau sewaktu-waktu apabila diminta;
 - d. Mengkoordinasikan anggota Komite, jika diperlukan dalam rangka memperlancar tugas Dewan Komisaris;
 - e. Sebagai penghubung Dewan Komisaris dengan pihak lain.

Duties and Responsibilities of the Secretary of the Board of Commissioners

1. Prepare minutes of the Board of Commissioners meetings in accordance with the provisions of the Company's articles of association;
2. Administer the documents of the Board of Commissioners, both incoming letters, outgoing letters, minutes of meetings and other documents;
3. Prepare meetings, including materials for the Board of Commissioners meetings;
4. Prepare the work plan and budget of the Board of Commissioners;
5. Drafting the Board of Commissioners Reports;
 - a. Carry out other duties of the Board of Commissioners;
 - b. Ensure that the Board of Commissioners complies with the laws and regulations and laws and regulations as well as implementing GCG;
 - c. Provide information required by the Board of Commissioners periodically and/or at any time upon request periodically and/or at any time if requested;
 - d. Coordinate Committee members, if necessary, in order to expedite the duties of the Board of Commissioners;
 - e. Serve as a liaison between the Board of Commissioners and other parties.



KOMITE AUDIT

Holding Perkebunan Nusantara PTPN III (Persero) dalam melaksanakan kegiatan usahanya wajib menerapkan prinsip-prinsip tata kelola perusahaan yang baik (*good corporate governance*) yaitu perusahaan dikelola secara transparan, akuntabel, bertanggung jawab, *independent* dan *fairness*.

Dalam rangka menunjang maksud tersebut, Dewan Komisaris, melalui mekanisme pengawasan Dewan Komisaris membentuk Komite Audit yang secara fungsi, tugas dan wewenang melekat pada fungsi pengawasan sebagai organ dari Dewan Komisaris Perseroan.

Berdasarkan Undang-Undang No.19 Tahun 2003 tentang Badan Usaha Milik Negara (BUMN) dan Peraturan Pemerintah No. 45 Tahun 2005 tentang Pendirian, Pengurusan, Pengawasan dan Pembubaran BUMN, keberadaan Komite Audit adalah wajib sekaligus merupakan kebutuhan agar tujuan tata kelola perusahaan yang baik dapat terwujud.

Secara khusus keberadaan Komite Audit BUMN diatur secara rinci sebagaimana diatur dalam Peraturan Menteri Negara BUMN No. PER-05/MBU/2006 tentang Komite Audit bagi BUMN yang disempurnakan dengan Peraturan Menteri BUMN No. PER-12/MBU/2012 tentang organ pendukung Dewan Komisaris/Dewan Pengawas BUMN dan Keputusan Menteri Negara BUMN No. 117/MBU/2002 tentang Penerapan Praktik *Good Corporate Governance* yang telah diperbaharui dengan Peraturan Menteri BUMN No. PER-01/MBU/2011 tentang Penerapan Tata Kelola yang Baik (*Good Corporate Governance*) pada BUMN.

Persyaratan Keanggotaan Komite Audit

Persyaratan Independensi

1. Dalam kurun waktu 12 (dua belas) bulan terakhir sebelum diangkat oleh Dewan Komisaris tidak pernah terikat dalam pekerjaan atau penugasan yang memberikan jasa audit, jasa konsultasi hukum, jasa konsultasi lainnya kepada perusahaan;
2. Dalam kurun waktu 12 (dua belas) bulan terakhir sebelum diangkat oleh Dewan Komisaris tidak pernah terikat dalam kewenangan dan tanggung jawab untuk merencanakan, memimpin, atau mengendalikan kegiatan Perusahaan;
3. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha perusahaan;
4. Tidak memiliki kepentingan/keterikatan pribadi yang dapat menimbulkan dampak negatif dan benturan kepentingan terhadap perusahaan;
5. Tidak mempunyai hubungan keluarga sedarah dan semendawa sampai derajat ketiga baik menurut garis lurus maupun garis ke samping dengan anggota Dewan Komisaris, anggota Direksi atau Pemegang Saham;
6. Tidak merangkap sebagai anggota Dewan Komisaris, Sekretaris/Staf Sekretariat Dewan Komisaris pada BUMN/Perusahaan lain;
7. Tidak merangkap sebagai anggota Komite Audit, anggota Komite Lain pada perusahaan dan/atau anggota Komite pada BUMN/perusahaan lain.

AUDIT COMMITTEE

In carrying out its business activities, Holding Perkebunan Nusantara PTPN III (Persero) shall implement the principles of good corporate governance, namely that the Company is managed based on the principle of transparent, accountable, responsible, independent, and fairness.

In order to support this, through its supervisory mechanism, the Board of Commissioners established the Audit Committee with functions, duties and authorities attached to the supervisory function as an organ of the Company's Board of Commissioners.

Based on Law No. 19 of 2003 concerning State-Owned Enterprises (SOEs) and Government Regulation No. 45 of 2005 concerning the Establishment, Management, Supervision and Dissolution of SOEs, the presence of Audit Committee is mandatory and a necessity to enable the realization of good corporate governance.

Specifically, the presence of Audit Committee of SOEs is regulated in details in the Regulation of the Minister of SOEs No. PER-05/MBU/2006 concerning the Audit Committee of SOEs, which then refined by the Regulation of the Minister of SOEs No. PER-12/MBU/2012 concerning Supporting Organs of the Board of Commissioners/Supervisory Board of SOEs and Decree of the Minister of SOEs No. 117/MBU/2002 concerning the Implementation of Good Corporate Governance Practices, which then updated by the Regulation of the Minister of SOEs No. PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in SOEs.

Membership Requirements of Audit Committee

Independence Requirements

1. Within the last 12 (twelve) months before being appointed by the Board of Commissioners is never involved in work or assignment which provides audit service, legal consultation service, other consultation services to the Company;
2. Within the last 12 (twelve) months before being appointed by the Board of Commissioners is never bound in authority and responsibility to plan, lead, or control the Company's activities;
3. Has no business relationship both directly and indirectly related with the Company's business activities;
4. Has no personal interest/attachment, which may cause negative impact and conflict of interests with the Company;
5. Has no blood relationship and marital relationship to the third degree vertically and horizontally with members of the Board of Commissioners, members of the Board of Directors or Shareholders;
6. Shall not occupy concurrent positions as member of the Board of Commissioners, Secretary/Staff of the Secretariat of the Board of Commissioners in other SOEs/Companies;
7. Shall not occupy concurrent positions as member of the Audit Committee, member of Any Other Committee in the Company and/or member of Committee in other SOEs/companies.

Persyaratan Kompetensi

1. Memiliki integritas yang baik dan pengetahuan serta pengalaman kerja yang cukup di bidang pengawasan/pemeriksaan;
2. Salah seorang dari anggota Komite Audit harus memiliki latar belakang pendidikan atau memiliki keahlian di bidang akuntansi atau keuangan;
3. Salah seorang dari anggota Komite Audit harus memahami industri/bisnis perusahaan dan pengetahuan yang cukup di bidang system dan teknologi informasi;
4. Memiliki pengetahuan yang memadai tentang peraturan perundangan terutama yang menyangkut BUMN dan peraturan perundangan yang berkaitan dengan operasi perusahaan;
5. Mampu berkomunikasi secara efektif.

Ketentuan Masa Jabatan

Masa jabatan anggota Komite Audit yang bukan merupakan anggota Dewan Komisaris Perusahaan paling lama 3 (tiga) tahun dan dapat diperpanjang satu kali selama 2 (dua) tahun masa jabatan, dengan tidak mengurangi hak Dewan Komisaris untuk memberhentikan sewaktu-waktu. Dalam menjalankan pekerjaan, Komite Audit dibantu oleh Sekretaris Komite Audit untuk mendukung kelancaran tugas-tugas Komite Audit.

Jumlah, Komposisi Dan Susunan Komite Audit Tahun 2022

Komposisi Komite Audit PTPN III pada Tahun 2022 mengalami perubahan sebagaimana tabel di bawah. Anggota Komite Audit memiliki keahlian di bidangnya masing-masing yaitu seperti keuangan/akuntansi, hukum, SDM, dan kinerja anak perusahaan.

Competency Requirements

1. Having good integrity and sufficient knowledge and work experience in supervision/audit;
2. One member of the Audit Committee shall have education background or expertise in accounting or finance;
3. One member of the Audit Committee shall have understanding on the Company's industry/business and have sufficient knowledge in system and information technology;
4. Having sufficient knowledge on laws and regulations, especially related with SOEs and laws and regulations related with the Company's operations;
5. Able to communicate effectively.

Provision on the Term of Office

The term of office for members of the Audit Committee who are not members of the Company's Board of Commissioners shall be 3 (three) years at maximum, which may be extended once for 2 (two) years of term of office, without mitigating the right of the Board of Commissioners to dismiss at any time. In carrying out its work, the Audit Committee is assisted by the Secretary of the Audit Committee to accelerate the implementation of the Audit Committee's duties.

Number, Composition and Structure of Audit Committee in 2022

The composition of the PTPN III Audit Committee in 2022 has changed as shown in the table below. Members of the Audit Committee have expertise in their respective fields, such as finance/accounting, law, HR, and subsidiary performance.

1 Januari s.d. 2 Februari 2022 January 1 to February 2, 2022

No.	Nama Name	Jabatan Position	Keterangan Remarks
1.	Wisto Prihadi*	Ketua Head	Komisaris Commissioner
2.	Bahri Efendi Dongoran**	Anggota Member	Non Komisaris Non-Commissioner
3.	Suka Edi Prasetyo***	Anggota Member	Non Komisaris Non-Commissioner

*) Keputusan Dewan Komisaris Nomor KEP-03/KOM/X/2021 tanggal 1 September 2021 tentang Pemberhentian dan Pengangkatan Anggota-Anggota Komite Audit Perusahaan Perseroan (Persero) PT Perkebunan Nusantara III.

*) Decree of the Board of Commissioners No. KEP-03/KOM/X/2021 dated September 1, 2021, concerning the Dismissal and Appointment of Members of the Audit Committee of Limited Liability Company of PT Perkebunan Nusantara III

**) Keputusan Dewan Komisaris Nomor KEP-01/KOM/III/2021 tanggal 10 Maret 2021 tentang Pengangkatan Anggota Komite Audit Perusahaan Perseroan (Persero) PT Perkebunan Nusantara III.

**) Decree of the Board of Commissioners No. KEP-01/KOM/III/2021 dated March 10, 2021, concerning Appointment of Members of the Audit Committee of Limited Liability Company of PT Perkebunan Nusantara III.

***) Keputusan Dewan Komisaris Nomor KEP-05/KOM/X/2021 tanggal 7 Oktober 2020 tentang Pemberhentian dan Pengangkatan Anggota-Anggota Komite Audit Perusahaan Perseroan (Persero) PT Perkebunan Nusantara III.

***) Decree of the Board of Commissioners No. KEP-05/KOM/X/2021 dated October 7, 2020, concerning the Dismissal and Appointment of Members of the Audit Committee of Limited Liability Company of PT Perkebunan Nusantara III.

2 Februari s.d. 31 Maret 2022 February 2 to March 31, 2022

No.	Nama Name	Jabatan Position	Keterangan Remarks
	Wisto Prihadi	Ketua Head	Komisaris Commissioner
	Arie Yuriwin*	Anggota Member	Komisaris Commissioner



2 Februari s.d. 31 Maret 2022
February 2 to March 31, 2022

No.	Nama Name	Jabatan Position	Keterangan Remarks
	Amal Bakti Pulungan*	Anggota Member	Komisaris Commissioner
	Bahri Efendi Dongoran	Anggota Member	Non Komisaris Non-Commissioner
	Suka Edi Prasetyo	Anggota Member	Non Komisaris Non-Commissioner

*) Keputusan Dewan Komisaris Nomor KEP-05/KOM/II/2022 tanggal 2 Februari 2022 tentang Pengangkatan Anggota Komite Audit Perusahaan Perseroan (Persero) PT Perkebunan Nusantara
*) Decree of the Board of Commissioners Number KEP-05/KOM/II/2022 dated February 2, 2022, concerning the Appointment of Members of the Audit Committee of Limited Liability Company of PT Perkebunan Nusantara

Pada 31 Maret 2022, susunan Komite Audit kembali mengalami perubahan berdasarkan Keputusan Dewan Komisaris Nomor KEP-06/KOM/II/2022 tanggal 31 Maret 2022 tentang Pengangkatan Anggota Komite Audit Perusahaan Perseroan (Persero) PT Perkebunan Nusantara. Dengan demikian, susunan Komite Audit per 31 Desember 2022 adalah sebagai berikut:

The Audit Committee's composition changed again on March 31, 2022, as a result of the Decree of the Board of Commissioners No. KEP-06/KOM/II/2022 dated March 31, 2022 concerning the Appointment of Members of the Audit Committee of Limited Liability Company of PT Perkebunan Nusantara. As a result, the Audit Committee's membership as of December 31, 2022, is as follows:

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Office	Periode Jabatan Serving Period
Wisto Prihadi	Komisaris merangkap Ketua Commissioner and Head	Surat Keputusan Dewan Komisaris Nomor KEP-03/KOM/IX/2021 Decree of the Board of Commissioners No. KEP-03/KOM/ IX/2021	1 September 2021 – Sekarang September 1, 2021 to present	Ke-2
Amal Bakti Pulungan	Komisaris Independen merangkap Anggota Independent Commissioner and Member	Surat Keputusan Dewan Komisaris Nomor KEP-05/KOM/II/2022 Decree of the Board of Commissioners No. KEP-03/KOM/ IX/2021	02 Februari 2022 – Sekarang February 2, 2022 to present	Ke-2
Arie Yuriwin	Komisaris Independen merangkap Anggota Independent Commissioner and Member	Surat Keputusan Dewan Komisaris Nomor KEP-05/KOM/II/2022 Decree of the Board of Commissioners No. KEP-05/KOM/ II/2022	02 Februari 2022 – Sekarang February 2, 2022 to present	Ke-2
Ardan Adiperdana	Komisaris Independen merangkap Anggota Independent Commissioner and Member	Surat Keputusan Dewan Komisaris Nomor KEP-06/KOM/II/2022 Decree of the Board of Commissioners No. KEP-06/KOM/ II/2022	31 Maret 2022 – Sekarang March 31, 2022 to present	Ke-1
Bahri Efendi Dongoran	Anggota Member	Surat Keputusan Dewan Komisaris Nomor KEP-01/KOM/III/2021 Decree of the Board of Commissioners No. KEP-01/KOM/ III/2021	10 Maret 2021– Sekarang March 10, 2021 to present	Ke-1
Suka Edi Prasetyo	Anggota Member	Surat Keputusan Dewan Komisaris Nomor KEP-05/KOM/X/2021 Decree of the Board of Commissioners No. KEP-05/ KOM/X/2021	07 Oktober 2021– Sekarang October 7, 2021 to present	Ke-1

Profil Ketua Komite Audit dan anggota yang merupakan Dewan Komisaris dapat dilihat pada pembahasan terkait Dewan Komisaris di sub bagian Profil Perusahaan pada laporan tahunan ini. Adapun profil anggota Komite Audit non Dewan Komisaris adalah sebagai berikut:

The profiles of the Head of the Audit Committee and its members can be seen in the discussion regarding the Board of Commissioners in the Company Profile subsection of this annual report. The profiles of non-Board of Commissioners members of the Audit Committee are as follows:



Bahri Efendi Dongoran
Anggota Komite Audit/Pihak Independen | Member of Audit Committee/Independent Party
Periode Jabatan mulai 10 Maret 2021 | Term of Office started on March 10, 2021

Data Pribadi

Warga Negara Indonesia

Usia

Usia 63 tahun Kelahiran Tapsel, 21 Desember 1959

Domisili

Medan, Sumatera Utara, Indonesia

Riwayat Pendidikan

Insinyur, Agro Meteorologi, IPB, 1984.

Pengalaman Kerja

- Konsultan Hidrologis, 1984 s.d 1986, PT Multi Pihbeta
- Asisten Kebun 1986-1992, PT Socfindo
- Asisten Kepala, 1992-1993, PT Socfindo.
- Estate Manager, 1994-2009 PT Socfindo
- Group Manager Wilayah Serdang Bedagai dan batubara, Sumatera Utara
- Kepala bagian Umum/Direktur SDM, 2010-2019, PT Socfindo
- Konsultan Manajemen Agronomi, PT Mapoli Raya

Personal Data

Indonesian citizen

Age

63 years old Born in South Tapanuli, December 21, 1959

Domicile

Medan, North Sumatra, Indonesia

Educational Background

Engineer, Agro Meteorology, IPB, 1984.

Work experience

- Hydrological Consultant, 1984 to 1986, PT Multi Pihbeta.
- Plantation Assistant 1986-1992, PT Socfindo.
- Assistant Head, 1992-1993, PT Socfindo.
- Estate Manager, 1994-2009 PT Socfindo
- Group Regional Manager for Serdang Bedagai and Coal, North Sumatra.
- Head of General Affairs/Director of Human Resources, 2010-2019, PT Socfindo.
- Agronomy Management Consultant, PT Mapoli Raya



Suha Edi Prasetyo
Anggota Komite Audit/Pihak Independen | Member of Audit Committee/Independent Party
Periode Jabatan mulai 7 Oktober 2021 | Term of Office started on October 7, 2021

Data Pribadi

Warga Negara Indonesia

Usia

Usia 37 tahun Kelahiran Tulungagung, 15 Januari 1985

Domisili

Depok, Jawa Barat, Indonesia

Pendidikan

- Diploma, Akuntansi, Sekolah Tinggi Akuntansi Negara, 2005
- Sarjana, Akuntansi, Universitas Indonesia, 2009

Pengalaman Kerja

- Penata Kelola Perusahaan Negara Muda, 1 April 2021 s.d Sekarang, Kementerian BUMN
- Sub Koordinator, 29 Desember 2020 s.d 31 Maret 2021, Kementerian BUMN
- Pengendali Sub Kelompok, 9 Juni 2020 Oktober 2020 s.d 28 Desember 2020, Kementerian BUMN
- Kepala Subbidang Usaha Jasa Keuangan, Jasa Survei dan Konsultan Ib-2, 22 Oktober 2015 s.d 8 Juni 2020, Kementerian BUMN
- Kepala Subbagian Perlengkapan dan Pengelola Barang Milik Negara, 20 Mei 2014 s.d 21 Oktober 2015. Kementerian BUMN

Penugasan BUMN Grup

- Anggota Komite Audit, 7 Oktober 2021 s.d 7 Oktober 2024, PT Perkebunan Nusantara III (Persero)
- Anggota Komite Audit, 1 Juli 2019 s.d 1 Oktober 2021, PT Angkasa Pura (Persero)
- Anggota Komite Audit, 1 Juli 2014 s.d 1 Juli 2019, PT Rajawali Nusantara Indonesia (Persero)
- Sekretaris Dewan Komisaris/Dewan Pengawas, 23 Desember 2013 s.d 1 Juli 2014, PT Kawasan Berikat Nusantara (Persero)

Personal Data

Indonesian citizen

Age

37 years old Born in Tulungagung, January 15, 1985

Domicile

Depok, West Java, Indonesia

Educational Background

- Diploma, Accounting, State College of Accountancy, 2005.
- Bachelor's Degree in Accounting, University of Indonesia, 2009

Work Experience

- Junior SOE Corporate Portfolio Specialist, April 1, 2021 until present, Ministry of SOEs.
- Sub Coordinator, December 29, 2020 to March 31, 2021, Ministry of SOEs.
- Sub-Group Controller, June 9, 2020, October 2020 to December 28, 2020, Ministry of SOEs.
- Head of Financial Services, Survey Services and Consultant Sub-Sector Ib-2, October 22, 2015 to June 8, 2020, Ministry of SOEs
- Head of Equipment and State Property Management Sub-Division, May 20, 2014 to October 21, 2015, Ministry of SOEs.

Assignment of SOE Group

- Member of the Audit Committee, October 7, 2021 to October 7, 2024, PT Perkebunan Nusantara III (Persero).
- Member of the Audit Committee, July 1, 2019 to October 1, 2021, PT Angkasa Pura (Persero).
- Member of the Audit Committee, July 1, 2014 to July 1, 2019, PT Rajawali Nusantara Indonesia (Persero)
- PT Kawasan Berikat Nusantara (Persero) Secretary of Board of Commissioner/Supervisory Board, December 23, 2013 until July 2014, PT Kawasan Berikat Nusantara (Persero)



Independensi Komite Audit

Independensi adalah syarat menjadi Komite Audit. Seorang anggota Komite Audit harus independen, objektif dan profesional sebagaimana diatur dalam *Audit Committee Charter* yang diperbaharui secara berkala menyesuaikan dengan peraturan perundang-undangan yang berlaku. Selain tercantum dalam *Audit Committee Charter*, anggota Komite di bawah Dewan Komisaris menandatangani pernyataan independensi Komite Audit.

Kriteria independensi anggota Komite Audit, terlampir dalam tabel berikut:

Aspek Independensi Aspect of Independence	Bahri Efendi Dongoran	Suka Edi Prasetyo
Memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi Has financial relations with the Board of Commissioners and Board of Directors	x	x
Memiliki hubungan kepengurusan di Perusahaan, entitas anak maupun entitas afiliasi Has management relations in the Company, its subsidiaries and affiliates	x	x
Memiliki saham Perusahaan, baik langsung maupun tidak langsung Owns Company shares, both directly and indirectly	x	x
Memiliki hubungan keluarga dengan Dewan Komisaris, Direksi dan/atau sesama anggota Komite Has familial relations with the Board of Commissioners, Board of Directors and/or fellow Committee members	x	x
Menjabat sebagai pengurus partai politik, pejabat dan pemerintah Serves as a manager of political parties, officials and government	x	x

Pedoman Kerja: Piagam Komite Audit

Dalam menjalankan fungsi Komite Audit yang memenuhi ketentuan *Good Corporate Governance*, Holding Perkebunan Nusantara PTPN III (Persero) menetapkan pedoman Komite Audit pada Mei 2019. Piagam ini mengatur hal-hal mengenai tugas, tanggung jawab, dan wewenang serta mekanisme kerja Komite Audit serta hubungannya dengan manajemen.

Tugas dan Tanggung Jawab Komite Audit

Dalam menjalankan fungsinya, Komite Audit memiliki tugas dan tanggung jawab sebagai berikut:

1. Menilai Efektivitas Sistem Pengendalian Intern
 - a. Komite Audit memonitor kecukupan upaya Direksi dalam menjalankan, mengembangkan dan mempertahankan sistem pengendalian internal yang efektif untuk mengamankan investasi dan aset Perusahaan;
 - b. Komite Audit melakukan evaluasi terhadap keandalan sistem pengendalian internal Perusahaan guna memberikan masukan dan saran perbaikan untuk meningkatkan efektivitas sistem pengendalian internal, manajemen risiko, dan sistem informasi dan komunikasi;
 - c. Komite Audit melakukan evaluasi terhadap rencana jangka panjang, rencana jangka menengah dan rencana jangka pendek tata kelola sistem dan teknologi informasi yang dikembangkan oleh Perusahaan.

Independence of the Audit Committee

Independence is a requirement to become a member of the Audit Committee. A member of the Audit Committee must be independent, objective, and professional as stipulated in the Audit Committee Charter, which is updated regularly in accordance with the applicable laws and regulations. In addition to being stated in the Audit Committee Charter, members of the Committee under the Board of Commissioners must sign a statement of independence of the Audit Committee.

The criteria for the independence of the Audit Committee:

Work Guidelines: Audit Committee Charter

In carrying out the functions of the Audit Committee that meet the regulations of *Good Corporate Governance*, Holding Perkebunan Nusantara PTPN III (Persero) established the Audit Committee guidelines in May 2019. This charter regulates matters regarding the duties, responsibilities, and authorities and the working mechanism of the Audit Committee and its relationship with management.

Duties and Responsibilities of the Audit Committee

In carrying out its functions, the Audit Committee has the following duties and responsibilities:

1. Assess the Effectiveness of the Internal Control System
 - a. The Audit Committee monitors the adequacy of the Board of Directors' efforts in implementing, developing, and maintaining an effective internal control system to secure the Company's investments and assets;
 - b. The Audit Committee evaluates the reliability of the Company's internal control system to provide input and suggestions for improvement to improve the effectiveness of the internal control system, risk management, information, and communication systems;
 - c. The Audit Committee evaluates the long-term, medium-term, and short-term plans for governance of systems and information technology developed by the Company.

2. Menilai efektivitas tugas Auditor Eksternal
 - a. Setiap tahun, Laporan Keuangan tahunan Perusahaan harus diaudit oleh Auditor Eksternal yang ditunjuk melalui RUPS dari calon yang diajukan oleh Dewan Komisaris cq Komite Audit;
 - b. Komite Audit memiliki kewenangan untuk melakukan proses seleksi calon auditor eksternal, merekomendasikan penunjukan, mengevaluasi independensi, mengawasi perencanaan dan pelaksanaan audit sampai memeriksa pelaporan serta monitor tindak lanjut hasil audit dari Auditor Eksternal;
 - c. Komite Audit melakukan proses seleksi calon auditor eksternal sesuai dengan ketentuan pengadaan barang dan jasa yang berlaku bagi Perusahaan dan apabila diperlukan dapat meminta bantuan Direksi dalam proses pengadaannya;
 - d. Komite Audit dapat menggunakan laporan atau berkomunikasi dengan auditor eksternal untuk mengidentifikasi kemungkinan adanya kelemahan pengendalian internal;
 - e. Komite Audit melakukan supervisi audit untuk memastikan bahwa auditor eksternal menerapkan Standar Profesi Akuntan Publik dan Prinsip-prinsip Akuntansi yang berlaku umum di Indonesia dan bersikap objektif serta independen dalam melaksanakan tugas audit.
 3. Menilai Efektivitas Tugas Auditor Internal
 - a. Komite Audit melakukan *monitoring* pelaksanaan tugas Satuan Pengawasan Intern (SPI);
 - b. Analisis terhadap Laporan Pelaksanaan Kegiatan SPI yang disampaikan kepada Dewan Komisaris cq Komite Audit;
 - c. Penyelenggaraan rapat berkala dengan SPI sekurang-kurangnya sekali dalam sebulan untuk membahas:
 - i) Temuan hasil audit dan hal lain yang mengandung indikasi mengenai kelemahan *system* pengendalian intern, inefisiensi operasi Perusahaan, kekeliruan penerapan standar akuntansi, dan pelanggaran terhadap peraturan perundangan yang berlaku;
 - ii) Tindak lanjut temuan hasil audit serta hambatan yang dihadapi dalam pelaksanaan tugas SPI.
 - d. Komite Audit melalui Dewan Komisaris dapat meminta SPI untuk melakukan audit khusus atau audit investigasi terhadap kemungkinan adanya indikasi penyelewengan/penggelapan atau penyimpangan di lingkungan perusahaan.
 4. Melaksanakan Tugas Khusus
 - a. Pemberian tugas khusus kepada Komite Audit oleh Dewan Komisaris dilakukan dengan perintah tertulis dari Dewan Komisaris;
 - b. Lingkup pekerjaan tugas khusus bagi Komite Audit sepenuhnya ditentukan oleh Dewan Komisaris sepanjang tidak bertentangan dengan peraturan perundangan yang berlaku;
 - c. Dalam melaksanakan tugas khusus Komite Audit dapat:
 - i) Memeriksa dan menganalisis semua catatan, dokumen dan informasi lainnya yang diperlukan termasuk notulen rapat Direksi dan rapat Dewan Komisaris;
2. Assess the effectiveness of the External Auditor's Duties
 - a. Every year, the Company's annual financial statements must be audited by an External Auditor appointed through the GMS from candidates proposed by the Board of Commissioners and the Audit Committee;
 - b. The Audit Committee has the authority to conduct the selection process for external auditor candidates, recommend appointments, evaluate independence, supervise audit planning and implementation to examine reports and monitor follow-up audit results from External Auditors;
 - c. The Audit Committee conducts the selection process for external auditor candidates in accordance with the regulations for the procurement of goods and services applicable to the Company and, if necessary, can request assistance from the Board of Directors in the procurement process;
 - d. The Audit Committee may use reports or communicate with external auditors to identify possible internal control weaknesses;
 - e. The Audit Committee supervises the audit to ensure that the external auditor applies the Public Accountant Professional Standards and Accounting Principles generally accepted in Indonesia and is objective and independent in carrying out audit duties.
 3. Assess the Effectiveness of the Internal Auditor's Duties
 - a. The Audit Committee monitors the implementation of the Internal Audit Unit (IAU) duties;
 - b. Analysis of the Report on the Implementation of IAU Activities submitted to the Board of Commissioners and the Audit Committee;
 - c. Organizing regular meetings with IAU at least once a month to discuss:
 - i) Audit findings and other matters containing indications of weaknesses in the internal control system, the inefficiency of the Company's operations, incorrect application of accounting standards, and violations of the applicable laws and regulations;
 - ii) Follow up on audit findings as well as obstacles encountered in the implementation of IAU duties.
 - d. The Audit Committee, through the Board of Commissioners, may request IAU to conduct a special audit or investigative audit on possible indications of fraud/embezzlement or irregularities within the Company.
 4. Perform Special Duties
 - a. The assignment of special duties to the Audit Committee by the Board of Commissioners is carried out with a written order from the Board of Commissioners;
 - b. The scope of work for the special duties of the Audit Committee is entirely determined by the Board of Commissioners as long as it does not conflict with the applicable laws and regulations;
 - c. In carrying out special duties, the Audit Committee may:
 - i) Examine and analyze all necessary records, documents, and other information, including the minutes of the Board of Directors and Board of Commissioners meetings;



- ii) Jika dianggap perlu, melakukan audit investigasi bekerja sama dengan SPI atau meminta bantuan tenaga ahli atau konsultan untuk membantu Komite Audit;
- iii) Komite Audit menyampaikan laporan pelaksanaan tugas khusus kepada Dewan Komisaris.

- ii) If deemed necessary, conduct an investigative audit in collaboration with SPI or request the assistance of experts or consultants to assist the Audit Committee;
- iii) The Audit Committee submits a report on the implementation of special duties to the Board of Commissioners.

Pembagian Tugas dan Tanggung Jawab dalam Keanggotaan Komite Audit

Lingkup tugas masing-masing Anggota Komite Audit adalah sebagai berikut:

Wisto Prihadi Ketua Komite Audit Head of Audit Committee

Bertanggung jawab untuk menangani bidang internal audit dan GCG.
Responsible for handling internal audit and GCG

Amal Bakti Pulungan Komisaris Merangkap Anggota Komite Audit Commissioner and Member of Audit Committee

Bertanggung jawab untuk menangani bidang internal audit dan GCG.
Responsible for handling internal audit and GCG

Arie Yuriwin Komisaris Merangkap Anggota Komite Audit Commissioner and Member of Audit Committee

Bertanggung jawab untuk menangani bidang internal audit dan GCG.
Responsible for handling internal audit and GCG

Ardan Adiperdana Komisaris Merangkap Anggota Komite Audit Commissioner and Member of Audit Committee

Bertanggung jawab untuk menangani bidang internal audit dan GCG.
Responsible for handling internal audit and GCG

Bahri Efendi Dongoran Anggota Komite Audit Member of Audit Committee

Bertanggung jawab untuk menangani bidang internal audit dan GCG.
Responsible for handling internal audit and GCG

Tanggung Jawab Komite Audit dalam Pemberian Rekomendasi atas Penunjukan dan Pemberhentian Auditor Eksternal

1. Setiap tahun, Laporan Keuangan tahunan Perusahaan harus diaudit oleh Auditor Eksternal yang ditunjuk melalui RUPS dari calon yang diajukan oleh Dewan Komisaris cq Komite Audit;
2. Komite Audit memiliki kewenangan untuk melakukan proses seleksi calon auditor eksternal, merekomendasikan penunjukan, mengevaluasi independensi, mengawasi perencanaan dan pelaksanaan audit sampai memeriksa pelaporan serta monitor tindak lanjut hasil audit dari Auditor Eksternal;
3. Komite Audit melakukan proses seleksi calon auditor eksternal sesuai dengan ketentuan pengadaan barang dan jasa yang berlaku bagi Perusahaan dan apabila diperlukan dapat meminta bantuan Direksi dalam proses pengadaannya;

Division of Duties and Responsibilities in the Membership of the Audit Committee

The scope of duties of each member of the Audit Committee is as follows:

Wisto Prihadi Ketua Komite Audit Head of Audit Committee

Responsible for handling internal audit and GCG.

Amal Bakti Pulungan Komisaris Merangkap Anggota Komite Audit Commissioner and Member of Audit Committee

Responsible for handling internal audit and GCG.

Arie Yuriwin Komisaris Merangkap Anggota Komite Audit Commissioner and Member of Audit Committee

Responsible for handling internal audit and GCG.

Ardan Adiperdana Komisaris Merangkap Anggota Komite Audit Commissioner and Member of Audit Committee

Responsible for handling internal audit and GCG.

Bahri Efendi Dongoran Anggota Komite Audit Member of Audit Committee

Responsible for handling internal audit and GCG.

Audit Committee's Responsibility in Recommending the Appointment and Dismissal of External Auditor

1. Every year, the Company's annual Financial Statements must be audited by an External Auditor appointed through the GMS from candidates proposed by the Board of Commissioners cq. Audit Committee;
2. The Audit Committee has the authority to conduct the selection process of external auditor candidates, recommend the appointment, evaluate the independence, oversee the planning and implementation of the audit to examine the reporting and monitor the follow-up of audit results from the External Auditor;
3. The Audit Committee conducts the selection process of external auditor candidates in accordance with the provisions on goods and services procurement applicable to the Company and if necessary may request the assistance of the Board of Directors in the procurement process;

- Komite Audit dapat menggunakan laporan atau berkomunikasi dengan auditor eksternal untuk mengidentifikasi kemungkinan adanya kelemahan pengendalian internal;
- Komite Audit melakukan supervisi audit untuk memastikan bahwa auditor eksternal menerapkan Standar Profesi Akuntan Publik dan Prinsip-prinsip Akuntansi yang berlaku umum di Indonesia dan bersikap objektif serta independen dalam melaksanakan tugas audit.

- The Audit Committee may use reports or communicate with external auditors to identify possible internal control weaknesses;
- The Audit Committee supervises the audit to ensure that the external auditors apply the Public Accountant Professional Standards and Accounting Principles generally accepted in Indonesia and are objective and independent in carrying out their audit duties.

Pengembangan Kompetensi Komite Audit

PTPN III memiliki komitmen dalam menciptakan SDM yang unggul dan berdaya saing dengan mengadakan program pengembangan kompetensi bagi seluruh karyawan. Pengembangan kompetensi Komite Audit merupakan upaya peningkatan pengetahuan untuk mendukung pelaksanaan tugas pengawasan dalam pengelolaan bisnis Perusahaan khususnya dalam memberikan masukan bagi Dewan Komisaris. Sepanjang tahun 2022, Perusahaan belum memiliki program khusus terkait pengembangan kompetensi bagi Anggota Komite Audit non Komisaris. Namun demikian, para anggota komite senantiasa menjalankan program pengembangan kompetensi secara mandiri sesuai dengan bidangnya.

Competency Development of the Audit Committee

PTPN III is committed to creating excellent and competitive human resources by conducting competency development programs for all employees. Competency development of the Audit Committee is an effort to update knowledge to support the implementation of supervisory duties in the management of the Company's business, especially in providing input to the Board of Commissioners. Throughout 2022, the Company did not have a special program for Audit Committee Members to develop their competencies. Committee members, on the other hand, always carry out competency development programs independently in accordance with their fields.

Rapat Komite Audit

Komite Audit telah menyelenggarakan rapat yang ditujukan untuk membantu tugas Dewan Komisaris dalam mengawasi pengelolaan Perusahaan. Di sepanjang tahun 2022, Komite Audit menyelenggarakan 31 kali rapat, dengan risalah rapat dan kehadiran anggota Komite Audit seperti yang terlihat di bawah ini:

Audit Committee Meeting

The Audit Committee has organized meetings to assist the duties of the Board of Commissioners in overseeing the management of the Company. Throughout 2022, the Audit Committee held 31 meetings, with minutes of meetings and attendance of Audit Committee members as shown below:

No	Tanggal Rapat Date Of Meeting	Agenda Agenda
1.	Kamis, 13 Jan 2022 Jam 15.00 - Selesai Thursday, January 13, 2022 15.00 - End	<ul style="list-style-type: none"> Pembahasan Program Kerja dan Anggaran Dewan Komisaris Tahun 2022. Pembahasan Pembagian Tugas Dewan Komisaris Lain-Lain Discussion of the Board of Commissioners' 2022 Work Program and Budget. Discussion on the Distribution of Duties of the Board of Commissioners Etc.
2.	Rabu, 02 Feb 2022 Jam 07.30 - Selesai Wednesday, February 2, 2022 07.30 - End	<ul style="list-style-type: none"> Persiapan Pembahasan LM Bulan Desember 2022; Lain Lain; Preparation for Discussion on Management Report December 2022; Etc;
3.	Selasa, 15 Feb 2022 09.00 - 10.00 Tuesday, February 15, 2022 09.00 - 10.00	<ul style="list-style-type: none"> Kerja Sama PTPN III dengan PT Riset Perkebunan Nusantara Penghapusbukuan Persediaan <i>Incourant</i> Cooperation between PTPN III and PT Riset Perkebunan Nusantara Incourant Inventory write-off
4.	Rabu, 16 Feb 2022 16.00 - 17.00 Wednesday, February 16, 2022 16.00 - 17.00	Pembahasan Penilaian Kinerja Direksi dan <i>Selected Talenta</i> BOD-1 PTPN III Discussion on the Performance Assessment of Board of Directors and BOD-1 Selected Talents PTPN III
5.	Senin, 21 Feb 2022 13.00 - 13.30 Monday, February 21, 2022 13.00 - 13.30	Pembahasan Usulan Komisaris Utama PTPN V* Discussion on the Proposal of PTPN V* President Commissioner
6.	Selasa 01 Maret 2022 13.00 - 14.00 Tuesday March 1, 2022 13.00 - 14.00	<ul style="list-style-type: none"> Pembahasan LM Bulan Januari 2022; Lain-lain Discussion on Management Report January 2022; Etc



No	Tanggal Rapat Date Of Meeting	Agenda Agenda
7.	Jum'at, 04 Mar 2022 Jam 14.30 - 15.10 Friday, Mar 4, 2022 14.30 - 15.10	Pembahasan Usulan Calon Direksi PTPN XIV dan PT Sinergi Gula Nasional Discussion on the Proposed Candidates for the Board of Directors of PTPN XIV and PT Sinergi Gula Nasional
8.	Senin, 14 Maret 2022 14.30 – 15.00 Monday, March 14, 2022 14.30 - 15.00	Pembahasan Usulan Calon Dewan Komisaris PT RPN, PT KINRA dan PT BIONUSA Discussion on the Proposed Candidates for the Board of Commissioners of PT RPN, PT KINRA and PT BIONUSA
9.	Selasa, 29 Maret 2022 11.30 – 12.00 Tuesday, March 29, 2022 11.30 - 12.00	<ul style="list-style-type: none"> Tindak lanjut rapat Pembahasan LM s.d Februari 2022 Lain-lain Follow up on the Discussion on Management Report February 2022 Etc.
10.	Selasa, 05 April 2022 09.00 - Selesai Tuesday, April 5, 2022 09.00 - End	Laporan Pengawasan Dewan Komisaris Tahun 2021 2021 Board of Commissioners Supervisory Report
11.	Jumát, 08 April 2022 15.30 – Selesai Friday, April 8, 2022 15.30 - End	<ul style="list-style-type: none"> Laporan Pengawasan Dekom Tahun 2021 Penilaian Kinerja Dewan Komisaris 2021 Board of Commissioners Supervisory Report Performance Assessment of the Board of Commissioners
12.	Selasa, 26 April 2022 15.00 – Selesai Tuesday, April 26, 2022 15.00 - End	Tindak lanjut Rapat dengan Direksi Follow-up Meeting with the Board of Directors
13	Selasa 31 Mei 2022 11.00 – 12.00 WIB Tuesday May 31, 2022 11.00 – 12.00	<i>Update Pending Matters</i> Update Pending Matters
14	Selasa 07 Juni 2022 12.00 WIB s.d Selesai Tuesday June 7, 2022 12.00 - End	<ul style="list-style-type: none"> Pembahasan Usulan Remunerasi PTPN Tahun 2022 Pembahasan Usulan Calon Komisaris Utama PTPN XIV Discussion on PTPN's 2022 Remuneration Proposal Discussion on the Proposed Candidate for President Commissioner of PTPN XIV
15	Kamis, 16 Juni 2022 09.00 s.d Selesai Thursday, June 16, 2022 09.00 - End	<ul style="list-style-type: none"> Pembahasan Tanggapan atas Laporan Tahunan Dewan Komisaris PTPN III (Persero) Lain-lain Discussion on the Responses to the Annual Report of the Board of Commissioners of PTPN III (Persero) Etc.
16	Senin, 20 Juni 2022 11.00 s.d 13.00 Monday, June 20, 2022 11.00 - 13.00	<ul style="list-style-type: none"> <i>Update Pending Matter & Persiapan RUPS Tahun Buku 2022</i> Tanggapan Dewan Komisaris Usulan KAP untuk Audit TB 2022 Usulan Dekom PT IKN Update Pending Matter & Preparation for GMS of 2022 Fiscal Year Board of Commissioners' response Proposal for Public Accounting Firm for 2022 Audit Proposal of the Board of Commissioners of PT IKN
17	Rabu, 22 Juni 2022 15.00 WIB – 16.00 WITA Wednesday, June 22, 2022 15.00 WIB - 16.00 WITA	<ul style="list-style-type: none"> Pembahasan usulan KAP untuk Audit TB 2022 Pembahasan Rekomendasi Dekom atas Pengesahan Laporan Realisasi Penggunaan Tambahan Dana PMN TA 2015 Discussion on the Proposal for Public Accounting Firm for 2022 Audit Discussion on Dekomatas Recommendation for Approval of the Realization Report on the Use of Additional State Equity Participation Funds for 2015 Fiscal Year
18	Jumat, 08 Juli 2022 10.00 WIB - Selesai Friday, July 8, 2022 10.00 WIB - End	<ul style="list-style-type: none"> Rapat Internal Dewan Komisaris Agenda Dekom Bulan Juli-Agustus 2022 Board of Commissioners Internal Meeting Board of Commissioners Agenda for July-August 2022

No	Tanggal Rapat Date Of Meeting	Agenda Agenda
19	Senin, 08 Agustus 2022 09.00 WIB s.d Selesai Monday, August 8, 2022 09.00 WIB - End	<ul style="list-style-type: none"> • Pendalaman LHA Audit Intern PTPN I, II, IV, X, XI, XII • Upaya mencapai RKAP PTPN 2022. • Kunjungan Kerja Dekom. • Lain lain • Deep dive on the Audit Results Report of Internal Audit of PTPN I, II, IV, X, XI, XII • Efforts to Achieve the Company's 2022 Work Plan and Budget. • Board of Commissioners Working Visit. • Etc.
20	Kamis, 08 September 2022 09.00 WIB s.d Selesai Thursday, September 8, 2022 09.00 WIB - End	<ul style="list-style-type: none"> • Pembahasan Revisi RKAP 2022 • Pembahasan tentang Pelaksanaan Audit tahun Buku 2022 • Pembahasan Penyertaan PTPN III ke PT RPN • Pembahasan Rencana Kunjungan Kerja ke PTPN I • Arahan Dewan Komisaris • Discussion on the Company's 2022 Revised Work Plan and Budget • Discussion on Audit Implementation for 2022 Fiscal Year • Discussion on the Participation of PTPN III to PT RPN • Discussion on the Plans for Work Visit to PTPN I • Directions of the Board of Commissioners
21	Selasa, 27 September 2022 10.00 WIB - Selesai Tuesday, September 27, 2022 10.00 WIB - End	<ul style="list-style-type: none"> • Pembahasan Kunjungan Kerja ke PTPN VII • Pembahasan <i>Benchmarking</i> • Pembahasan LM s.d Agustus 2022 • Pembahasan Keikutsertaan IPOC • Lain-lain yang timbul dalam rapat • Discussion on Work Visit to PTPN VII • Discussion on Benchmarking • Discussion on Management Report until August 2022 • IPOC Participation Discussion • Other matters arising in the meeting
22	Jumat, 30 September 2022 08.00 WIB - Selesai Friday, September 30, 2022 08.00 WIB - End	Pembahasan Usulan Penetapan Imbalan Jasa Audit KAP Tahun Buku 2022 Discussion on the Proposal for the Determination of Audit Services Fees of Public Accounting Firm for 2022 Fiscal Year
23	Senin, 03 Oktober 2022 15.30 WIB - Selesai Monday, October 3, 2022 15.30 WIB - End	Pembahasan Usulan Penetapan Imbalan Jasa Audit KAP Tahun Buku 2022 Discussion on the Proposal for the Determination of Audit Services Fees of Public Accounting Firm for 2022 Fiscal Year
24	Selasa, 04 Oktober 2022 17.00 WIB - Selesai Tuesday, October 4, 2022 17.00 WIB - End	Pembahasan Penetapan Biaya Jasa Audit Umum Tahun Buku 2022 Discussion on the Determination of General Audit Service Fees for 2022 2022
25	Jumát, 14 Oktober 2022 16.00 WIB - Selesai Friday, October 14, 2022 16.00 WIB - End	<ul style="list-style-type: none"> • Membahas Penyertaan PTPN III (Persero) ke PT RPN • Usulan RKAP-P 2022 • Persiapan RKAP 2023 • Proses KAP dan Pelaksanaan Audit Laporan Keuangan Tahun 2022 • <i>Pending Matters</i> lain • Discussion on PTPN III (Persero)'s participation in PT RPN • Proposal for the Company's 2022 Revised Work Plan and Budget • Preparation for the Company's 2023 Work Pan and Budget • Public Accounting Firm Process and Implementation of 2022 Financial Statements Audit • Other Pending Matters
26	Jumát, 21 Oktober 2022 14.00 WIB - Selesai Friday, October 21, 2022 14.00 WIB - End	<ul style="list-style-type: none"> • Update pending Matters • Pembahasan Tanggapan Penghapusan bukan Asset Tanaman • RKA Dewan Komisaris • Update pending matters • Discussion on the Responses to Write-Off of Plant Assets • Work Plan and Budget of the Board of Commissioners
27	Kamis, 10 November 2022 15.30 WIB- Selesai Thursday, November 10, 2022 15.30 WIB - End	<ul style="list-style-type: none"> • Membahas Rencana Kerja Dewan Komisaris tahun 2023 • Update Pelaksanaan Audit TB 2022 • Reviu Charter Audit Internal • Update Tindak Lanjut Rekomendasi Auditor Internal & Eksternal • Pending Matters Surat Tanggapan Dewan Komisaris • Agenda Dewan Komisaris bulan November 2022 • Discussion on the Board of Commissioners' 2023 Work Plan • Update on the Implementation of 2022 Audit • Internal Audit Charter review • Update Follow up on Internal & External Auditor Recommendations • Pending Matters Response Letter from the Board of Commissioners • Agenda of the Board of Commissioners for November 2022



No	Tanggal Rapat Date Of Meeting	Agenda Agenda
28	Rabu, 07 Desember 2022 13.00 WIB – Selesai Wednesday, December 7, 2022 13.00 WIB - Finish	<ul style="list-style-type: none"> • Update Pending Matters • Membahas RKA Dewan Komisaris Tahun 2023 • Revisi RKAP-P Tahun 2022 • Rencana <i>Benchmarking</i> & Pengembangan Dewan Komisaris. • Update Pending Matters • Discussion on the Board of Commissioners' 2023 Work Plan and Budget • Revision of the Company's 2022 Revised Work Plan and Budget • Board of Commissioners Benchmarking & Development Plan
29	Jumat, 16 Desember 2022 10.00 WIB – Selesai Friday, December 16, 2022 10.00 - End	<ul style="list-style-type: none"> • Pembahasan Tanggapan RKAP 2023; • Update Pending Matters; • Lain-Lain Yang Menjadi Usulan Dalam Rapat. • Discussion on the Responses to the Company's 2023 Work Plan and Budget; • Update Pending Matters; • Other Proposals in the Meeting.
30	Kamis, 22 Desember 2022 09.00 WIB – Selesai Thursday, December 22, 2022 09.00 WIB - End	<ul style="list-style-type: none"> • Menyusun Bahan Rapat dengan Deputi Keuangan dan Manajemen Risiko. • Lain-Lain Yang Menjadi Usulan Dalam Rapat • Preparation of meeting materials with the Deputy for Finance and Risk Management. • Others Proposals in the Meeting
31	Selasa, 27 Desember 2022 11.30 WIB – Selesai Tuesday, December 27, 2022 11.30 - End	<ul style="list-style-type: none"> • Update Pending Matters • Lain-Lain Yang Menjadi Usulan Dalam Rapat • Update Pending Matters • Others Proposals in the Meeting

Rekapitulasi dan Tingkat Kehadiran Komite Audit dalam Rapat Recapitulation and Attendance Level of the Audit Committee at Meetings

Komite Audit Audit Committee	% Kehadiran % Attendance
Wisto Prihadi	100%
Amal Bakti Pulungan	100%
Arie Yuriwin	100%
Ardan Adiperdana	100%
Bahri Efendi Dongoran	100%
Suka Edi Prasetyo	100%

Laporan Singkat Pelaksanaan Tugas dan Kegiatan Komite Audit

Dewan Komisaris dalam menilai kinerja Komite didasarkan pada Piagam Komite Audit beserta peraturan lainnya terkait Perseroan. Selain itu Dewan Komisaris menilai Komite melalui evaluasi terhadap perencanaan program kerja dan pelaksanaan program kerja yang telah disusun dan disahkan oleh Dewan Komisaris. Dewan Komisaris juga menilai kinerja Komite melalui pelaksanaan tugas khusus yang ditugaskan oleh Dewan Komisaris serta melalui pemenuhan terhadap laporan-laporan Komite Dewan Komisaris (Laporan Triwulan, Laporan Tahunan, Laporan Penugasan, dan Laporan Kunjungan Kerja).

Di sepanjang tahun 2022, Komite Audit telah menjalankan fungsinya dengan melaksanakan tugas dan kegiatan sebagai berikut:

1. Menilai Efektivitas Sistem Pengendalian Intern.
2. Menilai efektivitas tugas Auditor Eksternal.
3. Menilai Efektivitas Tugas Auditor Internal.
4. Melaksanakan Tugas Khusus yang disampaikan melalui perintah tertulis dari Dewan Komisaris sepanjang tidak bertentangan dengan peraturan perundangan yang berlaku.

Brief Report on the Implementation of Duties and Activities of the Audit Committee

Performance assessment of the Committee by the Board of Commissioners is based on the Audit Committee Charter and other regulations related to the Company. In addition, the Board of Commissioners assesses the Committee through evaluation of work program planning and implementation of work programs that have been prepared and approved by the Board of Commissioners. The Board of Commissioners also assesses the performance of the Committee through the implementation of special duties assigned by the Board of Commissioners and through the fulfillment of reports by the Committees of Board of Commissioners (Quarterly Reports, Annual Report, Assignment Reports, and Work Visit Reports).

Throughout 2022, the Audit Committee has carried out its functions by carrying out the following duties and activities:

1. Assess the Effectiveness of the Internal Control System.
2. Assess the effectiveness of the External Auditor's Duties.
3. Assess the Effectiveness of the Internal Auditor's Duties.
4. Carry out Duties given through written orders from the Board of Commissioners as long as they do not conflict with the applicable laws and regulations.

Penilaian Kinerja Komite Audit Oleh Dewan Komisaris

Penilaian terhadap kinerja Komite Audit dilakukan secara kualitatif, meliputi keaktifan Komite dalam menjalankan tugasnya, proses dokumentasi, dan rekomendasi yang diberikan. Sepanjang tahun 2022, Dewan Komisaris menilai bahwa Komite Audit telah menjalankan peran dan fungsinya sebagai Organ Pendukung Dewan Komisaris.

KOMITE PEMANTAU RISIKO

Komite Pemantau Manajemen Risiko dibentuk dengan pertimbangan kebutuhan Dewan Komisaris atas belum optimalnya peran manajemen risiko dalam pengelolaan perusahaan, terutama di anak perusahaan. Komite Pemantau Manajemen Risiko ini memiliki tugas, yaitu:

1. Membantu Dewan Komisaris dalam melakukan dan mengkaji ulang secara berkala atas kebijakan manajemen risiko dalam pemberian pendapat kepada Dewan Komisaris sebagai bahan pertimbangan dalam memberikan rekomendasi atau persetujuan atas kebijakan manajemen risiko;
2. Membantu Dewan Komisaris dalam mengkaji dan melakukan evaluasi pertanggungjawaban Direksi yang berkaitan dengan hubungan bisnis atau kegiatan usaha yang harus mendapatkan rekomendasi atau persetujuan Dewan Komisaris;
3. Membantu Dewan Komisaris dalam melakukan evaluasi dan melakukan analisis atas setiap usulan Direksi yang terkait dengan kerjasama investasi, penyertaan modal, pendirian perusahaan patungan, pendirian anak perusahaan, pelepasan aset perusahaan, dan kegiatan lain perusahaan untuk mendapatkan rekomendasi atau persetujuan dari Dewan Komisaris;
4. Membantu Dewan Komisaris dalam melakukan evaluasi dan mengkaji Rencana Kerja dan Anggaran Perusahaan (RKAP), Rencana Bisnis Perusahaan, dan Rencana Jangka Panjang Perusahaan untuk mendapatkan rekomendasi atau persetujuan Dewan Komisaris;
5. Membantu Dewan Komisaris dalam memonitor risiko-risiko utama yang dihadapi Perusahaan dan memastikan bahwa Direksi telah mengambil langkah-langkah yang diperlukan untuk mengidentifikasi, mengukur, memantau dan mengendalikan risiko-risiko tersebut;
6. Memberikan masukan-masukan kepada Dewan Komisaris dalam rangka perbaikan dan pengembangan kebijakan Manajemen Risiko Perusahaan;
7. Melaksanakan tugas lain yang diberikan oleh Dewan Komisaris berdasarkan ketentuan perundang-undangan yang berlaku.

Persyaratan Keanggotaan Komite Pemantau Risiko

Persyaratan Independen

1. Dalam kurun waktu 12 (dua belas) bulan terakhir sebelum diangkat oleh Dewan Komisaris tidak pernah terikat dalam pekerjaan atau penugasan yang memberikan jasa manajemen risiko, jasa di bidang GCG, jasa konsultasi hukum, jasa audit dan jasa konsultasi lainnya kepada Perusahaan;
2. Dalam kurun waktu 12 (dua belas) bulan terakhir sebelum diangkat oleh Dewan Komisaris tidak pernah terikat dalam

Performance Assessment of Audit Committee by the Board of Commissioners

Performance assessment of the Audit Committee is carried out qualitatively, including the activeness of the Committee in carrying out its duties, the documentation process, and the recommendations provided. Throughout 2022, the Board of Commissioners considered that the Audit Committee has carried out its role and function as a Supporting Organ for the Board of Commissioners

RISK MONITORING COMMITTEE

The Risk Management Monitoring Committee was established in response to the Board of Commissioners' concerns about the Company's risk management role, which is still not optimal, particularly in subsidiaries. The Risk Management Monitoring Committee is responsible for the following duties:

1. Assisting the Board of Commissioners in carrying out and periodically reviewing risk management policies in providing opinions to the Board of Commissioners as material for consideration in providing recommendations or approval of risk management policies;
2. Assisting the Board of Commissioners in reviewing and evaluating the accountability of the Board of Directors relating to business relationships or business activities that must obtain recommendations or approval from the Board of Commissioners;
3. Assisting the Board of Commissioners in evaluating and analyzing each proposal of the Board of Directors related to investment cooperation, equity participation, establishment of joint ventures, establishment of subsidiaries, disposal of the Company's assets, and other activities of the Company to obtain recommendations or approval from the Board of Commissioners;
4. Assisting the Board of Commissioners in evaluating and reviewing the Company's Work Plan and Budget, the Company's Business Plan, and the Company's Long Term Plan to obtain recommendations or approval from the Board of Commissioners;
5. Assisting the Board of Commissioners in monitoring the main risks faced by the Company and ensuring that the Board of Directors has taken the necessary steps to identify, measure, monitor and control these risks;
6. Providing input to the Board of Commissioners in order to improve and develop the Company's Risk Management policies;
7. Carrying out other duties assigned by the Board of Commissioners based on the applicable laws and regulations.

Membership Requirements of Risk Monitoring Committee

Independence Requirements

1. Within the last 12 (twelve) months before being appointed by the Board of Commissioners is never involved in work or assignment which provides audit service, legal consultation service, other consultation services to the Company;
2. Within the last 12 (twelve) months before being appointed by the Board of Commissioners is never bound in authority and



kewenangan dan tanggung jawab merencanakan, memimpin atau mengendalikan kegiatan Perusahaan;

3. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perusahaan;
4. Tidak memiliki kepentingan/keterikatan pribadi yang dapat menimbulkan dampak negatif dan benturan kepentingan terhadap Perusahaan;
5. Tidak mempunyai hubungan keluarga sedarah dan semendawa sampai derajat ketiga menurut garis lurus maupun garis ke samping dengan anggota Dewan Komisaris, anggota Direksi atau Pemegang Saham Perusahaan.

Persyaratan Kompetensi

1. Memiliki integritas yang baik dan pengetahuan serta pengalaman kerja yang cukup di bidang Manajemen Risiko dan GCG;
2. Salah seorang dari anggota Komite Pemantau Risiko harus memiliki latar belakang Pendidikan atau memiliki keahlian di bidang akuntansi atau keuangan;
3. Salah seorang dari anggota Komite Pemantau Risiko harus memahami industri/bisnis perusahaan dan pengetahuan yang cukup di bidang agroindustri;
4. Memiliki pengetahuan yang memadai tentang peraturan perundangan terutama yang menyangkut BUMN dan peraturan perundangan yang berkaitan dengan operasional Perusahaan;
5. Mampu berkomunikasi secara efektif dan dapat menyediakan waktu yang cukup untuk menyelesaikan tugasnya.

Ketentuan Masa Jabatan

Masa jabatan anggota Komite Pemantau Risiko yang bukan merupakan anggota Dewan Komisaris Perusahaan paling lama 3 (tiga) tahun dan dapat diperpanjang satu kali selama 2 (dua) tahun masa jabatan, dengan tidak mengurangi hak Dewan Komisaris untuk memberhentikannya sewaktu-waktu.

Jumlah, Komposisi dan Susunan Komite Pemantau Risiko Tahun 2022

Di sepanjang tahun 2022, terdapat perubahan komposisi keanggotaan Komite Audit, dengan kronologi sebagai berikut:

Komposisi Komite Pemantau Manajemen Risiko terdiri dari seorang Ketua yang merupakan anggota Dewan Komisaris, dan anggota non Dewan Komisaris.

responsibility to plan, lead, or control the Company's activities;

3. Has no business relationship both directly and indirectly related with the Company's business activities;
4. Has no personal interest/involvement, which may cause negative impact and conflict of interests with the Company;
5. Has no blood relationship and marital relationship to the third degree vertically and horizontally with members of the Board of Commissioners, members of the Board of Directors or Shareholders.

Competency Requirements

1. Having good integrity and sufficient knowledge and work experience in Risk Management and GCG;
2. One member of the Audit Committee shall have education background or expertise in accounting or finance;
3. One member of the Audit Committee shall have understanding on the Company's industry/business and have sufficient knowledge in agroindustry;
4. Having sufficient knowledge on laws and regulations, especially related with SOEs and laws and regulations related with the Company's operations;
5. Able to communicate effectively and provide sufficient time to complete the duties.

Provision on the Term of Office

The term of office for members of the Risk Monitoring Committee who are not members of the Company's Board of Commissioners shall be 3 (three) years at maximum and may be extended once for 2 (two) years of term of office, without reducing the right of the Board of Commissioners to dismiss them at any time.

Number, Composition and Structure of Risk Monitoring Committee in 2022

Throughout 2022, there were changes in composition of Audit Committee membership, with the following chronology:

The composition of the Risk Management Monitoring Committee consists of a Chairperson who are the member of the Board of Commissioners and the member of non-Board of Commissioners.

Periode Januari s.d 27 Mei 2022 The period of January to May 27, 2022

No.	Nama Name	Jabatan Position	Keterangan Remarks
1.	Erwan Pelawi*	Ketua Head	Komisaris Commissioner
2.	Indrasari Wisnu Wardhana*	Anggota Member	Komisaris Commissioner
3.	Rini Widyastuti*	Anggota Member	Komisaris Commissioner
4.	Asep Subarkah Yusuf*	Anggota Member	Komisaris Commissioner
5.	Jones Batara Manurung	Anggota Member	Non Komisaris Non-Commissioner
6.	Sudradjat	Anggota Member	Non Komisaris Non-Commissioner

*) Keputusan Dewan Komisaris Nomor KEP-02/KOM/I/2022 tanggal 31 Januari 2022 tentang Pengangkatan Anggota Komite Pemantau Manajemen Risiko perusahaan Perseroan (Persero) PT Perkebunan Nusantara III.
Decree of the Board of Commissioners No. KEP-02/KOM/I/2022 dated January 31, 2022 concerning the Appointment of Members of the Risk Management Monitoring Committee of Limited Liability Company of PT Perkebunan Nusantara III.

Sehubungan dengan SK Pemberhentian Bapak Indrasari Wisnu Wardhana maka terdapat perubahan susunan Komite Pemantau sebagai berikut:

In connection with the Decree on the Dismissal of Indrasari Wisnu Wardhana, there has been a change in the composition of the Risk Monitoring Committee as follows:

No.	Nama Name	Jabatan Position	Keterangan Remarks
1.	Erwan Pelawi	Ketua Head	Komisaris Commissioner
2.	Rini Widyastuti	Anggota Member	Komisaris Commissioner
3.	Asep Subarkah Yusuf	Anggota Member	Komisaris Commissioner
4.	Jones Batara Manurung	Anggota Member	Komite Committee
5.	Sudradjat	Anggota Member	Komite Committee

Sehubungan dengan SK Pemberhentian Bapak Sudardjat selaku Komite Pemantau Risiko dan Pengangkatan Bapak Poerwitono sebagai Komite Pemantau Risiko maka terdapat perubahan susunan Komite Pemantau Risiko.

In connection with the Decree on the Dismissal of Sudardjat as the Risk Monitoring Committee and the Appointment Poerwitono as the Risk Monitoring Committee, there has been a change in the composition of the Risk Monitoring Committee.

Berdasarkan Keputusan Dewan Komisaris Nomor KEP-02/KOM/I/2022 tanggal 26 Agustus 2022 tentang Pengangkatan Anggota Komite Pemantau Manajemen Risiko perusahaan Perseroan (Persero) PT Perkebunan Nusantara III, komposisi susunan Komite Pemantau Risiko pada 31 Desember 2022 adalah sebagai berikut:

Based on the Decree of the Board of Commissioners No. KEP-02/KOM/I/2022 dated August 26, 2022 concerning the Appointment of Members of the Risk Management Monitoring Committee of Limited Liability Company of PT Perkebunan Nusantara III, the composition of the Risk Monitoring Committee as of December 31, 2022, is as follows:

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Office	Periode Jabatan Serving Period
Erwan Pelawi	Ketua/Komisaris Head/Commissioner	Surat Keputusan Dewan Komisaris No. KEP-02/KOM/I/2022 Tanggal 31 Januari 2022 Decree of the Board of Commissioners No. KEP-02/KOM/I/2022 dated January 31, 2022	31 Januari 2022 – 31 Januari 2025 January 31, 2022 to January 31, 2025	Ke-1 1st
Rini Widyastuti	Anggota/Komisaris Head/Commissioner	Surat Keputusan Dewan Komisaris No. KEP-02/KOM/I/2022 Tanggal 31 Januari 2022 Decree of the Board of Commissioners No. KEP-02/KOM/I/2022 dated January 31, 2022	31 Januari 2022 – 31 Januari 2025 January 31, 2022 to January 31, 2025	Ke-1 1st
Asep Subarkah Yusuf	Anggota/Komisaris Head/Commissioner	Surat Keputusan Dewan Komisaris No. KEP-02/KOM/I/2022 Tanggal 31 Januari 2022 Decree of the Board of Commissioners No. KEP-02/KOM/I/2022 dated January 31, 2022	31 Januari 2022 – 31 Januari 2025 31 Januari 2022 – 31 Januari 2025 January 31, 2022 to January 31, 2025	Ke-1 1st
Jones Batara Manurung	Anggota/Pihak Independen Member/Independent Party	Surat Keputusan Dewan Komisaris No. KEP-01/KOM/I/2022 Tanggal 31 Januari 2022 Decree of the Board of Commissioners No. KEP-01/KOM/I/2022 dated January 31, 2022	31 Januari 2022 – 31 Januari 2024 January 31, 2022 to January 31, 2024	Ke-2 2nd
Poerwitono Poedjwahjono	Anggota/Pihak Independen Member/Independent Party	Surat Keputusan Dewan Komisaris No. Kep-14/Kom/VIII/2022 tanggal 20 Agustus 2019 Decree of the Board of Commissioners No. Kep-14/Kom/VIII/2022 dated August 20, 2019	26 Agustus 2022 – 26 Agustus 2025 August 26, 2022 to August 26, 2025	Ke-1 1st

Profil Ketua Komite Pemantau Risiko dan anggota komite yang merupakan Dewan Komisaris dapat dilihat pada pembahasan terkait Dewan Komisaris di sub-bagian Profil Perusahaan pada laporan tahunan ini. Adapun profil anggota Komite Pemantau Risiko non Dewan Komisaris adalah sebagai berikut:

The profile of the Head of Risk Monitoring Committee can be seen in the discussion related to the Board of Commissioners in the Company Profile subsection of this annual report. The profiles of members of the Risk Monitoring Committee are as follows:



Jones Batara Manurung
Anggota Komite Pemantau Risiko/Pihak Independen | Member of Risk Monitoring Committee/Independent Party
Periode Jabatan: 31 Januari 2022 – 31 Januari 2024, Periode Ke-2 | Term of Office started on January 31, 2022 - January 31, 2024, 2nd Period

Kewarganegaraan
 Warga Negara Indonesia

Citizenship
 Indonesian citizen

Usia
 Usia 47 tahun, Kelahiran : Securai, 25 Juli 1976

Age
 47 years old Born in Securai, July 25, 1976

Domisili
 DKI Jakarta, Indonesia

Domicile
 DKI Jakarta, Indonesia

- Riwayat Pendidikan**
- Sarjana Pertanian, Ilmu Tanah, Universitas Sumatera Utara, 2003
 - Magister Sains, Ilmu Ekonomi Pertanian, Institut Pertanian Bogor, 2016

- Educational Background**
- Bachelor of Agriculture, Soil Science, University of North Sumatra, 2003
 - Master of Science, Agricultural Economics, Bogor Institute of Agriculture, 2016

- Pengalaman Kerja**
- Direktur Eksekutif Nasional dan Peneliti Ekonomi di Rumah Tani Indonesia 2010-2019
 - Majelis Anggota Perhimpunan Bantuan Hukum dan HAM Indonesia (PBHI) DKI Jakarta 2011-2017
 - Ketua Badan Pengurus Ut Omnes Unum Sint Institute 2007-2011

- Work Experience**
- National Executive Director and Economic Researcher at Rumah Tani Indonesia 2010 – 2019
 - Council of Members of the Indonesian Legal Aid and Human Rights Association (PBHI) DKI Jakarta 2011 – 2017
 - Chairman of the Governing Body of Ut Omnes Unum Sint Institute 2007 – 2011



Poerwitono Poedjiwahjono
Anggota Komite Pemantau Risiko | Member of Risk Monitoring Committee
Periode Jabatan: 26 Agustus 2022 –26 Agustus 2025, Periode Ke-1 | Term of Office started on August 26, 2022 - August 26, 2025, 1st Period

Kewarganegaraan
 Warga Negara Indonesia

Citizenship
 Indonesian citizen

Usia
 Usia 59 tahun, Kelahiran : Kab. Purworejo, 16 Mei 1964

Usia
 59 years old Born in Purworejo Regency, May 16, 1964

Domisili
 Surabaya, Indonesia

Domicile
 Surabaya, Indonesia

- Riwayat Pendidikan**
- Sarjana Teknik Industri, Institut Teknologi Bandung, 1988
 - Magister Manajemen, Universitas Diponegoro, 2005

- Educational Background**
- Bachelor of Industrial Engineering, Bandung Institute of Technology, 1988
 - Master of Management, Diponegoro University, 2005

- Pengalaman Kerja**
- PT Tripatra Engineering, project management consultant bersama NTT Jepang di PT Telkom Bandung 1988-1989
 - Direktorat Teknologi PT Industri Pesawat Terbang Nusantara Bandung 1989
 - Staff Credit urusan Pembiayaan Proyek, urusan Kredit besar bank Pembangunan Indonesia Kantor Pusat 1989-1999
 - Senior Manager s.d Vice President PT Bank Mandiri 1999-2020
 - Advisor Direktorat Risk Management PT Bank Syariah Mandiri 2020-2021
 - Pengurus Bendahara-Direktur Koperasi Jasa Prima Perdana – Alco dengan anggota Alumni bank Mandiri

- Work Experience**
- PT Tripatra Engineering, project management consultant with NTT Japan at PT Telkom Bandung 1988-1989
 - Directorate of Technology PT Industri Pesawat Terbang Nusantara Bandung 1989
 - Credit Staff for Project Financing Affairs, Large Credit Affairs for Bank Pembangunan Indonesia Head Office 1989-1999
 - Senior Manager to Vice President of PT Bank Mandiri 1999-2020
 - Advisor to the Risk Management Directorate of PT Bank Syariah Mandiri 2020-2021
 - Treasurer-Director of Jasa Prima Perdana Cooperative - Alco with Bank Mandiri Alumni members

Independensi Komite Pemantau Risiko

Independensi adalah syarat menjadi Komite Pemantau Risiko. Seorang anggota Komite Pemantau Risiko harus independen, obyektif dan profesional sebagaimana diatur dalam Komite Pemantau Risiko *Charter* yang diperbaharui secara berkala menyesuaikan dengan peraturan perundang-undangan yang berlaku. Selain tercantum dalam Komite Pemantau Risiko *Charter*, anggota Komite di bawah Dewan Komisaris menandatangani pernyataan independensi Komite Pemantau Risiko.

Kriteria independensi Komite Pemantau Risiko, terlampir dalam tabel berikut:

Aspek Independensi Aspect of Independence	Jones Batara Manurung	Poerwitono Poedjiwahjono
Memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi Has financial relations with the Board of Commissioners and Board of Directors	x	x
Memiliki hubungan kepengurusan di Perusahaan, entitas anak maupun entitas afiliasi Has management relations in the Company, its subsidiaries and affiliates	x	x
Memiliki saham Perusahaan, baik langsung maupun tidak langsung Owns Company shares, both directly and indirectly	x	x
Memiliki hubungan keluarga dengan Dewan Komisaris, Direksi dan/atau sesama anggota Komite Has familial relations with the Board of Commissioners, Board of Directors and/or fellow Committee members	x	x
Menjabat sebagai pengurus partai politik, pejabat dan pemerintah Serves as a manager of political parties, officials and government	x	x

v = ada | x = tidak ada
v = applicable | x = not applicable

Pedoman Kerja: Piagam Komite Pemantau Risiko

Dalam menjalankan fungsi Komite Pemantau Risiko yang memenuhi ketentuan *Good Corporate Governance, Holding Perkebunan Nusantara PTPN III (Persero)* menyusun Piagam Komite Pemantau Risiko. Piagam ini mengatur tugas, tanggung jawab dan wewenang serta mekanisme kerja Komite Pemantau Risiko dalam menjalankan tugas dan tanggung jawabnya.

Tugas dan Wewenang Komite Pemantau Risiko

Tugas Komite Pemantau Risiko:

1. Membantu Dewan Komisaris dalam mengkaji sistem manajemen risiko yang disusun oleh Direksi serta menilai toleransi yang dapat diambil oleh Perusahaan;
2. Membantu Dewan Komisaris dalam mengidentifikasi risiko usaha sesuai *best practices* pengelolaan risiko;
3. Memantau pelaksanaan kebijakan manajemen risiko yang terdiri dari risiko keuangan, risiko pasar, risiko operasional, risiko legal dan risiko sumber daya manusia sesuai *Best Practices* pengelolaan risiko;
4. Mengevaluasi pelaksanaan kegiatan operasional *Holding Perkebunan Nusantara PTPN III (Persero)* sesuai *best practices*

Independence of the Risk Monitoring Committee

Independence is a requirement to become a member of the Risk Monitoring Committee. A member of the Risk Monitoring Committee shall be independent, objective and professional as stipulated in the Risk Monitoring Committee Charter, which is updated periodically in accordance with the applicable laws and regulations. In addition to being listed in the Risk Monitoring Committee Charter, members of the Committee under the Board of Commissioners sign an independence statement of the Risk Monitoring Committee.

The independence criteria of the Risk Monitoring Committee are described in the following table:

Work Guidelines: Risk Monitoring Committee Charter

In carrying out the functions of Risk Monitoring Committee that fulfills the provisions of *Good Corporate Governance, Holding Perkebunan Nusantara PTPN III (Persero)* established the Risk Monitoring Committee Charter. This charter regulates matters regarding the duties, responsibilities, and authorities and the working mechanism of the Risk Monitoring Committee in carrying out its duties and responsibilities.

Duties and Authorities of the Risk Monitoring Committee

Duties of the Risk Monitoring Committee:

1. Helping the Board of Commissioners in reviewing the risk management system prepared by the Board of Directors and assessing the tolerance which can be taken by the Company;
2. Assisting the Board of Commissioners to identify business risk in accordance with best practices of risk management;
3. Monitoring the implementation of risk management policy, which consists of financial risk, market risk, operational risk, legal risk, and human resources risk in accordance with Best Practices of risk management.
4. Evaluating the implementation of operational activities of the Company in accordance with best practices of risk management



pengelolaan risiko dan selanjutnya melaporkan kepada Dewan Komisaris;

5. Melakukan pendalaman atas potensi risiko sesuai dengan *best practices* pengelolaan risiko yang perlu mendapatkan perhatian Komisaris dan memberikan saran perbaikan dan tindak lanjut kepada Komisaris;
6. Membantu Komisaris dalam mengkaji kebijakan GCG secara menyeluruh yang disusun oleh Direksi *Holding* Perkebunan Nusantara PTPN III (Persero) serta menilai konsistensi penerapannya, termasuk yang berhubungan dengan etika bisnis dan tanggung jawab sosial perusahaan (*corporate social responsibility*).
7. Memastikan seluruh aktivitas *Holding* Perkebunan Nusantara PTPN III (Persero) selalu berlandaskan prinsip-prinsip tata kelola perusahaan yang baik/GCG dan beretika bisnis yang sehat;
8. Melaksanakan tugas-tugas lainnya yang diberikan oleh Dewan Komisaris.

Wewenang dan Tanggung Jawab Komite Pemantau Risiko:

1. Komite Pemantau Manajemen Risiko berwenang mengakses catatan atau informasi tentang karyawan, aset serta sumber daya lainnya milik Perusahaan yang berkaitan dengan pelaksanaan tugasnya;
2. Dalam hal-hal tertentu, Komite Pemantau Manajemen Risiko dapat melaksanakan tugas yang diberikan oleh Dewan Komisaris setelah mendapat surat tugas yang ditandatangani oleh Komisaris Utama;
3. Melalui persetujuan tertulis dari Dewan Komisaris, bilamana diperlukan Komite Pemantau Risiko dapat meminta bantuan tenaga ahli dan/atau konsultan yang biayanya menjadi beban Perusahaan;
4. Komite Pemantau Risiko bertanggung jawab untuk menjaga kerahasiaan dokumen, data dan informasi Perusahaan baik dari pihak internal maupun pihak eksternal dan hanya dipergunakan untuk kepentingan tugasnya;
5. Komite Pemantau Risiko bertanggung jawab kepada Dewan Komisaris dan wajib menyampaikan laporan atas pelaksanaan tugasnya;
6. Evaluasi kinerja Komite Pemantau Risiko, baik secara individual maupun secara kolektif akan dilakukan setiap tahun oleh Komisaris.

Pembagian Tugas dan Tanggung Jawab dalam Keanggotaan Komite Pemantau Risiko

Berdasarkan Surat Keputusan Dewan Komisaris No. KEP-17/ KOM/VIII/2022 tanggal 29 Agustus 2022 tentang Pembagian Tugas Dewan Komisaris PT Perkebunan Nusantara III (Persero), lingkup tugas masing-masing Anggota Komite Pemantau Risiko adalah sebagai berikut:

Erwan Pelawi
Ketua Komite Pemantau Risiko
Head of Risk Monitoring Committee

Bertanggung jawab untuk menangani bidang Perencanaan Strategis Korporasi, Akuntansi dan Pajak, serta Pemasaran & Retail.
Responsible for handling Corporate Strategic Planning, Accounting and Tax, and Marketing & Retail.

and reporting it to the Board of Commissioners;

5. Conducting elaborated insight on potential risk in accordance with best practices of risk management which should receive the attention of the Board of Commissioners and giving suggestions of improvement and follow up to the Board of Commissioners.
6. Helping the Board of Commissioners in reviewing GCG policy comprehensively as prepared by the Company's Board of Directors and assessing the consistency of the implementation, including related with the business ethics and corporate social responsibility.
7. Ensuring all activities of *Holding* Perkebunan Nusantara PTPN III (Persero) are always based on the principles of good corporate governance/GCG and healthy business ethics.
8. Performing other duties given by the Board of Commissioners.

Authorities and Responsibilities of the Risk Monitoring Committee:

1. The Risk Management Monitoring Committee is authorized to access records or information on employee, asset and other resources of the Company related to the performance of its duties;
2. In some cases, the Risk Management Monitoring Committee may perform tasks given by the Board of Commissioners after receiving letter of assignment signed by the President Commissioner;
3. Through written approval from the Board of Commissioners, if necessary the Risk Management Monitoring Committee may ask the help of expert and/or consultant whose cost is borne by the Company;
4. The Risk Monitoring Committee is responsible for maintaining confidentiality of the Company's documents, data and information from internal and external parties and only use them for its duties;
5. The Risk Monitoring Committee is responsible to the Board of Commissioners and must present report on the implementation of its duties;
6. Performance evaluation of the Risk Monitoring Committee, both individually and collectively, will be performed every year by the Board of Commissioners.

Distribution of Duties and Responsibilities in Membership of the Risk Monitoring Committee

Based on the Decree of the Board of Commissioners No. KEP-17/ KOM/VIII/2022 dated August 29, 2022, concerning Division of Duties of the Board of Commissioners of PT Perkebunan Nusantara III (Persero), the scope of duties of each Member of the Risk Monitoring Committee is as follows:

Rini Widyastuti
Anggota Komite Pemantau Risiko
Member of Risk Monitoring Committee

Bertanggung jawab untuk menangani bidang legal, ekonomi, risiko, kepatuhan terhadap peraturan perundangan yang berlaku.
Responsible for handling legal, economy, risk, compliance with applicable laws and regulations

Asep Subarkah Yusuf
Anggota Komite Pemantau Risiko
Member of Risk Monitoring Committee

Bertanggung jawab untuk menangani bidang legal, ekonomi, risiko, kepatuhan terhadap peraturan perundangan yang berlaku.
Responsible for handling legal, economy, risk, compliance with applicable laws and regulations

Jones Batara Manurung
Anggota Komite Pemantau Risiko
Member of Risk Monitoring Committee

Bertanggung jawab untuk menangani bidang legal, ekonomi, risiko, kepatuhan terhadap peraturan perundangan yang berlaku.
Responsible for handling legal, economy, risk, compliance with applicable laws and regulations.

Poerwitono Poedjiwahjono
Anggota Komite Pemantau Risiko
Member of Risk Monitoring Committee

Bertanggung jawab untuk menangani bidang legal, ekonomi, risiko, kepatuhan terhadap peraturan perundangan yang berlaku.
Responsible for handling legal, economy, risk, compliance with applicable laws and regulations

Pengembangan Kompetensi Komite Pemantau Risiko

PTPN III memiliki komitmen dalam menciptakan SDM yang unggul dan berdaya saing dengan mengadakan program pengembangan kompetensi bagi seluruh karyawan. Pengembangan kompetensi Komite Pemantau Risiko merupakan upaya pengkinian pengetahuan untuk mendukung pelaksanaan tugas pengawasan dalam pengelolaan bisnis Perusahaan khususnya dalam memberikan masukan bagi Dewan Komisaris. Berikut informasi tentang program peningkatan kompetensi Komite Pemantau Risiko di sepanjang tahun 2022:

Competency Development of Risk Monitoring Committee

PTPN III is committed to creating excellent and competitive human resources by conducting competency development programs for all employees. Competency development of the Risk Monitoring Committee is an effort to update knowledge to support the implementation of supervisory duties in the management of the Company's business, especially in providing input to the Board of Commissioners. The following is information regarding the competency development program of Risk Monitoring Committee throughout 2022:

Nama Name	Jabatan Position	Jenis Pendidikan dan Pelatihan Type of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tanggal Date	Penyelenggara Organizer
Jones Batara Manurung	Komite Pemantau Risiko Risk Monitoring Committee	Sertifikasi Certification	RCC Sertifikasi Manajemen Risiko QCRO RCC QCRO Risk Management	Desember 2022 December 2022	LSP MKS LSP MKS

Rapat Komite Pemantau Risiko

Komite Pemantau Risiko telah menyelenggarakan rapat yang ditujukan untuk membantu tugas Dewan Komisaris dalam mengawasi pengelolaan Perusahaan. Di sepanjang tahun 2022, Komite Pemantau Risiko menyelenggarakan 31 rapat, dengan risalah rapat dan kehadiran anggota Komite Pemantau Risiko seperti yang terlihat di bawah ini.

Risk Monitoring Committee Meeting

The Risk Monitoring Committee has organized meetings to assist the duties of the Board of Commissioners in overseeing the management of the Company. Throughout 2022, the Risk Monitoring Committee held 31 meetings, with minutes of meetings and attendance of the Risk Monitoring Committee members as shown below:

No	Tanggal Rapat Date Of Meeting	Agenda Agenda
1.	Kamis, 13 Jan 2022 Jam 15.00 - Selesai Thursday, January 13, 2022 15.00 – End	<ul style="list-style-type: none"> • Pembahasan Program Kerja dan Anggaran Dewan Komisaris Tahun 2022. • Pembahasan Pembagian Tugas Dewan Komisaris • Lain-Lain • Discussion of the Board of Commissioners' 2022 Work Program and Budget. • Discussion on the Distribution of Duties of the Board of Commissioners • Etc.



No	Tanggal Rapat Date Of Meeting	Agenda Agenda
2.	Rabu, 02 Feb 2022 Jam 07.30 - Selesai Wednesday, February 2, 2022 07.30 - End	<ul style="list-style-type: none"> • Persiapan Pembahasan LM Bulan Desember 2022; • Lain Lain; • Preparation for Discussion on Management Report December 2022; • Etc;
3.	Selasa, 15 Feb 2022 09.00 – 10.00 Tuesday, February 15, 2022 09.00 - 10.00	<ul style="list-style-type: none"> • Kerja Sama PTPN III dengan PT Riset Perkebunan Nusantara • Penghapusbukuan Persediaan Incurant • Cooperation between PTPN III and PT Riset Perkebunan Nusantara • Incurant Inventory write-off
4.	Rabu, 16 Feb 2022 16.00 – 17.00 Wednesday, February 16, 2022 16.00 – 17.00	Pembahasan Penilaian Kinerja Direksi dan <i>Selected Talenta</i> BOD-1 PTPN III Discussion on the Performance Assessment of Board of Directors and BOD-1 Selected Talents PTPN III
5.	Senin, 21 Feb 2022 13.00 – 13.30 Monday, February 21, 2022 13.00 - 13.30	Pembahasan Usulan Komisaris Utama PTPN V* Discussion on the Proposal of PTPN V* President Commissioner
6.	Selasa 01 Maret 2022 13.00 – 14.00 Tuesday March 1, 2022 13.00 - 14.00	<ul style="list-style-type: none"> • Pembahasan LM Bulan Januari 2022; • Lain-lain • Discussion on Management Report January 2022; • Etc
7.	Jum'at, 04 Mar 2022 Jam 14.30 - 15.10 Friday, Mar 4, 2022 14.30 - 15.10	Pembahasan Usulan Calon Direksi PTPN XIV dan PT Sinergi Gula Nasional Discussion on the Proposed Candidates for the Board of Directors of PTPN XIV and PT Sinergi Gula Nasional
8.	Senin, 14 Maret 2022 14.30 – 15.00 Monday, March 14, 2022 14.30 - 15.00	Pembahasan Usulan Calon Dewan Komisaris PT RPN, PT KINRA dan PT BIONUSA Discussion on the Proposed Candidates for the Board of Commissioners of PT RPN, PT KINRA and PT BIONUSA
9.	Selasa, 29 Maret 2022 11.30 – 12.00 Tuesday, March 29, 2022 11.30 - 12.00	<ul style="list-style-type: none"> • Tindak lanjut rapat Pembahasan LM s.d Februari 2022 • Lain-lain • Follow up on the Discussion on Management Report February 2022 • Etc.
10.	Selasa, 05 April 2022 09.00 - Selesai Tuesday, April 5, 2022 09.00 - End	Laporan Pengawasan Dewan Komisaris Tahun 2021 2021 Board of Commissioners Supervisory Report
11.	Jumát, 08 April 2022 15.30 – Selesai Friday, April 8, 2022 15.30 - End	<ul style="list-style-type: none"> • Laporan Pengawasan Dekom Tahun 2021 • Penilaian Kinerja Dewan Komisaris • 2021 Board of Commissioners Supervisory Report • Performance Assessment of the Board of Commissioners
12.	Selasa, 26 April 2022 15.00 – Selesai Tuesday, April 26, 2022 15.00 - End	Tindak lanjut Rapat dengan Direksi Follow-up Meeting with the Board of Directors
13.	Selasa 31 Mei 2022 11.00 – 12.00 WIB Tuesday May 31, 2022 11.00 – 12.00	<i>Update Pending Matters</i> Update Pending Matters
14.	Selasa 07 Juni 2022 12.00 WIB s.d Selesai Tuesday June 7, 2022 12.00 - End	<ul style="list-style-type: none"> • Pembahasan Usulan Remunerasi PTPN Tahun 2022 • Pembahasan Usulan Calon Komisaris Utama PTPN XIV • Discussion on PTPN's 2022 Remuneration Proposal • Discussion on the Proposed Candidate for President Commissioner of PTPN XIV

No	Tanggal Rapat Date Of Meeting	Agenda Agenda
15	Kamis, 16 Juni 2022 09.00 s.d Selesai Thursday, June 16, 2022 09.00 - End	<ul style="list-style-type: none"> • Pembahasan Tanggapan atas Laporan tahunan Dewan Komisaris PTPN III (Persero) • Lain-lain • Discussion on the Responses to the Annual Report of the Board of Commissioners of PTPN III (Persero) • Etc.
16	Senin, 20 Juni 2022 11.00 s.d 13.00 Monday, June 20, 2022 11.00 - 13.00	<ul style="list-style-type: none"> • Update Pending Matter & Persiapan RUPS Tahun Buku 2022 • Tanggapan Dewan Komisaris • Usulan KAP untuk Audit TB 2022 • Usulan Dekom PT IKN • Update Pending Matter & Preparation for GMS of 2022 Fiscal Year • Board of Commissioners' response • Proposal for Public Accounting Firm for 2022 Audit • Proposal of the Board of Commissioners of PT IKN
17	Rabu, 22 Juni 2022 15.00 WIB – 16.00 WITA Wednesday, June 22, 2022 15.00 WIB - 16.00 WITA	<ul style="list-style-type: none"> • Pembahasan usulan KAP untuk Audit TB 2022 • Pembahasan Rekomendasi Dekom atas Pengesahan Laporan Realisasi Penggunaan Tambahan Dana PMN TA 2015 • Discussion on the Proposal for Public Accounting Firm for 2022 Audit • Discussion on Dekomatas Recommendation for Approval of the Realization Report on the Use of Additional State Equity Participation Funds for 2015 Fiscal Year
18	Jumat, 08 Juli 2022 10.00 Wib - Selesai Friday, July 8, 2022 10.00 WIB - End	<ul style="list-style-type: none"> • Rapat Internal Dewan Komisaris • Agenda Dekom Bulan Juli-Agustus 2022 • Board of Commissioners Internal Meeting • Board of Commissioners Agenda for July-August 2022
19	Senin, 08 Agustus 2022 09.00 WIB s.d Selesai Monday, August 8, 2022 09.00 WIB - End	<ul style="list-style-type: none"> • Pendalaman LHA Audit Intern PTPN I, II, IV, X, XI, XII • Upaya mencapai RKAP PTPN 2022. • Kunjungan Kerja Dekom. • Lain lain • Deep dive on the Audit Results Report of Internal Audit of PTPN I, II, IV, X, XI, XII • Efforts to Achieve the Company's 2022 Work Plan and Budget. • Board of Commissioners Working Visit. • Etc.
20	Kamis, 08 Sept 2022 09.00 WIB s.d Selesai Thursday, Sept 8, 2022 09.00 WIB - End	<ul style="list-style-type: none"> • Pembahasan Revisi RKAP 2022 • Pembahasan tentang Pelaksanaan Audit tahun Buku 2022 • Pembahasan Penyertaan PTPN III ke PT RPN • Pembahasan Rencana Kunjungan Kerja ke PTPN I • Arahan Dewan Komisaris • Discussion on the Company's 2022 Revised Work Plan and Budget • Discussion on Audit Implementation for 2022 Fiscal Year • Discussion on the Participation of PTPN III to PT RPN • Discussion on the Plans for Work Visit to PTPN I • Directions of the Board of Commissioners
21	Selasa, 27 Sept 2022 10.00 WIB - Selesai Tuesday, Sept 27, 2022 10.00 WIB - End	<ul style="list-style-type: none"> • Pembahasan Kunjungan Kerja ke PTPN VII • Pembahasan Benchmarking • Pembahasan LM s.d Agustus 2022 • Pembahasan Keikutsertaan IPOC • Lain-lain yang timbul dalam rapat • Discussion on Work Visit to PTPN VII • Discussion on Benchmarking • Discussion on Management Report until August 2022 • IPOC Participation Discussion • Other matters arising in the meeting
22	Jumat, 30 Sept 2022 08.00 WIB - Selesai Friday, Sept 30, 2022 08.00 WIB - End	<p>Pembahasan Usulan Penetapan Imbalan Jasa Audit KAP Tahun Buku 2022 Discussion on the Proposal for the Determination of Audit Services Fees of Public Accounting Firm for 2022 Fiscal Year</p>
23	Senin, 03 Oktober 2022 15.30 WIB - Selesai Monday, October 3, 2022 15.30 WIB - End	<p>Pembahasan Usulan Penetapan Imbalan Jasa Audit KAP Tahun Buku 2022 Discussion on the Proposal for the Determination of Audit Services Fees of Public Accounting Firm for 2022 Fiscal Year</p>
24	Selasa, 04 Oktober 2022 17.00 WIB - Selesai Tuesday, October 4, 2022 17.00 WIB - End	<p>Pembahasan Penetapan Biaya Jasa Audit Umum Tahun Buku 2022 Discussion on the Determination of General Audit Service Fees for 2022 2022</p>



No	Tanggal Rapat Date Of Meeting	Agenda Agenda
25	Jumát, 14 Oktober 2022 16.00 WIB - Selesai Friday, October 14, 2022 16.00 WIB - End	<ul style="list-style-type: none"> Membahas Penyertaan PTPN III (Persero) ke PT RPN Usulan RKAP-P 2022 Persiapan RKAP 2023 Proses KAP dan Pelaksanaan Audit Laporan Keuangan Tahun 2022 Pending Matters lain Discussion on PTPN III (Persero)'s participation in PT RPN Proposal for the Company's 2022 Revised Work Plan and Budget Preparation for the Company's 2023 Work Pan and Budget Public Accounting Firm Process and Implementation of 2022 Financial Statements Audit Other Pending Matters
26	Jumát, 21 Oktober 2022 14.00 WIB - Selesai Friday, October 21, 2022 14.00 WIB - End	<ul style="list-style-type: none"> Update pending Matters Pembahasan Tanggapan Penghapusan Bukan Asset Tanaman RKA Dewan Komisaris Update pending matters Discussion on the Responses to Write-Off of Plant Assets Work Plan and Budget of the Board of Commissioners
27	Kamis, 10 November 2022 15.30 WIB- Selesai Thursday, November 10, 2022 15.30 WIB - End	<ul style="list-style-type: none"> Membahas Rencana Kerja Dewan Komisaris tahun 2023 Update Pelaksanaan Audit TB 2022 Reviu Charter Audit Internal Update Tindak lanjut Rekomendasi Auditor Internal & Eksternal Pending Matters Surat Tanggapan Dewan Komisaris Agenda Dewan Komisaris bulan November 2022 Discussion on the Board of Commissioners' 2023 Work Plan Update on the Implementation of 2022 Audit Internal Audit Charter review Update Follow up on Internal & External Auditor Recommendations Pending Matters Response Letter from the Board of Commissioners Agenda of the Board of Commissioners for November 2022
28	Rabu, 07 Desember 2022 13.00 WIB - Selesai Wednesday, December 7, 2022 13.00 WIB - Finish	<ul style="list-style-type: none"> Update Pending Matters Membahas RKA Dewan Komisaris Tahun 2023 Revisi RKAP-P Tahun 2022 Rencana Benchmarking & Pengembangan Dewan Komisaris. Update Pending Matters Discussion on the Board of Commissioners' 2023 Work Plan and Budget Revision of the Company's 2022 Revised Work Plan and Budget Board of Commissioners Benchmarking & Development Plan
29	Jumat, 16 Desember 2022 10.00 WIB - Selesai Friday, December 16, 2022 10.00 - End	<ul style="list-style-type: none"> Pembahasan Tanggapan RKAP 2023; Update Pending Matters; Lain-Lain Yang Menjadi Usulan Dalam Rapat. Discussion on the Responses to the Company's 2023 Work Plan and Budget; Update Pending Matters; Other Proposals in the Meeting.
30	Kamis, 22 Desember 2022 09.00 WIB - Selesai Thursday, December 22, 2022 09.00 WIB - End	<ul style="list-style-type: none"> Menyusun Bahan Rapat dengan Deputi Keuangan dan Manajemen Risiko. Lain-Lain Yang Menjadi Usulan Dalam Rapat Preparation of meeting materials with the Deputy for Finance and Risk Management. Others Proposals in the Meeting
31	Selasa, 27 Desember 2022 11.30 WIB - Selesai Tuesday, December 27, 2022 11.30 - End	<ul style="list-style-type: none"> Update Pending Matters Lain-Lain Yang Menjadi Usulan Dalam Rapat Update Pending Matters Others Proposals in the Meeting

Rekapitulasi dan Tingkat Kehadiran Komite Pemantau Risiko dalam Rapat

Recapitulation and Attendance Level of the Risk Monitoring Committee at Meetings

Komite Pemantau Risiko Risk Monitoring Committee	% Kehadiran % Attendance
Erwan Pelawi	100%
Rini Widyastuti	100%
Asep Subarkah Yusuf	100%
Jones Batara Manurung	100%
Poerwitono poedjiwahjono	100%

Pengembangan Kompetensi Komite Pemantau Risiko

Perusahaan memiliki kebijakan terkait pengembangan dan peningkatan kompetensi Komite Pemantau Risiko, yang dilakukan melalui berbagai pelatihan dan pendidikan dengan pendanaan sepenuhnya menjadi tanggung jawab Perusahaan.

Laporan Singkat Pelaksanaan Tugas dan Kegiatan Komite Pemantau Risiko

Dewan Komisaris menilai kinerja Komite berdasarkan Piagam Komite Pemantau Risiko beserta peraturan lain terkait Perseroan. Selain itu juga melalui evaluasi terhadap perencanaan dan pelaksanaan program kerja yang telah disusun dan disahkan oleh Dewan Komisaris. Dewan Komisaris juga menilai kinerja Komite melalui pelaksanaan tugas khusus yang ditugaskan oleh Dewan Komisaris serta melalui pemenuhan terhadap laporan-laporan Komite Dewan Komisaris (Laporan Triwulan, Laporan Tahunan, Laporan Penugasan, dan Laporan Kunjungan Kerja).

Adapun pelaksanaan tugas komite di sepanjang tahun 2022 meliputi hal-hal sebagai berikut:

1. Melakukan evaluasi dan pemantauan terhadap risiko operasional, risiko keuangan dan risiko pasar yang dilakukan melalui evaluasi dan *monitoring* Laporan Manajemen yang disampaikan manajemen dan melaporkannya kepada Dewan Komisaris dan hasil evaluasi dituangkan dalam Tanggapan Dewan Komisaris atas Kinerja Laporan Manajemen (LM)
2. Melakukan pemantauan risiko dengan melakukan *review* dan evaluasi atas pelaksanaan manajemen risiko dan berbagai laporan risiko.
3. Mengikuti Rapat intern Komite Pemantau Risiko, Rapat Organ Dewan Komisaris (Komite Pemantau Risiko, Komite Audit dan Sekretaris Dewan Komisaris), Rapat Intern Dewan Komisaris dan Rapat Dewan Komisaris Dan Direksi.
4. Mendampingi Dewan Komisaris melakukan kunjungan kerja ke unit-unit usaha dan anak perusahaan serta membuat laporan hasil kunjungan dengan saran dan nasihat dalam usaha meningkatkan kinerja perusahaan.
5. Komunikasi dengan manajemen mengenai tindak lanjut hal-hal yang dinasihatkan/dimintakan perhatian yang tercantum di dalam risalah rapat Dewan Komisaris dengan Direksi, dan hasil kunjungan kerja.
6. Mengadakan rapat dengan divisi-divisi terkait dalam melakukan evaluasi kinerja untuk disampaikan kepada Dewan Komisaris, secara khusus melaksanakan rapat dan komunikasi yang intensif dengan Divisi Manajemen Risiko dan Divisi SPI dalam melakukan evaluasi dan pemantauan terhadap pengelolaan risiko perusahaan.
7. Melakukan pengkajian/evaluasi atas setiap usulan Direksi yang terkait dengan kerjasama investasi, penyertaan modal, pendirian perusahaan patungan/anak perusahaan, pelepasan aset perusahaan, dan kegiatan lain untuk mendapatkan rekomendasi Dewan Komisaris.

Competency Development of Risk Monitoring Committee

The Company has policies related to competency development and improvement of the Risk Monitoring Committee, which is carried out through various training and education with funding entirely the responsibility of the Company.

Brief Report on the Implementation of Duties and Activities of the Risk Monitoring Committee

The Board of Commissioners assesses the performance of the Committee based on the Audit Committee Charter and other regulations related to the Company. In addition, the Board of Commissioners assesses the Committee through evaluation of work program planning and implementation of work programs that have been prepared and approved by the Board of Commissioners. The Board of Commissioners also assesses the performance of the Committee through the implementation of special duties assigned by the Board of Commissioners and through the fulfillment of reports by the Committees of Board of Commissioners (Quarterly Reports, Annual Report, Assignment Reports, and Work Visit Reports).

The implementation of the committee's duties throughout 2022 includes the following matters:

1. Evaluating and monitoring operational risk, financial risk and market risk which is carried out through evaluation and monitoring of Management Reports submitted by management and reporting them to the Board of Commissioners and the results of the evaluation are included in the Board of Commissioners' Responses to Management Report (LM) Performance.
2. Monitoring risk by reviewing and evaluating the implementation of risk management and various risk reports.
3. Participating in internal meetings of the Risk Monitoring Committee, Board of Commissioners Organ Meetings (Risk Monitoring Committee, Audit Committee and Secretary of the Board of Commissioners), Internal Board of Commissioners meetings and Board of Commissioners and Directors meetings.
4. Accompanying the Board of Commissioners on working visits to business units and subsidiaries and preparing reports on the results of visits with suggestions and advice in an effort to improve the Company's performance.
5. Communicating with management regarding follow-up on matters advised/requested attention listed in the minutes of meetings between the Board of Commissioners and the Board of Directors, and the results of work visits.
6. Holding meetings with relevant divisions in conducting performance evaluations to be submitted to the Board of Commissioners, specifically conducting meetings and intensive communication with the Risk Management Division and IAU Division in evaluating and monitoring the Company's risk management.
7. Reviewing/evaluating every proposal from the Board of Directors related to investment cooperation, equity participation, establishment of joint ventures/subsidiaries, disposal of the Company's assets, and other activities to obtain recommendations from the Board of Commissioners.



8. Melakukan evaluasi dan pemantauan pelaksanaan tata kelola perusahaan yang baik (*Good Corporate Governance*) dilakukan dengan tepat dan baik sesuai undang-undang dan peraturan yang berlaku.
9. Mengikuti program pengembangan kompetensi di bidang manajemen risiko.

Penilaian Kinerja Komite Pemantau Risiko Oleh Dewan Komisaris

Sebagai upaya dalam meningkatkan kualitas telaah/saran/masukan kepada Dewan Komisaris maka Dewan Komisaris telah menetapkan Keputusan Dewan Komisaris PTPN III (Persero) tentang penilaian kinerja Komite-Komite berdasarkan target-target dalam rencana kerja. Dewan Komisaris melakukan dan menyampaikan hasil penilaian kinerja komite-komite secara individu dan kolegal kepada pemegang saham sebagai bagian dari tugas pelaksanaan pengawasan Dewan Komisaris. Hasil penilaian yang disampaikan tersebut merupakan nilai rata-rata yang diberikan oleh masing-masing Dewan Komisaris.

Penilaian kinerja dilakukan oleh Dewan Komisaris mencakup aspek dan kriteria sebagai berikut:

1. Aspek Kolektif, yakni penilaian yang didasarkan pada penyusunan dan penyampaian Laporan Tugas dan Tanggung Jawab Kolektif Komite secara berkala (Bobot 40%).
2. Aspek Individu, yakni penilaian yang didasarkan pada pengetahuan, keterampilan dan sikap dalam pelaksanaan tugas dan tanggung jawab Komite secara individu (Bobot 60 %) yang meliputi:
 - a. Kualitas Telaah (Bobot 20%);
 - b. Integritas (Bobot 20%);
 - c. Kekompakan Tim (Bobot 20%).

Penilaian terhadap kinerja Komite Pemantau Risiko dilakukan secara kualitatif, meliputi keaktifan Komite dalam menjalankan tugasnya, proses dokumentasi, dan rekomendasi yang diberikan. Sepanjang tahun 2022, Dewan Komisaris menilai bahwa Komite Pemantau Risiko telah menjalankan peran dan fungsinya sebagai Organ Pendukung Dewan Komisaris.

KOMITE NOMINASI dan REMUNERASI

Pembentukan Komite Nominasi dan Remunerasi merupakan tindak lanjut arahan Kementerian BUMN yang disampaikan melalui surat Nomor S-254/MBU/04/2020 tanggal 17 April 2020 hal *Talent and Succession Management* Direksi BUMN. Dewan Komisaris melalui surat Keputusan Dewan Komisaris Nomor : KEP-05/KOM/IV/2020 tentang Pengangkatan Anggota-Anggota Komite Nominasi dan Remunerasi Perusahaan Perseroan (Persero) PT Perkebunan Nusantara III.

8. Evaluating and monitoring the implementation of good corporate governance, which is carried out accurately and properly in accordance with the applicable laws and regulations.
9. Participating in competency development programs related to risk management..

Performance Assessment of Risk Monitoring Committee by the Board of Commissioners

As an effort to improve the quality of reviews/ suggestions/input to the Board of Commissioners, the Board of Commissioners has stipulated a Decree of the Board of Commissioners of PTPN III (Persero) concerning the performance assessment of the Committees based on the targets in the work plan. The Board of Commissioners conducts and submits the results of individual and collegial committee performance assessments to shareholders as part of the supervisory duties of the Board of Commissioners. The result of the assessment submitted is the average score given by each Board of Commissioners.

Performance assessment conducted by the Board of Commissioners includes the following aspects and criteria:

1. Collective Aspect, which is an assessment based on the preparation and submission of the Committee's Collective Duties and Responsibilities Reports on a regular basis (weight 40%).
2. Individual Aspect, which is an assessment based on knowledge, skills and attitudes in carrying out the duties and responsibilities of the Committee individually (Weight 60%) which includes:
 - a. Review Quality (Weight 20%)
 - b. Integrity (Weight 20%)
 - c. Team Solidarity (Weight 20%)

Performance assessment of the Risk Monitoring Committee was carried out qualitatively, including the activity of the Committee in carrying out its duties, the documentation process, and the recommendations given. Throughout 2022, The Board of Commissioners considers that the Risk Monitoring Committee has carried out its role and function as a Supporting Organ for the Board of Commissioners.

NOMINATION AND REMUNERATION COMMITTEE

The establishment of the Nomination and Remuneration Committee is a follow-up to the direction of the Ministry of SOEs which was addressed by Letter No. S-254/MBU/04/2020 dated April 17, 2020, concerning Talent and Succession Management of the Board of Directors of SOEs. The Board of Commissioners through the Decree of the Board of Commissioners No. KEP-05/KOM/IV/2020 concerning the Appointment of Members of the Nomination and Remuneration Committee for PT Perkebunan Nusantara III.

Persyaratan Keanggotaan Komite Nominasi dan Remunerasi

Persyaratan Kompetensi

1. Memiliki integritas, dedikasi, kemampuan, pendidikan, independensi, pengetahuan dan pengalaman untuk menjalankan tugas dan fungsi pengawasan tata kelola perusahaan serta mengkomunikasikan secara tertulis hasil pelaksanaan tugas dan fungsinya kepada Dewan Komisaris sesuai prosedur yang berlaku;
2. Memiliki pengetahuan yang cukup untuk dapat memahami prinsip-prinsip dan proses Komite Nominasi dan Remunerasi secara umum, prinsip-prinsip fungsi pengawasan dan Anggaran Dasar Perseroan;
3. Memiliki pengetahuan yang memadai tentang peraturan perundangan tentang Perseroan dan peraturan perundangan yang berkaitan dengan operasi Perusahaan;
4. Mampu mempelajari kegiatan Perusahaan secara cepat sehingga dapat memperoleh pengetahuan yang memadai tentang kegiatan Perusahaan dan kaitannya dengan aspek Komite Nominasi dan Remunerasi;
5. Mampu bekerja sama dan berkomunikasi dengan baik dan santun serta menyediakan waktu yang cukup untuk melaksanakan tugasnya dengan baik dan bernilai tambah.

Persyaratan Independensi

1. Anggota Komite Nominasi dan Remunerasi yang kedudukannya sebagai anggota Dewan Komisaris tidak mempunyai hubungan keluarga sedarah sampai derajat ketiga, baik menurut garis lurus maupun garis ke samping ataupun hubungan yang timbul karena perkawinan dengan anggota Dewan Komisaris lainnya atau dengan anggota Direksi;
2. Anggota Komite Nominasi dan Remunerasi yang bukan anggota Dewan Komisaris dilarang mempunyai hubungan keluarga sedarah dan semenda sampai derajat ketiga, baik menurut garis lurus maupun garis ke samping dengan anggota Dewan Komisaris dan anggota Direksi Perusahaan;
3. Tidak memangku jabatan rangkap sebagai pengurus partai politik dan/atau calon/anggota legislatif dan atau calon kepada daerah/wakil kepala daerah, dan jabatan lain sesuai dengan ketentuan peraturan perundang-undangan yang dapat menimbulkan benturan kepentingan;
4. Tidak memiliki hubungan usaha, baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha perusahaan yang dapat menimbulkan benturan kepentingan;
5. Bukan merupakan karyawan kunci yakni orang yang mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin atau mengendalikan kegiatan perusahaan dalam satu tahun terakhir sebelum diangkat oleh Dewan Komisaris;
6. Tidak mempunyai kepentingan pribadi langsung atau tidak langsung dengan informasi material Perusahaan;
7. Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum, atau pihak lain yang memberikan jasa audit, jasa non audit dan atau jasa konsultansi lainnya kepada perusahaan dalam waktu satu tahun terakhir sebelum diangkat oleh Dewan Komisaris;
8. Tidak keberatan dan bersedia membuat dan menandatangani pernyataan tertulis berkaitan dengan persyaratan independensi sebagaimana yang tercantum di atas.

Nomination and Remuneration Committee Membership Requirements

Competency Requirements

1. Having integrity, dedication, ability, education, independence, knowledge and experience to carry out the duties and functions of corporate governance oversight and communicate in writing the results of the implementation of their duties and functions to the Board of Commissioners in accordance with applicable procedures;
2. Having sufficient knowledge to be able to understand the principles and processes of the Nomination and Remuneration Committee in general, the principles of the supervisory function and the Company's Articles of Association;
3. Having sufficient knowledge of the laws and regulations concerning the Company and the laws and regulations relating to the operations of the Company;
4. Capable of studying the Company's activities quickly so that they can obtain adequate knowledge about the Company's activities and their relation to aspects of the Nomination and Remuneration Committee;
5. Capable of cooperating and communicating well and politely and providing sufficient time to carry out its duties properly and with added value.

Independence Requirements

1. A member of the Nomination and Remuneration Committee whose position as a member of the Board of Commissioners is not related by blood to the third degree, either in a straight line or a side line or a relationship arising from marriage with other members of the Board of Commissioners or with members of the Board of Directors;
2. Members of the Nomination and Remuneration Committee who are not members of the Board of Commissioners are prohibited from having blood and marriage relations up to the third degree, either in a straight line or sideways with members of the Board of Commissioners and members of the Board of Directors of the Company;
3. Not holding concurrent positions as administrators of political parties and/or legislative candidates/members and/or candidates for regional/deputy regional heads, and other positions in accordance with the provisions of laws and regulations that may cause conflicts of interest;
4. Has no business relationship, either directly or indirectly related to the company's business activities that may cause a conflict of interest;
5. Not a key employee, namely a person who has the authority and responsibility to plan, lead or control the company's activities in the last year before being appointed by the Board of Commissioners;
6. Has no direct or indirect personal interest in material Company information;
7. Not an internal person of a Public Accounting Firm, Legal Consulting Firm, or other party providing audit services, non-audit services and or other consulting services to the Company within the last one year prior to being appointed by the Board of Commissioners.
8. Has no objections and is willing to make and sign a written statement relating to the independence requirements as stated above.



Jumlah, Komposisi dan Susunan Komite Nominasi dan Remunerasi Tahun 2022

Sepanjang tahun 2022, terdapat perubahan komposisi Komite Nominasi dan Remunerasi dengan kronologi sebagai berikut:

Number, Composition and Structure of the Nomination and Remuneration Committee in 2022

Throughout 2022, there have been changes in the composition of the Nomination and Remuneration Committee with the following chronology:

Periode Januari s.d 31 Januari 2022 The period of January to January 31, 2022

No.	Nama Name	Jabatan Position	Keterangan Remarks
1.	Amal Bakti Pulungan *)	Ketua Head	Komisaris Independen Independent Commissioner
2.	Erwan Pelawi	Anggota Member	Komisaris Independen Independent Commissioner
3.	Rini Widyastuti	Anggota Member	Komisaris Commissioner
*)	Keputusan Dewan Komisaris Nomor KEP-02/DK/II/2019 tanggal 31 Januari 2019 dan KEP-01/KOM/I/2022 tanggal 31 Januari 2022 tentang Pemberhentian dan Pengangkatan Anggota Komite Nominasi dan Remunerasi Perusahaan Perseroan (Persero) PT Perkebunan Nusantara III Decree of the Board of Commissioners No. KEP-02/DK/II/2019 dated January 31, 2019, and KEP-01/KOM/I/2022 dated January 31, 2022, concerning the Dismissal and Appointment of Members of the Nomination and Remuneration Committee of Limited Liability Company of PT Perkebunan Nusantara III		

Periode Januari s.d 31 Januari 2022 The period of January to January 31, 2022

No.	Nama Name	Jabatan Position	Keterangan Remarks
1.	Zulkifli Zaini *	Ketua Head	Komisaris Independen Independent Commissioner
2.	Erwan Pelawi	Anggota Member	Komisaris Independen Independent Commissioner
3.	Rini Widyastuti	Anggota Member	Komisaris Commissioner
*)	Keputusan Dewan Komisaris Nomor KEP-02/DK/II/2019 tanggal 31 Januari 2019 dan KEP-03/KOM/I/2022 tanggal 31 Januari 2022 tentang Pemberhentian dan Pengangkatan Anggota Komite Nominasi dan Remunerasi Perusahaan Perseroan (Persero) PT Perkebunan Nusantara III Decree of the Board of Commissioners No. KEP-02/DK/II/2019 dated January 31, 2019, and KEP-03/KOM/I/2022 dated January 31, 2022, concerning the Dismissal and Appointment of Members of the Nomination and Remuneration Committee of Limited Liability Company of PT Perkebunan Nusantara III		

Sehubungan dengan SK pemberhentian Saudari Rini Widyastuti sebagai komisaris PT Perkebunan Nusantara III (Persero) dan pengangkatan Saudara Hamong Dhanardono sebagai komite nominasi dan remunerasi maka terdapat perubahan susunan anggota Komite Nominasi dan Remunerasi. Dengan demikian, susunan Komite Nominasi dan Remunerasi pada 31 Desember 2022 adalah sebagai berikut:

In connection with the Decree on the dismissal of Rini Widyastuti as a Commissioner of PT Perkebunan Nusantara III (Persero) and the appointment of Hamong Dhanardono as the Nomination and Remuneration Committee, there has been a change in the composition of the members of the Nomination and Remuneration Committee. Thus, the composition of the Nomination and Remuneration Committee as of December 31, 2022, is as follows:

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Office	Periode Jabatan Serving Period
Zulkifli Zaini	Ketua/Komisaris Independen Head/Independent Commissioner	KEP-03/KOM/I/2022 tanggal 31 Januari 2022 KEP-03/KOM/I/2022 dated January 31, 2022	31 Januari 2022-31 Januari 2025 January 31, 2022 to January 31, 2025	Ke-1 1st
Erwan Pelawi	Komisaris Independen Independent Commissioner	KEP-05/KOM/IV/2020 tanggal 24 April 2020 KEP-05/KOM/IV/2020 dated April 24, 2020	24 April 2020-24 April 2023 April 24, 2020 to April 24, 2023	Ke-1 1st
Hamong Dhanardono	Anggota/Independen Member/Independent	KEP-15/KOM/VIII/2022 tanggal 26 Agustus 2022 KEP-15/KOM/VIII/2022 dated August 26, 2022	26 Agustus 2022 - 26 Agustus 2025 August 26, 2022 to August 26, 2025	Ke-1 1st

Profil Ketua Komite Nominasi dan Remunerasi dan Anggota yang merupakan Komisaris Perusahaan, dapat dilihat pada pembahasan terkait Dewan Komisaris di sub-bagian Profil Perusahaan pada laporan tahunan ini.

Adapun profil anggota Komite Nominasi dan Remunerasi yang bukan merupakan Komisaris Perusahaan adalah sebagai berikut:



Hamong Dhanardono

Anggota Komite Nominasi dan Remunerasi | Member of the Nomination and Remuneration Committee

Periode Jabatan: 26 Agustus 2022 - 26 Agustus 2025, Periode Ke-1 | Term of Office started on August 26, 2022 - August 26 2025, 1st Period

Kewarganegaraan

Warga Negara Indonesia

Usia

Usia 59 tahun, Kelahiran : Malang, 28 Oktober 1964

Domisili

Bekasi, Indonesia

Riwayat Pendidikan

- S1 Hukum Perdata, Universitas Padjadjaran Bandung, 1990
- S2 Business Law, Universitas Tarumanagara, 1998

Pengalaman Kerja

- Kepala Seksi Sengketa di Bagian Hukum PT Bank Dagang Negara (Persero) Jakarta, 1992 - 1999
- Professional Staff Legal Advis di Credit Recovery Group (CRG) PT Bank Mandiri (Persero) Jakarta, 1999 - 2008
- Team Leader Legal Advice di Special Asset Management (SAM) Group, PT Bank Mandiri (Persero) Jakarta, 2008 - 2010
- Departement Head Auction, Budgeting & Legal di Retail Risk Group, PT Bank Mandiri (Persero) Jakarta, 2010 - 2016
- Departement Head Wholesale Credit Counsel - Legal Group, PT Bank Mandiri (Persero) Jakarta, 2016 - 30 Oktober 2020
- PT Asuransi Jiwa Inhealth Indonesia - Legal Consultant, 2021 - Sekarang

Citizenship

Indonesian citizen

Usia

59 years old Born in Malang, October 28, 1964

Domicile

Bekasi, Indonesia

Educational Background

- Bachelor of Civil Laws, Padjadjaran University, Bandung, 1990
- Master of Business Laws, Tarumanagara University, 1998

Work Experience

- Head of the Dispute Section in the Legal Department of PT Bank Dagang Negara (Persero) Jakarta, 1992 - 1999
- Professional Legal Advice Staff at Credit Recovery Group (CRG) PT Bank Mandiri (Persero) Jakarta, 1999 - 2008
- Legal Advice Team Leader at Special Asset Management (SAM) Group, PT Bank Mandiri (Persero) Jakarta, 2008 - 2010
- Department Head Auction, Budgeting & Legal at Retail Risk Group, PT Bank Mandiri (Persero) Jakarta, 2010 - 2016
- Department Head Wholesale Credit Counsel - Legal Group, PT Bank Mandiri (Persero) Jakarta, 2016 - 30 October 2020
- PT Asuransi Jiwa Inhealth Indonesia - Legal Consultant, 2021 - Now

The profiles of members of the Nomination and Remuneration Committee can be seen in the discussion related to the Board of Commissioners in the Company Profile subsection of this annual report.

The profiles of the Nomination and Remuneration Committee members who are not Commissioners of the Company are as follows:

Independensi Komite Nominasi dan Remunerasi

Independensi adalah syarat menjadi Komite Nominasi dan Remunerasi. Seorang anggota Komite Nominasi dan Remunerasi harus independen, obyektif dan profesional sebagaimana diatur dalam Komite Nominasi dan Remunerasi Charter yang diperbaharui secara berkala menyesuaikan dengan peraturan perundang-undangan yang berlaku. Selain tercantum dalam Komite Nominasi dan Remunerasi Charter, anggota Komite di bawah Dewan Komisaris menandatangani pernyataan independensi Komite Nominasi dan Remunerasi.

Kriteria independensi anggota Komite Nominasi dan Remunerasi, terlampir dalam tabel berikut:

Independence of the Nomination and Remuneration Committee

Independence is a requirement to become the Nomination and Remuneration Committee. A member of the Nomination and Remuneration Committee must be independent, objective and professional as stipulated in the Nomination and Remuneration Committee Charter which is updated regularly in accordance with the prevailing laws and regulations. In addition to being listed in the Nomination and Remuneration Committee Charter, members of the Committee under the Board of Commissioners signed a statement of independence for the Nomination and Remuneration Committee.

The criteria for the independence of the members of the Nomination and Remuneration Committee are attached in the following table:



Aspek Independensi Aspect of Independence	Zulkifli Zaini	Erwan Pelawi	Hamong Dhanardono
Memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi Have a financial relationship with the Board of Commissioners and Directors	x	x	x
Memiliki hubungan kepengurusan di Perusahaan, entitas anak maupun entitas afiliasi Have a management relationship in the Company, subsidiaries or affiliated entities	x	x	x
Memiliki saham Perusahaan, baik langsung maupun tidak langsung Owned the Company's shares, either directly or indirectly	x	x	x
Memiliki hubungan keluarga dengan Dewan Komisaris, Direksi dan/atau sesama anggota Komite Have a family relationship with the Board of Commissioners, the Board of Directors and/or fellow members of the Committee	x	x	x
Menjabat sebagai pengurus partai politik, pejabat dan pemerintah Serve as administrator of political parties, officials and government	x	x	x

v = ada | x = tidak ada
v = applicable | x = not applicable

Pedoman Kerja: Piagam Komite Nominasi dan Remunerasi

Dalam menjalankan fungsi Komite Nominasi dan Remunerasi yang memenuhi ketentuan *Good Corporate Governance, Holding Perkebunan Nusantara PTPN III (Persero)* menyusun Piagam Komite Nominasi dan Remunerasi. Piagam ini mengatur tugas, tanggung jawab dan wewenang serta mekanisme kerja Komite Pemantau Risiko dalam menjalankan tugas dan tanggung jawabnya.

Tugas dan Tanggung Jawab Komite Nominasi dan Remunerasi

1. Terkait dengan Kebijakan Nominasi:
 - a. Memberikan rekomendasi kepada Dewan Komisaris mengenai:
 - i) komposisi jabatan Direksi dan Dewan Komisaris;
 - ii) kebijakan dan kriteria yang dibutuhkan dalam proses nominasi;
 - iii) kebijakan evaluasi kinerja bagi anggota Direksi dan/atau anggota Dewan Komisaris;
 - iv) calon anggota Dewan Komisaris anak perusahaan dan/atau Direksi anak perusahaan kepada Dewan Komisaris untuk disampaikan kepada Pemegang Saham/Rapat Umum Pemegang Saham;
 - b. Melakukan kegiatan terkait nominasi dan melaporkannya kepada Pemegang Saham/Rapat Umum Pemegang Saham sesuai dengan ketentuan yang berlaku;
 - c. Dalam hal komite menganggap perlu menggunakan konsultan independen untuk melakukan penelaahan kembali atas nominasi yang telah ditentukan, maka tugas komite:

Work Guidelines: Nomination and Remuneration Committee Charter

In carrying out the functions of the Nomination and Remuneration Committee that complies with the provisions of *Good Corporate Governance, Holding Perkebunan Nusantara PTPN III (Persero)* established the Nomination and Remuneration Committee Charter. This charter regulates the duties, responsibilities and authorities as well as the working mechanism of the Nomination and Remuneration Committee in carrying out its duties and responsibilities.

Duties and Responsibilities of the Nomination and Remuneration Committee

1. Related to Nomination Policies:
 - a. Provide recommendations to the Board of Commissioners regarding:
 - i) The composition of the positions of the members of the Board of Directors and/or the Board of Commissioners;
 - ii) Policies and criteria required in the Nomination process;
 - iii) Performance evaluation policies for members of the Board of Directors and/or Board of Commissioners;
 - iv) Prospective members of the Board of Commissioners of a subsidiary company and/or the Board of Directors of a subsidiary company to the Board of Commissioners to be submitted to the Shareholders/General Meeting of Shareholders;
 - b. Carry out activities related to nomination and report it to Shareholders/General Meeting of Shareholders in accordance with applicable regulations;
 - c. In the event that the Committee deems it necessary to use an independent consultant to review the nominations that have been determined, the Committee's duties are to:

- i) memberikan masukan tentang kriteria dan kompetensi konsultan;
 - ii) melakukan monitoring pekerjaan konsultan melalui human capital.
2. Terkait dengan Kebijakan Remunerasi:
 - a. melakukan kegiatan terkait remunerasi dan melaporkan kepada Dewan Komisaris sesuai dengan prosedur ketentuan hukum yang berlaku;
 - b. memberikan rekomendasi kepada Dewan Komisaris mengenai:
 - i) struktur, kebijakan, dan besaran remunerasi bagi Dewan Komisaris dan Direksi untuk disampaikan kepada Pemegang Saham/Rapat Umum Pemegang Saham;
 - ii) kebijakan remunerasi bagi Pejabat Eksekutif dan pegawai secara keseluruhan untuk disampaikan kepada Direksi;
 - c. Dalam hal komite menganggap perlu menggunakan konsultan independen untuk melakukan penelaahan kembali atas remunerasi yang telah ditentukan, maka tugas komite:
 - i) memberikan masukan tentang kriteria dan kompetensi konsultan;
 - ii) melakukan *monitoring* pekerjaan konsultan melalui human capital.
3. Melaksanakan tugas dan tanggung jawab lainnya yang diberikan kepada Dewan Komisaris.

- i) Provide input on the criteria and competency of the consultant;
 - ii) Monitor the work of consultants through human capital
2. Related to Remuneration Policies:
 - a. Carry out activities related to remuneration and report to the Board of Commissioners in accordance with applicable legal procedures;
 - b. Provide recommendations to the Board of Commissioners regarding:
 - i) Provide recommendations on the structure, policies, and amount of remuneration for the Board of Commissioners and Board of Directors to be submitted to the Shareholders/General Meeting of Shareholders;
 - ii) Remuneration policies for Executive Officials and employees as a whole to be submitted to the Board of Directors;
 - c. In the event that the Committee deems it necessary to use an independent consultant to review the determined remuneration, then the Committee's duties are to:
 - i) Provide input on the criteria and competency of the consultant;
 - ii) Monitor the work of consultants through human capital.
3. Carry out other duties and responsibilities given to the Board of Commissioners.

Pembagian Tugas dan Tanggung Jawab Dalam Keanggotaan Komite Nominasi Dan Remunerasi 2022

Berdasarkan Surat Keputusan Dewan Komisaris No. KEP-05/ KOM/ IV/2020 tanggal 24 April 2020 tentang Pengangkatan Anggota Komite Nominasi dan Remunerasi Perusahaan Perseroan (Persero) PT Perkebunan Nusantara III (Persero), lingkup tugas masing-masing Anggota Komite Nominasi dan Remunerasi adalah sebagai berikut:

Zulkifli Zaini

Ketua Komite Nominasi dan Remunerasi

Head of Nomination and Remuneration Committee

Bertanggung jawab untuk menangani bidang Nominasi dan Remunerasi
Responsible for handling matters related to Nomination and Remuneration

Erwan Pelawi

Anggota Komite Nominasi dan Remunerasi

Member of Nomination and Remuneration Committee

Bertanggung jawab untuk menangani bidang Nominasi dan Remunerasi.
Responsible for handling matters related to Nomination and Remuneration

Hamong Dhanardono

Anggota Komite Nominasi dan Remunerasi

Member of Nomination and Remuneration Committee

Bertanggung jawab untuk menangani bidang Nominasi dan Remunerasi.
Responsible for handling matters related to Nomination and Remuneration

Division of Duties and Responsibilities in the Membership of the Nomination and Remuneration Committee in 2022

Based on the Decree of the Board of Commissioners No. KEP-05/ KOM/IV/2020 dated April 24, 2020 concerning the Appointment of Members of the Nomination and Remuneration Committee of Limited Liability Company PT Perkebunan Nusantara III (Persero), the scope of duties of each Member of the Nomination and Remuneration Committee is as follows:

Rapat Komite Nominasi dan Remunerasi

Komite Nominasi dan Remunerasi telah menyelenggarakan rapat yang ditujukan untuk membantu tugas Dewan Komisaris dalam mengawasi pengelolaan Perusahaan. Di sepanjang tahun 2022, Komite Nominasi dan Remunerasi menyelenggarakan 31 rapat, dengan risalah rapat dan kehadiran anggota Komite Nominasi dan Remunerasi seperti yang terlihat di bawah ini:

Nomination and Remuneration Committee Meeting

The Nomination and Remuneration Committee has organized meetings to assist the duties of the Board of Commissioners in overseeing the management of the Company. Throughout 2022, the Nomination and Remuneration Committee held 31 meetings, with minutes of meetings and attendance of the Nomination and Remuneration Committee members as shown below:



No	Tanggal Rapat Date Of Meeting	Agenda Agenda
1.	Kamis, 13 Jan 2022 Jam 15.00 - Selesai Thursday, January 13, 2022 15.00 – End	<ul style="list-style-type: none"> • Pembahasan Program Kerja dan Anggaran Dewan Komisaris Tahun 2022. • Pembahasan Pembagian Tugas Dewan Komisaris • Lain-Lain • Discussion of the Board of Commissioners' 2022 Work Program and Budget. • Discussion on the Distribution of Duties of the Board of Commissioners • Etc.
2.	Rabu, 02 Feb 2022 Jam 07.30 - Selesai Wednesday, February 2, 2022 07.30 - End	<ul style="list-style-type: none"> • Persiapan Pembahasan LM Bulan Desember 2022; • Lain Lain; • Preparation for Discussion on Management Report December 2022; • Etc;
3.	Selasa, 15 Feb 2022 09.00 – 10.00 Tuesday, February 15, 2022 09.00 - 10.00	<ul style="list-style-type: none"> • Kerja Sama PTPN III dengan PT Riset Perkebunan Nusantara • Penghapusbukuan Persediaan <i>Incourant</i> • Cooperation between PTPN III and PT Riset Perkebunan Nusantara • Incourant Inventory write-off
4.	Rabu, 16 Feb 2022 16.00 – 17.00 Wednesday, February 16, 2022 16.00 – 17.00	Pembahasan Penilaian Kinerja Direksi dan <i>Selected Talenta</i> BOD-1 PTPN III Discussion on the Performance Assessment of Board of Directors and BOD-1 Selected Talents PTPN III
5.	Senin, 21 Feb 2022 13.00 – 13.30 Monday, February 21, 2022 13.00 - 13.30	Pembahasan Usulan Komisaris Utama PTPN V* Discussion on the Proposal of PTPN V* President Commissioner
6.	Selasa 01 Maret 2022 13.00 – 14.00 Tuesday March 1, 2022 13.00 - 14.00	<ul style="list-style-type: none"> • Pembahasan LM Bulan Januari 2022; • Lain-lain • Discussion on Management Report January 2022; • Etc
7.	Jum'at, 04 Mar 2022 Jam 14.30 - 15.10 Friday, Mar 4, 2022 14.30 - 15.10	Pembahasan Usulan Calon Direksi PTPN XIV dan PT Sinergi Gula Nasional Discussion on the Proposed Candidates for the Board of Directors of PTPN XIV and PT Sinergi Gula Nasional
8.	Senin, 14 Maret 2022 14.30 – 15.00 Monday, March 14, 2022 14.30 - 15.00	Pembahasan Usulan Calon Dewan Komisaris PT RPN, PT KINRA dan PT BIONUSA Discussion on the Proposed Candidates for the Board of Commissioners of PT RPN, PT KINRA and PT BIONUSA
9.	Selasa, 29 Maret 2022 11.30 – 12.00 Tuesday, March 29, 2022 11.30 - 12.00	<ul style="list-style-type: none"> • Tindak lanjut rapat Pembahasan LM s.d Februari 2022 • Lain-lain • Follow up on the Discussion on Management Report February 2022 • Etc.
10.	Selasa, 05 April 2022 09.00 - Selesai Tuesday, April 5, 2022 09.00 - End	Laporan Pengawasan Dewan Komisaris Tahun 2021 2021 Board of Commissioners Supervisory Report
11.	Jumát, 08 April 2022 15.30 – Selesai Friday, April 8, 2022 15.30 - End	<ul style="list-style-type: none"> • Laporan Pengawasan Dekom Tahun 2021 • Penilaian Kinerja Dewan Komisaris • 2021 Board of Commissioners Supervisory Report • Performance Assessment of the Board of Commissioners
12.	Selasa, 26 April 2022 15.00 – Selesai Tuesday, April 26, 2022 15.00 - End	Tindak lanjut Rapat dengan Direksi Follow-up Meeting with the Board of Directors

No	Tanggal Rapat Date Of Meeting	Agenda Agenda
13	Selasa 31 Mei 2022 11.00 – 12.00 WIB Tuesday May 31, 2022 11.00 – 12.00	Update Pending Matters Update Pending Matters
14	Selasa 07 Juni 2022 12.00 WIB s.d Selesai Tuesday June 7, 2022 12.00 - End	<ul style="list-style-type: none"> • Pembahasan Usulan Remunerasi PTPN Tahun 2022 • Pembahasan Usulan Calon Komisaris Utama PTPN XIV • Discussion on PTPN's 2022 Remuneration Proposal • Discussion on the Proposed Candidate for President Commissioner of PTPN XIV
15	Kamis, 16 Juni 2022 09.00 s.d Selesai Thursday, June 16, 2022 09.00 - End	<ul style="list-style-type: none"> • Pembahasan Tanggapan atas Laporan tahunan Dewan Komisaris PTPN III (Persero) • Lain-lain • Discussion on the Responses to the Annual Report of the Board of Commissioners of PTPN III (Persero) • Etc.
16	Senin, 20 Juni 2022 11.00 s.d 13.00 Monday, June 20, 2022 11.00 - 13.00	<ul style="list-style-type: none"> • Update Pending Matter & Persiapan RUPS Tahun Buku 2022 • Tanggapan Dewan Komisaris • Usulan KAP untuk Audit TB 2022 • Usulan Dekom PT IKN • Update Pending Matter & Preparation for GMS of 2022 Fiscal Year • Board of Commissioners' response • Proposal for Public Accounting Firm for 2022 Audit • Proposal of the Board of Commissioners of PT IKN
17	Rabu, 22 Juni 2022 15.00 WIB – 16.00 WITA Wednesday, June 22, 2022 15.00 WIB - 16.00 WITA	<ul style="list-style-type: none"> • Pembahasan usulan KAP untuk Audit TB 2022 • Pembahasan Rekomendasi Dekom atas Pengesahan Laporan Realisasi Penggunaan Tambahan Dana PMN TA 2015 • Discussion on the Proposal for Public Accounting Firm for 2022 Audit • Discussion on Dekomatas Recommendation for Approval of the Realization Report on the Use of Additional State Equity Participation Funds for 2015 Fiscal Year
18	Jumat, 08 Juli 2022 10.00 Wib - Selesai Friday, July 8, 2022 10.00 WIB - End	<ul style="list-style-type: none"> • Rapat Internal Dewan Komisaris • Agenda Dekom Bulan Juli-Agustus 2022 • Board of Commissioners Internal Meeting • Board of Commissioners Agenda for July-August 2022
19	Senin, 08 Agustus 2022 09.00 WIB s.d Selesai Monday, August 8, 2022 09.00 WIB - End	<ul style="list-style-type: none"> • Pendalaman LHA Audit Intern PTPN I, II, IV, X, XI, XII • Upaya mencapai RKAP PTPN 2022. • Kunjungan Kerja Dekom. • Lain lain • Deep dive on the Audit Results Report of Internal Audit of PTPN I, II, IV, X, XI, XII • Efforts to Achieve the Company's 2022 Work Plan and Budget. • Board of Commissioners Working Visit. • Etc.
20	Kamis, 08 Sept 2022 09.00 WIB s.d Selesai Thursday, Sept 8, 2022 09.00 WIB - End	<ul style="list-style-type: none"> • Pembahasan Revisi RKAP 2022 • Pembahasan tentang Pelaksanaan Audit tahun Buku 2022 • Pembahasan Penyertaan PTPN III ke PT RPN • Pembahasan Rencana Kunjungan Kerja ke PTPN I • Arahan Dewan Komisaris • Discussion on the Company's 2022 Revised Work Plan and Budget • Discussion on Audit Implementation for 2022 Fiscal Year • Discussion on the Participation of PTPN III to PT RPN • Discussion on the Plans for Work Visit to PTPN I • Directions of the Board of Commissioners
21	Selasa, 27 Sept 2022 10.00 WIB - Selesai Tuesday, Sept 27, 2022 10.00 WIB - End	<ul style="list-style-type: none"> • Pembahasan Kunjungan Kerja ke PTPN VII • Pembahasan <i>Benchmarking</i> • Pembahasan LM s.d Agustus 2022 • Pembahasan Keikutsertaan IPOC • Lain-lain yang timbul dalam rapat • Discussion on Work Visit to PTPN VII • Discussion on Benchmarking • Discussion on Management Report until August 2022 • IPOC Participation Discussion • Other matters arising in the meeting
22	Jumat, 30 Sept 2022 08.00 WIB - Selesai Friday, Sept 30, 2022 08.00 WIB - End	Pembahasan Usulan Penetapan Imbalan Jasa Audit KAP Tahun Buku 2022 Discussion on the Proposal for the Determination of Audit Services Fees of Public Accounting Firm for 2022 Fiscal Year



No	Tanggal Rapat Date Of Meeting	Agenda Agenda
23	Senin, 03 Oktober 2022 15.30 WIB - Selesai Monday, October 3, 2022 15.30 WIB - End	Pembahasan Usulan Penetapan Imbalan Jasa Audit KAP Tahun Buku 2022 Discussion on the Proposal for the Determination of Audit Services Fees of Public Accounting Firm for 2022 Fiscal Year
24	Selasa, 04 Oktober 2022 17.00 WIB - Selesai Tuesday, October 4, 2022 17.00 WIB - End	Pembahasan Penetapan Biaya Jasa Audit Umum Tahun Buku 2022 Discussion on the Determination of General Audit Service Fees for 2022 2022
25	Jumát, 14 Oktober 2022 16.00 WIB - Selesai Friday, October 14, 2022 16.00 WIB - End	<ul style="list-style-type: none"> • Membahas Penyertaan PTPN III (Persero) ke PT RPN • Usulan RKAP-P 2022 • Persiapan RKAP 2023 • Proses KAP dan Pelaksanaan Audit Laporan Keuangan Tahun 2022 • <i>Pending Matters</i> lain • Discussion on PTPN III (Persero)'s participation in PT RPN • Proposal for the Company's 2022 Revised Work Plan and Budget • Preparation for the Company's 2023 Work Pan and Budget • Public Accounting Firm Process and Implementation of 2022 Financial Statements Audit • Other Pending Matters
26	Jumát, 21 Oktober 2022 14.00 WIB - Selesai Friday, October 21, 2022 14.00 WIB - End	<ul style="list-style-type: none"> • <i>Update pending Matters</i> • Pembahasan Tanggapan Penghapusan bukan Asset Tanaman • RKA Dewan Komisaris • Update pending matters • Discussion on the Responses to Write-Off of Plant Assets • Work Plan and Budget of the Board of Commissioners
27	Kamis, 10 November 2022 15.30 WIB- Selesai Thursday, November 10, 2022 15.30 WIB - End	<ul style="list-style-type: none"> • Membahas Rencana Kerja Dewan Komisaris tahun 2023 • <i>Update Pelaksanaan Audit TB 2022</i> • <i>Reviu Charter Audit Internal</i> • <i>Update Tindak Lanjut Rekomendasi Auditor Internal & Eksternal</i> • <i>Pending Matters Surat Tanggapan Dewan Komisaris</i> • <i>Agenda Dewan Komisaris bulan November 2022</i> • Discussion on the Board of Commissioners' 2023 Work Plan • Update on the Implementation of 2022 Audit • Internal Audit Charter review • Update Follow up on Internal & External Auditor Recommendations • Pending Matters Response Letter from the Board of Commissioners • Agenda of the Board of Commissioners for November 2022
28	Rabu, 07 Desember 2022 13.00 WIB – Selesai Wednesday, December 7, 2022 13.00 WIB - Finish	<ul style="list-style-type: none"> • <i>Update Pending Matters</i> • <i>Membahas RKA Dewan Komisaris Tahun 2023</i> • <i>Revisi RKAP-P Tahun 2022</i> • <i>Rencana Benchmarking & Pengembangan Dewan Komisaris.</i> <ul style="list-style-type: none"> • <i>Update Pending Matters</i> • <i>Discussion on the Board of Commissioners' 2023 Work Plan and Budget</i> • <i>Revision of the Company's 2022 Revised Work Plan and Budget</i> • <i>Board of Commissioners Benchmarking & Development Plan</i>
29	Jumat, 16 Desember 2022 10.00 WIB – Selesai Friday, December 16, 2022 10.00 - End	<ul style="list-style-type: none"> • <i>Pembahasan Tanggapan RKAP 2023;</i> • <i>Update Pending Matters;</i> • <i>Lain-Lain Yang Menjadi Usulan Dalam Rapat.</i> • Discussion on the Responses to the Company's 2023 Work Plan and Budget; • Update Pending Matters; • Other Proposals in the Meeting.
30	Kamis, 22 Desember 2022 09.00 WIB – Selesai Thursday, December 22, 2022 09.00 WIB - End	<ul style="list-style-type: none"> • <i>Menyusun Bahan Rapat dengan Deputi Keuangan dan Manajemen Risiko.</i> • <i>Lain-Lain Yang Menjadi Usulan Dalam Rapat</i> • Preparation of meeting materials with the Deputy for Finance and Risk Management. • Others Proposals in the Meeting
31	Selasa, 27 Desember 2022 11.30 WIB – Selesai Tuesday, December 27, 2022 11.30 - End	<ul style="list-style-type: none"> • <i>Update Pending Matters</i> • <i>Lain-Lain Yang Menjadi Usulan Dalam Rapat</i> • Update Pending Matters • Others Proposals in the Meeting

Rekapitulasi dan Tingkat Kehadiran Komite Nominasi dan Remunerasi dalam Rapat
Recapitulation and Attendance Level of the Nomination and Remuneration Committee at Meetings

Komite Nominasi dan Remunerasi Nomination and Remuneration Committee	% Kehadiran % Attendance
Zulkifli Zaini	100%
Erwan Pelawi	100%
Hamong Dhanardono	100%

Pengembangan Kompetensi Nominasi dan Remunerasi

PTPN III memiliki komitmen dalam menciptakan SDM yang unggul dan berdaya saing dengan mengadakan program pengembangan kompetensi bagi seluruh karyawan. Pengembangan kompetensi Komite Nominasi dan Remunerasi merupakan upaya pengkinian pengetahuan untuk mendukung pelaksanaan tugas pengawasan dalam pengelolaan bisnis Perusahaan khususnya dalam memberikan masukan bagi Dewan Komisaris. Sepanjang tahun 2022, Perusahaan belum memiliki program khusus terkait pengembangan kompetensi bagi Anggota Komite Nominasi dan Remunerasi. Namun demikian, para anggota komite senantiasa menjalankan program pengembangan kompetensi secara mandiri sesuai dengan bidangnya.

Laporan Singkat Pelaksanaan Tugas dan Kegiatan Nominasi Dan Remunerasi

Dewan Komisaris menilai kinerja Komite berdasarkan Piagam Nominasi dan Remunerasi beserta peraturan lain terkait Perseroan. Selain itu juga melalui evaluasi terhadap perencanaan dan pelaksanaan program kerja yang telah disusun dan disahkan oleh Dewan Komisaris. Dewan Komisaris juga menilai kinerja Komite melalui pelaksanaan tugas khusus yang ditugaskan oleh Dewan Komisaris serta melalui pemenuhan terhadap laporan-laporan Komite Dewan Komisaris (Laporan Triwulan, Laporan Tahunan, Laporan Penugasan, dan Laporan Kunjungan Kerja).

Adapun pelaksanaan tugas komite di sepanjang tahun 2022 meliputi:

- Melakukan telaah atas *Talent Management System* di PT Perkebunan Nusantara III (Persero).
- Melakukan telaah atas usulan *Nominated BOD-1* untuk menjadi *talent pool* di Kementerian BUMN.
- Melakukan Evaluasi Calon Wakil Perseroan di Anak Perusahaan.
- Melakukan Evaluasi Kinerja Direksi dan Dewan Komisaris, meliputi telaah atas realisasi KPI Direksi dan telaah atas Kinerja Dewan Komisaris.
- Melakukan evaluasi atas Usulan Remunerasi PT Perkebunan Nusantara III (Persero) tahun 2022.

Competency Development of the Nomination and Remuneration Committee

PTPN III is committed to creating excellent and competitive human resources by conducting competency development programs for all employees. Competency development of the Nomination and Remuneration Committee is an effort to update knowledge to support the implementation of supervisory duties in the management of the Company's business, especially in providing input to the Board of Commissioners. Throughout 2022, the Company did not have a special program for Nomination and Remuneration Committee Members to develop their competencies. Committee members, on the other hand, always carry out competency development programs independently in accordance with their fields.

Brief Report on the Implementation of Duties and Activities of the Nomination and Remuneration Committee

Performance assessment of the Committee by the Board of Commissioners is based on the Nomination and Remuneration Committee Charter and other regulations related to the Company. In addition, the Board of Commissioners assesses the Committee through evaluation of work program planning and implementation of work programs that have been prepared and approved by the Board of Commissioners. The Board of Commissioners also assesses the performance of the Committee through the implementation of special duties assigned by the Board of Commissioners and through the fulfillment of reports by the Committees of Board of Commissioners (Quarterly Reports, Annual Report, Assignment Reports, and Work Visit Reports).

The implementation of the Committee's duties throughout 2022 includes:

- Reviewing the Talent Management System at PT Perkebunan Nusantara III (Persero).
- Reviewing the Nominated BOD-1 proposal to become a talent pool at the Ministry of SOEs.
- Evaluating Candidates for the Company's Representatives in Subsidiaries.
- Evaluating the performance of the Board of Directors and the Board of Commissioners, including reviewing the realization of the Board of Directors' KPI and reviewing the performance of the Board of Commissioners.
- Evaluating the Proposed Remuneration of PT Perkebunan Nusantara III (Persero) for 2022.



Uraian Terkait Sistem Gaji dan Insentif

Perusahaan memiliki sistem *job grading* dalam penggajian karyawannya. Perhitungan *job grading* tersebut ditinjau dari beberapa elemen yaitu *knowhow*, *problem solving* dan akuntabilitas dalam pekerjaan tersebut.

Dengan sistem *grading* ini, karyawan akan terus terpacu untuk meningkatkan kinerja guna mencapai peningkatan karier ke jabatan dengan bobot yang lebih tinggi dan secara otomatis akan meningkatkan pendapatan karyawan tersebut.

Kebijakan Suksesi Direksi

Perusahaan telah memiliki mekanisme penetapan kandidat pengganti/suksesor Direksi, yaitu dengan mempunyai "Talent Pool" satu tingkat di bawah Direksi. Proses penilaian kompetensi dilakukan oleh Konsultan Independen. *Talent Pool* tersebut kemudian diajukan oleh Dewan Komisaris kepada Pemegang Saham.

Description Regarding Salary and Incentive System

The Company has a job grading system in the payroll of its employees. The job grading calculation is viewed from several elements, namely knowhow, problem solving and accountability in the job.

With this grading system, employees will continue to be motivated to improve performance in order to achieve career advancement to positions with higher weights and will automatically increase the employee's income.

Succession Policy of the Board of Directors

The Company has a mechanism for determining the replacement/successor candidate for the Board of Directors, namely by having a "Talent Pool" one level below the Board of Directors. The competency assessment process is carried out by an Independent Consultant. The Talent Pool is then proposed by the Board of Commissioners to the Shareholders.

ORGAN PENDUKUNG DIREKSI

SUPPORTING ORGANS OF THE BOARD OF DIRECTORS

Direksi memiliki organisasi yang menjalankan fungsi bisnis serta perencanaan dan kontrol terhadap berbagai aspek. Fungsi bisnis dijalankan oleh Direktur Utama dan Direksi lainnya beserta organ perangkat di bawahnya. Sedangkan fungsi perencanaan dan kontrol terhadap berbagai aspek didukung oleh Sekretaris Perusahaan dan Satuan Pengawasan Intern/Audit Internal.

The Board of Directors has an organization that carries out business functions as well as planning and controlling various aspects. The business functions are carried out by the President Director and other Directors and their subordinate organs. Meanwhile, the planning and control functions for various aspects are supported by the Corporate Secretary and the Internal Audit Unit.



SEKRETARIS PERUSAHAAN

Sekretaris Perusahaan memiliki peran penting dalam memfasilitasi komunikasi antara Perusahaan dengan seluruh pemangku kepentingan, serta kepatuhan terhadap peraturan dan perundang-undangan yang berlaku. Guna mendukung peranan tersebut, Sekretaris Perusahaan diangkat dan bertanggung jawab kepada Direktur Utama.

Sekretaris Perusahaan memiliki fungsi sebagai *Liaison Officer*, *Corporate Communication*, *Compliance Officer*, *Investor Relation*, serta administrasi dokumen dan notulensi rapat guna memenuhi ketentuan tata kelola perusahaan yang baik. Tugas lainnya adalah memastikan bahwa Perusahaan mematuhi peraturan tentang persyaratan keterbukaan informasi yang sejalan dengan penerapan prinsip GCG, memastikan bahwa laporan tahunan Perusahaan telah mencantumkan implementasi GCG di lingkungan Perusahaan, serta mengkoordinasikan penyelenggaraan RUPS.

Pihak Yang Mengangkat Dan Memberhentikan Sekretaris Perusahaan

Sekretaris Perusahaan diangkat oleh Direksi, untuk membantu kelancaran tugas Direksi dan mempunyai fungsi untuk memberikan dukungan administratif dan kesekretariatan kepada Direksi guna memperlancar pelaksanaan tugas-tugas Direksi.

CORPORATE SECRETARY

Corporate Secretary has an important role in facilitating communication between the Company and all stakeholders, as well as compliance to the applicable laws and regulations. In supporting the role, Corporate Secretary is appointed by and responsible to the President Director.

The Corporate Secretary has functions as *Liaison Officer*, *Corporate Communication*, *Compliance Officer*, *Investor Relations*, document administration, and minutes of meeting to comply with the regulations of good corporate governance. Other duties are ensuring that the Company complies with regulations regarding information disclosure requirements that are in line with the implementation of GCG principles, ensures that the Company's annual report includes the implementation of GCG within the Company, and coordinates the implementation of GMS.

Party Appointing and Dismissing Corporate Secretary

The Corporate Secretary is appointed by the Board of Directors, to assist the effective implementation of the duties of the Board of Directors and has the function to provide administrative and secretarial support to the Board of Directors to facilitate the implementation of the duties of the Board of Directors.



Selain itu, Sekretaris Perusahaan memiliki peran yang besar dalam memastikan Direksi menerapkan prinsip-prinsip GCG sesuai dengan *best practices* dan peraturan perundang-undangan yang berlaku.

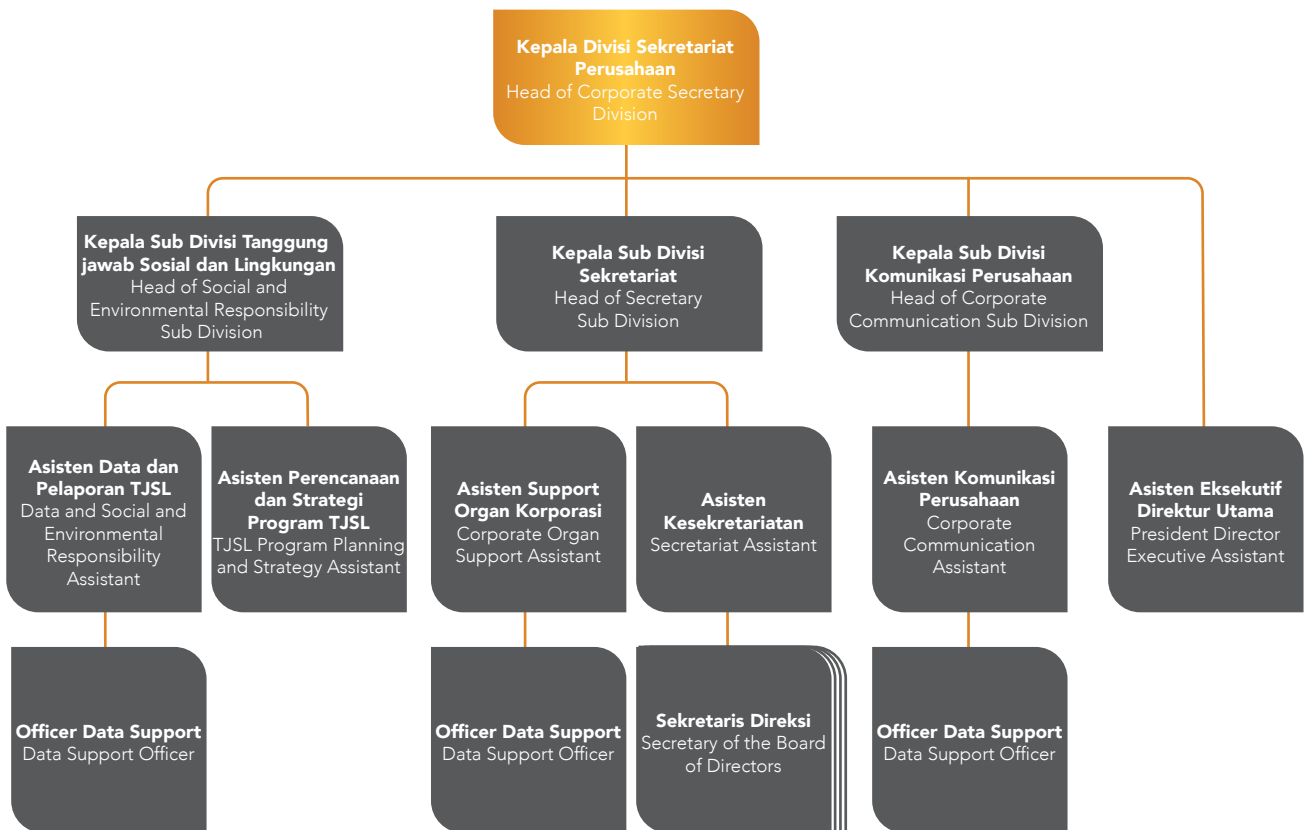
In addition, the Corporate Secretary has a major role in ensuring that the Board of Directors implements GCG principles in accordance with best practices and applicable laws and regulations.

Struktur Organisasi Divisi Sekretariat Perusahaan

Berdasarkan Surat Keputusan Direksi PTPN III (Persero) No. DSDM/SKPTS/173/2022 tanggal 30 Agustus 2022 tentang perubahan kedua atas Surat Keputusan Direksi PTPN III (Persero) No. DPPS/SKPTS/136/2021 tentang Struktur Organisasi PTPN III (Persero), per 31 Desember 2022 kedudukan dan struktur organisasi Sekretaris Perusahaan adalah sebagai berikut:

Organizational Structure of Corporate Secretariat Division

Based on the Decree of the Board of Directors of PTPN III (Persero) No. DSDM/SKPTS/173/2022 dated August 30, 2022 concerning the Second Amendment to the Decree of the Board of Directors of PTPN III (Persero) No. DPPS/SKPTS/136/2021 concerning the Organizational Structure of PTPN III (Persero), as of December 31, 2022 the position and organizational structure of the Corporate Secretary is as follows:



Pejabat Sekretaris Perusahaan

Sekretaris Perusahaan saat ini dijabat oleh Bambang Agustian yang menggantikan pejabat sebelumnya, dan diangkat berdasarkan Surat Keputusan Direksi No. DSDM/SKPTS/R/112/2022 tanggal 31 Mei 2022, tentang Pengangkatan Kepala Divisi Sekretariat Perusahaan PT Perkebunan Nusantara III (Persero).

Corporate Secretary

The Secretary of the Board of Commissioners is currently held by Imelda Bambang Agustian based on Decree Number: DSDM/SKPTS/R/112/2022 dated May 31, 2022 concerning the Dismissal and Appointment of the Corporate Secretary of the Company (Persero) PT Perkebunan Nusantara III.



Bambang Agustian
Sekretaris Perusahaan | Corporate Secretary
Menjabat sejak: 1 Juni 2022, Periode Ke-1 | Term of Office started on June 1, 2022, 1st Period

Kewarganegaraan

Warga Negara Indonesia
Usia 45 tahun

Domisili

Medan, Sumatera Utara, Indonesia

Bergabung di Perusahaan

Sejak 2006

Riwayat Pendidikan

- S2 Magister Manajemen, Universitas Sumatera Utara (2022)
- S1 Teknik Mesin, Universitas Gadjah mada (2003)
- Diploma Teknik Mesin, Poltek Universitas Indonesia (2000)

Pengalaman Kerja

- Kepala Divisi Sekretariat Perusahaan PT Perkebunan Nusantara III (Persero) (2022-sekarang)
- Kepala Bagian SDM PT Perkebunan Nusantara IV (2019-2022)
- Manajer PKS Berangir PT Perkebunan Nusantara IV (2019)
- Manajer Unit PMT PT Perkebunan Nusantara IV (2015-2019)
- Kepala Dinas Teknik PMT PT Perkebunan Nusantara IV (2013-2015)
- Asisten Teknik PMT PT Perkebunan Nusantara IV (2011-2013)
- Asisten Urusan Bagian Sekretaris Perusahaan PT Perkebunan Nusantara IV (2007-2011)
- Asisten Urusan IT Bagian Perencanaan, Pengkajian, Pengembangan PT Perkebunan Nusantara IV (2006-2007)

Citizenship

Indonesian citizen
Age 45 years old

Domicile

Medan, North Sumatera, Indonesia

Date of Joining the Company

Since 2006

Educational Background

- Master of Management, University of North Sumatra (2022)
- Bachelor's Degree in Mechanical Engineering, Gadjah Mada University (2003)
- Diploma in Mechanical Engineering, Polytechnic, University of Indonesia (2000)

Work Experience

- Head of Corporate Secretariat Division of PT Perkebunan Nusantara III (Persero) (2022-presents)
- Head of HR Department of PT Perkebunan Nusantara IV (2019-2022)
- Berangir Plantation Manager of PT Perkebunan Nusantara IV (2019)
- PMT Unit Manager of PT Perkebunan Nusantara IV (2015-2019)
- Head of PMT Engineering Service of PT Perkebunan Nusantara IV (2013-2015)
- PMT Technical Assistant of PT Perkebunan Nusantara IV (2011-2013)
- Assistant for Corporate Secretary Affairs of PT Perkebunan Nusantara IV (2007-2011)
- IT Affairs Assistant for Planning, Assessment, Development of PT Perkebunan Nusantara IV (2006-2007)

Tugas dan Tanggung Jawab Sekretaris Perusahaan

1. Membantu Dewan Komisaris dalam melaksanakan tugas pengawasan Perseroan dan bertanggung jawab atas tugas-tugas yang diberikan;
2. Mengatur dan mengurus surat menyurat Dewan Komisaris serta membina hubungan yang serasi baik internal maupun eksternal.
 - a. Mempersiapkan Rencana Kerja dan Anggaran Dewan Komisaris.
 - b. Mempersiapkan rencana rapat rutin bulanan Internal Dewan Komisaris maupun Rapat Bersama dengan Direksi berupa:
 - i) Membuat Undangan Rapat;
 - ii) Jadwal dan Tempat Rapat;
 - iii) Mempersiapkan bahan rapat;
 - iv) Membuat Risalah Rapat.

Duties and Responsibilities of the Corporate Secretary

1. Assist the Board of Commissioners in carrying out the Company's supervisory duties and being responsible for the assigned duties;
2. Regulate and manage correspondence from the Board of Commissioners and fostering harmonious internal and external relationships.
 - a. Prepare the Work Plan and Budget for the Board of Commissioners.
 - b. Prepare plans for regular monthly internal meetings of the Board of Commissioners and Joint Meetings with the Board of Directors in the form of:
 - i) Create Meeting Invitations
 - ii) Meeting Schedule and Venue
 - iii) Prepare Meeting Materials
 - iv) Create Minutes of Meeting.



3. Membuat Surat Rekomendasi/Persetujuan Dewan Komisaris atas usulan Direksi Perusahaan;
4. Melaksanakan tugas lain yang diberikan oleh Dewan Komisaris berdasarkan ketentuan perundang-undangan yang berlaku.

3. Prepare a Letter of Recommendation/Approval from the Board of Commissioners on the recommendation of the Company's Board of Directors.
4. Carry out other duties assigned by the Board of Commissioners based on the applicable laws and regulations.

Program Pengembangan Kompetensi

PTPN III memiliki komitmen dalam menciptakan SDM yang unggul dan berdaya saing dengan mengadakan program pengembangan kompetensi bagi seluruh karyawan. Pengembangan kompetensi Sekretaris Perusahaan merupakan upaya peningkatan pengetahuan untuk mendukung pelaksanaan tugas-tugas yang diberikan.

Competency Development

PTPN III is committed to creating excellent and competitive human resources by conducting competency development programs for all employees. Competency development of the Corporate Secretary is an effort to update knowledge to support the implementation of its duties.

Berikut disampaikan peningkatan kompetensi yang diikuti oleh Sekretaris Perusahaan di tahun 2022:

The following is information regarding the competency development program of Corporate Secretary throughout 2022:

Nama dan Jabatan Name and Position	Materi Pendidikan dan Pelatihan Education and Training Materials	Tanggal Pelaksanaan Date of Training	Penyelenggara Organizer
Imelda Pohan* (Kepala Divisi Sekretariat Perusahaan) (Head of Corporate Secretariat Division)	Online Learning & Webinar CEO Insight; Managerial Development for Executive	24 Januari s.d. 25 Februari 2022 January 24 to February 25, 2022	PT LPP Agro Nusantara
Bambang Agustian (Kepala Divisi Sekretariat Perusahaan) (Head of Corporate Secretariat Division)	Pelatihan Komunikasi Communication Training	21 Desember 2022 December 21, 2022	Internal PTPN Group

*Berhenti menjabat sebagai Sekretaris Perusahaan per Juni 2022
*Has no longer served as Corporate Secretary as of June 2022

Pelaksanaan Tugas Sekretaris Perusahaan 2022

Selama 2022, Sekretaris Perusahaan melaksanakan tugas sebagai berikut:

Implementation of Duties of Corporate Secretary in 2022

During 2022, the Corporate Secretary has carried out duties as follows:

Sejumlah kegiatan telah diselenggarakan Unit Kerja Dukungan Layanan Korporasi di tahun 2022. Penyelenggaraan Rapat Unit Sekretaris Direksi bertanggung jawab atas kelancaran Rapat yang dilakukan Direksi, antara lain:

Several activities have been organized by the Corporate Service Support Unit in 2022. Implementation of the Secretary of the Board of Directors Unit meeting is responsible for the effective implementation of meetings conducted by the Board of Directors, among others:

1. Rapat Rutin Direksi atau *Board of Directors* (BOD) yang dilaksanakan 1 (satu) kali setiap minggu.
2. Rapat Gabungan Direksi dengan Dewan Komisaris (BOD dan BOC); yang dilaksanakan 1 hingga 2 kali setiap bulannya.
3. Rapat Direksi dengan Pemegang Saham.
4. (Perencanaan dan penyelenggaraan RUPS baik yang bersifat tahunan maupun yang bersifat luar biasa atau pertemuan lainnya dengan Pemegang Saham).
5. Rapat Dengar Pendapat (RDP) antara Direksi dengan DPR Dalam penyelenggaraan rapat, Unit Kerja Dukungan Layanan Korporasi memiliki tugas utama, yaitu:
 - a. Berperan sebagai gatekeeper informasi dan komunikasi bagi Manajemen;
 - b. Menyiapkan agenda rapat Direksi setiap minggu;
 - c. Membuat Undangan Rapat Direksi;
 - d. Membuat dan menindaklanjuti Risalah Rapat Direksi;

1. Regular Board of Directors (BOD) meetings are held once a week.
2. Joint Meetings of the Board of Directors and the Board of Commissioners (BOD and BOC); which is held once or twice every month.
3. Meeting of the Board of Directors with Shareholders.
4. (Planning and holding of GMS, whether annual or extraordinary or other meetings with Shareholders)
5. Hearing Meeting (RDP) between the Board of Directors and the Parliament. In holding the meeting, the Corporate Service Support Unit has the following duties, namely:
 - a. Act as information and communication gatekeeper for Management;
 - b. Prepare the agenda for the Board of Directors meeting every week;
 - c. Make an Invitation to the Board of Directors Meeting;
 - d. Prepare and follow up the Minutes of the Board of Directors'

AKHLAK - Amanah, Kompeten, Harmonis, Loyal, Adaptif, Kolaboratif 118;

- e. Mengoordinasikan bahan-bahan laporan untuk Rapat dengan Dewan Komisaris serta;
- f. Menindaklanjuti Risalah dan temuan Dewan Komisaris pada setiap Rapat Gabungan (Ragab);
- g. Berperan sebagai penyambung komunikasi bagi Manajemen kepada fungsi-fungsi dalam bentuk pembuatan kutipan risalah rapat untuk kebijakan-kebijakan tertentu yang dihasilkan Manajemen dalam setiap rapat dan dijadikan landasan bagi penyelenggaraan program fungsi bersangkutan;
- h. Bertanggung jawab terhadap pembuatan dan proses pengesahan risalah rapat.

Hingga Desember 2022 telah diselenggarakan rapat sebagai berikut:

1. Rapat Direksi sebanyak 26 kali;
2. Rapat dengan Dewan Komisaris sebanyak 60 kali;
3. Rapat dengan Pemegang Saham sebanyak 2 kali.

Satuan Pengawasan Intern

Sebagai langkah upaya dalam menjamin transparansi dan pelaksanaan GCG, perusahaan membentuk unit Audit Internal atau Satuan Pengawas intern (SPI) yang bertanggung jawab untuk mengevaluasi efektivitas sistem pengendalian internal Perusahaan, memastikan seluruh sistem dan prosedur yang ditetapkan Perusahaan telah dilaksanakan sesuai dengan ketentuan dan tepat waktu.

SPI ikut bertugas memastikan keandalan informasi operasional dan keuangan bagi manajemen serta memastikan kepatuhan atas ketentuan dan kebijakan yang telah ditetapkan Perusahaan.

Pihak yang Mengangkat dan Memberhentikan Kepala Satuan Pengawasan Internal

Jabatan Kepala Satuan Pengawasan Intern (SPI) diangkat dan diberhentikan oleh Direktur Utama setelah mendapat persetujuan dari Dewan Komisaris.

Pejabat Kepala Satuan Pengawasan Intern

Pelaksanaan fungsi SPI *Holding* Perkebunan Nusantara PTPN III (Persero) mengacu pada Bab VI Undang Undang Republik Indonesia No. 19 Tahun 2003 tentang Badan Usaha Milik Negara. Selain itu, keberadaan SPI Perusahaan juga mengikuti peraturan dan ketentuan perundang-undangan sebagai berikut:

1. Peraturan Pemerintah RI No.12 Tahun 1998 tanggal 17 Januari 1998 tentang Perusahaan, tercantum pada bab III Satuan Pengawasan Intern: Pasal 28, Pasal 29, dan Pasal 30;
2. Peraturan Menteri BUMN No. PER-09/MBU/2012 tanggal 06 Juli 2012 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) Pada Badan Usaha Milik Negara.
3. Berdasarkan Surat Keputusan Direksi No. DPPS/SKPTS/R/214/2020 tentang Pengangkatan Karyawan Pimpinan PT Perkebunan Nusantara III (Persero), Perusahaan telah menunjuk Hery Nurudin sebagai Kepala SPI.

Meetings; AKHLAK - Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative 118;

- e. Coordinate report materials for meetings with the Board of Commissioners as well as
- f. Follow up on the Minutes and findings of the Board of Commissioners at each Joint Meeting (JDM);
- g. Act as a communication liaison for Management to functions in the form of making quotations of minutes of meetings for certain policies that are produced by Management in each meeting and serve as the basis for the implementation of the program of the relevant function;
- h. Responsible for the preparation and approval process of minutes of meeting.

As of December 2022, the following meetings were held:

1. Board of Directors Meeting – 26 times
2. Meeting with the Board of Commissioners – 60 times
3. Meeting with the Shareholders – 2 times

Internal Audit Unit

To ensure the transparency and implementation of GCG, the Company established Internal Audit Unit to be responsible for evaluating the effectiveness of the Company's internal control system, ensuring all systems and procedures implemented by the Company have been performed consistent with the provisions and in a timely manner.

Internal Audit Unit also ensures the reliability of operational and financial information for the management and ensures compliance with the provisions and policies established by the Company.

Party Appointing and Dismissing the Head of Internal Audit Unit

The position of Head of the Internal Audit Unit is appointed and dismissed by the President Director after obtaining approval from the Board of Commissioners.

Head of Internal Audit Unit

The implementation of Internal Audit Unit function of Holding Perkebunan Nusantara PTPN III (Persero) refers to Chapter VI of Law of the Republic of Indonesia No. 19 of 2003 concerning State-Owned Enterprise. Moreover, the presence of the Company's Internal Audit Unit also complies with the following laws and regulations:

1. Government Regulation of the Republic of Indonesia No. 12 of 1998 dated January 17, 1998 concerning Company, stated in chapter III Internal Audit Unit: Article 28, Article 29, and Article 30
2. Regulation of the Minister of SOEs No. PER-09/MBU/2012 dated July 6, 2012 concerning Implementation of Good Corporate Governance in State-Owned Enterprises.
3. Based on the Decree of the Board of Directors Number: DPPS/SKPTS/R/214/2020 concerning the Appointment of the Leadership Employees of PT Perkebunan Nusantara III (Persero), the Company has appointed Hery Nurudin as Head of Internal Audit Unit.



Hery Nurudin
Kepala Satuan Pengawasan Intern | Head of Internal Audit Unit
Menjabat sejak July 2020 | Serving the position since July 2020

Kewarganegaraan
 Warga Negara Indonesia

Citizenship
 Indonesian citizen

Usia
 Usia 47 tahun

Age
 47 years old

Domisili
 Jakarta, Indonesia

Domicile
 Jakarta, Indonesia

Bergabung di Perusahaan
 July 2020

Date of Joining the Company
 July 2020

- Riwayat Pendidikan**
- Magister Management (MM) 2003 - University of Trisakti, Jakarta.
 - Industrial Engineering 1994 - Islamic University of Indonesia, Yogyakarta.
 - SMA Negeri 1 Pemalang, Jawa Tengah. Major in Physics

- Educational Background**
- Magister Management (MM) 2003 - University of Trisakti, Jakarta.
 - Industrial Engineering 1994 - Islamic University of Indonesia, Yogyakarta.
 - SMA Negeri 1 Pemalang, Central Java. Major in Physics

- Pengalaman Kerja**
- July 2020 – Presents as Head of Divisi Audit Internal & Manajemen Risiko at PTPN III (Persero)
 - January 2019 – June 2020 as Head of Political Sector, Prevention & Education Task Force KPK.
 - January 2018 – December 2018 as Koordinator Wilayah Sulawesi Tenggara Korsup Pencegahan KPK.
 - January 2017 – December 2017 as Koordinator Wilayah Kalimantan Tengah Korsup Pencegahan KPK.
 - February 2016 - December 2016 as Group Head Registered & Audit Wealth Report (LHKPN) Wilayah
 - January 2015 – February 2016 as Project Leader to Development eLHKPN and Optimalization Directorate LHKPN.
 - January 2013 – December 2014 as Group Head Koordinasi & Supervisi (Korsup) Pencegahan KPK.
 - January 2012 – December 2012 as Team Leader Koordinasi & Supervisi (Korsup) Pencegahan KPK.
 - December 16th, 2005 – December 2011 as Auditor Wealth Report (LHKPN), Team Penertiban Barang Milik Negara at KPK Consultant, Senior Auditor and IT Head KAP Drs. CHAERONI & Rekans Network (LAN) and client server system at KAP Drs. CHAERONI & INDRA. 5 WORK EXPERIENCE
 - December 16th, 2005 as Investigator at KPK - June 2000 until December 2005 as Senior Developing and maintenance Local Area

- Work Experience**
- July 2020 – Presents as Head of Internal Audit & Risk Management Division at PTPN III (Persero)
 - January 2019 – June 2020 as Head of Political Sector, Prevention & Education Task Force KPK.
 - January 2018 – December 2018 as Regional Coordinator of the Southeast Sulawesi KPK Prevention Coordination & Supervision (Korsup)
 - January 2017 – December 2017 as Regional Coordinator for the Central Kalimantan KPK Prevention Coordination & Supervision (Korsup)
 - February 2016 - December 2016 as Regional Registered & Audit Wealth Report (LHKPN) Group Head
 - January 2015 – February 2016 as Project Leader to Development eLHKPN and Optimization Directorate LHKPN.
 - January 2013 – December 2014 as Group Head of KPK Prevention Coordination & Supervision (Korsup).
 - January 2012 – December 2012 as Team Leader for KPK Prevention Coordination & Supervision (Korsup).
 - December 16, 2005 – December 2011 as Auditor Wealth Report (LHKPN), Team Controlling State Property at KPK Consultant, Senior Auditor and IT Head KAP Drs. CHAERONI & Partners Network (LAN) and client server system at KAP Drs. CHAERONI & INDRA. 5 WORK EXPERIENCE
 - December 16, 2005, as Investigator at KPK - June 2000 to December 2005 as Senior Developing and maintaining Local Area

Dalam pelaksanaan tugas, SPI bertanggung jawab secara langsung kepada Direktur Utama, serta bertindak sebagai mitra kerja dari Komite Audit dalam menjalankan fungsi pengawasan, pemantau dan tindak lanjut temuan audit serta perkembangan proses audit.

Temuan-temuan dari SPI disampaikan kepada Manajemen dan Komite Audit sebagai masukan dalam melakukan peningkatan efektivitas pengendalian internal serta melakukan tindak lanjut atas penerapannya.

Kedudukan SPI sebagai organ yang membantu Direktur Utama ditempatkan dalam struktur organisasi di bawah Direktur Utama yang memiliki peran dan tanggung jawabnya dalam pengungkapan pandangan dan pemikiran yang tidak dapat dipengaruhi ataupun ditekan dari manajemen dan pihak lain.

Berdasarkan Surat Keputusan Direksi PTPN III (Persero) No. DPSS/SKPTS/136/2021 tanggal 18 Agustus 2021 tentang perubahan dari penyempurnaan struktur organisasi PT Perkebunan Nusantara III (Persero), pegawai Divisi Audit Internal yang terdiri dari:

In performing its duties, Internal Audit Unit is directly responsible to the President Director, and acts as a working partner of the Audit Committee in performing supervisory, monitoring and follow up functions of audit finding and audit process development.

Internal Audit Unit findings are presented to the Management and Audit Committee as inputs in improving the effectiveness of internal control and following up on its implementation.

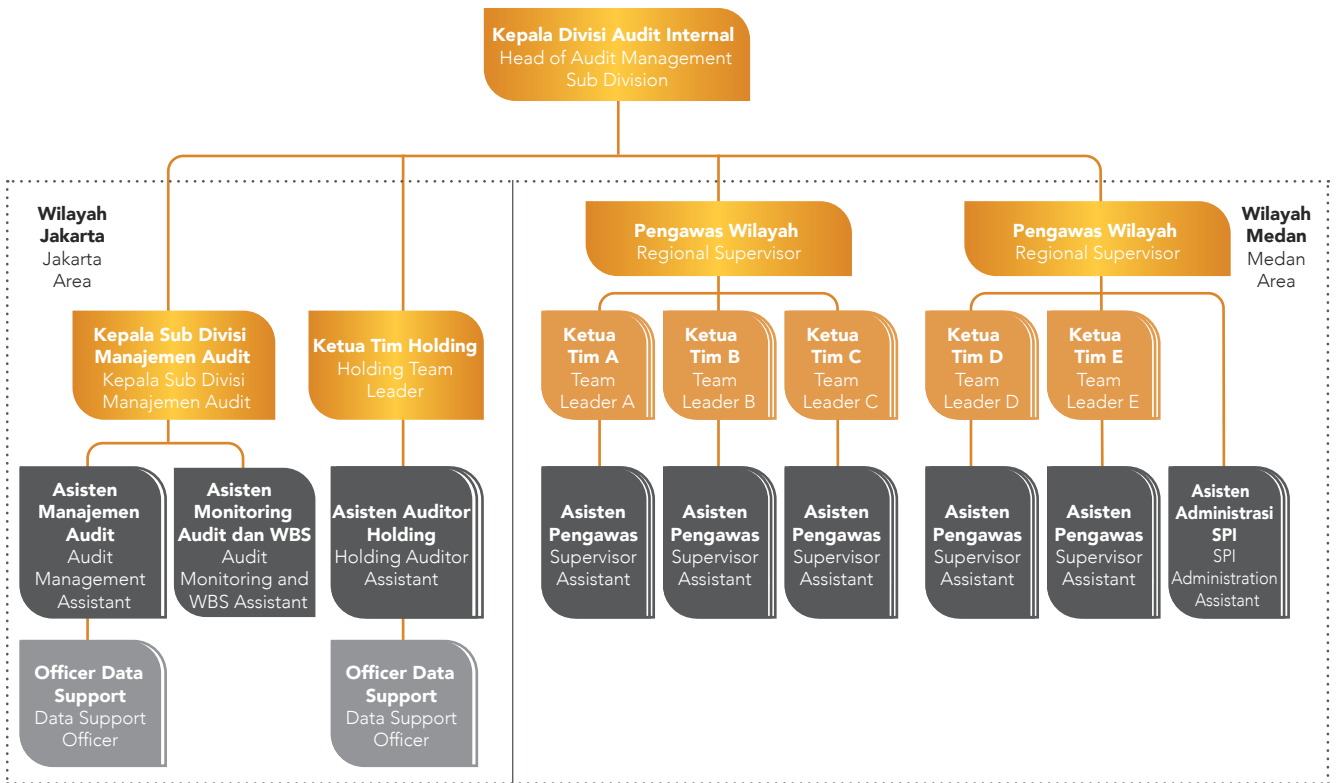
The position of Internal Audit Unit as a supporting organ to the President Director is placed in the organizational structure below the President Director, which has a role and responsibility in disclosing views and thoughts that shall not be affected or pressured by the management and other parties.

Based on the Decree of the Board of Directors of PTPN III (Persero) No DPSS/SKPTS/136/2021 dated August 18, 2021 concerning changes to the improvement of the organizational structure of PT Perkebunan Nusantara III (Persero), the Internal Audit Division consists of:

Jabatan Position	Jumlah Amount
Kepala Divisi Section Head	1
Pengawas Wilayah Regional Supervisor	2
Ketua Tim/Kepala Sub Team Leader/Sub Leader	7
Staf Pengawas Bidang Tanaman Plant Supervisory Staff	6
Staf Pengawas Bidang Teknik/Pengolahan Engineering/Processing Supervisory Staff	6
Staf Pengawas Bidang Keuangan/Umum Finance/General Affairs Supervisory Staff	5
Staf Sub Divisi Sub Division Staff	3
Staf Urusan Administrasi Administration Affairs Staff	1
Total	31



Bagan struktur organisasi SPI Organization Structure of Internal Audit Unit (IAU)



Tupoksi: Main Duties and Functions:

- | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Ketua Tim Holding Holding Team Leader:</p> <ul style="list-style-type: none"> Perencanaan dan pelaksanaan Audit Internal Kantor Holding dan Anak Perusahaan serta Parenting Program Audit Eksternal Planning and implementation of Internal Audit of Holding Office and Subsidiaries as well as External Audit Parenting Program | <p>Sub Divisi Manajemen Audit Audit Management Sub Division:</p> <ul style="list-style-type: none"> Perencanaan, Pengembangan Sistem Audit Evaluasi dan Monitoring Sistem Audit. Kerjasama Stakeholders terkait fungsi Audit Eksternal Monitoring WBS dan tindak lanjut Audit Planning, Development of the Audit System Evaluation and Monitoring of the Audit System Cooperation with Stakeholders regarding the External Audit function WBS Monitoring and Audit follow-up |
| <p>Pengawas Wilayah Regional Supervisor:</p> <ul style="list-style-type: none"> Perencanaan dan pelaksanaan Audit Internal Wilayah Operasional Planning and implementation of Internal Audit of Operational Areas | |

Kualifikasi/Persyaratan Auditor Profesional

Kelengkapan dan kemampuan tenaga auditor didasarkan kepada analisis beban kerja yang dihitung SPI dan atau Divisi SDM. Sedangkan secara kualifikasi, Auditor Internal harus mempunyai kecakapan profesional yang memadai dan kecermatan yang seksama untuk bidang tugasnya. Kualitas tenaga auditor yang ditugaskan di Bagian SPI, yaitu sebagai berikut:

- Memiliki integritas dan perilaku yang profesional, independen, jujur, dan obyektif dalam pelaksanaan tugasnya;
- Kepala Bagian SPI memiliki keahlian yang diakui dalam profesi auditor internal dengan mendapatkan sertifikasi profesi yang tepat (*Certified Internal Auditor/Qualified Internal Auditor*);
- Staf Bagian SPI memiliki pengetahuan dan keahlian yang diperlukan dengan mendapatkan sertifikasi profesi yang tepat dengan jenjang jabatan dalam Fungsi Auditor Internal;

Qualifications/Requirements of Professional Auditor

Completeness and capability of auditor is based on workload analysis calculated by Internal Audit Unit and or HR Division. In terms of qualifications, Internal Auditor shall possess adequate professional capabilities and accuracy for their duties. The qualities of auditor assigned in Internal Audit Unit are as follows:

- Having integrity and professional, independent, honest, and objective behaviors in performing their duties;
- Head of Internal Audit has expertise recognized in the internal auditor profession by obtaining the appropriate professional certification (*Certified Internal Auditor/Qualified Internal Auditor*);
- Internal Audit Unit Staff has the necessary knowledge and skills by obtaining the appropriate professional certification for the position level in the Internal Auditor Function;

- Mengikuti program pengembangan profesi secara berkelanjutan bagi staf auditor internal, baik untuk mempertahankan sertifikasi profesinya maupun ikut serta dalam pendidikan yang mendukung usaha-usaha memperoleh sertifikasi profesi;
- Wajib mematuhi standar profesi yang dikeluarkan oleh asosiasi Audit Internal dan mematuhi kode etik Audit Internal;
- Memiliki kecakapan untuk berinteraksi dan berkomunikasi baik lisan maupun tertulis secara efektif; dan Memahami prinsip-prinsip tata kelola perusahaan yang baik dan manajemen risiko.

Sertifikasi Sebagai Profesi Audit Internal

Anggota SPI *Holding* Perkebunan Nusantara PTPN III (Persero) mematuhi Standar Profesi Auditor Intern untuk menjaga kinerja dan hasil audit dalam melaksanakan tugasnya. Standar profesi dan pedoman pelaksanaan audit intern mencakup standar atribut, standar kinerja dan standar implementasi. Standar atribut berkenaan dengan karakteristik organisasi, individu dan pihak-pihak yang melakukan kegiatan audit internal.

Standar kinerja menjelaskan sifat dari kegiatan audit internal dan merupakan ukuran kualitas pekerjaan audit yang mencakup mulai dari perencanaan sampai dengan pemantauan tindak lanjut. Standar implementasi hanya berlaku untuk satu penugasan tertentu yang mencakup kegiatan *Assurance (A), Consulting (C), Investigation (I)* dan *Control Self Assessment (CSA)*. Standar Profesi yang melandasi pelaksanaan tugas Bagian SPI menggunakan pedoman Standar Profesional International atau biasa disebut juga dengan IPPF (*Internal Professional Practices Framework*) yang diterbitkan oleh Institut Auditor Internal (IIA).

Demi meningkatkan mutu dan kompetensi auditor internal, Perusahaan melakukan program pengembangan kompetensi auditor secara sistematis dan berjenjang melalui program sertifikasi. Jumlah karyawan SPI yang telah mengikuti program sertifikasi adalah sebagai berikut:

Jenis dan Level Sertifikasi Type and Level of Certification	Jumlah Karyawan SPI yang Memiliki Number of Internal Audit Unit Employees with Certification
Qualified Internal Auditor (QIA)	30

Jumlah karyawan SPI yang memiliki sertifikasi sebanyak 30 orang, atau 96,77% dari jumlah keseluruhan karyawan SPI yang sebanyak 31 orang. Perusahaan berkomitmen untuk terus meningkatkan level sertifikasi karyawan SPI, yang diharapkan mampu memberikan imbas positif terhadap proses audit internal di lingkup Perusahaan.

Kode Etik Satuan Pengawasan Intern

Dalam menjalankan tugas, SPI senantiasa berpedoman kepada etika pelaksanaan pemeriksaan yang sejalan dengan peraturan perundang-undangan yang berlaku, antara lain:

- Jujur, obyektif, dan sungguh-sungguh dalam melaksanakan tugas dan memenuhi tanggung jawabnya;
- Loyal terhadap perusahaan, namun tidak boleh secara sadar terlibat dalam kegiatan-kegiatan yang menyimpang atau melanggar hukum;

- Participated in professional development program continuously for internal auditor staff, both to maintain the professional certification and to participate in education which supports efforts to obtain professional certification;
- Shall comply with the professional standard released by Internal Audit association and comply with the code of ethics of Internal Audit;
- Having capability to interact and communicate both verbally and in writing effectively; and Understanding principles of good corporate governance and risk management.

Certification as Internal Auditor

Members of the Company's Internal Audit Unit shall comply with Internal Auditor Professional Standard to maintain the performance and audit result in performing their duties. Professional standard and guideline for implementation of internal audit include attribute standard, performance standard and implementation standard. Attribute standard is related with characteristics of organization, individuals and parties conducting internal audit.

Performance standard explains the properties of internal audit and is a measurement of the quality of audit work, which covers from planning to follow up monitoring. Implementation Standard only applies for a certain assignment which covers assurance (A), consulting (C), investigation (I) and control self-assessment (CSA) activities. The Professional Standard that underlies the implementation of duties of Internal Audit Unit is Internal Auditor Professional Standard or commonly referred to as the IPPF (*Internal Professional Practices Framework*) published by the Institute of Internal Auditors (IIA).

To improve the quality and competency of internal auditors, the Company conducts a systematic and tiered auditor competency development program through a certification program. The number of IAU employees who have participated in the certification program is as follows:

The number of IAU employees having certifications amounted to 30 people, or 96.77% of the total IAU employees of 31 people. The Company is committed to continuously increasing the certification level of IAU employees, which is expected to have a positive impact on the internal audit process within the Company.

Code of Ethics of Internal Audit Unit

In carrying out its duties, IAU is always guided by the ethics of conducting audits that are in line with the applicable laws and regulations, including:

- Honest, objective, and serious in performing their duties and fulfilling their responsibilities;
- Loyal to the Company, however, shall not deliberately be involved in activities which deviates from or violates the law;



3. Tidak boleh terlibat dalam tindakan atau kegiatan yang dapat mendiskreditkan profesi auditor intern atau perusahaan;
 4. Menahan diri dari kegiatan yang dapat menimbulkan konflik kepentingan dengan perusahaan, atau kegiatan yang dapat menimbulkan prasangka yang meragukan kemampuannya untuk dapat melaksanakan tugas dan tanggung jawab secara obyektif;
 5. Tidak menerima imbalan dalam bentuk apa pun dari auditan, karyawan, ataupun mitra bisnis perusahaan, yang patut diduga dapat mempengaruhi pertimbangan profesionalnya;
 6. Melaksanakan seluruh penugasan dengan menggunakan kompetensi profesional yang dimilikinya;
 7. Mematuhi sepenuhnya Standar Profesi Audit Internal, kebijakan dan peraturan perusahaan;
 8. Tidak memanfaatkan informasi yang diperoleh untuk mendapatkan keuntungan pribadi, melanggar hukum, atau menimbulkan kerugian terhadap perusahaan;
 9. Mengungkapkan semua fakta-fakta yang jika tidak diungkap dapat (i) mendistorsi laporan atas kegiatan yang direviu, atau (ii) menutupi adanya praktik-praktik yang melanggar hukum; dan
 10. Senantiasa meningkatkan keahlian serta efektivitas dan kualitas pelaksanaan tugasnya, dan wajib mengikuti pendidikan profesional berkelanjutan.
3. Shall not be involved in action or activity which could discredit internal auditor profession or the Company;
 4. Refrain from activity which may cause conflict of interests with the Company, or activity that may cause prejudice, which doubt their ability to perform their duties and responsibilities objectively;
 5. Shall not receive reward in any form from auditee, employee, and business partner of the Company, which is suspected to be able to affect their professional judgment;
 6. Perform all assignments using professional competencies;
 7. Fully complies with Internal Auditor Professional Standard, policies and regulations of the Company;
 8. Shall not utilize obtained information to gain personal benefits, violate the law, or incur loss on the Company;
 9. Disclose all facts which if not disclose may (i) distort report on reviewed activity, or (ii) cover practices which violate the law; and
 10. Consistently improving their skills, as well as effectiveness and quality of the implementation of their duties and shall join sustainable professional education.

Lingkup Hubungan Kerja Satuan Pengawasan Intern

Hubungan kerja yang dilakukan oleh SPI meliputi aktivitas hubungan kerja dengan manajemen, hubungan kerja dengan Komite Audit, serta hubungan dengan Auditor Eksternal.

1. Hubungan Kerja dengan Manajemen
SPI sebagai mitra bagi semua tingkatan manajemen serta sebagai *advisor* yang memberikan masukan konstruktif kepada Direksi, berwenang setiap saat melaksanakan fungsinya pada semua unit kerja dalam lingkup Perusahaan guna memastikan bahwa kebijakan Direksi dan Sistem Pengendalian Internal dijalankan secara konsisten.
2. Hubungan Kerja dengan Komite Audit
Dalam pelaksanaan tugasnya, SPI dan Komite Audit merupakan mitra kerja, di mana Komite Audit melakukan penilaian atas aktivitas hasil audit yang dilakukan oleh SPI, dan memberikan masukan yang konstruktif kepada SPI sebagai umpan balik atas pelaksanaan tugas yang dilakukan SPI, yang diwujudkan dengan rapat koordinasi yang dilakukan sekali dalam sebulan.
3. Hubungan dengan Auditor Eksternal
Untuk mendukung audit yang dilakukan pihak eksternal (Kantor Akuntan Publik, BPK dan BPKP), maka SPI mendukung sepenuhnya dengan memberikan informasi yang relevan berkaitan dengan tujuan audit eksternal yang dilakukan, dan secara jabatan SPI menjadi mitra kerja KAP, BPK dan BPKP untuk mendukung proses audit berjalan sesuai dengan ketentuan yang berlaku.

Scope of Work Relations of Internal Audit Unit

The work relations of Internal Audit Unit include work relations with the management, work relations with the Audit Committee, and relations with External Auditor.

1. Work Relations with the Management
Internal Audit Unit as a partner for all levels of management and as an *advisor*, who provides constructive input to the Board of Directors, is authorized to perform its functions at any time to ensure that the policies of Board of Directors and Internal Control System are implemented consistently.
2. Work Relations with the Audit Committee
In performing their duties, Internal Audit Unit and Audit Committee are work partners, in which the Audit Committee performs assessment of the audit result activities by Internal Audit Unit and gives constructive input to Internal Audit Unit as feedback for the implementation of duties by Internal Audit Unit, which is implemented through coordination meeting once a month.
3. Relations with External Auditor
To support the audit performed by external party (Public Accounting Firm, BPK and BPKP), Internal Audit Unit provides relevant information related with the objective of external audit, and in terms of position, Internal Audit Unit becomes the work partner of Public Accounting Firm, BPK and BPKP to support the audit process to comply with the applicable provisions.

Fungsi dan Tugas Masing-Masing Anggota Unit Kerja SPI

Ruang lingkup tugas SPI melaksanakan pengawasan secara optimal sehingga perusahaan mengarah pada *zero fraud*, mencakup:

Audit Keuangan

Audit ini mencakup audit transaksi, perkiraan, kegiatan fungsi dan pertanggungjawaban keuangan untuk menentukan apakah:

1. Unit kerja telah melaksanakan kegiatan pengendalian yang berhasil guna;
2. Unit kerja telah melaksanakan pencatatan dengan tepat atas sumber daya, kewajiban dan operasi perusahaan; serta
3. Laporan manajemen memuat data yang teliti, lengkap, dapat dipercaya dan bermanfaat serta disajikan secara layak.

Audit Operasional

Audit Operasional merupakan penelaahan yang sistematis atas kegiatan pada Perusahaan dengan tujuan untuk memeriksa efisiensi dan efektivitas suatu kegiatan. Audit operasional bertujuan untuk menilai apakah sumber daya ekonomi yang tersedia telah dikelola secara ekonomis, efisiensi, dan efektif.

Manfaat audit operasional adalah:

1. Memberi informasi operasi yang relevan dan tepat waktu untuk pengambilan keputusan;
2. Mengidentifikasi area masalah potensial pada tahap dini untuk menentukan tindakan preventif yang akan diambil;
3. Menilai ekonomisasi dan efisiensi penggunaan sumber daya termasuk memperkecil pemborosan; serta
4. Menilai efektivitas dalam mencapai tujuan dan sasaran perusahaan yang telah ditetapkan.

Audit Investigasi/Khusus

Audit investigasi/khusus bertujuan untuk memperoleh kepastian tentang ada tidaknya penyimpangan atau kecurangan dalam pelaksanaan kegiatan operasional perusahaan.

Audit Kepatuhan

Audit Kepatuhan dilakukan untuk menilai kesesuaian antara kondisi/ pelaksanaan kegiatan dengan peraturan perundang-undangan yang berlaku.

Konsultasi/Bimbingan Teknis

Bagian SPI dapat membantu auditan memberi solusi berupa saran dan rekomendasi audit yang dituangkan dalam Laporan Hasil Audit. Peran Bagian SPI sebagai konsultan diharapkan dapat meyakinkan bahwa organisasi telah memanfaatkan sumber daya organisasi secara ekonomis, efisien, dan efektif sehingga dapat dinilai apakah manajemen telah menjalankan aktivitas organisasi yang mengarah pada tujuan perusahaan.

Evaluasi/Reviu

Reviu adalah penelaahan ulang bukti-bukti suatu kegiatan untuk memastikan bahwa kegiatan tersebut telah dilaksanakan sesuai dengan ketentuan, standar, rencana, atau norma yang telah ditetapkan. Evaluasi adalah rangkaian kegiatan membandingkan hasil atau prestasi suatu kegiatan dengan standar, rencana, atau norma yang telah ditetapkan, dan menentukan faktor-faktor yang mempengaruhi keberhasilan/kegagalan suatu kegiatan dalam mencapai tujuan.

Functions and Duties of Members of Internal Audit Unit

The scope of duties of Internal Audit Unit in carrying out optimal supervision to enable the Company in achieving zero fraud, include:

Financial Audit

The audit includes audit of transaction, estimation, functional activity and financial accountability to determine if:

1. Work unit has performed effective controlling activity;
2. Work unit has performed recording accurately on resources, obligations, and operation of the Company; and
3. Management report contains thorough, complete, reliable, and beneficial data and is properly presented.

Operational Audit

Operational Audit is a systematic study on the activities of the Company to examine the efficiency and effectiveness of an activity. Operational audit serves to assess whether the available economic resources has been managed economically, efficiently, and effectively.

Benefits of operational audit are:

1. Giving relevant and timely operational information for decision making;
2. Identifying potential problem area on early stage to determine preventative action to take;
3. Assessing economization and efficiency of use of resources including reducing waste of expense; and
4. Assessing effectiveness in achieving the set objectives and targets of the Company.

Investigation/Special Audit

Investigative/special audit serves to gain certainty on deviation or fraud in performing the Company's operational activities.

Compliance Audit

Compliance Audit is performed to assess the consistency between the condition/implementation of activity with the applicable laws and regulations.

Technical Consultation/Guidance

Internal Audit Unit can assist audit by giving solution in the form of audit suggestion and recommendation stated in Audit Result Report. The role of Internal Audit Unit is expected to provide assurance that the organization has used organizational resources economically, efficiently, and effectively thereby it is possible to assess whether the management has performed organizational activities which lead to the objectives of the Company.

Evaluation/Review

Review is re-examination of evidence of an activity to ensure that the activity has been performed consistent with the established provision, standard, plan, or norm. Evaluation is a series of activities comparing the result or achievement of an activity with the established provision, standard, plan, or norm, and determining factors affecting the success/ failure of an activity in reaching the objective.



Pengembangan Kompetensi Satuan Pengawasan Intern

Untuk meningkatkan kompetensi dalam hal pengetahuan dan pemahaman dalam membantu pelaksanaan tugas Direksi, sepanjang 2022 SPI mengikuti seminar, pendidikan dan/atau pelatihan.

Program pengembangan kompetensi yang diikuti oleh bagian Satuan Pengawas Intern sepanjang tahun 2022 adalah sebagai berikut:

Competency Development of Internal Audit Unit

To improve competency in terms of knowledge and understanding in assisting the implementation of the duties of the Board of Directors, throughout 2022, IAU attended seminars, education and/or training.

The Internal Audit Unit participated in the following competency development programs during 2022:

No	Materi Pelatihan Training Material	Tanggal Pelaksanaan Implementation Date	Penyelenggara/Pembicara Organizer/Speaker
1	Pelatihan Sertifikasi ERMCP dan QRMP ERMCP and QRMP Certification Training	31 Januari – 04 Februari 2022 January 31 - February 4, 2022	Center for Risk Management & Sustainability (CRMS)
2	Pelatihan Sertifikasi QIA Tingkat Dasar Basic Level QIA Certification Training	07-19 Februari 2022 February 7-19, 2022	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
3	Pelatihan Sertifikasi QIA Tingkat Lanjutan Advanced QIA Certification Training	11-25 April 2022 April 11-25, 2022	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
4	Penilaian Kapabilitas Internal Audit (IACM) Korporasi Corporate Internal Audit Capability Assessment (IACM).	18-22 April 2022 April 18-22, 2022	Badan Pengawasan Keuangan Dan Pembangunan (BPKP) Financial and Development Supervisory Agency (BPKP)
5	Pelatihan Sertifikasi QIA Tingkat Manajerial Managerial Level QIA Certification Training	17-24 Mei 2022 May 17-24, 2022	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
6	Sertifikasi <i>Certified Internal Audit Executive</i> (CIAE) Level Kepala SPI Certification of Certified Internal Audit Executive (CIAE) Head of IAU Level	18 Mei – 22 Juni 2022 May 18 - June 22, 2022	Badan Pengawasan Keuangan Dan Pembangunan (BPKP) Financial and Development Supervisory Agency (BPKP)
7	<i>Workshop online Finance and Accounting for Non Finance Internal Auditor</i>	02-03 Juni 2022 June 2-3, 2022	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
8	Pendidikan Peluit Integritas-WBS (<i>Batch 2</i>) Interactive Learning for Whistleblowing System (Peluit Integritas) (<i>Batch 2</i>)	27 Juni – 01 Juli 2022 June 27 - July 1, 2022	Komisi Pemberantasan Korupsi (KPK) Corruption Eradication Commission (KPK)
9	<i>Seminar Anticipating The Future The New Roles of Internal Audit</i>	29-30 Juni 2022 June 29-30, 2022	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
10	Sertifikasi <i>Certified Internal Audit Executive</i> (CIAE) Level Kepala Sub Divisi/Bagian Certification of Certified Internal Audit Executive (CIAE) Head of Sub Division/Section Level	05 – 25 Agustus 2022 August 5-25, 2022	Badan Pengawasan Keuangan Dan Pembangunan (BPKP) Financial and Development Supervisory Agency (BPKP)
11	<i>Workshop Penilaian Kapabilitas SPI</i> IAU Capability Assessment Workshop	09-10 Agustus 2022 August 9-10, 2022	Badan Pengawasan Keuangan Dan Pembangunan (BPKP) Financial and Development Supervisory Agency (BPKP)
12	<i>Institute of Internal Auditors (IIA) Indonesia National Conference</i>	12-13 Oktober 2022 October 12-13, 2022	IIA
13	<i>Masterclass GRC Foundation: Peran SPI dalam Internal Control Perusahaan</i> GRC Foundation Masterclass: The Role of SPI in Company Internal Control	10 November 2022 November 10, 2022	Kementerian BUMN
14	Seminar Nasional Internal Audit Internal Audit National Seminar	30 November – 01 Desember 2022 November 30 - December 1, 2022	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
15	<i>Masterclass GRC Foundation: Peran Organ Pengelola Risiko dalam Risk Management</i> Masterclass GRC Foundation: The Role of Risk Management Organs in Risk Management	08 Desember 2022 December 8, 2022	Kementerian BUMN

Evaluasi Efektivitas Sistem Pengendalian Internal

Untuk Monitoring atas implementasi internal kontrol pada unit kerja dilakukan oleh jajaran Satuan Pengawasan Intern antara lain dengan melakukan pemantauan atas efektivitas sistem pengendalian internal atas kegiatan operasional di Kantor Pusat, dan Kantor Wilayah maupun pada Anak Perusahaan dilakukan oleh Auditor Internal untuk mengevaluasi terhadap SOP dan kebijakan yang dibuat oleh manajemen terkait proses bidang keuangan, operasional, SDM, Logistik, TI dan TJSL serta sarana pendukung lainnya dengan melakukan pemeriksaan atas keakuratan data keuangan dan operasional serta kepatuhan terhadap perundang-undangan dan ketentuan yang berlaku.

Hasil pemeriksaan yang dilakukan SPI atas efektivitas Sistem Pengendalian Intern Tahun 2022 menunjukkan secara umum Sistem Pengendalian Intern Perusahaan telah berjalan dengan baik dengan batas risiko yang terukur.

Pernyataan atas Kecukupan Sistem Pengendalian Internal

Berdasarkan hasil pengukuran efektivitas sistem pengendalian internal yang telah dilakukan, Dewan Komisaris dan Komite Audit bersama-sama dengan Direksi menyatakan bahwa Sistem Pengendalian Internal telah berjalan dengan baik dengan batas risiko yang terukur.

Laporan Singkat Pelaksanaan Tugas Satuan Pengawasan Internal Tahun 2022

Di tahun 2022, jumlah rencana dan realisasi program kerja SPI adalah:

Rencana Audit Audit Plan	Realisasi Audit Audit Realization	Jumlah Rekomendasi Number of Recommendations
100	102	3.154

Penilaian Kinerja SPI

Penilaian Kinerja didasarkan pada Target Indikator Kinerja Divisi yang terdiri dari:

1. Laporan Audit (Hasil penilaian: selesai 102,04%);
2. Ketepatan Waktu Penyelesaian Laporan Hasil Audit (LHA) (Hasil penilaian: Skala 5);
3. Ketepatan Waktu Pelaksanaan Audit (Hasil Penilaian: Skala 5);
4. Laporan Hasil Tindak Lanjut (*Monitoring*) (Hasil penilaian: 96,42% dari target 95%).

Evaluation of the Effectiveness of the Internal Control System

Implementation monitoring of internal control in the work unit is conducted by all of the Internal Audit Unit members, among others, by monitoring the effectiveness of the internal control system over operational activities at the Head Office, and Regional Offices as well as at Subsidiaries. The effectiveness monitoring is carried out by the Internal Auditor to evaluate SOPs and policies made by management related to processes in the fields of finance, operations, human resources, logistics, IT and TJSL and other supporting facilities. This is done by conducting checks on the accuracy of financial and operational data and compliance with applicable laws and regulations.

The results of the examination conducted by Internal Audit Unit (SPI) on the effectiveness of the Internal Control System in 2022 show that in general the Company's Internal Control System has been running properly with measurable risk limits.

Statement on the Adequacy of the Internal Control System

The Board of Commissioners, the Audit Committee, and the Board of Directors all state that the internal control system has been functioning properly with measurable risk limits based on the results of the effectiveness measurement that has been done.

Brief Report on the Implementation of Duties of the Internal Audit Unit in 2022

In 2022, the number of planned and realized SPI work programs are:

Performance Assessment of Internal Audit Unit

Performance Assessment is based on the Division's Performance Indicator Targets which consist of:

1. Audit Report (Result of assessment: 102.04% complete).
2. Timeliness of Completion of Audit Results Report (ARR) (Result of assessment: Scale 5).
3. Timeliness of Audit Implementation (Result of Assessment: Scale 5).
4. Follow-up Report (Monitoring) (Result of assessment: 96.42% of the 95% target).



AUDIT EKSTERNAL/AKUNTAN PUBLIK

EXTERNAL AUDIT/ PUBLIC ACCOUNTANT

Audit eksternal adalah kegiatan audit yang dilakukan oleh Kantor Akuntan Publik independen yang memenuhi syarat perundang-undangan yang berlaku dan memiliki tujuan untuk menyatakan pendapat, dalam semua hal yang material, apakah Laporan Keuangan konsolidasian Perusahaan dan Anggota *Holding* sesuai dengan Standar Akuntansi Keuangan (SAK) di Indonesia.

Auditor Eksternal tidak diperkenankan memiliki benturan kepentingan dengan Perusahaan guna menjamin independensi dan kualitas hasil audit. Auditor Eksternal bertanggung jawab untuk menyampaikan opini atas kesesuaian Laporan Keuangan Perusahaan terhadap SAK di Indonesia.

Kepatuhan terhadap Standar Akuntansi Keuangan Indonesia

Grup telah menerapkan sejumlah standar, amandemen atau penyesuaian Penerapan Standar Akuntansi Keuangan (PSAK) yang relevan dengan operasinya dan efektif untuk periode akuntansi yang dimulai pada atau setelah 1 Januari 2022.

Sehubungan dengan perkembangan revisi PSAK terkini yang mengikuti perubahan IFRS (*International Financial Reporting Standards*) maka telah dibentuk TIM Penyusunan Kebijakan Akuntansi Perkebunan PTPN yang beranggotakan dari seluruh PTPN sesuai Surat Keputusan Direksi PTPN III (Persero) No. 3.05/SKPTS/130/2017 tentang Tim Penyusunan Kebijakan Akuntansi Perkebunan PTPN tanggal 30 November 2017 yang mempunyai tugas sebagai berikut:

1. Menyusun COA (*Chart Of Account*) berbasis ERP;
2. Menyusun dan menetapkan kebijakan Akuntansi Perkebunan PTPN berdasarkan PSAK terkini berbasis IFRS yang selaras dan terintegrasi dengan program ERS PTPN I s.d XIV;
3. Melaksanakan sosialisasi terhadap kebijakan akuntansi perkebunan yang telah diperbaharui;
4. Melakukan evaluasi terhadap penerapan penerapan kebijakan akuntansi yang berlaku di PTPN I s.d XIV.

Tim telah melaksanakan *inhouse training* PSAK terkait *update* kebijakan perkebunan dengan narasumber dari profesional dan akademisi dalam rangka *review Gap analysis* dan pembahasan implementasi PSAK terkini, terutama terkait PSAK 69 *Agrikultur* (adopsi IAS 41-*Agriculture*) yang sangat berpengaruh pada industri perkebunan. Implementasi PSAK 69 *Agrikultur* ini sudah diterapkan efektif 1 Januari 2018 dengan diterbitkannya Surat Edaran No. 3.05/SE/PTPN/15/2017 Perihal Kebijakan Akuntansi *Agrikultur*.

External audit is an audit activity conducted by an independent Public Accounting Firm that fulfills the requirements of the applicable laws and regulations and has the objective to express an opinion, in all material respects, whether the consolidated financial statements of the Company and Holding Members are in accordance with the Financial Accounting Standards (SAK) in Indonesia.

External auditor shall not have a conflict of interest with the Company to ensure the independence and quality of audit results. The External Auditor is responsible for conveying opinion on the conformity of the Company's Financial Statements with the Indonesian Financial Accounting Standards (SAK).

Compliance with Indonesian Financial Accounting Standards

The Group has implemented several standards, amendments or adjustments to Financial Accounting Standard Implementation (SFAS) relevant to its operations and effective for the accounting period which started on or after January 1, 2022.

Related to the latest SFAS revision which follows the change of IFRS (*International Financial Reporting Standards*), the PTPN Plantation Accounting Policy Preparation Team with members from all PTPNs was established in accordance with the Decree of the Board of Directors of PTPN III (Persero) No. 3.05/SKPTS/130/2017 concerning PTPN Plantation Accounting Policy Preparation Team dated November 30, 2017, which has the following duties:

1. Preparing COA (*Chart Of Account*) based on ERP;
2. Preparing and setting PTPN Plantation Accounting policy based on the latest IFRS-based SFAS which is in line and integrated with the ERS programs of PTPN I to XIV;
3. Socializing the updated plantation accounting policy;
4. Evaluating the implementation of accounting policy applied in PTPN I to XIV.

The team has conducted in-house training of SFAS related to the update of plantation policy with experts from the professionals and academics to review *Gap analysis* and discuss the implementation of the latest SFAS, especially related to SFAS 69 *Agriculture* (adoption of IAS 41 - *Agriculture*) which significantly affected the plantation industry. The implementation of SFAS 69 *Agriculture* was effective on January 1, 2018 with the issuance of Circular No. 05/SE/PTPN/15/2017 concerning *Agricultural Accounting Policy*.

Mekanisme Penunjukan Akuntan Publik

Tahapan mekanisme penunjukan KAP:

1. Dewan Komisaris melalui Komite Audit melakukan proses penunjukan calon Auditor eksternal dengan meminta bantuan Direksi dalam proses penunjukannya sesuai dengan ketentuan pengadaan barang/jasa;
2. Dewan Komisaris dapat melakukan penunjukan kembali auditor eksternal dengan berdasarkan pada hasil evaluasi atas kinerja auditor eksternal untuk melakukan audit atas Laporan Keuangan;
3. Dewan Komisaris menyampaikan alasan pencalonan tersebut kepada RUPS dan besarnya honorarium/imbalance jasa yang diusulkan untuk eksternal auditor tersebut;
4. Usulan kepada RUPS tersebut dapat disampaikan melalui surat tersendiri yang merupakan bagian dari surat tanggapan Dewan Komisaris atas kinerja tahunan perusahaan;
5. Dewan Komisaris mengevaluasi kinerja auditor eksternal melalui Komite Audit sesuai dengan ketentuan dan standar yang berlaku;
6. Untuk proses penunjukan calon auditor eksternal dan atau penunjukan kembali auditor eksternal yang dilakukan oleh RUPS, Dewan Komisaris cukup memberikan kuasa kepada RUPS untuk menetapkan auditor tersebut.

Akuntan Publik Tahun 2022

Berdasarkan *Engagement Letter* No. 0370/PSS/10/2022 tanggal 19 Oktober 2022 tentang Penyediaan Jasa Audit Keuangan *Holding Perkebunan (PTPN III)* dan Entitas Anak Tahun buku 2022 Perusahaan telah menunjuk Kantor Akuntan Publik Purwantono, Sungkoro & Surja untuk melakukan audit Laporan Keuangan Perusahaan Tahun Buku 2022. Untuk menjamin independensi dan kualitas hasil pemeriksaan, Auditor Eksternal yang ditunjuk tidak boleh memiliki benturan kepentingan dengan Perusahaan.

Mechanism for the Appointment of Public Accountant

Stages of the mechanism for the appointment of Public Accounting Firm are as follows:

1. The Board of Commissioners through the Audit Committee conducts the process of appointing an external Auditor candidate by requesting the assistance of the Board of Directors in the process of appointment in accordance with the provisions of goods/services procurement;
2. The Board of Commissioners may reappoint an external auditor based on the results of an evaluation of the performance of the external auditor to audit the financial statements;
3. The Board of Commissioners submits the reason for the nomination to the GMS and the amount of the proposed honorarium/fee for the external auditor;
4. The proposal to the GMS can be submitted through a separate letter which is part of the Board of Commissioners' response letter to the Company's annual performance;
5. The Board of Commissioners evaluates the performance of external auditor through the Audit Committee in accordance with applicable provisions and standards;
6. For the process of appointing a prospective external auditor and/or re-appointment of an external auditor conducted by the GMS, the Board of Commissioners only needs to authorize the GMS to determine the auditor.

Public Accountant in 2022

Based on the *Engagement Letter* No. 0370/PSS/10/2022 dated October 19, 2022 concerning the Provision of Financial Audit Services of *Holding Perkebunan (PTPN III)* and its Subsidiaries for 2022 Fiscal Year, the Company has appointed Public Accounting Firm Purwantono, Sungkoro & Surja to audit the Company's 2022 Financial Statements. To guarantee the independence and quality of audit results, the appointed External Auditor shall not have any conflict of interest with the Company.

Akuntan Publik Tahun 2022 Public Accountant in 2022

Kantor Akuntan Publik Public Accounting Firm	:	Purwantono, Sungkoro & Surja
Akuntan Accountant	:	Damestar Hutagalung
Tahun Audit Year of Audit	:	Tahun Buku 2022
Periode Penugasan Assignment Period	:	19 Oktober 2022 – 15 Maret 2023
Jasa Service	:	Pemeriksaan Umum (<i>General Audit</i>) Laporan Keuangan Konsolidasian Perusahaan & Laporan Keuangan dan Pelaksanaan Program Pendanaan Usaha Mikro dan Usaha Kecil Tahun Buku 2022 PT Perkebunan Nusantara III (Persero) dan Entitas Anak Perusahaan General Audit of the Company's Consolidated Financial Statements & Financial Statements and Implementation of the Micro and Small Enterprise (MSE) Funding Program for the 2022 Fiscal Year of PT Perkebunan Nusantara III (Persero) and its Subsidiaries
Jasa Lainnya Other Services	:	Laporan atas reviu AUP atas Paket Informasi Keuangan Laporan Keuangan Konsolidasian Tahun buku 2022 PT Perkebunan Nusantara III (Persero) dan Entitas Anak Report on AUP's review of the Financial Information Package of the 2022 Consolidated Financial Statements of PT Perkebunan Nusantara III (Persero) and its Subsidiaries
Biaya Fee	:	Rp25.991.760.000 IDR25,991,760,000



Menurut opini KAP, Laporan Keuangan Perusahaan untuk tahun yang berakhir pada tanggal 31 Desember 2022 disajikan secara wajar, dalam semua hal yang material, serta kinerja keuangan dan arus kasnya tersebut sudah sesuai dengan Standar Akuntansi keuangan Entitas Tanpa Akuntabilitas Publik di Indonesia.

Daftar Akuntan Publik dan Biaya

Untuk menjaga profesionalitas dan independensi, pemilihan Auditor Eksternal yang dilakukan setiap tahun wajib memenuhi ketentuan Peraturan Menteri Keuangan No. 17/ PMK.01/2008 tanggal 5 Februari 2008 tentang Jasa Akuntan Publik yang mengatur bahwa 1 (satu) Kantor Akuntan Publik (KAP) hanya boleh melakukan audit maksimal 6 (enam) tahun buku berturut-turut dan dengan Akuntan Publik (Partner) maksimal 3 (tiga) Tahun Buku berturut-turut.

Guna kebutuhan transparansi, berikut disampaikan daftar Kantor Akuntan Publik, Akuntan 5 (lima) tahun terakhir dan biaya yang diberikan dalam mengaudit Laporan Keuangan Perusahaan sejak Perusahaan.

The Company's financial statements for the year ended December 31, 2022 received a fair opinion in all material aspects from the Public Accounting Firm, and the Company's financial performance as well as cash flows were in accordance with the Financial Accounting Standards for Entities without Public Accountability in Indonesia.

List of Public Accountants and Fees

To maintain professionalism and independence, the selection of an External Auditor, which is conducted annually shall fulfill the provisions of Regulation of the Minister of Finance No. 17/ PMK.01/2008 dated February 5, 2008 concerning Public Accountant Services, which stipulates that 1 (one) Public Accounting Firm (KAP) may only audit a maximum of 6 (six) consecutive fiscal years and with Public Accountant (Partner) at maximum 3 (three) consecutive fiscal years.

For transparency purpose, the following is list of Public Accounting Firm, Accountants for the last 6 (six) years and costs incurred in auditing the Company's financial statements.

Daftar Akuntan Publik 5 (lima) Tahun Terakhir 2018-2022
List of Public Accountant in the Last 5 (Five) Years 2018-2022

Tahun Buku Fiscal Year	Kantor Akuntan Publik Public Accounting Firm	Akuntan Accountant	Opini Opinion
2022	KAP Purwanto, Sungkoro & Surja	Damestar Hutagalung	Wajar dalam semua hal yang material Fair in all material aspects
2021	KAP Purwanto, Sungkoro & Surja	Damestar Hutagalung	Wajar dalam semua hal yang material Fair in all material aspects
2020	KAP Purwanto, Sungkoro & Surja	Damestar Hutagalung	Wajar dalam semua hal yang material Fair in all material aspects
2019	KAP Purwanto, Sungkoro & Surja	Damestar Hutagalung	Wajar dalam semua hal yang material Fair in all material aspects
2018	KAP Imelda & Rekan	Henri Arifian	Wajar dalam semua hal yang material Fair in all material aspects

MANAJEMEN RISIKO

RISK MANAGEMENT

Perusahaan memahami dan menyadari bahwa dalam pengelolaan bisnis perusahaan tidak terlepas dari ketidakpastian (*uncertainty*). Perusahaan berusaha mengelola ketidakpastian tersebut dengan melakukan asesmen risiko, yaitu identifikasi, analisis, dan evaluasi risiko, serta melakukan pemantauan risiko agar terkelola dengan baik.

Perusahaan memiliki peluang dan tantangan dalam menjaga kesinambungan perusahaan, serta memiliki tanggung jawab dalam memastikan pencapaian *Key Performance Indicator* yang ditetapkan oleh pemegang saham dapat terpenuhi.

Dalam hal memastikan ketercapaian KPI dan kesinambungan perusahaan, perusahaan berkomitmen untuk mengelola risiko secara efektif dan efisien serta memastikan kesinambungan dan pertumbuhan bisnis berkelanjutan melalui pengelolaan risiko secara proaktif, berfokus pada risiko yang utama, dan memberikan perhatian pada proses pengendalian dan penanganan risiko perusahaan.

Konteks Aspek Global dan Perkebunan

Perekonomian global diperkirakan tumbuh lebih rendah dari proyeksi sebelumnya, di tengah meningkatnya risiko stagflasi dan tingginya ketidakpastian pasar keuangan global. Tekanan inflasi global terus meningkat seiring dengan tingginya harga komoditas akibat berlanjutnya gangguan rantai pasokan sejalan dengan ketegangan geopolitik Rusia-Ukraina yang terus berlangsung serta meluasnya kebijakan proteksionisme, terutama pangan.

Berbagai negara, terutama Amerika Serikat (AS) merespon peningkatan inflasi tersebut dengan pengetatan kebijakan moneter yang lebih agresif sehingga menahan pemulihan ekonomi dan meningkatkan risiko stagflasi. Pertumbuhan ekonomi berbagai negara, seperti AS, Eropa, Jepang, Tiongkok, dan India, diperkirakan lebih rendah dari proyeksi sebelumnya yang disertai dengan peningkatan kekhawatiran resesi di AS. Dengan perkembangan tersebut, pertumbuhan ekonomi global pada 2022 diperkirakan lebih rendah dari proyeksi sebelumnya 3,5% menjadi 2,9%.

Sejalan dengan ekspor yang tetap kuat dan harga komoditas global yang masih tinggi. Pertumbuhan ekonomi juga ditopang oleh perbaikan berbagai lapangan usaha, seperti industri pengolahan, perdagangan, serta transportasi dan pergudangan. Perekonomian global terus diwarnai dengan meningkatnya inflasi di tengah pertumbuhan yang diperkirakan lebih rendah dari proyeksi sebelumnya. Berlanjutnya ketegangan geopolitik Rusia-Ukraina, yang disertai dengan pengenaan sanksi yang lebih luas dan kebijakan *zero Covid-19* di Tiongkok, menahan perbaikan gangguan rantai pasokan.

The Company understands and realizes that the management of the Company's business is inseparable from uncertainty. The Company tries to manage these uncertainties by conducting risk assessments, namely identification, analysis and evaluation of risks, as well as monitoring risks so that they are well managed.

The Company has opportunities and challenges in maintaining the sustainability of the Company, and has the responsibility to ensure the achievement of Key Performance Indicators set by shareholders can be met.

In terms of ensuring the achievement of KPIs and company sustainability, the Company is committed to managing risks effectively and efficiently and ensuring continuity and sustainable business growth through proactive risk management, focusing on key risks, and paying attention to the company's risk control and handling processes.

Global and Plantation Context

The global economy was expected to grow lower than previous projections, amid rising risks of stagflation and high uncertainty in global financial markets. Global inflationary pressures continued to rise along with high commodity prices due to continued supply chain disruptions in line with ongoing Russia-Ukraine geopolitical tensions and widespread protectionist policies, especially in food.

Various countries, especially the United States (US) responded to the increase in inflation with more aggressive monetary policy tightening, thus holding back economic recovery and increasing the risk of stagflation. Economic growth in various countries, such as the US, Europe, Japan, China, and India, was expected to be lower than previously projected, accompanied by increased fears of recession in the US. With these developments, global economic growth in 2022 was expected to be lower than the previous projection of 3.5% to 2.9%.

In accordance with continued strong exports and high global commodity prices. Improvements in numerous business sectors, such as manufacturing, trading, and transportation and storage, also contributed to economic growth. The global economy continued to be characterized by rising inflation amid growth that was predicted to be lower than previously projected. Continued geopolitical tensions between Russia and Ukraine, as well as the adoption of larger sanctions and China's *zero Covid-19* policy, hampered advances in supply chain disruptions.



Ketegangan antara Rusia dan Ukraina memicu percepatan perlambatan aktivitas ekonomi global. Perang di Ukraina menyebabkan harga komoditas melonjak tinggi, memperburuk gangguan pasokan, meningkatkan kerawanan pangan, kemiskinan, inflasi, memperketat kondisi keuangan hingga meningkatkan ketidakpastian kebijakan. Invasi ini juga mengakibatkan gangguan pada mata rantai global dan penurunan volume perdagangan dunia. Ekonomi Eropa tentu saja yang paling terdampak karena berhubungan erat dalam transaksi perdagangan dan kedekatan geografis dengan Rusia dan Ukraina. Kondisi ini jelas membuat inflasi global meningkat tajam di mana permintaan global meningkat, hambatan pasokan terjadi, serta harga pangan dan energi meningkat.

Gangguan dari sisi suplai terjadi disertai dengan meluasnya kebijakan proteksionisme terutama pangan oleh berbagai negara, mendorong tingginya harga komoditas global yang berdampak pada peningkatan tekanan inflasi global. Berbagai negara, termasuk Amerika Serikat (AS), merespons kenaikan inflasi tersebut dengan menempuh pengetatan kebijakan moneter yang lebih agresif sehingga berpotensi menahan pemulihan perekonomian global dan mendorong peningkatan risiko stagflasi. Pertumbuhan ekonomi berbagai negara, seperti AS, Eropa, Jepang, Tiongkok, dan India diperkirakan lebih rendah dari proyeksi sebelumnya.

Kebijakan DMO dan DPO CPO berlaku mulai 01 Februari 2022 s.d. 17 Maret 2022, di mana eksportir diharuskan mengalokasikan 20% CPO untuk pasar domestik dengan harga Rp9.300/Kg (inc.PPN). Ini berpengaruh pada terhentinya pasokan ekspor CPO Indonesia, mengakibatkan harga CPO global melonjak karena kekhawatiran pasar akan *supply* yang terbatas. Pelarangan ekspor yang dimulai pada 28 April 2022 mengakibatkan harga merosot cukup dalam pada Quarter 2.

Produksi minyak sawit tahun 2022 diprediksi lebih baik dari tahun 2021, di mana Malaysia akan mulai mendatangkan pekerja asing. Pasokan CPO global pada semester II membaik. Produksi global minyak *edible* tahun 2022 diperkirakan naik terutama untuk *soybean* dan *sunflower seed*. Invasi Rusia ke Ukraina membuat defisit pasokan *Sunflower Oil*, menahan harga *edible oil* dari penurunan. Indonesia dan Malaysia tetap berkomitmen untuk melaksanakan *mandate* biodiesel meskipun harga bahan baku minyak sawit tinggi, Indonesia telah menerapkan *mandate* B30 sejak tahun 2020, sementara Malaysia diharapkan melaksanakan *mandate* B20 pada akhir tahun 2022. Perlu dicermati isu global yang akan berpengaruh terhadap volatilitas harga *Palm Oil* tahun 2022, seperti *recovery post COVID-19*, krisis energi global, dan kenaikan *interest rate* AS.

Di sisi lain, Produksi karet alam diperkirakan pulih pada tahun 2021 sebesar 6,5% menjadi 13,86 juta ton, dan tumbuh 3,5% pada tahun 2022 menjadi 14,3 juta ton. Total konsumsi karet tumbuh 9,4% pada tahun 2021 dan diperkirakan meningkat 3,6% pada tahun 2022. Suplai karet alam diperkirakan pulih pada tahun 2021 sebesar 5,7% menjadi 13,79 juta ton dan tumbuh 3,5% pada tahun 2022 menjadi 14,27 juta ton.

Tensions between Russia and Ukraine were creating an accelerated economic slowdown globally. The spike in commodity prices occurred because of the Ukraine conflict, which exacerbated supply disruptions, increased food insecurity, poverty, inflation, tightened financial conditions, and heightened policy uncertainty. The invasion also caused interruptions in global supply lines and a decline in global trade volumes. Because of their close ties in trade transactions and geographical proximity to Russia and Ukraine, European economies were naturally the most affected. Global inflation grew sharply as global demand increased, supply restrictions developed, and food and energy costs increased.

Supply-side disruptions accompanied by widespread protectionist policies, especially in food by various countries, caused the high global commodity prices, which in turn increased global inflationary pressures. Many countries, including the United States (US), responded to the increase in inflation by pursuing a more aggressive tightening of monetary policy, potentially holding back the global economic recovery, and increasing the risk of stagflation. Economic growth in various countries, such as the US, Europe, Japan, China, and India, was expected to be lower than previously projected.

The CPO DMO and DPO policy took effect from February 01, 2022, to March 17, 2022, where exporters were required to allocate 20% of CPO for the domestic market at a price of IDR9,300/Kg (inc. VAT). This had the effect of halting Indonesia's CPO export supply, causing global CPO prices to spike due to market concerns of limited supply. The export ban, which started on April 28, 2022, caused prices to fall considerably in the second quarter.

Palm oil production in 2022 was predicted to be better than 2021, as Malaysia would start to bring in foreign workers. Global CPO supply in the second semester improved. Global edible oil production in 2022 was estimated to rise especially for soybean and sunflower seed. Russia's invasion of Ukraine created a supply deficit for sunflower oil, restraining edible oil prices from falling. Indonesia and Malaysia remain committed to biodiesel mandates despite high palm oil raw materials prices, Indonesia has implemented the B30 mandate since 2020, while Malaysia was expected to implement the B20 mandate by the end of 2022. It was necessary to pay close attention to global issues that would affect the volatility of Palm Oil prices in 2022, such as post covid-19 recovery, global energy crisis, and the increase in US' interest rate.

On the other hand, natural rubber production was expected to recover in 2021 by 6.5% to 13.86 million tons and grew by 3.5% in 2022 to 14.3 million tons. Total rubber consumption grew by 9.4% in 2021 and was expected to increase by 3.6% in 2022. Natural rubber supply was expected to recover in 2021 by 5.7% to 13.79 million tons and grew by 3.5% in 2022 to 14.27 million tons.

Dasar Penerapan Manajemen Risiko

Dalam penerapan manajemen risiko, PTPN III (Persero) senantiasa memperhatikan ketentuan dan regulasi yang berlaku, antara lain:

1. Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-01/MBU/2011, Bagian Keenam Pasal 25 di mana Direksi dalam setiap pengambilan keputusan/Tindakan harus mempertimbangkan risiko usaha dan wajib membangun serta melaksanakan program manajemen risiko secara terpadu;
2. Peraturan Pemerintah Nomor: 72 Tahun 2014, terkait aktivitas Perkebunan Nusantara III (Persero) selaku *Holding* yang memegang saham dari PTPN I, II, IV s.d. XIV selain menjalankan aktivitas *stand alone* melalui sinergi dan koordinatif dalam upaya penyehatan anak perusahaan dan pelaksanaan aksi-aksi korporasi lainnya;
3. Surat Keputusan Direksi PTPN III (Persero) Nomor: DSDM/SKPTS/65/2022 tanggal 30 Maret 2022 tentang Perubahan Struktur Organisasi PT Perkebunan Nusantara III (Persero), di mana adanya perubahan struktur organisasi yang memindahkan struktur sub divisi manajemen risiko dari Divisi Audit Internal dan Manajemen Risiko ke Divisi Perbendaharaan, Anggaran, dan Manajemen Risiko;
4. Manajemen Risiko berbasis ISO 31000:2018 *Risk Management – Guidelines* sebagai kerangka kerja, prinsip, dan proses manajemen risiko di PT Perkebunan Nusantara III (Persero);
5. Pedoman Manajemen Risiko Korporat Terintegrasi PT Perkebunan Nusantara III (Persero) yang berbasis ISO 31000 : 2018
6. Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-5/MBU/09/2022 tanggal 02 September 2022 tentang Penerapan Manajemen Risiko Pada Badan Usaha Milik Negara

Pengelola Manajemen Risiko

Dalam pelaksanaan pengelolaan risiko korporasi, perusahaan melakukan pendekatan konsep *Three Lines of Model* yang terdiri dari tiga lini sebagai berikut:

1. Lini pertama (*first line*) : *manages the risk* : sebagai unit pemilik risiko merupakan unit bisnis yang langsung mengidentifikasi dan mengelola dalam proses bisnis.
2. Lini kedua (*second line*) : *sets risk guidelines* : sebagai fungsi manajemen risiko merupakan unit yang memantau dan membantu lini pertama dalam menyiapkan pedoman manajemen risiko yang menjadi panduan bagi lini pertama.
3. Lini ketiga (*third line*) : *Independent audit and assurance* : sebagai fungsi pengawasan dan asuransi yang memastikan tata kelola dan pengendalian risiko diterapkan secara efektif oleh perusahaan.

Organ pengelola risiko yang telah dimiliki oleh PTPN III (Persero) antara lain:

1. Dewan Komisaris;
2. Direksi;
3. Komite Audit;
4. Komite Pemantau Risiko;
5. Direktur Keuangan dan Manajemen Risiko;
6. Sub Divisi Manajemen Risiko;
7. Divisi Audit Internal.

Basis of Risk Management Implementation

In implementing risk management, PTPN III (Persero) refers to the applicable rules and regulations, including:

1. Regulation of the Minister of State-Owned Enterprises Number: PER-01/MBU/2011, Sixth Part Article 25 in which the Board of Directors in every decision/action must consider business risk and is obliged to develop and implement an integrated risk management program;
2. Government Regulation Number: 72 of 2014, related to the activities of PT Perkebunan Nusantara III (Limited) as the Holding which holds shares of PTPN I, II, IV - XIV in addition to carrying out Standalone activities through synergies and coordination in efforts to rehabilitate Subsidiaries and implement other corporate actions;
3. Decree of the Directors of PTPN III (Limited) No. DSDM/SKPTS/65/2022 dated March 30, 2022 concerning the Changes in the Organizational Structure of PT Perkebunan Nusantara III (Persero) where the risk management sub division structure was shifted from the Internal Audit and Risk Management Division to the Treasury, Budget, and Risk Management Division due to a change in organizational structure;
4. Risk Management based on ISO 31000:2018 Risk Management – Guidelines as a framework, principles, and process for risk management at Holding Perkebunan Nusantara PTPN III (Persero);
5. Guidelines for Integrated Corporate Risk Management of PT Perkebunan Nusantara III (Limited) Based on ISO 31000: 2108.
6. Regulation of the Minister of State-Owned Enterprises No. PER-5/MBU/09/2022 dated September 02, 2022 concerning the Implementation of Risk Management in State-Owned Enterprises.

Risk Management Manager

In implementing risk management, the Company applies the Three Lines of Model approach, which is divided into three layers of defense as follows:

1. First line: manages the risk: as the unit that owns the risk, it is the business unit that directly identifies and manages it in the business process.
2. Second line: sets risk guidelines: as a risk management function is a unit that monitors and assists the first line in preparing risk management guidelines that guide the first line.
3. Third line: Independent audit and assurance: as a monitoring and assurance function that ensures governance and risk control are effectively implemented by the Company.

The Company's risk management organs include:

1. Board of Commissioners
2. Board of Directors
3. Audit Committee
4. Risk Monitoring Committee
5. Director of Finance and Risk Management
6. Risk Management Sub-Division
7. Internal Audit Division



Implementasi Manajemen Risiko Korporasi PTPN III (Persero)

Sepanjang tahun 2022, implementasi manajemen risiko yang terkait dengan program kerja di bidang manajemen risiko, antara lain:

1. Diskusi dan sosialisasi atas Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-5/MBU/09/2022 tentang Penerapan Manajemen Risiko BUMN.
2. Pengembangan dan pengayaan kompetensi dan sertifikasi di bidang Manajemen Risiko di level *first lines*, *second lines*, dan *third lines*.
3. Pengembangan dan penyesuaian aplikasi Sistem Manajemen Risiko (SIMAKO).
4. Asesmen internal terkait *Risk Maturity Index (RMI)*.
5. Reviu kajian risiko.

Sistem Manajemen Risiko Perusahaan

Perusahaan menerapkan proses manajemen risiko korporasi berbasis ISO 31000:2018, yang berfokus pada harmonisasi kerangka, prinsip dan proses pengelolaan risiko yang terpadu dengan sistem manajemen *Holding Perkebunan Nusantara III (Persero)* yang relatif ideal bagi perusahaan perkebunan, termasuk dalam hal akuntabilitas pengelolaan risiko dan upaya peningkatan kesadaran risiko *risk owner*.

Jenis Risiko dan Cara Pengelolaannya

Pada tahun 2022 *top ten risk* yang dikelola PTPN III (Persero), yaitu:

1. Risiko pencapaian target produksi dan produktivitas tebu
2. Risiko pencapaian target produksi dan produktivitas karet
3. Risiko pencapaian target produksi dan produktivitas teh
4. Risiko pencapaian target produksi dan produktivitas kopi
5. Risiko pencapaian target kinerja produksi minyak sawit/CPO dan produktivitas minyak sawit/CPO
6. Risiko pencapaian target kinerja produksi (Kg) TBS dan produktivitas (Kg) TBS/Ha
7. Risiko pencapaian perluasan areal
8. Risiko pencapaian target EBITDA PTPN Group
9. Risiko penataan komposisi tanaman
10. Risiko tidak tercapainya target penanaman teh

Untuk memberikan gambaran risiko secara berkelanjutan, secara berkala triwulanan dilakukan *monitoring* profil risiko korporat (*top ten risk*).

Hasil *monitoring* risiko yang dilakukan menunjukkan gambaran sebagai berikut:

No	Identifikasi Risiko Risk Identification	Jenis Risiko Risk Type	Tingkat Risiko Inherent Inherent Risk Level	Tingkat Residual Risk Residual Risk Level
1	Risiko pencapaian target produksi dan produktivitas tebu Risk in sugarcane production and productivity target achievement	Risiko Operasional Operational Risk	Tinggi High	Rendah Low
2	Risiko pencapaian target produksi dan produktivitas karet Risk in rubber production and productivity target achievement	Risiko Operasional Operational Risk	Tinggi High	Rendah Low
3	Risiko pencapaian target produksi dan produktivitas teh Risk in tea production and productivity target achievement	Risiko Operasional Operational Risk	Tinggi High	Rendah Low
4	Risiko pencapaian target produksi dan produktivitas kopi Risk in coffee production and productivity target achievement	Risiko Operasional Operational Risk	Tinggi High	Rendah Low

Implementation of Corporate Risk Management of PTPN III (Persero)

Throughout 2022, the implementation of risk management related to the work program in the field of risk management, among others:

1. Discussion and socialization of the Regulation of the Minister of State-Owned Enterprises No. PER-5/MBU/09/2022 concerning the Implementation of Risk Management of SOEs.
2. Development and enrichment of competencies and certifications in Risk Management at the level of first lines, second lines, and third lines.
3. Development and customization of the Risk Management System (SIMAKO) application.
4. Internal assessment of Risk Maturity Index (RMI).
5. Review of risk assessment

Corporate Risk Management System

The Company implements a corporate risk management process based on ISO 31000:2018, which focuses on harmonizing the framework, principles and processes of integrated risk management with the *Holding Perkebunan Nusantara III (Persero)* management system which is relatively ideal for plantation companies, including in terms of risk management accountability and efforts to increase risk awareness of risk owners.

Types of Risks and Its Management

In 2022 the top ten risks managed by PTPN III (Persero), namely:

1. Risk in sugarcane production and productivity target achievement
2. Risk in rubber production and productivity target achievement
3. Risk in tea production and productivity target achievement
4. Risk in coffee production and productivity target achievement
5. Risk in palm oil/CPO production and palm oil/CPO productivity performance target achievement
6. Risk in FFB production (Kg) and FFB productivity (Kg) /Ha performance target achievement
7. Risk in area expansion target achievement
8. Risk in PTPN Group EBITDA target achievement
9. Risk in crop composition arrangement
10. Risk in tea planting target achievement failure

To provide an overview of risks on an ongoing basis, quarterly monitoring of the corporate risk profile (*top ten risks*) is carried out.

The results of the risk monitoring carried out show the following description

No	Identifikasi Risiko Risk Identification	Jenis Risiko Risk Type	Tingkat Risiko Inherent Inherent Risk Level	Tingkat Residual Risk Residual Risk Level
5	Risiko pencapaian target kinerja produksi minyak sawit CPO dan produktivitas minyak sawit CPO Risk in palm oil/CPO production and palm oil/CPO productivity performance target achievement	Risiko Operasional Operational Risk	Tinggi High	Tinggi High
6	Risiko pencapaian target kinerja produksi (Kg) TBS dan produktivitas (Kg) TBS/Ha Risk in FFB production (Kg) and FFB productivity (Kg) /Ha performance target achievement	Risiko Operasional Operational Risk	Tinggi High	Menengah Moderate
7	Risiko pencapaian perluasan areal Risk in area expansion target achievement	Risiko Operasional Operational Risk	Tinggi High	Menengah-Tinggi Moderate – High
8	Risiko pencapaian target EBITDA PTPN Group Risk in PTPN Group EBITDA target achievement	Risiko Keuangan Financial Risk	Menengah-Tinggi Moderate – High	Rendah Low
9	Risiko pencapaian komposisi tanaman terkait penyediaan benih Risk in crop composition arrangement	Risiko Operasional Operational Risk	Menengah-Tinggi Moderate – High	Tinggi High
10	Risiko tidak tercapainya target penanaman teh Risk in tea planting target achievement failure	Risiko Operasional Operational Risk	Menengah-Tinggi Moderate – High	Menengah Moderate

Penanganan Risiko (Risk Treatment)

Dalam melakukan pengelolaan risiko atas *top ten risk* di tahun 2022, dilakukan mitigasi utama seperti berikut ini:

- Risiko pencapaian target produksi dan produktivitas tebu
Mitigasi:
 - Monitoring dan evaluasi terhadap pemenuhan pupuk dan efisiensi aplikasi pemupukan;
 - Monitoring langsung ke lapangan dan memberikan saran serta kebijakan teknis terhadap penyelesaian permasalahan di lapangan;
 - Meningkatkan manajemen pengamanan areal;
 - Optimalisasi masa tanam;
 - Penataan komposisi varietas;
 - Monitoring dan evaluasi kinerja produksi melalui *weekly meeting*;
 - Focus Group Discussion (FGD).
- Risiko pencapaian target produksi dan produktivitas karet
Mitigasi:
 - Pemberantasan penyakit Pestalotiopsis dari areal yang terserang;
 - Pemenuhan tenaga sadap.
- Risiko pencapaian target produksi dan produktivitas teh
Mitigasi:
 - Monitoring dan evaluasi pemenuhan kebutuhan dan ketersediaan alat/mesin untuk panen dan pemeliharaan tanaman serta inovasi alat;
 - Monitoring dan evaluasi terhadap pemenuhan kebutuhan pupuk dan efisiensi aplikasinya;
 - Monitoring langsung ke lapangan dan memberikan saran serta kebijakan teknis terhadap penyelesaian permasalahan di lapangan;
 - Monitoring dan evaluasi program perbaikan infrastruktur serta program peningkatan disiplin panen (surat penegasan);
 - Monitoring dan evaluasi kinerja produksi melalui *weekly meeting*;
 - Focus Group Discussion (FGD).
- Risiko pencapaian target produksi dan produktivitas kopi
Mitigasi:

Risk Treatment

In managing the top ten risks in 2022, the following key mitigations were carried out:

- Risk in sugarcane production and productivity target achievement Mitigation:
 - Monitoring and evaluation of the fulfillment of fertilizer needs and the efficiency of its application;
 - Direct field monitoring and provide technical advice and policies on problem solving;
 - Improvement of area security management;
 - Optimization of planting period;
 - Composition of varieties arrangement;
 - Monitoring and Evaluation of Production Performance through Weekly Meeting;
 - Focus Group Discussion.
- Risk in rubber production and productivity target achievement Mitigation:
 - Eradication of Pestalotiopsis disease from affected areas;
 - Fulfillment of tapping labor.
- Risk in tea production and productivity target achievement Mitigation:
 - Monitoring and evaluation of the fulfillment of needs and availability of tools/machines for harvesting and plant maintenance as well as tool innovation;
 - Monitoring and evaluation of the fulfillment of fertilizer needs and the efficiency of its application;
 - Direct field monitoring and provide technical advice and policies on problem solving;
 - Monitoring and evaluation of infrastructure improvement programs and harvest discipline improvement program (affirmation letter);
 - Monitoring and Evaluation of Production Performance through Weekly Meeting;
 - Focus Group Discussion (FGD).
- Risk in coffee production and productivity target achievement Mitigation:



- a. *Monitoring* dan evaluasi terhadap pemenuhan kebutuhan pupuk dan efisiensi aplikasi pemupukan;
 - b. *Monitoring* langsung ke lapangan dan memberikan saran serta kebijakan teknis terhadap penyelesaian permasalahan;
 - c. *Monitoring* dan evaluasi program perbaikan infrastruktur serta program peningkatan disiplin panen;
 - d. Meningkatkan manajemen pengamanan areal;
 - e. Perbaikan *water management*;
 - f. *Monitoring* dan evaluasi kinerja produksi melalui *weekly meeting*;
 - g. *Focus Group Discussion* (FGD).
5. Risiko pencapaian target kinerja produksi minyak sawit/CPO dan produktivitas minyak sawit/CPO
Mitigasi:
 - a. Perbaikan jalan;
 - b. Menerbitkan dan melakukan sosialisasi Surat Edaran (SE) panen;
 - c. Pemenuhan kebutuhan pemanen.
 6. Risiko pencapaian target kinerja produksi (Kg) TBS dan produktivitas (Kg) TBS/Ha
Mitigasi:
 - a. Perbaikan jalan;
 - b. Menerbitkan dan melakukan sosialisasi Surat Edaran (SE) panen;
 - c. Pemenuhan kebutuhan pemanen.
 7. Risiko pencapaian perluasan areal
Mitigasi:
 - a. *Monitoring* dan evaluasi kemajuan pekerjaan secara berkala;
 - b. Penyediaan dana tepat waktu.
 8. Risiko pencapaian target EBITDA PTPN *Group*
 - a. Memaksimalkan produksi PTPN *Group*;
 - b. Memaksimalkan volume penjualan sesuai target;
 - c. Melanjutkan program peningkatan dan transformasi EBITDA melalui program ZBB dan *Cash Office*;
 - d. Melaksanakan pengawasan ketat terhadap kinerja keuangan dan operasional melalui implementasi *Management Review Cycle*
 9. Risiko penataan komposisi tanaman
Mitigasi:
Membangun *dashboard monitoring* (*investment control tower*)
 10. Risiko tidak tercapainya target penanaman teh
Mitigasi:
 - a. Berkoordinasi aktif dengan bagian pendanaan untuk memastikan adanya dukungan pendanaan;
 - b. Memastikan mendapatkan vendor/*supplier* yang *professional*;
 - c. *Monitoring* dan evaluasi kebutuhan dan kecukupan bibit sesuai spesifikasi.

Evaluasi atas Efektivitas Sistem Manajemen Risiko

Perusahaan telah melakukan pengukuran *Risk Maturity Index* (RMI) tahun 2021 yang dilakukan pada tahun 2022 secara internal (*self assessment*) dan diperoleh nilai RMI 3,58 (*managed*), lebih tinggi dari pengukuran tahun sebelumnya yaitu 3,46 (*managed*).

RMI merupakan angka atau indeks yang memperlihatkan tingkatan atau level dalam implementasi manajemen risiko yang telah diformulasikan sesuai dengan indikator kinerja yang diterapkan perusahaan.

- a. Monitoring and evaluation of the fulfillment of fertilizer needs and the efficiency of its application;
 - b. Direct field monitoring and provide technical advice and policies on problem solving;
 - c. Monitoring and evaluation of infrastructure improvement programs and harvest discipline improvement programs;
 - d. Improvement of area security management;
 - e. Improvement of water management;
 - f. Monitoring and Evaluation of Production Performance through Weekly Meeting;
 - g. Focus Group Discussion.
5. Risk in palm oil/CPO production and palm oil/CPO productivity performance target achievement
Mitigation:
 - a. Road repair;
 - b. Issuance and socialization of harvest Circular Letter (SE);
 - c. Fulfillment of harvester needs.
 6. Risk in FFB production (Kg) and FFB productivity (Kg) /Ha performance target achievement
Mitigation:
 - a. Road repair;
 - b. Issuance and socialization of harvest Circular Letter (SE);
 - c. Fulfillment of harvester needs.
 7. Risk in area expansion target achievement
Mitigation:
 - a. Regular monitoring and evaluation of work progress;
 - b. Provision of funds on time.
 8. Risk in PTPN *Group* EBITDA target achievement
 - a. Maximize PTPN *Group*'s production;
 - b. Maximize sales volume according to the target;
 - c. Continue the EBITDA improvement and transformation program through ZBB and *Cash Office* programs;
 - d. Carry out strict supervision of financial and operational performance through the implementation of the *Management Review Cycle*;
 9. Risk in crop composition arrangement
Mitigation:
Develop dashboard monitoring (*investment control tower*)
 10. Risk in tea planting target achievement failure
Mitigation:
 - a. Actively coordinate with the funding department to ensure funding support;
 - b. Ensure professional vendors/*suppliers* are obtained;
 - c. Monitoring and evaluation of the need and adequacy of seedlings according to specifications.

Evaluation of the Effectiveness of the Risk Management System

The Company has measured the 2021 Risk Maturity Index (RMI), which was carried out in 2022 internally (*self-assessment*) and obtained an RMI value of 3.58 (*managed*), higher than the previous year's measurement of 3.46 (*managed*).

RMI is a number or index that shows the level of risk management implementation that has been formulated in accordance with the performance indicators applied by the Company.

Landasan penerapan RMI, antara lain:

1. Pedoman Manajemen Risiko Korporat Terintegrasi berbasis ISO 31000 : 2018;
2. Surat Kementerian BUMN Nomor: S-6/Wk.1.MBU.F/02/2021 perihal Penilaian Penerapan Tata Kelola (GCG) dan Tingkat Kematangan Manajemen Risiko (*Risk Maturity Index*) BUMN 2020;
3. Peraturan Menteri BUMN Nomor: PER-5/MBU/09/2022 tentang Penerapan Manajemen Risiko Pada Badan Usaha Milik Negara.

Tujuan Pengukuran RMI antara lain:

1. Mengetahui kapasitas dan kapabilitas manajemen risiko;
2. Sebagai pertimbangan pengambilan langkah perbaikan terkait proses manajemen risiko;
3. Sebagai dasar *Roadmap* implementasi manajemen risiko.

Indikator Penilaian RMI, antara lain:

1. Tata Nilai dan Tata Kelola
Indikator yang menunjukkan sejauh mana *risk owner* menerapkan pengelolaan risiko dalam aktivitasnya yang tercermin pada budaya risiko.
2. Penilaian Risiko
Indikator yang menunjukkan kemampuan dan tingkat pengetahuan *risk owner* dalam melakukan penilaian risiko.
3. Pengelolaan TI
Indikator yang menunjukkan ketersediaan aplikasi dan kemampuan *risk owner* dalam mengadopsi dan mengaplikasikannya.
4. Orientasi Strategis
Indikator yang menunjukkan tingkat keberhasilan ERM dalam melakukan pengelolaan risiko secara terintegrasi dengan orientasi strategis perusahaan.

Pernyataan Direksi Dan/Atau Dewan Komisaris Atau Komite Audit atas Kecukupan Sistem Manajemen Risiko

Manajemen PTPN III senantiasa melakukan evaluasi terhadap efektifitas sistem manajemen risiko. Dalam mendukung rangka implementasi rencana strategis Perusahaan, di antaranya adalah:

1. Melakukan addendum kebijakan *risk appetite* untuk menyesuaikan dengan kondisi bisnis terkini.
2. Melakukan *review* kebijakan manajemen risiko.
3. Melakukan *review* kebijakan manajemen risiko pasar dan likuiditas.
4. Melakukan *review* kebijakan pengelolaan permodalan.

Sebagai bagian dari upaya peningkatan kualitas penerapan manajemen risiko, Perusahaan terus mengoptimalkan pelaksanaan fungsi Komite Audit untuk mendukung efektivitas pelaksanaan tugas Dewan Komisaris, dan Direksi.

The foundation of RMI implementation, among others:

1. ISO 31000-based Integrated Corporate Risk Management Guidelines: 2018;
2. Letter from the Ministry of SOEs No. S-6/Wk.1.MBU.F/02/2021 concerning Assessment of the Implementation of GCG and Risk Maturity Index of SOEs 2020;
3. Regulation of the Minister of SOEs No. PER-5/MBU/09/2022 concerning the Implementation of Risk Management in State-Owned Enterprises.

The objectives of RMI Measurement include:

1. Knowing the capacity and capability of risk management;
2. As a consideration for taking corrective steps related to the risk management process;
3. As the basis for the Road Map of risk management implementation

RMI Assessment Indicators, among others:

1. Values and Governance
Indicator that shows the extent to which risk owner implements risk management in its activities as reflected in the risk culture.
2. Risk Assessment
Indicator that shows the ability and level of knowledge of risk owner in conducting risk assessments.
3. IT Management
Indicator that shows the availability of application and the ability of risk owner to adopt and apply them.
4. Strategic Orientation
Indicator that shows the level of success of ERM in carrying out risk management in an integrated manner with the Company's strategic orientation.

Statement of the Board of Directors and / or Board of Commissioners or Audit Committee on the Adequacy of the Risk Management System

PTPN III management constantly evaluates the effectiveness of the risk management system. In supporting the implementation of the Company's strategic plan, among others:

1. Addendum to the risk appetite policy to adjust to the latest business conditions.
2. Review of risk management policy.
3. Review of market and liquidity risk management policy.
4. Review of capital management policy.

As part of the effort to improve the quality of risk management implementation, the Company continues to optimize the implementation of the Audit Committee function to support the effectiveness of the implementation of duties of the Board of Commissioners, and the Board of Directors.



PERKARA PENTING

IMPORTANT CASES

Permasalahan Hukum

Permasalahan hukum yang dihadapi oleh PT Perkebunan Nusantara III (Persero) ("PTPN III") baik di *Holding* Jakarta maupun Operasional Medan di tahun 2022 dibanding tahun 2021 adalah sebagai berikut:

Permasalahan Hukum Legal Issues	2022		2021	
	Perdata Civil	Pidana Criminal	Perdata Civil	Pidana Criminal
Selesai dan telah mempunyai kekuatan hukum tetap Resolved with permanent legal force	3	0	7	1
Dalam proses penyelesaian Under resolution process	2	0	2	0
Jumlah Total	5	0	9	1

Legal Issues

The legal issues faced by PT Perkebunan Nusantara III (Persero) ("PTPN III") both in *Holding* Jakarta and Medan Operations in 2022 compared to 2021 are as follows:

Dampak Permasalahan Hukum terhadap Perusahaan

Tidak terdapat dampak terhadap permasalahan hukum perdata yang diterima PTPN III baik di *Holding* Jakarta maupun operasional Medan di sepanjang tahun 2022 dikarenakan PTPN III telah mengambil langkah hukum/mitigasi yang tepat sehingga putusan majelis hakim menempatkan PTPN III pada posisi yang menang. Sedangkan untuk perkara pidana PTPN III tidak memiliki perkara pidana pada periode tahun 2022.

Impact of Legal Issues to the Company

There was no impact on civil law issues received by PTPN III both at *Holding* Jakarta and Medan operations throughout 2022 since PTPN III has taken appropriate legal/mitigation steps so that the panel of judges' decision placed PTPN III in a winning position. Whereas for criminal cases PTPN III has no criminal cases in the 2022 period.

Pengungkapan Permasalahan Hukum yang Sedang Dihadapi Dewan Komisaris dan Direksi Yang Sedang Menjabat

Sepanjang tahun 2022, tidak terdapat permasalahan hukum yang sedang dihadapi Dewan Komisaris dan Direksi yang sedang menjabat.

Disclosure of Legal Issues Being Faced by the Board of Commissioners and Board of Directors

Throughout 2022, there were no legal issues being faced by the Board of Commissioners and the current Board of Directors.

Pengungkapan Permasalahan Hukum yang sedang Dihadapi Anak Perusahaan

Disclosure of Legal Issues Currently Faced by the Company's Subsidiaries

PTPN	Kasus Hukum Anak Perusahaan PTPN III (Persero) Tahun 2022 Legal Cases Of The Company's Subsidiaries In 2022									
	Pertanahan Land			Non Pertanahan Non-Land			Total Perkara Total Case			
	Perdata Umum dan Khusus General and Special Civil	TUN State Administration	Pidana Criminal	Perdata Umum dan Khusus General and Special Civil	TUN State Administration	Pidana Criminal	Perdata Umum dan Khusus General and Special Civil	TUN State Administration	Pidana Criminal	Jumlah Total
I	0	0	0	1	0	0	1	0	0	1
II	40	3	0	0	0	0	40	3	0	43
IV	4	0	0	1	0	0	5	0	0	5
V	0	0	0	2	0	0	2	0	0	2
VI	1	0	0	0	0	0	1	0	0	1

PTPN	Kasus Hukum Anak Perusahaan PTPN III (Persero) Tahun 2022 Legal Cases Of The Company's Subsidiaries In 2022										
	Pertanahan Land			Non Pertanahan Non-Land			Total Perkara Total Case				
	Perdata Umum dan Khusus General and Special Civil	TUN State Administration	Pidana Criminal	Perdata Umum dan Khusus General and Special Civil	TUN State Administration	Pidana Criminal	Perdata Umum dan Khusus General and Special Civil	TUN State Administration	Pidana Criminal	Jumlah Total	
VII	7	0	0	15	0	0	22	0	0	22	
VIII	4	2	0	1	0	0	5	2	0	7	
IX	0	1	0	0	0	0	0	1	0	1	
X	2	0	0	1	0	0	3	0	0	3	
XI	0	0	0	2	0	1	2	0	1	3	
XII	1	1	0	0	0	0	1	1	0	2	
XIII	2	1	0	4	0	0	6	1	0	7	
XIV	2	1	0	0	0	0	2	1	0	3	
KPBN	0	0	0	1	0	0	1	0	0	1	
RPN	2	0	0	2	0	0	4	0	0	4	
LPP	0	0	0	0	0	0	0	0	0	0	
Total	65	9	0	30	0	1	95	9	1	105	

Pengungkapan Sanksi Administrasi oleh Otoritas Terkait

Dalam periode tahun 2022, tidak terdapat sanksi administratif dan perkara di luar aspek hukum yang dikenakan kepada Perusahaan sebagai organisasi, entitas anak, anggota Direksi maupun anggota Dewan Komisaris oleh Otoritas terkait yang mempengaruhi kelangsungan usaha Perusahaan.

Perkara Penting di Luar Aspek Hukum

Di sepanjang tahun 2022, Perusahaan tidak menemukan adanya perkara penting di luar aspek hukum yang melibatkan Perusahaan sebagai organisasi, entitas anak, Dewan Komisaris maupun Direksi.

Disclosure of Administrative Sanction by Relevant Authority

During 2022, there were no administrative sanctions and cases other than legal aspects imposed on the Company as an organization, subsidiary, members of the Board of Directors or members of the Board of Commissioners by the relevant authorities which affect the continuity of the Company's business.

Important Cases Outside Legal Aspect

Throughout 2022, the Company did not find any important cases outside the legal aspects involving the Company as an organization, subsidiaries, the Board of Commissioners, or the Board of Directors.



AKSES INFORMASI DAN DATA PERUSAHAAN

ACCESS TO THE COMPANY'S INFORMATION AND DATA

Sebagai upaya dalam memenuhi kebutuhan pemangku kepentingan akan informasi yang dapat diandalkan dan terkini tentang Holding Perkebunan Nusantara PTPN III (Persero), Perusahaan menyediakan berbagai akses informasi melalui berbagai saluran komunikasi, antara lain laporan resmi Perusahaan, *press release*, dan pemberitaan media massa dan media sosial Perusahaan. Hal ini tentunya sejalan dengan semangat kebebasan informasi publik yang diatur Pemerintah melalui undang-undang. Selanjutnya, informasi tentang Perusahaan secara terbuka juga dapat diperoleh melalui *website* www.holding-perkebunan.com yang tersaji dalam bahasa Indonesia dan bahasa Inggris, dan menyediakan berbagai informasi Perusahaan. Dalam situs tersebut, telah memuat berbagai informasi mengenai profil Perusahaan, produk dan jasa, dan informasi korporasi lainnya.

Di samping itu, pada *website* resmi perusahaan juga terdapat sub kanal khusus tentang Keterbukaan Informasi Publik melalui sub kanal Pejabat Pengelola Dokumentasi dan Informasi (PPID). Keberadaan PPID di Perkebunan Nusantara PTPN III (Persero) adalah dalam rangka memenuhi Undang-Undang Republik Indonesia No. 14 Tahun 2008 tanggal 30 April 2008 tentang Keterbukaan Informasi Publik. Undang-Undang ini mengisyaratkan bahwa penyelenggaraan negara harus dilakukan secara terbuka atau transparan. Setiap orang dijamin haknya untuk memperoleh informasi publik sesuai dengan peraturan perundang-undangan. Ini antara lain bertujuan agar penyelenggaraan negara dapat diawasi oleh publik dan keterlibatan masyarakat dalam proses penentuan kebijakan publik semakin tinggi. Publik dapat mengajukan permohonan layanan informasi melalui *link*: <http://ptpn.group/permohonanPPID> yang terdapat pada *website* resmi Perusahaan.

As an effort in meeting the needs of stakeholders for reliable and up-to-date information on Holding Perkebunan Nusantara PTPN III (Persero), the Company provides various information accesses through various communication channels, including the Company's official reports, press releases, and news media. This is certainly in line with the spirit of freedom of public information governed by the Government through legislation. Furthermore, information about the Company publicly can also be obtained through the website www.holding-perkebunan.com which is presented in Indonesian and English, and provides various information about the Company. The site includes various information on the Company's profile, products and services, and other corporate information.

In addition, on the company's official website there is also a special sub-channel on Public Information Disclosure through the Documentation and Information Management Officer (PPID) sub-channel. The existence of PPID at PTPN III (Persero) Nusantara Plantation is in order to comply with the Law of the Republic of Indonesia No. 14 of 2008 dated April 30, 2008 concerning Public Information Disclosure. This law implies that state administration must be carried out openly or transparently. Everyone is guaranteed the right to obtain public information in accordance with the laws and regulations. This, among other things, aims to ensure that the administration of the state can be monitored by the public and that public involvement in the process of determining public policies is higher. The public can apply for information services via the *link*: <http://ptpn.group/permohonanPPID>, which is found on the Company's official website.

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Korespondensi dan Laporan Berkala

Informasi keuangan dan non-keuangan dari Perusahaan telah disusun dan dilaporkan secara transparan kepada pemegang saham, pemangku kepentingan dan lembaga lain yang dipersyaratkan. Informasi dilaporkan sesuai target waktu, tersajikan dengan lengkap dan akurat, terkini, utuh dan memadai sesuai dengan tata cara, jenis dan cakupan sebagaimana diatur dalam ketentuan tentang Transparansi Kondisi Keuangan Perusahaan. Informasi dipaparkan melalui laporan berupa:

1. Laporan Tahunan;
2. Laporan Keuangan Triwulan; dan
3. Surat kepada Pemegang Saham.

Correspondence and Periodic Reports

The Company's financial and non-financial information are compiled and reported transparently to the shareholder, stakeholders and other required institutions. The information is reported according to the target time, presented completely and accurately, up to date, intact and adequate in accordance with the procedure, type and scope as regulated in the provisions concerning Transparency of the Company's Financial Conditions. Information is presented through reports in the form of:

1. Annual Report;
2. Quarterly Financial Statements; and
3. Letter to the Shareholder

Mekanisme Pemberian Informasi bagi Pemangku Kepentingan dan Internal Perusahaan

Dalam melaksanakan pengelolaan komunikasi internal, Perusahaan menggunakan mekanisme penyampaian informasi berupa media surat, *email blast*, serta penyebaran informasi melalui *group message* di *instant messenger*, dan pertemuan langsung (*forum*, *rapat*, *gathering*). Perusahaan juga berupaya untuk membangun komunikasi kepada pemangku kepentingan dan internal Perusahaan melalui teknologi informasi dan komunikasi yaitu berupa:

Website (situs web)

Perusahaan telah memiliki media untuk penyediaan informasi publik berupa situs web yang ditangani secara langsung oleh Sekretaris Perusahaan. Situs ini dapat diakses melalui *link* www.holding-perkebunan.com. Situs ini merupakan media daring yang ditujukan untuk publik yang memuat berbagai informasi dan data mengenai Perusahaan.

Sub Kanal PPID pada Website Resmi Perusahaan

Dalam rangka memenuhi Undang-Undang Republik Indonesia tentang Keterbukaan Informasi Publik No. 14 Tahun 2008 tanggal 30 April 2008, Publik dapat mengajukan permohonan layanan informasi melalui *link* : <http://ptpn.group/permohonanPPID> yang terdapat pada *website* resmi Perusahaan.

Media Daring Internal

Perusahaan mengoptimalkan jejaring sosial/*social media* sebagai sarana komunikasi dua arah antara perusahaan dengan *stakeholders* maupun dengan pelanggan dan masyarakat. Sarana komunikasi ini digunakan sebagai penyebaran informasi produk maupun sarana *customer care*. Sosial media Perusahaan dapat diakses melalui:

1. Facebook : @holdingperkebunan
2. Twitter : @holding_ptpn
3. Instagram : holdingperkebunan
4. Youtube : holding perkebunan

Majalah Internal atau Buletin

Saat ini, *Holding Perkebunan Nusantara PTPN III (Persero)* memiliki media internal bertajuk *Media Nusa Tiga*. Media publikasi ini secara umum mengemban misi sebagai jembatan komunikasi antara manajemen dengan karyawan dan antar-karyawan. Media internal juga memiliki peran sebagai alat untuk pembentuk citra (*image building*) suatu perusahaan/organisasi karena fungsi media internal juga dapat dijadikan sebagai media promosi dan komunikasi dengan *stakeholder*. *Media Nusa Tiga* terbit secara periodik dalam dua bulan sekali dan hanya menjangkau khalayak tertentu yang berisi informasi kegiatan, keputusan, dan kebijakan yang terjadi di lingkungan *Holding Perkebunan Nusantara PTPN III (Persero)*.

Mechanism for Providing Information to the Company's Stakeholders and Internal

In carrying out internal communication management, the Company uses information delivery mechanisms in the form of letters, email blasts, and information dissemination through group messages on instant messengers, and direct meetings (*forums*, *meetings*, *gatherings*). The Company also strives to build communication with stakeholders and the Company's internal through information and communication technology in the form of:

Website

The Company has a media for providing public information in the form of a website that is handled directly by the Corporate Secretary. This site can be accessed via the *link* www.holding-perkebunan.com. This site is an online media aimed at the public that contains various information and data about the Company.

PPID Sub Channel on Company's Official Website

In order to comply with the Law of the Republic of Indonesia concerning Public Information Disclosure No. 14 of 2008 dated 30 April 2008, the public can apply for information services via the *link*: <http://ptpn.group/permohonanPPID>, which is found on the Company's official website.

Internal Online Media

The Company optimizes social networking/*social media* for two-way communication between the company and its stakeholders as well as with customers and the community. This means of communication is used to disseminate product information and customer care facilities. The company's social media can be accessed through:

1. Facebook: @holdingperkebunan
2. Twitter: @holding_ptpn
3. Instagram: holdingperkebunan
4. Youtube: holding perkebunan

Internal Magazine or Bulletin

Currently, PTPN III has an internal media entitled *Media Nusa Tiga*. This publication media in general has a mission as a communication bridge between the Company's management and employees and between employees. Internal media also has a role as a tool for image building of the Company/organization since the function of internal media can also be used as a media for promotion and communication with stakeholders. *Media Nusa Tiga* is published periodically every two months reaching only specific audiences, which contains information on the Company's activities, decisions, and policies.



Rilis Media

Perusahaan memandang media sebagai mitra yang dapat menginformasikan kemajuan dan pencitraan Perusahaan kepada khalayak. Di sepanjang tahun 2022, Perusahaan telah melakukan penyebaran *press release* pada media massa terkait informasi mengenai kinerja dan aksi korporasi Perusahaan, dengan rincian sebagai berikut:

Media Releases

The Company views the media as partners who can inform the public about the progress and image of the Company. Throughout 2022, the Company has distributed press releases to the mass media regarding information regarding the Company's performance and corporate actions, with details as follows.

No.	Jumlah Amount	Media Activities
JANUARI JANUARY		
1.	19	PTPN Holding Raih Penghargaan <i>The Best Employee Human Capital Team of The Year</i> <i>PTPN Holding Wins The Best Employee Human Capital Team of The Year Award</i>
2.	10	Kinerja Perusahaan Makin Baik PTPN II Salurkan SHT Tahun 2021 Sebesar Rp145 Miliar <i>With Better Performance PTPN II Distributes IDR145 Billion Old Age Compensation (SHT) in 2021</i>
3.	82	PTPN Dedikasikan Seperempat Kapasitas Produksi Bantu Masyarakat untuk Dapat Minyak Goreng Murah <i>PTPN Dedicates a Quarter of Its Production Capacity to Help the Community to Obtain Inexpensive Cooking Oil</i>
4.	26	Hari Gerakan Satu Juta Pohon Sedunia Berubah Fungsi, PTPN V Gandeng Masyarakat Mahasiswa Tanami Hutan Bukit Suligi <i>The World's One Million Tree Day Movement Changes Its Function, PTPN V Collaborates with Student Community for Forest Planting at Suligi Hill</i>
5.	31	Sinergi PTPN, Pelindo dan KAI Optimalkan Terminal Multipurpose Kuala Tanjung dan KEK Sei Mangkei <i>The Synergy of PTPN, Pelindo and KAI Optimizes Kuala Tanjung Multipurpose Terminal and Sei Mangkei SEZ</i>
6.	40	Transformasi Bisnis Gula PTPN Group untuk Tingkatkan Kemandirian Gula Nasional dan Sejahterakan Petani ⁷ . Menteri BUMN Apresiasi Pasar Minyak Murah PTPN Group <i>PTPN Group's Sugar Business Transformation to Increase National Sugar Independence and Farmer Welfare. The Minister of SOEs Appreciates PTPN Group's Inexpensive Oil Market</i>
7.	19	PTPN Holding Raih Penghargaan <i>The Best Employee Human Capital Team of The Year</i> <i>PTPN Holding Wins The Best Employee Human Capital Team of The Year Award</i>
FEBRUARI FEBRUARY		
1.	48	Lakukan Operasi Pasar, PTPN Group Salurkan 2,75 Juta Liter Minyak Goreng ke Masyarakat <i>Conducting market operations, PTPN Group distributes 2.75 million liters of cooking oil to the public</i>
2.	14	PTPN III (Persero) Melakukan Pelepasan Balloon <i>Spell Launch</i> ke Udara Menandakan <i>Re-opening</i> (Pembukaan Kembali) LPP Garden Hotel, Yogyakarta <i>PTPN III (Persero) releases the Balloon Spell Launch into the air symbolizing the re-opening of LPP Garden Hotel, Yogyakarta</i>
3.	49	Warga Yogyakarta Antusias Membeli Minyak Goreng Murah PTPN Group <i>Yogyakarta residents are enthusiastic about buying PTPN Group's inexpensive cooking oil</i>
4.	2	Keamanan Kebun Diperkuat, Produktivitas Komoditas PTPN VII Meningkatkan <i>Strengthening Plantations' Security, PTPN VII's Commodity Productivity Increases</i>
MARET MARCH		
1.	21	PTPN Tingkatkan Mutu dan Bangun Ekosistem Kopi Bersama PMO Kopi Nusantara <i>PTPN Improves Quality and Builds Coffee Ecosystem with PMO Kopi Nusantara</i>
2.	21	Tim Binaan PTPN V Tembus 16 Besar Piala Soeratin U-15 <i>PTPN V's Fostered Team Enters the Big 16 of the U-15 Soeratin Cup</i>
3.	21	Bersama Meraih Juara, 26 Tahun PTPN Group. <i>Together Becoming the Champion, 26 Years of PTPN Group.</i>
4.	30	<i>Holding</i> Perkebunan Nusantara Meluncurkan Institut Teknologi Sawit Indonesia <i>Holding Perkebunan Nusantara Launches the Indonesian Palm Oil Institute</i>
APRIL APRIL		
1.	56	<i>Holding</i> Perkebunan Nusantara PTPN III (Persero) Mampu Membukukan Laba Konsolidasi Sebesar Rp 4,64 triliun di 2021 <i>Holding Perkebunan Nusantara PTPN III (Persero) manages to record a consolidated profit of IDR4.64 trillion in 2021</i>
2.	28	PTPN Group Siap Wujudkan Swasembada Gula <i>PTPN Group is Ready to Realize Self-sufficiency in Sugar</i>
3.	34	PTPN Group menyiapkan Minyak Goreng dan Gula Konsumsi dengan Tujuan Wilayah Timur Indonesia Lewat Tol Laut <i>PTPN Group prepares cooking oil and sugar for consumption for eastern Indonesia region via the sea toll</i>
4.	36	PTPN V Distribusikan 1,4 Ton Minyak Goreng Murah <i>PTPN V Distributes 1.4 Tons of Inexpensive Cooking Oil</i>

No.	Jumlah Amount	Media Activities
5	45	<i> Holding Perkebunan Nusantara PTPN III Berhasil Meyakinkan Starbucks Corporation (Starbucks), untuk Melanjutkan Pembelian Teh Produksi Perkebunan Nusantara Group pada 2022</i> Holding Perkebunan Nusantara PTPN III manages to convince Starbucks Corporation (Starbucks), to continue buying tea produced by Perkebunan Nusantara Group in 2022
MEI MAY		
1.	40	PTPN Group Siap Membeli GKP Petani dengan Harga Rp11.500 Per Kilogram PTPN Group's Ready to Buy Farmers' Refined Sugar at a Price of IDR11,500 Per Kilogram
JUNI JUNE		
1.	24	PTPN V Asistensi Ratusan Petani Mitra Sertifikasi ISPO-RSPO PTPN V's Assistance for Hundreds of ISPO-RSPO Certification Partner Farmers
2	22	Peran PMO Kopi Nusantara dalam Meningkatkan Kapasitas Produksi dan Kualitas Kopi Indonesia The Role of PMO Kopi Nusantara in Increasing Production Capacity and Quality of Indonesian Coffee
3.	20	PTPN Group Millennials Gathering 2022 Belajar, Bertumbuh dan Berkontribusi untuk Indonesia PTPN Group's 2022 Millennials Gathering, Learn, Grow and Contribute to Indonesia
4	11	Kunjungan Kerja Spesifik Komisi IV ke PT Perkebunan Nusantara III (Persero) Commission IV's Specific Work Visit to PT Perkebunan Nusantara III (Persero)
5	16	PTPN Group Bangun Pabrik Biocing Berbahan Baku Limbah Cair Kelapa Sawit PTPN Group Builds Biocing Factory Made from Palm Oil Liquid Waste
JULI JULY		
1.	23	Optimisme BUMN dalam Mewujudkan Swasembada Gula Nasional SOEs' Optimism in Realizing National Sugar Self-sufficiency
2.	12	PTPN Group Kembangkan Minyak Makan Merah dan Bahan Bakar B50 PTPN Group Develops Refined Palm Oil and B50 Fuel.
3.	28	PTPN Group Kembangkan Sistem Bule Wujudkan Program Ketahanan Pangan Nasional PTPN Group Develops Bule System to Realize National Food Security Program.
4	18	PT Perkebunan Nusantara V Distribusikan 168 Ton Migor Curah Murah di Riau PT Perkebunan Nusantara V Distributes 168 Tons of Inexpensive Cooking Oil in Riau
5	24	Partisipasi PTPN Group dalam Aksi Bersih-Bersih BUMN Participation of PTPN Group in Clean Up Action
6	19	Pabrik Gula Glenmore Bermitra dengan Petani Tingkatkan Produksi Gula Konsumsi Glenmore Sugar Factory Partners with Farmers to Increase Sugar Production for Consumption
7	7	PTPN Group Produksi dan Distribusikan Lebih dari 40.000 Ton Minyak Goreng Murah di Semester 1 2022 PTPN Group Produces and Distributes More Than 40,000 Tons of Inexpensive Cooking Oil in Semester 1 2022
8	27	PTPN Terus Lakukan Percepatan Perluasan Areal Tanaman Tebu Guna Wujudkan Swasembada Gula PTPN Continues to Accelerate the Expansion of the Sugar Cane Plantation Area to Realize Self-sufficiency in Sugar
AGUSTUS AUGUST		
1.	16	PTPN Group Raih Laba Rp3,86 Triliun di Tengah Fluktuasi Harga Komoditas Dunia PTPN Group Earns Profit of IDR3.86 Trillion Amidst Fluctuations in World Commodity Prices
2.	35	Rekapitulasi PTPN Group Dukung Pasar Kopi Indonesia di Amsterdam, Belanda Recapitulation of PTPN Group Supports Indonesian Coffee Market in Amsterdam, The Netherlands
3.	14	Rekapitulasi Suasana Haru Penyerahan Kunci Rumah Kepada 30 Pensiunan PTPN di Kota Mandiri Bekala Recapitulation of the emotional atmosphere of handing over house keys to 30 PTPN retirees in Mandiri Bekala City
4	16	Kunjungi Pusat Penelitian Kelapa Sawit (PPKS), BPOM Supervisi Penerbitan Izin Edar Minyak Makan Merah Visit the Palm Oil Research Center (PPKS), BPOM Supervises the Issuance of Distribution Permits for Refined Palm Oil
5	19	PTPN Group Siap Membangun Perekonomian Enrekang, Sulawesi Selatan PTPN Group Ready to Build the Economy of Enrekang, South Sulawesi
6	11	PTPN XIV Laksanakan Vaksinasi Untuk Penyandang Disabilitas PTPN XIV Conducts Vaccinations for Persons with Disabilities
SEPTEMBER SEPTEMBER		
1.	22	Dukung Program Menteri BUMN, <i> Holding Perkebunan Nusantara PTPN III (Persero) Luncurkan BUMN Muda Perkebunan</i> Supporting the Minister of SOEs' Holding Perkebunan Nusantara PTPN III (Persero) Launches BUMN Muda Perkebunan
2.	40	Tingkatkan Produksi Susu Nasional, <i> Holding Perkebunan Nusantara PTPN III (Persero) Jalin Kerja Sama dengan Produsen Susu Dunia</i> Increasing National Milk Production, Holding Perkebunan Nusantara PTPN III (Persero) Establishes Cooperation with World Milk Producers



No.	Jumlah Amount	Media Activities
3.	21	Menteri BUMN Erick Thohir Resmikan Pameran Pasar Kopi di Eropa The Minister of SOEs, Erick Thohir, Opens the Coffee Market Exhibition in Europe
4	30	<i>Holding Perkebunan Nusantara Terus Akselerasikan Transformasi Bisnis di PTPN Group</i> Holding Perkebunan Nusantara Continues to Accelerate Business Transformation at PTPN Group
5	27	<i>Holding Perkebunan Nusantara Berkomitmen Dampingi Pelaku UMKM Hingga "Naik Kelas"</i> Holding Perkebunan Nusantara is Committed to Accompanying MSME Actors to "Level Up"
6	22	<i>Holding Perkebunan Nusantara PTPN III (Persero) Launching Produk Unggulan Hasil Kerja Sama Riset Indonesia Plantation & Forestry Institute</i> Holding Perkebunan Nusantara PTPN III (Persero) Launches Superior Products as a Result of Indonesian Plantation & Forestry Institute Research Collaboration
7	25	<i>PTPN Group Siap Produksi Minyakita</i> PTPN Group Ready to Produce Minyakita
OKTOBER OCTOBER		
1.	61	Dirut <i>Holding Perkebunan Nusantara PTPN III (Persero)</i> Dampingi Menteri BUMN Erick Thohir <i>Kick Off</i> Revitalisasi Industri Gula Nasional untuk Ketahanan Pangan dan Energi President Director of Holding Perkebunan Nusantara PTPN III (Persero) Accompanying the Minister of SOEs Erick Thohir during the Kick Off of Revitalization of National Sugar Industry for Food and Energy Security
2.	47	Dukung Ketahanan Pangan dan Energi Kementerian BUMN Bentuk PT Sinergi Gula Nusantara Support Food Security and Energy, Ministry of State-Owned Enterprises Establishes PT Sinergi Gula Nusantara
3.	24	<i>Holding Perkebunan Nusantara dan IPB Kerja Sama Membangun Unit Pengolahan Kelapa Sawit Mini</i> Holding Perkebunan Nusantara and IPB Collaborate to Build Mini Palm Oil Processing Units
4	25	Sembilan Inovasi Karya Inovator Muda PTPN Group Lolos Tahap III "Bootcamp" Ajang <i>Planters Innovation Summit 2022</i> Nine Innovations by PTPN Group's Young Innovators Pass Stage III "Bootcamp" in the 2022 Planters Innovation Summit
5	9	Cetak Entrepreneur dari Kalangan Santri <i>Holding Perkebunan Nusantara Bersama 32 BUMN Lain Tanamkan Pendidikan Wirausaha di Pesantren</i> Create Entrepreneurs from Santri, Holding Perkebunan Nusantara Bersama 32 BUMN Lain with 32 Other SOEs Instill Entrepreneurship Education in Islamic Boarding Schools
6	14	<i>Holding Perkebunan Nusantara Dukung Penuh Oil Palm Marathon 2022</i> Sebagai Kampanye Positif Industri Kelapa Sawit Holding Perkebunan Nusantara Fully Supports Oil Palm Marathon 2022 as a Positive Campaign for the Palm Oil Industry
7	35	Anak Usaha <i>Holding Perkebunan Nusantara</i> Catat Sejarah Baru Produktivitas Giling Tebu Subsidiary of Holding Perkebunan Nusantara Records a New History of Milled Sugarcane Productivity
NOVEMBER		
-		
DESEMBER		
1.	17	APTRI Mendukung Restrukturisasi Bisnis Gula PTPN Group APTRI Supports PTPN Group's Sugar Business Restructuring
2.	26	Dukung Transisi Energi, Dirut <i>Holding Perkebunan Nusantara</i> Paparkan Kontribusi PTPN Group Supporting the Energy Transition, Managing Director of Holding Perkebunan Nusantara Paparkan Kontribusi PTPN Group Explains PTPN Group's Contribution
3.	20	<i>Holding Perkebunan Nusantara PTPN III (Persero)</i> Turut Andil dalam Peningkatan Daya Saing dan Profesionalitas Guru PTPN III (Persero) Perkebunan Nusantara Holding Contributes to Increasing the Competitiveness and Professionalism of Teachers
4	13	<i>Holding Perkebunan Nusantara Akan Menggelar Grand Final Planters Innovation Summit 2022</i> Holding Perkebunan Nusantara Will Organize the Grand Final Planters Innovation Summit 2022
5	9	Sinergi PTPN Group dan Id Food, Dorong Pengembangan Produk dan Perluas Pangsa Pasar Teh PTPN Group and Id Food Synergy, Encourage Product Development and Expand Tea Market Share
6	7	Kembangkan Objek Wisata Danau Toba, PTPN III (Persero) Bangun Program Pengelolaan Sampah Terintegrasi Develop Lake Toba Tourism Object, PTPN III (Persero) Builds an Integrated Waste Management Program
7	12	<i>Holding Perkebunan Nusantara</i> Bangun Pusat Pembelajaran Minyak Sawit, Kopi, dan Kakao di Kawasan Oil Palm Science Techno Park Holding Perkebunan Nusantara Builds Learning Centers for Palm Oil, Coffee and Cocoa in the Oil Palm Science Techno Park Area
8	14	<i>Holding Perkebunan Nusantara Sukses Gelar Oil Palm Marathon 2022</i> Holding Perkebunan Nusantara Successfully Holds Oil Palm Marathon 2022
9	16	Ringankan Beban Korban Gempa Cianjur, <i>Holding Perkebunan Nusantara PTPN III (Persero)</i> Serahkan Bantuan Sembako Helping the Cianjur Earthquake Victims, Holding Perkebunan Nusantara PTPN III (Persero) Handing Over Basic Food Aid

TATA KELOLA TEKNOLOGI INFORMASI

INFORMATION TECHNOLOGY GOVERNANCE

Perusahaan memandang bahwa teknologi informasi merupakan salah satu aspek penting untuk mendukung perkembangan dan kemajuan Perusahaan serta keberlanjutan usaha Perusahaan ke depan di tengah lingkungan bisnis yang senantiasa berubah. Perusahaan menyadari, perkembangan teknologi informasi saat ini telah membawa pergeseran di segala aspek, salah satunya adalah pergeseran perilaku konsumen yang menginginkan kecepatan, ketepatan, efisiensi, dan pelayanan yang meningkat. Perubahan ini menuntut Perusahaan untuk dapat menyesuaikan sistem teknologi informasi yang dimiliki dengan perkembangan yang terjadi saat ini.

Untuk itu, sistem teknologi informasi Perusahaan dirancang untuk meningkatkan efisiensi kerja dengan melakukan otomatisasi berbagai proses operasi serta untuk meningkatkan daya saing dan keunggulan kompetitif Perusahaan dengan mengikuti perkembangan lingkungan bisnis yang terus berubah. Perusahaan berupaya untuk menyelaraskan antara strategi teknologi informasi dan strategi bisnis untuk mencapai *goal* (sasaran) Perusahaan melalui penerapan teknologi informasi yang tepat.

STRATEGI PENGELOLAAN DAN ROADMAP TEKNOLOGI INFORMASI

Dalam menjalankan operasional perusahaan di lingkungan PT. Perkebunan Nusantara III (Persero) Group pengembangan Teknologi Informasi merupakan suatu kebutuhan untuk percepatan pengambilan keputusan berbasis fakta dan data. Selain itu peran Teknologi informasi di lingkungan PT. Perkebunan Nusantara III (Persero) Group adalah sebagai *strategic tools* untuk memenangkan persaingan di industri perkebunan dan pendukungnya yang mampu mensimplifikasi proses bisnis menjadi lebih optimal, menumbuhkan inovasi, dan menciptakan nilai tambah.

Sebagai panduan dalam Pengembangan Teknologi Informasi maka PT. Perkebunan Nusantara III (Persero) menyusun *Plantation Digitalization Roadmap 2021-2025* yang diselaraskan dengan 5 (lima) prioritas utama Kementerian BUMN terutama Aspek C Kepemimpinan Teknologi dan *Strategic House* PT. Perkebunan Nusantara III (Persero) dan Anak Perusahaan terutama *System & Technology Enhancement* (Memanfaatkan digitalisasi dan teknologi untuk operasional dan bisnis).






The Company believes that information technology is an essential part of supporting the Company's development and advancement, as well as the Company's business continuity in a constantly changing business environment. The Company realizes that the development of information technology currently has brought shifts in all aspects, one of which is the shift in consumer behavior that wants speed, accuracy, efficiency, and improved service. This change requires the Company to be able to adapt its information technology systems to the current developments.

Therefore, the Company's information technology system is designed to improve work efficiency by automating various operating processes as well as to improve the Company's competitiveness and competitive advantage by keeping up with the changing business environment. The Company strives to harmonize between information technology strategies and business strategies to achieve the Company's goals through the proper application of information technology.

INFORMATION TECHNOLOGY MANAGEMENT STRATEGY AND ROADMAP

In running the Company's operations within the PT. Perkebunan Nusantara III (Persero) Group, Information Technology development is a necessity for accelerating decision-making based on facts and data. In addition, the role of information technology within PT. Perkebunan Nusantara III (Persero) Group is as a strategic tool to win competition in the plantation industry and its supporters who are able to simplify business processes to be more optimal, create innovation, and create added value.

As its guidelines for Information Technology Development, PT. Perkebunan Nusantara III (Persero) has prepared the 2021-2025 Plantation Digitalization Roadmap, which was aligned with 5 (five) top priorities of the Ministry of SOEs, especially Aspect C of Technology Leadership and Strategic House PT Perkebunan Nusantara III (Persero), and for subsidiaries particularly System and Technology Enhancement (Utilizing digitalization and technology for operations and business).

 2021	 2022	 2023	 2024	 2025
<p>Advancing</p> <p><i>Resilience of Technological Foundation</i></p> <ul style="list-style-type: none"> Digital Farming (Sawit) (Palm) GIS CRM Aghris 	<p>Amplifying</p> <p><i>Digitalized and Advanced Farming</i></p> <ul style="list-style-type: none"> Implementasi SAP Modul PP, SD, MM & HCM di PTPN XIII Implementation of SAP PP, SD, MM & HCM Modules at PTPN XIII Digital Farming (Sawit/ Karet) Digital Farming (Sawit/ Karet) GIS IUR/SCADA/DCS Digital Logistic Block Scorecard 	<p>Strengthening</p> <p><i>Operation by Integrated Solution</i></p> <ul style="list-style-type: none"> Implementasi SAP Modul FM di seluruh PTPN Implementation of SAP FM Module in all PTPNs Implementasi SAP di Anak Perusahaan Non PTPN Implementation of SAP in Non PTPN Subsidiaries Renewal ERP SAP Managed Services Digital Farming (Sawit/ Karet) Digital Farming (Sawit/ Karet) GIS IUR/SCADA/DCS Digital Logistic Block Scorecard 	<p>Reinforcing</p> <p><i>Downstream Business and Practices</i></p> <ul style="list-style-type: none"> Integrasi IOT (machine to machine) Digital Manufacturing GIS 	<p>Enabling</p> <p><i>Sustainable Business Impact</i></p> <ul style="list-style-type: none"> Integrated Sales GIS

- Integrasi IOT (*machine to machine*): Mengintegrasikan antara IoT (Mill Excellence Indicator, Tank Control, Digital Farming dalam Single System dan ERP SAP HANA)
- Digital Manufacturing: Proses Pengolahan (*Off Farm*) Secara *digital end to end*
- Integrated Sales: Integrasi seluruh kanal penjualan elektronik dengan ERP SAP HANA
- Customer Relationship Management (CRM)
- Geographic Information System (GIS)
- IOT integration (*machine to machine*): Integrating between IoT (Mill Excellence Indicator, Tank Control, Digital Farming in a Single System and ERP SAP HANA)
- Digital Manufacturing: Processing (*Off Farm*) digitally end to end
- Integrated Sales: Integration of all electronic sales channels with ERP SAP HANA
- Customer Relationship Management (CRM)
- Geographic Information System (GIS)

Pada tahun 2022 pengembangan teknologi informasi dan inisiatif digital yang dilaksanakan sesuai dengan Roadmap adalah:

- Rollout seluruh modul ERP SAP PTPN XIII
PTPN XIII telah melaksanakan *Go-Live* di bulan Agustus 2022 dan sudah mulai melakukan input transaksi secara rutin seluruh modul mulai transaksi bulan Juli 2022.
- Rollout Digital Farming ke PTPN I dan PTPN VI
Divisi Teknologi Informasi bersama dengan bagian Teknologi Informasi telah menyelesaikan 100% implementasi *Digital Farming* di seluruh Kebun PTPN VI (total 10 Kebun) serta seluruh kebun PTPN I (total 6 Kebun).

In 2022 the development of information technology and digital initiatives implemented in accordance with the Roadmap are as follows:

- Rollout of all modules of ERP SAP PTPN
PTPN XIII has carried out *Go-Live* in August 2022 and has started to routinely input transactions for all modules starting transactions in July 2022.
- Rollout of Digital Farming to PTPN I and PTPN VI
The Information Technology Division together with the Information Technology division has completed 100% implementation of Digital Farming in all PTPN VI Plantations (total 10 plantations) and all PTPN I Plantations (total 6 plantations)

3. Akuisisi Foto Udara dan Data Spatial PTPN Group

Pada tahun 2022, tim data spatial PTPN Group telah melakukan pengambilan foto udara > 98% areal komoditi sawit serta telah dilakukan *overlay* dengan *website* bhumi.atr-bpn.go.id.

4. *Digital Logistic*

PTPN bekerjasama dengan PT Telkom Indonesia mengimplementasikan *Digital Logistic* sebagai *platform* digital mulai dari proses penyimpanan, transportasi, distribusi, penjualan retail dan *outlet* untuk mendukung serta memberikan solusi efektivitas bisnis proses dan keuntungan bagi perusahaan.

5. *Assessment INDI 4.0*

Berdasarkan arahan pemegang saham pada Surat Menteri BUMN Nomor S-787/MBU/10/2021 tanggal 8 Oktober 2021 hal Aspirasi Pemegang Saham/Pemilik Modal untuk Penyusunan RKAP Tahun 2022, khususnya pada butir Fungsi Teknologi dan Teknologi Informasi serta Surat Deputi Bidang SDM, Teknologi dan Informasi Nomor S-20/DSI.MBU/01/2022 Tanggal 19 Januari 2022 Perihal Konfirmasi Komitmen BUMN untuk Pelaksanaan Asesmen INDI 4.0 Tahun 2022, PTPN III (Persero) melaksanakan Asesmen Indonesia Industry 4.0 Readiness Index (INDI 4.0) di Tahun 2022 dengan ruang lingkup entitas pada PTPN III (Persero), PTPN V, dan PTPN XI.

Seluruh rangkaian kegiatan Bimbingan Teknis, Validasi, dan *Site Visit* di PTPN III (Persero), PTPN V, dan PTPN XI telah dilaksanakan dan selanjutnya akan dilanjutkan dengan *Focus Group Discussion* sebelum disampaikan kepada Komite (Kementerian Perindustrian dan Kementerian BUMN).

6. *Cyber Security*

Di bidang keamanan siber, menindaklanjuti kerjasama dengan Badan Siber dan Sandi Negara telah dilaksanakan Bimbingan Teknis Pengukuran *Cyber Security Maturity* (CSM), Tingkat Maturitas Penanganan Insiden (TMPI) dan Pembentukan *Computer Security Incident Response Team* (CSIRT) PTPN Group yang diikuti PTPN I .s.d PTPN XIV, dan Entitas Anak Perusahaan non PTPN.

Pada tahun 2022 PTPN III (Persero) dan PTPN VIII sebagai *pilot project* telah menyelesaikan seluruh tahapan *Assessment CSM* dan *TMPI* dan akan dilanjutkan oleh PTPN lainnya di tahun 2023.

KOMITMEN INVESTASI TEKNOLOGI INFORMASI

Dalam mengembangkan Teknologi Informasi pada Tahun 2022, Perusahaan mengalokasikan dana untuk pengembangan Teknologi Informasi Biaya Investasi (CAPEX) sebesar lebih dari Rp49 miliar (66% dari RKAP) dan Operasional (OPEX) sebesar lebih dari Rp166 miliar (63% dari RKAP) secara konsolidasi PTPN Group. Dari keseluruhan biaya tersebut proporsi OPEX lebih besar dari CAPEX karena pendekatan Perusahaan yang menerapkan strategi *managed services* dalam pengembangan Teknologi Informasi.

3. Acquisition of Aerial Photographs and Spatial Data of PTPN Group.

In 2022, the PTPN Group spatial data team has taken aerial photographs of >98% of the palm commodity area of which overlay has been done with the website "bhumi.atr-bpn.go.id".

4. Digital Logistics

PTPN in collaboration with PT Telkom Indonesia implemented Digital Logistics as a digital platform starting from the process of storage, transportation, distribution, retail sales and outlets to support and provide business process effectiveness solutions and profits for the Company.

5. Assessment INDI 4.0

Based on the direction of the shareholders in the Letter of the Minister of SOEs No. S-787/MBU/10/2021 dated October 8, 2021 concerning Aspirations of Shareholders/Capital Owners for the Preparation of the Company's 2022 Work Plan and Budget, especially on the Functions of Technology and Information Technology items and the Letter of the Deputy for Human Resources, Technology and Information No. S-20/DSI.MBU/01/2022 dated January 19, 2022 concerning the Confirmation of SOEs Commitment to the Implementation of the 2022 INDI 4.0 Assessment, PTPN III (Persero) carried out the Assessment of Indonesia Industry 4.0 Readiness Index (INDI 4.0) in 2022 with scope of entities at PTPN III (Persero), PTPN V, and PTPN XI.

The entire series of Technical Guidance, Validation and Site Visit activities at PTPN III (Persero), PTPN V and PTPN XI have been carried out and will then be continued with a Focus Group Discussion before being submitted to the Committee (Ministry of Industry and Ministry of SOEs).

6. Cyber Security

In the field of cyber security, following up on cooperation with the National Cyber and Crypto Agency, Technical Guidance on Cyber Security Maturity (CSM) Measurement, Incident Handling Maturity Level (TMPI) and the Establishment of PTPN Group Computer Security Incident Response Team (CSIRT) have been carried out, which PTPN I until XIV and non-PTPN Subsidiaries have participated in.

In 2022, PTPN III (Persero) and PTPN VIII as pilot projects have completed all stages of the CSM and TMPI Assessments and will be continued by other PTPNs in 2023.

INFORMATION TECHNOLOGY INVESTMENT COMMITMENT

In developing Information Technology in 2022, the Company allocated funds for Capital Expenditure (CAPEX) and Operations (OPEX) for Information Technology Development of more than IDR 49 billion (66% of RKAP) and more than IDR 166 billion (63% of RKAP), respectively, on a consolidated basis of PTPN Group. From the total cost, the proportion of OPEX is greater than CAPEX due to the Company's approach of implementing a managed services strategy in Information Technology development.



MITIGASI DISRUPSI TI, CYBER SECURITY, DAN DISASTER RECOVERY

Mitigasi Disrupsi TI

Dalam era disrupsi saat ini, PTPN III (Persero) senantiasa mengikuti perkembangan teknologi dan tren industri terkait. Setiap perubahan mungkin terjadi di lingkungan bisnis dilakukan identifikasi potensi disrupsi, dan lakukan evaluasi secara terus-menerus untuk mengantisipasi perubahan yang dapat mempengaruhi organisasi di antaranya melalui:

1. Kemitraan dan Kolaborasi dengan PT Riset Perkebunan Nusantara sebagai bagian dari PTPN Group terkait riset yang berfokus pada inovasi teknologi. Kolaborasi dapat memperluas akses terhadap pengetahuan dan sumber daya yang diperlukan untuk mengadopsi dan mengimplementasikan teknologi baru.
2. Budaya Inovasi dilaksanakan melalui penyelenggaraan Plantation Innovation Summit (PIS). Kegiatan PIS tahun 2022 ini merupakan tahun kedua kali dilaksanakan diikuti dari karyawan PTPN Group dengan jumlah karya inovasi yang mengikuti sebanyak 320 proposal atau meningkat sebesar 160% dari tahun sebelumnya sejumlah 120 proposal. Melalui PIS ini diharapkan membangun budaya inovasi yang mendorong karyawan untuk berpikir kreatif, mengusulkan perubahan, dan mencoba solusi baru. Memberikan ruang bagi eksperimen dan pembelajaran dari kegagalan juga merupakan aspek penting dalam mendukung disrupsi teknologi.
3. Penggunaan Teknologi Pendukung
Mengadopsi dan memanfaatkan teknologi pendukung di on farm dan off farm seperti teknologi *cloud*, *big data analytics*, *internet of things* (IoT), dan kecerdasan buatan (AI). Teknologi ini dapat membantu organisasi meningkatkan efisiensi, inovasi, dan daya saing Perusahaan.
4. Sebagaimana Arahan Pemegang Saham, PTPN III (Persero) pada tahun 2022 telah melaksanakan Asesmen Indonesia Industry 4.0 Readiness Index (INDI 4.0) asesmen ini dilaksanakan bekerjasama dengan PT Surveyor Indonesia meliputi 5 pilar meliputi Manajemen dan Organisasi, Orang dan Budaya, Produk dan Layanan, Teknologi, dan Operasi Perusahaan. Asesmen INDI 4.0 juga diikuti PTPN V sebagai representasi komoditas kelapa sawit dan PTPN XI representasi komoditas tebu.
5. PTPN III (Persero) pada tahun 2022 juga telah melaksanakan pengukuran IT *Maturity Level* di Anak Perusahaan PTPN dan Anak Perusahaan Non PTPN.
6. Pengembangan ketrampilan yang relevan dengan teknologi yang sedang berkembang melalui pelatihan, kursus, dan sertifikasi, karyawan dapat mengasah keterampilan dalam bidang seperti kecerdasan buatan (*artificial intelligence*), analitika data, pengembangan perangkat lunak, keamanan siber, dan teknologi lainnya yang berpotensi mengalami disrupsi.

Cyber Security (Keamanan Dunia Maya)

Di bidang keamanan siber, PTPN III (Persero) bekerjasama dengan Badan Siber dan Sandi Negara (BSSN) dalam pembentukan Computer Cyber Incident Response Team (CSIRT) di lingkup PTPN Group. CSIRT PTPN Group ini dibentuk untuk mendukung keamanan dan ketahanan siber. Dalam mendukung hal tersebut, juga telah dilaksanakan Bimbingan Teknis Pengukuran Cyber Security Maturity (CSM), Tingkat Maturitas Penanganan Insiden (TMPI).

IT DISRUPTION MITIGATION, CYBER SECURITY, AND DISASTER RECOVERY

IT Disruption Mitigation

In the current era of disruption, PTPN III (Persero) constantly follows technological developments and related industry trends. Every change that may occur in the business environment is identified as a potential disruption, and evaluated continuously to anticipate changes that may affect the organization, including through:

1. Partnership and Collaboration with PT Riset Perkebunan Nusantara as part of PTPN Group related to research that focuses on technological innovation. Collaboration can expand access to knowledge and resources needed to adopt and implement new technologies.
2. Culture of Innovation is implemented through the organization of the Plantation Innovation Summit (PIS). The PIS activity in 2022 is the second year it has been held, attended by PTPN Group employees with the number of innovation works participating as many as 320 proposals or an increase of 160% from the previous year of 120 proposals. Through PIS, it is expected to build a culture of innovation that encourages employees to think creatively, propose changes, and try new solutions. Providing space for experimentation and learning from failure are also important aspects in supporting technological disruption.
3. Use of Supporting Technologies
Adopt and utilize supporting technologies in on farm and off farm such as cloud technology, big data analytics, internet of things (IoT), and artificial intelligence (AI). These technologies can help the organization to improve its efficiency, innovation, and competitiveness.
4. As directed by the Shareholders, PTPN III (Persero) in 2022 has carried out the Indonesia Industry 4.0 Readiness Index (INDI 4.0) assessment. This assessment was carried out in collaboration with PT Surveyor Indonesia covering 5 pillars including Management and Organization, People and Culture, Products and Services, Technology, and Company Operations. The INDI 4.0 assessment was also participated by PTPN V as a representation of palm oil commodities and PTPN XI as a representation of sugarcane commodities.
5. PTPN III (Persero) in 2022 has also carried out IT Maturity Level measurements at PTPN Subsidiaries and Non-PTPN Subsidiaries.
6. Development of skills relevant to emerging technologies through training, courses, and certifications, employees can hone skills in areas such as artificial intelligence, data analytics, software development, cyber security, and other potentially disruptive technologies.

Cyber Security

In the field of cyber security, PTPN III (Persero) collaborates with the National Cyber and Crypto Agency (BSSN) in the formation of the Computer Cyber Incident Response Team (CSIRT) within PTPN Group. The PTPN Group CSIRT was formed to support cyber security and resilience. In support of this, Technical Guidance for Cyber Security Maturity (CSM) Measurement, Incident Handling Maturity Level (TMPI) has also been carried out.

PTPN III (Persero) terus menerus melakukan langkah-langkah keamanan yang kuat untuk melindungi sistem TI dari ancaman dunia maya. Termasuk menggunakan *firewall*, sistem deteksi dan pencegahan intrusi, perangkat lunak antivirus, dan penambalan keamanan reguler. Mendidik karyawan tentang praktik terbaik keamanan siber dan membuat program kesadaran keamanan.

Disaster Recovery (Pemulihan Bencana)

untuk memastikan semua risiko utama telah diidentifikasi, dikelola dan dilaporkan secara berkala kepada Direksi, termasuk diantaranya dengan menyelenggarakan *managed operation* layanan *cloud* dengan pihak ketiga untuk memitigasi, serta melaksanakan *backup* dan memastikan pengujian saat *restore data* untuk memastikan kesesuaian dan validitas data pada saat terjadi bencana.

KOMITMEN INVESTASI TEKNOLOGI INFORMASI

Dalam mengembangkan Teknologi Informasi pada Tahun 2022, Perusahaan mengalokasikan dana untuk pengembangan Teknologi Informasi Biaya Investasi (CAPEX) sebesar lebih dari Rp49 miliar (66% dari RKAP) dan Operasional (OPEX) sebesar lebih dari Rp166 miliar (63% dari RKAP) secara konsolidasi PTPN Group. Dari keseluruhan biaya tersebut proporsi OPEX lebih besar dari CAPEX karena pendekatan Perusahaan yang menerapkan strategi *managed services* dalam pengembangan Teknologi Informasi.

PTPN III (Persero) continues to take strong security measures to protect IT systems from cyber threats. This includes using firewalls, intrusion detection and prevention systems, antivirus software, and regular security patching. Educating employees on cyber security best practices and establishing a security awareness program.

Disaster Recovery

To ensure all key risks have been identified, managed and reported regularly to the Board of Directors, including by organizing managed operation of cloud services with third parties to mitigate, as well as carrying out backups and ensuring testing when restoring data to ensure the suitability and validity of data in the event of a disaster.

INFORMATION TECHNOLOGY INVESTMENT COMMITMENT

In developing Information Technology in 2022, the Company allocated funds for the development of Information Technology Investment Costs (CAPEX) of more than IDR49 billion (66% of the Company's Work Plan and Budget) and Operations (OPEX) of more than IDR166 billion (63% of the Company's Work Plan and Budget) on a consolidated PTPN Group basis. Of the total cost, the proportion of OPEX is greater than CAPEX due to the Company's approach of implementing a managed services strategy in Information Technology development.



KODE ETIK

CODE OF ETHICS

Kode etik Perusahaan mewajibkan seluruh jajaran Perusahaan baik itu para pejabat, manajemen maupun karyawan untuk patuh dan taat kepada hukum dan peraturan yang berlaku di dalam Perusahaan, termasuk budaya perusahaan, menghindari kegiatan yang menyebabkan benturan kepentingan, serta menyimpan dan menjaga kerahasiaan informasi bisnis Perusahaan dan informasi yang berkaitan dengan pihak yang memiliki hubungan dengan Perusahaan.

Isi Kode Etik dan Penerapannya di Lingkup Perusahaan

Code of Conduct berisikan sistem nilai, etika bisnis, etika kerja, komitmen, serta penegakan terhadap peraturan-peraturan Perusahaan bagi individu yang meliputi Dewan Komisaris, Direksi, Karyawan, dan pelaku bisnis lainnya yang berhubungan dengan bisnis Perusahaan dalam menjalankan bisnis, dan aktivitas lainnya serta berinteraksi dengan *stakeholders*. Berikut Kode Etik Perusahaan:

Sistem Nilai:

1. Paradigma Baru
 - a. Perubahan, perbaikan dan peningkatan metode dan kinerja adalah satu keharusan;
 - b. Kepuasan pelanggan menjadi prioritas utama dalam memenangkan persaingan;
 - c. Setiap kegiatan bisnis harus menghasilkan nilai tambah bagi Perusahaan;
 - d. Pengembangan hubungan industrial yang egaliter berdasarkan keterbukaan, kesetaraan dan kebhinekaan;
 - e. Pengembangan SDM yang terintegrasi untuk membangun kapital insani (*human and intellectual capital*) yang dibutuhkan Perusahaan;
 - f. Kepemimpinan yang efektif membangun pengaruh melalui kemampuan mengajar dan membagi ilmu, membina hubungan baik dan menjadi panutan;
 - g. Penghargaan diberikan kepada karyawan berdasarkan kompetensi dan kinerjanya;
 - h. Efektivitas operasional harus didukung oleh struktur organisasi yang sederhana dan dinamis;
 - i. Pemanfaatan teknologi sebagai perangkat untuk peningkatan produktivitas kerja dan keunggulan kompetitif;
 - j. Keputusan bisnis diambil berdasarkan fakta dan data yang akurat;
 - k. Setiap tugas dan operasional Perusahaan dilaksanakan dengan cepat tanggap, cepat tindak lanjut, tuntas, berkualitas, dan penuh tanggung jawab;
 - l. Seluruh aktivitas perusahaan harus berorientasi pada peningkatan mutu dan lingkungan.
2. Tata Nilai
 - a. *Proactivity*, selalu bersikap proaktif dengan penuh inisiatif mengevaluasi risiko yang mungkin terjadi;
 - b. *Excellence*, selalu memperlihatkan gairah keunggulan dan berusaha bekerja keras untuk hasil maksimal sesuai kompetensi;

The Company's Code of Ethics requires all levels of the Company, whether officials, management, or employees, to follow and comply with the applicable laws and regulations in the Company, including corporate culture, to avoid activities that may generate conflict of interests, and to keep and maintain confidentiality of the Company's business information and other information on parties related with the Company.

Content of The Company's Code of Ethics and Its Implementation

Code of Ethics contains value system, business ethics, work ethics, commitment, and reinforcement of regulations of the Company for individuals which include the Board of Commissioners, Board of Directors, Employees, and other business entities related with the Company's business in operating the business and other activities, as well as interacting with the stakeholders. The Company's Code of Ethics is as follows:

Value System:

1. New Paradigm
 - a. Change, improvement, and enhancement of methods and performance are mandatory;
 - b. Customer satisfaction is the main priority in winning the competition;
 - c. Every business activity shall produce added value for the Company;
 - d. Development of egalitarian industrial relation based on openness, equality, and diversity;
 - e. Development of integrated human resources to build the human and intellectual capital required by the Company;
 - f. Leadership which effectively creates influence through the ability to share knowledge, develop good relations, and be a role model;
 - g. Rewards are given to employees based on their competency and performance;
 - h. Operational effectiveness shall be supported by simple and dynamic organizational structure;
 - i. Utilization of technology as a means to improve work productivity and competitive advantage;
 - j. Business decision is made based on accurate facts and data;
 - k. Duties and operations of the Company are performed responsively, completely, with quality, and responsibly;
 - l. All of the Company's activities shall be oriented to the improvement of quality and environment.
2. Values
 - a. Proactivity, always be proactive with initiative to evaluate possible risks;
 - b. Excellence, always show passion for excellence and work hard for maximum result in accordance with competency;

- c. *Team Work*, perusahaan selalu mengutamakan kerja sama tim agar mampu menghasilkan sinergi optimal bagi Perusahaan;
 - d. *Innovation*, selalu menghargai kreativitas dan menghasilkan inovasi dalam metode baru dan produk baru;
 - e. *Responsibility*, selalu bertanggung jawab atas akibat keputusan yang diambil dan tindakan yang dilakukan.
3. Visi dan Misi Perusahaan
- VISI**
Menjadi Perusahaan agribisnis nasional yang unggul dan berdaya saing kelas dunia serta berkontribusi secara berkesinambungan bagi kemajuan bangsa.
- MISI**
- a. Menghasilkan produk yang berkualitas tinggi bagi pelanggan;
 - b. Membentuk kapabilitas proses kerja yang unggul melalui perbaikan dan inovasi berkelanjutan dengan tata kelola perusahaan yang baik;
 - c. Mengembangkan organisasi dan budaya yang prima serta SDM yang kompeten dan sejahtera dalam merealisasi potensi setiap insani;
 - d. Melakukan optimalisasi pemanfaatan aset untuk memberikan imbal hasil terbaik;
 - e. Turut serta dalam meningkatkan kesejahteraan masyarakat dan menjaga kelestarian lingkungan untuk kebaikan generasi masa depan.
4. Strategi
- a. Menjalin dan mengembangkan hubungan sinergis yang efektif dengan mitra strategis untuk mewujudkan peluang bisnis;
 - b. Melaksanakan manajemen berorientasi pasar, sensitif terhadap kecenderungan industri dan pergerakan pasar mencermati pesaing;
 - c. Menjaga keseimbangan antara pertumbuhan dengan kemampulabaan (*profitability*);
 - d. Mematuhi aturan HSE (*Health, Safety, and Environment*) kesehatan, keselamatan, dan lingkungan;
 - e. Melaksanakan keunggulan operasional agar Perusahaan menjadi efisien dan efektif dalam biaya;
 - f. Membangun budaya kerja yang kondusif dengan melaksanakan tata nilai dan paradigma baru;
 - g. Membangun dan mengimplementasikan manajemen sumber daya manusia berbasis kompetensi dan kinerja.

Pemberlakuan Kode Etik bagi Seluruh Level Organisasi

Pedoman Etika Perusahaan merupakan tanggung jawab seluruh karyawan, Direksi, Dewan Komisaris dan Komite di bawah Dewan Komisaris untuk bertingkah laku sesuai dengan budaya Perusahaan sehingga terwujud perilaku yang profesional, bertanggung jawab, wajar, patut dan dipercaya dalam melakukan hubungan bisnis dengan rekan sekerja maupun para mitra kerja.

Pelaksanaan kode etik ini merupakan upaya untuk:

1. Memberikan pemahaman kepada seluruh Insan Perusahaan bahwa Perusahaan beroperasi secara jujur dan terbuka, sehingga tercipta lingkungan kerja yang baik, dengan tingkat perputaran karyawan yang rendah dan peningkatan kesejahteraan;

- c. *Team Work*, the Company always prioritizes team work to be able to produce optimal synergy for the Company;
 - d. *Innovation*, always appreciates creativity and produces innovation in new methods and new products;
 - e. *Responsibility*, always be responsible for decision made and action taken.
3. The Company's Vision and Mission
- VISION**
To become a world-class leading and competitive national agribusiness company that contributes sustainably towards the nation's advancement.
- MISSION**
- a. Producing high quality products for customers;
 - b. Establishing excellent work process capabilities through continuous improvement and innovation in conjunction with good corporate governance;
 - c. Developing an excellent organization and culture, as well as competent and prosperous human resources, to realize the potential of every personnel;
 - d. Optimizing asset utilization to maximize returns;
 - e. Contributing to the improvement of community welfare and preserving the environment for the benefit of future generations.
4. Strategy
- a. Creating and developing effective synergic relation with strategic partners to realize business opportunities;
 - b. Performing market-oriented management, sensitive to industry trends and market movement, observing competitors;
 - c. Maintaining the balance between growth and profitability;
 - d. Complying with HSE (*Health, Safety, and Environment*) regulations;
 - e. Performing operational excellence thereby the Company becomes cost efficient and effective;
 - f. Building conducive work culture by implementing new values and paradigms;
 - g. Building and implementing competency and performance-based human resources management.

Enforcement of The Company's Code of Ethics for All Organizational Levels

The Company's Code of Ethics is the responsibility of all employees, Board of Directors, Board of Commissioners and Committees under the Board of Commissioners, to behave in accordance with the Company's culture to establish professional, responsible, fair, appropriate, and trustworthy conducts in carrying out business relations with colleagues and partners.

The implementation of this code of ethics is an effort to:

1. Providing understanding to all of the Company's Personnel that the Company operates honestly and openly, so as to create a good work environment, with low employee turnover and increased welfare;



- Menjadi bagian dari komunitas tertentu, di mana menjaga hubungan baik merupakan hal mendasar bagi sukses jangka panjang Perusahaan untuk mencapai kesejahteraan sosial dan peningkatan ekonomi;
- Menjadi bagian dari industri perkebunan nasional, di mana pelaksanaan dan komitmen terhadap Kode Etik dapat mendukung Perusahaan dalam berbagai perkara penting, serta menjadi bagian dari manajemen risiko yang baik, dan mampu membangun reputasi Perusahaan.

- Being part of a particular community, in which maintaining good relations is fundamental to the Company's longterm success in achieving social welfare and economic improvement;
- Being part of the national plantation industry, in which implementation and commitment to the Code of Ethics can support the Company facing important cases, as well as being part of good risk management, and able to build the Company's reputation.

Sosialisasi Pedoman Etika dan Perilaku Serta Penandatanganan Pakta Integritas: Upaya Penyebaran Dan Sosialisasi Kode Etik

Holding Perkebunan Nusantara PTPN III (Persero) senantiasa melakukan sosialisasi Pedoman Etika dan Perilaku Perusahaan, karena sosialisasi merupakan tahapan penting dalam terciptanya insan *Holding Perkebunan Nusantara PTPN III (Persero)* yang berperilaku sesuai dengan Budaya Perusahaan. Pedoman Etika dan Perilaku dikomunikasikan dan disosialisasikan kepada Dewan Komisaris dan organ pendukungnya, Direksi dan pejabat satu tingkat di bawah Direksi serta seluruh karyawan.

Dissemination of The Code of Ethics and Conduct and Signing of The Integrity Pact: Efforts and Disseminate and Promote the Code of Ethics

The Company consistently conducts dissemination of the Company's Guidelines for Ethics and Conduct because dissemination is an important stage in the establishment of the Company's personnel who behave in accordance with the Company's Culture. The Company's Code of Ethics and Conduct is communicated and disseminated to the Board of Commissioners and their supporting organs, Board of Directors, and officials one level below the Board of Directors and all employees.

Kebijakan Penegakan Disiplin dan Penanganan Pelanggaran

Dalam rangka penegakan terhadap etika Perusahaan. *Holding Perkebunan Nusantara PTPN III (Persero)* melakukan pemantauan secara berkala terhadap penegakan dan menyediakan fasilitas pengaduan terhadap pelanggaran etika Perusahaan melalui WBS. Sepanjang tahun 2022 tidak terdapat pelanggaran etika.

Discipline Enforcement and Violation Management Policy

In upholding its ethics, the Company conducts regular monitoring of enforcement and provides complaints facilities against violations of the Company ethics through WBS. Throughout 2022, there has been no ethical violation.

Dalam Pedoman Etika dan Perilaku, apabila terdapat pelanggaran etika maka untuk memberikan efek jera kepada seluruh insan perusahaan, akan diberikan sanksi sesuai dengan ketentuan dan peraturan yang berlaku.

In the Guidelines for Ethics and Conduct, if there is a violation of ethics, then in order to provide a deterrent effect to all of Company's personnel, sanction shall be given in accordance with the applicable rules and regulations.

Jumlah Pelanggaran Kode Etik

Sebagai realisasi penegakan Standar Etika Perusahaan, berikut rincian sanksi yang dikenakan terkait penegakan Kode Etik selama tahun 2022 dan perbandingannya dengan tahun 2021.

Number of Violations Against the Code of Ethics

As a realization of the Company's Ethical Standards enforcement, the following are details of sanctions imposed related to the enforcement of the Company's Code of Ethics during 2022 and its comparison with 2021.

Sanksi Sanction	2022	2021
Tindakan Disiplin Ringan Minor Disciplinary Action	Nihil None	Nihil None
Tindakan Disiplin Sedang Moderate Disciplinary Action		
Tindakan Disiplin Berat Major Disciplinary Action		
Jumlah Total		

KOMPENSASI JANGKA PANJANG

BERBASIS KINERJA

PERFORMANCE-BASED LONG-TERM COMPENSATION

Perusahaan belum memiliki kebijakan pemberian kompensasi jangka panjang berbasis kinerja kepada manajemen dan/atau karyawan, baik berupa program kepemilikan saham oleh manajemen (Management Stock Ownership Program/MSOP) dan/atau program kepemilikan saham oleh karyawan (Employee Stock Ownership Program/ESOP).

The Company does not yet have a policy in place to provide management and/or employees with performance-based long-term compensation in the form of Management Stock Ownership Program (MSOP) and/or Employee Stock Ownership Program (ESOP).



KOMITMEN TERHADAP ANTI KORUPSI COMMITMENT TO ANTI-CORRUPTION

KEBIJAKAN PENGENDALIAN GRATIFIKASI

Salah satu bentuk komitmen Perusahaan dalam meminimalisir benturan kepentingan serta penyalahgunaan wewenang dan jabatan, Perusahaan mengupayakan penerapan pengendalian gratifikasi dari pihak lain. Pengelolaan Budaya Kepatuhan Terhadap Gratifikasi telah ditetapkan melalui Pedoman Pengendalian Gratifikasi No.PD-DSPN-003.

Pentingnya pengendalian gratifikasi dalam pelaksanaan Kode Etik seperti yang telah dijelaskan di atas berhubungan dengan pembatasan secara definitif antara gratifikasi atau hadiah atau pemberian dalam bentuk apapun yang diberikan oleh pihak lain, yang erat hubungannya dengan penyalahgunaan wewenang dan jabatan. Kebijakan Pengendalian Gratifikasi Perusahaan telah mendefinisikan secara jelas tentang pengkategorian gratifikasi yang terkait kedinasan, gratifikasi yang wajib dilaporkan dan gratifikasi yang tidak wajib dilaporkan.

Melalui kebijakan tersebut, Perusahaan tidak hanya mengupayakan penerapan prinsip GCG berbasis pengelolaan korporasi yang sehat, namun kebijakan tersebut juga memberikan landasan bagi setiap insan PTPN III untuk tidak menyalahgunakan wewenang dan jabatannya dan menjauhkan perilaku insan PTPN III dari kecenderungan praktik korupsi.

PELATIHAN/SOSIALISASI ANTI KORUPSI KEPADA KARYAWAN

Agar karyawan senantiasa menjaga dan meningkatkan penerapan kebijakan anti korupsi, PTPN III telah melakukan sosialisasi/pelatihan/awareness atas hal tersebut, yaitu dengan menggelar program berupa *In-House* maupun pelatihan dan/atau sosialisasi terkait Anti Kecurangan, Penyuapan, dan Korupsi (*Fraud*), dengan detail sebagai berikut:

Tanggal Date	Materi Kegiatan Materi Kegiatan	Jumlah Peserta Jumlah Peserta
12 September 2022 September 12, 2022	Sistem Manajemen Anti Penyuapan Anti-Bribery Management System	34 orang 34 people
19 s.d. 26 September 2022 September 19 – 26, 2022	Integritas & Antikorupsi BUMN SOEs Integrity & Anti-Corruption	34 orang 34 people

GRATIFICATION CONTROL POLICY

As part of the Company's commitment to minimize conflicts of interest and abuse of authority and position, the Company seeks to implement gratification control from other parties. The management of the Culture of Compliance with Gratification has been established through the Guidelines for Gratification Control No.PD-DSPN-003.

The importance of gratification control in the implementation of Code of Ethics as explained above relates to the definitive limitation between gratuities or gifts in any form given by other parties, which are closely related to abuse of authority and position. The Company's Gratification Control Policy has clearly defined the categorization of official-related gratification, gratification that must be reported and gratification that are not required to be reported.

Through this policy, the Company not only strives for the implementation of GCG principles based on sound corporate management, but the policy also provides a basis for every PTPN III employee not to abuse their authority and position and keep the behavior of PTPN III employees away from the tendency of corrupt practices.

ANTI-CORRUPTION TRAINING/ SOCIALIZATION TO EMPLOYEES

In order for employees to always maintain and improve the implementation of anti-corruption policies, PTPN III has conducted socialization/training/awareness on this matter, namely by holding programs in the form of *In-House* and training and/or socialization related to Anti- Fraud, Bribery, and Corruption (*Fraud*), with details as follows:

LAPORAN HARTA KEKAYAAN PENYELENGGARA NEGARA (LHKPN) REPORT OF STATE OFFICIAL ASSETS (LHKPN)

Prinsip Dasar Laporan Harta Kekayaan Penyelenggara Negara

Sebagai BUMN yang dimiliki oleh Negara melalui Pemerintah Indonesia, Perusahaan wajib mentaati peraturan perundang-undangan yang mengikat. Salah satu bentuk peraturan perundang-undangan yang dilandasi oleh semangat pemberantasan korupsi dan tindakan penyimpangan internal adalah kewajiban Laporan Harta Kekayaan Penyelenggara Negara (LHKPN).

LHKPN merupakan daftar seluruh Harta Kekayaan Penyelenggara Negara yang dituangkan dalam formulir LHKPN yang ditetapkan oleh Komisi Pemberantasan Korupsi (KPK) sebagaimana yang diatur dalam Keputusan KPK No. KEP 07/KPK/02/2005 tentang Tata Cara Pendaftaran, Pemeriksaan dan Pengumuman Laporan Harta Kekayaan Penyelenggara Negara. Undang-Undang No. 30 Tahun 2002 tentang Komisi Pemberantasan Tindak Pidana Korupsi menegaskan wewenang KPK melaksanakan langkah atau upaya pencegahan korupsi antara lain melalui pendaftaran dan pemeriksaan terhadap LHKPN. Selain itu, Undang-Undang No. 28 Tahun 1999 tentang Penyelenggara Negara Yang Bersih dan Bebas dari Korupsi, Kolusi, dan Nepotisme, mengamanatkan bahwa setiap penyelenggara wajib melaporkan dan mengumumkan Harta Kekayaannya sebelum dan setelah memegang jabatan serta bersedia diperiksa kekayaannya sebelum dan setelah menjabat. Dalam Undang-Undang No. 28 Tahun 1999 pasal 2 (7) beserta penjelasannya, diuraikan bahwa pejabat lain yang memiliki fungsi strategis dalam kaitannya dengan penyelenggara negara termasuk Dewan Komisaris, Direksi, dan pejabat struktural lainnya pada BUMN dan BUMD.

Pemeriksaan LHKPN yang disampaikan kepada KPK bertujuan untuk mewujudkan Penyelenggara Negara yang menaati asas-asas umum penyelenggara negara yang bebas dari praktik korupsi, kolusi, dan nepotisme, serta perbuatan tercela lainnya. Setiap Penyelenggara Negara dituntut untuk melaporkan kekayaannya melalui formulir LHKPN yang telah disediakan KPK untuk diisi secara jujur, benar dan lengkap, agar KPK dapat menganalisis, mengevaluasi, serta menilai atas seluruh jumlah, jenis dan nilai Harta Kekayaan yang dilaporkan, secara benar, cepat, tepat, akurat dan bertanggung jawab.

Dasar Hukum dan Peraturan dalam Menerapkan LHKPN di Perusahaan

Dalam menerapkan LHKPN, Perusahaan menimbang beberapa dasar hukum dan peraturan sebagai landasan cara pandang penerapan LHKPN di lingkungan Perusahaan. Dasar hukum tersebut yaitu:

1. Undang-Undang No. 28 Tahun 1999 tentang Penyelenggara Negara yang Bersih dan Bebas dari Korupsi, Kolusi, dan Nepotisme;
2. Undang-Undang No. 30 Tahun 2002 tentang Komisi Pemberantasan Tindak Pidana Korupsi;

Basic Principles of Report of State Official Assets

As a State-Owned Enterprise owned by Government of Indonesia, the Company is obliged to comply with the binding laws and regulations. One form of the laws and regulations, which is based on the spirit of corruption eradication and acts of internal deviations, is the obligation of Report of State Official Assets (LHKPN).

LHKPN is a list of all the assets of the State Official set forth in the LHKPN form determined by the Corruption Eradication Commission (KPK) as regulated in Decree of KPK No. KEP 07/KPK/02/2005 concerning Procedures for Registration, Examination and Announcement of Report of State Official Assets. Law No. 30 of 2002 concerning the Corruption Eradication Commission emphasizes the authority of the KPK to carry out measures or efforts to prevent corruption, among others through registration and examination of LHKPN. In addition, Law No. 28 of 1999 concerning State Administrators who are Clean and Free of Corruption, Collusion, and Nepotism, mandates that each official shall report and announce his/her assets before and after taking office and shall be willing to be examined before and after taking office. In Law No. 28 of 1999 article 2(7) along with the elucidation, it is explained that other officials who have strategic functions in relation to state administrators shall include the Board of Commissioners, Directors, and other structural officials in SOEs and ROEs.

The objective of submitting LHKPN examination to KPK is to establish State Administrators who comply with the general principles of the state administrators, who are free from corruption, collusion, and nepotism practices, as well as other despicable acts. Each State Administrator is required to report his/her assets through LHKPN form that has been provided by the KPK to be filled honestly, correctly and completely, to enable KPK in analyzing, evaluating, and assessing the total, type and value of the reported assets correctly, quickly, accurately, and responsibly.

Legal and Regulatory Basis in Implementing LHKPN in the Company

In implementing LHKPN, the Company considers several legal and regulatory bases as the perspective foundation of implementing LHKPN within the Company. The legal basis include:

1. Law No. 28 of 1999 concerning State Administrators who are Clean and Free of Corruption, Collusion and Nepotism;
2. Law No. 30 of 2002 concerning the Corruption Eradication Commission;



3. Peraturan Menteri Negara BUMN No. PER-01/BUMN/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik pada BUMN, dan perubahannya;
4. Keputusan Sekretaris Menteri BUMN No. SK-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan GCG yang baik.

Kebijakan LHKPN Perusahaan

Kebijakan tentang kepatuhan pelaporan harta kekayaan pejabat bagi Dewan Komisaris, Direksi dan seluruh jajaran Perusahaan sampai dengan BOD-1, hal tersebut sebagaimana yang telah ditetapkan oleh Perusahaan dalam Peraturan Direksi No. 3.06/Per/01/2017. Kebijakan ini juga berlaku bagi entitas anak Perusahaan yang merupakan bagian dari *Holding* Perkebunan Nusantara yang berlaku untuk level-level tertentu dari organisasi entitas anak Perusahaan terkait kewajiban pelaksanaan LHKPN.

Ruang Lingkup dan Pengelola Pelaporan Kekayaan Pejabat

Seluruh Wajib Laport memiliki kewajiban untuk melaporkan harta kekayaan kepada Komisi Pemberantasan Korupsi (KPK) melalui aplikasi e-LHKPN. Kompartemen Tata Kelola Korporasi ditetapkan sebagai koordinator untuk memberikan data dan informasi mengenai perubahan dan penggantian Wajib Laport di lingkungan Perusahaan, sosialisasi pengisian LHKPN dan memonitor tingkat kepatuhan LHKPN.

Insan *Holding* Perkebunan Nusantara PTPN III (Persero) yang termasuk Wajib Laport LHKPN telah diberikan sosialisasi mengenai kebijakan tentang kepatuhan pelaporan harta kekayaan penyelenggara negara. Seluruh Direksi dan Dewan Komisaris telah menyampaikan LHKPN secara berkala dengan tepat waktu sesuai peraturan perundang-undangan. Proses penyampaian LHKPN dilakukan secara langsung oleh pihak yang bersangkutan, setelah proses verifikasi oleh KPK selanjutnya diumumkan oleh Kompartemen Tata Kelola Korporasi melalui media internal Perusahaan.

Transparansi LHKPN Pejabat Perusahaan Tahun 2022

Berikut adalah transparansi penyampaian LHKPN pejabat Perusahaan wajib laport di tahun 2022.

Pejabat Wajib LHKPN Mandatory Reporters of LHKPN	Jumlah Wajib Laport Number of Mandatory Reporters	Telah Melaporkan Already Reported	
		Jumlah Amount	%
Dewan Komisaris Board of Commissioners	36	18	50,00
Direksi Board of Directors	43	26	60,47
SEVP	50	32	64,00
KADIV/GM/KABAG/Manager/Project Manager Head of Division/General Manager/Head of Department/ Manager/Project Manager	534	412	77,15
Jumlah Total	663	488	73,60

3. Regulation of the Minister of SOEs No. PER-01/BUMN/2011 concerning the Implementation of Good Corporate Governance in SOEs and its amendments;
4. Decree of the Secretary of the Minister of SOEs No. SK-16/S.MBU/2012 concerning Assessment and Evaluation Indicators/Parameters for the Implementation of Good Corporate Governance.

The Company's LHKPN Policy

The policy on the compliance of official assets reporting of the Board of Commissioners, Board of Directors and all levels within the Company up to BOD-1, as determined by the Company in Regulation of the Board of Directors No. 3.06/Per/01/2017. This policy is also implemented in subsidiaries as part of the Company, which is applicable to certain levels of the organization of subsidiaries related to the implementation of LHKPN obligations.

Scope and Manager of Report of Official Assets

All Mandatory Reporters have the obligation to report their assets to the Corruption Eradication Commission (KPK) through e-LHKPN application. The Corporate Governance Compartment is established as a coordinator to provide data and information regarding changes and replacements of Mandatory Reporters within the Company, dissemination of information on how to fill LHKPN, and to monitor the compliance level of LHKPN.

The Company's personnel, who were included as Mandatory Reporters of LHKPN, have received socialization regarding the policy on the compliance of LHKPN. Board of Directors and Board of Commissioners have submitted LHKPN periodically in a timely manner in accordance with the laws and regulations. LHKPN submission process is carried out directly by the relevant parties, after the verification process by KPK, the Corporate Governance Compartment subsequently announce through the Company's internal media.

Transparency of LHKPN of the Company's Officials in 2022

Transparency of LHKPN submission of the Company's Mandatory Reporters in 2022 is described below.

KEBIJAKAN PENGADAAN BARANG DAN JASA

GOODS AND SERVICES PROCUREMENT POLICY

Perusahaan menerapkan proses pengadaan barang dan jasa sesuai standar *Good Corporate Governance* dengan menjunjung prinsip-prinsip keterbukaan, efisiensi biaya, kompetitif, *fairness* sesuai dengan peraturan perundang-undangan yang berlaku. Perusahaan mematuhi etika proses pengadaan dalam proses pengadaan barang dan jasa antara lain:

1. Melaksanakan tugas secara tertib, disertai rasa tanggung jawab untuk mencapai sasaran, kelancaran, dan ketepatan tujuan Pengadaan Barang/Jasa;
2. Bekerja secara profesional, mandiri, dan menjaga kerahasiaan informasi yang menurut sifatnya harus dirahasiakan untuk mencegah penyimpangan Pengadaan Barang/Jasa;
3. Tidak saling mempengaruhi baik langsung maupun tidak langsung yang berakibat persaingan usaha tidak sehat;
4. Menerima dan bertanggung jawab atas segala keputusan yang ditetapkan sesuai dengan kesepakatan tertulis pihak terkait;
5. Menghindari dan mencegah terjadinya pertentangan kepentingan pihak yang terkait, baik secara langsung maupun tidak langsung, yang berakibat persaingan usaha tidak sehat dalam Pengadaan Barang/Jasa;
6. Menghindari dan mencegah terjadinya pemborosan dan kebocoran keuangan negara/Perusahaan;
7. Menghindari dan mencegah penyalahgunaan wewenang dan/atau kolusi; dan/atau
8. Tidak menerima, tidak menawarkan, atau tidak menjanjikan untuk memberi atau menerima hadiah, imbalan, komisi, rabat, dan apa saja dari atau kepada siapa pun yang diketahui atau patut diduga berkaitan dengan Pengadaan Barang/Jasa.

Prosedur dan Tata Cara Pengadaan

Perusahaan memiliki prosedur dan tata cara pengadaan barang dan jasa yang diselenggarakan secara cepat dan transparan, dengan menerapkan prinsip GCG tanpa adanya benturan kepentingan dalam prosesnya. Hal tersebut sebagaimana yang telah diatur dalam kebijakan terkait pengadaan barang dan jasa di lingkup Perusahaan, yakni sebagai berikut:

1. Meningkatkan kualitas perencanaan yang konsolidatif dan strategi Pengadaan Barang/Jasa untuk mengoptimalkan *value for money*;
2. Menyelaraskan tujuan pengadaan dengan pencapaian tujuan Perusahaan;
3. Melaksanakan Pengadaan Barang/Jasa yang lebih transparan, kompetitif, dan akuntabel;
4. Mengutamakan produk dalam negeri sesuai ketentuan pendayagunaan produksi dalam negeri;
5. Memberikan kesempatan pada Pelaku Usaha nasional dan usaha kecil;
6. Memperkuat kapasitas kelembagaan dan Sumber Daya Manusia Pengadaan Barang/Jasa;
7. Memanfaatkan teknologi informasi;

The Company implements the process of goods and services procurement according to Good Corporate Governance standards by upholding the principles of openness, cost efficiency, competitive, *fairness* in accordance with applicable laws and regulations. The Company adheres to the ethics of the procurement process in the process of procuring goods and services, including:

1. Carry out duties in an orderly manner, accompanied by a sense of responsibility to achieve the objectives, effectiveness, and accuracy of the objectives of goods/services procurement;
2. Work professionally, independently, and maintain the confidentiality of information which by its nature must be kept confidential to prevent irregularities in goods/services procurement;
3. Do not influence each other, either directly or indirectly, resulting in unfair business competition;
4. Accept and be responsible for all decisions made in accordance with the written agreement of the related parties;
5. Avoid and prevent conflicts of interest of related parties, either directly or indirectly, which result in unfair business competition in goods/services procurement;
6. Avoid and prevent improvidence and leakage of state/company finances;
7. Avoid and prevent abuse of authority and/or collusion; and/or
8. Shall not accept, offer, or promise to give or receive gifts, rewards, commissions, rebates, and anything from or to anyone who is known or should be suspected of being related to goods/services procurement.

Procurement Procedures and Mechanisms

The Company has procedures and mechanisms for goods and services procurement that are carried out quickly and transparently, by applying GCG principles without any conflict of interest in the process. This is as regulated in the policies related to goods and services procurement within the scope of the Company, which are as follows:

1. Improving the quality of a consolidated planning and strategy for goods/services procurement to optimize value for money;
2. Aligning procurement objectives with the achievement of the Company's objectives;
3. Implementing a more transparent, competitive, and accountable goods/services procurement;
4. Prioritizing domestic products in accordance with the provisions for utilization of domestic production;
5. Providing opportunities for national and small business players;
6. Strengthening institutional capacity and human resources for goods/services procurement;
7. Utilizing information technology;



8. Memberikan kesempatan kepada perusahaan lingkup PTPN Group/BUMN/Anak Perusahaan BUMN/ Perusahaan Terafiliasi BUMN;
9. Melaksanakan pengadaan yang strategis, modern, inovatif; dan/atau
10. Memperkuat pengukuran kinerja pengadaan dan pengelolaan risiko.

Proses Pengadaan Barang dan Jasa

Dalam pelaksanaannya, Perusahaan senantiasa menjunjung tinggi prinsip kejujuran dan kemandirian dari pihak-pihak yang terlibat langsung maupun tidak langsung dalam proses serta prosedur pengadaan barang dan jasa terkait kebijakan pokok operasi. Adapun mekanisme proses pengadaan barang dan jasa di lingkup Perusahaan adalah sebagai berikut:

1. Tender/Seleksi Umum
Tender/Seleksi Umum adalah metode Pemilihan Penyedia Barang/ Penyedia Pekerjaan Konstruksi/ Penyedia Jasa Lainnya (Konsultansi Konstruksi/ Penyedia Jasa Konsultansi dengan Seleksi) dengan cara mengumumkannya melalui media massa.
2. Tender/Seleksi Terbatas
Tender/Seleksi Terbatas adalah metode Pemilihan Penyedia Barang/ Penyedia Pekerjaan Konstruksi/ Penyedia Jasa Lainnya (Konsultansi Konstruksi/ Penyedia Jasa Konsultansi dengan Seleksi) dengan cara menawarkan paket pekerjaan kepada Rekanan Terseleksi/Rekanan Terseleksi Tertentu.
3. Penunjukan Langsung
Penunjukan Langsung adalah metode Pemilihan Penyedia Barang/ Penyedia Jasa Konstruksi/ Penyedia Jasa Lainnya/ Penyedia Jasa Konsultansi dengan cara menunjuk secara langsung 1 (satu) Pelaku Usaha, baik yang telah menjadi Rekanan Terseleksi/Rekanan Terseleksi Tertentu maupun non Rekanan Terseleksi/non Rekanan Terseleksi Tertentu.
4. Pengadaan Langsung
Pengadaan Langsung adalah metode Pemilihan tanpa melalui Tender/Seleksi/Penunjukan Langsung; atau pembelian Barang/ Jasa yang terdapat di pasar.

8. Providing opportunities to companies within the scope of PTPN Group/SOE/SOE's Subsidiaries/SOE's Affiliates;
9. Carrying out strategic, modern, innovative procurement; and or
10. Strengthening procurement and risk management performance measurement.

Goods and Services Procurement Process

In its implementation, the Company always upholds the principles of honesty and independence from those who are directly or indirectly involved in the process and procedures for goods and services procurement related to the main operating policies. The mechanism for goods and services procurement within the scope of the Company is as follows:

1. Tender/General Selection.
Tender/General Selection is a method of selecting Goods Providers/Construction Work Providers/Other Service Providers (Construction Consultant/Consultancy Service Providers with Selection) by announcing them through the mass media.
2. Limited Tender/Selection.
Tender/Limited Selection is a method of selecting Goods Providers/Construction Work Providers/Other Service Providers (Construction Consultant/Consultancy Service Providers with Selection) by offering work packages to selected partners/ specific selected partners.
3. Direct Appointment.
Direct Appointment is a method of selecting Goods Providers/ Construction Service Providers/Other Service Providers/ Consultancy Service Providers by directly appointing 1 (one) Business Performer, both those who have become Selected Partners/Specific Selected Partners and Non-Selected Partners/ Non-Specific Selected Partners.
4. Direct Procurement.
Direct Procurement is a method of selection without going through tender/selection/direct appointment; or purchasing goods/services on the market.

KEBIJAKAN TERKAIT *INSIDER TRADING* INSIDER TRADING POLICY

Perusahaan tidak memiliki kebijakan terkait *insider trading* dikarenakan PTPN 3 bukan Perusahaan Terbuka (emiten) yang sahamnya diperjualbelikan ke publik. Kebijakan tersebut merupakan upaya dan/atau aturan yang jelas mengenai perdagangan apa pun dalam saham korporasi yang dilakukan oleh direktur, komisaris dan orang dalam untuk memastikan bahwa siapapun tidak boleh mendapatkan keuntungan secara langsung atau tidak langsung dari informasi yang tidak/belum tersedia di pasar. Dengan demikian, penjelasan terkait kebijakan *insider trading* tidak dapat disampaikan.

Since PTPN 3 is not a publicly listed company (issuer) with publicly traded shares, the Company does not have an insider trading policy. The policy is an effort and/or set of clear rules governing any trading in the corporation's shares by the board of directors, board of commissioners, and insiders to ensure that no one benefits directly or indirectly from information that has not yet been made available in the market. As a result, an explanation of the insider trading policy is not available.



WHISTLEBLOWING SYSTEM

WHISTLEBLOWING SYSTEM

Perusahaan berkomitmen untuk menciptakan situasi kerja yang bersih dan bertanggung jawab. Untuk itu, Perusahaan menerapkan Sistem Pelaporan Pelanggaran *Whistleblowing System (WBS)*. *Whistleblowing System* adalah infrastruktur penerapan GCG yang memfasilitasi laporan pihak luar perusahaan dan pihak internal atas berbagai dugaan pelanggaran. *Whistleblowing System (WBS)* yang efektif akan mendorong terbentuknya kultur perusahaan berbasis prinsip-prinsip GCG dan penerapan bisnis beretika. Sistem ini memfasilitasi semua pihak baik pimpinan, karyawan, maupun pihak luar yang terkait dengan Perseroan untuk melakukan pelaporan dugaan pelanggaran.

Komitmen dan Kebijakan Perusahaan

Manajemen telah berkomitmen untuk membangun dan mengawasi perusahaan dengan penerapan prinsip-prinsip Tata Kelola Perusahaan Yang Baik (GCG) termasuk penerapan fungsi dan mekanisme pelaporan dugaan pelanggaran (WBS).

Perusahaan meyakini sistem WBS ini infrastruktur penting dalam penerapan dan penegakan GCG perusahaan, termasuk membangun kultur perusahaan yang sehat, kuat, dan bersih sehingga meningkatkan citra dan reputasi perusahaan. Ke depan, sistem pengelolaan WBS dapat ditingkatkan melalui sistem teknologi informasi yang semakin terencana, canggih, dan terintegrasi.

Pengelola *Whistleblowing System*

Perusahaan membentuk Unit Pengelola *Whistleblowing System* (UPW) yang ditetapkan oleh Direktur Utama melalui surat keputusan untuk mengelola WBS, yang terdiri dari:

1. Ketua, yaitu 1 (satu) orang Kepala Divisi yang menangani Audit Internal.
2. Anggota, yaitu 2 (dua) orang Kepala Divisi yang menangani Sekretariat Perusahaan dan Hukum.
3. Sekretaris, yaitu 1 (satu) orang Kepala Sub Divisi atau Staf Divisi yang menangani Audit Internal.

Ruang Lingkup dan Cakupan Sistem Pelaporan Pelanggaran

Perusahaan memberikan batasan dalam pelaporan yang berpotensi untuk ditindaklanjuti oleh tim yang mengelola WBS. Ruang lingkup kasus-kasus yang dapat dilaporkan, antara lain penyimpangan kode etik/perilaku dan peraturan Perusahaan, benturan kepentingan, kecurangan, korupsi, serta penipuan. Selain itu, Perusahaan juga mengakomodir laporan terkait dengan pemerasan, penggelapan, suap dan gratifikasi yang dilarang.

Sistem Pelaporan Pelanggaran hanya akan menindaklanjuti pengaduan atas perbuatan/tindakan yang termasuk dalam ruang lingkup. Untuk pengaduan lainnya, seperti pengaduan terkait dengan K3LH, SDM dan fasilitas perusahaan, dapat disampaikan kepada pihak terkait dengan menggunakan mekanisme pelaporan lain yang berlaku di Perusahaan.

The Company is committed to creating a clean and responsible work environment. To that end, the Company implements a Violation Reporting System (*Whistleblowing System/WBS*). *Whistleblowing System (WBS)* is a GCG implementation infrastructure which facilitates the reports from external and internal parties of the Company on various violation allegations. Effective *Whistleblowing System (WBS)* will encourage the formation of corporate culture based on GCG principles and ethical business implementation. The system facilitates all parties, whether leaders, employees or external parties related to the Company to report alleged violations.

The Company's Commitment and Policy

The management is committed to build and supervise the Company by implementing the principles of Good Corporate Governance (GCG), including implementing function and mechanisms of alleged violation reporting (WBS).

The Company believes that WBS is an important infrastructure in the implementation and enforcement of the Company's GCG, including building healthy, strong, and clean corporate culture which improves the image and reputation of the Company. In the future, WBS management system can be improved through increasingly planned, sophisticated, and integrated information technology system.

Whistleblowing System Manager

The Company established *Whistleblowing System* Management Unit (UPW), which is appointed by the President Director through a decree to manage the WBS, which consists of:

1. Head, namely 1 (one) Head of Division who handles Internal Audit.
2. Members, namely 2 (two) Heads of Division who handle Corporate Secretary and Legal.
3. Secretary, namely 1 (one) Head of Sub-Division or Division Staff who handles Internal Audit.

Scope and Coverage of *Whistleblowing System*

The Company provides limits on reporting that has the potential to be followed up by the team that manages WBS. The scope of cases that can be reported includes, among others, deviations in the Company's code of ethics/behavior and regulations, conflicts of interest, fraud, and corruption. In addition, the Company also accommodates reports relating to extortion, embezzlement, bribery, and gratuity that are prohibited.

The *Whistleblowing System* will only follow up complaints on actions that fall within the scope. For other complaints, such as complaints related to K3LH, HR and corporate facilities may be submitted to related parties using other applicable reporting mechanisms in the Company.

Media Pelaporan

Dugaan pelanggaran atau penyimpangan dapat disampaikan kepada Perusahaan melalui media yang telah disediakan oleh Perusahaan, yakni:

1. Website: <http://whistleblowing/@holding-perkebunan.com>
2. Email: wbs@holdingperkebunan.co.id
3. Surat:
Unit Pengelola WBS
PT Perkebunan Nusantara III (Persero) Holding Perkebunan Nusantara
Gedung Agro Plaza Lantai 15
Jalan HR Rasuna Said Kav. X-2 No.1
Kuningan, Jakarta Selatan - 12950
4. SMS dan Whatsapp: 08116074003

Sosialisasi Sistem Pelaporan Pelanggaran

Ukuran Keberhasilan dari WBS adalah sistem ini diimplementasikan secara konsisten dan berkesinambungan oleh perusahaan. Sebagai langkah awal maka WBS perlu disosialisasikan agar seluruh Insan Perusahaan memiliki pemahaman yang memadai dan persamaan persepsi terhadap konsep filosofi dan manfaat implementasi WBS tersebut. Materi WBS dapat juga digunakan sebagai bahan pendidikan pada kegiatan *capacity building* bagi Karyawan Baru.

Dengan pelaksanaan sosialisasi yang berkesinambungan diharapkan multitafsir atas penerapan WBS dapat dimitigasikan sehingga efektivitas WBS sebagai salah satu sub sistem *good corporate governance* bermanfaat untuk meningkatkan kinerja dan reputasi Holding Perkebunan Nusantara PTPN III (Persero). Pelaksanaan sosialisasi kepada seluruh *stakeholders* khususnya pihak eksternal di luar insan perusahaan melalui beberapa media yaitu:

1. Situs resmi Holding Perkebunan Nusantara PTPN III (Persero) di www.holding-perkebunan.com.
2. Papan informasi berupa pamflet, spanduk dan *sticker* yang ditempatkan di lokasi-lokasi strategis yang mudah diakses oleh publik di seluruh kantor dan unit kerja Holding Perkebunan Nusantara.
3. Surat Elektronik (*e-mail*) dan aplikasi Whatsapp.

Penerapan pedoman WBS perlu disinergikan dalam pelaksanaan operasional sehari-hari antara lain disiplin pegawai, kode etik, pelaksanaan fungsi dan tugas operasional kegiatan seperti pengadaan barang dan jasa dan lainnya.

Penayangan WBS pada situs web Holding Perkebunan Nusantara PTPN III (Persero) juga merupakan salah satu bentuk penerapan dan pemberitahuan kepada pemangku kepentingan bahwa pelaporan pelanggaran merupakan salah satu bagian yang tak terpisahkan dari implementasi *Good Corporate Governance* di Holding Perkebunan Nusantara PTPN III (Persero).

Reporting Media

In the event of alleged violations or suspected deviations, the reporter may submit complaints of alleged violations to the Company through the available media, namely:

1. Website: <http://whistleblowing/@holding-perkebunan.com>
2. Email: wbs@holdingperkebunan.co.id
3. Letter:
WBS Management Unit
PT Perkebunan Nusantara III (Persero) Holding Perkebunan Nusantara
Agro Plaza Building 15th Floor
Jalan HR Rasuna Said Kav. X-2 No.1
Kuningan, South Jakarta - 12950
4. SMS and Whatsapp: 08116074003

Dissemination of Whistleblowing System

The measure of WBS' success is this system is consistently and continuously implemented by the Company. As a first step, WBS needs to be disseminated thereby all the Company's Personnel have sufficient understanding and common perceptions of the philosophical concept and the benefits of implementing WBS. WBS materials can also be used as educational materials in capacity building activities for new employees.

With the continuous implementation of dissemination, it is expected that multiple interpretations of the implementation of WBS can be mitigated thereby the effectiveness of WBS as one of the sub-systems of good corporate governance is beneficial to improve the Company's performance and reputation. Dissemination to all stakeholders, especially external parties outside the Company, through several media, namely:

1. The official website of Holding Perkebunan Nusantara PT Perkebunan Nusantara III (Persero) is at www.holdingperkebunan.com.
2. Information boards in the form of pamphlets, banners and stickers placed in strategic locations that are easily accessible to the public in all offices and work units of Holding Perkebunan Nusantara.
3. Electronic Mail (*e-mail*) and Whatsapp applications.

The implementation of WBS guidelines needs to be synergized in the daily operations, including employee discipline, code of ethics, implementation of operational functions and duties such as goods and services procurement, etc.

The display of WBS on the website of Holding Perkebunan Nusantara PTPN III (Persero) is also a form of application and notification to stakeholders that violation reporting is an integral part of the implementation of Good Corporate Governance at Holding Perkebunan Nusantara PTPN III (Persero).

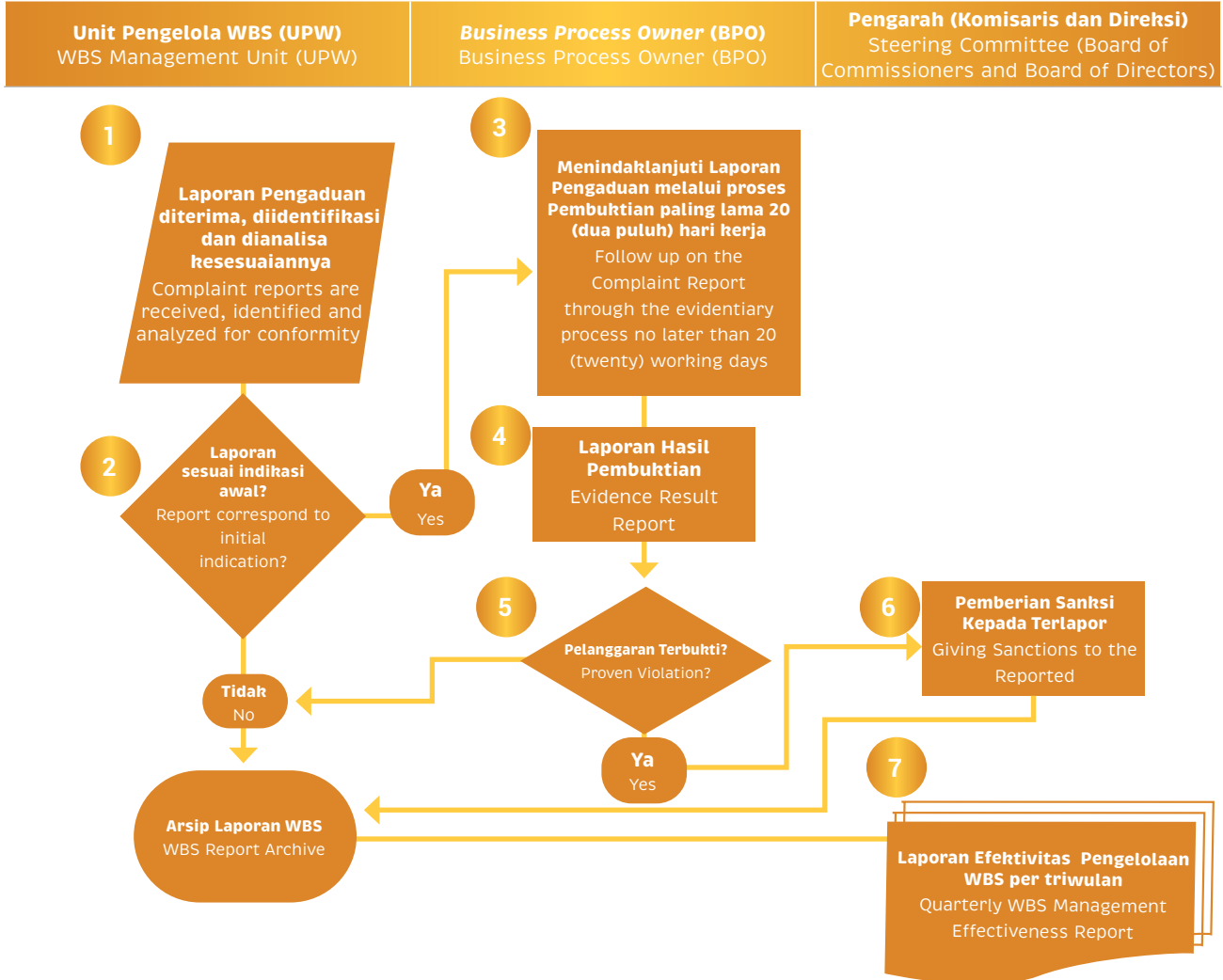


Mekanisme Pelaporan Dan Penanganan Pelanggaran

Segenap Insan Perusahaan dan pihak eksternal (Pelanggan, Mitra Kerja dan Masyarakat) dapat melaporkan dugaan pelanggaran dengan mekanisme sebagai berikut:

Reporting Mechanism and Handling of Violations

All of the Company's Personnel and external parties (Customers, Business Partners and the Community) can report alleged/suspected violations using the following mechanism:



Perlindungan terhadap Pelapor

Dalam pelaksanaan pengaduan/penyungkapan *Whistleblowing System* dilindungi oleh Undang-Undang No. 13 Tahun 2006 tentang Perlindungan Saksi. Untuk itu, Perusahaan bertanggung jawab atas perlindungan saksi. Perusahaan menyediakan fasilitas saluran pelaporan (telepon, surat, *email*) yang independen, bebas, dan rahasia bagi pelapor, agar terlaksana proses pelaporan yang aman. Selain itu, Perusahaan juga berupaya untuk menjaga kerahasiaan identitas pelapor dengan tujuan memberikan perlindungan kepada pelapor dan anggota keluarga atas tindakan balasan dari terlapor atau organisasi.

Protection for Reporters

In the implementation of complaints/disclosure, *Whistleblowing System* is protected by Law No. 13 of 2006 concerning Witness Protection. Hence, the Company is responsible for witness protection. The Company provides independent, free, and confidential reporting facilities (telephone, letter, e-mail) for reporters to ensure a safe reporting process. In addition, the Company also strives to maintain the confidentiality of the reporter's identity with the aim of providing protection to the reporter and family members against retaliation from the reported party or organization.

Jumlah Pengaduan yang Masuk dan Diproses

Sampai dengan Desember 2022, jumlah pengaduan *Whistleblowing System* yang masuk sebanyak 2 dan berdasarkan verifikasi yang masuk ke tahap tindak lanjut sebanyak 2 laporan pelanggaran. Berikut laporan yang masuk ke tahap tindak lanjut sepanjang tahun 2022 dan 2021.

Number of Incoming and Processed Complaints

As of December 2022, the number of *Whistleblowing System* complaints received amounted to 2 and based on verification, the number of complaints entered the follow-up stage amounted to 2 reports of violations. The following are reports that were entered into the follow up stage throughout 2022 and 2021.

	2022	2021
Jumlah pengaduan yang masuk	2	5
Jumlah pengaduan yang diproses	2	5
Komposisi pengaduan yang masuk dan yang diproses	100%	100%

PEMENUHAN KEWAJIBAN PERPAJAKAN FULFILLMENT OF TAX OBLIGATIONS

Perusahaan memiliki komitmen yang tinggi untuk mematuhi seluruh peraturan dan perundang-undangan yang berlaku, salah satunya adalah kepatuhan terhadap peraturan terkait perpajakan. Per 31 Desember 2022, Perusahaan berkontribusi terhadap negara melalui pemenuhan kewajiban pajak sebesar Rp4.885.892.244.000,- dengan rincian sebagai berikut:

The company has a high commitment to comply with all applicable laws and regulations, one of which is compliance with regulations related to taxation. As of December 31, 2022, the Company contributed to the state through fulfilling tax obligations of IDR4,885,892,244,000, - with the following details:

Uraian Description	2022
PBB Land and Building Tax	Rp508.964.473.000,-
PPN	Rp1.949.400.559.000,-
PPh Pasal 21 Income Tax 21	Rp419.351.183.000,-
PPh Pasal 22 Income Tax 22	Rp60.325.997.000,-
PPh Pasal 23 Income Tax 23	Rp90.900.055.000,-
PPh Pasal 4.2 Income Tax 4.2	Rp34.275.210.000,-
PPh Badan Corporate Income Tax	Rp1.822.674.767.000,-
Total Pajak Total Tax	Rp4.885.892.244.000,-



TRANSPARANSI PRAKTIK BAD GOVERNANCE

TRANSPARENCY OF BAD GOVERNANCE PRACTICES

Laporan atas Aktivitas Perusahaan yang Mencemari Lingkungan

Sesuai dengan komitmen Perusahaan untuk menerapkan GCG, berikut adalah pengungkapan tindakan yang berkaitan dengan praktik *Bad Corporate Governance*:


Report on the Company's Activities that Pollute the Environment

In accordance with the Company's commitment to implement GCG, the following are disclosures of actions related to Bad Corporate Governance practices:

Transparansi Praktik Bad Corporate Governance Tahun 2020-2022 Transparency of Bad Corporate Governance Practices 2020-2022

No	Praktik Practice	Tahun Year		
		2022	2021	2020
1	Aktivitas perdagangan orang dalam (<i>insider trading</i>) yang melibatkan direksi/komisaris, manajemen dan karyawan Insider trading activities involving board of directors/board of commissioners, management and employees	x	x	x
2	Ketidakpatuhan dalam pengungkapan pemenuhan kewajiban perpajakan termasuk putusan bersalah dari pengadilan pajak tertinggi terkait masalah perpajakan apapun Non-compliance in the disclosure of the fulfillment of tax obligations including guilty verdicts from the highest tax court related to any taxation issue	x	x	x
3	Ketidaksesuaian penyajian Laporan Tahunan dan Laporan Keuangan dengan peraturan yang berlaku dan SAK Non-compliance of the presentation of the Annual Report and Financial Statements with applicable regulations and Financial Accounting Standards	x	x	x
4	Kasus ketidakpatuhan terhadap hukum, aturan dan peraturan yang berkaitan dengan transaksi pihak berelasi yang signifikan atau material Cases of non-compliance with laws, rules and regulations relating to significant or material related party transactions	x	x	x
5	Tidak terdapat pengungkapan segmen operasi pada Laporan Keuangan No disclosure of operating segments in the Financial Statements	x	x	x
6	Pelanggaran hukum apa pun yang berkaitan dengan masalah perburuhan/ketenagakerjaan/ konsumen/ kepailitan/ komersial/ persaingan atau lingkungan Violation of any law relating to labor/ employment/ consumer/ insolvency/ commercial/ competition or environmental matters	x	x	x
7	Sanksi dari regulator karena tidak membuat pengumuman dalam jangka waktu yang ditentukan untuk peristiwa penting Sanctions from regulators for failing to make significant event announcements within the prescribed timeframe	x	x	x
8	Bukti bahwa perusahaan tidak mematuhi aturan dan peraturan pencatatan apa pun selama setahun terakhir selain dari aturan pengungkapan Evidence that the company did not comply with any listing rules and regulations other than disclosure rules during the previous year.	x	x	x

V = ada / applicable
X = tidak ada / not applicable



07



MELALUI
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TANGGUNG JAWAB SOSIAL PERUSAHAAN

Social and Environmental Responsibility

Perusahaan berkeyakinan, perubahan positif yang dibuat dalam masyarakat akan mempunyai dampak berkelanjutan bagi generasi mendatang.

The Company believes that positive changes made in society will have a sustainable impact on future generations.

TATA KELOLA TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY GOVERNANCE

KOMITMEN DAN KEBIJAKAN PENERAPAN TJSL PERUSAHAAN

Perusahaan meyakini, TJSL merupakan bagian dari komitmen yang perlu terus menerus diupayakan. Hal ini adalah dikarenakan Perusahaan sangat memahami bahwa dalam setiap aktivitas operasional yang dilakukan memiliki dampak positif maupun negatif. Oleh karenanya, untuk memastikan keberlanjutan, Perusahaan berupaya penuh memaksimalkan dampak positif dan meminimalkan dampak negatif dari setiap aktivitas operasional Perusahaan.

Holding Perkebunan Nusantara PTPN III (Persero) senantiasa menyadari betapa pentingnya kesejahteraan masyarakat, ketertiban umum, suasana kondusif dan rasa aman di dalam masyarakat di mana hubungan yang penuh toleransi menjadi dasar terpenting bagi kelangsungan sebuah Perusahaan, oleh karena itu, Perusahaan turut berpartisipasi guna meningkatkan kesejahteraan masyarakat.

Sebagai Badan Usaha Milik Negara (BUMN), Perusahaan terus berupaya untuk mewujudkan Tujuan Pembangunan Berkelanjutan (TPB)/*Sustainable Development Goals* (SDGs), yakni pembangunan yang menjaga peningkatan kesejahteraan ekonomi masyarakat secara berkesinambungan, pembangunan yang menjaga keberlanjutan kehidupan sosial masyarakat, pembangunan yang menjaga kualitas lingkungan hidup serta pembangunan yang menjamin keadilan dan terlaksananya tata kelola yang mampu menjaga peningkatan kualitas hidup dari satu generasi ke generasi berikutnya.

Langkah nyata yang dilakukan Perusahaan untuk mendukung terwujudnya TPB, salah satunya adalah melalui kegiatan program TJSL yang dilakukan dengan mengoptimalkan segenap sumber daya yang dimiliki. Disamping itu, Perusahaan juga senantiasa melakukan kegiatan program TJSL, yang mengacu pada 4 (empat) pilar TJSL BUMN, yaitu:

1. Sosial, untuk tercapainya pemenuhan hak dasar manusia yang berkualitas secara adil dan setara untuk meningkatkan kesejahteraan bagi seluruh masyarakat;
2. Lingkungan, untuk pengelolaan sumber daya alam dan lingkungan yang berkelanjutan sebagai penyangga seluruh kehidupan;
3. Ekonomi, untuk tercapainya pertumbuhan ekonomi berkualitas melalui keberlanjutan peluang kerja dan usaha, inovasi, industri inklusif, infrastruktur memadai, energi bersih yang terjangkau dan didukung kemitraan; serta
4. Hukum dan Tata Kelola, untuk terwujudnya kepastian hukum dan tata kelola yang efektif, transparan, akuntabel dan partisipatif untuk menciptakan stabilitas keamanan dan mencapai negara berdasarkan hukum.

THE COMPANY'S COMMITMENT AND POLICY TO SOCIAL AND ENVIRONMENTAL RESPONSIBILITY (TJSL) IMPLEMENTATION

TJSL, according to the Company, is part of a commitment that must be maintained indefinitely. This is because the Company fully understands that each operational activity implemented has both positive and negative impacts. Therefore, to ensure sustainability, the Company strives to maximize the positive impacts and minimize the negative impacts of each operational activity.

Holding Perkebunan Nusantara PTPN III (Persero) consistently aware the importance of community welfare, public order, a conducive atmosphere and sense of security in the community in which a tolerant relationship is the most important basis for the continuity of a company, therefore, the Company participates in improving community welfare.

As a State-Owned Enterprise (SOE), the Company continues to strive to achieve the Sustainable Development Goals (SDGs), namely the development that maintains a sustainable improvement in the community's economic welfare, development that maintains the sustainability of the community's social life, development that maintains the quality of the environment, as well as development that ensures justice and the implementation of governance that is able to maintain the improvement of the quality of life from one generation to the next.

The Company undertakes concrete steps to support the achievement of the SDGs, one of which is the TJSL program activities, which are conducted by maximizing all available resources. Furthermore, the Company also consistently implements TJSL program activities, which refer to the 4 (four) pillars of SOEs TJSL, namely:

1. Social, to achieve the fulfillment of quality basic human rights in a fair and equal manner to improve the welfare of the entire community;
2. Environment, to achieve sustainable management of natural resources and the environment as a support for all life;
3. Economy, to achieve quality economic growth through sustainable employment and business opportunities, innovation, inclusive industry, adequate infrastructure, affordable clean energy, and partnerships; and
4. Law and Governance, for the realization of legal certainty and effective, transparent, accountable, and participatory governance in order to create stability and security and achieve a law-based state.



Sacara garis besar, ke 4 (empat) pilar utama tersebut, mencakup 17 Tujuan Pembangunan Berkelanjutan, yaitu (1) Tanpa Kemiskinan; (2) Tanpa Kelaparan; (3) Kehidupan Sehat dan Sejahtera; (4) Pendidikan Berkualitas; (5) Kestetaraan Gender; (6) Air Bersih dan Sanitasi Layak; (7) Energi Bersih dan Terjangkau; (8) Pekerjaan Layak dan Pertumbuhan Ekonomi; (9) Industri, Inovasi dan Infrastruktur; (10) Berkurangnya Kesenjangan; (11) Kota dan Permukiman yang Berkelanjutan; (12) Konsumsi dan Produksi yang Bertanggung Jawab; (13) Penanganan Perubahan Iklim; (14) Ekosistem Lautan; (15) Ekosistem Daratan; (16) Perdamaian, Keadilan dan Kelembagaan yang Tangguh; (17) Kemitraan untuk Mencapai Tujuan.

In general, the 4 (four) main pillars cover the 17 Sustainable Development Goals, namely (1) No Poverty; (2) Zero Hunger; (3) Good Health and Well-Being; (4) Quality Education; (5) Gender Equality; (6) Clean Water and Sanitation; (7) Affordable and Clean Energy; (8) Decent Work and Economic Growth; (9) Industry, Innovation and Infrastructure; (10) Reduced Inequalities; (11) Sustainable Cities and Communities; (12) Responsible Consumption and Production; (13) Climate Action; (14) Life Below Water; (15) Life On Land; (16) Peace, Justice and Strong Institutions; (17) Partnership for the Goals.

Pilar TJSL BUMN



“Informasi mengenai tanggung jawab sosial dan lingkungan Perusahaan, secara komprehensif telah diungkapkan dalam Laporan Keberlanjutan Tahun 2022 yang disajikan secara terpisah, namun menjadi bagian yang tidak terpisahkan dari Laporan Tahunan ini”

“Information on the Company’s social and environmental responsibility has been disclosed comprehensively in the 2022 Sustainability Report, which is presented separately, but is an integral part of this Annual Report”

Dalam menjalankan program TJSL, Perusahaan berpedoman teguh sesuai dengan ketentuan yang ada pada TPB. Perusahaan berkeyakinan, perubahan positif yang dibuat dalam masyarakat akan mempunyai dampak berkelanjutan bagi generasi mendatang. PTPN III memiliki pandangan bahwa kegiatan program TJSL Perusahaan sebagai satu kesatuan yang tidak terpisahkan dari kegiatan operasional yang dijalankan. Sehingga, komitmen Perusahaan untuk terus mewujudkan tanggung jawab terhadap masyarakat dan lingkungannya direalisasikan melalui perilaku etis dan transparan yang berorientasi pada pembangunan berkelanjutan dan kesejahteraan masyarakat, yang dengan tetap memperhatikan harapan pemangku kepentingan serta senantiasa sejalan dengan peraturan perundang-undangan yang berlaku.

In carrying out the TJSL program, the Company is strongly guided by the provisions contained in the SDGs. The Company believes that positive societal changes will have a long-term impact on future generations. The Company also believes that the Company’s TJSL program activities are inseparable part of its operational activities. Thus, the Company’s commitment to continuing to fulfill its responsibilities to the community and the environment is realized through ethical and transparent behavior that is oriented towards sustainable development and community welfare, while taking stakeholder expectations into account as well as always in accordance with the prevailing laws and regulations.

Perusahaan berkomitmen untuk melaksanakan program dan kegiatan TJSL dengan berpedoman pada Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No. PER-6/MBU/09/2022 tentang perubahan atas Peraturan Menteri Badan Usaha Milik Negara nomor PER-05/MBU/04/2021 tanggal 20 April 2021 tentang Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara. Di mana pelaksanaan program dan kegiatan TJSL BUMN berorientasi pada pencapaian TPB serta berpedoman kepada ISO 26000 tentang Panduan Tanggung Jawab Sosial (*Guidance on Social Responsibility*)

The Company is committed to implementing TJSL programs and activities guided by the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-6/MBU/09/2022 concerning Amendments to the Regulation of the Minister of State-Owned Enterprises No. PER-05/MBU/04/2021 dated April 20, 2021 concerning the Social and Environmental Responsibility Program of State-Owned Enterprises. Where the implementation of TJSL programs and activities is oriented towards achieving SDGs and is guided by ISO 26000 concerning Guidelines on Social

sebagai panduan pelaksanaan program yang terdiri dari 7 (tujuh) ruang lingkup, dengan harapan pelaksanaan Program TJSL BUMN yang lebih terukur, berdampak dan berkelanjutan. Standar mutu ISO 26000 sendiri, pedoman yang dikeluarkan oleh International Organization for Standardization (ISO) pada 1 November 2010 ini memuat 7 (tujuh) subjek inti yang terkait dengan tanggung jawab sosial, yaitu:

1. Tata kelola organisasi (*organizational governance*): system pengambilan dan penerapan keputusan perusahaan dalam rangka pencapaian tujuannya;
2. Hak asasi manusia (*human rights*): hak dasar yang berhak dimiliki semua orang sebagai manusia, yang antara lain mencakup hak sipil, politik, ekonomi, sosial, dan budaya;
3. Praktik ketenagakerjaan (*labour practices*): segala kebijakan dan praktik yang terkait dengan pekerjaan yang dilakukan di dalam atau atas nama perusahaan;
4. Lingkungan (*the environment*): dampak keputusan dan kegiatan perusahaan terhadap lingkungan;
5. Prosedur operasi yang wajar (*fair operating procedures*): perilaku etis organisasi saat berhubungan dengan organisasi dan individu lain;
6. Isu konsumen (*consumer issues*): tanggung jawab perusahaan penyedia barang/jasa terhadap konsumen dan pelanggannya;
7. Pelibatan dan pengembangan masyarakat (*community involvement and development*): hubungan organisasi dengan masyarakat di sekitar wilayah operasinya.

ISO 26000 menerjemahkan TJSL sebagai tanggung jawab suatu organisasi atas dampak dari keputusan dan aktivitasnya terhadap masyarakat dan lingkungan. Hal itu direalisasikan melalui perilaku yang transparan dan etis yang konsisten dengan pembangunan berkelanjutan dan kesejahteraan masyarakat. Kegiatan TJSL juga dilakukan sesuai hukum yang berlaku dan konsisten dengan norma-norma internasional dengan tetap memperhatikan para pemangku kepentingan. Penerapan kegiatan ini dijalankan secara terintegrasi di seluruh aktivitas organisasi, dalam pengertian ini meliputi baik kegiatan, produk maupun jasa.

DASAR HUKUM DAN REFERENSI PENERAPAN TANGGUNG JAWAB SOSIAL PERUSAHAAN

Dasar pelaksanaan program Tanggung Jawab Sosial Perusahaan berlandaskan pada beberapa aspek hukum dan pendekatan, di antaranya:

1. Undang-undang No. 1 Tahun 1970 tentang Keselamatan Kerja;
2. Undang-Undang No. 8 Tahun 1999 mengenai Perlindungan Konsumen;
3. Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan;
4. Undang-Undang No. 19 tahun 2003 tentang BUMN (pasal 2) mengemukakan bahwa salah satu maksud dan tujuan pendirian BUMN adalah turut aktif memberikan bimbingan dan bantuan kepada pengusaha golongan ekonomi lemah, koperasi, dan masyarakat;
5. Undang-Undang No. 19 Tahun 2003 tentang BUMN (pasal 88) mengemukakan bahwa BUMN dapat menyisihkan sebagian laba bersihnya untuk keperluan pembinaan usaha kecil/koperasi serta pembinaan masyarakat sekitar BUMN;

Responsibility as a guide for program implementation which consists of 7 (seven) scopes, with the expectation that the implementation of the SOEs TJSL Program is more measurable, impactful and sustainable. The ISO 26000 quality standard, the guidelines issued by the International Organization for Standardization (ISO) on November 1, 2010, contains 7 (seven) core subjects related to social responsibility, namely:

1. Organizational governance: system for making and implementing company decisions in order to achieve its goals;
2. Human rights: basic rights which are entitled to all as human beings, which include, among other things, civil, political, economic, social and cultural rights;
3. Labor practices: all policies and practices related to work performed within or on behalf of the company;
4. Environment: impact of a company's decisions and activities on the environment;
5. Fair operating practices: ethical behavior of the organization when dealing with other organizations and individuals;
6. Consumer issues: responsibility of a company in providing goods/services to their consumers and customers;
7. Community involvement and development: organization's relationship with the communities around the areas of operations.

ISO 26000 defines TJSL as the responsibility of an organization for the impact of its decisions and activities on society and the environment. This is realized through transparent and ethical behavior which is consistent with sustainable development and community welfare. TJSL activities are also carried out in accordance with the applicable laws and consistent with international norms while paying attention to the interests of stakeholders. The implementation of this activity is conducted in an integrated manner in all organizational activities, in this sense; it includes activities, products and services.

LEGAL BASIS AND REFERENCES OF THE IMPLEMENTATION OF SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

The basis for implementing the Company's Social and Environmental Responsibility program includes several legal aspects and approaches, including:

1. Law No. 1 of 1970 concerning Occupational Safety;
2. Law No. 8 of 1999 concerning Consumer Protection;
3. Law No. 13 of 2003 concerning Manpower;
4. Law No. 19 of 2003 concerning State-Owned Enterprises/SOEs (article 2) states that one of the purposes and objectives of the establishment of SOE is to actively participate in providing guidance and assistance to entrepreneurs from low economic groups, cooperatives, and the community;
5. Law No. 19 of 2003 concerning State-Owned Enterprises/SOEs (article 88) states that SOEs can set aside part of their net income for the purposes of fostering small businesses/cooperatives and fostering the surrounding communities;



6. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas (pasal 74), yang berbunyi, "Perusahaan yang bergerak dalam bidang sumber daya alam wajib melaksanakan Tanggung Jawab Sosial dan Lingkungan yang dianggarkan dan diperhitungkan sebagai biaya perusahaan yang pelaksanaannya dilakukan dengan memperhatikan kepatutan dan kewajaran";
7. Undang-Undang No. 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup;
8. Peraturan Pemerintah No. 50 Tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja;
9. Peraturan Pemerintah No. 47 Tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan Perseroan Terbatas;
10. Peraturan Menteri BUMN No. PER-05/MBU/04/2021 tanggal 20 April 2021 tentang Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara, sebagaimana diubah melalui Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No. PER-6/MBU/09/2022 tanggal 15 September 2022.

UJI TUNTAS/DUE DILIGENCE TERHADAP DAMPAK SOSIAL, EKONOMI DAN LINGKUNGAN DARI KEGIATAN PERUSAHAAN

Perusahaan dalam melaksanakan program TJSL juga dimulai dari tahap perencanaan hingga evaluasi. Perencanaan program harus dibuat sesuai dengan rencana kebutuhan nyata pemangku kepentingan dengan mempertimbangkan kemampuan Perusahaan. Pelaksanaan program dilakukan bersama masyarakat, serta berkoordinasi dengan Pemerintah Daerah setempat, Lembaga Swadaya Masyarakat (LSM), organisasi massa dan Perguruan Tinggi, serta instansi terkait lainnya, dengan memperhatikan sosial budaya setempat, kondisi geografis dan kepentingan operasional Perusahaan. Dalam evaluasi program, Perusahaan melakukan pengukuran atas efektifitasnya program yang dijalankan agar dapat memberikan manfaat nyata dan nilai tambah, baik bagi Perusahaan sendiri maupun pemangku kepentingan yang disasar oleh program.

STAKEHOLDER PENTING YANG TERDAMPAK ATAU BERPENGARUH PADA DAMPAK DARI KEGIATAN PERUSAHAAN

Perusahaan dalam kegiatan usahanya berinteraksi dengan berbagai *stakeholder* baik secara langsung maupun tidak langsung berpengaruh atau terdampak dari kegiatan Perusahaan. Pemangku Kepentingan Perusahaan diidentifikasi berdasarkan tingkat kepentingan hubungan yang mempengaruhi kinerja Perusahaan, demikian juga sebaliknya. Perusahaan selalu berupaya untuk mengelola pelibatan para Pemangku Kepentingan guna meningkatkan nilai Perusahaan. Pemangku kepentingan yang berpengaruh atau terdampak dari kegiatan Perusahaan dapat terdiri dari Masyarakat, Pemerintah Pusat/Daerah, Legislatif, Media Massa, LSM/Ormas/NGO, Mitra Binaan, Investor, dan Pemegang Saham.

6. Law No. 40 of 2007 concerning Limited Liability Companies (article 74), which reads, "Companies engaged in the field of natural resources shall be required to carry out social and environmental responsibilities that are allocated and calculated as the Company's costs whose implementation shall be carried out with due regard to appropriateness and fairness";
7. Law No. 32 of 2009 concerning Environmental Protection and Management;
8. Government Regulation No. 50 of 2012 concerning the Implementation of Occupational Safety and Health Management System;
9. Government Regulation No. 47 of 2012 concerning Social and Environmental Responsibility of Limited Liability Companies;
10. Regulation of the Minister of SOEs No. PER-05/MBU/04/2021 dated April 20, 2021 concerning the Social and Environmental Responsibility Program of State-Owned Enterprises, as amended through the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-6/MBU/09/2022 dated September 15, 2022.

DUE DILIGENCE ON SOCIAL, ECONOMIC AND ENVIRONMENTAL IMPACTS OF THE COMPANY'S ACTIVITIES

The Company's implementation of the TJSL program also begins with the planning stage to the evaluation stage. Program planning must be made according to the stakeholders' plan for actual needs by considering the Company's ability. The program is conducted jointly with the community, and in coordination with the local Regional Government, Non-Governmental Organizations (NGOs), mass organizations and universities, as well as other relevant agencies, with due regard to local socio-cultural, geographical conditions and the Company's operational interests. In evaluating the program, the Company measures the effectiveness of the programs implemented in order to provide tangible benefits and added value, both to the Company and to the targeted stakeholders of the program.

IMPORTANT STAKEHOLDERS AFFECTED OR INFLUENCED BY THE IMPACTS OF THE COMPANY'S ACTIVITIES

In performing its business activities, the Company interacts with various stakeholders, which both directly and indirectly influenced or affected by the Company's activities. The Company's Stakeholders are identified based on the level of importance of the relationship affecting the Company's performance, and vice versa. The Company always strives to manage the Stakeholders' involvement to increase its value. Stakeholders who are influential or affected by the Company's activities may consist of the Community, Central/Local Government, Legislature, Mass Media, NGOs/Mass Organizations/NGOs, Fostered Partners, Investors, and Shareholders.

ISU-ISU PENTING SOSIAL EKONOMI DAN LINGKUNGAN TERKAIT DAMPAK KEGIATAN PERUSAHAAN

Dalam menentukan isu sosial, ekonomi dan lingkungan terkait dampak dari kegiatan Perusahaan, dilakukan melalui kajian berupa analisa dampak lingkungan dan sosial atas operasional Perusahaan. Isu penting tersebut kemudian dijadikan dasar bagi Perusahaan untuk memprioritaskan penanggulangannya dengan melakukan pendekatan-pendekatan manajemen. Pemetaan risiko dan pengelolaan dampak yang ditimbulkan dari kegiatan usaha Perusahaan terhadap aspek lingkungan, ekonomi, dan sosial adalah sebagai berikut:

IMPORTANT SOCIAL ECONOMIC AND ENVIRONMENTAL ISSUES RELATED TO THE IMPACT OF THE COMPANY'S ACTIVITIES

In determining social, economic and environmental issues related to the impact of the Company's activities, it is conducted through a study in the form of an environmental and social impact analysis towards Company's operations. This important issue is further used as the basis for the Company to prioritize its mitigation by taking management approaches. Mapping of risks and management of the impacts which are generated from the Company's business activities on environmental, economic and social aspects are as follows:

Aspek Aspect	Topik Topic	Isu Issue
Ekonomi Economy	Kinerja ekonomi Economic performance	Pertumbuhan kinerja keuangan perusahaan The Company's financial performance growth
	Anti korupsi Anti-corruption	Praktik anti korupsi yang dilakukan Anti-corruption practices implemented
	Dampak ekonomi tidak langsung Indirect economic impact	Keikutsertaan dalam pembangunan berkelanjutan Participation in sustainable development
Lingkungan Environment	Kepatuhan lingkungan Environmental compliance	Kesesuaian praktik pengelolaan lingkungan dengan regulasi yang berlaku Compliance of environmental management practices with the applicable regulations
	Energi Energy	Pengelolaan penggunaan energi Management of the use of energy
	Air Water	Penggunaan sumber dan volume air, serta penanganan air buangan Use of water source and volume, as well as waste water treatment
	Efluen dan limbah Effluent and waste	Pengelolaan limbah baik padat maupun B3 dimulai penampungan, transportasi hingga proses lebih lanjut Waste management, both solid and hazardous, from reservoirs, transportation and further processing
	Emisi Emission	Pengawasan dan pengelolaan atas buangan emisi yang dihasilkan Supervision and management of the generated emissions
	Keanekaragaman hayati Biodiversity	Minimalisasi dampak kegiatan terhadap keanekaragaman hayati wilayah kerja operasional Minimization of the impact of activities on the biodiversity in the operational work areas
	Kesehatan dan keselamatan kerja Occupational health and safety	Pengelolaan kegiatan operasional berlandaskan kesehatan dan keselamatan kerja Management of operating activities based on occupational health and safety
Sosial Social	Kepegawaian Employment/labor	Praktik ketenagakerjaan dan keberagaman Employment/labor practices and diversity
	Pelatihan dan pendidikan Education and training	Peningkatan kompetensi karyawan Employee competency development
	Penilaian sosial pemasok Social assessment of the suppliers	Seleksi mitra kerja operasional berdasarkan aspek kesehatan dan keselamatan kerja Selection of operating partners based on occupational health and safety aspects

STRATEGI DAN PROGRAM KERJA PERUSAHAAN DALAM MENANGANI ISU-ISU SOSIAL, EKONOMI DAN LINGKUNGAN

Isu-isu sosial, ekonomi dan lingkungan telah dikelola dengan baik oleh Perusahaan dengan dimilikinya rencana kerja dan anggaran yang relevan. Dalam membangun relasi dengan pemangku kepentingan, Perusahaan menggunakan dasar kedekatan (*proximity*) dan tingkat kepentingan (*level of interest*) sebagai dasar penentuan pemangku kepentingan Perusahaan. Secara internal, hubungan dibangun melalui berbagai saluran komunikasi untuk berinteraksi, seperti melalui surat elektronik (*surel*) dan rapat berkala. Secara

THE COMPANY'S STRATEGIES AND WORK PROGRAMS IN DEALING WITH SOCIAL, ECONOMIC AND ENVIRONMENTAL ISSUES

Social, economic and environmental issues are well managed by the Company with relevant work plans and budgets. In building relationships with stakeholders, the Company uses the proximity and level of interest as the basis for determining the Company's stakeholders. Internally, relationships are built through various communication channels to interact, such as through e-mail and periodic meetings. Externally, the Company engages with clients and other stakeholders through daily project activities. In addition,



eksternal, Perusahaan terlibat dengan klien dan pemangku kepentingan lainnya melalui kegiatan proyek sehari-hari. Selain itu, dalam strategi TJSL Perusahaan, juga lebih ditekankan pada upaya menciptakan manfaat bagi Perusahaan dan *stakeholders* dalam rangka membangun hubungan yang berkelanjutan dan memperkuat keberlanjutan pertumbuhan Perusahaan.

Adapun strategi dan program kerja Perusahaan dalam menangani isu-isu sosial, ekonomi dan lingkungan, adalah sebagai berikut:

1. Melakukan kegiatan operasi pasar minyak goreng guna mengatasi kelangkaan dan tingginya harga minyak goreng di masyarakat;
2. Dukungan Pengembangan UMK guna meningkatkan pemasaran dan daya saing di masyarakat;
3. Dukungan peningkatan lingkungan hidup guna menciptakan lingkungan yang bersih dan sehat;
4. Dukungan peningkatan pendidikan masyarakat guna menciptakan masyarakat yang kuat dan mandiri.

BERBAGAI PROGRAM YANG MELEBIHI TANGGUNG JAWAB MINIMAL PERUSAHAAN YANG RELEVAN DENGAN BISNIS YANG DIJALANKAN

Holding Perkebunan Nusantara PTPN III (Persero) membagi pelaksanaan kegiatan ke dalam beberapa sektor dalam menerapkan program TJSL di lingkup Perusahaan, khusus untuk CSR perusahaan mengkhhususkan pada 3 (tiga) aspek, yaitu: aspek lingkungan hidup; pengembangan sosial dan kemasyarakatan; serta pendidikan. Aspek inilah yang menjadi dasar pelaksanaan program TJSL yang dilakukan Perusahaan dalam menjalin hubungan harmonis untuk mencapai pertumbuhan yang berkelanjutan.

Sebagai Perusahaan yang bergerak dalam bidang Agrobisnis dan Agroindustri, kegiatan bisnis yang dilakukan Perusahaan, sangat berkaitan erat dengan sosial dan lingkungan terutama di area operasional. Perusahaan selalu berupaya untuk mencapai kualitas maksimal, dan tanggung jawab yang berkelanjutan pada setiap operasional yang dilaksanakan. Bagi Perusahaan, tanggung jawab untuk keberlanjutan mencakup komitmen untuk dapat memberikan *value* dan dampak positif bagi masyarakat sekitar area operasional khususnya bagi segenap para pemangku kepentingan.

Melalui Program TJSL Perusahaan, *Holding* Perkebunan Nusantara PTPN III (Persero) berkomitmen untuk mengintegrasikan program TJSL Perusahaan dengan bisnis perkebunan. Perusahaan menyadari bahwa pertumbuhan usaha tak lepas dari hubungan baik antara Perusahaan dengan masyarakat. Oleh karena itu, Perusahaan senantiasa berupaya menjaga dan membina hubungan baik tersebut, tidak terbatas untuk kepentingan bisnis saja, namun juga untuk memberikan dampak yang lebih luas kepada masyarakat secara umum.

the Company's TJSL strategy also emphasizes efforts to create benefits for the Company and stakeholders to build sustainable relationships and strengthening the Company's sustainable growth.

The Company's strategies and work programs in dealing with social, economic and environmental issues are as follows:

1. Conducting cooking oil market operation to overcome the scarcity and high price of cooking oil in the community;
2. Supporting the development of MSEs in order to increase marketing;
3. Supporting the improvement of the environment to create a clean and healthy environment;
4. Supporting the education improvement in the community to create a strong and independent community, and competitiveness in the community itself;

VARIOUS PROGRAMS BEYOND THE COMPANY'S MINIMUM RESPONSIBILITY WHICH RELEVANT TO THE BUSINESS

Holding Perkebunan Nusantara PTPN III (Persero) divides the TJSL program implementation into several sectors within the scope of the Company, specifically for Corporate Social Responsibility specializing in 3 (three) aspects, namely: environmental aspect; social and community development aspect; and education aspect. These aspects are the basis for the implementation of TJSL program implemented by the Company in establishing harmonious relationships to achieve sustainable growth.

As a company engaged in agribusiness and agro-industry, the business activities conducted by the Company are closely related to social and environmental issues, especially in the areas of operations. The Company always strives to achieve maximum quality, and responsibility for sustainability in every operation conducted. For the Company, the responsibility for sustainability includes a commitment to be able to provide value and positive impact to the communities surrounding the areas of operations, especially for all stakeholders.

Through the Company's TJSL program, *Holding* Perkebunan Nusantara PTPN III (Persero) is committed to integrating TJSL program with the plantation business. The Company realizes that business growth cannot be separated from the good relations between the Company and the community. Therefore, the Company always strives to maintain and foster good relations, not limited to business interests, but also to provide a broader impact on society in general.

PEMANGKU KEPENTINGAN SIGNIFIKAN YANG TERDAMPAK ATAU BERPENGARUH ATAS DAMPAK DARI KEGIATAN PERUSAHAAN

Perusahaan menyadari perlunya berinteraksi dengan berbagai pemangku kepentingan baik secara langsung maupun tidak langsung berpengaruh atau terdampak dari kegiatan usaha. Pemangku kepentingan Perusahaan diidentifikasi berdasarkan tingkat kepentingan hubungan yang mempengaruhi kinerja Perusahaan, demikian juga sebaliknya. Perusahaan selalu berupaya untuk mengelola pelibatan para pemangku kepentingan guna meningkatkan nilai Perusahaan. Pemangku kepentingan yang berpengaruh atau terdampak dari kegiatan Perusahaan dapat dijabarkan sebagai berikut:

Pemangku Kepentingan Stakeholders	Bentuk Pelibatan Form of Involvement	Pengaruh/Dampak dari Kegiatan Perusahaan Influence/Impact of the Company's Activities
Pemegang Saham Shareholder	RUPS, Laporan Kinerja GMS, Performance Report	Peningkatan kinerja dan peningkatan nilai Perusahaan serta dukungan pada kepentingan Pemegang Saham The Company's improved performance and increased values as well as support for the interests of Shareholders
Karyawan Employee	Serikat Karyawan, Perjanjian Kerja Bersama, Pendidikan dan Pelatihan Workers Union, Collective Labor Agreement, Education and Training	Terjaminnya kesejahteraan karyawan beserta keluarganya; Suasana kerja yang kondusif, sehat, dan aman; jenjang karir dan penilaian kinerja yang adil dan transparan; pemenuhan hak-hak karyawan; meningkatkan efektivitas hubungan manajemen dan karyawan Employees' welfare and their families are guaranteed; A conducive, healthy and safe work environment; career path and fair and transparent performance assessment; fulfillment of employee rights; improve the effectiveness of management and employee relations
Pemerintah Government	Kepatuhan terhadap Peraturan; Kesehatan Perusahaan; Compliance with the Regulations; the Company's Soundness	Kontribusi ekonomi pada Pemerintah (pajak dan kegiatan peningkatan ekonomi masyarakat melalui kegiatan PKBL dan CSR) Economic contribution to the Government (tax) and community economic improvement activities through Partnership and Community Development Program (PKBL) and Corporate Social Responsibility (CSR) activities
Masyarakat Community	Kegiatan PKBL dan <i>Corporate Social Responsibility</i> , meliputi program pendidikan, pelatihan dan pengembangan, serta program sosial ekonomi lainnya Partnership and Community Development Program (PKBL) and Corporate Social Responsibility (CSR) activities, including education, training, and development program, as well as other social economic programs	Dapat meningkatkan perekonomian masyarakat seiring dengan pemberdayaan masyarakat secara berkelanjutan melalui pembangunan kesejahteraan masyarakat, baik fisik maupun non-fisik. Able to enhance the community's economy in accordance with sustainable community empowerment through the development of community welfare, both physical and non-physical.
Konsumen/Pelanggan Consumer/ Customer	Survei Kepuasan Pelanggan, dan program <i>engagement</i> lainnya Customer satisfaction survey and other engagement programs	Peningkatan fasilitas atas produk-produk Perusahaan yang dapat memberikan kenyamanan dan kualitas hidup lebih baik Improved facilities for the Company's products that may provide comfort and better quality of life
Rekanan Partner	Kontrak dan Perjanjian Kerja Sama, Proses Operasional Contracts and Cooperation Agreements, Operating Processes	Proses pengadaan yang adil dan transparan; Proses evaluasi yang objektif; Hubungan yang harmonis; Fair and transparent procurement process; Objective evaluation process; Harmonious relationship
Media Massa Mass Media	Siaran Pers/Keterbukaan Informasi Release/Information transparency	Memperoleh akses informasi yang akurat dan terkini Obtaining access to accurate and up-to-date information

ORGANISASI, PENANGGUNG JAWAB DAN PENGELOLA

Untuk dapat melaksanakan keseluruhan program TJSL Perusahaan di lingkup *Holding* Perkebunan Nusantara PTPN III (Persero), pelaksanaan keseluruhan program ini terbagi dalam beberapa Unit/Divisi dengan tanggung jawab yang sesuai dengan kategori program.

SIGNIFICANT STAKEHOLDERS INFLUENCED OR AFFECTED BY THE IMPACT OF THE COMPANY'S ACTIVITIES

The Company recognizes the need to interact with various stakeholders, either directly and indirectly, influenced or impacted by its business activities. The Company's stakeholders are identified based on the level of importance of the relationship that affects the Company's performance, and vice versa. The Company always strives to manage the involvement of stakeholders in order to increase the value of the Company. Stakeholders who are influenced or affected by the Company's activities can be described as follows:

ORGANIZATION, PERSON IN CHARGE AND MANAGER

In implementing the Company's entire TJSL program within the scope of *Holding* Perkebunan Nusantara PTPN III (Persero), the implementation is divided into several Units/Divisions with responsibilities which correspond to the program category.



Adapun susunan pengurus program Tanggung Jawab Sosial Perusahaan di lingkup Perusahaan adalah sebagai berikut:

1. Kepala Divisi Sekretariat Perusahaan;
2. Kepala Sub Divisi Tanggung Jawab Sosial dan Lingkungan;
3. Asisten Perencanaan dan Strategi TJSL;
4. *Officer Data Support*.

RENCANA DAN REALISASI ANGGARAN PROGRAM TJSL

Sepanjang tahun 2022, Perusahaan telah mengalokasikan dana untuk program TJSL Perusahaan (Non-PUMK) sebesar Rp126.019.101.725,- dari anggaran Tahun 2022 sebesar Rp185.295.875.854,-

The composition of the management of the Company's TJSL program is as follows:

1. Head of Corporate Secretariat Division
2. Head of Social and Environmental Responsibility Sub-Division;
3. Assistant of TJSL's Planning and Strategy;
4. Data Support Officer.

TJSL PROGRAM BUDGET PLAN AND REALIZATION

Throughout 2022, the Company has allocated funds for the Company's TJSL (Non-MSE Funding) program in the amount of IDR126,019,101,725 from the 2022 budget of IDR185,295,875.854
CORPORATE RESPONSIBILITY TO THE ENVIRONMENT

TANGGUNG JAWAB PERUSAHAAN LINGKUP LINGKUNGAN HIDUP CORPORATE RESPONSIBILITY TO THE ENVIRONMENT

RUMUSAN, KOMITMEN DAN KEBIJAKAN TANGGUNG JAWAB PERUSAHAAN TERKAIT LINGKUNGAN

Aktivitas bisnis yang dilakukan Perusahaan dapat memberikan dampak bagi lingkungan. Untuk itu, Perusahaan secara proaktif membina budaya tanggung jawab lingkungan tidak saja terhadap karyawan tetapi juga meliputi masyarakat pada umumnya. Sekalipun kegiatan usaha Perusahaan tidak berdampak langsung terhadap lingkungan hidup, namun Perusahaan memiliki komitmen kuat untuk ikut terlibat pada upaya memelihara kelestarian lingkungan baik secara langsung maupun tidak langsung.

Kebijakan Perusahaan terkait pengelolaan dan perlindungan lingkungan hidup diwujudkan dalam bentuk himbauan, maklumat dan peraturan Perusahaan dalam rangka meminimalisir dampak operasional Perusahaan terhadap lingkungan hidup. Perusahaan turut berpartisipasi dalam mencegah perubahan iklim dan pemanasan global melalui pengelolaan operasional yang ramah lingkungan.

Sebagai langkah upaya dalam mencegah terjadinya pencemaran lingkungan ke area masyarakat, Perusahaan senantiasa mengatur, mengolah dan mempergunakan lingkungan sebaik-baiknya. Hal ini dilakukan tidak hanya untuk menguntungkan dan meningkatkan efisiensi bisnis Perusahaan, tetapi juga menghindari kemungkinan terjadinya kerusakan lingkungan yang berdampak negatif bagi para warga ataupun komunitas yang menetap atau bertempat tinggal di sekitar area lingkungan Perusahaan. Selama tahun 2022, tidak terdapat pengaduan dari *stakeholder* terkait dengan pencemaran lingkungan, sehingga tidak ada informasi tentang dampak dan risiko lingkungan penting yang terkait secara langsung atau tidak langsung dengan Perusahaan.

PENERAPAN INISIATIF: PROGRAM DAN KEGIATAN YANG DILAKUKAN TERKAIT TANGGUNG JAWAB PERUSAHAAN TERHADAP LINGKUNGAN

Sebagai bagian dari perusahaan publik di Tanah Air, PTPN III (Persero) yang bergerak di bidang agribisnis dan agroindustri berkomitmen untuk turut serta menjaga kelestarian lingkungan, sekaligus mendorong peningkatan daya dukung lingkungan untuk menopang terwujudnya pembangunan berkelanjutan. Dalam konteks pemeliharaan lingkungan dan peningkatan daya dukung

FORMULATION, COMMITMENT AND POLICY OF CORPORATE RESPONSIBILITY TO THE ENVIRONMENT

The Company's business activities may have an impact on the environment. Therefore, the Company proactively fosters a culture of environmental responsibility not only for employees but also for the community. Even though the Company's business activities do not have direct impact on the environment, the Company has a strong commitment to be involved in efforts to preserve the environment both directly and indirectly.

The Company's policies related to management and protection of the environment are implemented in the form of appeals, announcements and corporate regulations in order to minimize the impact of its operations on the environment. The Company participates in preventing climate change and global warming through environmentally friendly operational management.

In order to prevent the occurrence of environmental pollution to the community areas, the Company consistently regulates, processes and uses the environment as well as possible. This is conducted not only to benefit and improve the efficiency of the Company's business, but also to avoid the possibility of environmental damage, which negatively impacts people or communities living in the surrounding environment of the Company. During 2022, there were no complaints from stakeholders related to environmental pollution, so there was no information on significant environmental impacts and risks directly or indirectly related to the Company.

IMPLEMENTATION OF INITIATIVES: CORPORATE RESPONSIBILITY PROGRAMS AND ACTIVITIES RELATED TO THE ENVIRONMENT

PT Perkebunan Nusantara III (Persero), a public company in Indonesia engaged in agribusiness and agro-industry, is committed to participating in environmental preservation while also encouraging an increase in the carrying capacity of the environment to support the realization of sustainable development. Business actors and corporations are among the stakeholders who



lingkungan, pelaku usaha dan korporasi merupakan salah satu pemangku kepentingan yang dituntut untuk turut berkontribusi. Terlebih lagi jika dalam operasional usahanya, korporasi tersebut memberikan dampak secara langsung bagi lingkungan, termasuk mengubah bentang alam. Untuk mendapatkan hasil terbaik, kontribusi tersebut perlu disinergikan dengan pemangku kepentingan yang lain, terutama pemerintah dan masyarakat.

Dukungan dan komitmen PTPN III (Persero) terhadap kelestarian dan peningkatan daya dukung lingkungan berpedoman pada berbagai regulasi di antaranya:

1. Undang-Undang No. 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup (UU No. 32/2009), yang diubah dengan Undang-Undang No. 11 Tahun 2021 tentang Cipta Kerja
2. Undang-Undang Republik Indonesia No. 3 Tahun 2014 tentang Perindustrian
3. Undang-Undang Republik Indonesia Nomor 30 Tahun 2007 tentang Energi;
4. Peraturan Pemerintah Republik Indonesia Nomor 101 Tahun 2014 tentang Pengelolaan Limbah Bahan Berbahaya dan Beracun;
5. Peraturan Pemerintah Republik Indonesia Nomor 27 Tahun 2012 tentang Izin Lingkungan;
6. Peraturan Pemerintah No. 20 Tahun 1990 tentang Pengendalian Pencemaran Air;
7. Keputusan Menteri Negara Lingkungan Hidup Nomor 111 Tahun 2003 tentang Pedoman Mengenai Syarat dan Tata Cara Perizinan serta Pedoman Kajian Pembuangan Air Limbah ke Air atau Sumber Air;
8. Peraturan Menteri Negara Lingkungan Hidup Nomor 01 Tahun 2010 tentang Tata Laksana Pengendalian Pencemaran Air.

Selain berbagai regulasi tersebut di atas, Perusahaan juga mengadopsi berbagai sertifikasi sebagai komitmen untuk melaksanakan usaha berkelanjutan. Sertifikasi nasional dan internasional yang diadopsi antara lain:

1. RSPO (*Roundtable on Sustainable Palm Oil*) memberikan keyakinan bahwa produk sawit dan turunannya merupakan produk yang berkelanjutan.
2. ISPO (*Indonesian Sustainable Palm Oil*) merupakan sertifikasi *mandatory* dan mampu meningkatkan daya saing produk sebagai produk ramah lingkungan, pengurangan karbon (*decarbonization*) dan perhatian produsen pada isu-isu lingkungan lain.
3. ISO 9001 (*Quality Management System*) merupakan upaya Perusahaan dalam menjamin kualitas dan mutu produk untuk menjaga kepercayaan pelanggan.
4. ISO 14001 (*Environmental Management System*) memberikan manfaat pada aspek lingkungan seperti mengatasi risiko lingkungan yang mungkin timbul karena kegiatan Perusahaan..
5. ISCC (*International Sustainability and Carbon Certification*) merupakan sertifikasi untuk biomassa dan bioenergi.
6. *Rainforest Alliance* merupakan sertifikasi untuk keberlanjutan produksi dengan melihat aspek masyarakat sekitar hutan, petani, pasar komoditas, untuk keberlanjutan usaha.
7. PROPER (Program Penilaian Peringkat Kinerja Perusahaan dalam Pengelolaan Lingkungan Hidup) yaitu program pengawasan terhadap industri yang dilakukan oleh Kementerian Lingkungan Hidup dan Kehutanan Republik Indonesia dengan tujuan mendorong ketaatan industri terhadap peraturan lingkungan hidup.

are obligated to contribute to the environment's preservation and strengthening of carrying capacity. Moreover, if a company's business operations have a direct impact on the environment, such as altering the landscape. To achieve the best results, these contributions need to be synergized with other stakeholders, particularly the government and the community.

PT Perkebunan Nusantara III (Persero)'s support and commitment to sustainability and strengthening of environmental carrying capacity are guided by the following regulations:

1. Law No. 32 of 2009 concerning Environmental Protection and Management (Law No. 32/2009), which was amended by Law No. 11 of 2021 concerning Job Creation
2. Law of the Republic of Indonesia No. 3 of 2014 concerning Industry
3. Law of the Republic of Indonesia No. 30 of 2007 concerning Energy;
4. Government Regulation of the Republic of Indonesia No. 101 of 2014 concerning Management of Hazardous and Toxic Waste;
5. Government Regulation of the Republic of Indonesia No. 27 of 2012 concerning Environmental Permits;
6. Government Regulation No. 20 of 1990 concerning Water Pollution Control;
7. Decree of the State Minister of the Environment No. 111 of 2003 concerning Guidelines for Terms and Procedures for Licensing and Guidelines for the Study of Disposal of Wastewater into Water or Water Sources;
8. Regulation of the State Minister of the Environment No. 01 of 2010 concerning Water Pollution Control Management.

In addition to the various regulations mentioned above, the Company has also adopted various certifications as a commitment to conduct a sustainable business. National and international certifications adopted include:

1. RSPO (*Roundtable on Sustainable Palm Oil*) provides confidence that palm products and their derivatives are sustainable products;
2. ISPO (*Indonesian Sustainable Palm Oil*) is a mandatory certification and is able to increase product competitiveness as environmentally friendly products, reduce carbon (*decarbonization*) and producers' attention to other environmental issues.
3. ISO 9001 (*Quality Management System*) is the Company's efforts to ensure product quality to maintain customer trust;
4. ISO 14001 (*Environmental Management System*) provides benefits on environmental aspects such as overcoming environmental risks that may arise due to the Company's activities;
5. ISCC (*International Sustainability and Carbon Certification*) is a certification for biomass and bioenergy;
6. *Rainforest Alliance* is a certification for sustainable production by looking at aspects of communities surrounding the forest, farmers, commodity markets, for business sustainability.
7. PROPER (Company Performance Rating Assessment Program in Environmental Management) is an industrial monitoring program conducted by the Ministry of Environment and Forestry of the Republic of Indonesia with the purpose of encouraging industrial compliance with environmental regulations.

Seiring dengan implementasi berbagai regulasi di atas, komitmen terhadap lingkungan juga diwujudkan PTPN III (Persero) dengan menerapkan operasional kantor yang ramah lingkungan. Langkah nyata yang dilakukan antara lain melakukan pengelolaan energi, emisi, air, air limbah, dan berbagai jenis limbah dengan sebaik-baiknya sesuai dengan prinsip 3R (*Reduce, Reuse & Recycle*).

MEKANISME PENGADUAN MASALAH LINGKUNGAN

Perusahaan telah menyusun mekanisme pengaduan masalah lingkungan terkait kegiatan usaha yang dilakukan. Upaya ini dilakukan untuk mengontrol tingkat kenyamanan masyarakat sekitar akibat kegiatan usaha yang dilakukan oleh Perusahaan. Secara umum berbagai keluhan mengenai dampak kegiatan operasional terhadap lingkungan dapat dibagi pada dua area. Untuk area operasi, keluhan dapat disampaikan langsung kepada pimpinan yang bertanggung jawab pada *site*. Sementara untuk area kantor pusat, dapat disampaikan langsung kepada pengelola gedung.

INFORMASI TENTANG PENGADUAN MASALAH LINGKUNGAN

Sepanjang 2022, tidak terdapat keluhan yang disampaikan masyarakat maupun pihak ketiga atas pengelolaan limbah yang dilakukan Perusahaan baik di wilayah operasi maupun kantor pusat.

SERTIFIKASI TANGGUNG JAWAB BIDANG LINGKUNGAN

Sertifikasi RSPO / ISPO Pabrik Kelapa Sawit PTPN III (Persero) yang Masih Berlaku di Tahun 2022 Valid Palm Oil Mills RSPO/ISPO Certifications of PTPN III (Persero) in 2022

Nama PKS Name of Palm Oil Mills (PKS)	Status Sertifikasi Status of Certification		
	RSPO/ ISPO	No. Sertifikat Certificate No.	Kadaluarsa Validity Period
PKS Aek Nabara Selatan (PARAS)	RSPO	82450214024	22/05/2024
	ISPO	MUTU-ISPO/183	21/08/2024
PKS Aek Torop (PATOR)	RSPO	82450214002	16/06/2024
	ISPO	824 501 19061	15/09/2025
PKS Aek Raso (PPARO)	RSPO	82450214003	29/06/2024
	ISPO	824 501 19062	06/10/2025
PKS Sisumut (PSSUT)	RSPO	82450216053	14/10/2025
	ISPO	ISPO 00057	15/09/2025
PKS Rambutan (PRBTN)	RSPO	82450216041	31/08/2026
	ISPO	82450117034	26/07/2023
PKS Torgamba (PTORA)	RSPO	82450216043	06/09/2026
	ISPO	MUTU-ISPO/218	10/08/2025
PKS Sei Daun (PSDAN)	RSPO	82450216044	07/09/2026
	ISPO	MUTU-ISPO/219	10/08/2025
PKS Sei Meranti (PSMTI)	RSPO	82450216050	13/10/2026
PKS Sei Silau (PSSIL)	RSPO	82450217058	02/04/2027
PKS Sei Baruhur (PSBAR)	RSPO	82450217081	11/04/2023
	ISPO	ISPO 00056	15/09/2025

Along with the implementation of the various regulations above, a commitment to environmental sustainability is also implemented by PTPN III (Persero) through environmentally friendly office operations. Concrete actions have been taken to manage energy, emissions, water, waste water, and various types of waste as efficiently as possible in accordance with the 3R principles (*Reduce, Reuse, and Recycle*).

COMPLAINTS MECHANISM FOR ENVIRONMENTAL ISSUES

The Company has developed a mechanism for complaints on environmental issues related to the business activities which are conducted. This effort was made to control the comfort level of the surrounding community due to the implementation of the Company's business activities. In general, various complaints regarding the impact of operational activities on the environment may be divided into two areas. For the operating area, complaints can be submitted directly to the leader who is responsible for the site. While for the head office area, it can be delivered directly to the building manager.

INFORMATION REGARDING COMPLAINTS ON ENVIRONMENTAL ISSUES

Throughout 2022, there were no complaints made by the public or third parties regarding waste management conducted by the Company both in the areas of operations and head office.

CERTIFICATIONS OF CORPORATE RESPONSIBILITY RELATED TO THE ENVIRONMENT



Sertifikasi RSPO / ISPO Pabrik Kelapa Sawit PTPN III (Persero) yang Masih Berlaku di Tahun 2022

Valid Palm Oil Mills RSPO/ISPO Certifications of PTPN III (Persero) in 2022

Nama PKS Name of Palm Oil Mills (PKS)	Status Sertifikasi Status of Certification		
	RSPO/ ISPO	No. Sertifikat Certificate No.	Kadaluarsa Validity Period
PKS Sei Mangkei (PSMKI)	RSPO	82450217069	20/05/2023
	ISPO	82450115010	25/05/2025
PKS Hapesong (PHPSG)	RSPO	82450220122	24/10/2025
	ISPO	824 501 19064	11/11/2026
PKO Sei Mangkei (PKSMK)	RSPO	82450314007	06/01/2025

Sertifikasi RSPO / ISPO Rantai Pasok PTPN III (Persero) yang Masih Berlaku di Tahun 2022

Valid Supply Chain RSPO/ISPO Certifications of PTPN III (Persero) in 2022

Nama PKS Name of Palm Oil Mills (PKS)	Rantai Pasok Supply Chain	Status Sertifikasi Status of Certification		
		RSPO/ ISPO	No. Sertifikat Certificate No.	Kadaluarsa Validity Period
	Kebun Aek Nabara Selatan	RSPO	82450214024	22/05/2024
		ISPO	MUTU-ISPO/183	21/08/2024
	Kebun Rantau Prapat	RSPO	82450214024	22/05/2024
		ISPO	MUTU-ISPO/225	09/09/2025
Aek Nabara Selatan	Kebun Merbau Selatan	RSPO	82450214024	22/05/2024
		ISPO	MUTU-ISPO/186	21/08/2024
	Kebun Membang Muda	RSPO	82450214024	22/05/2024
		ISPO	MUTU-ISPO/185	21/08/2024
	Kebun Labuhan Haji	RSPO	82450214024	22/05/2024
		ISPO	MUTU-ISPO/184	21/08/2024
	Kebun Sei Silau	RSPO	82450217058	02/04/2027
		ISPO	MUTU-ISPO/190	21/08/2024
Sei Silau	Kebun Pulau Mandi	RSPO	82450217058	02/04/2027
		ISPO	MUTU-ISPO/188	21/08/2024
	Kebun Ambalutu	RSPO	82450217058	02/04/2027
		ISPO	MUTU-ISPO/187	21/08/2024
	Kebun Huta Padang	RSPO	82450217058	02/04/2027
		ISPO	MUTU-ISPO/189	21/08/2024
Aek Torop	Kebun Bandar Selamat	RSPO	82450217058	02/04/2027
		ISPO	MUTU-ISPO/189	21/08/2024
	Kebun Aek Torop	RSPO	82450214002	16/06/2024
		ISPO	824 501 19061	15/09/2025
Aek Raso	Kebun Aek Raso	RSPO	82450214003	29/06/2024
		ISPO	824 501 19062	06/10/2025
Sei Daun	Kebun Sei Daun	RSPO	82450216044	07/09/2026
		ISPO	MUTU-ISPO/219	10/08/2025
	Kebun Bukit Tujuh	RSPO	82450216044	07/09/2026
		ISPO	MUTU-ISPO/218	10/08/2025
Torgamba	Kebun Torgamba	RSPO	82450216043	06/09/2026
		ISPO	MUTU-ISPO/218	10/08/2025
Sei Meranti	Kebun Sei Meranti	RSPO	82450216050	13/10/2026

Sertifikasi RSPO / ISPO Rantai Pasok PTPN III (Persero) yang Masih Berlaku di Tahun 2022
Valid Supply Chain RSPO/ISPO Certifications of PTPN III (Persero) in 2022

Nama PKS Name of Palm Oil Mills (PKS)	Rantai Pasok Supply Chain	Status Sertifikasi Status of Certification		
		RSPO/ ISPO	No. Sertifikat Certificate No.	Kadaluarsa Validity Period
Sisumut	Kebun Sisumut	RSPO	82450216053	14/10/2025
		ISPO	ISPO 00057	15/09/2025
	Kebun Aek Nabara Utara	RSPO	82450216053	14/10/2025
		ISPO	ISPO 00059	15/09/2025
Rambutan	Kebun Tanah Raja	RSPO	82450216041	31/08/2026
		ISPO	82450117034	26/07/2023
	Kebun Rambutan	ISPO	824 501 20072	21/01/2027
		Kebun Silau Dunia	RSPO	82450216041
	ISPO		82450117034	26/07/2023
	Kebun Gunung Monako	ISPO	82450117034	26/07/2023
		Kebun Sarang Giting	RSPO	82450216041
	ISPO		82450117034	26/07/2023
Sei Baruhur	Kebun Sei Putih	RSPO	82450216041	31/08/2026
		ISPO	82450117034	26/07/2023
	Kebun Sei Baruhur	RSPO	82450217081	11/04/2023
		ISPO	ISPO 00056	15/09/2025
Kebun Sei Kebara	RSPO	82450217081	11/04/2023	
	ISPO	ISPO 00058	15/09/2025	
Sei Mangkei	Kebun Dusun Hulu	RSPO	82450217069	20/05/2023
		ISPO	82450115010	25/05/2025
	Kebun Bangun	RSPO	82450217069	20/05/2023
		ISPO	82450121075	25/05/2025
	Kebun Gunung Para	RSPO	82450217069	20/05/2023
		ISPO	82450121077	25/05/2025
	Kebun Gunung Pamela	RSPO	82450217069	20/05/2023
		ISPO	82450121076	25/05/2025
Kebun Sei Dadap	RSPO	82450217069	20/05/2023	
	ISPO	MUTU-ISPO/191	21/08/2024	
Hapesong	Kebun Hapesong	RSPO	82450220122	24/10/2025
		ISPO	824 501 19064	11/11/2026
	Kebun Batang Toru	RSPO	82450220122	24/10/2025
		ISPO	824 501 19071	13/01/2026



TANGGUNG JAWAB SOSIAL PERUSAHAAN LINGKUP KETENAGAKERJAAN, KESEHATAN, DAN KESELAMATAN KERJA CORPORATE SOCIAL RESPONSIBILITY TO EMPLOYMENT, OCCUPATIONAL HEALTH AND SAFETY

RUMUSAN, KOMITMEN DAN KEBIJAKAN TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT KETENAGAKERJAAN, KESEHATAN DAN KESELAMATAN KERJA

Perusahaan memandang pentingnya Sumber Daya Manusia (SDM) sebagai fondasi utama dari seluruh dimensi operasional dan bisnis yang dijalankan. Dengan menitikberatkan pada SDM, Perusahaan mengupayakan pemenuhan CSR di bidang Ketenagakerjaan, Kesehatan dan Keselamatan Kerja dengan harapan dapat menyelenggarakan suasana kerja yang kondusif, yang pada akhirnya dapat mendorong produktivitas.

Perusahaan juga membuka kesempatan lapangan kerja bagi seluruh lapisan masyarakat yang sesuai dengan kriteria yang dibutuhkan Perusahaan. Selain itu, Perusahaan juga memberikan kesempatan bagi masyarakat sekitar lokasi Perusahaan untuk menjadi karyawan Perusahaan sesuai dengan kualifikasi yang dibutuhkan. Perusahaan juga terus memberikan perhatian besar kepada kesejahteraan karyawan, termasuk dalam memenuhi hak-haknya, baik dari segi kompensasi dan manfaat maupun kebebasan berserikat.

LINGKUP DAN PERUMUSAN TANGGUNG JAWAB SOSIAL ASPEK KETENAGAKERJAAN, KESEHATAN DAN KESELAMATAN KERJA

Pemangku kepentingan yang memiliki dampak atas tanggung jawab pada aspek K3 adalah karyawan Perusahaan. Lingkup dampak meliputi kesejahteraan, pemenuhan hak-hak, pemantauan K3 dalam pelaksanaan proyek, serta pengelolaan kompetensi pribadi.

Sistem rekrutmen dan promosi di lingkup Perusahaan memberikan kesempatan yang sama kepada semua Warga Negara Republik Indonesia untuk dapat diterima menjadi karyawan Perusahaan. Demikian juga halnya dalam pengembangan karier, sistem pengembangan Sumber Daya Manusia (SDM) yang berlaku di internal Perusahaan memberikan kesempatan yang sama kepada setiap karyawan untuk dipromosikan ke jabatan yang lebih tinggi. *Holding Perkebunan* melibatkan seluruh tenaga kerjanya untuk meningkatkan kesehatan, keselamatan, keamanan dan ergonomis tempat kerja melalui:

FORMULATION, COMMITMENT AND POLICY OF CORPORATE SOCIAL RESPONSIBILITY TO EMPLOYMENT, OCCUPATIONAL HEALTH AND SAFETY

The Company considers the importance of Human Resources (HR) as the main foundation of its entire operational and business dimensions. By focusing on HR, the Company strives for the fulfillment of CSR related to Employment, Occupational Health and Safety, with the expectation to create a conducive work atmosphere, which in turn shall encourage productivity.

The Company also opens employment opportunities for all levels of society which fulfill the criteria required by the Company. In addition, the Company also provides opportunities for people surrounding the locations to become employees of the Company in accordance with the required qualifications. The Company also continues to pay great attention to the welfare of employees, including the fulfillment of their rights, both in terms of compensation and benefits as well as freedom of association.

SCOPE AND FORMULATION OF SOCIAL RESPONSIBILITY TO EMPLOYMENT, OCCUPATIONAL HEALTH AND SAFETY ASPECT

Stakeholders who have impact on the responsibilities related to Employment, Occupational Health and Safety (OHS) Aspect are the Company's employees. The scope of impact includes welfare, fulfillment of rights, OHS monitoring in project implementation, as well as management of personal competence.

The recruitment and promotion system within the Company provides equal opportunities to all Citizens of the Republic of Indonesia to be accepted as employees of the Company. Similarly, in career development, the Human Resources (HR) development system which applies internally in the Company provides equal opportunities for each employee to be promoted to a higher position. *Holding Perkebunan* involves all workers to improve the health, safety, security and ergonomics of the workplace through:

1. Pembentukan P2K3 (Manajemen, karyawan dan Serikat Pekerja);
2. Sosialisasi prosedur, peraturan dan hak/ kewajiban;
3. Pemberian Alat Pelindung Diri (APD) seperti *earplug*, sarung tangan, masker, sepatu, helm dll;
4. Pemenuhan kualifikasi, perizinan para personil dan peralatan sesuai ketentuan perundangan yang berlaku;
5. Memberikan pelatihan (OJT, Seminar, dan lain- lain) SMK3 kepada karyawan;
6. Pemeriksaan berkala kesehatan karyawan yang terlibat langsung dengan penggunaan Bahan Berbahaya Beracun (B3) dan lokasi kerja berbahaya;
7. Pemeriksaan sarana dan prasarana perusahaan;
8. Pemeriksaan dan uji lingkungan kerja, seperti tingkat kebisingan, *humidity*, dll;
9. Pemberian *extra fooding* untuk karyawan yang bekerja dengan bahan kimia, radiasi (komputer, dll);
10. Pemenuhan peralatan tanggap darurat;
11. Pemasangan rambu peringatan di lokasi kerja;
12. Rapat-rapat pengurus P2K3 secara rutin dan berkala untuk membahas efektivitas penyelesaian permasalahan, keluhan dan masukan karyawan serta kinerja keseluruhan SMK3;
13. Memberikan pelatihan Hyperkes bagi para dokter PTPN III (Persero);
14. Memberikan pelatihan satpam secara profesional oleh lembaga eksternal Kepolisian;
15. Penataan tempat kerja sesuai dengan ergonomika dan alur kerja, misal tata ruang Pabrik Kelapa Sawit.

RENCANA DAN TARGET KEGIATAN DI TAHUN 2022

Perusahaan telah menyusun rencana program tanggung jawab sosial Perusahaan terkait ketenagakerjaan, kesehatan dan keselamatan kerja setiap tahunnya. Di tahun 2022, Perusahaan telah menerapkan rencana atau program terkait ketenagakerjaan, keselamatan dan kesehatan kerja, melalui berbagai kebijakan yang diantaranya adalah melalui Sertifikasi seluruh Kebun/Unit dalam hal implementasi Sistem Manajemen Keselamatan dan Kesehatan Kerja sesuai dengan Peraturan Pemerintah No. 50 Tahun 2012 tentang Sistem Manajemen Keselamatan dan Kesehatan Kerja.

Di sisi lain, dalam mengelola karyawan, Perusahaan mengacu pada peraturan ketenagakerjaan yang berlaku, khususnya Undang-Undang No. 13 tahun 2003 tentang Ketenagakerjaan, yang telah diubah melalui Undang-Undang UU No. 11 Tahun 2020 tentang Cipta Kerja. Selain itu, Perseroan juga mengadopsi praktik-praktik ketenagakerjaan terbaik yang umum dilakukan di Indonesia, mulai perencanaan, seleksi dan perekrutan, manajemen karir, remunerasi, hingga jaminan sosial dan pensiun. Praktik dan pengelolaan seperti itu dilakukan sebagai komitmen Perusahaan dalam menegakkan hak dan kewajiban di bidang ketenagakerjaan sehingga terwujud hubungan industrial yang harmonis.

1. Establishment of P2K3 (Management, Employees and Workers Union);
2. Socialization of procedures, regulations and rights/obligations;
3. Provision of Personal Protective Equipment (PPE) such as earplugs, gloves, masks, shoes, helmets etc;
4. Fulfillment of qualifications, licensing of personnel and equipment in accordance with the applicable laws and regulations;
5. Provision of SMK3 training (OJT, Seminar, etc.) to employees;
6. Periodic health checks for employees directly involved with the use of Toxic and Hazardous Materials (B3) and hazardous work sites;
7. Inspection of the Company's facilities and infrastructure;
8. Inspection and test of work environment, such as noise level, humidity, etc;
9. Provision of extra fooding for employees working with chemicals, radiation (computers, etc.);
10. Compliance with emergency response equipment;
11. Installation of warning signs at work sites;
12. Regular and periodical P2K3 management meetings to discuss the effectiveness of problem solving, complaints and employee input as well as the overall performance of SMK3;
13. Providing Hyperkes training for the Company's physicians;
14. Providing professional security training by external police agencies;
15. Arrangement of workplaces in accordance with ergonomics and workflows, such as the layout of Palm Oil Mills.

2022 ACTIVITY PLAN AND TARGET

Every year, the Company prepares a corporate social responsibility program plan for employment, occupational health, and safety. In 2022, the Company implemented plans or programs related to employment, occupational safety and health through various policies, including certification of all Plantations/Units in terms of implementing the Occupational Safety and Health Management System in accordance with Government Regulation no. 50 of 2012 concerning the Occupational Health and Safety Management System.

In managing employees, the Company, on the other hand, refers to applicable labor legislation, specifically Law No. 13 of 2003 concerning Manpower, as revised by Law No. 11 of 2020 concerning Job Creation. Furthermore, the Company follows best employment practices in Indonesia, starting from planning, selection and recruitment, career management, remuneration, to social security and pensions. Such practices and management are carried out as part of the Company's commitment to safeguarding employment rights and obligations in order to foster harmonious industrial relations.



PENERAPAN INISIATIF: PROGRAM DAN KEGIATAN YANG DILAKUKAN TERKAIT TANGGUNG JAWAB SOSIAL PERUSAHAAN TERHADAP KETENAGAKERJAAN, KESEHATAN DAN KESELAMATAN KERJA

Kesetaraan Gender dan Kesempatan Kerja

Perusahaan senantiasa memberikan hak dan kesempatan yang sama dalam hal kesempatan bekerja tanpa memandang perbedaan agama, etnis, ras, status sosial, warna kulit, gender, ataupun kondisi fisik lainnya. Demikian juga dalam sistem rekrutmen, Perusahaan memberikan kesempatan yang sama kepada siapapun untuk dapat diterima menjadi karyawan Perusahaan, tanpa memandang perbedaan suku, agama, ras, maupun gender. Hal tersebut juga berlaku dalam program pengembangan karir, di mana sistem pengembangan Sumber Daya Manusia (SDM) yang berlaku di internal Perusahaan memberikan kesempatan yang sama kepada setiap karyawan untuk dipromosikan ke jabatan yang lebih tinggi sesuai dengan ketentuan yang berlaku di lingkungan Perusahaan.

Komitmen Perusahaan ini dapat dilihat dari keterbukaan terhadap rekrutmen dan promosi serta mutasi yang disesuaikan dengan penilaian kinerja serta talenta dari masing-masing karyawan. Kinerja menjadi pengukuran utama atas penilaian Perusahaan terhadap karyawan.

Di samping kesetaraan gender, Perusahaan justru memberikan fasilitas dan kemudahan terhadap karyawan perempuan yang sedang hamil, sesuai dengan peraturan dan perundang-undangan yang berlaku. Cuti hamil dan cuti melahirkan menjadi salah satu fasilitas yang diberikan, dengan ketentuan sesuai dengan peraturan perusahaan yang dimiliki Perusahaan.

Kesetaraan dalam Pengembangan Kompetensi

Perusahaan senantiasa menyelenggarakan beberapa program pengembangan kompetensi bagi karyawan secara berkala setiap tahunnya untuk menunjang kegiatan usaha Perusahaan. Di samping itu, Perusahaan juga menjamin bahwa setiap karyawan memiliki kesempatan yang sama untuk mengikuti setiap program pendidikan dan pelatihan yang dibuka sesuai dengan kebutuhan dan rencana pengembangan Perusahaan.

Perusahaan merealisasikan program pengembangan kompetensi dengan kesempatan yang terbuka bagi seluruh karyawan. Perusahaan berkomitmen untuk meningkatkan kompetensi dan kapabilitas karyawan, baik sebagai aset Perusahaan maupun sebagai pribadi yang merupakan anggota dari masyarakat. Di sepanjang tahun 2022, Perusahaan menginvestasikan pengembangan kompetensi karyawan sebesar Rp146,82 miliar. Jumlah tersebut merupakan konsolidasi biaya pengembangan seluruh PTPN Grup. Pengembangan kompetensi yang dilakukan Perusahaan ini, berdampak positif terhadap kinerja Perusahaan sebagai bentuk tanggung jawab pelaksanaan tanggung jawab Perusahaan terhadap para pemegang saham dalam rangka memperkuat keberlanjutan usaha Perusahaan.

IMPLEMENTATION OF INITIATIVES: CORPORATE SOCIAL RESPONSIBILITY PROGRAMS AND ACTIVITIES RELATED TO EMPLOYMENT, OCCUPATIONAL HEALTH AND SAFETY

Gender Equality and Job Opportunities

The Company always provides equal rights and opportunities in terms of employment opportunities regardless of religious, ethnic, racial, social status, color, gender, or other physical conditions. Similarly, in the recruitment system, the Company provides equal opportunities to anyone to be accepted as employee of the Company, regardless of ethnic, religious, racial, or gender differences. This also applies in career development programs, in which the Human Resources (HR) development system that applies internally in the Company provides equal opportunities for each employee to be promoted to a higher position in accordance with the applicable provisions within the Company.

The Company's commitment can be seen from the transparency of recruitment and promotion as well as transfer, which are adjusted to the performance assessment and talent of each employee. Performance is the main measurement of the Company's assessment of employees.

In addition to gender equality, the Company actually provides facilities for female employees who are pregnant, in accordance with the prevailing laws and regulations. Pregnant and maternity leave are one of the facilities provided, with provisions in accordance with the Company regulations.

Equality in Competency Development

The Company continues to conduct several competency development programs for employees on a regular basis every year to support the Company's business activities. In addition, the Company also guarantees that every employee has the same opportunity to participate in every education and training program that is opened in accordance with the Company's needs and development plans.

The Company implements competency development program with open opportunities for all employees. The Company is committed to improving employee competencies and capabilities, both as Company assets and as individuals who are members of the community. Throughout 2022, the Company invested in employee competency development amounted to IDR146.82 billion. The total amount represents the consolidated development cost of the entire PTPN Group. The competency development undertaken by the Company has positive impact on the Company's performance as a form of responsibility for implementing the Company's responsibilities to shareholders in order to strengthen its business sustainability.

Sarana dan Prasarana Keselamatan Kerja

Kesehatan dan Keselamatan Kerja (K3) merupakan syarat penting untuk terselenggaranya operasional sehari-hari yang nyaman di Perusahaan. Dengan terciptanya kenyamanan dan terlindungi dari kemungkinan kecelakaan kerja, maka semua karyawan bekerja dengan lebih tenang dan fokus, yang pada gilirannya akan memicu terciptanya produktivitas yang tinggi.

Penciptaan lingkungan kerja yang aman dan nyaman tentu tidak sekadar menjadi tanggung jawab manajemen, tapi juga menjadi tanggung karyawan. Dengan melangkah dan bertanggungjawab bersama, Perusahaan berkomitmen untuk mewujudkan kecelakaan kerja nol (*zero accident*). Komitmen itu dipegang Perusahaan sebagai bentuk dukungan atas pelaksanaan Peraturan Pemerintah No. 50 Tahun 2012 tentang Sistem Manajemen Keselamatan dan Kesehatan Kerja.

Tingkat Kecelakaan Kerja

Sebagaimana penerapan SMK3 di lingkup Perusahaan yang menjunjung tinggi *zero accident*, Perusahaan tidak menemukan adanya kecelakaan dari karyawan yang timbul sebagai akibat dari kegiatan operasional dan bisnis Perusahaan.

Work Safety Facilities and Infrastructure

Occupational Health and Safety (OHS) is an important requirement for convenient daily operations in the Company. With the establishment of comfort and protection from the possibility of workplace accidents, all employees work more calmly and in focus, which in turn will lead to high productivity.

The establishment of a safe and comfortable work environment is certainly not only the responsibility of the management, but also the responsibility of employees. By taking steps and taking responsibility together, the Company is committed to creating zero accident. The commitment is held by the Company as a form of support for the implementation of Government Regulation No. 50 of 2012 concerning the Occupational Safety and Health Management System.

Work Accident Rate

Along with the implementation of SMK3 in the Company that upholds zero accident, the Company has not found any accidents from employees that resulted from the Company's operational and business activities.

Jenis dan Jumlah Kecelakaan Kerja
Type and Number of Work Accidents

Jenis Kecelakaan Kerja Type of Work Accidents	Angka Kecelakaan Kerja Number of Work Accidents		Kenaikan/ Penurunan Increase/Decrease
	2022	2021	
Meninggal Dunia Deceased	2	6	-4
Cedera Berat Severe injury	-	-	-
Cedera Sedang Moderate injury	-	-	-
Cedera Ringan Mild injury	380	273	107
Jumlah Total	382	279	103

Tingkat Turnover Karyawan

Rasio *employee turnover* dapat menunjukkan produktivitas dari kinerja Perusahaan. Selain itu, tingkat turnover karyawan juga merupakan refleksi dari budaya dan sistem kerja Perusahaan yang dapat menjadi indikator bagi keberhasilan Perusahaan dalam menciptakan lingkungan kerja yang kondusif.

Pada tahun 2022, jumlah karyawan yang keluar dari Perusahaan adalah sebanyak 964 orang atau 5,3% dari jumlah keseluruhan karyawan, turun dibandingkan tahun 2021 dengan jumlah 975 orang atau 5,2% dari jumlah keseluruhan karyawan.

Employee Turnover Rate

The employee turnover ratio can show the productivity of the Company's performance. In addition, the employee turnover rate is also a reflection of the Company's culture and work system, which can be an indicator of the Company's success in creating a conducive work environment.

In 2022, the number of employees leaving the Company amounted to 964 people or 5.3% of the total employees, a decrease compared to 2021 with 975 people or 5.2% of the total employees.

Penyebab Turnover Karyawan
Cause of Employee Turnover

Penyebab Cause	Tahun Year	
	2022	2021
Pensiun alami Natural retirement	679	687



Penyebab Turnover Karyawan Cause of Employee Turnover

Penyebab Cause	Tahun Year	
	2022	2021
Pensiun dini Early retirement	15	26
Meninggal Passed away	102	118
Mengundurkan diri Resigned	37	29
Diberhentikan karena melakukan pelanggaran Dismissed due to violations	131	115
Jumlah karyawan yang keluar Number of employees leaving	964	975
Jumlah karyawan di akhir tahun Total employees at the end of the year	18.100	18.717
Persentase turnover Percentage of turnover	5,3%	5,2%

Pemenuhan Hak Karyawan: Imbalan Kerja

Pemenuhan hak karyawan berupa remunerasi erat kaitannya dengan berbagai variabel penentu. Dasar utama dari penentuan hak karyawan baik besaran maupun jumlahnya disesuaikan dengan peraturan dan perundang-undangan yang berlaku, baik peraturan di tingkat pemerintah pusat maupun peraturan di tingkat pemerintah daerah.

Remunerasi atau imbalan kerja yang diberikan oleh Perusahaan kepada karyawan merupakan bentuk komitmen Imbalan kerja kepada karyawan mencakup imbalan kerja jangka pendek, jangka panjang dan imbalan pascakerja serta pesangon pemutusan kerja merupakan wujud komitmen kepatuhan Perusahaan terhadap kewajiban atas peraturan dan perundang-undangan yang berlaku, di samping tentunya upaya Perusahaan dalam membangun hubungan kemitraan dengan karyawan sebagai pemangku kepentingan internal.

Imbalan kerja diberikan melalui gaji/honorarium, tunjangan-tunjangan, bonus, penghargaan masa kerja, hingga program kesehatan dan program pensiun bagi karyawan. Imbalan pasca kerja dan program pensiun juga diberikan kepada para karyawan sebagai bagian dari komitmen Perusahaan untuk memberikan rasa aman dan jaminan hari tua kepada karyawan. Melalui program tersebut, karyawan akan mampu memberikan kontribusi optimalnya kepada Perusahaan, sekaligus menumbuhkan loyalitas karyawan terhadap Perusahaan.

Kegiatan Karyawan di Luar Tugas dan Pembentukan Suasana Kerja yang Kondusif

Perusahaan juga memfasilitasi beberapa kegiatan karyawan di luar tugas yang kiranya mampu membentuk suasana kerja yang kondusif. Berbagai kegiatan ini, yang juga dikenal sebagai kegiatan ekstrakurikuler, memberikan kesempatan kepada setiap karyawan untuk mengenal karyawan lainnya di luar fungsi masing-masing karyawan secara struktural. Dengan saling mengenal secara pribadi, perkembangan komunitas di level karyawan akan membentuk organisasi Perusahaan yang solid.

Fulfillment of Employee Rights: Employee Benefits

Fulfillment of employee rights in the form of remuneration is closely related to various determining variables. The main basis for determining employee rights — both the size and amount — is adjusted to the prevailing laws and regulations, either at the central government level and at the regional government level.

Remuneration or employee benefits provided by the Company to employees constitute a commitment of Remuneration to employees — including short-term, long-term employee benefits and post-employment benefits and termination benefits — is a form of the Company's commitment towards the compliance with obligations in accordance with the applicable laws and regulations, in addition to, certainly, the Company's efforts in building partnership relationships with employees as internal stakeholders.

Employee benefits are provided through salary/honorarium, benefits, bonuses, work tenure rewards, health programs and pension plans for employees. Post-employment benefits and pension plans are also given to employees as part of the Company's commitment to provide employees with a sense of security and retirement benefits. Through this program, employees will be able to contribute optimally to the Company, while creating employee loyalty to the Company.

Employee Activities Outside Work Duties and Establishment of a Conducive Work Atmosphere

In addition to fulfilling rights, the Company also facilitates a number of employee activities outside of duties that would be able to create a conducive working atmosphere. These various activities, also known as extracurricular activities, provide an opportunity for employees to know each other outside their respective function structurally. By getting to know each other personally, community development at the employee level will establish a solid organization of the Company.

Kegiatan ekstrakurikuler yang berkembang di Perusahaan diantaranya bidang Olahraga dan Seni. Melalui kegiatan-kegiatan semacam ini, Perusahaan berharap dapat menumbuhkan rasa kebersamaan antar para karyawan, yang kemudian akan memberikan dampak terhadap suasana kerja yang kondusif.

MEKANISME DAN MASALAH PENGADUAN KETENAGAKERJAAN

Sepanjang tahun 2022, tidak terdapat pengaduan terkait ketenagakerjaan.

SERTIFIKASI DAN PENGHARGAAN INISIATIF TANGGUNG JAWAB SOSIAL PERUSAHAAN PADA ASPEK KETENAGAKERJAAN DAN K3

Sertifikasi Bidang Ketenagakerjaan, Kesehatan dan Keselamatan Kerja yang Masih Berlaku di Tahun 2022 adalah sebagai berikut:

The Company develops extracurricular activities, such as Sports and Arts. Through such activities, the Company expects to create a sense of togetherness among employees, which will then have an impact on a conducive work atmosphere.

WORKERS COMPLAINTS MECHANISMS AND PROBLEMS

In 2022 there were no complaints related to employment/labor.

CERTIFICATIONS AND AWARDS FOR CORPORATE SOCIAL RESPONSIBILITY INITIATIVES RELATED TO EMPLOYMENT AND OCCUPATIONAL HEALTH AND SAFETY ASPECT

Valid Certifications of Employment/Labor, Occupational Health and Safety in 2022 are as follows:

Nama Unit/Pabrik Name of Unit/Mill	Alamat Address	Status Sertifikat Status of Certificate	
		SMK3	Masa Berlaku Validity Period
PT Perkebunan Nusantara III KSDDP (Kebun Sei Dadap)	Sei Dadap, Air Batu Asahan	SMK3	13/05/2025
PT Perkebunan Nusantara III PSSUT (PKS Sisumut)	PKS Sisumut, Kota Pinang Labuhan Batu Selatan	SMK3	13/05/2025
PT Perkebunan Nusantara III PSSIL (PKS Sei Silau)	PKS Sei Silau, Buntu Pane Asahan	SMK3	13/05/2025
PT Perkebunan Nusantara III KSSIL (Kebun Sei Silau)	Sei Silau, Buntu Pane Asahan	SMK3	13/05/2025
PT Perkebunan Nusantara III KSMTI (Kebun Sei Meranti)	Sei Meranti, Torgamba Labuhan Batu Selatan	SMK3	13/05/2025
PT Perkebunan Nusantara III KTORA (Kebun Torgamba)	Torgamba Labuhan Batu Selatan	SMK3	13/05/2025
PT Perkebunan Nusantara III KSKAR (Kebun Sei Kebara)	Sei Kebara, Torgamba Labuhan Batu Selatan	SMK3	13/05/2025
PT Perkebunan Nusantara III KSBAR (Kebun Sei Baruhur)	Sei Baruhur, Torgamba Labuhan Batu Selatan	SMK3	13/05/2025
PT Perkebunan Nusantara III KSPTH (Kebun Sei Putih)	Sei Putih, Galang Deli Serdang	SMK3	13/05/2025
PT Perkebunan Nusantara III PHPSG (PKS HAPESONG)	PKS Hapesong, Tapanuli Selatan	SMK3	13/05/2025
PT Perkebunan Nusantara III Instalasi Belawan	Belawan, Medan Belawan Medan	SMK3	13/05/2025
PT Perkebunan Nusantara III KSSUT (Kebun Sisumut)	Sisumut, Kota Pinang Labuhan Batu Selatan	SMK3	13/05/2025
PT Perkebunan Nusantara III PANAS (PKS Aek Nabara Selatan)	PKS Aek Nabara Selatan, Bilah Hulu Labuhan Batu	SMK3	13/05/2025
PT Perkebunan Nusantara III KPMDI (Kebun Pulau Mandi)	Kebun Pulau Mandi, Buntu Pane 21261 Asahan	SMK3	13/05/2025
PT Perkebunan Nusantara III KANAU (Kebun Aek Nabara Utara)	Kebun Aek Nabara Utara, Bilah Hulu 21462 Labuhan Batu Induk	SMK3	13/05/2025



Nama Unit/Pabrik Name of Unit/Mill	Alamat Address	Status Sertifikat Status of Certificate	
		SMK3	Masa Berlaku Validity Period
PT Perkebunan Nusantara III KSDAN (Kebun Sei Daun)	Kebun Sei Daun Kecamatan Torgamba 21464 Labuhan Batu Selatan Kebun Sei Daun Torgamba District 21464 South Labuhan Batu	SMK3	13/05/2025
PT Perkebunan Nusantara III KTARA (Kebun Tanah Raja)	Tanah Raja, Perbaungan Serdang Bedagai	SMK3	13/05/2025
PT Perkebunan Nusantara III KGPMA (Kebun Gunung Pamela)	Gunung Pamela, Sipispis Serdang Bedagai	SMK3	13/05/2025

Penghargaan di Bidang Ketenagakerjaan, Kesehatan dan Keselamatan Kerja Tahun 2022
Awards Related to Employment, Occupational Health and Safety in 2022

Tanggal Date	Diberikan Kepada Awarded To	Jenis Penghargaan Type of Award	Institusi yang Memberikan Institution Giving the Award
24 Mei 2022 May 24, 2022	Kantor Direksi Board of Directors Office	Kecelakaan Nihil Zero Accident	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia
24 Mei 2022 May 24, 2022	PKO Sei Mangke	Kecelakaan Nihil Zero Accident	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia
24 Mei 2022 May 24, 2022	PKS Sei Mangkei	Kecelakaan Nihil Zero Accident	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia
24 Mei 2022 May 24, 2022	Kebun Bandar Selamat	Kecelakaan Nihil Zero Accident	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia
24 Mei 2022 May 24, 2022	Kebun Bangun	Kecelakaan Nihil Zero Accident	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia
24 Mei 2022 May 24, 2022	Kebun Bandar Betsy	Kecelakaan Nihil Zero Accident	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia
24 Mei 2022 May 24, 2022	Kebun Dusun Hulu	Kecelakaan Nihil Zero Accident	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia
24 Mei 2022 May 24, 2022	Kebun Sei Putih	Sertifikat emas dan Bendera Emas Gold Certificate and Gold Flag	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia
24 Mei 2022 May 24, 2022	Kebun Tanah Raja	Sertifikat emas dan Bendera Emas Gold Certificate and Gold Flag	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia
24 Mei 2022 May 24, 2022	Kebun Sisumut	Sertifikat emas dan Bendera Emas Gold Certificate and Gold Flag	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia
24 Mei 2022 May 24, 2022	Instalasi Belawan	Sertifikat emas dan Bendera Emas Gold Certificate and Gold Flag	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia
24 Mei 2022 May 24, 2022	Kebun Gunung Pamela	Sertifikat emas dan Bendera Emas Gold Certificate and Gold Flag	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia
24 Mei 2022 May 24, 2022	Kebun Sei Silau	Sertifikat emas dan Bendera Emas Gold Certificate and Gold Flag	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia
24 Mei 2022 May 24, 2022	Kebun Pulau Mandi	Sertifikat emas dan Bendera Emas Gold Certificate and Gold Flag	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia

Penghargaan di Bidang Ketenagakerjaan, Kesehatan dan Keselamatan Kerja Tahun 2022
Awards Related to Employment, Occupational Health and Safety in 2022

Tanggal Date	Diberikan Kepada Awarded To	Jenis Penghargaan Type of Award	Institusi yang Memberikan Institution Giving the Award
24 Mei 2022 May 24, 2022	PKS Sei Silau	Sertifikat emas dan Bendera Emas Gold Certificate and Gold Flag	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia
24 Mei 2022 May 24, 2022	Kebun Sei Dadap	Sertifikat emas dan Bendera Emas Gold Certificate and Gold Flag	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia
24 Mei 2022 May 24, 2022	PKS Sisumut	Sertifikat emas dan Bendera Emas Gold Certificate and Gold Flag	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia
24 Mei 2022 May 24, 2022	Kebun Aek Nabara Utara	Sertifikat emas dan Bendera Emas Gold Certificate and Gold Flag	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia
24 Mei 2022 May 24, 2022	PKS Aek Nabara Selatan	Sertifikat emas dan Bendera Emas Gold Certificate and Gold Flag	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia
24 Mei 2022 May 24, 2022	Kebun Sei Kebara	Sertifikat emas dan Bendera Emas Gold Certificate and Gold Flag	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia
24 Mei 2022 May 24, 2022	Kebun Sei Baruhur	Sertifikat emas dan Bendera Emas Gold Certificate and Gold Flag	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia
24 Mei 2022 May 24, 2022	Kebun Sei Meranti	Sertifikat emas dan Bendera Emas Gold Certificate and Gold Flag	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia
24 Mei 2022 May 24, 2022	PKS Hapesong	Sertifikat emas dan Bendera Emas Gold Certificate and Gold Flag	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia
24 Mei 2022 May 24, 2022	Kebun Sei Daun	Sertifikat emas dan Bendera Emas Gold Certificate and Gold Flag	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia
24 Mei 2022 May 24, 2022	Kebun Torgamba	Sertifikat emas dan Bendera Emas Gold Certificate and Gold Flag	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia
24 Mei 2022 May 24, 2022	Distrik Serdang I	Program Pengendalian dan Pencegahan Covid-19 Covid-19 Control and Prevention Program	Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia



TANGGUNG JAWAB SOSIAL PERUSAHAAN LINGKUP PENGEMBANGAN SOSIAL DAN KEMASYARAKATAN

CORPORATE SOCIAL RESPONSIBILITY SCOPE OF SOCIAL AND COMMUNITY DEVELOPMENT

PROGRAM TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN (TJSL)

Sustainable Development Goals (SDGs)/Tujuan Pembangunan Berkelanjutan (TPB) merupakan suatu program yang dibentuk oleh United Nation (UN) dengan tujuan untuk mengatasi permasalahan serta tantangan mengenai lingkungan, politik, dan ekonomi yang dihadapi dunia saat ini. Program ini dibentuk untuk dapat mengatasi tantangan global yang sedang dunia hadapi terkait dengan kemiskinan, ketidaksetaraan, iklim, degradasi lingkungan, kemakmuran, perdamaian dan keadilan. Dalam SDGs terdapat 17 tujuan yang akan menjadi tuntunan kebijakan dan pendanaan hingga tahun 2030, sehingga diperlukan kerja sama yang kuat dari semua pemangku kepentingan dalam mengimplementasikan tujuan global tersebut.

Peraturan Presiden (Perpres) Republik Indonesia No. 59 Tahun 2017 tentang Pelaksanaan Tujuan Pembangunan Berkelanjutan, pencapaian SDGs menjadi salah satu wujud komitmen pemerintah Indonesia. Dimana, komitmen pencapaian SDGs tersebut dapat dilaksanakan secara partisipatif dengan melibatkan seluruh pihak. Komitmen tersebut didukung pula oleh Peraturan Menteri Perencanaan Pembangunan Nasional No. 7 tahun 2018 tentang Koordinasi, Perencanaan, Pemantauan, Evaluasi, dan Pelaporan Pelaksanaan TPB.

Sebagai upaya mewujudkan pencapaian target TPB ini, pemerintah meminta sejumlah pemangku kepentingan seperti kementerian/ lembaga, pelaku bisnis, akademisi untuk bersinergi dan dilibatkan dalam berbagai proses pelaksanaan TPB di Indonesia. Hal ini bertujuan menjadi salah satu bentuk pengawasan terhadap para pemangku kepentingan untuk lebih taat terhadap berbagai regulasi yang berlaku termasuk menyelaraskan program Tanggung Jawab Sosial dan Lingkungan (TJSL) atau dahulu dikenal dengan Program Kemitraan dan Bina Lingkungan (PKBL). TJSL merupakan salah satu model bisnis yang menciptakan kontribusi bisnis terintegrasi untuk pembangunan berkelanjutan dengan menciptakan keseimbangan antara kepentingan ekonomi, kebutuhan lingkungan dan harapan sosial ke dalam strategi bisnis perusahaan.

Berdasarkan latar belakang yang disampaikan di atas, maka Perusahaan memandang penting penyusunan program rencana kerja berdasarkan ISO 26000 *Guidance on Social Responsibility* yang sejalan dengan SDGs 2030 untuk diterapkan secara konsisten di seluruh lini dan aspek pengelolaan usaha sebagai standar

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY (TJSL) PROGRAM

The United Nations (UN) created the Sustainable Development Goals (SDGs) program to address the world's current problems and challenges in the environment, politics, and economy. This program was created to address global challenges such as poverty, inequality, climate change, environmental degradation, prosperity, peace, and justice. There are 17 goals in the SDGs that will guide policy and funding until 2030; hence a strong collaboration from all stakeholders is required to implement these global goals.

The achievement of the SDGs is one of the Indonesian government's commitments, according to Presidential Regulation No. 59 of 2017 concerning the Implementation of Sustainable Development Goals (SDGs). Whereas, by involving all parties, the commitment to achieving SDGs can be carried out in a participatory manner. This commitment is also supported by the Regulation of the Minister of National Development Planning No. 7 of 2018 concerning Coordination, Planning, Monitoring, Evaluation, and Reporting on the Implementation of SDGs.

In an effort to achieve the SDGs target, the government has asked a number of stakeholders, including ministries/agencies, business players, and academics, to collaborate and participate in various SDGs implementation processes in Indonesia. This is intended to be a form of supervision of stakeholders to ensure that they are more obedient to various applicable regulations, such as aligning the Social and Environmental Responsibility (TJSL) program, formerly known as the Partnership and Community Development Program (PKBL). TJSL is a business model that incorporates an integrated business contribution to sustainable development into the Company's business strategy by balancing economic interests, environmental needs, and social expectations.

Based on the presented background, the Company believes it is critical to develop a work plan program based on ISO 26000 *Guidance on Social Responsibility*, which is in line with the SDGs 2030, to be applied consistently in all lines and aspects of business management as a standard operating basis, so that all values owned

landasan operasional, sehingga semua nilai yang dimiliki oleh para Pemangku Kepentingan (*stakeholders*) dapat didayagunakan serta ditingkatkan secara optimal serta menghasilkan pola hubungan yang saling menguntungkan. Sebagai salah satu elemen kehidupan seperti yang dituangkan dalam elemen esensial TPB, yaitu *planet, people, dignity, prosperity, justice, dan partnership*. Perencanaan program TJSL ini disusun sebagai partisipasi aktif perusahaan untuk pencapaian tujuan SDGs 2030 berdasarkan 4 (empat) pilar, yaitu:

1. Pilar Sosial (Target TPB 1, 2, 3, 4 dan 5);
2. Pilar Ekonomi (Target TPB 7, 8, 9, 10 dan 17);
3. Pilar Lingkungan (Target TPB 6, 11, 12, 13, 14, 15); dan
4. Pilar Hukum dan Tata Kelola (Target TPB 16).

BIAYA PROGRAM TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN (TJSL)

Biaya program TJSL Perusahaan, disusun dengan berorientasi pada pencapaian tujuan yang berkelanjutan yang lebih terintegrasi, terarah, dan terukur dampaknya, yang terdiri dari:

1. Program Kemitraan menjadi Program Pendanaan Usaha Mikro dan Usaha Kecil (Pendanaan UMK).
2. Program Bina Lingkungan dan Program CSR menjadi Program Non PUMK lainnya.

Adapun jumlah penyaluran program tanggung jawab sosial dan lingkungan (TJSL) dapat dilihat pada tabel di bawah ini.

No	Aspek Aspect	2022 (Rp) (IDR)	2021 (Rp) (IDR)	Kenaikan (Penurunan) Increase (Decline)	
				Jumlah (Rp) Amount (IDR)	Persentase Percentage (%)
1	Program Pendanaan UMK MSE Funding Program	27.287.223.800	99.022.392.2990	(71.735.168.499)	27.56%
2	Program TJSL non-PUMK Non-MSE Funding TJSL Program	98.731.877.925	67.807.111.925	30.924.766.000	145.61%
Jumlah Total		126.019.101.725	166.829.504.224	(40.810.402.499)	75.54%

by Stakeholders can be utilized and improved optimally, resulting in mutually beneficial relationships. As one of the essential elements of life outlined in the SDGs, namely planet, people, dignity, prosperity, justice, and partnership. This TJSL program planning is structured as the Company's active participation in achieving the 2030 SDGs goals, which are based on four (four) pillars:

1. Social Pillar (Target of SDG 1, 2, 3, 4 and 5);
2. Economic Pillar (Target of SDG 7, 8, 9, 10 and 17);
3. Environmental Pillar (Target of SDG 6, 11, 12, 13, 14, 15); and
4. Law and Governance Pillar (Target of SDG 16).

COSTS FOR SOCIAL AND ENVIRONMENTAL RESPONSIBILITY (TJSL) PROGRAM

The costs of the Company's TJSL program, are prepared with an orientation towards achieving sustainable goals that are more integrated, directed, and have a measurable impact, consisting of:

1. The Partnership Program changed to Micro and Small Entrepreneurs (MSE) Funding Program.
2. The Community Development Program and CSR Program are renamed to Non-MSE funding Program.

The table below shows the total distribution of social and environmental responsibility (TJSL) program.



TANGGUNG JAWAB SOSIAL PERUSAHAAN LINGKUP TANGGUNG JAWAB TERHADAP PRODUK/JASA SERTA KONSUMEN

CORPORATE SOCIAL RESPONSIBILITY TO PRODUCTS/ SERVICES AND CONSUMERS

KOMITMEN DAN KEBIJAKAN TANGGUNG JAWAB SOSIAL PERUSAHAAN TERHADAP PRODUK/ JASA SERTA KONSUMEN

Bagi Perusahaan, kepercayaan dan kepuasan konsumen merupakan kunci penting agar usahanya dapat terus bertahan. Untuk itu, Perusahaan berkomitmen untuk terus meningkatkan layanan dan melakukan inovasi produk agar sesuai dengan perkembangan zaman, sekaligus sejalan dengan keinginan konsumen. Upaya yang dilakukan tersebut terbukti membawa hasil, yakni Perusahaan tetap tumbuh dan berkembang hingga saat ini. Komitmen Perusahaan untuk memberikan layanan yang terbaik dan bermanfaat bagi setiap pemangku kepentingan atau konsumen diwujudkan melalui sikap dan respons yang profesionalisme dari Perusahaan dan segenap jajaran dalam melayani konsumen. Perusahaan juga menjamin kualitas pelayanan kepada setiap konsumen dengan sigap, responsif dan terpercaya.

PEMANGKU KEPENTINGAN DAN LINGKUP DAMPAK TANGGUNG JAWAB ATAS PRODUK/ JASA SERTA KONSUMEN

Pemangku kepentingan yang memiliki dampak atas tanggung jawab pada aspek ini adalah konsumen dan mitra kerja. Perusahaan berupaya melakukan pemenuhan tanggung jawabnya terkait mutu kualitas produk/jasa, serta rantai pasokan dengan operasi yang adil bagi mitra kerja. Untuk itu, Perusahaan senantiasa menjaga keseluruhan proses dilaksanakan dengan terencana, sistematis dan terkendali, baik dari sisi material, proses, maupun produk. Di samping itu, Perusahaan mengandalkan *Quality Assurance* untuk menjaga kualitas produk dalam proses yang telah ditetapkan Manajemen.

Proses *Quality Assurance* adalah melakukan pemeriksaan terhadap hasil panen, dan juga terhadap bahan pendukung lainnya pada saat bahan baku diterima. Pemeriksaan proses produksi dilaksanakan sejak dari hulu hingga hilir, dan juga terhadap kualitas produk akhir.

COMMITMENT AND POLICY OF CORPORATE SOCIAL RESPONSIBILITY TO PRODUCTS/ SERVICES AND CONSUMERS

Consumer trust and satisfaction is important key for the Company to maintain its business. Therefore, the Company is committed to continuously improving services and innovating products according to the development, as well as in line with consumer desires. The efforts made have yielded results, as the Company has continued to grow and develop to the present. The Company's commitment to provide the best and beneficial service for each stakeholder or consumer is implemented through the attitude and response of professionalism from the Company and all of its personnel in serving consumers. The Company also guarantees service quality to every consumer in an alert, responsive and reliable manner.

STAKEHOLDERS AND SCOPE OF IMPACT OF RESPONSIBILITY TO PRODUCTS/SERVICES AND CONSUMERS

Stakeholders who have impact on responsibilities in this aspect include consumers and business partners. The Company seeks to fulfill its responsibilities related to the quality of products/services, as well as the supply chain with fair operations for partners. Hence, the Company always maintains that the entire process is conducted in a planned, systematic and controlled manner, both in terms of material, process and product. In addition, the Company relies on *Quality Assurance* to maintain product quality in the process determined by the Management.

The process of *Quality Assurance* is to examine the yield of the crop, and also towards other supporting materials when the raw materials are received. Inspection of the production process is conducted from upstream to downstream, and also on the quality of the final product.

PROGRAM DAN KEGIATAN YANG DILAKUKAN

Pengelolaan Kesehatan dan Keselamatan Konsumen

Perusahaan berkomitmen melaksanakan proses kegiatan bisnis sesuai dengan standar operasional dengan menjadikan aspek kesehatan dan keselamatan konsumen atau pelanggan sebagai prioritas utama. Perusahaan selalu berusaha untuk memberikan pelayanan dengan kualitas terbaik kepada konsumen atau pelanggan. Untuk itu, Perusahaan senantiasa meningkatkan kualitas produknya, dengan melakukan pemeliharaan, perbaikan dan penataan berbagai fasilitas secara bertahap sesuai skala prioritas, agar ketersediaan fasilitas maupun peralatan tetap terjamin dengan kualitas memadai. Perusahaan senantiasa melakukan perbaikan dan peningkatan kualitas produk sesuai dengan kemampuan Perusahaan.

Pengendalian Kualitas Produk/Jasa

Dalam menjalankan kegiatan usahanya, Perusahaan selalu mengutamakan kualitas produk atau layanan dan kepuasan konsumen atau pelanggan. Perusahaan berkomitmen untuk meningkatkan dan menjaga kualitas produk dan jasa yang bersinggungan langsung dengan konsumen atau pelanggan melalui kemudahan dalam menemukan lokasi, keramahan petugas, kesigapan petugas dalam pelayanan, kenyamanan di tempat lokasi wisata, kelengkapan fasilitas kawasan, kesesuaian harga dengan produk yang ditawarkan, hingga tingkat keinformatifan program promosi.

Perusahaan menempatkan konsumen atau pelanggan sebagai mitra bisnis yang akan membantu pencapaian kinerja Perusahaan. Kebijakan yang dijalankan Perusahaan menjamin hubungan kerja sama secara berkelanjutan dengan konsumen atau pelanggan yang dilakukan secara transparan dan profesional dalam rangka memenuhi kepuasan konsumen atau pelanggan dengan terus meningkatkan kualitas produk dan layanan.

Holding Perkebunan Nusantara PTPN III (Persero) juga harus mampu memberikan kepuasan kepada pelanggannya dengan memberikan pelayanan dan produk yang berkualitas, harga yang kompetitif serta upaya-upaya yang dapat menjaga kepuasan kepada pelanggan, diantaranya:

1. Ketepatan waktu dalam pengiriman barang sesuai dengan kontrak yang telah disepakati.
2. Mutu produk sesuai dengan SNI.
3. Kondisi peralatan pabrik yang sesuai standar.
4. Kesesuaian produk yang dipesan dan yang diterima pembeli sesuai dengan kontrak.
5. Komunikasi yang efektif antara PTPN III (Persero) dengan pelanggan dalam menyelesaikan setiap keluhan/komplain pelanggan.

Kejelasan Informasi Produk

Perusahaan menyediakan informasi material yang diperlukan tentang Perusahaan secara transparan dan terbuka, akurat dan tepat waktu, sebagai dasar pengambilan keputusan bagi konsumen untuk menggunakan produk atau jasa Perusahaan. Kegiatan komunikasi pemasaran juga menjadi salah satu upaya untuk melindungi hak konsumen atau pelanggan untuk memperoleh informasi yang akurat,

PROGRAMS AND ACTIVITIES CONDUCTED

Consumer Health and Safety Management

The Company is committed to conduct business processes in accordance with operational standards by emphasizing on health and safety aspect of its consumers or customers as a top priority. The Company always strives to provide the highest quality service to its consumers or customers. Hence, the Company continues to improve the quality of its products, by carrying out maintenance, improvement and arrangement of various facilities in stages according to the priority scale, so that the availability of facilities and equipment is guaranteed to be of adequate quality. The Company consistently improves and increases its product quality in accordance with the Company's capabilities.

Product / Service Quality Control

In carrying out its business activities, the Company always prioritizes product or service quality and consumers/customers satisfaction. The Company is committed to improving and maintaining the quality of products and services that are in direct contact with consumers or customers through the ease of finding locations, the friendliness of officers, the alertness of officers in service, the comfort at tourist sites, the completeness of regional facilities, the suitability of prices with products offered, and informational promotion program.

The Company puts consumers or customers as business partners who will support the achievement of the Company's performance. The policies implemented by the Company guarantee a sustainable working relationship with consumers or customers which is conducted transparently and professionally to meet the satisfaction of consumers or customers by continuing to improve the quality of products and services.

Holding Perkebunan Nusantara PTPN III (Persero) should also be able to provide customer satisfaction by providing quality services and products, competitive prices and efforts to maintain customer satisfaction, including:

1. Timeliness in delivery of goods in accordance to the agreed contract.
2. Product quality consistent with SNI.
3. Condition of factory/mill equipment consistent with the standard.
4. Products ordered and received by buyers in accordance with the contract.
5. Effective communication between PTPN III (Persero) and customers in settling every customer complaint.

Product Information Clarity

The Company provides the necessary material information regarding the Company in a transparent and open, accurate and timely manner, as a basis for making decisions for consumers to use the Company's products or services. Marketing communication activities are also part of the efforts to protect the rights of consumers or customers in obtaining accurate, clear and trustworthy



jasas, dan dapat dipercaya. Perusahaan menyadari, komunikasi yang berjalan secara efektif dan selaras dengan layanan yang sesuai dengan harapan pelanggan, dapat menciptakan loyalitas pelanggan dan hubungan bisnis jangka panjang. Perusahaan menyediakan berbagai sarana komunikasi yang memadai, agar kualitas produk dan layanan Perusahaan senantiasa dapat memenuhi harapan konsumen atau pelanggan salah satunya melalui website Perusahaan.

Terhadap hasil komunikasi dengan pelanggan dilakukan evaluasi untuk perbaikan proses, mutu dan pelayanan kepada pelanggan. Pelanggan juga dapat menyampaikan keluhannya secara lisan ataupun tertulis melalui surat dan email. Saat ini *Holding Perkebunan Nusantara PTPN III (Persero)* memberikan kemudahan kepada pelanggan untuk menyampaikan keluhan dan sarannya melalui website www.ptpn3.go.id.

Survey Kepuasan Pelanggan

Holding Perkebunan Nusantara PTPN III (Persero) menyadari peran penting informasi kepuasan dan ketidakpuasan pelanggan serta loyalitas pelanggan yang akan dapat menjadi acuan dalam merespon perubahan berbisnis dari ekonomi industri ke era ekonomi digital sehingga Perusahaan dapat merumuskan kembali visi, misi, tata nilai (*values*) serta strategi Perusahaan terimplementasi dalam kehidupan bisnis perkebunan.

Oleh karena itu kepuasan pelanggan merupakan prioritas utama dalam kinerja Perusahaan sebagai informasi yang terkini dan valid sebagai bahan dalam melakukan desain ulang strategi yang bermanfaat dalam pengembangan produk. Karena pelanggan sangat penting bagi kelangsungan hidup Perusahaan, maka *Holding Perkebunan Nusantara PTPN III (Persero)* secara periodik melakukan Survey Kepuasan Pelanggan yang bertujuan untuk memperoleh informasi antara lain:

1. Produk yang ditawarkan dapat diterima dan didukung oleh pelanggan pasar;
2. Upaya yang harus dilakukan perusahaan dalam membangun dan mengelola hubungan dengan pelanggan serta usaha dan upaya untuk menarik pelanggan baru;
3. Mengetahui keinginan/permintaan dan keluhan pelanggan terhadap produk dan pelayanan produk antara lain konsistensi mutu, harga, ketepatan waktu penyediaan barang/pengiriman barang serta komunikasi;
4. Mengetahui citra perusahaan di mata pelanggan;
5. Memperbaiki kinerja perusahaan melalui identifikasi *Room to Improve*;
6. Sebagai dasar dalam penyusunan dan *monitoring* rencana tindak lanjut ke depan.

information. The Company realizes that effective and harmonious communication with services that fulfill customer expectations can create customer loyalty and long-term business relationships. The Company provides a variety of adequate communication facilities, so that the quality of the Company's products and services can always meet the expectations of consumers or customers, among other is through the Company's website.

The results of communication with customers are evaluated for improvement of process, quality and services for the customers. The customers also can make complaints verbally and in writing via mail and email. Currently, *Holding Perkebunan Nusantara PTPN III (Persero)* facilitates the customers to make complaint and suggestion through the website www.ptpn3.go.id.

Customer Satisfaction Survey

Holding Perkebunan Nusantara PTPN III (Persero) is aware of the important role of information of customer satisfaction and dissatisfaction as well as customer loyalty which become reference in responding business change from industrial economy to digital economy era, thereby the Company can reformulate the Company's vision, missions, values, and strategies implemented in the plantation business.

Therefore, customer satisfaction is the main priority in Company's performance as the latest and valid information as well as material in redesigning strategies, which are beneficial in product development. Since customers are very important for the Company's sustainability, the Company periodically performs Customer Satisfaction Survey to obtain the following information:

1. The offered products can be accepted and are supported by market customers;
2. Efforts to be made by the Company in developing and managing relation with the customers as well as attempts and efforts to grab new customers;
3. Knowing customers' wishes/requests and complaints on products and product services, including quality consistency, price, timeliness of goods procurement/goods delivery and communication;
4. Knowing the Company's image among the customers;
5. Enhancing the Company's performance by identifying the *Room to Improve*;
6. As the basis in preparing and monitoring future follow up plan.

Perbandingan Hasil Survei Kepuasan Pelanggan dalam dua tahun terakhir Comparison of Customer Satisfaction Survey Results in the past two years

TAHUN YEAR	Hasil Survei Kepuasan Pelanggan Customer Satisfaction Survey Results		
	Index Kepuasan Pelanggan Customer Satisfaction Index	Indeks Keterikatan Pelanggan Customer Engagement Index	Index Loyalitas Pelanggan Customer Loyalty Index
2022	81,25%	80,11%	78,78%
2021	84,56%	83,04%	78,46%

PENGELOLAAN PENGADUAN TERHADAP PRODUK/ JASA PERUSAHAAN

Perusahaan berkomitmen terhadap pelayanan prima kepada konsumen, karena itu memproses setiap keluhan pelanggan dengan cepat dan tepat. *Holding* Perkebunan Nusantara PTPN III (Persero) senantiasa patuh pada peraturan perundang-undangan terkait dengan industri perkebunan di Indonesia. Selain itu, Perusahaan juga memprioritaskan kebutuhan pelanggan dalam mengakses informasi dan menyampaikan keluhan. Setiap pengaduan atau keluhan yang disampaikan pelanggan dan masyarakat, selanjutnya akan ditindaklanjuti Perusahaan.

SERTIFIKASI DAN PENGHARGAAN TANGGUNG JAWAB PERUSAHAAN TERHADAP KONSUMEN ATAU PELANGGAN

MANAGEMENT OF COMPLAINTS AGAINST THE COMPANY'S PRODUCTS/SERVICES

The Company is committed to establish excellent service to its consumers. Therefore, the Company processes every customer complaint quickly and accurately. *Holding* Perkebunan Nusantara PTPN III (Persero) always complies with the laws and regulations related to the plantation industry in Indonesia. In addition, the Company also prioritizes customer needs in accessing information and delivering complaints. Any complaints or claims submitted by customers and the public will then be followed up by the Company.

CERTIFICATIONS AND AWARDS OF CORPORATE RESPONSIBILITY RELATED TO CONSUMERS OR CUSTOMERS

Sertifikasi Manajemen Mutu yang Masih Berlaku di Tahun 2022
Valid Quality Management Certifications in 2022

No	Nama Unit/Pabrik Name of Unit/Mill	Alamat Address	Status Sertifikasi Status of Certification	
			ISO 9001	Masa Berlaku Validity Period
1.	PKS Sei Daun (PSDAN)	Desa Meranti, Kecamatan Torgamba, kabupaten Labuhan Batu Selatan, 21572 SUMUT Meranti Village, Torgamba District, Labuhan Batu Selatan Regency, 21572 NORTH SUMATRA	ISO 9001	31 Agustus 2024 August 31, 2024
2.	PKS Sei Meranti (PSMTI)	Desa Meranti Makmur, Kec. Bagan Sinembah, Kab. Rokan Hilir, 28992, Riau Meranti Makmur Village, Bagan Sinembah District, Rokan Hilir Regency, 28992, Riau	ISO 9001	31 Agustus 2024 August 31, 2024
3.	PKS Torgamba (PTORA)	Desa Torgamba, Kec. Torgamba, Kab. Labuhan Batu, 21572, SUMUT Torgamba Village, Torgamba District, Labuhan Batu Regency, 21572, NORTH SUMATRA	ISO 9001	31 Agustus 2024 August 31, 2024
4.	PKS Sei Baruhur (PSBAR)	Desa Berigin Jaya, Kec. Torgamba, Kab. Labuhan Batu Selatan, SUMUT Berigin Jaya Village, Torgamba District, South Labuhan Batu Regency, NORTH SUMATRA	ISO 9001	31 Agustus 2024 August 31, 2024
5.	PKS Aek Raso (PPARO)	Desa Aek Raso, Kec. Torgamba, Kab. Labuhan Batu Selatan, 21572, SUMUT Aek Raso Village, Torgamba District, South Labuhan Batu Regency, 21572, NORTH SUMATRA	ISO 9001	31 Agustus 2024 August 31, 2024
6.	PKS Aek Torop (PATOR)	Desa Aek Batu, Kec. Torgamba, Kab. Labuhan Batu Selatan, 21572, SUMUT Aek Batu Village, Torgamba District, South Labuhan Batu Regency, 21572, NORTH SUMATRA	ISO 9001	31 Agustus 2024 August 31, 2024
7.	PKS PKS Aek Nabara Selatan (PARAS)	Desa Emplasmen, Kec. Torgamba, Kab. Labuhan Batu Selatan, 21462, SUMUT Emplasmen Village, Torgamba District, South Labuhan Batu Regency, 21462, NORTH SUMATRA	ISO 9001	31 Agustus 2024 August 31, 2024
8.	PKS Sei Sumut (PSSUT)	Desa Sei Sumu, Kec. Kota Pinang, Kab. Labuhan Batu Selatan, 21464, SUMUT Sei Sumu Village, Kota Pinang District, South Labuhan Batu Regency, 21464, NORTH SUMATRA	ISO 9001	31 Agustus 2024 August 31, 2024
9.	PKS Sei Silau (PSSIL)	Desa Sei Silau, Kec. Butu Pane, Kab. Asahan, 21261, SUMUT Sei Silau Village, Butu Pane District, Asahan Regency, 21261, NORTH SUMATRA	ISO 9001	31 Agustus 2024 August 31, 2024



Sertifikasi Manajemen Mutu yang Masih Berlaku di Tahun 2022

Valid Quality Management Certifications in 2022

No	Nama Unit/Pabrik Name of Unit/Mill	Alamat Address	Status Sertifikasi Status of Certification	
			ISO 9001	Masa Berlaku Validity Period
10	PKS Hapesong (PHPSG)	Desa Perkebunan Hapesong, Kec. Batang Toru, Kab. Tapanuli Selatan, 22738, SUMUT Perkebunan Hapesong Village, Batang Toru District, South Tapanuli Regency, 22738, NORTH SUMATRA	ISO 9001	31 Agustus 2024 August 31, 2024
11	PKS Rambutan (PRBTN)	Desa Paya Bagus, Kec. Tebing Tinggi, Kab. Serdang Bedagai, 20602, SUMUT Paya Bagus Village, Tebing Tinggi District, Serdang Bedagai Regency, 20602, NORTH SUMATRA	ISO 9001	31 Agustus 2024 August 31, 2024
12	PKS Sei Mangkei (PSMKI)	Desa Mangkei, Kec. Bosar Maligas, Kab. Simalungun, 21184, SUMUT Mangkei Village, Bosar Maligas District, Simalungun Regency, 21184, NORTH SUMATRA	ISO 9001	31 Agustus 2024 August 31, 2024
13	Pabrik Kernel Sei Mangkei (PKSMK)	Desa Mangkei, Kec. Bosar Maligas, Kab. Simalungun, 21184, SUMUT Mangkei Village, Bosar Maligas District, Simalungun Regency, 21184, NORTH SUMATRA	ISO 9001	31 Agustus 2024 August 31, 2024

Sertifikasi Manajemen Lingkungan yang Masih Berlaku di Tahun 2022

Valid Environmental Management Certifications in 2022

No	Nama Unit/Pabrik Name of Unit/Mill	Alamat Address	Status Sertifikasi Status of Certification	
			ISO14001	Masa Berlaku Validity Period
1.	PKS Sei Daun (PSDAN)	Desa Meranti, Kecamatan Torgamba, kabupaten Labuhan Batu Selatan, 21572 SUMUT Meranti Village, Torgamba District, South Labuhan Batu Regency, 21572 NORTH SUMATRA	ISO14001	31 Juli 2023 July 31, 2023
2.	PKS Sei Meranti (PSMTI)	Desa Meranti Makmur, Kec. Bagan Sinembah, Kab. Rokan Hilir, 28992, Riau Meranti Makmur Village, Bagan Sinembah District, Rokan Hilir Regency, 28992, Riau	ISO14001	31 Juli 2023 July 31, 2023
3	PKS Torgamba (PTORA)	Desa Torgamba, Kec. Torgamba, Kab. Labuhan Batu, 21572, SUMUT Torgamba Village, Torgamba District, Labuhan Batu Regency, 21572, NORTH SUMATRA	ISO14001	31 Juli 2023 July 31, 2023
4.	PKS Sei Baruhur (PSBAR)	Desa Berigin Jaya, Kec. Torgamba, Kab. Labuhan Batu Selatan, SUMUT Berigin Jaya Village, Torgamba District, South Labuhan Batu Regency, NORTH SUMATRA	ISO14001	31 Juli 2023 July 31, 2023
5.	PKS Aek Raso (PPARO)	Desa Aek Raso, Kec. Torgamba, Kab. Labuhan Batu Selatan, 21572, SUMUT Aek Raso Village, Torgamba District, South Labuhan Batu Regency, 21572, NORTH SUMATRA	ISO14001	31 Juli 2023 July 31, 2023
6.	PKS Aek Torop (PATOR)	Desa Aek Batu, Kec. Torgamba, Kab. Labuhan Batu Selatan, 21572, SUMUT Aek Batu Village, Torgamba District, South Labuhan Batu Regency, 21572, NORTH SUMATRA	ISO14001	31 Juli 2023 July 31, 2023
7.	PKS PKS Aek Nabara Selatan (PARAS)	Desa Emplasmen, Kec. Torgamba, Kab. Labuhan Batu Selatan, 21462, SUMUT Emplasmen Village, Torgamba District, South Labuhan Batu Regency, 21462, NORTH SUMATRA	ISO14001	31 Juli 2023 July 31, 2023
8	PKS Sei Sumut (PSSUT)	Desa Sei Sumu, Kec. Kota Pinang, Kab. Labuhan Batu Selatan, 21464, SUMUT Sei Sumu Village, Penang City District, South Labuhan Batu Regency, 21464, NORTH SUMATRA	ISO14001	31 Juli 2023 July 31, 2023
9	PKS Sei Silau (PSSIL)	Desa Sei Silau, Kec. Butu Pane, Kab. Asahan, 21261, SUMUT Sei Silau Village, Butu Pane District, Asahan Regency, 21261, NORTH SUMATRA	ISO14001	31 Juli 2023 July 31, 2023

Sertifikasi Manajemen Lingkungan yang Masih Berlaku di Tahun 2022
Valid Environmental Management Certifications in 2022

No	Nama Unit/Pabrik Name of Unit/Mill	Alamat Address	Status Sertifikasi Status of Certification	
			ISO14001	Masa Berlaku Validity Period
10	PKS Hapesong (PHPSG)	Desa Perkebunan Hapesong, Kec. Batang Toru, Kab. Tapanuli Selatan, 22738, SUMUT Hapesong Plantation Village, Batang Toru District, South Tapanuli Regency, 22738, NORTH SUMATRA	ISO14001	31 Juli 2023 July 31, 2023
11	PKS Rambutan (PRBTN)	Desa Paya Bagas, Kec. Tebing Tinggi, Kab. Serdang Bedagai, 20602, SUMUT Paya Bagas Village, Tebing Tinggi District, Serdang Bedagai Regency, 20602, NORTH SUMATRA	ISO14001	31 Juli 2023 July 31, 2023
12	PKS Sei Mangkei (PSMKI)	Desa Mangkei, Kec. Bosar Maligas, Kab. Simalungun, 21184, SUMUT Mangkei Village, Bosar Maligas District, Simalungun Regency, 21184, NORTH SUMATRA	ISO14001	31 Juli 2023 July 31, 2023
13	Pabrik Kernel Sei Mangkei (PKSMK)	Desa Mangkei, Kec. Bosar Maligas, Kab. Simalungun, 21184, SUMUT Mangkei Village, Bosar Maligas District, Simalungun Regency, 21184, NORTH SUMATRA	ISO14001	31 Juli 2023 July 31, 2023
14	Instalasi Belawan	Belawan, Medan, Belawan 20412, SUMUT Belawan, Medan, Belawan 20412, NORTH SUMATRA	ISO14001	31 Juli 2023 July 31, 2023
15	Kantor Direksi	Sei Batanghari No.2 Medan, 20122, SUMUT Sei Batanghari No. 2 Medan, 20122, NORTH SUMATRA	ISO14001	31 Juli 2023 July 31, 2023

Sertifikasi Halal yang Masih Berlaku di Tahun 2022
Valid Halal Certification in 2022

Nama Unit/Pabrik Name of Unit/Mill	Alamat Address	Status Sertifikat Status of Certification	
		Halal	Masa Berlaku Validity Period
PKS Sei Daun (PSDAN)	Desa Meranti, Kecamatan Torgamba, kabupaten Labuhan Batu Selatan, 21572 SUMUT Meranti Village, Torgamba District, South Labuhan Batu Regency, 21572 NORTH SUMATRA	Halal	03 November 2025 November 3, 2025
PKS Sei Meranti (PSMTI)	Desa Meranti Makmur, Kec. Bagan Sinembah, Kab. Rokan Hilir, 28992, Riau Desa Meranti Makmur, Bagan Sinembah District, Rokan Hilir Regency, 28992, Riau	Halal	03 November 2025 November 3, 2025
PKS Torgamba (PTORA)	Desa Torgamba, Kec. Torgamba, Kab. Labuhan Batu, 21572, SUMUT Torgamba Village, Torgamba District, South Labuhan Batu Regency, 21572, NORTH SUMATRA	Halal	03 November 2025 November 3, 2025
PKS Sei Baruhur (PSBAR)	Desa Berigin Jaya, Kec. Torgamba, Kab. Labuhan Batu Selatan, SUMUT Berigin Jaya Village, Torgamba District, South Labuhan Batu Regency, NORTH SUMATRA	Halal	03 November 2025 November 3, 2025
PKS Aek Raso (PPARO)	Desa Aek Raso, Kec. Torgamba, Kab. Labuhan Batu Selatan, 21572, SUMUT Aek Raso Village, Torgamba District, South Labuhan Batu Regency, 21572, NORTH SUMATRA	Halal	03 November 2025 November 3, 2025
PKS Aek Torop (PATOR)	Desa Aek Batu, Kec. Torgamba, Kab. Labuhan Batu Selatan, 21572, SUMUT Aek Batu Village, Torgamba District, South Labuhan Batu Regency, 21572, NORTH SUMATRA	Halal	03 November 2025 November 3, 2025
PKS PKS Aek Nabara Selatan (PARAS)	Desa Emplasmen, Kec. Torgamba, Kab. Labuhan Batu Selatan, 21462, SUMUT Emplasmen Village, Torgamba District, South Labuhan Batu Regency, 21462, NORTH SUMATRA	Halal	03 November 2025 November 3, 2025
PKS Sei Sumut (PSSUT)	Desa Sei Sumu, Kec. Kota Pinang, Kab. Labuhan Batu Selatan, 21464, SUMUT Sei Sumu Village, Kota Pinang District, South Labuhan Batu Regency, 21464, NORTH SUMATRA	Halal	03 November 2025 November 3, 2025



Sertifikasi Halal yang Masih Berlaku di Tahun 2022
Valid Halal Certification in 2022

Nama Unit/Pabrik Name of Unit/Mill	Alamat Address	Status Sertifikat Status of Certification	
		Halal	Masa Berlaku Validity Period
PKS Sei Silau (PSSIL)	Desa Sei Silau, Kec. Butu Pane, Kab. Asahan, 21261, SUMUT Sei Silau Village, Butu Pane District, Asahan Regency, 21261, NORTH SUMATRA	Halal	03 November 2025 November 3, 2025
PKS Hapesong (PHPSG)	Desa Perkebunan Hapesong, Kec. Batang Toru, Kab. Tapanuli Selatan, 22738, SUMUT Perkebunan Hapesong Village, Batang Toru District, South Tapanuli Regency, 22738, NORTH SUMATRA	Halal	03 November 2025 November 3, 2025
PKS Rambutan (PRBTN)	Desa Paya Bagas, Kec. Tebing Tinggi, Kab. Serdang Bedagai, 20602, SUMUT Paya Bagas Village, Tebing Tinggi District, Serdang Bedagai Regency, 20602, NORTH SUMATRA	Halal	03 November 2025 November 3, 2025
PKS Sei Mangkei (PSMKI)	Desa Mangkei, Kec. Bosar Maligas, Kab. Simalungun, 21184, SUMUT Mangkei Village, Bosar Maligas District, Simalungun Regency, 21184, NORTH SUMATRA	Halal	03 November 2025 November 3, 2025
Pabrik Kernel Sei Mangkei (PKSMK)	Desa Mangkei, Kec. Bosar Maligas, Kab. Simalungun, 21184, SUMUT Mangkei Village, Bosar Maligas District, Simalungun Regency, 21184, NORTH SUMATRA	Halal	03 November 2025 November 3, 2025

Pernyataan Anggota Dewan Komisaris dan Direksi Tentang Tanggung Jawab atas Laporan Tahunan 2022

STATEMENT OF MEMBER OF BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS REGARDING RESPONSIBILITY FOR THE 2022 ANNUAL REPORT

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Perkebunan Nusantara III (Persero) tahun 2022 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perusahaan.

Demikian pernyataan ini dibuat dengan sebenarnya.

We, the undersigned, testify that all information in the Annual Report of PT Perkebunan Nusantara III (Persero) for 2022 is presented in its entirety and we are fully responsible for the correctness of the contents in the Annual Report of the Company.

This statement is hereby made in all truthfulness.

Jakarta, 2 Mei 2023
Jakarta, 2 May 2023

Dewan Komisaris Board of Commissioners



Zulkifli Zaini Komisaris Utama merangkap Komisaris Independen

President Commissioner concurrently
Independent Commissioner



Erwan Pelawi Komisaris Independen Independent Commissioner



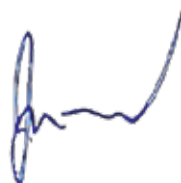
Amal Bakti Pulungan Komisaris Independen Independent Commissioner



Wisto Prihadi Komisaris Independen Independent Commissioner



Asep Subarkah Yusuf Komisaris Commissioner



Arie Yuriwin Komisaris Commissioner



Ardan Adiperdana Komisaris Commissioner



Pernyataan Anggota Dewan Komisaris dan Direksi Tentang Tanggung Jawab atas Laporan Tahunan 2022

STATEMENT OF MEMBER OF BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS REGARDING RESPONSIBILITY FOR THE 2022 ANNUAL REPORT

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Perkebunan Nusantara III (Persero) tahun 2022 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perusahaan.

Demikian pernyataan ini dibuat dengan sebenarnya.

We, the undersigned, testify that all information in the Annual Report of PT Perkebunan Nusantara III (Persero) for 2022 is presented in its entirety and we are fully responsible for the correctness of the contents in the Annual Report of the Company.

This statement is hereby made in all truthfulness.

Jakarta, 2 Mei 2023
Jakarta, 2 May 2023

Direksi Board of Directors

Mohammad Abdul Ghani
Direktur Utama
President Director

Denaldy Mulino Mauna
Wakil Direktur Utama
Deputy President Director

M. Iswahyudi
Direktur Keuangan dan Manajemen Risiko
Director of Finance and Risk Management

Dwi Sutoro
Direktur Pemasaran
Director of Marketing

Seger Budiarjo
Direktur Sumber Daya Manusia
Director of Human Resources

Mahmudi
Direktur Produksi dan Pengembangan
Director of Production and Development

Doni P. Gandamihardja
Direktur Umum
Director of General Affairs

Ahmad Haslan Saragih
Direktur Pelaksana
Managing Director





08

LAPORAN KEUANGAN
FINANCIAL REPORT

PT Perkebunan Nusantara III (Persero) dan entitas anaknya/ and its subsidiaries

Laporan keuangan konsolidasian tanggal 31 Desember 2022
dan untuk tahun yang berakhir pada tanggal tersebut
beserta laporan auditor independen/
Consolidated financial statements as of December 31, 2022
and for the year then ended with independent auditors' report



The original report included herein is in the Indonesian language.

**PT PERKEBUNAN NUSANTARA III (PERSERO)
DAN ENTITAS ANAKNYA
LAPORAN KEUANGAN KONSOLIDASIAN
TANGGAL 31 DESEMBER 2022
DAN UNTUK TAHUN YANG BERAKHIR PADA
TANGGAL TERSEBUT
BESERTA LAPORAN AUDITOR INDEPENDEN**

**PT PERKEBUNAN NUSANTARA III (PERSERO)
AND ITS SUBSIDIARIES
CONSOLIDATED FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2022
AND FOR THE YEAR
THEN ENDED
WITH INDEPENDENT AUDITORS' REPORT**

Daftar Isi

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Laporan Perubahan Ekuitas Konsolidasian	5	<i>Consolidated Statement of Changes in Equity</i>
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**SURAT PERNYATAAN DIREKSI
TENTANG TANGGUNG JAWAB ATAS
LAPORAN KEUANGAN KONSOLIDASIAN
PT PERKEBUNAN NUSANTARA III (PERSERO)
DAN ENTITAS ANAKNYA
TANGGAL 31 DESEMBER 2022
DAN UNTUK TAHUN YANG BERAKHIR
PADA TANGGAL TERSEBUT**

**DIRECTOR'S STATEMENT
ON THE RESPONSIBILITY FOR THE
CONSOLIDATED FINANCIAL STATEMENTS OF
PT PERKEBUNAN NUSANTARA III (PERSERO)
AND ITS SUBSIDIARIES
AS OF DECEMBER 31, 2022
AND FOR THE YEAR
THEN ENDED**

Kami yang bertanda tangan di bawah ini / *We, the undersigned:*

- | | | |
|----------------------------------------------|---|-----------------------------------------------------------------------------------------------------|
| 1. Nama / <i>Name</i> | : | Mohammad Abdul Ghani |
| Alamat Kantor / <i>Office Address</i> | : | Gedung Agro Plaza Lt. 15
Jl. H.R. Rasuna Said Kav. X2 No. 1
Setiabudi, Jakarta Selatan, 12950 |
| Alamat Domisili / <i>Residential Address</i> | : | PRUM. Griya Nusa - 3 Blok C12 Medan
RT/RW 000/000
Kel. Tanjung Selamat, Kec. Medan Tuntungan |
| Jabatan / <i>Title</i> | : | Direktur Utama / <i>President Director</i> |
| 2. Nama / <i>Name</i> | : | M. Iswahyudi |
| Alamat Kantor / <i>Office Address</i> | : | Gedung Agro Plaza Lt. 15
Jl. H.R. Rasuna Said Kav. X2 No. 1
Setiabudi, Jakarta Selatan, 12950 |
| Alamat Domisili / <i>Residential Address</i> | : | Raffles Hills Blok P1 No. 8 RT/RW 23/05
Kel. Suka Tani, Kec. Tapos |
| Jabatan / <i>Title</i> | : | Direktur Keuangan / <i>Finance Director</i> |


menyatakan bahwa / *certify that:*

- | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian PT Perkebunan Nusantara III (Persero) dan entitas anaknya ("Kelompok Usaha"); | 1. <i>We take the responsibility for the preparation and presentation of consolidated financial statements of PT Perkebunan Nusantara III (Persero) and its subsidiaries (the "Group");</i> |
| 2. Laporan keuangan konsolidasian Kelompok Usaha telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia; | 2. <i>The Group's consolidated financial statements have been prepared in accordance with the Indonesian Financial Accounting Standards;</i> |
| 3. a. Semua informasi dalam laporan keuangan konsolidasian Kelompok Usaha telah dimuat secara lengkap dan benar;
b. Laporan keuangan konsolidasian Kelompok Usaha tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material; | 3. a. <i>All information in Group's consolidated financial statements has been completely and properly disclosed;</i>
b. <i>The Group's consolidated financial statements do not contain material misleading information or facts, and do not omit material information or facts;</i> |
| 4. Kami bertanggung jawab atas sistem pengendalian intern dalam Kelompok Usaha. | 4. <i>We are responsible for the Group's internal control system.</i> |

Demikian pernyataan ini dibuat dengan sebenarnya.

The statement is made truthfully.

Jakarta, 15 Maret 2023 / *March 15, 2023*
PT Perkebunan Nusantara III (Persero)



Mohammad Abdul Ghani
Direktur Utama/
President Director



M. Iswahyudi
Direktur Keuangan dan Manajemen
*Risiko/Finance and Risk
Management Director*



Purwantono, Sungkoro & Surja

Indonesia Stock Exchange Building
Tower 2, 7th Floor
Jl. Jend. Sudirman Kav. 52-53
Jakarta 12190, Indonesia

Tel : +62 21 5289 5000
Fax: +62 21 5289 4100
ey.com/id

The original report included herein is in
the Indonesian language.

Laporan Auditor Independen

Laporan No. 00251/2.1032/AU.1/01/1609-4/1/III/2023

Pemegang Saham, Dewan Komisaris, dan Direksi
PT Perkebunan Nusantara III (Persero)

Laporan Audit atas Laporan Keuangan
Konsolidasian

Opini

Kami telah mengaudit laporan keuangan konsolidasian PT Perkebunan Nusantara III (Persero) (“Perusahaan”) dan entitas anaknya (secara kolektif disebut sebagai “Kelompok Usaha”) terlampir, yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2022, serta laporan laba rugi dan rugi komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk ikhtisar kebijakan akuntansi signifikan.

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Kelompok Usaha tanggal 31 Desember 2022, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Independent Auditor’s Report

Report No. 00251/2.1032/AU.1/01/1609-4/1/III/2023

The Shareholders and the Boards of
Commissioners and Directors
PT Perkebunan Nusantara III (Persero)

Report on the Audit of the Consolidated Financial
Statements

Opinion

We have audited the accompanying consolidated financial statements PT Perkebunan Nusantara III (Persero) (the “Company”) and its subsidiaries (collectively referred to as the “Group”), which comprise the consolidated statement of financial position as of December 31, 2022, and the consolidated statement of profit or loss and other comprehensive loss, consolidated statement of changes in equity, and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as of December 31, 2022, and its consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.



The original report included herein is in the Indonesian language.

Laporan Auditor Independen (lanjutan)

Laporan No. 00251/2.1032/AU.1/01/1609-4/1/III/2023 (lanjutan)

Basis opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia (“IAPI”) dan Standar Pemeriksaan Keuangan Negara (“SPKN”) yang ditetapkan oleh Badan Pemeriksa Keuangan Republik Indonesia (“BPK”). Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian pada laporan kami. Kami independen terhadap Kelompok Usaha berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan konsolidasian di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini kami.

Hal lain

Kami juga telah menerbitkan secara terpisah laporan-laporan bertanggal 15 Maret 2023, masing-masing atas: (i) kepatuhan Kelompok Usaha terhadap peraturan perundang-undangan yang berpengaruh langsung dan material terhadap penyajian laporan keuangan konsolidasian, dan (ii) pengendalian internal Kelompok Usaha.

Informasi lain

Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam Laporan Tahunan Tahun 2022 “Laporan Tahunan”. Laporan Tahunan diharapkan akan tersedia bagi kami setelah tanggal laporan auditor independen ini.

Independent Auditor’s Report (continued)

Report No. 00251/2.1032/AU.1/01/1609-4/1/III/2023 (continued)

Basis for opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants (“IICPA”) and State Financial Auditing Standards (“SPKN”) established by the Audit Board of Republic of Indonesia (“BPK”). Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Consolidated Financial Statements paragraph of our report. We are independent of the Group in accordance with the ethical requirements relevant to our audit of the consolidated financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with such requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other matter

We have also separately issued reports dated March 15, 2023, on: (i) the Group’s compliance with laws and regulations that directly and materially affect the presentation of its Consolidated financial statements, and (ii) the Group’s internal control.

Other information

Management is responsible for the other information. Other information comprises the information included in the 2022 Annual Report “Annual Report”. The Annual Report is expected to be made available to us after the date of this independent auditor’s report.



The original report included herein is in the Indonesian language.

Laporan Auditor Independen (lanjutan)

Laporan No. 00251/2.1032/AU.1/01/1609-4/1/III/2023 (lanjutan)

Informasi lain (lanjutan)

Opini kami atas laporan keuangan konsolidasian terlampir tidak mencakup Laporan Tahunan, dan oleh karena itu, kami tidak menyatakan bentuk keyakinan apapun atas Laporan Tahunan tersebut.

Sehubungan dengan audit kami atas laporan keuangan konsolidasian terlampir, tanggung jawab kami adalah untuk membaca Laporan Tahunan ketika tersedia dan, dalam melaksanakannya, mempertimbangkan apakah Laporan Tahunan mengandung ketidakkonsistensian material dengan laporan keuangan konsolidasian terlampir atau pemahaman yang kami peroleh selama audit, atau mengandung kesalahan penyajian material.

Ketika kami membaca Laporan Tahunan, jika kami menyimpulkan bahwa terdapat suatu kesalahan penyajian material di dalamnya, kami diharuskan untuk mengomunikasikan hal tersebut kepada pihak yang bertanggung jawab atas tata kelola dan melakukan tindakan yang tepat berdasarkan peraturan perundang-undangan yang berlaku.

Tanggung jawab manajemen dan pihak yang bertanggung jawab atas tata kelola terhadap laporan keuangan konsolidasian

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Independent Auditor's Report (continued)

Report No. 00251/2.1032/AU.1/01/1609-4/1/III/2023 (continued)

Other information (continued)

Our opinion on the accompanying consolidated financial statements does not cover the Annual Report, and accordingly, we do not express any form of assurance on the Annual Report.

In connection with our audit of the accompanying consolidated financial statements, our responsibility is to read the Annual Report when it becomes available and, in doing so, consider whether the Annual Report is materially inconsistent with the accompanying consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions based on the applicable laws and regulations.

Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.



The original report included herein is in the Indonesian language.

Laporan Auditor Independen (lanjutan)

Laporan No. 00251/2.1032/AU.1/01/1609-4/1/III/2023 (lanjutan)

Tanggung jawab manajemen dan pihak yang bertanggung jawab atas tata kelola terhadap laporan keuangan konsolidasian

Dalam penyusunan laporan keuangan konsolidasian, manajemen bertanggung jawab untuk menilai kemampuan Kelompok Usaha dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha, dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi Kelompok Usaha atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Kelompok Usaha.

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian

Tujuan kami adalah untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor independen yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit yang ditetapkan oleh IAPI akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan konsolidasian tersebut.

Independent Auditor's Report (continued)

Report No. 00251/2.1032/AU.1/01/1609-4/1/III/2023 (continued)

Responsibilities of management and those charged with governance for the consolidated financial statements

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting, unless management either intends to liquidate the Group or to cease its operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements taken as a whole are free from material misstatement, whether due to fraud or error, and to issue an independent auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing established by the IICPA will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.



The original report included herein is in the Indonesian language.

Laporan Auditor Independen (lanjutan)

Laporan No. 00251/2.1032/AU.1/01/1609-4/1/III/2023 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian (lanjutan)

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memperoleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya suatu kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian atas pengendalian internal.
- Memperoleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektifitasan pengendalian internal Kelompok Usaha.
- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.

Independent Auditor's Report (continued)

Report No. 00251/2.1032/AU.1/01/1609-4/1/III/2023 (continued)

Auditor's responsibilities for the audit of the consolidated financial statements (continued)

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to such risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



The original report included herein is in the Indonesian language.

Laporan Auditor Independen (lanjutan)

Laporan No. 00251/2.1032/AU.1/01/1609-4/1/III/2023 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian (lanjutan)

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga: (lanjutan)

- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Kelompok Usaha untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor independen kami ke pengungkapan terkait dalam laporan keuangan konsolidasian atau, jika pengungkapan tersebut tidak memadai, memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor independen kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Kelompok Usaha tidak dapat mempertahankan kelangsungan usaha.
- Mengevaluasi penyajian, struktur, dan isi laporan keuangan konsolidasian secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan konsolidasian mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.

Independent Auditor's Report (continued)

Report No. 00251/2.1032/AU.1/01/1609-4/1/III/2023 (continued)

Auditor's responsibilities for the audit of the consolidated financial statements (continued)

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also: (continued)

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our independent auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusion is based on the audit evidence obtained up to the date of our independent auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure, and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.



The original report included herein is in the Indonesian language.

Laporan Auditor Independen (lanjutan)

Laporan No. 00251/2.1032/AU.1/01/1609-4/1/III/2023 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian (lanjutan)

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga: (lanjutan)

- [Memeroleh bukti audit yang cukup dan tepat terkait informasi keuangan entitas atau aktivitas bisnis dalam Kelompok Usaha untuk menyatakan opini atas laporan keuangan konsolidasian. Kami bertanggung jawab atas arahan, supervisi, dan pelaksanaan audit Kelompok Usaha. Kami tetap bertanggung jawab sepenuhnya atas opini audit kami.]2

Suatu audit yang dilaksanakan berdasarkan SPKN yang ditetapkan BPK juga mencakup pengujian atas: (i) kepatuhan Kelompok Usaha terhadap peraturan perundang-undangan yang berpengaruh langsung dan material terhadap penyajian laporan keuangan konsolidasian Kelompok Usaha, dan (ii) pengendalian internal Kelompok Usaha.

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

Independent Auditor's Report (continued)

Report No. 00251/2.1032/AU.1/01/1609-4/1/III/2023 (continued)

Auditor's responsibilities for the audit of the consolidated financial statements (continued)

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also: (continued)

- [Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision, and performance of the group audit. We remain solely responsible for our audit opinion.]2

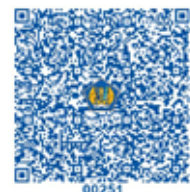
An audit conducted in accordance with SPKN established by BPK also includes testing of the: (i) Group's compliance with laws and regulations that directly affect and material to the presentation of Group's consolidated financial statements, and (ii) Group's internal control.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

KAP Purwantono, Sungkoro & Surja

Damestar Hutagalung
Registrasi Akuntan Publik No. AP.1609/Public Accountant Registration No. AP.1609

15 Maret 2023/March 15, 2023



The original consolidated financial statements included herein are in the Indonesian language.

**PT PERKEBUNAN NUSANTARA III (PERSERO)
DAN ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN
KONSOLIDASIAN
Tanggal 31 Desember 2022
(Disajikan dalam Rupiah, kecuali dinyatakan lain)**

**PT PERKEBUNAN NUSANTARA III (PERSERO)
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF
FINANCIAL POSITION
As of December 31, 2022
(Expressed in Rupiah, unless otherwise stated)**

	Catatan/ Notes	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
ASET				ASSETS
ASET LANCAR				CURRENT ASSETS
Kas dan setara kas	4,38	10.862.010.136.371	11.476.218.634.841	Cash and cash equivalents
Kas yang dibatasi penggunaannya	5,38	2.282.286.871.086	2.039.837.414.082	Restricted cash
Piutang usaha	6			Trade receivables
Pihak ketiga		1.570.653.455.581	791.238.237.680	Third parties
Pihak berelasi	38	59.340.999.723	150.913.814.775	Related parties
Piutang lain-lain	7			Other receivables
Pihak ketiga		545.205.363.640	322.503.420.406	Third parties
Pihak berelasi	38	485.991.910.803	281.596.970.680	Related parties
Persediaan - neto	8	10.428.671.390.826	5.821.169.927.832	Inventories - net
Aset biologis	9	2.014.322.292.568	2.167.376.630.344	Biological assets
Pajak dibayar di muka	22a	1.123.845.158.644	734.540.464.648	Prepaid taxes
Aset lancar lainnya	10	373.982.969.261	708.604.409.979	Other current assets
Total Aset Lancar		29.746.310.548.503	24.493.999.925.267	Total Current Assets
ASET TIDAK LANCAR				NON-CURRENT ASSETS
Piutang lain-lain jangka panjang	11,38	259.618.928.071	347.522.074.731	Other long-term receivables
Investasi saham	12	1.777.666.699.997	1.743.924.055.623	Investments in shares of stock
Aset pajak tangguhan	22f	1.020.961.790.103	1.086.030.288.699	Deferred tax assets
Aset tetap	13	104.359.767.097.485	106.068.483.868.975	Fixed assets
Aset biologis	9	527.930.828.458	500.426.968.945	Biological assets
Properti investasi	14	8.708.117.491.638	7.709.151.617.968	Investment property
Beban tangguhan - hak atas tanah	15	511.994.686.820	526.327.821.653	Deferred charge - land rights
Piutang tagihan pajak	22b	661.650.491.835	1.006.624.050.614	Claims for tax refund
Aset hak-guna	16	276.902.247.822	299.572.032.245	Right-of-use assets
Aset tidak lancar lainnya	17	1.304.929.337.522	843.494.989.191	Other non-current assets
Total Aset Tidak Lancar		119.409.539.599.751	120.131.557.768.644	Total Non-Current Assets
TOTAL ASET		149.155.850.148.254	144.625.557.693.911	TOTAL ASSETS

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements from an integral part of these consolidated financial statements taken as a whole.



The original consolidated financial statements included herein are in the Indonesian language.

**PT PERKEBUNAN NUSANTARA III (PERSERO)
DAN ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN
KONSOLIDASIAN (lanjutan)
Tanggal 31 Desember 2022
(Disajikan dalam Rupiah, kecuali dinyatakan lain)**

**PT PERKEBUNAN NUSANTARA III (PERSERO)
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF
FINANCIAL POSITION (continued)
As of December 31, 2022
(Expressed in Rupiah, unless otherwise stated)**

	Catatan/ Notes	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
LIABILITAS DAN EKUITAS				LIABILITIES AND EQUITY
LIABILITAS				LIABILITIES
LIABILITAS JANGKA PENDEK				CURRENT LIABILITIES
Utang bank jangka pendek	18	262.121.608.387	140.585.875.551	Short-term bank loans
Utang usaha	19			Trade payables
Pihak ketiga		5.306.845.372.035	4.344.876.430.058	Third parties
Pihak berelasi	38	339.220.348.665	360.178.286.953	Related parties
Utang lain-lain	20			Other payables
Pihak ketiga		606.285.587.610	861.178.962.312	Third parties
Pihak berelasi	38	529.054.084.315	637.155.900.909	Related parties
Liabilitas kontrak	21	2.556.213.479.478	1.319.446.295.303	Contract liabilities
Utang pajak	22c	1.224.768.761.887	2.103.945.498.660	Taxes payables
Biaya masih harus dibayar	23	4.563.969.325.150	3.959.248.390.727	Accrued expenses
Bagian lancar atas:				Current maturities of:
Pendapatan diterima di muka	25	10.751.606.975	13.107.799.387	Unearned revenue
Utang jangka panjang	24,26,38	8.244.607.329.973	3.696.521.179.693	Long-term debts
Liabilitas imbalan kerja karyawan	27	2.338.721.924.515	2.465.259.316.875	Employee benefits liability
Liabilitas sewa	16	144.001.545.094	129.028.147.806	Lease liabilities
Total Liabilitas Jangka Pendek		26.126.560.974.084	20.030.532.084.234	Total Current Liabilities
LIABILITAS JANGKA PANJANG				NON-CURRENT LIABILITIES
Utang lain-lain jangka panjang	24			Other long-term payables
Pihak ketiga		277.152.076.783	213.881.437.541	Third parties
Pihak berelasi	38	38.576.758.464	127.775.119.207	Related parties
Liabilitas sewa	16	139.576.465.206	185.756.777.469	Lease liabilities
Pendapatan diterima di muka	25,38	480.700.995.834	348.361.992.626	Deferred revenue
Utang jangka panjang	26,38	35.704.733.877.009	41.334.376.033.427	Long term liabilities
Liabilitas imbalan kerja karyawan	27	15.150.926.865.890	15.393.755.966.024	Employee benefits liability
Liabilitas pajak tangguhan - neto	22f	1.121.477.945.434	1.284.144.766.709	Deferred tax liabilities - net
Total Liabilitas Jangka Panjang		52.913.144.984.620	58.888.052.093.003	Total Non-Current Liabilities
TOTAL LIABILITAS		79.039.705.958.704	78.918.584.177.237	TOTAL LIABILITIES
EKUITAS				EQUITY
Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk				Equity Attributable to the Owners of the Parent Entity
Modal saham - nilai nominal				Share capital - par value
Rp1.000.000 per saham				Rp1,000,000 per share
Modal dasar - 66.600.000 saham				Authorized - 66,600,000 shares
Modal ditempatkan dan disetor penuh - 40.216.132 saham	29	40.216.132.000.000	40.216.132.000.000	Issued and fully paid - 40,216,132 shares
Komponen ekuitas lainnya	29	(13.589.154.502.114)	(13.589.154.502.114)	Other equity components
Penghasilan komprehensif lain		(28.374.941.362)	87.150.411.166	Other comprehensive income
Surplus revaluasi	35	45.050.291.089.385	45.093.984.876.072	Revaluation surplus
Saldo laba				Retained earning
Ditentukan penggunaannya		1.603.336.719.707	1.603.336.719.707	Appropriated
Belum ditentukan penggunaannya		(7.869.270.058.180)	(12.294.264.064.025)	Unappropriated
Total Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk		65.382.960.307.436	61.117.185.440.806	Total Equity Attributable to the Owners of the Parent Entity
Kepentingan Nonpengendali	28	4.733.183.882.114	4.589.788.075.868	Non-controlling Interest
Total Ekuitas		70.116.144.189.550	65.706.973.516.674	Total Equity
TOTAL LIABILITAS DAN EKUITAS		149.155.850.148.254	144.625.557.693.911	TOTAL LIABILITIES AND EQUITY

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements from an integral part of these consolidated financial statements taken as a whole.

The original consolidated financial statements included herein are in the Indonesian language.

**PT PERKEBUNAN NUSANTARA III (PERSERO)
DAN ENTITAS ANAKNYA
LAPORAN LABA RUGI DAN PENGHASILAN
KOMPREHENSIF LAIN KONSOLIDASIAN
Untuk Tahun yang Berakhir pada Tanggal
31 Desember 2022
(Disajikan dalam Rupiah, kecuali dinyatakan lain)**

**PT PERKEBUNAN NUSANTARA III (PERSERO)
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF PROFIT
OR LOSS AND OTHER COMPREHENSIVE INCOME
For the Year Ended
December 31, 2022
(Expressed in Rupiah, unless otherwise stated)**

	Catatan/ Notes	Tahun yang Berakhir pada Tanggal 31 Desember/ Year Ended December 31		
		2022	2021	
PENDAPATAN	30	55.863.302.364.478	53.569.661.765.461	REVENUE
BEBAN POKOK PENDAPATAN	31	(36.669.237.286.067)	(33.660.028.631.886)	COST OF GOODS SOLD
LABA BRUTO		19.194.065.078.411	19.909.633.133.575	GROSS PROFIT
Keuntungan yang timbul dari perubahan nilai wajar aset biologis	9	(377.118.832.890)	279.420.039.027	Gain arising from change in fair value of biological assets
Beban pemasaran dan penjualan	32	(856.340.857.350)	(780.699.416.266)	Marketing and selling expenses
Beban umum dan administrasi	33	(8.259.387.409.429)	(7.753.262.010.408)	General and administrative expenses
Pendapatan operasi lain	34	3.930.539.173.613	2.409.138.323.422	Other operating income
Beban operasi lain	36	(2.863.501.668.402)	(3.561.033.712.602)	Other operating expenses
LABA USAHA		10.768.255.483.953	10.503.196.356.748	INCOME FROM OPERATIONS
Bagian laba entitas asosiasi		226.053.213.835	164.671.875.789	Share in income of associates
Pendapatan keuangan	37a	211.433.368.733	282.197.524.319	Finance income
Pajak final atas pendapatan keuangan		(19.970.991.815)	(22.734.085.521)	Final tax relating to finance income
Beban keuangan	37b	(3.151.476.616.479)	(3.450.254.219.622)	Finance expense
LABA SEBELUM PAJAK PENGHASILAN		8.034.294.458.227	7.477.077.451.713	INCOME BEFORE INCOME TAX EXPENSE
BEBAN PAJAK PENGHASILAN	22d	(2.017.313.386.680)	(2.832.744.794.875)	INCOME TAX EXPENSE
LABA TAHUN BERJALAN		6.016.981.071.547	4.644.332.656.838	PROFIT FOR THE YEAR
Penghasilan komprehensif lain:				Other comprehensive income:
Pos-pos yang tidak akan direklasifikasi ke laba rugi:				Items that will not be reclassified to profit or loss:
Revaluasi aset tetap	13, 14	(116.730.372.659)	6.934.301.578.273	Revaluation of fixed assets
Pengukuran kembali atas liabilitas imbalan kerja karyawan	27	(1.411.628.959.329)	112.423.359.775	Remeasurement of employee benefits liability
Nilai wajar aset keuangan - neto		(161.436.059.358)	(456.834.573)	Fair value of financial assets income adjustment - net
Bagian penghasilan komprehensif dari entitas asosiasi - keuntungan/(kerugian) aktuarial		1.005.950.889	19.897.698.842	Share in other comprehensive income of associate entities - actuarial gain/(loss)
Nilai wajar investasi saham - neto		-	154.962.239.469	Fair value of share investment - net
Penghasilan/(rugi) komprehensif lain tahun berjalan neto		(1.688.789.440.457)	7.221.128.041.786	Other comprehensive income/(loss) for the year - net
TOTAL PENGHASILAN KOMPREHENSIF TAHUN BERJALAN		4.328.191.631.090	11.865.460.698.624	TOTAL COMPREHENSIVE INCOME FOR THE YEAR

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements from an integral part of these consolidated financial statements taken as a whole.



The original consolidated financial statements included herein are in the Indonesian language.

**PT PERKEBUNAN NUSANTARA III (PERSERO)
DAN ENTITAS ANAKNYA
LAPORAN LABA RUGI DAN PENGHASILAN
KOMPREHENSIF LAIN KONSOLIDASIAN
(lanjutan)
Untuk Tahun yang Berakhir pada Tanggal
31 Desember 2022
(Disajikan dalam Rupiah, kecuali dinyatakan lain)**

**PT PERKEBUNAN NUSANTARA III (PERSERO)
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF PROFIT
OR LOSS AND OTHER COMPREHENSIVE INCOME
(continued)
For the Year Ended
December 31, 2022
(Expressed in Rupiah, unless otherwise stated)**

	Catatan/ Notes	Tahun yang Berakhir pada Tanggal 31 Desember/ Year Ended December 31		
		2022	2021	
Laba Tahun Berjalan yang Dapat Diatribusikan Kepada:				Income For The Year Attributable To:
Pemilik entitas induk		5.633.064.398.402	4.377.376.640.742	Owners of the Parent
Kepentingan nonpengendali		383.916.673.145	266.956.016.096	Non-controlling interest
Total		6.016.981.071.547	4.644.332.656.838	Total
Total Penghasilan Komprehensif Tahun Berjalan yang Dapat Diatribusikan Kepada:				Total Comprehensive Income For The Year Attributable To:
Pemilik entitas induk		4.112.323.794.630	10.976.543.293.139	Owners of the Parent
Kepentingan nonpengendali		215.867.836.460	888.917.405.485	Non-controlling interest
Total		4.328.191.631.090	11.865.460.698.624	Total
LABA PER SAHAM DASAR YANG DAPAT DIATRIBUSIKAN KEPADA PEMILIK ENTITAS INDUK	39	149.616	115.484	BASIC PROFIT PER SHARE ATTRIBUTABLE TO THE OWNER OF THE PARENT

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements from an integral part of these consolidated financial statements taken as a whole.

The original consolidated financial statements included herein are in the Indonesian language.

**PT PERKEBUNAN NUSANTARA III (PERSERO)
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
For the Year Ended December 31, 2022
(Expressed in Rupiah, unless otherwise stated)**

**PT PERKEBUNAN NUSANTARA III (PERSERO)
DAN ENTITAS ANAKNYA
LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2022
(Disajikan dalam Rupiah, kecuali dinyatakan lain)**

Ekuitas yang dapat diatribusikan kepada pemilik entitas induk
/Equity attributable to the owner of the parent

	Modal saham dikembangkan dan dibayar penuh/ issued and full paid paid share capital	Komponen ekuitas lainnya/ Other equity components	Surplus revaluasi/ Revaluation surplus	Nilai wajar melalui penghasilan komprehensif lain/ Fair value through other comprehensive income		Telah ditentukan penggunaan/ Appropriated	Saldo laba/Retained earnings ditentukan Penggunaan/ Unappropriated	Kepentingan non-pengendali/ Non-controlling interest	Total ekuitas/ Total equity
				Nilai wajar melalui penghasilan komprehensif lain/ Fair value through other comprehensive income	Saldo laba/Retained earnings ditentukan Penggunaan/ Unappropriated				
Saldo per 31 Desember 2020	40.216.132.000,000	(13.589.154.502,114)	38.796.626,079,889	(61.543.801,775)	1.603.336,719,707	(16.790.890,592,901)	50.174.506,202,816	3.700.877,974,313	53.875.384.177,129
Laba tahun berjalan	-	-	-	-	4.377.376.640,742	-	4.377.376.640,742	266.956,016,096	4.644.332.656,838
Dividen kas	-	-	-	-	-	-	-	(7.303,930)	(7.303,930)
Surplus revaluasi aset tetap	-	-	6.331.230,155,252	-	6.331.230,155,252	-	6.331.230,155,252	603.071,423,021	6.934.301,578,273
Rugi pelepasan aset tetap	-	-	(33.871,359,079)	-	(33.871,359,079)	-	(33.871,359,079)	-	(33.871,359,079)
Pengukuran kembali atas liabilitas imbalan kerja karyawan	-	-	-	-	-	-	-	-	-
Bagian penghasilan komprehensif dari entitas asosiasi dan mutasi ekuitas lainnya	-	-	-	-	101.745,806,362	-	101.745,806,362	10.677,563,413	112.423,369,775
Laba penyelesaian liabilitas keuangan Nilai wajar investasi saham - neto	-	-	-	-	17.915,232,887	-	17.915,232,887	1.989,769,885	19.905,002,772
					(411,151,115)	-	(411,151,115)	(45,683,458)	(456,834,573)
					148.693,912,941	-	148.693,912,941	6.269,326,528	154,962,239,469
Saldo per 31 Desember 2021	40.216.132.000,000	(13.589.154.502,114)	45.093.984,876,072	87.150,411,166	1.603.336,719,707	(12.294,264,064,025)	61.117,185,440,806	4.589,785,075,868	65.705,973,516,674
Laba tahun berjalan	-	-	-	-	-	5.633,064,398,402	5.633,064,398,402	383,916,673,145	6,016,981,071,547
Dividen kas	-	-	-	-	-	-	-	(1,427,849,041)	(1,427,849,041)
Surplus revaluasi aset tetap	-	-	(91,068,225,209)	-	(91,068,225,209)	-	(91,068,225,209)	(25,662,147,450)	(116,730,372,659)
Pengukuran kembali atas liabilitas imbalan kerja karyawan	-	-	-	-	-	-	-	(120,182,121,536)	(120,182,121,536)
Bagian penghasilan komprehensif dari entitas asosiasi dan mutasi ekuitas lainnya	-	-	-	-	47,374,438,522	-	47,374,438,522	36,396,480	83,770,918,002
Laba penyelesaian liabilitas keuangan Nilai wajar investasi saham - neto	-	-	-	-	139,205,731,514	-	139,205,731,514	1,005,950,899	1,444,156,716,413
Reklasifikasi	-	-	-	23,680,378,986	-	82,406,890,827	(58,726,511,841)	(71,054,817,508)	(47,370,438,522)
					(28,374,941,362)	-	(28,374,941,362)	4,733,183,882,114	70,116,144,189,550
Saldo per 31 Desember 2022	40.216.132.000,000	(13.589.154.502,114)	45.050,291,089,385	(28,374,941,362)	1.603,336,719,707	(7,869,270,058,180)	65,382,960,307,436	4,733,183,882,114	70,116,144,189,550

Balance as of December 31, 2020
Loss for the year
Cash dividend
Gain on revaluation of fixed assets
Loss on disposal of fixed assets
Loss on remeasurement of employee benefits liability
Share of comprehensive income from associate entity and other equity mutation
Financial liabilities income adjustment
Fair value of share investment - net

Balance as of December 31, 2021
Loss for the year
Cash dividend
Gain on revaluation of fixed assets
Loss on remeasurement of employee benefits liability
Share of comprehensive income from associate entity and other equity mutation
Financial liabilities income adjustment
Fair value of share investment - net

Balance as of December 31, 2022

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.



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**PT PERKEBUNAN NUSANTARA III (PERSERO)
DAN ENTITAS ANAKNYA
LAPORAN ARUS KAS KONSOLIDASIAN
Untuk Tahun yang Berakhir pada Tanggal
31 Desember 2022
(Disajikan dalam Rupiah, kecuali dinyatakan lain)**

**PT PERKEBUNAN NUSANTARA III (PERSERO)
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF CASH FLOWS
For the Year Ended
December 31, 2022
(Expressed in Rupiah, unless otherwise stated)**

	2022	Catatan/ Notes	2021	
ARUS KAS DARI AKTIVITAS OPERASI				CASH FLOWS FROM OPERATING ACTIVITIES
Penerimaan kas dari pelanggan	58.605.956.730.148		52.125.888.298.943	Receipts from customers
Penerimaan dari restitusi pajak	702.732.463.052		984.539.079.482	Receipts from tax refunds
Penerimaan kas lainnya	1.257.758.108.311		850.452.341.876	Other cash receipt
Pembayaran kepada pemasok dan karyawan	(45.772.257.683.931)		(37.115.510.324.540)	Payments to suppliers
Pembayaran pajak	(5.373.081.861.046)		(2.277.783.067.502)	Tax payment
Pembayaran kas lainnya	(2.608.941.868.601)		(3.032.857.320.506)	Other cash payment
Arus kas bersih diperoleh dari aktivitas operasi	6.812.165.887.933		11.534.729.007.753	Net cash flows provided by operating activities
ARUS KAS DARI AKTIVITAS INVESTASI				CASH FLOWS FROM INVESTING ACTIVITIES
Penerimaan dari penjualan aset tetap	326.885.359.974		349.866.011.093	Receipts from sales of fixed assets
Penempatan kas yang dibatasi penggunaannya	(205.245.283.752)		(242.084.883.008)	Placement in restricted cash
Penerimaan bunga	10.324.193.670		14.077.574.994	Receipts of interest
Penerimaan dividen dari entitas asosiasi	122.736.980.480		132.767.703.587	Dividend receipt from associates
Penambahan piutang lain-lain jangka panjang	(629.443.097.969)		(12.161.366.586)	Payment of other long-term receivables
Penambahan beban tangguhan hak atas tanah	(1.679.736.907)		(6.111.892.581)	Addition of deferred charges land rights
Penambahan aset lainnya	(55.693.535.867)		(157.580.487.665)	Addition of other assets
Perolehan aset tetap dan pembibitan	(2.787.105.003.579)		(2.969.092.001.514)	Acquisition of fixed assets and nursery
Kas neto yang digunakan untuk aktivitas investasi	(3.219.220.123.950)		(2.890.319.341.680)	Net cash used in investing activities
ARUS KAS DARI AKTIVITAS PENDANAAN				CASH FLOWS FROM FINANCING ACTIVITIES
Penerimaan dari pinjaman bank	346.076.268.660		4.808.587.692.501	Proceeds from bank loans
Penerimaan dari pinjaman pihak berelasi	1.201.143.500.000		1.723.765.143.413	Loan payments to related parties
Penerimaan pinjaman dari asosiasi	70.124.860.602		265.127.744.977	Loan receipts from associations
Penerimaan pinjaman dari pihak ketiga			265.127.744.977	Receipt of loans from third parties
Pembayaran dividen kepada kepentingan nonpengendali	(1.034.071.912)			Dividends paid to non-controlling interest
Pembayaran utang kepada Pemerintah Republik Indonesia	(5.000.120.711)		(2.588.253.376)	Payment of debt to the Government of the Republic of Indonesia
Pembayaran sewa pembiayaan dan pembiayaan konsumen	(236.122.131.973)		(20.122.722.409)	Payment of obligations under lease and consumer financing loan
Pembayaran pinjaman kepada pihak ketiga	(8.296.960.070)		(572.611.787.137)	Payment of credit payables to third party
Pembayaran beban keuangan	(2.799.157.233.472)		(2.320.806.681.986)	Finance cost payment
Pembayaran pinjaman bank	(2.906.561.284.448)		(6.433.950.342.626)	Bank loans payment
Kas neto yang digunakan untuk aktivitas pendanaan	(4.338.827.173.324)		(2.552.599.206.643)	Net cash used in financing activities
KENAIKAN/(PENURUNAN) NETO KAS DAN SETARA KAS	(745.881.409.341)		6.091.810.459.430	NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS
Dampak Neto Perubahan Nilai Tukar Atas Kas dan setara kas	131.672.910.871		29.265.192.203	Net Effect of Exchange Rate Changes on Cash and Cash Equivalents
KAS DAN SETARA KAS AWAL TAHUN	11.476.218.634.841		5.355.142.983.208	CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR
KAS DAN SETARA KAS AKHIR TAHUN	10.862.010.136.371		11.476.218.634.841	CASH AND CASH EQUIVALENTS AT END OF YEAR

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

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**PT PERKEBUNAN NUSANTARA III (PERSERO)
DAN ENTITAS ANAKNYA
CATATAN ATAS LAPORAN
KEUANGAN KONSOLIDASIAN
Tanggal 31 Desember 2022 dan untuk
Tahun yang Berakhir pada Tanggal tersebut
(Disajikan dalam Rupiah, kecuali dinyatakan lain)**

**PT PERKEBUNAN NUSANTARA III (PERSERO)
AND SUBSIDIARIES
NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS
As of December 31, 2022 and
For the Year Then Ended
(Expressed in Rupiah, unless otherwise stated)**

1. UMUM

a. Pendirian dan Informasi Umum Perusahaan

PT Perkebunan Nusantara III (Persero) ("Perusahaan") didirikan berdasarkan Peraturan Pemerintah No. 8 tanggal 14 Februari 1996, sesuai dengan akta yang dibuat dihadapan Notaris Harun Kamil, S.H. No. 36 tanggal 11 Maret 1996 dan telah memperoleh pengesahan dari Menteri Kehakiman Republik Indonesia melalui Surat Keputusan No. C2-8331 HT.01.01.Th.96 tanggal 8 Agustus 1996 dan telah diumumkan dalam Berita Negara Republik Indonesia No. 81 tanggal 8 Oktober 1996, tambahan No. 8674. Anggaran Dasar Perusahaan telah mengalami beberapa kali perubahan, terakhir berdasarkan akta No. 11 dari Notaris Yualita Widyadhari, S.H., M.Kn. tanggal 19 Oktober 2020, mengenai Pernyataan Keputusan Menteri Badan Usaha Milik Negara Selaku Rapat Umum Pemegang Saham PT Perkebunan Nusantara III (Persero) Tentang Persetujuan Perubahan Anggaran Dasar PT Perkebunan Nusantara III (Persero). Perubahan anggaran dasar ini telah diterima oleh Menteri Hukum dan Hak Asasi Manusia dalam surat No. AHU-AH.01.03-0401013 tanggal 23 Oktober 2020.

Perusahaan adalah hasil peleburan 3 (tiga) Badan Usaha Milik Negara (BUMN) yaitu PT Perkebunan III (Persero), PT Perkebunan IV (Persero) dan PT Perkebunan V (Persero). Peleburan ketiga BUMN tersebut ditetapkan dalam Peraturan Pemerintah Republik Indonesia No. 8 tahun 1996.

Sesuai dengan Peraturan Pemerintah No. 72 tahun 2014 tanggal 17 September 2014, tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam modal saham PT Perkebunan Nusantara III (Persero), ditetapkan bahwa Negara Republik Indonesia melakukan penambahan penyertaan modal ke dalam modal saham PT Perkebunan Nusantara III (Persero) sebesar 90% yang berasal dari pengalihan saham milik Negara Republik Indonesia pada PT Perkebunan Nusantara (Persero) lainnya.

1. GENERAL

a. The Company's Establishment and General Information

PT Perkebunan Nusantara III (Persero) ("the Company") was established based on the Government Regulation No. 8 dated February 14, 1996, as based on the Notarial Deed No. 36 of Harun Kamil, S.H. dated March 11, 1996 and was approved by Ministry of Justice of the Republic of Indonesia in its decision letter No. C2-8331 HT.01.01.Th.96 dated August 8, 1996 and published in the State Gazette of the Republic of Indonesia No. 81 dated October 8, 1996, Supplement No. 8674. The Company's Articles of Association has been amended several times, the most recent amendments were made through the Notarial Deed No. 11, of Yualita Widyadhari, S.H., M.Kn. dated October 19, 2020, regarding The Statement of Decision of Ministry of State-Owned Enterprises as The Stockholders of PT Perkebunan Nusantara III (Persero) Regarding The Approval of Changes in Articles of Association. The amendments of the articles of association were received by the Minister of Laws and Human Rights of the Republic of Indonesia in its letter No. AHU-AH.01.03-0401013 dated October 23, 2020.

The Company was the result of the merger of 3 (three) State-Owned Enterprises (BUMN), which are PT Perkebunan III (Persero), PT Perkebunan IV (Persero) and PT Perkebunan V (Persero). The merger of three BUMN was based on the Government Regulation of the Republic of Indonesia No. 8 year 1996.

According to the Government Regulation No. 72 year 2014 dated September 17, 2014, regarding an additional investment of the Republic of Indonesia to the share capital of PT Perkebunan Nusantara III (Persero), stated the additional investment of the Republic of Indonesia to the share capital of PT Perkebunan Nusantara III (Persero) amounting to 90%, which come from the transfer of shares owned by the Republic of Indonesia in other entities of PT Perkebunan Nusantara (Persero).



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**PT PERKEBUNAN NUSANTARA III (PERSERO)
DAN ENTITAS ANAKNYA
CATATAN ATAS LAPORAN
KEUANGAN KONSOLIDASIAN
Tanggal 31 Desember 2022 dan untuk
Tahun yang Berakhir pada Tanggal tersebut
(Disajikan dalam Rupiah, kecuali dinyatakan lain)**

**PT PERKEBUNAN NUSANTARA III (PERSERO)
AND SUBSIDIARIES
NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS
As of December 31, 2022 and
For the Year Then Ended
(Expressed in Rupiah, unless otherwise stated)**

1. UMUM (lanjutan)

a. Pendirian dan Informasi Umum Perusahaan (lanjutan)

Dengan berlakunya Peraturan Pemerintah No. 72 tahun 2014 pada tanggal 17 September 2014, maka:

- Bentuk badan usaha PT Perkebunan Nusantara I (Persero), PT Perkebunan Nusantara II (Persero), PT Perkebunan Nusantara IV (Persero), PT Perkebunan Nusantara V (Persero), PT Perkebunan Nusantara VI (Persero), PT Perkebunan Nusantara VII (Persero), PT Perkebunan Nusantara VIII (Persero), PT Perkebunan Nusantara IX (Persero), PT Perkebunan Nusantara X (Persero), PT Perkebunan Nusantara XI (Persero), PT Perkebunan Nusantara XII (Persero), PT Perkebunan Nusantara XIII (Persero) dan PT Perkebunan Nusantara XIV (Persero) berubah menjadi Perseroan Terbatas yang tunduk sepenuhnya pada Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas.
- PT Perkebunan Nusantara III (Persero) menjadi Pemegang Saham PT Perkebunan Nusantara I, PT Perkebunan Nusantara II, PT Perkebunan Nusantara IV, PT Perkebunan Nusantara V, PT Perkebunan Nusantara VI, PT Perkebunan Nusantara VII, PT Perkebunan Nusantara VIII, PT Perkebunan Nusantara IX, PT Perkebunan Nusantara X, PT Perkebunan Nusantara XI, PT Perkebunan Nusantara XII, PT Perkebunan Nusantara XIII, dan PT Perkebunan Nusantara XIV masing-masing masing-masing sebesar 90%.
- Kepemilikan saham milik Negara Republik Indonesia pada PT Perkebunan Nusantara I, PT Perkebunan Nusantara II, PT Perkebunan Nusantara IV, PT Perkebunan Nusantara V, PT Perkebunan Nusantara VI, PT Perkebunan Nusantara VII, PT Perkebunan Nusantara VIII, PT Perkebunan Nusantara IX, PT Perkebunan Nusantara X, PT Perkebunan Nusantara XI, PT Perkebunan Nusantara XII, PT Perkebunan Nusantara XIII, dan PT Perkebunan Nusantara XIV masing-masing menjadi 10%.

1. GENERAL (continued)

a. The Company's Establishment and General Information (continued)

With the enactment of the Government Regulation No. 72 year 2014 dated September 17, 2014, therefore:

- Entity business form of PT Perkebunan Nusantara I (Persero), PT Perkebunan Nusantara II (Persero), PT Perkebunan Nusantara IV (Persero), PT Perkebunan Nusantara V (Persero), PT Perkebunan Nusantara VI (Persero), PT Perkebunan Nusantara VII (Persero), PT Perkebunan Nusantara VIII (Persero), PT Perkebunan Nusantara IX (Persero), PT Perkebunan Nusantara X (Persero), PT Perkebunan Nusantara XI (Persero), PT Perkebunan Nusantara XII (Persero), PT Perkebunan Nusantara XIII (Persero) and PT Perkebunan Nusantara XIV (Persero) changed into a Limited Company under the Corporate Law No. 40 year 2007 on Limited Companies.
- PT Perkebunan Nusantara III (Persero) become shareholder of PT Perkebunan Nusantara I, PT Perkebunan Nusantara II, PT Perkebunan Nusantara IV, PT Perkebunan Nusantara V, PT Perkebunan Nusantara VI, PT Perkebunan Nusantara VII, PT Perkebunan Nusantara VIII, PT Perkebunan Nusantara IX, PT Perkebunan Nusantara X, PT Perkebunan Nusantara XI, PT Perkebunan Nusantara XII, PT Perkebunan Nusantara XIII and PT Perkebunan Nusantara XIV with 90% of ownership, respectively.
- Share ownership by the Republic of Indonesia of PT Perkebunan Nusantara I, PT Perkebunan Nusantara II, PT Perkebunan Nusantara IV, PT Perkebunan Nusantara V, PT Perkebunan Nusantara VI, PT Perkebunan Nusantara VII, PT Perkebunan Nusantara VIII, PT Perkebunan Nusantara IX, PT Perkebunan Nusantara X, PT Perkebunan Nusantara XI, PT Perkebunan Nusantara XII, PT Perkebunan Nusantara XIII and PT Perkebunan Nusantara XIV become 10%, respectively.

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1. UMUM (lanjutan)

a. Pendirian dan Informasi Umum Perusahaan (lanjutan)

Nilai penambahan penyertaan modal Negara Republik Indonesia ke dalam modal saham PT Perkebunan Nusantara III (Persero) sebesar Rp10.190.379.000.000 ditetapkan melalui Keputusan Menteri Keuangan Republik Indonesia No. 468/KMK.06/2014 tanggal 1 Oktober 2014. Berdasarkan Keputusan Menteri Keuangan Republik Indonesia No. 767/KMK.06/2015 tanggal 24 Juli 2015 ditetapkan bahwa nilai penambahan penyertaan modal Negara Republik Indonesia ke dalam modal saham PT Perkebunan Nusantara III (Persero) menjadi sebesar Rp27.588.578.194.542. Nilai tersebut merupakan nilai definitif penambahan penyertaan modal Negara Republik Indonesia ke dalam modal saham PT Perkebunan Nusantara III (Persero) sesuai perhitungan nilai wajar saham per tanggal 30 September 2014 yang berasal dari pengalihan 90% saham milik Negara Republik Indonesia pada PT Perkebunan Nusantara I, PT Perkebunan Nusantara II, PT Perkebunan Nusantara IV, PT Perkebunan Nusantara V, PT Perkebunan Nusantara VI, PT Perkebunan Nusantara VII, PT Perkebunan Nusantara VIII, PT Perkebunan Nusantara IX, PT Perkebunan Nusantara X, PT Perkebunan Nusantara XI, PT Perkebunan Nusantara XII, PT Perkebunan Nusantara XIII dan PT Perkebunan Nusantara XIV.

Selanjutnya berdasarkan Peraturan Pemerintah No. 135 tahun 2015 tanggal 28 Desember 2015, Negara Republik Indonesia melakukan penambahan penyertaan modal ke dalam modal PT Perkebunan Nusantara III (Persero) sebesar Rp3.150.000.000.000 yang diteruskan sebagai penambahan modal PT Perkebunan Nusantara III (Persero) kepada PT Perkebunan Nusantara VII, PT Perkebunan Nusantara IX, PT Perkebunan Nusantara X, PT Perkebunan Nusantara XI dan PT Perkebunan Nusantara XII masing-masing sebesar Rp157.500.000.000, Rp900.000.000.000, Rp877.500.000.000, Rp585.000.000.000 dan Rp630.000.000.000.

1. GENERAL (continued)

a. The Company's Establishment and General Information (continued)

The Republic of Indonesia invested additional share capital to PT Perkebunan Nusantara III (Persero) amounting to Rp10,190,379,000,000 and was approved by the Minister of Finance of the Republic of Indonesia in its decision letter No. 468/KMK.06/2014 dated October 1, 2014. Based on the Minister of Finance of the Republic of Indonesia Decree No. 767/KMK.06/2015 dated July 24, 2015 determined that the total value of the additional capital investment of the Republic of Indonesia into PT Perkebunan Nusantara III (Persero) amounting to Rp27,588,578,194,542. Such total value is the definitive increase in capital investment of the Republic of Indonesia into PT Perkebunan Nusantara III (Persero) according to the fair value calculation of shares as of September 30, 2014 which are derived from the transfer of 90% shares owned by the Republic of Indonesia on PT Perkebunan Nusantara I, PT Perkebunan Nusantara II, PT Perkebunan Nusantara IV, PT Perkebunan Nusantara V, PT Perkebunan Nusantara VI, PT Perkebunan Nusantara VII, PT Perkebunan Nusantara VIII, PT Perkebunan Nusantara IX, PT Perkebunan Nusantara X, PT Perkebunan Nusantara XI, PT Perkebunan Nusantara XII, PT Perkebunan Nusantara XIII and PT Perkebunan Nusantara XIV.

Furthermore, based on Government Regulation No. 135 year 2015 dated December 28, 2015, the Republic of Indonesia increased its capital investment into PT Perkebunan Nusantara III (Persero) amounting to Rp3,150,000,000,000 which was forwarded as a capital increase of PT Perkebunan Nusantara III (Persero) to PT Perkebunan Nusantara VII, PT Perkebunan Nusantara IX, PT Perkebunan Nusantara X, PT Perkebunan Nusantara XI and PT Perkebunan Nusantara XII amounting to Rp157,500,000,000, Rp900,000,000,000, Rp877,500,000,000, Rp585,000,000,000 and Rp630,000,000,000, respectively.



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1. UMUM (lanjutan)

a. Pendirian dan Informasi Umum Perusahaan (lanjutan)

Sesuai dengan Pasal 3 Anggaran Dasar Perusahaan, maksud dan tujuan Perusahaan adalah melakukan usaha di bidang agro bisnis dan agro industri serta optimalisasi pemanfaatan sumber daya Perusahaan.

Kegiatan Perusahaan pada saat ini adalah pengembangan perkebunan kelapa sawit dan karet serta produksi minyak sawit dan karet yang terletak di Provinsi Sumatera Utara dan Aceh.

Pada tanggal 31 Desember 2022, Perusahaan mengelola perkebunan seluas 158.165 hektar (ha) (2021:158.166 ha) (tidak diaudit) yang terdiri dari 36 unit kebun kelapa sawit dan kebun karet yang didukung dengan 12 unit pabrik kelapa sawit (PKS) dan 7 unit pabrik karet serta 1 unit pabrik pengolahan inti sawit. Perusahaan juga mengelola Kawasan Ekonomi Khusus (KEK) Sei Mangkei, Simalungun, Sumatera Utara atas hak pengelolaan lahan (HPL) seluas 1.933,80 ha yang terdiri atas zona industri, logistik dan pariwisata berdasarkan PP No. 29 tahun 2012 tanggal 27 Pebruari 2012.

Perusahaan berdomisili di Provinsi Sumatera Utara dan Aceh. Kantor Pusat Perusahaan berdomisili di Jalan Sei Batanghari No. 2, Medan, Provinsi Sumatera Utara.

b. Penyelesaian Laporan Keuangan

Manajemen Kelompok Usaha bertanggung jawab atas penyusunan laporan keuangan konsolidasian ini, yang telah diselesaikan dan disetujui untuk diterbitkan oleh Direksi Perusahaan pada tanggal 15 Maret 2023.

1. GENERAL (continued)

a. The Company's Establishment and General Information (continued)

According to Article No. 3 of the Company's Articles of Association, the Company's scope of activities comprises of agro-business and agro-industry and also optimization of the Company's resources.

The Company's current activities are the development of oil palm and rubber plantations as well as the production of palm oil and rubber, which are located in the Provinces of North Sumatra and Aceh.

As of December 31, 2022, the Company managed plantations covering land area of 158.165 hectares (ha) (2021: 158.166 ha) (unaudited) comprising (ha) consisting of 36 business units of palm oil and rubber plantations supported with 12 units of palm oil mills, 7 units of rubber mills, and 1 unit of palm kernel mill. The company also manages the Sei Mangkei Special Economic Zone (KEK), Simalungun, North Sumatra on land management rights (HPL) covering an area of 1,933.80 ha consisting of industrial, logistics, and tourism zones based on PP No. 29 of 2012 dated 27 February 2012.

The Company's are domiciled at Province of North Sumatra and Aceh. The Company's head office is domiciled at Jalan Sei Batanghari No. 2, Medan, Province of North Sumatra.

b. Completion of the Consolidated Financial Statements

The management of the Group is responsible for the preparation of the consolidated financial statements, which were completed and authorized for issue by Company's Board of Director on March 15, 2023.

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c. Dewan Komisaris, Komite Audit, Komite Pemantau Resiko, Dewan Direksi, SEVP dan Karyawan

Susunan Dewan Komisaris, Komite Audit, Komite Pemantau Risiko dan Direksi Perusahaan pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

Dewan Komisaris	31 Desember 2022/ December 31, 2022
Komisaris Utama	Zulkifli Zaini
Komisaris	Amal Bakti Pulungan
Komisaris	Asep Subarkah Yusuf
Komisaris	Arie Yuriwin
Komisaris	Ardan Adiperdana
Komisaris	Erwan Pelawi
Komisaris	Wisto Prihadi
Komisaris	-

Komite Audit	31 Desember 2022/ December 31, 2022
Ketua	Wisto Prihadi
Anggota	Arie Yuriwin
Anggota	Amal Bakti Pulungan
Anggota	Bahri Efendi Dongoran
Anggota	Suka Edi Prasetyo
Anggota	Ardan Adiperdana

Komite Pemantau Risiko	31 Desember 2022/ December 31, 2022
Ketua	Erwan Pelawi
Anggota	Poerwitono PW
Anggota	Asep Subarkah Yusuf
Anggota	Jones Batara Manurung
Anggota	-
Anggota	-

Komite Nominasi dan Remunerasi	31 Desember 2022/ December 31, 2022
Ketua	Zulkifli Zaini
Anggota	Erwan Pelawi
Anggota	Ardan Adiperdana

Direksi	31 Desember 2022/ December 31, 2022
Direktur Utama	Mohammad Abdul Ghani
Wakil Direktur Utama	Denaldy Mulino Mauna
Direktur Sumber Daya Manusia	Seger Budiarmo
Direktur Umum	Doni P. Gandamiharja
Direktur Keuangan	M. Iswahyudi
Direktur Pemasaran	Dwi Sutoro
Direktur Pelaksanaan	Ahmad Haslan Saragih
Direktur Produksi dan Pengembangan	Mahmudi

1. GENERAL (continued)

c. The Board of Commissioners, Audit Committee, Risk Monitoring Committee, The Board of Directors, SEVP and Employees

The Board of Commissioners, Audit Committee, Risk Monitoring Committee and Board of Directors of the Company as of December 31, 2022 and 2021 are as follows:

31 Desember 2021/ December 31, 2021	Boards of Commissioner
Zulkifli Zaini	President Commissioner
Amal Bakti Pulungan	Commissioner
Asep Subarkah Yusuf	Commissioner
Arie Yuriwin	Commissioner
Rini Widyastuti	Commissioner
Erwan Pelawi	Commissioner
Wisto Prihadi	Commissioner
Indrasari Wisnu Wardhana	Commissioner

31 Desember 2021/ December 31, 2021	Audit Committee
Wisto Prihadi	Chairman
Arie Yuriwin	Member
Amal Bakti Pulungan	Member
Bahri Efendi Dongoran	Member
Suka Edi Prasetyo	Member
-	Member

31 Desember 2021/ December 31, 2021	Risk Monitoring Committee
Erwan Pelawi	Chairman
Indrasari Wisnu Wardhana	Member
Rini Widyastuti	Member
Jones Batara Manurung	Member
Asep Subarkah Yusuf	Member
Sudradjat	Member

31 Desember 2021/ December 31, 2021	Nomination and Remuneration Committee
Amal Bakti Pulungan	Chairman
Erwan Pelawi	Member
Rini Widyastuti	Member

31 Desember 2021/ December 31, 2021	Directors
Mohammad Abdul Ghani	President Director
Denaldy Mulino Mauna	Vice President Director
Seger Budiarmo	Human Capital Director
Doni P. Gandamiharja	General Affairs Director
M. Iswahyudi	Finance Director
Dwi Sutoro	Marketing Director
Ahmad Haslan Saragih	Operation Director
Mahmudi	Production and Development Director



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1. UMUM (lanjutan)

c. Dewan Komisaris, Komite Audit, Komite Pemantau Resiko, Dewan Direksi, SEVP dan Karyawan (lanjutan)

Senior Executive Vice President (SEVP)	31 Des 2022/Dec 31, 2022
SEVP Operation I	Darmansyah Siregar
SEVP Operation II	Sudarma Bhakti Lessan
SEVP Business & Support	Tengku Rinel

Pada tanggal 31 Desember 2022 dan 2021, jumlah karyawan tetap Perusahaan dan entitas anak ("Kelompok Usaha") adalah sebanyak orang 106.237 dan 97.111 orang (tidak diaudit).

d. Entitas Anak dan Asosiasi

Perusahaan mempunyai kepemilikan saham secara langsung maupun tidak langsung pada Entitas Anak pada tanggal 31 Desember 2022 dan 2021 sebagai berikut

Entitas Anak/ Subsidiary	Domisili dan tahun pendirian/ Domicile and Establishment Year	Kegiatan usaha/ Business activities	Persentase kepemilikan/ Percentage of ownership		Total aset sebelum eliminasi (dalam jutaan Rupiah)/ Total assets before elimination (in millions of Rupiah)	
			2022	2021	2022	2021
<u>Kepemilikan langsung / Direct ownership:</u>						
PT Perkebunan Nusantara I (PTPN I)	Aceh, 1996	Perkebunan dan produksi kelapa sawit dan karet/ <i>Plantation and production of palm oil and rubber</i>	76,00%	76,00%	3.247.954	2.817.349
PT Perkebunan Nusantara II (PTPN II)	Medan, 1996	Perkebunan dan produksi kelapa sawit, tebu, tembakau dan karet/ <i>Plantation and production of palm oil, sugar cane, tobacco and rubber</i>	90,00%	90,00%	10.764.994	9.381.806
PT Perkebunan Nusantara IV (PTPN IV)	Medan, 1996	Perkebunan dan produksi kelapa sawit dan teh/ <i>Plantation and production of palm oil and tea</i>	90,00%	90,00%	23.650.527	21.241.713
PT Perkebunan Nusantara V (PTPN V)	Pekanbaru, 1996	Perkebunan dan produksi kelapa sawit dan karet/ <i>Plantation and production of palm oil and rubber</i>	90,00%	90,00%	12.246.705	10.971.479

1. GENERAL (continued)

c. The Board of Commissioners, Audit Committee, Risk Monitoring Committee, Directors, SEVP and Employees (continued)

Senior Executive Vice President (SEVP)	31 Des 2021/Dec 31, 2021
SEVP Operation I	Darmansyah Siregar
SEVP Operation II	Sudarma Bhakti Lessan
SEVP Business & Support	Tengku Rinel

As of December 31, 2022, and 2021, the number of permanent employees of the Company and its subsidiaries (the "Group") was 106,237 and 97,111 employees (unaudited).

d. Subsidiaries and Associates

The Company has direct or indirect share ownership in the Subsidiaries as of December 31, 2022 and 2021 as follows:

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1. UMUM (lanjutan)

d. Entitas Anak dan Asosiasi (lanjutan)

Perusahaan mempunyai kepemilikan saham secara langsung maupun tidak langsung pada Entitas Anak pada tanggal 31 Desember 2022 dan 2021 sebagai berikut:

Entitas Anak/ Subsidiary	Domisili dan tahun pendirian/ Domicile and Establishment Year	Kegiatan usaha/ Business activities	Persentase kepemilikan/ Percentage of ownership		Total aset sebelum eliminasi (dalam jutaan Rupiah)/ Total assets before elimination (in millions of Rupiah)	
			2022	2021	2022	2021
<u>Kepemilikan langsung / Direct ownership:</u>						
PT Perkebunan Nusantara VI (PTPN VI)	Jambi, 1996	Perkebunan dan produksi kelapa sawit dan teh/ <i>Plantation and production of palm oil and tea</i>	90,00%	90,00%	5.498.410	5.025.013
PT Perkebunan Nusantara VII (PTPN VII)	Bandar Lampung, 2014	Perkebunan dan produksi kelapa sawit, karet, tebu dan teh/ <i>Plantation and production of palm oil, rubber, sugar cane and tea</i>	90,00%	90,00%	12.789.092	12.913.792
PT Perkebunan Nusantara VIII (PTPN VIII)	Bandung, 1996	Perkebunan dan produksi teh, karet, kelapa sawit, kina, kakao dan hortikultura/ <i>Plantation and production of tea, rubber, palm oil, quinine, cocoa and horticulture</i>	90,00%	90,00%	11.010.676	12.185.006
PT Perkebunan Nusantara IX (PTPN IX)	Semarang, 1996	Perkebunan dan produksi karet, teh, kopi dan tebu/ <i>Plantation and production of rubber, tea, coffee and sugar cane</i>	90,00%	90,00%	4.970.492	5.199.459
PT Perkebunan Nusantara X (PTPN X)	Surabaya, 1996	Perkebunan dan produksi tebu, tembakau, karung, bioethanol dan edamame/ <i>Plantation and production of sugar cane, tobacco, sack, bioethanol and edamame</i>	90,00%	90,00%	13.915.210	15.078.968
PT Perkebunan Nusantara XI (PTPN XI)	Surabaya, 1996	Perkebunan dan produksi tebu, karung dan bioethanol/ <i>Plantation and production of sugar cane, sack, and bioethanol</i>	90,00%	90,00%	7.467.137	9.171.380
PT Perkebunan Nusantara XII (PTPN XII)	Surabaya, 1996	Perkebunan dan produksi karet, tebu, kopi, teh, aneka kayu, kakao dan hortikultura/ <i>Plantation and production of rubber, sugar cane, coffee, tea, assorted woods, cacao and horticulture</i>	90,00%	90,00%	9.836.821	11.254.834

1. GENERAL (continued)

d. Subsidiaries and Associates (continued)

The Company has direct or indirect share ownership in the Subsidiaries as of December 31, 2022 and 2021 as follows:



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1. UMUM (lanjutan)

d. Entitas Anak dan Asosiasi (lanjutan)

Perusahaan mempunyai kepemilikan saham secara langsung maupun tidak langsung pada Entitas Anak pada tanggal 31 Desember 2022 dan 2021 sebagai berikut:

1. GENERAL (continued)

d. Subsidiaries and Associates (continued)

The Company has direct or indirect share ownership in the Subsidiaries as of December 31, 2022 and 2021 as follows:

Entitas Anak/ Subsidiary	Domisili dan tahun pendirian/ Domicile and Establishment Year	Kegiatan usaha/ Business activities	Persentase kepemilikan/ Percentage of ownership		Total aset sebelum eliminasi (dalam jutaan Rupiah)/ Total assets before elimination (in millions of Rupiah)	
			2022	2021	2022	2021
<u>Kepemilikan langsung / Direct ownership:</u>						
PT Perkebunan Nusantara XIII (PTPN XIII)	Pontianak, 1996	Perkebunan dan produksi kelapa sawit dan karet/ <i>Plantation and production of palm oil and rubber</i>	90,00%	90,00%	4.967.517	4.698.836
PT Perkebunan Nusantara XIV (PTPN XIV)	Makassar, 1996	Perkebunan dan produksi kelapa sawit, tebu, karet dan kelapa/ <i>Plantation and production of palm oil, sugar cane, rubber and coconut</i>	90,00%	90,00%	2.559.900	2.715.249
PT Industri Karet Nusantara (IKN)	Medan, 2006	Industri hilir karet/ <i>Downstream rubber industry</i>	99,99%	99,99%	96.292	100.824
PT Industri Nabati Lestari (INL)	Medan, 2012	Industri pengolahan minyak kelapa sawit/ <i>Palm oil processing industry</i>	95,10%	95,10%	3.278.579	3.697.849
PT Kharisma Pemasaran Bersama Nusantara (KPBN)	Jakarta, 2009	Pemasaran produk perkebunan- perkebunan/ <i>Marketing of plantation product</i>	97,94%	97,94%	1.443.242	1.101.652
PT Riset Perkebunan Nusantara (RPN)	Bogor, 2009	Penelitian, pengembangan dan pelayanan/ <i>Research, development and services</i>	91,04%	91,04%	1.145.197	1.013.066
PT Bio Industri Nusantara (BIN)	Bandung, 2009	Produksi dan penjualan pupuk/ <i>Production and selling of fertilizers</i>	91,71%	91,71%	63.020	46.622
PT LPP Agro Nusantara (LPPAN)	Yogyakarta, 2002	Pelatihan, pengembangan dan pelayanan/ <i>Training, development and services</i>	30,04%	30,04%	456.817	336.900
PT Sinergi Gula Nusantara (SGN)	Jakarta, 2021	Industri pengolahan bahan baku tebu/ <i>Sugar cane processing industry</i>	100,00%	100,00%	712.911	625.492

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1. UMUM (lanjutan)

d. Entitas Anak dan Asosiasi (lanjutan)

Perusahaan mempunyai kepemilikan saham secara langsung maupun tidak langsung pada Entitas Anak pada tanggal 31 Desember 2022 dan 2021 sebagai berikut:

1. GENERAL (continued)

d. Subsidiaries and Associates (continued)

The Company has direct or indirect share ownership in the Subsidiaries as of December 31, 2022 and 2021 as follows:

Entitas Anak/ Subsidiary	Domisili dan tahun pendirian/ Domicile and Establishment Year	Kegiatan usaha/ Business activities	Persentase kepemilikan/ Percentage of ownership		Total aset sebelum eliminasi (dalam jutaan Rupiah)/ Total assets before elimination (in millions of Rupiah)	
			2022	2021	2022	2021
<u>Kepemilikan tidak langsung / Indirect ownership:</u>						
PT Cut Meutia Medika Nusantara (CMMN)	Langsa, 2013	Jasa kesehatan/rumah sakit/ Health services/hospital	75,24%	75,24%	32.148	33.689
PT Nusa Dua Bekala (NDB)	Medan, 2012	Pemasaran/Marketing	89,10%	89,10%	80.299	75.773
PT Tembakau Deli Medika (TDM)	Medan, 2017	Jasa kesehatan/rumah sakit/ Health services/hospital	88,20%	88,20%	8.264	9.536
PT Agro Sinergi Nusantara (ASN)	Meulaboh, 2011	Perkebunan dan produksi kelapa sawit/ Plantation and production of palm oil	85,07%	85,07%	916.125	875.381
PT Sinergi Perkebunan Nusantara (SPN)	Morowali, 2012	Perkebunan dan produksi kelapa sawit/ Plantation and production of palm oil	90,00%	90,00%	747.890	670.760
PT Alam Lestari Nusantara (ALN)	Jambi, 2019	Perkebunan dan produksi karet/ Plantation and production of rubber	90,00%	90,00%	504.795	491.444
PT Karya Nusa Tujuh (KNT)	Bandar Lampung, 2013	Peternakan dan produksi sapi/ Cattle breeding	81,00%	81,00%	2.489	3.300
PT Optima Nusa Tujuh (ONT)	Bandar Lampung, 2015	Pertambangan, penggalian, dan industri pengolahan pertambangan/ Mining, quarrying and mining processing industry	81,00%	81,00%	15.320	11.867
PT Agro Medika Nusantara (AMN)	Subang, 2012	Jasa kesehatan/rumah sakit/ Health services/hospital	83,97%	83,97%	93.318	103.130
PT Mitratani Dua Tujuh	Jember, 2004	Industri edamame dan okra/ Edamame and okra industry	65,00%	65,00%	255.268	274.321
PT Dasaplast Nusantara (DN)	Jejara, 2004	Produksi plastik, inner bag dan waring plastik/ Production of plastic, inner bag and waring plastic	90,00%	90,00%	176.746	182.063



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d. Entitas Anak dan Asosiasi (lanjutan)

Perusahaan mempunyai kepemilikan saham secara langsung maupun tidak langsung pada Entitas Anak pada tanggal 31 Desember 2022 dan 2021 sebagai berikut:

Entitas Anak/ Subsidiary	Domisili dan tahun pendirian/ Domicile and Establishment Year	Kegiatan usaha/ Business activities	Persentase kepemilikan/ Percentage of ownership		Total aset sebelum eliminasi (dalam jutaan Rupiah)/ Total assets before elimination (in millions of Rupiah)	
			2022	2021	2022	2021
<u>Kepemilikan tidak langsung / Indirect ownership:</u>						
PT Energi Agro Nusantara (EAN)	Mojokerto	Produksi ethanol/ Production of ethanol	99,25%	99,25%	91.506	39.967
PT Rolas Nusantara Tambang (RNT)	Surabaya	Pertambangan pasir/ Sand mining	90,00%	90,00%	11.769	13.723
PT Kalimantan Agro Nusantara (KAN)	Kutai Timur	Perkebunan dan produksi kelapa sawit/ Plantation and production of palm oil	-	43,74%	-	494.943
PT Nusantara Batulicin (NB)	Tanah Bumbu	Pabrik karet/ Rubber factory	45,90%	45,90%	74.888	108.947
PT Kalimantan Medika Nusantara (KMN)	Pontianak	Jasa kesehatan/rumah sakit/ Health services/hospital	89,55%	89,55%	4.140	6.366
PT Kharisma Pemasaran Bersama Niaga	Jakarta	Jasa pengurusan transportasi/ Transportation management services	88,08%	88,08%	1.443.242	373.454
PT Rolas Nusantara Medika (RNME)	Jawa Timur	Jasa kesehatan/rumah sakit/ Health services/hospital	32,99%	32,99%	237.667	237.667

1. GENERAL (continued)

d. Subsidiaries and Associates (continued)

The Company has direct or indirect share ownership in the Subsidiaries as of December 31, 2022 and 2021 as follows:

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d. Entitas Anak dan Asosiasi (lanjutan)

Perusahaan mempunyai kepemilikan saham secara langsung maupun tidak langsung pada Entitas Anak pada tanggal 31 Desember 2022 dan 2021 sebagai berikut:

1. GENERAL (continued)

d. Subsidiaries and Associates (continued)

The Company has direct or indirect share ownership in the Subsidiaries as of December 31, 2022 and 2021 as follows:

Entitas Anak/ Subsidiary	Domisili dan tahun pendirian/ Domicile and Establishment Year	Kegiatan usaha/ Business activities	Persentase kepemilikan/ Percentage of ownership	
			2022	2021
<u>Entitas Asosiasi / Associates Entity</u>				
PT Applied Agricultural Resources Nusantara (AARN)	Jakarta	Pembibitan kelapa sawit/ Nursery of palm oil	35,00%	35,00%
PT Industri Gula Nusantara (IGN)	Kendal	Pabrik pengolahan gula/ Sugar processing mills	32,01%	32,01%
PT Langkat Nusantara Kepong (LNK)	Medan	Perkebunan dan produksi karet dan kelapa sawit/ Plantation and production of rubber and palm oil	40,00%	40,00%
PT Perkebunan Agrintara (PA)	Jakarta	Industri hilir karet (dalam proses divestasi)/ Downstream rubber industry (in the divestment process)	30,05%	30,05%
PT Perkebunan Mitra Ogan (PMO)	Palembang, 1997	Perkebunan dan produksi kelapa sawit/ Plantation and production of palm oil	26,42%	26,42%
PT Propemas Nusa Dua (PND)	Medan, 2014	Properti/ Property	44,10%	44,10%
PT Pupuk Agro Nusantara (PAN)	Medan, 2010	Pengolahan pupuk/ Processing of fertilizer	49,00%	49,00%
PT Sinkona Indonesia Lestari (SIL)	Subang, 1986	Pengolahan kina/ Processing of quinine	49,00%	49,00%
PT Tiga Mutiara Nusantara (TMN)	Serdang Bedagai, 2006	Industri mebel dari kayu karet/ Furniture from rubber wood industry	30,00%	30,00%
PT Pilar Sinergi BUMN Indonesia (PSBI)	Jakarta, 2015	Transportasi/ Transportation	25,00%	25,00%
PT Mardec Nusa Riau (MNR)	Riau, 2011	Industri latex pekat/ Liquid latex industry	40,00%	40,00%
PT KPBE Trading Limited (KPBE)	Singapura, 2018	Jasa Logistik/ Logistic Services	45,00%	45,00%



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1. UMUM (lanjutan)

e. Restrukturisasi

Pemisahan tidak murni bisnis gula dari PTPN
Gula kepada PT Sinergi Gula Nusantara

Berdasarkan Risalah Rapat Umum Pemegang Saham Luar Biasa PT Sinergi Gula Nusantara Nomor RIS-003/RUPS/2022 tertanggal 7 Oktober 2022, telah disetujui:

- a) Persetujuan penerimaan pemisahan tidak murni (*spin-off*) bisnis gula *off-farm* PT Perkebunan Nusantara II, PT Buma Cima Nusantara, PT Perkebunan Nusantara IX, PT Perkebunan Nusantara X, PT Perkebunan Nusantara XI, PT Industri Gula Glenmore dan PT Perkebunan Nusantara XIV (PTPN Gula) kepada Perusahaan,
- b) Persetujuan penetapan jenis saham Perusahaan dan perubahan jenis saham milik PT Perkebunan Nusantara III (Persero) dan PT Perkebunan Nusantara XI,
- c) Persetujuan peningkatan modal dasar Perusahaan,
- d) Persetujuan pengeluaran saham Perusahaan yang masih dalam simpanan (portepel) untuk diambil bagian oleh PT Perkebunan Nusantara II, PT Buma Cima Nusantara, PT Perkebunan Nusantara IX, PT Perkebunan Nusantara X, PT Perkebunan Nusantara XI, PT Industri Gula Glenmore dan PT Perkebunan Nusantara XIV,
- e) Persetujuan penyertaan modal/penambahan modal PT Perkebunan Nusantara II, PT Buma Cima Nusantara, PT Perkebunan Nusantara IX, PT Perkebunan Nusantara X, PT Perkebunan Nusantara XI, PT Industri Gula Glenmore dan PT Perkebunan Nusantara XIV kepada PT Sinergi Gula Nusantara, dan
- f) Persetujuan perubahan anggaran dasar PT Sinergi Gula Nusantara.

1. GENERAL (continued)

e. Restructuring

Spin-off of the off-farm sugar business of PTPN
Gula to PT Sinergi Gula Nusantara

Based on Minutes of the Extraordinary General Meeting of Shareholders of PT Sinergi Gula Nusantara Number RIS-003/RUPS/2022 dated October 7, 2022, it has been approved:

- a) Approval of spin-off of the off-farm sugar business of PT Perkebunan Nusantara II, PT Buma Cima Nusantara, PT Perkebunan Nusantara IX, PT Perkebunan Nusantara X, PT Perkebunan Nusantara XI, PT Industri Gula Glenmore and PT Perkebunan Nusantara XIV (PTPN Gula) to the Company,
- b) Approval of the type of shares of the Company and changes in the type of shares owned by PT Perkebunan Nusantara III (Persero) and PT Perkebunan Nusantara XI,
- c) Approval of the increase in the authorized capital of the Company,
- d) Approval of the issuance of the Company's authorized shares to PT Perkebunan Nusantara II, PT Buma Cima Nusantara, PT Perkebunan Nusantara IX, PT Perkebunan Nusantara X, PT Perkebunan Nusantara XI, PT Industri Gula Glenmore and PT Perkebunan Nusantara XIV,
- e) Approval of capital participation/capital increase of PT Perkebunan Nusantara II, PT Buma Cima Nusantara, PT Perkebunan Nusantara IX, PT Perkebunan Nusantara X, PT Perkebunan Nusantara XI, PT Industri Gula Glenmore and PT Perkebunan Nusantara XIV to PT Sinergi Gula Nusantara, and
- f) Approval of changes to the articles of association of PT Sinergi Gula Nusantara.

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1. UMUM (lanjutan)

e. Restrukturisasi (lanjutan)

Pemisahan tidak murni bisnis gula dari PTPN Gula kepada PT Sinergi Gula Nusantara (lanjutan)

Berdasarkan Akta Notaris nomor 03 tanggal 07 Oktober 2022 oleh Notaris Nanda Fauz Iwan, SH, M.Kn., S.H., maka telah terjadi proses pemisahan tidak murni 36 Pabrik Gula di bawah PT Perkebunan Nusantara II, PT Buma Cima Nusantara, PT Perkebunan Nusantara IX, PT Perkebunan Nusantara X, PT Perkebunan Nusantara XI, PT Industri Gula Glenmore, dan PT Perkebunan Nusantara XIV kepada PT Sinergi Gula Nusantara. Perubahan atas komposisi pemegang saham telah mendapatkan persetujuan berdasarkan surat Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia Nomor: AHU-0072911.AH.01.02.Tahun 2022 tanggal 10 Oktober 2022.

Penggabungan PT Perkebunan Nusantara VI, PT Mendahara Agrojaya, dan PT Bukit Kausar

Berdasarkan Akta Penggabungan No. 20 tanggal 7 Juni 2022 dari Notaris Dr.H.Firdaus Abu Bakar, S.H.,M.Kn., yang telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No.AHU-AH.01.09-0019501 tanggal 8 Juni 2022, PT Mendahara Agrojaya Industry ("MAI") dan PT Bukit Kausar ("BK") yang sebelumnya merupakan entitas anak dari PT Perkebunan Nusantara VI ("PTPN VI") setuju dan sepakat untuk menggabungkan diri dengan PTPN VI, dimana PTPN VI sebagai entitas yang melanjutkan kegiatan usaha.

Pengalihan aset dan liabilitas MAI dan BK ke PTPN VI dicatat berdasarkan metode penyatuan kepemilikan sesuai dengan PSAK No. 38 (Revisi 2012), "Kombinasi Bisnis Entitas Sepengendali".

1. GENERAL (continued)

e. Restructuring (continued)

Spin-off of the off-farm sugar business of PTPN Gula to PT Sinergi Gula Nusantara (lanjutan)

Based on Notarial Deed number 03 dated October 7, 2022, by Notary Nanda Fauz Iwan, SH, M.Kn., S.H., there has been a spin-off process for 36 Sugar Mills under PT Perkebunan Nusantara II, PT Buma Cima Nusantara, PT Perkebunan Nusantara IX, PT Perkebunan Nusantara X, PT Perkebunan Nusantara XI, PT Industri Gula Glenmore, and PT Perkebunan Nusantara XIV to PT Sinergi Gula Nusantara. The Changes of Shareholder composition has approved based on the Decree of the Minister of Law and Human Rights of the Republic of Indonesia Number: AHU-0072911.AH.01.02.Year 2022 dated October 10, 2022.

Merger of PT Perkebunan Nusantara VI, PT Mendahara Agrojaya, and PT Bukit Kausar

Based on the Deed of Merger No. 20 dated June 7, 2022 from the Notary Dr.H.Firdaus Abu Bakar, S.H.,M.Kn., which was approved by the Minister of Law and Human Rights of the Republic of Indonesia in a Decree No. AHU-AH.01.09-0019501 dated June 8, 2022, PT Mendahara Agrojaya Industry ("MAI") dan PT Bukit Kausar ("BK") which previously a subsidiary of PT Perkebunan Nusantara VI ("PTPN VI") agreed to merge with PTPN VI, where PTPN VI as a surviving entity.

The transfer of assets and liabilities of MAI and BK to PTPN VI are recorded based on the pooling of interest method in accordance with PSAK No. 38 (Revised 2012), "Business Combination of Entities Under Common Control".



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2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN

Kebijakan akuntansi dan pelaporan keuangan yang diterapkan oleh Kelompok Usaha sesuai dengan standar akuntansi keuangan di Indonesia, yaitu Pernyataan Standar Akuntansi Keuangan ("PSAK") dan Pedoman Akuntansi BUMN Perkebunan. Kebijakan akuntansi diterapkan secara konsisten dalam penyusunan laporan keuangan konsolidasian untuk tanggal 31 Desember 2022 dan 2021 oleh Kelompok Usaha.

a. Dasar Penyajian Laporan Keuangan Konsolidasian

Laporan keuangan konsolidasian telah disusun sesuai dengan Standar Akuntansi Keuangan ("SAK") di Indonesia, yang mencakup Pernyataan dan Interpretasi yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia ("DSAK IAI") dan Pedoman Akuntansi BUMN Perkebunan.

Laporan keuangan konsolidasian disusun berdasarkan konsep akrual, kecuali laporan arus kas konsolidasian, dengan menggunakan konsep biaya historis, kecuali untuk beberapa akun tertentu yang diukur berdasarkan pengukuran sebagaimana diuraikan dalam kebijakan akuntansi masing-masing akun tersebut.

Laporan arus kas konsolidasian yang disusun menggunakan metode langsung (*direct method*), dengan mengelompokkan penerimaan dan pengeluaran kas dan setara kas yang diklasifikasikan ke dalam aktivitas operasi, investasi dan pendanaan.

Mata uang penyajian yang digunakan dalam laporan keuangan konsolidasian adalah Rupiah, yang merupakan mata uang fungsional Kelompok Usaha.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Accounting policies and financial reporting that were applied by the Group according to Indonesian Financial Accounting Standards ("SAK"), and the Accounting Guidance for State Owned Enterprise of Plantation Companies. Accounting policies are applied consistently for the preparation of the consolidated financial statements of the Group for the year then ended December 31, 2022, and 2021.

a. Basis of Preparation of the Consolidated Financial Statements

The consolidated financial statements have been prepared in accordance with Indonesian Financial Accounting Standards ("SAK"), which comprises of the Statements and Interpretations issued by Board of Financial Accounting Standards of the Indonesian Institute of Accountants (Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia ("DSAK IAI") and Accounting Guidance for State-Owned Enterprises of Plantation Companies.

The consolidated financial statements have been prepared on the accrual basis, except for the consolidated statement of cash flows, and using the historical cost concept of accounting, except for certain accounts that measured based on the measurement that disclosed in the accounting policies of each account to the consolidated financial statement.

The consolidated statement of cash flows, which has been prepared using the direct method, present receipts and disbursements of cash and cash equivalents classified into operating, investing and financing activities.

The reporting currency used in the consolidated financial statements is Rupiah, which is the functional currency of the Group.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN
(lanjutan)**

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

b. Prinsip-prinsip konsolidasi

b. Principles of consolidation

Laporan keuangan konsolidasian meliputi laporan keuangan Perusahaan dan Entitas-entitas Anaknya. Kendali diperoleh ketika Kelompok Usaha terekspos, atau memiliki hak atas imbal hasil variabel dari keterlibatannya dengan *investee* dan memiliki kemampuan untuk mempengaruhi imbal hasil tersebut melalui kekuasaannya atas *investee*. Dengan demikian, investor mengendalikan *investee* jika dan hanya jika investor memiliki seluruh hal dibawah ini:

The consolidated financial statements include the financial statements of the Company and its Subsidiaries. Control is obtained when the Group is exposed to or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Accordingly, the investor controls the investee if and only if the investor owns all of the following:

- i) Kekuasaan atas *investee*, yaitu hak yang ada saat ini yang memberi investor kemampuan kini untuk mengarahkan aktivitas relevan dari *investee*,
- ii) Eksposur atau hak atas imbal hasil variabel dari keterlibatannya dengan *investee*, dan
- iii) Kemampuan untuk menggunakan kekuasaannya atas *investee* untuk mempengaruhi jumlah imbal hasil.

- i) Power over the investee, that is existing rights that give the investor current ability to direct the relevant activities of the investee,*
- ii) Exposure, or rights, to variable returns from its involvement with the investee, and*
- iii) The ability to use its power over the investee to affect its returns.*

Umumnya, kepemilikan hak suara mayoritas menghasilkan pengendalian. Untuk mendukung hal ini, dan jika Kelompok Usaha memiliki hak suara kurang dari hak suara mayoritas, atau hak sejenis atas suatu *investee*, Kelompok Usaha mempertimbangkan seluruh fakta dan keadaan ketika menilai apakah Kelompok Usaha memiliki kekuasaan atas *investee*, termasuk:

Generally, ownership of majority voting rights results in control. To support this, and if the Group has voting rights less than majority voting rights or similar rights to an investee, the Group considers all facts and circumstances when assessing whether the Group has power over the investee, including:

- i) pengaturan kontraktual dengan pemilik hak suara lainnya dari *investee*,
- ii) hak yang timbul atas pengaturan kontraktual lain, dan
- iii) hak suara dan hak suara potensial yang dimiliki Kelompok Usaha.

- i) the contractual arrangement with the other voting rights holders of the investee,*
- ii) rights arising from other contractual arrangements, and*
- iii) the voting rights and potential voting rights held by Group.*



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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN
(lanjutan)**

b. Prinsip-prinsip konsolidasi (lanjutan)

Kelompok Usaha menilai kembali apakah mereka mengendalikan *investee* jika fakta dan keadaan mengindikasikan adanya perubahan terhadap satu atau lebih dari ketiga elemen dari pengendalian. Konsolidasi atas Entitas-entitas Anak dimulai sejak Kelompok Usaha memperoleh pengendalian atas entitas anak dan berhenti pada saat Kelompok Usaha kehilangan pengendalian atas entitas anak. Aset, liabilitas, penghasilan dan beban dari entitas anak yang diakuisisi pada tahun tertentu disertakan dalam laporan keuangan konsolidasian sejak tanggal Kelompok Usaha memperoleh kendali sampai tanggal Kelompok usaha tidak lagi mengendalikan entitas anak tersebut.

Laba rugi dan setiap komponen dari penghasilan komprehensif lain ("PKL") diatribusikan kepada pemilik entitas induk dari Kelompok Usaha dan kepentingan nonpengendali ("KNP"), meskipun hal tersebut mengakibatkan KNP memiliki saldo defisit. Bila dipandang perlu, penyesuaian dilakukan terhadap laporan keuangan entitas anak untuk diselaraskan dengan kebijakan akuntansi Kelompok Usaha.

Laporan keuangan (konsolidasian) Entitas Anak disusun untuk periode pelaporan yang sama dengan Perusahaan, menggunakan kebijakan akuntansi yang konsisten.

Seluruh saldo akun, transaksi antar perusahaan yang signifikan, dan laba atau rugi hasil transaksi dari intra Kelompok Usaha yang belum direalisasi dan dividen dieliminasi pada saat konsolidasi.

Perubahan dalam bagian kepemilikan entitas induk pada entitas anak yang tidak mengakibatkan hilangnya pengendalian, dicatat sebagai transaksi ekuitas. Bila kehilangan pengendalian atas suatu entitas anak, maka Kelompok Usaha menghentikan pengakuan atas aset (termasuk *goodwill*), liabilitas dan komponen lain dari ekuitas terkait, dan selisihnya diakui pada laba rugi. Bagian dari investasi yang tersisa diakui pada nilai wajar.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

b. Principles of consolidation (continued)

The Group reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of Subsidiaries begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income ("OCI") is attributed to the equity holders of the Group's parent company and non-controlling interests ("NCI"), even though results in NCI having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies.

The (consolidated) financial statements of the Subsidiaries are prepared for the same reporting period as the Company, using consistent accounting policies.

All significant accounts, transactions between entities, and unrealized gain or losses resulting from intra-Group transactions and dividends are eliminated in consolidation.

A change in the parent's ownership interest in a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Group loses control over a subsidiary, it derecognizes the related assets (including *goodwill*), liabilities, NCI and other component of equity, while the difference is recognized in the profit or loss. Any investment retained is recognized at fair value.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI
SIGNIFIKAN (lanjutan)**

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

c. Investasi Saham

c. Investment in Shares of Stock

Penyertaan saham pada entitas dimana Kelompok Usaha tidak memiliki pengaruh yang signifikan dicatat sesuai dengan PSAK No. 71.

Investment in shares of stock of entity wherein the Group does not have significant influence are accounted for in accordance with PSAK No. 71.

Entitas asosiasi adalah entitas yang terhadapnya Kelompok Usaha memiliki pengaruh signifikan. Pengaruh signifikan adalah kekuasaan untuk berpartisipasi dalam keputusan kebijakan keuangan dan operasional *investee*, tetapi tidak mengendalikan atau mengendalikan bersama atas kebijakan tersebut.

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and policy decisions of the investee, but is not control or joint control over those policies.

Ventura bersama adalah salah satu tipe pengaturan bersama yang mengatur bahwa para pihak yang memiliki pengendalian bersama atas pengaturan memiliki hak atas aset neto ventura bersama. Pengendalian bersama adalah persetujuan kontraktual untuk berbagi pengendalian atas suatu pengaturan, yang ada hanya ketika keputusan mengenai aktivitas relevan mensyaratkan persetujuan dengan suara bulat dari seluruh pihak yang berbagi pengendalian.

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

Pertimbangan yang dibuat dalam menentukan pengaruh signifikan adalah serupa dengan hal-hal yang diperlukan dalam menentukan kendali atas entitas anak.

The considerations made in determining significant influence are similar to those necessary to determine control over subsidiaries.

Investasi Kelompok Usaha pada entitas asosiasi dicatat dengan menggunakan metode ekuitas. Dalam metode ekuitas, investasi awalnya diakui pada harga perolehan. Nilai tercatat investasi disesuaikan untuk mengakui perubahan bagian Kelompok Usaha atas aset neto entitas asosiasi sejak tanggal perolehan. *Goodwill* yang terkait dengan entitas asosiasi termasuk dalam jumlah tercatat investasi dan tidak diamortisasi maupun diuji secara individual untuk penurunan nilai.

The Group's investment in its associate is accounted for using the equity method. Under the equity method, the investment in an associate is initially recognized at cost. The carrying amount of the investment is adjusted to recognize changes in the Group's share of net assets of the associate since the acquisition date. Goodwill relating to the associate is included in the carrying amount of the investment and is neither amortized nor tested for impairment individually.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI
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c. Investasi Saham (lanjutan)

Laba rugi konsolidasian mencerminkan bagian dari Kelompok Usaha atas hasil operasi dari entitas asosiasi. Perubahan PKL dari entitas asosiasi disajikan sebagai bagian dari PKL Kelompok Usaha. Selain itu, bila terdapat perubahan yang diakui langsung pada ekuitas entitas asosiasi, Kelompok Usaha mengakui bagiannya atas perubahan, jika sesuai, dalam laporan perubahan ekuitas konsolidasian. Laba atau rugi yang belum direalisasi sebagai hasil dari transaksi-transaksi antara Kelompok Usaha dengan entitas asosiasi dieliminasi sesuai dengan kepentingan dalam entitas asosiasi.

Gabungan bagian Kelompok Usaha atas laba rugi entitas asosiasi disajikan pada muka laporan laba rugi dan penghasilan komprehensif lain konsolidasian (sebagai laba atau rugi) di luar laba usaha dan mencerminkan laba atau rugi setelah pajak dan kepentingan nonpengendali pada entitas anak dari entitas asosiasi.

Laporan keuangan entitas asosiasi disusun atas tahun pelaporan yang sama dengan Kelompok Usaha.

Setelah penerapan metode ekuitas, Kelompok Usaha menentukan apakah diperlukan untuk mengakui tambahan rugi penurunan nilai atas investasi Kelompok Usaha dalam entitas asosiasi. Kelompok Usaha menentukan pada setiap tanggal pelaporan apakah terdapat bukti yang obyektif yang mengindikasikan bahwa investasi dalam entitas asosiasi mengalami penurunan nilai. Dalam hal ini, Kelompok Usaha menghitung jumlah penurunan nilai berdasarkan selisih antara jumlah terpulihkan atas investasi dalam entitas asosiasi dan nilai tercatatnya dan mengakuinya dalam laba rugi.

Pada saat kehilangan pengaruh signifikan atas entitas asosiasi, Kelompok Usaha mengukur dan mengakui bagian investasi tersisa pada nilai wajar. Selisih antara nilai tercatat entitas asosiasi dan nilai wajar investasi yang tersisa dan penerimaan dari pelepasan investasi diakui pada laba rugi.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**c. Investment in Shares of Stock
(continued)**

The consolidated profit or loss reflects the Group's share of the results of operations of the associate. Any change in OCI of the associate is presented as part of the Group's OCI. In addition, when there has been a change recognized directly in the equity of the associate, the Group recognizes its share of any changes, when applicable, in the consolidated statement of changes in equity. Unrealized gains and losses resulting from transactions between the Group and the associate are eliminated to the extent of the interest in the associate.

The aggregate of the Group's share of profit or loss of an associate is shown on the face of the consolidated statement of profit or loss and other comprehensive income (as profit or loss) outside operating profit and represents profit or loss after tax and NCI in the subsidiaries of the associate.

The financial statements of the associate are prepared for the same reporting period of the Group.

After application of the equity method, the Group determines whether it is necessary to recognize an additional impairment loss on the Group's investment in its associate. The Group determines at each reporting date whether there is any objective evidence that the investment in the associate is impaired. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of the investment in associate and its carrying value, and recognizes the amount in profit or loss.

Upon loss of significant influence over the associate, the Group measures and recognizes any retained investment at its fair value. Any difference between the carrying amount of the associate and the fair value of the retained investment and proceeds from disposal is recognized in profit or loss.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI
SIGNIFIKAN (lanjutan)**

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

d. Klasifikasi lancar dan tak lancar

Kelompok usaha menyajikan aset dan liabilitas dalam laporan posisi keuangan konsolidasian berdasarkan klasifikasi lancar/tak lancar. Suatu aset disajikan lancar bila:

- i) akan direalisasi, dijual atau dikonsumsi dalam siklus operasi normal,
- ii) untuk diperdagangkan,
- iii) akan direalisasi dalam 12 bulan setelah tanggal pelaporan, atau
- iv) Kas atau setara kas kecuali yang dibatasi penggunaannya atau akan digunakan untuk melunasi suatu liabilitas dalam paling lambat 12 bulan setelah tanggal pelaporan.

Seluruh aset lain diklasifikasikan sebagai tidak lancar.

Suatu liabilitas disajikan lancar bila:

- i) akan dilunasi dalam siklus operasi normal;
- ii) untuk diperdagangkan;
- iii) akan dilunasi dalam 12 bulan setelah tanggal pelaporan; atau
- iv) tidak ada hak tanpa syarat untuk menangguhkan pelunasannya dalam paling tidak 12 bulan setelah tanggal pelaporan.

Seluruh liabilitas lain diklasifikasikan sebagai tidak lancar.

Aset dan kewajiban pajak tangguhan diklasifikasikan sebagai aset dan kewajiban tidak lancar dan kewajiban jangka panjang.

e. Kombinasi bisnis dan goodwill

Kombinasi bisnis, jika ada, dicatat dengan menggunakan metode akuisisi. Biaya perolehan dari sebuah akuisisi diukur pada nilai agregat imbalan yang dialihkan, diukur pada nilai wajar pada tanggal akuisisi dan jumlah setiap KNP pada pihak yang diakuisisi. Untuk setiap kombinasi bisnis, pihak pengakuisisi mengukur KNP pada entitas yang diakuisisi baik pada nilai wajar ataupun pada proporsi kepemilikan KNP atas aset neto yang teridentifikasi dari entitas yang diakuisisi. Biaya-biaya akuisisi yang timbul dibebankan langsung dan disertakan dalam beban-beban administrasi.

d. Current and non-current classification

The Group presents assets and liabilities in the statement of financial position based on current/non-current classification. An asset is current when it is:

- i) expected to be realised or intended to be sold or consumed in the normal operating cycle,
- ii) held primarily for the purpose of trading,
- iii) expected to be realised within 12 months after the reporting period, or
- iv) Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period.

All other assets are classified as non-current.

A liability is current when it is:

- i) expected to be settled in the normal operating cycle;
- ii) held primarily for trading;
- iii) due to be settled within 12 months after the reporting period; or
- iv) there is no unconditional right to defer the settlement of the liability for at least 12 months after the reporting period.

All other liabilities are classified as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

e. Business combinations and goodwill

Business combinations, if any, are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, measured at acquisition date fair value, and the amount of any NCI in the acquiree. For each business combination, the acquirer selects whether it measures the NCI in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition costs incurred are directly expensed and included in administrative expenses.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI
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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

e. Kombinasi bisnis dan goodwill (lanjutan)

e. Business combinations and goodwill (continued)

Kelompok usaha menentukan bahwa mereka telah mengakuisisi bisnis ketika rangkaian aktivitas dan aset yang diakuisisi mencakup input dan proses substantif yang bersama-sama secara signifikan berkontribusi pada kemampuan untuk menghasilkan output. Proses yang diperoleh adalah substantif jika penting bagi kemampuan untuk terus menghasilkan output, dan input yang diperoleh mencakup tenaga kerja yang terorganisir dengan keterampilan, pengetahuan, atau pengalaman yang diperlukan untuk melakukan proses itu atau secara signifikan berkontribusi pada kemampuan untuk terus menghasilkan output dan dianggap unik atau langka atau tidak dapat diganti tanpa biaya, usaha, atau penundaan yang signifikan dalam kemampuan untuk terus menghasilkan output.

The Group determines that it has acquired a business when the acquired set of activities and assets include an input and a substantive process that together significantly contribute to the ability to create outputs. The acquired process is considered substantive if it is critical to the ability to continue producing outputs, and the inputs acquired include an organized workforce with the necessary skills, knowledge, or experience to perform that process or it significantly contributes to the ability to continue producing outputs and is considered unique or scarce or cannot be replaced without significant cost, effort, or delay in the ability to continue producing outputs.

Ketika melakukan akuisisi atas sebuah bisnis, Kelompok Usaha mengklasifikasikan dan menentukan aset keuangan yang diperoleh dan liabilitas keuangan yang diambil alih berdasarkan pada persyaratan kontraktual, kondisi ekonomi dan kondisi terkait lain yang ada pada tanggal akuisisi.

When the Group acquires a business, it assesses the financial assets acquired and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date.

Dalam suatu kombinasi bisnis yang dilakukan secara bertahap, Kelompok Usaha mengukur kembali kepentingan ekuitas yang dimiliki sebelumnya pada pihak yang diakuisisi pada nilai wajar tanggal akuisisi dan mengakui keuntungan atau kerugian yang dihasilkan.

If the business combination is achieved in stages, the acquisition date fair value of the Group's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date through profit or loss.

Setiap imbalan kontinjensi yang akan ditransfer oleh pengakuisisi akan diakui pada nilai wajar pada tanggal akuisisi. Imbalan kontinjensi yang diklasifikasikan sebagai ekuitas tidak diukur kembali dan penyelesaian selanjutnya adalah diperhitungkan dalam ekuitas. Imbalan kontinjensi yang diklasifikasikan sebagai aset atau liabilitas yaitu instrumen keuangan dan dalam lingkup PSAK 71, diukur pada nilai wajar dengan perubahan nilai wajar yang diakui dalam laba rugi sesuai dengan PSAK 71. Imbalan kontinjensi lain yang tidak termasuk dalam PSAK 71 diukur sebesar nilai wajar pada setiap tanggal pelaporan dengan perubahan nilai wajar yang diakui pada laba rugi.

Any contingent consideration to be transferred by the acquirer will be recognized at fair value at the acquisition date. Contingent consideration classified as equity is not remeasured and its subsequent settlement is accounted for within equity. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of PSAK 71, is measured at fair value with the changes in fair value recognized in the statement of profit or loss in accordance with PSAK 71. Other contingent consideration that is not within the scope of PSAK 71 is measured at fair value at each reporting date with changes in fair value recognized in profit or loss.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI
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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

e. Kombinasi bisnis dan goodwill (lanjutan)

**e. Business combinations and goodwill
(continued)**

Bila pencatatan awal kombinasi bisnis belum dapat diselesaikan pada tanggal pelaporan, Kelompok Usaha melaporkan jumlah sementara bagi pos yang pencatatannya belum dapat diselesaikan tersebut.

If the initial accounting for a business combination is incomplete by the end of the reporting, the Group reports provisional amounts for the items for which the accounting is incomplete.

Periode pengukuran adalah periode setelah tanggal akuisisi yang didalamnya Kelompok Usaha dapat melakukan penyesuaian atas jumlah sementara yang diakui dalam kombinasi bisnis tersebut. Selama periode pengukuran, Kelompok Usaha mengakui penambahan aset atau liabilitas bila terdapat informasi terbaru yang diperoleh mengenai fakta dan keadaan pada tanggal akuisisi, yang bila diketahui pada saat itu, akan menyebabkan pengakuan atas aset dan liabilitas pada tanggal tersebut.

The measurement period is the period after the acquisition date during which the Group may adjust the provisional amounts recognized for a business combination. During the measurement period, the Group recognizes additional assets or liabilities if new information is obtained about facts and circumstances that existed as of the acquisition date and, if known, would have resulted in the recognition of those assets and liabilities as of that date.

Periode pengukuran berakhir pada saat pengakuisisi menerima informasi yang diperlukan mengenai fakta dan keadaan pada tanggal akuisisi atau mengetahui bahwa informasi lainnya tidak dapat diperoleh, namun tidak lebih dari satu tahun dari tanggal akuisisi.

The measurement period ends as soon as the acquirer receives the information it was seeking about facts and circumstances that existed as of the acquisition date or learns that more information is not obtainable but shall not exceed one year from the acquisition date.

Pada tanggal akuisisi, goodwill awalnya diukur pada harga perolehan yang merupakan selisih lebih nilai agregat dari imbalan yang dialihkan dan jumlah setiap KNP atas selisih jumlah dari aset teridentifikasi yang diperoleh dan liabilitas yang diambil alih.

At acquisition date, goodwill is initially measured at cost being the excess of the aggregate of the consideration transferred and the amount recognized for NCI over the net identifiable assets acquired and liabilities assumed.

Jika imbalan tersebut lebih rendah dari nilai wajar aset neto entitas anak yang diakuisisi, selisih tersebut diakui pada laba rugi sebagai keuntungan dari pembelian dengan diskon setelah sebelumnya manajemen melakukan penilaian atas identifikasi dan nilai wajar dari aset yang diperoleh dan liabilitas yang diambil alih.

If this consideration is lower than the fair value of the net assets of the subsidiary acquired, the difference is recognized in profit or loss as gain on bargain purchase after previously assessing the identification and fair value measurement of the acquired assets and the assumed liabilities.

Setelah pengakuan awal, goodwill diukur pada jumlah tercatat dikurangi akumulasi kerugian penurunan nilai. Untuk tujuan uji penurunan nilai, goodwill yang diperoleh dari suatu kombinasi bisnis, sejak tanggal akuisisi dialokasikan kepada setiap Unit Penghasil Kas ("UPK") dari Kelompok Usaha yang diharapkan akan bermanfaat dari sinergi kombinasi tersebut, terlepas dari apakah aset atau liabilitas lain dari pihak yang diakuisisi ditetapkan atas UPK tersebut.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's Cash-generating Units ("CGU") that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those CGUs.



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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

e. Kombinasi bisnis dan goodwill (lanjutan)

**e. Business combinations and goodwill
(continued)**

Jika *goodwill* telah dialokasikan pada suatu UPK dan operasi tertentu atas UPK tersebut dihentikan, maka *goodwill* yang diasosiasikan dengan operasi yang dihentikan tersebut termasuk dalam jumlah tercatat operasi tersebut ketika menentukan keuntungan atau kerugian dari pelepasan. *Goodwill* yang dilepaskan tersebut diukur berdasarkan nilai relatif operasi yang dihentikan dan porsi UPK yang ditahan.

Where *goodwill* forms part of a CGU and part of the operations within that CGU is disposed of, the *goodwill* associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. *Goodwill* disposed of in this circumstance is measured based on the relative values of the operation disposed of and the portion of the CGU retained.

Kombinasi bisnis antara entitas sependangali

Business combinations among entities under common control

Kombinasi bisnis entitas sependangali dicatat dengan menggunakan metode penyatuan kepentingan, dimana selisih antara jumlah imbalan yang dialihkan dengan jumlah tercatat aset neto entitas yang diakuisisi diakui sebagai bagian dari Tambahan Modal Disetor pada akun "Komponen Ekuitas Lainnya" pada laporan posisi keuangan konsolidasian.

Business combinations under common control are accounted for using the pooling-of-interests method, whereby the difference between the considerations transferred and the book value of the net assets of the acquiree is recognized as part of Additional Paid-in Capital in the account of "Other Component of Equity" in the consolidated statement of financial position.

Dalam menerapkan metode penyatuan kepemilikan tersebut, unsur-unsur laporan keuangan dari entitas yang bergabung disajikan seolah-olah penggabungan tersebut telah terjadi sejak awal periode entitas yang bergabung berada dalam kesepengendalian.

In applying the pooling-of-interests method, components of the financial statements of combined entities are presented in such a manner as if the combination has already happened since the beginning of the period entities under common control.

f. Transaksi dan Saldo Dalam Mata Uang Asing

f. Transactions and Balances in Foreign Currencies

Kelompok Usaha menentukan bahwa mata uang fungsionalnya adalah Rupiah. Transaksi dalam mata uang asing selain Rupiah dicatat berdasarkan kurs yang berlaku pada tanggal transaksi.

The Group determines that its functional currency is Rupiah. Transactions in currencies other than Rupiah are recorded at the prevailing rates of exchange in effect on the date of transactions.

Pada tanggal pelaporan, aset dan liabilitas moneter dalam mata uang asing dijabarkan ke Rupiah dengan menggunakan kurs tengah terakhir yang dipublikasikan oleh Bank Indonesia pada tahun tersebut. Laba atau rugi selisih kurs yang dihasilkan diakui dalam laba atau rugi tahun berjalan.

As of reporting date, monetary asset and liabilities denominated in foreign currencies are translated to Rupiah using the last middle exchange rates published by Bank Indonesia on those years. The resulting net foreign exchange gains or losses are recognized in current year's profit or loss.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**f. Transaksi dan Saldo Dalam Mata Uang Asing
(lanjutan)**

**f. Transactions and Balances in Foreign
Currencies (continued)**

Kurs mata uang asing yang digunakan pada tanggal 31 Desember 2022 dan 2021 adalah:

The exchange rate used at December 31, 2022 and 2021:

	31 Desember/December 31,		
	2022	2021	
1 Dolar Amerika Serikat/Rupiah	15.731	14.269	United State Dollar 1/Rupiah
1 Euro/Rupiah	16.713	16.127	Euro 1/Rupiah
1 Pound Sterling Inggris /Rupiah	18.926	19.200	Great Britain Pound Sterling 1/Rupiah
1 Dolar Singapura/Rupiah	11.659	10.534	Singapore Dollar 1/Rupiah

g. Transaksi dengan Pihak-pihak Berelasi

Kelompok Usaha melakukan transaksi dengan pihak berelasi sesuai Pernyataan Standar Akuntansi Keuangan ("PSAK") No. 7: Pengungkapan Pihak-pihak Berelasi. Transaksi dengan pihak berelasi dilakukan berdasarkan persyaratan yang disetujui oleh para pihak, di mana persyaratan tersebut mungkin tidak sama dengan persyaratan transaksi lain yang dilakukan dengan pihak yang tidak berelasi.

g. Transactions with related party

The group has transactions with related parties, as defined in Pernyataan Standar Akuntansi Keuangan ("PSAK") No. 7: Related Parties Disclosure. The transactions are made based on terms agree by the parties, which may not be the same as those of the transactions between unrelated parties.

Seluruh transaksi dan saldo yang signifikan dengan pihak-pihak berelasi diungkapkan dalam Catatan atas laporan keuangan konsolidasian yang relevan.

All significant transactions and balances with related parties are disclosed in the relevant Notes to the consolidated financial statements.

h. Kas dan setara kas

Kas dan setara kas terdiri atas kas dan bank dan deposito berjangka dengan jangka waktu 3 bulan atau kurang sejak saat penempatan dan tidak digunakan sebagai jaminan atas pinjaman dan tidak dibatasi penggunaannya.

h. Cash and cash equivalents

Cash and cash equivalents include cash on hand and in banks and time deposits with maturity periods of 3 months or less at the time of placement and not used as collateral and unrestricted in use.

i. Investasi jangka pendek

Investasi jangka pendek dalam bentuk deposito berjangka dengan jangka waktu lebih dari tiga bulan dan kurang dari satu tahun sejak saat ditempatkan, dan tidak digunakan sebagai jaminan atas pinjaman, serta tidak dibatasi penggunaannya, dinyatakan sebesar nilai nominal.

i. Short-term investment

Short-term investment in the form of time deposit with maturity period of more than three months and less than one year at the time of placement, and are not pledged as collateral and unrestricted, are stated at nominal value.



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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

j. Piutang

Piutang usaha dan piutang lain-lain pada awalnya diakui sebesar nilai wajar dan kemudian diukur pada biaya perolehan diamortisasi dengan menggunakan metode Suku Bunga Efektif ("SBE"), dikurangi dengan penyisihan untuk penurunan nilai.

Jika piutang diharapkan tertagih dalam satu tahun atau kurang (atau dalam siklus normal operasi dari bisnis jika lebih lama), piutang tersebut dikelompokkan sebagai aset lancar. Jika lebih, piutang tersebut disajikan sebagai aset tidak lancar.

k. Persediaan

Persediaan dinyatakan sebesar nilai yang lebih rendah antara biaya perolehan atau nilai realisasi neto (*the lower cost or net realizable value*) dan meliputi seluruh biaya pembelian, biaya konversi dan biaya lain yang terjadi untuk membawa persediaan ke lokasi dan kondisinya yang sekarang. Biaya persediaan barang jadi ditentukan dengan menggunakan metode rata-rata tertimbang dan biaya persediaan bahan pembantu dan lainnya ditentukan dengan menggunakan metode rata-rata bergerak. Nilai realisasi neto persediaan adalah estimasi harga jual dalam kegiatan usaha biasa dikurangi estimasi biaya penyelesaian dan estimasi biaya yang diperlukan untuk membuat penjualan.

Penyisihan persediaan usang dan/atau penurunan nilai persediaan, disisihkan berdasarkan hasil penelaahan berkala atas kondisi fisik persediaan dan nilai realisasi neto persediaan.

l. Aset Biologis

Aset biologis Kelompok Usaha adalah produk agrikultur utama dari tanaman produktif, yaitu tandan buah segar (TBS), getah karet, daun teh basah (DTB), kakao, biji kopi, hortikultura, kelapa hibrida dan kelapa benih dan tebu.

Aset biologis dinyatakan sebesar nilai wajar dikurangi biaya untuk menjual. Keuntungan atau kerugian yang timbul pada pengakuan awal produk agrikultur pada nilai wajar dikurangi biaya untuk menjual dan dari perubahan nilai wajar dikurangi biaya untuk menjual dari aset biologis pada setiap tanggal pelaporan dimasukkan dalam laba rugi pada tahun terjadinya.

j. Receivables

Trade receivables and other receivables are recognized initially at fair value and subsequently measured at amortized cost using the Effective Interest Rate ("EIR") method, less provision for impairment.

If the expected uncollectible accounts receivable within one year or less (or in the normal operating cycle of the business if longer), the receivables are classified as current assets. If so, these receivables are presented as non-current assets.

k. Inventories

Inventories are stated at the lower of cost or net realizable value and covered all the cost of purchase, conversion cost and other cost that take the inventory to its location and its condition now. Cost of the finished goods inventories is determined using the weighted average method and cost of the supporting goods and other inventories is determined using the moving average method. Net realizable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale.

Allowance for inventory obsolescence and/or decline in market value is provided based on periodic reviews of the physical condition and net realizable value of the inventories.

l. Biological Assets

The Group's biological assets comprise primary agriculture produce of the bearer plants, namely fresh fruit bunches (FFB), sap rubber, wet tea leave (WTL), cocoa, coffee bean, horticulture, hybrid coconut, coconut seed and sugarcane.

Biological assets are stated at fair value less costs to sell. Gains or losses arising on initial recognition of agricultural produce at fair value less costs to sell and from the change in fair value less costs to sell of the biological assets at each reporting date are included in the profit or loss for the year in which they arise.

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(lanjutan)**

l. Aset Biologis (lanjutan)

Nilai wajar dari produk agrikultur, termasuk produk yang tumbuh dan sudah dipanen dari tanaman produktif kelapa sawit dan karet ditentukan pada Level 2 dengan menerapkan estimasi volume produksi terhadap harga pasar yang berlaku pada tanggal pelaporan. Biaya untuk menjual adalah biaya inkremental yang diatribusikan secara langsung untuk pelepasan aset, tidak termasuk beban pembiayaan dan pajak penghasilan.

m. Instrumen Keuangan

Instrumen keuangan adalah setiap kontrak yang menambah nilai aset keuangan bagi satu entitas dan liabilitas keuangan atau ekuitas bagi entitas lain.

Aset Keuangan

Pengakuan dan Pengukuran Awal

Pada pengakuan awal, Kelompok Usaha mengukur aset keuangan pada nilai wajarnya ditambah biaya transaksi, dalam hal aset keuangan tidak diukur pada nilai wajar melalui laba rugi ("NWLR"). Piutang usaha yang tidak mengandung komponen pembiayaan yang signifikan, dimana Kelompok Usaha telah menerapkan cara praktis, diukur pada harga transaksi yang ditentukan sesuai PSAK 72.

Agar aset keuangan diklasifikasikan dan diukur pada biaya perolehan diamortisasi atau nilai wajar melalui penghasilan komprehensif lain ("NWPKL"), aset keuangan harus menghasilkan arus kas yang semata dari pembayaran pokok dan bunga ("SPPB") dari pokok belum dilunasi. Penilaian ini disebut sebagai uji SPPB dan dilakukan pada tingkat instrumen.

Model bisnis Kelompok Usaha untuk mengelola aset keuangan mengacu pada bagaimana mereka mengelola aset keuangannya untuk menghasilkan arus kas. Model bisnis menentukan apakah arus kas akan dihasilkan dari penerimaan arus kas kontraktual, penjualan aset keuangan, atau keduanya.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

l. Biological Assets (continued)

The fair value of the agricultural produce, including growing produce and harvested produce, of oil palm bearer plants and rubber bearer plants is determined at Level 2 by applying the estimated volume of the produce to the market price applicable at the reporting date. Costs to sell are the incremental costs directly attributable to the disposal of an asset, excluding finance costs and income taxes.

m. Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial Assets

Initial Recognition and Measurement

At initial recognition, the Group measures a financial asset at its fair value plus transaction costs, in the case of a financial asset not at fair value through profit or loss ("FVTPL"). Trade receivables that do not contain a significant financing component, for which the Group has applied the practical expedient are measured at the transaction price determined under PSAK 72.

In order for a financial asset to be classified and measured at amortized cost or fair value through other comprehensive income ("FVOCI"), it needs to give rise to cash flows that are SPPI on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN
(lanjutan)**

m. Instrumen Keuangan (lanjutan)

Aset Keuangan (lanjutan)

Pengukuran Selanjutnya

Untuk tujuan pengukuran selanjutnya, aset keuangan diklasifikasikan dalam empat kategori:

- Aset keuangan pada biaya perolehan diamortisasi (instrumen utang),
- Aset keuangan pada NWPKL dengan reklasifikasi ke keuntungan dan kerugian kumulatif (instrumen utang),
- Aset keuangan pada NWPKL tanpa reklasifikasi ke keuntungan dan kerugian kumulatif atas pelepasan (instrumen ekuitas), dan
- NWLR.

Pengukuran selanjutnya dari aset keuangan tergantung kepada klasifikasi masing-masing aset keuangan seperti berikut ini:

Aset keuangan pada biaya perolehan diamortisasi (instrumen utang)

Kelompok Usaha mengukur aset keuangan pada biaya perolehan diamortisasi jika kedua kondisi berikut terpenuhi:

- Aset keuangan dimiliki dalam model bisnis dengan tujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual, dan
- Persyaratan kontraktual dari aset keuangan menghasilkan arus kas pada tanggal tertentu yang merupakan SPPB dari jumlah pokok terutang.

Aset keuangan yang diukur pada biaya perolehan diamortisasi selanjutnya diukur dengan menggunakan metode suku bunga efektif ("SBE") dan menjadi subjek penurunan nilai. Keuntungan dan kerugian diakui dalam laba rugi pada saat aset dihentikan pengakuannya, dimodifikasi atau diturunkan nilainya.

Aset keuangan Kelompok Usaha yang diukur pada biaya perolehan diamortisasi termasuk piutang usaha dan lain-lain, piutang plasma, dan pinjaman kepada pihak berelasi yang merupakan bagian dari aset keuangan tidak lancar lainnya.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

m. Financial Instruments (continued)

Financial Assets (continued)

Subsequent Measurement

For purposes of subsequent measurement, financial assets are classified in four categories:

- Financial assets at amortized cost (debt instruments),
- Financial assets at FVOCI with recycling of cumulative gains and losses (debt instruments),
- Financial assets designated at FVOCI with no recycling of cumulative gains and losses upon derecognition (equity instruments), and
- FVTPL.

The subsequent measurement of financial assets depends on their classification as described below:

Financial assets at amortized cost (debt instruments)

The Group measures financial assets at amortized cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows, and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are SPPI on the principal amount outstanding.

Financial assets at amortized cost are subsequently measured using the effective interest rate ("EIR") method and are subject to impairment. Gains and losses are recognized in profit or loss when the asset is derecognized, modified or impaired.

The Group's financial assets at amortized cost includes trade and other receivables, plasma receivables, and loans to related parties under other non-current financial assets.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

m. Instrumen Keuangan (lanjutan)

m. Financial Instruments (continued)

Aset Keuangan (lanjutan)

Financial Assets (continued)

Aset keuangan pada NWPKL tanpa reklasifikasi keuntungan dan kerugian kumulatif setelah pelepasan (instrumen ekuitas)

Financial assets designated at FVOCI with no recycling of cumulative gains and losses upon derecognition (equity instruments)

Pada pengakuan awal, Kelompok Usaha dapat memilih untuk menetapkan klasifikasi yang takterbatalkan atas investasi pada instrumen ekuitas sebagai NWPKL jika memenuhi definisi ekuitas sesuai PSAK 50 dan tidak dimiliki untuk diperdagangkan. Klasifikasi ditentukan atas basis instrumen per instrumen.

Upon initial recognition, the Group can elect to classify irrevocably its investments in equity instruments at FVOCI when they meet the definition of equity under PSAK 50 and are not held for trading. The classification is determined on an instrument-by-instrument basis.

Keuntungan dan kerugian atas aset keuangan ini tidak pernah direklasifikasi ke laba rugi, dan aset keuangan ini tidak menjadi subjek penurunan nilai. Dividen diakui sebagai penghasilan lain-lain dalam laba rugi pada saat hak atas pembayaran telah ditetapkan.

Gains and losses on these financial assets are never recycled to profit or loss, and these financial assets are not subject to impairment assessment. Dividends are recognized as other income in the profit or loss when the right of payment has been established.

Kelompok Usaha memilih untuk mengklasifikasi secara takterbatalkan investasi ekuitas yang tidak terdaftar di bursa masuk dalam kategori ini.

The Group elected to classify irrevocably its non-listed equity investments under this category.

Penghentian Pengakuan

Derecognition

Aset keuangan (atau, sesuai dengan kondisinya, bagian dari aset keuangan atau bagian dari kelompok aset keuangan serupa) terutama dihentikan pengakuannya (yaitu, dihapuskan dari laporan posisi keuangan konsolidasian Kelompok Usaha) ketika:

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognized (i.e., removed from the Group's consolidated statement of financial position) when:

- Hak untuk menerima arus kas dari aset telah berakhir atau
- Kelompok Usaha telah mengalihkan haknya untuk menerima arus kas dari aset atau menanggung kewajiban untuk membayar arus kas yang diterima tersebut secara penuh tanpa penundaan yang material kepada pihak ketiga berdasarkan kesepakatan 'pass-through', dan salah satu dari (a) Kelompok Usaha telah mengalihkan secara substansial seluruh risiko dan manfaat atas aset, atau (b) Kelompok Usaha tidak mengalihkan maupun tidak memiliki secara substansial atas seluruh risiko dan manfaat atas aset, tetapi telah mengalihkan kendali atas aset.

- *The rights to receive cash flows from the asset have expired*
- or
- *The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset*



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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
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m. Instrumen Keuangan (lanjutan)

m. Financial Instruments (continued)

Aset Keuangan (lanjutan)

Financial Assets (continued)

Penghentian Pengakuan (lanjutan)

Derecognition (continued)

Ketika Kelompok Usaha telah mengalihkan haknya untuk menerima arus kas dari suatu aset atau telah menandatangani kesepakatan 'pass-through', Kelompok Usaha mengevaluasi jika, dan sejauh mana, Kelompok Usaha masih mempertahankan risiko dan manfaat atas kepemilikan aset. Ketika Kelompok Usaha tidak mengalihkan maupun seluruh risiko dan manfaat atas aset dipertahankan secara substansial, maupun tidak mengalihkan kendali atas aset, Kelompok Usaha tetap mengakui aset yang dialihkan sebesar keterlibatan berkelanjutan. Dalam kasus tersebut, Kelompok Usaha juga mengakui liabilitas terkait. Aset yang dialihkan dan liabilitas terkait diukur dengan basis yang mencerminkan hak dan kewajiban yang masih dipertahankan oleh Kelompok Usaha.

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group continues to recognize the transferred asset to the extent of its continuing involvement. In that case, the Group also recognizes an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Keterlibatan berkelanjutan dalam bentuk jaminan atas aset yang ditransfer, diukur pada nilai yang lebih rendah antara jumlah tercatat awal aset dan jumlah maksimum imbalan yang dibutuhkan oleh Kelompok Usaha untuk membayar kembali.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

Penurunan Nilai

Impairment

Kelompok Usaha mengakui penyisihan Kerugian Kredit Ekspetasi ("KKE") untuk semua instrumen utang yang bukan diukur pada NWLR dan kontrak jaminan keuangan. KKE ditentukan atas perbedaan antara arus kas kontraktual menurut kontrak dan semua arus kas yang diharapkan akan diterima oleh Kelompok Usaha, yang didiskontokan dengan perkiraan SBE orisinal. Arus kas yang diharapkan mencakup setiap arus kas dari penjualan agunan yang dimiliki atau perbaikan kredit lainnya yang merupakan bagian yang tidak terpisahkan dalam ketentuan kontrak.

The Group recognizes an allowance for Expected Credit Loss ("ECL") for all debt instruments not held at FVTPL and financial guarantee contracts. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original EIR. The expected cash flows include any cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
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m. Instrumen Keuangan (lanjutan)

m. Financial Instruments (continued)

Aset Keuangan (lanjutan)

Financial Assets (continued)

Penurunan Nilai (lanjutan)

Impairment

KKE diakui dalam dua tahap. Bila belum terdapat peningkatan risiko kredit signifikan sejak pengakuan awal, KKE diakui untuk kerugian kredit yang dihasilkan dari peristiwa gagal bayar yang mungkin terjadi dalam jangka waktu 12 bulan ke depan (KKE 12 bulan). Namun, bila telah terdapat peningkatan signifikan risiko kredit sejak pengakuan awal, penyisihan kerugian diakui untuk kerugian kredit yang diperkirakan selama sisa umur aset, tanpa mempertimbangkan waktu gagal bayar (KKE sepanjang umurnya).

ECLs are recognized in two stages. When there have been significant increases in credit risks since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). But, when there have been significant increases in credit risks since initial recognition, a loss allowance is recognized for credit losses expected over the remaining life of the asset, irrespective of timing of the default (a lifetime ECL).

Karena piutang usaha dan piutang lain-lainnya tidak memiliki komponen pembiayaan signifikan, Kelompok Usaha menerapkan pendekatan yang disederhanakan dalam perhitungan KKE. Oleh karena itu, Kelompok Usaha tidak menelusuri perubahan dalam risiko kredit, namun justru mengakui penyisihan kerugian berdasarkan KKE sepanjang umurnya pada setiap tanggal pelaporan. Kelompok Usaha membentuk matriks provisi berdasarkan pengalaman kerugian kredit masa lampau, disesuaikan dengan perkiraan masa depan (*forward-looking*) atas faktor yang spesifik untuk debitur dan lingkungan ekonomi.

Because its trade and other receivables do not contain significant financing component, the Group applies a simplified approach in calculating ECL. Therefore, the Group does not track changes in credit risk, but instead recognizes a loss allowance based on lifetime ECL at each reporting date. The Group established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

Liabilitas Keuangan

Financial Liabilities

Pengakuan dan Pengukuran Awal

Initial Recognition and Measurement

Liabilitas keuangan diklasifikasikan, pada pengakuan awal, sebagai liabilitas keuangan yang diukur pada NWLR, utang dan pinjaman atau derivatif ditetapkan sebagai instrumen lindung nilai pada lindung nilai yang efektif, sesuai dengan kondisinya.

Financial liabilities are classified, at initial recognition, as financial liabilities at FVTPL, loans and borrowings, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

Semua liabilitas keuangan diakui pada nilai wajar saat pengakuan awal dan, dalam hal liabilitas keuangan diklasifikasi sebagai utang dan pinjaman, diakui pada nilai wajar setelah dikurangi biaya transaksi yang dapat diatribusikan secara langsung.

All financial liabilities are recognized initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

Kelompok Usaha menetapkan liabilitas keuangannya sebagai utang dan pinjaman, seperti utang usaha dan lain-lain, biaya masih harus dibayar, liabilitas sewa dan utang lain-lain jangka panjang.

The Group designates its financial liabilities as loans and borrowings, such as trade and other payables, accrued expense, lease liability and other long-term payables.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI
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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

m. Instrumen Keuangan (lanjutan)

m. Financial Instruments (continued)

Liabilitas Keuangan (lanjutan)

Financial Liabilities (continued)

Pengukuran Selanjutnya

Subsequent Measurement

Pengukuran selanjutnya dari liabilitas keuangan ditentukan oleh klasifikasinya sebagai berikut:

The subsequent measurement of financial liabilities depends on their classification as described below:

Liabilitas keuangan pada biaya perolehan diamortisasi (Utang dan pinjaman)

Financial liabilities at amortized cost (Loans and borrowings)

(i) Utang dan Pinjaman Jangka Panjang yang Dikenakan Bunga

(i) Long-term Interest-bearing Loans and Borrowings

Setelah pengakuan awal, utang dan pinjaman jangka panjang yang berbunga diukur pada biaya perolehan yang diamortisasi dengan menggunakan metode SBE. Pada tanggal pelaporan, biaya bunga yang masih harus dibayar dicatat secara terpisah, dari pokok pinjaman terkait, dalam bagian liabilitas jangka pendek. Keuntungan dan kerugian diakui pada laba rugi ketika liabilitas dihentikan pengakuannya maupun melalui proses amortisasi menggunakan metode SBE.

Subsequent to initial recognition, long-term interest-bearing loans and borrowings are measured at amortized acquisition costs using EIR method. At the reporting dates, accrued interest is recorded separately from the associated borrowings within the current liabilities section. Gains and losses are recognized in the profit or loss when the liabilities are derecognized as well as through the EIR amortization process.

Biaya amortisasi dihitung dengan mempertimbangkan setiap diskonto atau premium atas akuisisi dan komisi atau biaya yang merupakan bagian tidak terpisahkan dari SBE. Amortisasi SBE dicatat sebagai beban keuangan pada laba rugi.

Amortized cost is calculated by taking into account any discount or premium on acquisition and fee or costs that are an integral part of the EIR. The EIR amortization is included in finance costs in the profit or loss.

(ii) Utang dan Akrua

(ii) Payables and Accruals

Liabilitas untuk utang usaha dan utang lain-lain jangka pendek, biaya masih harus dibayar dan liabilitas imbalan kerja jangka pendek dinyatakan sebesar jumlah tercatat (jumlah nosional), yang kurang lebih sebesar nilai wajarnya.

Liabilities for current trade and other accounts payable, accrued expenses and short-term employee benefits liability are stated at carrying amounts (notional amounts), which approximate their fair values.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI
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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

m. Instrumen Keuangan (lanjutan)

m. Financial Instruments (continued)

Liabilitas Keuangan (lanjutan)

Financial Liabilities (continued)

Penghentian Pengakuan

Derecognition

Suatu liabilitas keuangan dihentikan pengakuannya pada saat kewajiban yang ditetapkan dalam kontrak berakhir atau dibatalkan atau kedaluwarsa.

A financial liability is derecognized when the obligation under the contract is discharged or cancelled or expired.

Ketika sebuah liabilitas keuangan ditukar dengan liabilitas keuangan lain dari pemberi pinjaman yang sama atas persyaratan yang secara substansial berbeda, atau bila persyaratan dari liabilitas keuangan tersebut secara substansial dimodifikasi, pertukaran atau modifikasi persyaratan tersebut dicatat sebagai penghentian pengakuan liabilitas keuangan orisinal dan pengakuan liabilitas keuangan baru, dan selisih antara nilai tercatat masing-masing liabilitas keuangan tersebut diakui pada laba rugi.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as derecognition of the original liability and recognition of a new liability, and the difference in the respective carrying amounts is recognized in the profit or loss.

Saling hapus dari instrumen keuangan

Offsetting of financial instruments

Aset keuangan dan liabilitas keuangan disaling hapuskan dan nilai netonya disajikan dalam laporan posisi keuangan konsolidasian jika, dan hanya jika, terdapat hak secara hukum untuk melakukan saling hapus atas jumlah tercatat dari aset keuangan dan liabilitas keuangan tersebut dan terdapat intensi untuk menyelesaikan secara neto, atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan.

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated statement of financial position if, and only if, there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, or to realize the assets and settle the liabilities simultaneously.

n. Biaya dibayar di muka

n. Prepaid expenses

Biaya dibayar di muka dibebankan melalui amortisasi sesuai masa manfaat masing-masing biaya yang bersangkutan dengan menggunakan metode garis lurus.

Prepaid expenses are charged through amortization over the useful life of each of the related costs using straight line method.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI
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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

o. Aset Tetap

o. Fixed Assets

Tanaman Produktif

Bearer Plants

Tanaman produktif adalah tanaman hidup yang digunakan dalam produksi atau penyediaan produk agrikultur; diharapkan untuk menghasilkan produk untuk jangka waktu lebih dari satu periode; dan sangat jarang dijual sebagai produk agrikultur, kecuali untuk penjualan sisa hanya sesekali.

Bearer plants are living plants used in the production or supply of agricultural produce; are expected to bear produce for more than one period; and have a remote likelihood of being sold as agricultural produce, except for incidental scrap sales.

Tanaman produktif belum menghasilkan

Immature bearer plantations

Seluruh biaya yang berhubungan dengan pengembangan perkebunan, beban imbalan kerja dan biaya bunga sehubungan dengan kredit yang digunakan untuk pengembangan perkebunan dikapitalisasi sampai produksi komersial telah dicapai.

All of cost related to the plantation development, employee benefit expenses and borrowing cost related to the credit used for plantation development are capitalized until commercial production has been achieved.

Tanaman produktif menghasilkan

Mature bearer plantations

Biaya perolehan tanaman belum menghasilkan diklasifikasi ke tanaman menghasilkan pada saat tanaman tersebut mulai menghasilkan. Jangka waktu suatu tanaman dinyatakan mulai menghasilkan ditentukan oleh pertumbuhan vegetatif dan berdasarkan taksiran manajemen, dengan ketentuan sebagai berikut:

Cost of immature plantations classified into mature plantations when the plantation starts to produced. The period of a plantation classified as mature depends on the vegetative growth and based on the management estimation with criteria as follows:

- (i) Tanaman kelapa sawit dinyatakan sebagai tanaman menghasilkan apabila tanaman telah berumur 36 bulan, dan atau minimal 60% dari jumlah seluruh pohon telah menghasilkan tandan buah dengan dengan berat tandan diatas 9 kilogram.
- (ii) Tanaman teh dinyatakan sebagai tanaman menghasilkan apabila tanaman telah berumur 36 bulan dan atau pertumbuhan daun yang telah saling bertemu antara satu pokok dengan pokok lainnya mencapai lebih dari 70% dari jumlah pokok atau tegakan.
- (iii) Tanaman lainnya yaitu teh, kakao, kopi, hortikultura, kelapa hibrida, kelapa benih dan tebu dinyatakan sebagai tanaman menghasilkan apabila tanaman telah berumur antara 1 tahun sampai dengan 7 tahun.

- (i) *The palm oil plantation is classified as mature plantations when the plantation has been 36 months old, and or minimum 60% of trees per block produces fresh fruit bunches with weight per bunch of 9 kilograms.*
- (ii) *Tea is classified as a mature plant if the plant is 36 months old and or the growth of leaves that have met each other between one principal and another reaches more than 70% of the total number of trees or stands.*
- (iii) *Other plantations such as tea, cocoa, coffee, horticulture, hybrid coconut, palm plants and cane classified as mature plantations when the plantation had been aged between 1 year until 7 years.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI
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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

o. Aset Tetap (lanjutan)

o. Fixed Assets (continued)

Tanaman Produktif (lanjutan)

Bearer Plants (continued)

Tanaman produktif menghasilkan (lanjutan)

Mature bearer plantations (continued)

Penyusutan dihitung dengan menggunakan metode garis lurus selama masa manfaat yang diestimasi sebagai berikut:

Depreciation is computed using the straight-line method over the estimated useful life, estimated as follows:

Keterangan	Tahun/ Year	Description
Kelapa sawit	25	Palm oil
Karet	20	Rubber
Lainnya	15 - 50	Others

Jumlah tercatat tanaman produktif direvisi atas penurunan nilai jika terdapat peristiwa atau perubahan keadaan yang mengindikasikan bahwa jumlah tercatat mungkin tidak dapat seluruhnya terealisasi.

The carrying amounts of bearer plants are reviewed for impairment when events or changes in circumstances indicate that their carrying values may not be fully recoverable.

Umur manfaat aset dan metode penyusutan dievaluasi setiap akhir tahun pelaporan dan disesuaikan secara prospektif jika dipandang perlu.

The asset useful life and depreciation method are reviewed at the end of each reporting year and adjusted prospectively if necessary.

Beban pemeliharaan tanaman produktif dibebankan pada laba rugi pada saat terjadinya. Beban pemugaran dan penambahan dalam jumlah besar dikapitalisasi kepada jumlah tercatat aset terkait bila besar kemungkinan bagi Kelompok Usaha manfaat ekonomi masa depan menjadi lebih besar dari standar kinerja awal yang ditetapkan sebelumnya dan disusutkan sepanjang sisa masa manfaat aset terkait.

Upkeep and maintenance costs of bearer plants are taken to the profit or loss when they are incurred. The cost of major renovation and restoration are included in the carrying amount of the related asset when it is probable that future economic benefits in excess of the originally assessed standard of performance of the existing asset will flow to the Group and is depreciated over the remaining useful life of the related asset.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI
SIGNIFIKAN (lanjutan)**

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

o. Aset Tetap (lanjutan)

o. Fixed Assets (continued)

Aset Tetap Lainnya

Other Fixed Asset

Penyusutan aset dimulai pada saat aset tersebut siap untuk digunakan sesuai maksud penggunaannya oleh Kelompok Usaha dan dihitung dengan menggunakan metode garis lurus berdasarkan estimasi masa manfaat ekonomis aset-aset tersebut sebagai berikut:

Depreciation of an asset starts when it is available for use and is computed using the straight-line method based on the estimated useful life of the assets as follows:

Keterangan	Tahun/ Year	Description
Bangunan dan prasarana	3-20	Buildings and infrastructure
Mesin dan peralatan	8-20	Machinery and equipments
Kendaraan dan alat pengangkutan lainnya	5	Vehicles and other transportation equipments
Peralatan pertanian, kesehatan dan kantor	2-8	Farming, health and office equipments
Instalasi pembibitan	5-16	Nursery instalation
Aset agrowisata	5	Agro-business assets
Aset tetap lain-lain	5-10	Other fixed assets

Pada setiap akhir tahun buku, nilai residu, umur manfaat dan metode penyusutan ditelaah, dan jika sesuai dengan keadaan, disesuaikan secara prospektif.

The assets' residual value, useful life and methods of depreciation are reviewed, and adjusted prospectively if appropriate, at each financial year end.

Tanah pada awalnya dinyatakan sebesar harga perolehan dan tidak diamortisasi karena manajemen berpendapat bahwa besar kemungkinan hak atas tanah tersebut dapat diperbaharui/diperpanjang pada saat jatuh tempo.

At the initial recognition, land is stated at acquisition cost and not amortized as the management is of the opinion that it is probable that the titles can be renewed/extended upon expiration.

Setelah pengakuan awal, tanah diukur pada nilai wajar pada tanggal revaluasi dikurangi akumulasi rugi penurunan nilai setelah tanggal revaluasi. Revaluasi dilakukan dengan keteraturan yang cukup reguler untuk memastikan bahwa jumlah tercatat tanah tidak berbeda secara material dengan jumlah yang ditentukan dengan menggunakan nilai wajarnya pada akhir periode pelaporan.

After the initial recognition, land is stated at fair value at the date of the revaluation less accumulated impairment losses. Revaluations are done with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting period.

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SIGNIFIKAN (lanjutan)**

o. Aset Tetap (lanjutan)

Aset Tetap Lainnya (lanjutan)

Surplus revaluasi diakui dalam penghasilan komprehensif lain dan terakumulasi dalam ekuitas pada bagian surplus revaluasi aset tetap. Namun, kenaikan tersebut diakui dalam laba rugi hingga sebesar jumlah penurunan nilai aset yang sama akibat revaluasi yang pernah diakui sebelumnya dalam laba rugi. Defisit revaluasi diakui dalam laba rugi. Namun penurunan nilai tersebut diakui dalam surplus revaluasi aset tetap sepanjang tidak melebihi saldo surplus revaluasi untuk aset tersebut.

Surplus revaluasi aset tetap yang termasuk dalam ekuitas dapat dipindahkan langsung ke saldo laba ketika aset tersebut dihentikan pengakuannya.

Beban pemeliharaan dan perbaikan dibebankan pada laba rugi pada saat terjadinya. Biaya-biaya lain yang terjadi selanjutnya yang timbul untuk menambah, mengganti atau memperbaiki aset tetap dicatat sebagai biaya perolehan aset jika dan hanya jika besar kemungkinan manfaat ekonomis di masa depan berkenaan dengan aset tersebut akan mengalir ke entitas dan biaya perolehan aset dapat diukur secara andal.

Aset tetap yang dihentikan pengakuannya atau yang dijual nilai tercatatnya dikeluarkan dari kelompok aset tetap. Keuntungan atau kerugian dari penjualan aset tetap tersebut dibukukan dalam laba rugi.

Aset dalam penyelesaian dinyatakan sebesar biaya perolehan. Biaya perolehan tersebut termasuk biaya pinjaman yang terjadi selama masa pembangunan yang timbul dari utang yang digunakan untuk pembangunan aset tersebut. Akumulasi biaya perolehan akan dipindahkan ke masing-masing aset tetap yang bersangkutan pada saat selesai dan siap digunakan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

o. Fixed Assets (continued)

Other Fixed Asset (continued)

The revaluation surplus is recognized in other comprehensive income and accumulated in equity under the heading of other comprehensive income. However, the increase is recognized in profit or loss to the extent that it reverses a revaluation decrease of the same asset previously recognized in profit or loss. The revaluation deficit is recognized in profit or loss. However, the decrease is recognized in other comprehensive income to the extent of any credit balance existing in the revaluation surplus in respect of that asset.

The revaluation surplus included in equity in respect of an item of fixed assets may be transferred directly to retained earnings when the fixed asset is derecognized.

The cost of maintenance and repairs are charged to profit or loss as incurred. Other costs that occur subsequently incurred to add, replace or repair fixed assets recorded as cost of the asset if and only if it is probable economic benefits in the future associated with the item will flow to the entity and the cost of the item can be measured reliably.

Fixed assets are derecognized or sold in carrying value are removed from fixed assets section. Any gain or loss arising from sales of fixed assets included in profit or loss.

Constructions in-progress are stated at cost, including capitalized borrowing costs and other charges incurred in connection with the financing of the asset constructions. The accumulated costs will be reclassified to the appropriate "Fixed Assets" account when the construction is completed and ready to use.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI
SIGNIFIKAN (lanjutan)**

o. Aset Tetap (lanjutan)

Aset Tidak Produktif

Aset tetap yang tidak digunakan dalam kegiatan usaha diklasifikasikan ke akun aset tetap tidak produktif dalam akun aset tidak lancar lainnya - neto dan disajikan sebesar nilai setelah dikurangi penurunan nilai.

Penghapusan dan pemindahtanganan aset tetap mengikuti ketentuan yang ditetapkan dalam Peraturan Menteri Negara Badan Usaha Milik Negara nomor PER-03/MBU/03/2021, tentang tata cara penghapusbukuan dan pemindahtanganan aktiva tetap Badan Usaha Milik negara.

Aset tetap tidak produktif yang diusulkan untuk dihapusbukukan yang selanjutnya telah mendapat persetujuan Direksi dan diusulkan kepada Dewan Komisaris untuk dimintakan persetujuan penghapusan oleh Pemegang Saham, maka biaya perolehan dan akumulasi penyusutan aset tetap yang tidak produktif tersebut direklasifikasi ke aset tidak produktif dalam akun aset tidak lancar lainnya - neto dalam laporan posisi keuangan konsolidasian. Akumulasi penurunan nilai aset tidak produktif dibentuk sebagai penerapan atas akuntansi penurunan nilai.

Pendapatan yang diperoleh dari hasil penjualan aset tetap usulan penghapusan ini, diakui sebagai pendapatan lain-lain (keuntungan penjualan aset tetap).

p. Beban tanggungan - hak atas tanah

Biaya pengurusan legal hak atas tanah dalam bentuk Hak Guna Usaha ("HGU"), Hak Guna Bangunan ("HGB"), dan Hak Pakai ("HP") ketika tanah diperoleh pertama kali diakui sebagai bagian dari biaya perolehan tanah pada akun "Aset Tetap" dan tidak diamortisasi. Sementara biaya pengurusan atas perpanjangan atau pembaruan legal hak atas tanah dalam bentuk HGU, HGB, dan HP diakui sebagai bagian dari akun "Beban Tanggungan" pada laporan posisi keuangan konsolidasian dan diamortisasi sepanjang mana yang lebih pendek antara umur hukum hak dan umur ekonomis tanah.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

o. Fixed Assets (continued)

Non-Productive Assets

Fixed assets not used in operation are classified as non-productive assets in the other non-current assets - net account and are presented net of impairment.

Write-off and transfer of non-productive assets follow the provisions set forth in the Regulation of Minister of State-Owned Enterprise No. PER-02/MBU/2010 on Procedures of Write-off and Transfer of Fixed Assets of State-Owned Enterprise.

The non-productive assets are proposed to be written-off with Directors, Board of Commissioners, and Shareholders approval. Cost and accumulated depreciation of the non-productive assets are presented as part of other non-current assets - net account in the consolidated statement of financial position. Accumulated impairment of the non-productive assets is provided based on the policy of impairment on non-financial assets.

Income earned from the sale of the non-productive assets is recognized as other income (gain on sale of fixed assets).

p. Deferred charges - land rights

Legal cost of landrights in the form of HGU, HGB, and Usage Rights ("Hak Pakai" or "HP") when the land was acquired initially are recognized as part of the cost of the land under the "Fixed Assets" account and not amortized. Meanwhile, the extension or the legal renewal costs of landrights in the form of HGU, HGB, and HP were recognized as part of "Deferred Charges" account in the consolidated statement of financial position and were amortized over the shorter of the rights' legal life and land's economic life.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN
(lanjutan)**

q. Properti investasi

Properti investasi merupakan tanah dan atau bangunan yang dimiliki untuk sewa operasi atau kenaikan nilai, daripada untuk digunakan atau dijual dalam kegiatan operasi normal.

Properti investasi diukur pada awalnya dengan biaya perolehan, termasuk biaya transaksi. Setelah pengakuan awal, properti investasi dinyatakan sebesar nilai wajar, yang mencerminkan kondisi pasar pada tanggal pelaporan. Keuntungan atau kerugian yang timbul dari perubahan nilai wajar properti investasi termasuk dalam laba rugi pada periode terjadinya, termasuk dampak pajak yang bersangkutan. Nilai wajar ditentukan berdasarkan penilaian tahunan yang dilakukan oleh penilai independen eksternal terakreditasi dengan menerapkan model penilaian yang merujuk kepada Standar Penilaian Indonesia.

Properti investasi dihentikan pengakuannya baik saat dilepas atau saat ditarik secara permanen penggunaannya dan tidak ada manfaat ekonomis masa depan yang diharapkan dari pelepasannya. Selisih antara hasil pelepasan bersih dan nilai tercatat aset diakui dalam laba rugi pada periode penghentian pengakuan. Dalam menentukan jumlah imbalan dari penghentian pengakuan properti investasi, Kelompok Usaha mempertimbangkan dampak dari imbalan variabel, keberadaan komponen pembiayaan yang signifikan, imbalan non-kas, dan imbalan yang harus dibayar kepada pembeli (jika ada).

Transfer dilakukan ke (atau dari) properti investasi hanya jika ada perubahan penggunaan. Untuk transfer dari properti investasi ke properti yang digunakan sendiri, biaya yang dianggap untuk akuntansi selanjutnya adalah nilai wajar pada tanggal perubahan penggunaan. Jika properti yang digunakan sendiri menjadi properti investasi, Kelompok Usaha memperhitungkan properti tersebut sesuai dengan kebijakan yang tercantum dalam aset tetap sampai dengan tanggal perubahan penggunaan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

q. Investment property

Investment property represents land or building held for operating lease or for capital appreciation, rather than for use or sale in the ordinary course of business.

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at fair value, which reflects market conditions at the reporting date. Gains or losses arising from changes in the fair values of investment properties are included in profit or loss in the period in which they arise, including the corresponding tax effect. Fair values are determined based on an annual valuation performed by an accredited external independent valuer applying a valuation model which refer to Indonesian Valuation Standard.

Investment properties are derecognized either when they have been disposed of or when they are permanently withdrawn from use and no future economic benefit is expected from their disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognized in profit or loss in the period of derecognition. In determining the amount of consideration from the derecognition of investment property the Group considers the effects of variable consideration, existence of a significant financing component, non-cash consideration, and consideration payable to the buyer (if any).

Transfers are made to (or from) investment property only when there is a change in use. For a transfer from investment property to owner-occupied property, the deemed cost for subsequent accounting is the fair value at the date of change in use. If owner-occupied property becomes an investment property, the Group accounts for such property in accordance with the policy stated under fixed assets up to the date of change in use.



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r. Penurunan nilai aset - non keuangan

Pada setiap akhir tahun pelaporan, Kelompok Usaha menilai apakah terdapat indikasi suatu aset mengalami penurunan nilai. Jika terdapat indikasi tersebut atau pada saat pengujian penurunan nilai aset (yaitu aset takberwujud dengan umur manfaat tidak terbatas, aset takberwujud yang belum dapat digunakan, atau goodwill yang diperoleh dalam suatu kombinasi bisnis) diperlukan, maka Kelompok Usaha membuat estimasi formal jumlah terpulihkan aset tersebut.

Jumlah terpulihkan yang ditentukan untuk aset individual adalah jumlah yang lebih tinggi antara nilai wajar aset atau UPK dikurangi biaya untuk menjual dengan nilai pakainya, kecuali aset tersebut tidak menghasilkan arus kas masuk yang sebagian besar independen dari aset atau kelompok aset lain. Jika nilai tercatat aset atau UPK lebih besar daripada jumlah terpulihkannya, maka aset tersebut dipertimbangkan mengalami penurunan nilai dan nilai tercatat aset diturunkan menjadi sebesar jumlah terpulihkannya.

Kelompok Usaha mendasarkan perhitungan penurunan nilai pada rincian perhitungan anggaran atau prakiraan yang disusun secara terpisah untuk masing-masing UPK Kelompok Usaha atas aset individual yang dialokasikan. Perhitungan anggaran dan prakiraan ini secara umum mencakup periode selama lima atau sepuluh tahun sesuai dengan stabilitas arus kas perkebunan terkait. Setelah periode yang dianggarkan proyeksi arus kas diestimasi dengan melakukan ekstrapolasi proyeksi yang dianggarkan dengan menggunakan tingkat pertumbuhan jangka panjang yang tetap.

Dalam menghitung nilai pakai, estimasi arus kas masa depan neto didiskontokan ke nilai kini dengan menggunakan tingkat diskonto sebelum pajak yang menggambarkan penilaian pasar kini dari nilai waktu uang dan risiko spesifik atas aset. Dalam menentukan nilai wajar dikurangi biaya untuk menjual, digunakan harga penawaran pasar terakhir, jika tersedia. Jika tidak terdapat transaksi tersebut, Kelompok Usaha menggunakan model penilaian yang sesuai untuk menentukan nilai wajar aset. Perhitungan-perhitungan ini dikuatkan oleh penilaian berganda atau indikator nilai wajar yang tersedia.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

r. Impairment of non-financial assets

The Group assesses at the end of each reporting year whether there is an indication that an asset may be impaired. If any such indication exists or when annual impairment testing for an asset (i.e. an intangible asset with an indefinite useful life, an intangible asset not yet available for use, or goodwill acquired in a business combination) is required, the Group makes an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's or CGU's fair value less costs to sell and its value in use, and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. Where the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

The Group bases its impairment calculation on detailed budgets and forecast calculations which are prepared separately for each of the Group's CGUs to which the individual assets are allocated. These budgets and forecast calculations are generally covering a period of five or ten years in accordance with the stability of each estate's cash flows. Beyond the forecasted period, the estimated cash flows are determined by extrapolating the forecasted cash flows using a steady long term growth rate.

In assessing the value in use, the estimated net future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, recent market transactions are taken into account, if available. If no such transactions can be identified, an appropriate valuation model is used to determine the fair value of the assets. These calculations are corroborated by valuation multiples or other available fair value indicators.

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(lanjutan)**

**r. Penurunan nilai aset - non keuangan
(lanjutan)**

Kerugian penurunan nilai dari operasi yang berkelanjutan, jika ada, diakui pada laba rugi sesuai dengan kategori biaya yang konsisten dengan fungsi dari aset yang diturunkan nilainya.

Untuk aset selain *goodwill*, penilaian dilakukan pada akhir setiap tanggal pelaporan apakah terdapat indikasi bahwa rugi penurunan nilai yang telah diakui dalam tahun sebelumnya mungkin tidak ada lagi atau mungkin telah menurun. Jika indikasi dimaksud ditemukan, maka entitas mengestimasi jumlah terpulihkan aset atau UPK tersebut.

Kerugian penurunan nilai yang telah diakui dalam tahun sebelumnya untuk aset selain *goodwill* dibalik hanya jika terdapat perubahan asumsi-asumsi yang digunakan untuk menentukan jumlah terpulihkan aset tersebut sejak rugi penurunan nilai terakhir diakui. Dalam hal ini, jumlah tercatat aset dinaikkan ke jumlah terpulihkannya. Pembalikan tersebut dibatasi sehingga jumlah tercatat aset tidak melebihi jumlah terpulihkannya maupun jumlah tercatat, neto setelah penyusutan, seandainya tidak ada rugi penurunan nilai yang telah diakui untuk aset tersebut pada periode/tahun sebelumnya. Pembalikan rugi penurunan nilai diakui pada laba rugi. Setelah pembalikan tersebut, penyusutan aset tersebut disesuaikan di periode mendatang untuk mengalokasikan jumlah tercatat aset yang direvisi, dikurangi nilai sisanya, dengan dasar yang sistematis selama sisa umur manfaatnya.

Goodwill diuji untuk penurunan nilai setiap tahun dan ketika terdapat indikasi bahwa nilai tercatatnya mungkin mengalami penurunan nilai. Penurunan nilai bagi *goodwill* ditetapkan dengan menentukan jumlah tercatat tiap UPK (atau kelompok UPK) terkait dari *goodwill* tersebut. Jika jumlah terpulihkan UPK kurang dari jumlah tercatatnya, rugi penurunan nilai diakui. Rugi penurunan nilai terkait *goodwill* tidak dapat dibalik pada tahun berikutnya.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**r. Impairment of non-financial assets
(continued)**

Impairment losses of continuing operations, if any, are recognized in the profit or loss in those expense categories consistent with the functions of the impaired asset.

For assets excluding goodwill, an assessment is made at each reporting date as to whether there is any indication that previously recognized impairment losses may no longer exist or may have decreased. If such indication exists, the asset's or CGU's recoverable amount is estimated.

A previously recognized impairment loss for an asset other than goodwill is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognized. If that is the case, the carrying amount of the asset is increased to its recoverable amount. The reversal is limited so that the carrying amount of the assets does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognized for the asset in prior periods/years. Reversal of an impairment loss is recognized in the profit or loss. After such a reversal, the depreciation charge on the said asset is adjusted in future periods to allocate the asset's revised carrying amount, less any residual value, on a systematic basis over its remaining useful life.

Goodwill is tested for impairment annually and when circumstances indicate that the carrying value may be impaired. Impairment is determined for goodwill by assessing the recoverable amount of each CGU (or group of CGUs) to which the goodwill relates. Where the recoverable amount of the CGU is less than their carrying amount, an impairment loss is recognized. Impairment losses relating to goodwill cannot be reversed in future years.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN
(lanjutan)**

**s. Pendapatan dari Kontrak dengan Pelanggan
dan Pengakuan Beban**

Kelompok Usaha adalah produsen dan penjual minyak kelapa sawit, inti sawit, karet, gula dan produk terkait lainnya. Pendapatan dari kontrak dengan pelanggan diakui ketika pengendalian atas barang, terutama minyak kelapa sawit, inti sawit, karet, gula dan produk terkait lainnya dialihkan kepada pelanggan pada suatu jumlah yang mencerminkan imbalan yang diharapkan Kelompok Usaha sebagai imbalan atas barang atau jasa tersebut. Secara umum, Kelompok Usaha menyimpulkan bahwa mereka bertindak sebagai prinsipal dalam pengaturan pendapatannya.

Kontrak-kontrak dengan pelanggan-pelanggan tertentu dalam segmen bisnisnya mensyaratkan imbalan variabel.

Kelompok Usaha menawarkan imbalan variabel berupa hak retur dan penyesuaian harga sehubungan dengan klaim kualitas, perubahan harga komoditas dan volume penjualan. Dalam menetapkan estimasi tersebut, manajemen menggunakan metode nilai ekspektasian yang dikembangkan berdasarkan pengalaman historis, atau metode jumlah yang paling mungkin yang dikembangkan berdasarkan pengalaman historis dengan mempertimbangkan juga pola pembelian saat ini.

Manajemen menetapkan metode estimasi untuk memastikan imbalan variabel yang kemungkinan terjadinya sangat tinggi sebagai salah satu faktor yang diperhitungkan dalam estimasi sehingga pembalikan signifikan atas jumlah pendapatan kumulatif yang telah diakui tidak akan terjadi pada saat ketidakpastian yang terkait dengan imbalan variabel tersebut terselesaikan dikemudian waktu. Sedangkan pengakuan dilakukan pada saat dokumen-dokumen pendukung telah diterima dari pelanggan-pelanggan atau pada saat besar kemungkinan bahwa penyesuaian harga akan diberikan.

Piutang usaha merupakan hak Kelompok Usaha atas sejumlah imbalan yang tidak bersyarat (yaitu, hanya berlalunya waktu yang perlu terjadi sebelum pembayaran imbalan tersebut jatuh tempo). Lihat kebijakan akuntansi aset keuangan di bagian Instrumen Keuangan mengenai pengakuan awal dan pengukuran selanjutnya.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**s. Revenue from Contracts with Customers
and Recognition of Expenses**

The Group are producer and seller of crude palm oil, palm kernel, rubber, sugar and other related products. Revenue from contracts with customers is recognized when control of the goods, primarily crude palm oil, palm kernel, rubber, sugar and other related products are transferred to the customers at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services. The Group has generally concluded that it is the principal in its revenue arrangements.

Certain contracts with customers within the respective business segments give rise to variable considerations.

The Group estimates the variable considerations such as right of return and price adjustments arising from quality claim, changes of commodity price and sales volume, using expected value developed based on historical experience or using most likely amount developed based on historical experience taking into account also current purchasing patterns.

The management established estimation method that ensure inclusion of these variable consideration only to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognized will not occur when the uncertainty associated with the variable consideration is subsequently resolved. Meanwhile, the recognition is made when supporting documents have been received from customers or when it is probable price adjustments will be given.

Trade receivables represent the Group's right to an amount of consideration that is unconditional (i.e., only the passage of time is required before payment of the consideration is due). Refer to accounting policies of financial assets in Financial instruments section regarding initial recognition and subsequent measurement.

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(lanjutan)**

**s. Pendapatan dari Kontrak dengan Pelanggan
dan Pengakuan Beban (lanjutan)**

Jika pelanggan membayar imbalan sebelum Kelompok Usaha mengalihkan barang atau jasa kepada pelanggan, liabilitas kontrak diakui pada saat pembayaran dilakukan atau pembayaran imbalan jatuh tempo (mana yang lebih awal). Liabilitas kontrak diakui sebagai pendapatan pada saat Kelompok Usaha telah memenuhi apa yang harus dilaksanakan sesuai kontrak.

Penghasilan/Beban Bunga

Untuk semua instrumen keuangan yang diukur pada biaya perolehan diamortisasi, penghasilan atau beban bunga dicatat dengan menggunakan metode SBE, yaitu tingkat suku bunga digunakan mendiskontokan secara tepat estimasi pembayaran atau penerimaan arus kas di masa yang akan datang selama umur ekpektasian dari instrumen keuangan, atau jika lebih sesuai, selama periode yang lebih singkat, untuk jumlah tercatat neto dari aset atau liabilitas keuangan.

Penghasilan Sewa

Penghasilan sewa diakui dengan dasar garis lurus selama masa sewa.

Beban

Beban diakui pada saat terjadi (asas akrual)

t. Sewa

Kelompok Usaha mengevaluasi pada insepse kontrak bila kontrak tersebut adalah, atau mengandung, sewa. Yaitu, bila kontrak tersebut memberikan hak untuk mengendalikan penggunaan aset identifikasian selama suatu jangka waktu untuk dipertukarkan dengan imbalan.

Kelompok Usaha sebagai Penyewa

Kelompok Usaha menerapkan pendekatan pengakuan dan pengukuran tunggal untuk semua sewa, kecuali untuk sewa jangka pendek dan sewa aset bernilai rendah. Kelompok Usaha mengakui liabilitas sewa untuk melakukan pembayaran sewa dan asset hak-guna yang mewakili hak untuk menggunakan aset pendasar.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**s. Revenue from Contracts with Customers
and Recognition of Expenses (continued)**

If a customer pays consideration before the Group transfers goods or services to the customer, a contract liability is recognized when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognized as revenue when the Group performs under the contract.

Interest Income/Expense

For all financial instruments measured at amortized cost, interest income or expense is recorded using the EIR, which is the rate that exactly discounts the estimated future cash payments or receipts over the expected life of the financial instrument or a shorter period, where appropriate, to the net carrying amount of the financial asset or liability.

Lease Income

Lease income is recognized on a straight-line basis over the lease terms.

Expense

Expenses are recognized when they are incurred (accrual basis).

t. Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Group as Lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognizes lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN
(lanjutan)**

t. Sewa (lanjutan)

Aset Hak Guna

Kelompok Usaha mengakui aset hak-guna pada tanggal dimulainya sewa (tanggal aset dasar tersedia untuk digunakan). Aset hak-guna diukur pada biaya perolehan, dikurangi akumulasi penyusutan dan rugi penurunan nilai, dan disesuaikan untuk setiap pengukuran kembali liabilitas sewa. Biaya perolehan aset hak-guna termasuk jumlah liabilitas sewa yang diakui, biaya langsung awal yang dikeluarkan, dan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan dikurangi setiap insentif sewa yang diterima. Aset hak-guna disusutkan dengan metode garis lurus selama masa sewa.

Jika kepemilikan aset pendasar sewa beralih ke Kelompok Usaha pada akhir masa sewa atau biaya perolehan aset hak-guna merefleksikan Kelompok Usaha akan mengeksekusi opsi beli, maka penyusutan aset hak-guna dihitung menggunakan estimasi masa manfaat aset. Aset hak-guna juga dievaluasi untuk penurunan nilai.

Liabilitas Sewa

Pada tanggal permulaan sewa, Kelompok Usaha mengakui liabilitas sewa yang diukur pada nilai kini pembayaran sewa yang harus dilakukan selama masa sewa.

Pembayaran sewa juga mencakup harga pelaksanaan dari opsi pembelian yang secara wajar pasti akan dilaksanakan oleh Kelompok Usaha dan pembayaran denda untuk penghentian sewa, jika masa sewa mencerminkan pelaksanaan opsi untuk mengakhiri. Pembayaran sewa variabel yang tidak bergantung pada indeks atau tarif diakui sebagai beban pada periode terjadinya peristiwa atau kondisi yang memicu terjadinya pembayaran tersebut.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

t. Leases (continued)

Right of Use of Assets

The Group recognizes right-of-use assets at the commencement date of the lease (the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognized, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the lease term.

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also assessed for impairment.

Lease Liabilities

At the commencement date of the lease, the Group recognizes lease liabilities measured at the present value of lease payments to be made over the lease term.

The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognized as expenses in the period in which the event or condition that triggers the payment occurs.

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(lanjutan)**

t. Sewa (lanjutan)

Aset Hak Guna

Dalam menghitung nilai kini dari pembayaran sewa, Kelompok Usaha menggunakan suku bunga pinjaman inkremental ("SBPI") pada tanggal dimulainya sewa karena suku bunga implisit dalam sewa tidak dapat ditentukan. Setelah tanggal dimulainya, jumlah liabilitas sewa ditingkatkan untuk mencerminkan pertambahan bunga dan dikurangi untuk pembayaran sewa yang dilakukan. Selain itu, nilai tercatat liabilitas sewa diukur kembali jika ada modifikasi, perubahan jangka waktu sewa, perubahan pembayaran sewa (misalnya, perubahan pembayaran masa depan yang dihasilkan dari perubahan indeks atau kurs yang digunakan untuk menentukan pembayaran sewa) atau perubahan dalam penilaian opsi untuk membeli aset pendasar.

Sewa jangka pendek dan sewa dengan aset bernilai rendah

Kelompok Usaha menerapkan pengecualian pengakuan sewa jangka pendek untuk sewa yang jangka waktu sewanya pendek (yaitu, sewa yang memiliki jangka waktu sewa 12 bulan atau kurang dari tanggal permulaan dan tidak memiliki opsi beli). Kelompok Usaha juga menerapkan pengecualian pengakuan sewa dengan aset bernilai rendah untuk sewa yang aset pendasarnya dianggap bernilai rendah. Pembayaran sewa untuk sewa jangka pendek dan sewa dari aset bernilai rendah diakui sebagai beban dengan metode garis lurus selama masa sewa.

Kelompok Usaha sebagai Pesewa

Sewa yang dalam pengaturannya Kelompok Usaha tidak mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan suatu aset diklasifikasikan sebagai sewa operasi. Pendapatan sewa yang timbul dicatat dengan metode garis lurus selama masa sewa dan diakui sebagai bagian dari pendapatan usaha pada laba rugi karena sifatnya. Biaya langsung awal yang terjadi dalam negosiasi dan pengaturan sewa operasi ditambahkan ke jumlah tercatat dari aset sewaan dan diakui selama masa sewa atas dasar yang sama dengan pendapatan sewa.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

t. Leases (continued)

Lease Liabilities

In calculating the present value of lease payments, the Group uses its incremental borrowing rate ("IBR") at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

Short-term Leases and Leases of low-value Assets

The Group applies the short-term lease recognition exemption to its short-term leases (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). The Group also applies the lease of low-value assets recognition exemption to leases that are considered to be low value. Lease payments on short-term leases and leases of low-value underlying assets are recognized as expense on a straight-line basis over the lease term.

The Group As Lessor

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Lease income arising is accounted for on a straight-line basis over the lease terms and is included in other operating income in the profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognized over the lease term on the same basis as lease income.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN
(lanjutan)**

u. Piutang lain-lain jangka panjang - Plasma

Dalam proyek perkebunan plasma, biaya-biaya yang terjadi sehubungan dengan pembukaan lahan, pengembangan tanaman, sarana dan prasarana beserta biaya umum dan biaya lainnya selama masa pengembangan terlebih dahulu ditalangi Kelompok Usaha dan dibukukan sebagai piutang kepada petani peserta.

Pembiayaan proyek plasma ini, ada yang diperoleh dari bank dalam bentuk pinjaman, dimana Kelompok Usaha bertindak sebagai penjamin atas pengembalian pinjaman tersebut. Penerimaan pembiayaan dari bank dan atau pengembalian yang berasal dari hasil panen plasma dibukukan sebagai pengurang piutang. Saldo piutang plasma termasuk dalam akun "Piutang lain-lain jangka panjang" pada laporan posisi keuangan konsolidasian.

v. Beban tanggungan

Biaya-biaya yang mempunyai manfaat di kemudian hari dan melebihi akhir periode pembukuan dikapitalisasi dan diamortisasikan selama taksiran masa manfaatnya dengan menggunakan metode garis lurus. Nilai neto dari beban tanggungan diakui sebagai bagian dari akun "Aset tidak lancar lainnya - neto" pada laporan posisi keuangan konsolidasian

w. Biaya pinjaman

Biaya pinjaman yang dapat diatribusikan langsung dengan perolehan, konstruksi atau pembuatan aset kualifikasian dikapitalisasi sebagai bagian biaya perolehan aset tetap tersebut. Biaya pinjaman lainnya diakui sebagai beban pada saat terjadi. Biaya pinjaman terdiri dari biaya bunga dan biaya lain yang ditanggung Kelompok Usaha sehubungan dengan peminjaman dana.

Kapitalisasi biaya pinjaman dimulai pada saat aktivitas yang diperlukan untuk mempersiapkan aset agar dapat digunakan sesuai dengan maksudnya dan pengeluaran untuk aset dan biaya pinjamannya telah terjadi. Kapitalisasi biaya pinjaman dihentikan pada saat selesainya secara substansi seluruh aktivitas yang diperlukan untuk mempersiapkan aset kualifikasian agar dapat digunakan sesuai dengan maksudnya.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

u. Other long-term receivables - Plasma

In the project of plasma plantation, all costs related to the development of the plantation, facility and infrastructure and also general expense and other expense during the development that are temporarily funded by the Group are recorded as receivable from the participant farmer.

The financing of these plasma plantation projects, some are provided by the banks in the form of loans whereby the Group acts as guarantor of the loan repayments. The receipt of financing from the banks and or repayments from harvest of plasma plantations are recorded as reduction of receivable. The outstanding balance of plasma receivables are included in "Other long-term receivables - Third Parties" in the consolidated statements of financial position.

v. Deferred charges

Expenses incurred which have future economic benefits and exceeded the accounting period are capitalized and amortized over their beneficial periods by using the straight-line method. Net value of deferred charges were recognized as "Other non-current asset - net" in the consolidated statement of financial position.

w. Borrowing cost

Borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset are capitalized as part of the cost of the related asset. Otherwise, borrowing costs are recognized as expense when incurred. Borrowing costs consist of interest and other financing charges that the Group incurs in connection with the borrowing of funds.

Capitalization of borrowing costs commences when the activities to prepare the qualifying assets for its intended use are in progress and the expenditures for the qualifying asset and the borrowing costs ceases when substantially all the activities necessary to prepare the qualifying assets are substantially completed for their intended use.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN
(lanjutan)**

x. Perpajakan

Kelompok Usaha menyajikan kurang bayar/lebih bayar atas pajak penghasilan, (jika ada), dan pajak tangguhan sebagai bagian dari "Beban pajak" dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

Pajak Kini

Aset dan liabilitas pajak kini untuk periode berjalan diukur sebesar jumlah yang diharapkan dapat direstitusi dari atau dibayarkan kepada otoritas perpajakan. Tarif pajak dan peraturan pajak yang digunakan untuk menghitung jumlah tersebut adalah yang telah berlaku atau secara substantif telah berlaku pada tanggal pelaporan di negara tempat Kelompok Usaha beroperasi dan menghasilkan pendapatan kena pajak.

Bunga dan denda disajikan sebagai bagian dari penghasilan atau beban operasi lain karena tidak dianggap sebagai bagian dari beban pajak penghasilan.

Pajak penghasilan kini terkait dengan pos-pos yang diakui secara langsung di ekuitas diakui dalam ekuitas dan bukan dalam laporan laba rugi. Manajemen secara berkala mengevaluasi posisi yang diambil dalam SPT sehubungan dengan situasi di mana peraturan perpajakan yang berlaku tunduk pada interpretasi dan menetapkan ketentuan yang sesuai.

Pajak Tangguhan

Pajak tangguhan diakui dengan menggunakan metode liabilitas atas perbedaan temporer pada tanggal pelaporan antara dasar pengenaan pajak dari aset dan liabilitas dan jumlah tercatatnya untuk tujuan pelaporan keuangan pada tanggal pelaporan.

Liabilitas pajak tangguhan diakui untuk semua perbedaan temporer yang kena pajak, kecuali:

- i. liabilitas pajak tangguhan yang terjadi dari pengakuan awal *goodwill* atau dari aset atau liabilitas dari transaksi yang bukan transaksi kombinasi bisnis, dan pada waktu transaksi tidak mempengaruhi laba akuntansi dan laba kena pajak/rugi pajak;
- ii. dari perbedaan temporer kena pajak atas investasi pada entitas anak, yang saat pembalikannya dapat dikendalikan dan besar kemungkinannya bahwa beda temporer itu tidak akan dibalik dalam waktu dekat.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

x. Taxation

The Group presents the underpayment/overpayment of income tax, if any, and deferred tax as part of "Tax expense" in the consolidated statement of profit or loss and other comprehensive income.

Current Tax

Current income tax assets and liabilities for the current period are measured at the amount expected to be recovered from or paid to the taxation authority. The tax rates and tax laws used to compute the amount are those that have been enacted or substantively enacted as at the reporting date in the countries where the Group operates and generates taxable income.

Interests and penalties are presented as part of other operating income or expenses since they are not considered as part of the income tax expense.

Current income tax relating to items recognized directly in equity is recognized in equity and not in the statement of profit or loss. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

Deferred Tax

Deferred tax is provided using the liability method on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are recognized for all taxable temporary differences, except:

- i. where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss;
- ii. in respect of taxable temporary differences associated with investments in subsidiaries, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN
(lanjutan)**

x. Perpajakan (lanjutan)

Pajak Tangguhan

Aset pajak tangguhan diakui untuk seluruh perbedaan temporer yang dapat dikurangkan dan akumulasi rugi pajak belum dikompensasi, bila kemungkinan besar laba kena pajak akan tersedia sehingga perbedaan temporer dapat dikurangkan tersebut, dan rugi pajak belum dikompensasi, dapat dimanfaatkan, kecuali:

- i. jika aset pajak tangguhan timbul dari pengakuan awal aset atau liabilitas dalam transaksi yang bukan transaksi kombinasi bisnis dan tidak mempengaruhi laba akuntansi maupun laba kena pajak/rugi pajak; atau
- ii. dari perbedaan temporer yang dapat dikurangkan atas investasi pada entitas anak, aset pajak tangguhan hanya diakui bila besar kemungkinannya bahwa beda temporer itu tidak akan dibalik dalam waktu dekat dan laba kena pajak dapat dikompensasi dengan beda temporer tersebut.

Jumlah tercatat aset pajak tangguhan ditelaah pada setiap tanggal pelaporan dan diturunkan apabila laba fiskal mungkin tidak memadai untuk mengkompensasi sebagian atau semua manfaat aset pajak tangguhan. Aset pajak tangguhan yang tidak diakui ditinjau ulang pada setiap tanggal pelaporan dan akan diakui apabila besar kemungkinan bahwa laba fiskal pada masa yang akan datang akan tersedia untuk pemulihannya.

Aset dan liabilitas pajak tangguhan diukur dengan menggunakan tarif pajak yang diharapkan akan berlaku pada tahun saat aset dipulihkan atau liabilitas diselesaikan berdasarkan tarif pajak dan peraturan pajak yang berlaku atau yang secara substantif telah berlaku pada tanggal pelaporan.

Pajak tangguhan terkait dengan pos-pos yang diakui di luar laba rugi diakui di luar laba rugi. Item pajak tangguhan diakui sesuai dengan transaksi yang mendasarinya baik di PKL maupun secara langsung di ekuitas.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

x. Taxation (continued)

Deferred Tax

Deferred tax assets are recognized for all deductible temporary differences and carry forward of unused tax losses, to the extent that it is probable that taxable profits will be available against which deductible temporary differences, and the carry forward of unused tax losses can be utilized, except:

- i. where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; or
- ii. in respect of deductible temporary differences associated with investments in subsidiaries, deferred tax assets are recognized only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilized.

The carrying amount of a deferred tax asset is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the benefit of that deferred tax asset to be utilized. Unrecognized deferred tax assets are reassessed at each reporting date and are recognized to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realized or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted as at the reporting date.

Deferred tax relating to items recognized outside profit or loss is recognized outside profit or loss. Deferred tax items are recognized in correlation to the underlying transaction either in OCI or directly in equity.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN
(lanjutan)**

x. Perpajakan (lanjutan)

Pajak Tangguhan (lanjutan)

Manfaat pajak yang diperoleh sebagai bagian dari kombinasi bisnis, tetapi tidak memenuhi kriteria untuk pengakuan terpisah pada tanggal tersebut, diakui selanjutnya jika informasi baru tentang fakta dan keadaan berubah. Penyesuaian tersebut diperlakukan sebagai pengurangan *goodwill* (selama tidak melebihi *goodwill*) jika terjadi selama periode pengukuran atau diakui dalam laba rugi.

Kelompok Usaha melakukan saling hapus aset pajak tangguhan dan liabilitas pajak tangguhan jika dan hanya jika memiliki hak yang berkekuatan hukum untuk saling hapus aset pajak kini dan liabilitas pajak kini dan aset pajak tangguhan dan liabilitas pajak tangguhan terkait dengan pajak penghasilan yang dikenakan oleh otoritas perpajakan yang sama atas baik entitas kena pajak yang sama atau entitas kena pajak yang berbeda yang bermaksud untuk menyelesaikan liabilitas dan aset pajak kini secara neto, atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan, pada setiap periode masa depan di mana jumlah liabilitas atau aset pajak tangguhan yang signifikan diharapkan untuk diselesaikan atau dipulihkan.

Pajak Pertambahan Nilai

Pendapatan, beban-beban dan aset-aset diakui neto atas jumlah PPN kecuali:

- PPN yang muncul dari pembelian aset atau jasa yang tidak dapat dikreditkan, yang dalam hal ini PPN diakui sebagai bagian dari biaya perolehan aset atau sebagai bagian dari item beban-beban yang terkait; dan
- Piutang dan utang yang disajikan termasuk dengan jumlah PPN.

Jumlah PPN neto yang diajukan untuk direstitusi, atau terutang kepada, kantor pajak termasuk sebagai bagian dari aset atau liabilitas pada laporan posisi keuangan konsolidasian.

Pajak Final

Sesuai peraturan perpajakan di Indonesia, pajak final dikenakan atas nilai bruto transaksi, dan tetap dikenakan walaupun atas transaksi tersebut pelaku transaksi mengalami kerugian. Pajak final tidak termasuk dalam lingkup yang diatur oleh PSAK 46 *Pajak Penghasilan*.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

x. Taxation (continued)

Deferred Tax (continued)

Tax benefits acquired as part of a business combination, but not satisfying the criteria for separate recognition at that date, are recognized subsequently if new information about facts and circumstances change. The adjustment is either treated as a reduction in goodwill (as long as it does not exceed goodwill) if it was incurred during the measurement period or recognized in profit or loss.

The Group offsets deferred tax assets and deferred tax liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Value Added Tax

Revenue, expenses and assets are recognized net of the amount of VAT except:

- Where the VAT incurred on a purchase of assets or services is not recoverable, in which case the VAT is recognized as part of the cost of acquisition of the asset or as part of the expense item as applicable; and
- Receivables and payables that are stated with the amount of VAT included.

The net amount of VAT which is claimed for restitution from, or payable to, the taxation authorities is included as part of assets or liabilities in the consolidated statement of financial position.

Final Tax

In accordance with the tax regulation in Indonesia, final tax is applied to the gross value of transactions, even when the parties carrying the transaction recognizing losses. Final tax is scoped out from PSAK 46 *Income Tax*.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN
(lanjutan)**

y. Imbalan kerja karyawan

Perusahaan dan entitas-entitas anak tertentu, mempunyai program dana pensiun iuran pasti untuk seluruh karyawan tetap yang memenuhi syarat.

Kelompok Usaha juga mencatat penyisihan manfaat tambahan selain program dana pensiun tersebut di atas untuk memenuhi dan menutup imbalan minimum yang harus dibayar kepada karyawan-karyawan sesuai dengan Perjanjian Kerja Bersama dan “Undang-Undang Cipta Kerja” (JUUCK). Penyisihan tambahan tersebut diestimasi dengan menggunakan perhitungan aktuarial metode “Projected Unit Credit”.

Pengukuran kembali, terdiri atas keuntungan dan kerugian aktuarial, segera diakui pada laporan posisi keuangan konsolidasian dengan pengaruh langsung didebit atau dikreditkan kepada saldo laba melalui PKL pada periode terjadinya. Pengukuran kembali tidak direklasifikasi ke laba rugi pada periode berikutnya.

Biaya jasa lalu harus diakui sebagai beban pada saat yang lebih awal antara:

- i) ketika program amandemen atau kurtailmen terjadi; dan
- ii) ketika entitas mengakui biaya restrukturisasi atau imbalan terminasi terkait.

Bunga neto dihitung dengan menerapkan tingkat diskonto yang digunakan terhadap liabilitas imbalan kerja. Kelompok Usaha mengakui perubahan berikut pada kewajiban obligasi neto pada akun “Beban Pokok Penjualan” dan “Beban Umum dan Administrasi” pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian:

- i) Biaya jasa terdiri atas biaya jasa kini, biaya jasa lalu, keuntungan atau kerugian atas penyelesaian (*curtailment*) tidak rutin, dan
- ii) Beban atau penghasilan bunga neto.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

y. Employment benefits

The Company and certain subsidiaries have defined contribution retirement plans covering all their qualified permanent employees.

The Group also provides additional provisions on top of the benefits provided under the above-mentioned defined contribution pension programs in order to meet and cover the minimum benefits required to be paid to the qualified employees under Collective Labor Agreement and Work Creation Law (JUUCK). The said additional provisions are estimated using actuarial calculations using the “Projected Unit Credit” method.

Re-measurements, comprising of actuarial gains and losses, are recognized immediately in the consolidated statement of financial position with a corresponding debit or credit to retained earnings through OCI in the period in which they occur. Re-measurements are not reclassified to profit or loss in subsequent periods.

Past service costs are recognized in profit or loss at the earlier between:

- i) the date of the plan amendment or curtailment, and
- ii) the date the Group recognizes related restructuring costs.

Net interest is calculated by applying the discount rate to the net defined benefit liability. The Group recognizes the following changes in the net defined benefit obligation under “Cost of Goods Sold” and “General and Administrative Expenses” as appropriate in the consolidated statement of profit or loss and other comprehensive income:

- i) Service costs comprising current service costs, past-service costs, gains or losses on curtailments and non-routine settlements, and
- ii) Net interest expense or income.

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(lanjutan)**

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

y. Imbalan kerja karyawan (lanjutan)

y. Employment benefits (continued)

(i) Imbalan jasa masa kerja karyawan

(i) Employee service entitlements

Imbalan Jangka Pendek

Short-Term Employee Benefits

Imbalan kerja jangka pendek Kelompok Usaha meliputi:

Short-term employee benefits of the Group comprise of:

a. Tantiem

a. Tantiem

Penyisihan atas tantiem dibuat berdasarkan estimasi manajemen dan dibebankan pada laba rugi tahun berjalan. Tantiem akan dibayarkan kepada Direksi dan Komisaris setelah mendapat persetujuan dari Rapat Umum Pemegang Saham (RUPS). Selisih antara jumlah tantiem yang diestimasi oleh manajemen dengan jumlah yang disahkan oleh pemegang saham dibebankan atau dikreditkan pada periode dimana tantiem tersebut disahkan oleh RUPS.

Provision of tantiem are based on management estimates and charged to the current period profit or loss. Tantiem will be paid to Directors and Commissioners after obtaining the approval in the General Stockholders' Meeting (GSM). The difference between the provision of tantiem that was estimated by management and the amount approved by the stockholders is recognized in the period when such tantiem is approved by GSM.

b. Bonus

b. Bonus

Bonus ditetapkan berdasarkan estimasi manajemen Kelompok Usaha dan disahkan oleh RUPS. Selisih antara jumlah bonus yang diestimasi oleh manajemen dengan jumlah yang disahkan oleh pemegang saham dibebankan atau dikreditkan pada periode dimana bonus tersebut disahkan oleh RUPS.

Bonus is provided based on the estimation of Group's management and approved by GSM. The difference between the total bonus estimated by management and approved by stockholders is recognized in the period when such bonus is approved by GSM.

Imbalan Jangka Panjang

Long-Term Employee Benefits

Imbalan kerja jangka panjang Kelompok Usaha meliputi:

Long-term employee benefits of the Group comprise of:

a. Imbalan dan iuran pasti

a. Defined benefit and contribution

Perusahaan menyelenggarakan program pensiun manfaat pasti dan iuran pasti untuk semua karyawan tetap yang memenuhi syarat. Entitas Anak menyelenggarakan program pensiun iuran pasti untuk semua karyawan tetap yang memenuhi syarat.

The Company has defined benefit and defined contribution pension plan for all of its eligible permanent employees. The Subsidiaries have defined contribution pension plan for all of their eligible permanent employees.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN
(lanjutan)**

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

y. Imbalan kerja karyawan (lanjutan)

y. Employment benefits (continued)

Imbalan Jangka Panjang (lanjutan)

Long-Term Employee Benefits (continued)

a. Imbalan dan iuran pasti (lanjutan)

b. *Defined benefit and contribution (continued)*

Untuk tujuan pelaporan keuangan, imbalan pensiun manfaat pasti dihitung dengan menggunakan asumsi aktuarial berdasarkan metode *Projected Unit Credit* seperti yang diharuskan oleh PSAK No. 24. Untuk tujuan pendanaannya, metode aktuarial yang digunakan adalah *Projected Benefit Cost Method* dan *Attained Age Normal*.

For financial reporting purposes, the defined benefit pension plan is calculated using the actuarial assumptions based on the Projected Unit Credit method as required by PSAK No. 24. For funding purposes, the actuarial method used is Projected Benefit Cost Method, and Attained Age Normal.

Jika terdapat surplus pendanaan, aset diakui pada laporan keuangan konsolidasian apabila pemulihan surplus tersebut dapat dilakukan baik melalui pembayaran kembali atau pengurangan iuran masa datang.

Where the funding status shows a surplus, an asset is recognized in the consolidated financial statements if that surplus can be recovered through refunds or reductions in future contributions.

Untuk program pensiun iuran pasti, kontribusi yang terutang diakui sebagai beban pada usaha periode berjalan.

For the defined contribution pension plan, contributions payable are charged to current period operations.

b. Imbalan kerja jangka panjang lain

b. *Other long-term employee benefits*

Kelompok Usaha juga memberikan imbalan kerja jangka panjang selain pensiun yang meliputi santunan hari tua, tunjangan masa persiapan pensiun, cuti berimbalan jangka panjang dan kesetiaan yang tidak didanai. Imbalan kerja jangka panjang tersebut dihitung dengan menggunakan metode *Projected Unit Credit* sesuai dengan PSAK No. 24.

The Group also provides long-term employment benefits other than pension which include post retirement benefits, allowance for preparation of pension, long-term compensation leave and service rewards which are unfunded. These long-term employee benefits are calculated using the Projected Unit Credit method in accordance with PSAK No. 24.

c. Imbalan kesehatan pasca kerja

c. *Post-retirement healthcare benefits*

Kelompok Usaha memberikan Program Iuran Pasti Imbalan Perawatan Kesehatan Pensiun kepada karyawannya.

The Group provides defined contribution Post-retirement Healthcare Benefits plan to its employees.

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(lanjutan)**

y. Imbalan kerja karyawan (lanjutan)

Perubahan kebijakan akuntansi

Pada bulan April 2022, DSAK IAI menerbitkan materi penjelasan melalui siaran pers atas persyaratan pengatribusian imbalan pada periode jasa sesuai PSAK 24: Imbalan Kerja yang diadopsi dari IAS 19 Employee Benefits. Materi penjelasan tersebut menyampaikan informasi bahwa pola fakta umum dari program pensiun berbasis undang-undang ketenagakerjaan yang berlaku di Indonesia saat ini memiliki pola fakta serupa dengan yang ditanggapi dan disimpulkan dalam IFRS Interpretation Committee ("IFRIC") Agenda Decision *Attributing Benefit to Periods of Service* (IAS 19). Kelompok Usaha telah menerapkan materi penjelasan tersebut dan dengan demikian merubah kebijakan akuntansi menyangkut atribusi imbalan kerja pada periode jasa dari yang kebijakan yang diterapkan sebelumnya pada laporan keuangan konsolidasian Kelompok Usaha pada tanggal 31 Desember 2021 dan untuk tahun yang berakhir pada tanggal tersebut.

z. Pengukuran nilai wajar

Kelompok Usaha mengukur aset biologis, termasuk produk (agrikultur) dari tanaman produktif, pada nilai wajar setiap tanggal pelaporan. Kelompok Usaha juga mengukur pada pengakuan awal instrumen keuangan, dan aset dan liabilitas yang diperoleh melalui kombinasi bisnis pada nilai wajar. Kelompok Usaha juga mengukur jumlah terpulihkan dari UPK tertentu berdasarkan nilai wajar dikurangi biaya pelepasan, dan aset keuangan tertentu pada NWPKL.

Nilai wajar adalah harga yang akan diterima dari menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur antara pelaku pasar pada tanggal pengukuran. Pengukuran nilai wajar mengasumsikan bahwa transaksi untuk menjual aset atau mengalihkan liabilitas terjadi:

- i. di pasar utama untuk aset atau liabilitas tersebut, atau
- ii. jika tidak terdapat pasar utama, di pasar yang paling menguntungkan untuk aset atau liabilitas tersebut.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

y. Employment benefits (continued)

Changes in accounting policy

In April 2022, DSAK IAI issued an explanatory material through a press release regarding attribution of benefits to periods of service in accordance with PSAK 24: *Imbalan Kerja* which was adopted from IAS 19 *Employee Benefits*. The explanatory material conveyed the information that the fact pattern of the pension program based on the Labor Law currently enacted in Indonesia is similar to those responded and concluded in the IFRS Interpretation Committee (IFRIC) Agenda Decision *Attributing Benefit to Periods of Service* (IAS 19). The Company has adopted the said explanatory material and accordingly changed its accounting policy regarding attribution of benefits to periods of service previously applied in the [consolidated] financial statements of the Company as of December 31, 2021 and for the year then ended.

z. Fair value measurement

The Group measures biological assets, including produce of bearer plants, at fair value at each reporting date. The Group also initially measures financial instruments, and assets and liabilities of the acquirees upon business combinations at fair value. They also measure certain recoverable amounts of the CGU using fair value less cost of disposal ("FVLCD") and certain financial assets at FVOCI.

Fair value is the price to be received from selling an asset or a price to be paid to transfer a liability in a transaction between market participants on the date of measurement. Fair value measurement assumes that a transaction to sell an asset or transfer liability happens:

- i. in a main market of the asset or liability, or
- ii. if there is no main market, in the most profitable market for the asset or liability



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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN
(lanjutan)**

z. Pengukuran nilai wajar (lanjutan)

Pasar utama atau pasar yang paling menguntungkan tersebut harus dapat diakses oleh Kelompok Usaha.

Nilai wajar dari aset atau liabilitas diukur dengan menggunakan asumsi yang akan digunakan pelaku pasar ketika menentukan harga aset atau liabilitas tersebut, dengan asumsi bahwa pelaku pasar bertindak dalam kepentingan ekonomi terbaiknya.

Pengukuran nilai wajar dari suatu aset nonkeuangan memperhitungkan kemampuan pelaku pasar untuk menghasilkan manfaat ekonomik dengan menggunakan aset dalam penggunaan tertinggi dan terbaiknya atau dengan menjualnya kepada pelaku pasar lain yang akan menggunakan aset tersebut pada penggunaan tertinggi dan terbaiknya.

Kelompok Usaha menggunakan teknik penilaian yang sesuai dengan keadaan dan data yang memadai tersedia untuk mengukur nilai wajar, dengan memaksimalkan masukan (*input*) yang dapat diamati (*observable*) yang relevan dan meminimalkan masukan (*input*) yang tidak dapat diamati (*unobservable*).

Semua aset dan liabilitas yang nilai wajarnya diukur atau diungkapkan dalam laporan keuangan dikategorikan dalam hirarki nilai wajar berdasarkan level masukan (*input*) paling rendah yang signifikan terhadap pengukuran nilai wajar secara keseluruhan sebagai berikut:

- i) *Level 1* - Harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik yang dapat diakses entitas pada tanggal pengukuran.
- ii) *Level 2* - Teknik penilaian yang menggunakan tingkat masukan (*input*) yang paling rendah yang signifikan terhadap pengukuran nilai wajar yang dapat diamati (*observable*) baik secara langsung atau tidak langsung.
- iii) *Level 3* - Teknik penilaian yang menggunakan tingkat masukan (*input*) yang paling rendah yang signifikan terhadap pengukuran nilai wajar yang tidak dapat diamati (*unobservable*).

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

z. Fair value measurement (continued)

The main market or most profitable market must be accessible by the Group.

The fair value of assets or liabilities is measured using the assumption that market participants will use when determining the price of the asset or liability, assuming that market participants act in their best economic interests.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the consolidated financial statements are categorized within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- i) *Level 1* - Quoted (unadjusted) market prices in active markets for identical assets or liabilities.
- ii) *Level 2* - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable, whether its directly or indirectly observable.
- iii) *Level 3* - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI
SIGNIFIKAN (lanjutan)**

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

z. Pengukuran nilai wajar (lanjutan)

z. Fair value measurement (continued)

Untuk aset dan liabilitas yang diakui pada laporan keuangan secara berulang, Kelompok Usaha menentukan apakah terdapat perpindahan antara *Level* dalam hirarki dengan melakukan evaluasi ulang atas penetapan kategori (berdasarkan *Level* masukan (*input*) paling rendah yang signifikan terhadap pengukuran nilai wajar secara keseluruhan) pada tiap akhir periode pelaporan.

For assets and liabilities that are recognized in the consolidated financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by reassessing categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting year.

Tim pelaporan keuangan Kelompok Usaha bertanggung-jawab atas penilaian dalam menentukan kebijakan dan prosedur untuk pengukuran nilai wajar berulang, seperti aset biologis, nilai wajar (dikurangi biaya untuk menjual) UPK (untuk uji penurunan nilai), dan aset keuangan pada NWPKL.

The Group's financial reporting team in charge of valuation to determine the policies and procedures for recurring fair value measurement, such as biological assets and fair value (less costs of disposal) of CGUs (for impairment test purpose) and financial assets at FVOCI.

Penilai eksternal terlibat dalam penilaian aset signifikan, terutama tanah. Keterlibatan penilai eksternal ditentukan setiap tiga tahun setelah dibahas dan disetujui oleh Direksi Kelompok Usaha. Kriteria pemilihan termasuk pengetahuan pasar, reputasi, independensi dan kemampuan mematuhi standar profesi. Metode penilaian dan input yang digunakan dibahas dan diputuskan bersama oleh Kelompok Usaha dan penilai eksternal.

External valuers are involved for valuation of significant assets, in particular, land. Involvement of external valuers is decided upon every three years after discussion with and approval by the Group Board of Directors. Selection criteria include market knowledge, reputation, independence and whether professional standards are maintained. Valuation techniques and inputs to use were discussed and decided by the Group and external valuers.

Untuk tujuan pengungkapan nilai wajar, Kelompok Usaha menentukan klasifikasi aset dan liabilitas berdasarkan sifat, karakteristik dan risikonya dan *level* pada hirarki nilai wajar sebagaimana dijelaskan diatas.

For the purpose of fair value disclosures, the Group has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI
SIGNIFIKAN (lanjutan)**

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

aa. Provisi

Provisi diakui jika Kelompok Usaha memiliki kewajiban kini (baik bersifat hukum maupun bersifat konstruktif) yang akibat peristiwa masa lalu besar kemungkinannya penyelesaian kewajiban tersebut mengakibatkan arus keluar sumber daya yang mengandung manfaat ekonomi dan estimasi yang andal mengenai jumlah kewajiban tersebut dapat dibuat.

Provisi ditelaah pada setiap tanggal pelaporan dan disesuaikan untuk mencerminkan estimasi kini terbaik. Jika arus keluar sumber daya untuk menyelesaikan kewajiban kemungkinan besar tidak terjadi, maka provisi dibatalkan.

ab. Penggunaan saldo laba berdasarkan Keputusan Rapat Umum Pemegang Saham

Saldo laba digunakan untuk pembagian dividen dan penyisihan untuk cadangan.

ac. Biaya penelitian dan pengembangan

Biaya penelitian dibebankan saat terjadinya.

Aset takberwujud yang timbul dari biaya pengembangan proyek individual diakui hanya jika Kelompok Usaha dapat menunjukkan semua hal berikut ini:

- (i) kelayakan teknis penyelesaian aset takberwujud tersebut sehingga aset tersebut dapat digunakan atau dijual,
- (ii) niat untuk menyelesaikan aset takberwujud tersebut dan menggunakannya atau menjualnya,
- (iii) bagaimana aset takberwujud akan menghasilkan manfaat ekonomi masa depan,
- (iv) tersedianya kecukupan sumber-sumber daya untuk menyelesaikan aset, dan
- (v) kemampuan untuk mengukur secara andal pengeluaran yang terkait dengan aset takberwujud selama pengembangannya. Pada saat penyelesaian, biaya pengembangan diamortisasi selama taksiran masa manfaat ekonomis dari aset takberwujud terkait.

aa. Provisions

Provisions are recognized when the Group has a present obligation (legal or constructive) where, as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of resources embodying economic benefits will be required to settle the obligation, the provision is reversed.

ab. Use of retained earnings based on Minutes of The General Stockholders' Meeting

The use of retained earnings is for dividend distribution and provision for general reserve.

ac. Research and development costs

Research and development costs are expensed as incurred.

An intangible asset arising from development expenditures on an individual project is recognized only when the Group can demonstrate, all of the following:

- (i) the technical feasibility of completing the intangible asset so that it will be available for use or sale,
- (ii) its intention to complete and its ability to use or sell the asset,
- (iii) how the asset will generate future economic benefits,
- (iv) the availability of resources to complete the assets, and
- (v) the ability to measure reliably the expenditures related to intangible assets during its development. Upon completion, the development costs is amortized over its estimated useful life.

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**ac. Biaya penelitian dan pengembangan
(lanjutan)**

Keuntungan atau kerugian yang muncul dari penghentian pengakuan aset takberwujud merupakan selisih antara hasil pelepasan neto dan jumlah tercatatnya, dan diakui pada laba rugi ketika aset tersebut dihentikan pengakuannya.

ad. Laba per saham

Laba per saham dihitung berdasarkan rata-rata tertimbang jumlah saham yang beredar selama periode yang bersangkutan.

Perusahaan tidak mempunyai efek berpotensi saham biasa yang bersifat dilutif pada tanggal 31 Desember 2022.

ae. Perubahan Kebijakan Akuntansi

Kelompok Usaha menerapkan pertama kali seluruh standar baru dan/atau yang direvisi yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2022, termasuk standar yang direvisi berikut ini yang mempengaruhi laporan keuangan konsolidasian Kelompok Usaha:

Amendemen PSAK 22: Kombinasi Bisnis -
Rujukan ke Kerangka Konseptual

Amendemen ini mengklarifikasi interaksi antara PSAK 22, PSAK 57, ISAK 30 dan Kerangka Konseptual Pelaporan Keuangan.

Secara umum, amendemen PSAK 22:

- Menambahkan deskripsi terkait "liabilitas dan liabilitas kontinjensi dalam ruang lingkup PSAK 57 atau ISAK 30".
- Mengklarifikasi liabilitas kontinjensi yang telah diakui pada tanggal akuisisi.
- Menambahkan definisi aset kontinjensi dan perlakuan akuntansinya.

Amendemen PSAK 22 ini berlaku efektif pada tanggal 1 Januari 2022 dengan penerapan dini diperkenankan dan amendemen ini tidak diekspektasi memiliki dampak pada pelaporan keuangan Kelompok Usaha pada saat diadopsi untuk pertama kali.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**ac. Research and development costs
(continued)**

Gain or loss arising from derecognition of an intangible asset is measured as the difference between the net disposal proceeds and the carrying amount of the asset, and is recognized in the profit or loss when the asset is derecognized.

ad. Earning per share

Earnings per share is computed based on the weighted average number of issued and fully paid shares during the period.

The Company has no potential outstanding dilutive ordinary shares as of December 31, 2022.

ae. Change in Accounting Policies

The Group made first time adoption of all the new and/or revised standards effective for the periods beginning on or after January 1, 2022, including the following revised standards that have affected the consolidated financial statements of the Group:

Amendments to PSAK 22: Business
Combinations - Reference to Conceptual
Frameworks.

These amendments clarify the interactions between PSAK 22, PSAK 57, ISAK 30 and the Conceptual Framework of Financial Reporting.

In general, the amendments to PSAK 22:

- Add a description regarding "liabilities and contingent liabilities within the scope of PSAK 57 or ISAK 30".
- Clarifying the contingent liabilities recognized at the acquisition date.
- Adds definition of a contingent asset and its accounting treatment.

These amendments will become effective on January 1, 2022 with earlier application permitted and are not expected to have any impact to the financial reporting of the Group upon first-time adoption.



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**ae. Perubahan Kebijakan Akuntansi dan
Pengungkapan (lanjutan)**

Amendemen PSAK 57: Provisi, Liabilitas
Kontijensi, dan Aset Kontijensi tentang Kontrak
Merugi-Biaya Memenuhi Kontrak

Amendemen ini mengklarifikasi biaya untuk memenuhi suatu kontrak dalam kaitannya dalam menentukan apakah suatu kontrak merupakan kontrak memberatkan.

Amendemen PSAK 57 mengatur biaya-biaya untuk memenuhi kontrak merugi terdiri dari biaya yang terkait langsung dengan kontrak, dimana terdiri dari:

1. biaya inkremental untuk memenuhi kontrak tersebut, dan
2. alokasi biaya lain yang berhubungan langsung untuk memenuhi kontrak.

Amendemen ini berlaku efektif pada tanggal 1 Januari 2022 dengan penerapan dini diperkenankan dan amendemen ini tidak diekspektasikan memiliki dampak pada pelaporan keuangan Kelompok Usaha pada saat diadopsi untuk pertama kali.

Penyesuaian Tahunan 2020 - PSAK 69:
Agrikultur

Penyesuaian tahunan atas PSAK 69 mengklarifikasi pengakuan dan pengukuran yang sebelumnya mensyaratkan entitas tidak memperhitungkan arus kas untuk pembiayaan aset, perpajakan atau penumbuhan kembali aset biologis setelah panen, menjadi entitas untuk tidak memperhitungkan arus kas untuk pembiayaan aset atau penumbuhan kembali aset biologis setelah panen.

Amendemen ini berlaku prospektif terhadap pengukuran nilai wajar aset biologis pada atau setelah awal periode pelaporan tahunan pertama yang dimulai pada atau setelah 1 Januari 2022 dengan penerapan dini diperkenankan, namun amendemen ini tidak diekspektasikan memiliki dampak pada pelaporan keuangan Kelompok Usaha pada saat diadopsi untuk pertama kali.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**ae. Change in Accounting Policies and
Disclosures (continued)**

Amendments to PSAK 57: Provisions,
Contingent Liabilities, and Contingent Assets -
Onerous Contract Fulfillment Costs

This amendment clarifies the cost of fulfilling a contract in relation to determining whether a contract is a burdensome contract.

These amendments provide that costs to fulfill an onerous contract consist of costs that are directly related to the contract, which consist of:

1. incremental costs to fulfill the contract, and
2. allocation of other costs that are directly related to fulfilling the contract.

Amendments to PSAK 57 are effective on January 1, 2022 with earlier application permitted and are not expected to have any impact on the financial reporting of the Group upon first-time adoption.

2020 Annual Improvements - PSAK 69:
Agriculture

Annual improvement on PSAK 69 clarifies the recognition and measurement that previously required the entity not to take into account cash flows for financing assets, taxation or regeneration of biological assets after harvest, to the entity not to account for cash flows for financing assets or regeneration biological assets after harvest.

Amendment prospectively applied to the biological assets' fair value measurements on or after the beginning of the first annual reporting period beginning on or after January 1, 2022 with earlier adoption permitted, but not expected to have any impact on the financial reporting of the Group upon first-time adoption.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI
SIGNIFIKAN (lanjutan)**

**ae. Perubahan Kebijakan Akuntansi dan
Pengungkapan (lanjutan)**

Penyesuaian Tahunan 2020 - PSAK 71:
Instrumen Keuangan

Amandemen ini mengklarifikasi biaya yang diperhitungkan entitas dalam mengevaluasi apakah persyaratan yang dimodifikasi dari suatu liabilitas keuangan menyebabkan penghentian pengakuan liabilitas keuangan orisinal dan pengakuan liabilitas keuangan baru. Biaya tersebut hanya mencakup yang dibayarkan atau diterima antara peminjam dan pemberi pinjaman, termasuk fee yang dibayarkan atau diterima baik oleh peminjam atau pemberi pinjaman atas nama pihak lain.

Amandemen ini berlaku efektif untuk periode pelaporan tahunan yang dimulai pada atau setelah 1 Januari 2022 dengan penerapan dini diperkenankan namun tidak diekspektasikan memiliki dampak pada pelaporan keuangan Kelompok Usaha pada saat diadopsi untuk pertama kali.

Penyesuaian Tahunan 2020 - PSAK 73: Sewa

Amandemen ini tidak memperbolehkan entitas untuk mengurangi suatu hasil penjualan item yang diproduksi saat membawa aset tersebut ke lokasi dan kondisi yang diperlukan supaya aset dapat beroperasi sesuai dengan intensi manajemen dari biaya perolehan suatu aset tetap. Sebaliknya, entitas mengakui hasil dari penjualan item-item tersebut, dan biaya untuk memproduksi item-item tersebut, dalam laba rugi.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**ae. Change in Accounting Policies and
Disclosures (continued)**

2020 Annual Improvements - PSAK 71:
Financial Instruments

The amendment clarifies the fees that an entity includes when assessing whether the modified terms of a financial liability required derecognition of the original financial liability and recognition of a new financial liability. These fees include only those paid or received between the borrower and the lender, including fees paid or received by either the borrower or lender on the other's behalf.

The amendment is effective for annual reporting periods beginning on or after January 1, 2022 with earlier adoption permitted but not expected to have any impact to the financial reporting of the Group upon first-time adoption.

2020 Annual Improvements - PSAK 73: Leases

The amendments prohibit entities to deduct from the cost of an item of fixed assets, any proceeds from selling items produced while bringing that asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Instead, an entity recognizes the proceeds from selling such items, and the costs of producing those items, in the profit or loss.



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3. PERTIMBANGAN AKUNTANSI, ESTIMASI DAN ASUMSI SIGNIFIKAN

Penyusunan laporan keuangan konsolidasian Kelompok Usaha mengharuskan manajemen untuk membuat pertimbangan, estimasi dan asumsi yang mempengaruhi jumlah yang dilaporkan dari pendapatan, beban, aset dan liabilitas, dan pengungkapan atas liabilitas kontinjensi, pada akhir tahun pelaporan.

Ketidakpastian mengenai asumsi dan estimasi tersebut dapat mengakibatkan penyesuaian material terhadap nilai tercatat aset dan liabilitas yang terpengaruh pada periode pelaporan berikutnya.

Pertimbangan

Pertimbangan berikut ini dibuat oleh manajemen dalam rangka penerapan kebijakan akuntansi Kelompok Usaha yang memiliki pengaruh paling signifikan atas jumlah yang diakui dalam laporan keuangan konsolidasian:

Perpajakan

Ketidakpastian atas interpretasi dari peraturan pajak yang kompleks, perubahan peraturan pajak dan jumlah dan timbulnya penghasilan kena pajak di masa depan, dapat menyebabkan penyesuaian di masa depan atas penghasilan dan beban pajak yang telah dicatat.

Pertimbangan juga dilakukan dalam menentukan penyisihan atas pajak penghasilan badan. Terdapat transaksi dan perhitungan tertentu yang penentuan pajak akhirnya adalah tidak pasti sepanjang kegiatan usaha normal.

Kelompok Usaha mengakui liabilitas atas pajak penghasilan badan berdasarkan estimasi apakah akan terdapat tambahan pajak penghasilan badan.

Tagihan dan Keberatan atas Hasil Pemeriksaan Pajak

Berdasarkan peraturan perpajakan yang berlaku saat ini, manajemen mempertimbangkan apakah jumlah yang tercatat dalam akun di atas dapat dipulihkan dan direstitusi oleh Kantor Pajak.

3. JUDGMENTS, ESTIMATES AND SIGNIFICANT ASSUMPTIONS

The preparation of the Group's consolidated financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosures of contingent liabilities, at the end of the reporting year.

Uncertainty about these assumptions and estimates could result in outcomes that may require material adjustments to the carrying values of the assets and liabilities affected in future periods.

Judgments

The following judgments are made by the management in the process of applying the Group's accounting policies that have the most significant effects on the amounts recognized in the consolidated financial statements:

Taxes

Uncertainties exist with respect to the interpretation of complex tax regulations, changes in tax laws, and the amount and timing of future taxable income, could necessitate future adjustments to tax income and expense already recorded.

Judgment is also involved in determining the provision for corporate income tax. There are certain transactions and computation for which the ultimate tax determination is uncertain during the ordinary course of business.

The Group recognizes liabilities for corporate income tax is based on estimation of whether there will be additional corporate income tax.

Claims for Tax Refund and Tax Assessments Under Appeal

Based on the tax regulations currently enacted, the management uses judgments if the amounts recorded under the above account are recoverable and refundable by the Tax Office.

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3. PERTIMBANGAN AKUNTANSI, ESTIMASI DAN ASUMSI SIGNIFIKAN (lanjutan)

Estimasi dan Asumsi

Asumsi utama masa depan dan sumber utama estimasi ketidakpastian lain pada tanggal pelaporan yang memiliki risiko signifikan bagi penyesuaian yang material terhadap nilai tercatat aset dan liabilitas untuk tahun/periode berikutnya diungkapkan dibawah ini. Kelompok Usaha mendasarkan asumsi dan estimasi pada parameter yang tersedia pada saat laporan keuangan konsolidasian disusun. Kondisi saat ini dan asumsi mengenai perkembangan masa depan mungkin berubah akibat perubahan pasar atau situasi di luar kendali Kelompok Usaha. Perubahan tersebut dicerminkan dalam asumsi terkait pada saat terjadinya.

Penyusutan Aset Tetap

Biaya perolehan aset tetap disusutkan dengan menggunakan metode garis lurus berdasarkan estimasi masa manfaat ekonomisnya. Manajemen mengestimasi masa manfaat ekonomis aset tetap antara 2 sampai dengan 50 tahun. Hal tersebut merupakan umur yang secara umum diharapkan dalam industri di mana Kelompok Usaha menjalankan bisnisnya. Perubahan tingkat pemakaian, perkembangan teknologi dan keterbatasan dan pembatasan lainnya dapat mempengaruhi masa manfaat ekonomis dan nilai sisa aset tetap, dan karenanya biaya penyusutan masa depan mungkin direvisi.

3. JUDGMENTS, ESTIMATES AND SIGNIFICANT ASSUMPTIONS (continued)

Estimates and Assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying values of assets and liabilities within the next financial year/period are disclosed below. The Group based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. Existing circumstances and assumptions about future developments, may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions as they occur.

Depreciation of Fixed Assets

The costs of fixed assets are depreciated/amortized on a straight-line method over their estimated useful lives. Management properly estimates the useful lives of these fixed assets to be within 2 to 50 years. These are common life expectancies applied in the industries where the Group conducts its businesses. Changes in the expected level of usage and technological development could impact the economic useful lives and the residual values of these assets and mature plantations, and therefore future depreciation/ amortization charges could be revised.



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Estimasi dan Asumsi (lanjutan)

Pensiun dan Imbalan Kerja

Pengukuran liabilitas imbalan kerja Kelompok Usaha bergantung pada pemilihan asumsi yang digunakan oleh aktuaris independen dalam menghitung jumlah-jumlah tersebut. Asumsi tersebut termasuk antara lain, tingkat diskonto, tingkat kenaikan gaji tahunan, tingkat pengunduran diri karyawan tahunan, tingkat kecacatan, umur pensiun dan tingkat kematian. Keuntungan atau kerugian aktuarial yang timbul dari penyesuaian dan perubahan dalam asumsi-asumsi aktuarial diakui secara langsung pada laporan posisi keuangan konsolidasian dengan debit atau kredit ke saldo laba melalui PKL dalam periode terjadinya.

Walaupun Kelompok Usaha berkeyakinan bahwa asumsi tersebut adalah wajar dan sesuai, perbedaan signifikan pada hasil aktual atau perubahan signifikan dalam asumsi yang ditetapkan Kelompok Usaha dapat mempengaruhi secara material liabilitas diestimasi atas pensiun dan imbalan kerja dan beban imbalan kerja neto.

Penyisihan atas Penurunan Nilai Piutang Usaha

Kelompok Usaha menetapkan estimasi penyisihan penurunan nilai piutang usaha menggunakan pendekatan yang disederhanakan dari KKE. Matriks provisi digunakan untuk menghitung KKE untuk piutang usaha dan lain-lain. Tarif provisi didasarkan pada hari tunggakan untuk pengelompokan berbagai segmen pelanggan yang memiliki pola kerugian serupa.

3. JUDGMENTS, ESTIMATES AND SIGNIFICANT ASSUMPTIONS (continued)

Estimates and Assumptions (continued)

Pension and Employee Benefits

The measurement of the Group's employee benefits liability is dependent on its selection of certain assumptions used by the independent actuaries in calculating such amounts. Those assumptions include among others, discount rates, future annual salary increase, annual employee turn-over rate, disability rate, retirement age and mortality rate. Actuarial gains or losses arising from experience adjustments and changes in actuarial assumptions are recognized immediately in the consolidated statement of financial position with a corresponding debit or credit to retained earnings through OCI the period in which they occur.

While the Group believes that its assumptions are reasonable and appropriate, significant differences in the Group's actual experiences or significant changes in the Group's assumptions may materially affect its estimated liabilities for pension and employee benefits and net employee benefits expense.

Allowance for Impairment of Trade Receivables

The Group estimates impairment allowance for trade receivables using simplified approach of ECL. A provision matrix is used to determine ECL for trade and other receivables, where the provision rates are based on days past due for groupings of various customer segments that have similar loss patterns.

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Estimasi dan Asumsi (lanjutan)

Penyisihan atas Penurunan Nilai Piutang Usaha (lanjutan)

Matriks provisi awalnya didasarkan pada riwayat tingkat kerugian pelanggan. Kelompok Usaha akan melakukan penyesuaian pengalaman kerugian historis dengan informasi berwawasan ke depan. Misalnya, jika prakiraan kondisi ekonomi yang terkait erat dengan riwayat tingkat kerugian diperkirakan akan memburuk pada tahun berikutnya yang dapat menyebabkan peningkatan jumlah gagal bayar pada sektor-sektor pelanggan beroperasi, riwayat tingkat kerugian disesuaikan. Pada setiap tanggal pelaporan, riwayat tingkat gagal bayar yang diamati diperbarui dan perubahan dalam estimasi berwawasan ke depan dianalisis.

Evaluasi atas korelasi antara tingkat gagal bayar yang diamati secara historis, prakiraan kondisi ekonomi dan KKE, adalah estimasi signifikan. Jumlah KKE sensitif terhadap perubahan keadaan dan prakiraan kondisi ekonomi. Kerugian kredit historis Kelompok Usaha dan perkiraan kondisi ekonomi mungkin tidak mewakili tingkat gagal bayar pelanggan aktual di masa depan.

Aset Pajak Tangguhan

Aset pajak tangguhan diakui atas seluruh rugi pajak yang belum digunakan sepanjang besar kemungkinannya bahwa penghasilan kena pajak akan tersedia sehingga rugi fiskal tersebut dapat digunakan. Estimasi signifikan oleh manajemen disyaratkan dalam menentukan jumlah aset pajak tangguhan yang dapat diakui, berdasarkan saat penggunaan dan tingkat penghasilan kena pajak dan strategi perencanaan pajak masa depan.

Uji Penurunan Nilai Aset Tidak Lancar dan Goodwill

Penerapan metode akuisisi dalam suatu kombinasi bisnis mensyaratkan penggunaan estimasi akuntansi secara ekstensif dalam mengalokasikan harga beli kepada nilai pasar wajar aset dan liabilitas yang diakuisisi, termasuk aset takberwujud. Akuisisi bisnis tertentu oleh Kelompok Usaha menimbulkan goodwill, yang tidak diamortisasi namun diuji bagi penurunan nilai setiap tahunnya dan setiap terdapat indikasi penurunan nilai.

3. JUDGMENTS, ESTIMATES AND SIGNIFICANT ASSUMPTIONS (continued)

Estimates and Assumptions (continued)

Allowance for Impairment of Trade Receivables (continued)

The provision matrix is initially based on the customers historical observed loss rates. The Group will adjust the historical observed loss experience with forward-looking information. For instance, if forecast economic conditions closely related to the historical observed loss are expected to deteriorate over the next year which can lead to an increased number of defaults in the sectors where customers are operating, the historical losses are adjusted accordingly. At every reporting date, the historical observed loss rates are updated and changes in the forward-looking estimates are analyzed.

The assessment of the correlation between historical observed loss rates, forecast economic conditions and ECLs, is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical observed loss rate and forecast of economic conditions may not be representative of customer's actual default in the future.

Deferred Tax Assets

Deferred tax assets are recognized for all unused tax losses to the extent that it is probable that taxable profit will be available against which the losses can be utilized. Significant management estimates are required to determine the amount of deferred tax assets that can be recognized, based upon the likely timing and the level of future taxable profits together with future tax planning strategies.

Impairment Test of Non-current Assets and Goodwill

Application of acquisition method on a business combination requires extensive use of accounting estimates to allocate the purchase price to the fair market values of the assets and liabilities acquired, including intangible assets. Certain business acquisitions of the Group have resulted in goodwill, which is not amortized but subject to an annual impairment testing and whenever indicators of impairment exist.



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Estimasi dan Asumsi (lanjutan)

Uji Penurunan Nilai Aset Tidak Lancar dan Goodwill (lanjutan)

Perhitungan arus kas masa depan dalam menentukan nilai wajar aset tetap, tanaman perkebunan dan aset tidak lancar lainnya dari entitas yang diakuisisi pada tanggal akuisisi melibatkan estimasi yang signifikan. Walaupun manajemen berkeyakinan bahwa asumsi yang digunakan adalah tepat dan memiliki dasar yang kuat, perubahan signifikan pada asumsi tersebut dapat mempengaruhi secara material evaluasi atas nilai terpulihkan dan dapat menimbulkan penurunan nilai sesuai PSAK 48: *Penurunan Nilai Aset*.

Goodwill diuji untuk penurunan nilai setiap tahun dan jika terdapat indikasi penurunan nilai, sedang aset tidak lancar dalam lingkup PSAK 48 hanya diuji untuk penurunan nilai bila terdapat identifikasi atas indikasi penurunan nilai. Manajemen menggunakan pertimbangan dalam mengestimasi jumlah terpulihkan dan menentukan adanya indikasi penurunan nilai.

Penurunan nilai terjadi pada saat nilai tercatat aset atau UPK melebihi jumlah terpulihkannya, yaitu yang lebih tinggi antara nilai wajar dikurangi biaya untuk menjual dan nilai pakainya. Nilai wajar dikurangi biaya untuk menjual dan nilai pakai diestimasi berdasarkan arus kas masa depan neto yang didiskontokan ke nilai kini dengan menggunakan tingkat diskonto sebelum pajak yang menggambarkan penilaian pasar kini dari nilai waktu uang dan risiko spesifik atas UPK terkait.

Jumlah terpulihkan paling sensitif terhadap tingkat diskonto yang digunakan untuk model arus kas neto yang didiskontokan seperti halnya dengan arus kas masuk masa depan yang diharapkan dan tingkat pertumbuhan yang digunakan untuk tujuan ekstrapolasi.

3. JUDGMENTS, ESTIMATES AND SIGNIFICANT ASSUMPTIONS (continued)

Estimates and Assumptions (continued)

Impairment Test of Non-current Assets and Goodwill (continued)

Computation of future cash flows in determining the fair values of fixed assets, plantations and other non-current assets of the acquirees at the dates of acquisitions involves significant estimations. While the management believes that the assumptions are appropriate and reasonable, significant changes of those assumptions used may materially affect its assessment of recoverable values and may lead to future impairment charges under PSAK 48: *Impairment of Assets*.

Goodwill is subject to annual impairment test and whenever there is an indication that such asset may be impaired, while non-current assets under the scope of PSAK 48 are only tested for impairment whenever there is identification of impairment indicators. Management uses its judgment in estimating the recoverable value and determining if there is any indication of impairment.

An impairment exists when the carrying value of an asset or CGU exceeds its recoverable amount, which is the higher of its fair value less costs to sell and its value in use. The fair value less costs to sell and the value in use are estimated based on the net future cash flows discounted to their present values using a pre-tax discount rate that reflects current market assessments of the time value of money and the specific risks to the related CGU.

The recoverable amount is most sensitive to the discount rate used for the discounted cash flow model as well as the expected net future cash inflows and the growth rate used for extrapolation purposes.

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**3. PERTIMBANGAN, ESTIMASI, DAN ASUMSI
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Estimasi dan Asumsi (lanjutan)

Penyisihan nilai realisasi neto persediaan

Penyisihan nilai realisasi neto persediaan diestimasi berdasarkan fakta dan situasi yang tersedia, termasuk namun tidak terbatas kepada, kondisi fisik persediaan yang dimiliki, harga jual pasar, estimasi biaya penyelesaian dan estimasi biaya yang timbul untuk penjualan. Penyisihan dievaluasi kembali dan disesuaikan jika terdapat tambahan informasi yang mempengaruhi jumlah yang diestimasi.

Revaluasi tanah

Kelompok Usaha mengukur tanah pada jumlah revaluasian dengan perubahan pada nilai wajar diakui dalam penghasilan komprehensif lain. Nilai wajar tanah ditentukan berdasarkan bukti pasar dengan menggunakan harga yang dapat diperbandingkan dan disesuaikan terhadap faktor-faktor pasar spesifik seperti sifat, lokasi dan kondisi aset tersebut.

Penyisihan atas KKE Piutang Plasma

Piutang plasma merupakan biaya-biaya yang dikeluarkan untuk pengembangan perkebunan plasma.

Kelompok Usaha menetapkan estimasi penyisihan penurunan nilai piutang plasma dengan menggunakan pendekatan umum KKE karena piutang ini mengandung komponen pembiayaan yang signifikan.

Jika belum ada peningkatan risiko kredit yang signifikan sejak awal kontrak, penyisihan didasarkan pada KKE 12 bulan. Kelompok Usaha menetapkan piutang dari masing-masing proyek plasma mengalami peningkatan risiko kredit yang signifikan ketika biaya pengembangan per hektar yang disepakati dalam perjanjian kredit antara koperasi dan kreditur. Pada titik ini, Kelompok Usaha menetapkan estimasi kerugian penurunan nilai menggunakan KKE sepanjang umurnya.

**3. JUDGMENTS, ESTIMATES AND SIGNIFICANT
ASSUMPTIONS (continued)**

Estimates and Assumptions (continued)

Allowance for net realizable value of inventories

Allowance for net realizable value of inventories is estimated based on the best available facts and circumstances, including but not limited to, the inventories' own physical conditions, their market selling prices, estimated costs of completion and estimated costs to be incurred for their sales. The allowance is re-evaluated and adjusted as additional information received affects the amount estimated.

Revaluation of land

The Group measures land at revalued amounts with changes in fair value being recognized in other comprehensive income. Land was valued by reference to market-based evidence, using comparable prices adjusted for specific market factors such as nature, location and condition of the asset.

Allowance for ECL of Plasma Receivables

Plasma receivables represent disbursements made for the costs to develop plasma plantations.

The Group estimates allowance for impairment of plasma receivables using general approach of ECL as these receivables contain significant financing component.

When there has not been significant increase in credit risk since origination, the allowance is based on the 12-months' ECL. The Group primarily determined a receivable from individual plasma project has significant increase in credit risk when the actual development cost per hectare is exceeding the agreed development cost per hectare as stated in the credit agreement between the cooperatives and the creditor. At this point, the Group estimates the impairment loss using lifetime ECLs.



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Estimasi dan Asumsi (lanjutan)

Penyisihan atas KKE Piutang Plasma (lanjutan)

Kelompok Usaha menghitung KKE sepanjang umurnya berdasarkan perkiraan kekurangan kas, didiskontokan dengan perkiraan SBE awal. Kekurangan kas adalah selisih antara arus kas yang menjadi hak Kelompok Usaha sesuai kontrak dan arus kas yang diharapkan akan diterima Kelompok Usaha, yang diestimasi berdasarkan pendapatan dari perkebunan plasma dikurangi biaya penjualan, pembayaran pokok dan bunga ke bank. Input utama yang digunakan untuk estimasi ini adalah harga jual TBS, hasil produksi perkebunan plasma, biaya produksi dan tingkat inflasi. Penyisihan ini dievaluasi ulang dan disesuaikan dengan tambahan informasi yang diterima pada setiap tanggal pelaporan.

Aset biologis

Kelompok Usaha mengadopsi pendekatan pendapatan menggunakan model arus kas yang didiskontokan untuk mengukur nilai wajar dari produksi tebu dan hutan tanaman. Input signifikan yang diterapkan untuk menentukan nilai wajar aset biologis ini termasuk harga jual yang diproyeksikan, tingkat produksi, tingkat diskonto, tingkat inflasi dan nilai tukar.

Jumlah perubahan dalam nilai wajar dari aset biologis ini akan berbeda jika ada perubahan pada input yang digunakan, dan akan mempengaruhi laba rugi Kelompok Usaha dan ekuitas.

**3. JUDGMENTS, ESTIMATES AND SIGNIFICANT
ASSUMPTIONS (continued)**

Estimates and Assumptions (continued)

Allowance for ECL of Plasma Receivables
(continued)

The Group calculates lifetime ECL based on the expected cash shortfalls, discounted at an approximation of the original EIR. A cash shortfall is the difference between the cash flows that the Group expects to receive, which is estimated based on the revenues from the plasma plantations deducted with the costs of sales, principal and interest payments to the bank. The key inputs applied for this estimation are the selling price of FFB, production yield of the plasma plantations, production costs and inflation rate. These provisions are re-evaluated and adjusted as additional information is received at each reporting date.

Biological assets

The Group adopts income approach using discounted cash flow models to measure the fair value of the cane produce and timber plantations. Significant inputs applied to determine the fair value of these biological assets include the projected selling prices, production yields, discount rate, inflation rate and exchange rates

The amount of changes in fair values of these biological assets would differ if there are changes to the inputs used, and would affect the Group's profit or loss and equity.

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**3. PERTIMBANGAN, ESTIMASI, DAN ASUMSI
SIGNIFIKAN (lanjutan)**

Estimasi dan Asumsi (lanjutan)

Estimasi atas Suku Bunga Pinjaman Inkremental
dari Suatu Sewa

Kelompok Usaha tidak dapat langsung menentukan tingkat bunga implisit dalam sewa, oleh karena itu, Kelompok Usaha menggunakan SBPI untuk mengukur liabilitas sewa. SBPI adalah tingkat bunga yang harus dibayar oleh Kelompok Usaha untuk meminjam dalam jangka waktu yang sama.

Dengan demikian, SBPI mencerminkan tingkat bunga yang harus dibayar oleh Kelompok Usaha, yang perlu diestimasi ketika tidak ada tingkat bunga yang dapat langsung diamati (seperti untuk entitas dalam Kelompok Usaha yang tidak melakukan transaksi pembiayaan) atau ketika tingkat bunga perlu disesuaikan untuk mencerminkan persyaratan dan kondisi sewa.

Kelompok Usaha menetapkan estimasi SBPI menggunakan input yang dapat diamati (seperti suku bunga pasar) jika tersedia dan membuat estimasi spesifik untuk entitas tertentu jika diperlukan.

**3. JUDGMENTS, ESTIMATES AND SIGNIFICANT
ASSUMPTIONS (continued)**

Estimates and Assumptions (continued)

Estimating the Incremental Borrowing Rate of a
Lease

The Group cannot readily determine the interest rate implicit in the lease, therefore, it uses its IBR to measure lease liabilities. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term

The IBR therefore reflects interest the Group would have to pay, which requires estimation when no observable rates are available (such as for entities within the Group that do not enter into financing transactions) or when they need to be adjusted to reflect the terms and conditions of the lease.

The Group estimates the IBR using observable inputs (such as market interest rates) when available and make certain entity-specific estimates as necessary.



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4. KAS DAN SETARA KAS

4. CASH AND CASH EQUIVALENTS

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
Kas - Rupiah	13.531.231.089	10.239.844.165	Cash on hand - Rupiah
Bank:			Banks:
Rupiah			Rupiah
<u>Entitas berelasi dengan Pemerintah (Catatan 38a)</u>			<u>Government-related entities (Notes 38a)</u>
PT Bank Mandiri (Persero) Tbk	5.736.780.795.619	7.958.122.669.911	PT Bank Mandiri (Persero) Tbk
PT Bank Negara Indonesia (Persero) Tbk	1.425.681.393.518	1.028.782.255.184	PT Bank Negara Indonesia (Persero) Tbk
PT Bank Rakyat Indonesia (Persero) Tbk	381.532.959.433	316.168.846.802	PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank Raya Indonesia (Persero) Tbk	127.053.861.400	553.931.331.691	PT Bank Raya Indonesia (Persero) Tbk
PT Bank Syariah Indonesia (Persero) Tbk	67.444.044.423	45.583.036.319	PT Bank Syariah Indonesia (Persero) Tbk
PT Bank Mandiri Taspen	50.000.000.000	-	PT Bank Mandiri Taspen
PT Bank Pembangunan Daerah Riau	14.048.945.438	483.842.743	PT Bank Pembangunan Daerah Riau
PT Bank Pembangunan Daerah Jawa Timur Tbk	1.920.595.155	1.819.340.347	PT Bank Pembangunan Daerah Jawa Timur Tbk
PT Bank Pembangunan Daerah Tomata	1.370.960.853	559.612.864	PT Bank Pembangunan Daerah Tomata
PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung	293.594.771	-	PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	248.860.702	13.710.769.938	PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk
PT Bank Pembangunan Daerah Sumatera Utara	225.234.926	141.213.176	PT Bank Pembangunan Daerah Sumatera Utara
PT Bank Tabungan Negara (Persero) Tbk	104.456.437	1.617.478.541	PT Bank Tabungan Negara (Persero) Tbk
PT Bank Pembangunan Daerah Kalimantan Barat	103.136.785	103.223.412	PT Bank Pembangunan Daerah Kalimantan Barat
Lembaga Pembiayaan Ekspor Indonesia	23.855.186	30.000	Lembaga Pembiayaan Ekspor Indonesia
PT Bank Pembangunan Daerah Jawa Tengah	13.396.371	1.210.226	PT Bank Pembangunan Daerah Jawa Tengah
<u>Pihak ketiga</u>			<u>Third parties</u>
PT Bank Permata Tbk	21.819.913.681	21.060.141.440	PT Bank Permata Tbk
Development Bank of Singapore	18.906.393.785	20.463.915.766	Development Bank of Singapore
PT Bank UOB Indonesia	14.928.465.777	14.899.861.353	PT Bank UOB Indonesia
PT Bank Muamalat Indonesia Tbk	12.549.507.690	3.308.677.092	PT Bank Muamalat Indonesia Tbk
PT Bank Victoria International Tbk	10.819.575.555	10.610.603.825	PT Bank Victoria International Tbk
PT Bank Perkreditan Rakyat Agroloka	7.956.347.731	4.724.714.261	PT Bank Perkreditan Rakyat Agroloka
PT Bank Central Asia Tbk	2.526.890.819	3.561.608.996	PT Bank Central Asia Tbk
PT Bank Mega Tbk	1.083.480.546	1.304.804.180	PT Bank Mega Tbk
PT Bank Danamon Indonesia Tbk	632.378.145	7.627.985.122	PT Bank Danamon Indonesia Tbk
PT Bank Maybank Indonesia Tbk	608.095.102	608.214.949	PT Bank Maybank Indonesia Tbk
PT Bank CIMB Tbk	246.172.987	244.490.988	PT Bank CIMB Niaga Tbk
PT Bank ICBC Indonesia	143.765.714	143.646.749	PT Bank ICBC Indonesia
PT Bank Bukopin Tbk	128.532.524	147.024.660	PT Bank Bukopin Tbk
PT Bank Neo Commerce	1.921.204	-	PT Bank Neo Commerce

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4. KAS DAN SETARA KAS (lanjutan)

4. CASH AND CASH EQUIVALENTS (continued)

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
Bank (lanjutan):			Banks (continued):
Dollar Amerika			US Dollar
<u>Entitas berelasi dengan Pemerintah</u> (Catatan 38a)			<u>Government-related entities</u> (Notes 38a)
PT Bank Mandiri (Persero) Tbk	920.068.685.966	578.489.789.922	PT Bank Mandiri (Persero) Tbk
PT Bank Negara Indonesia (Persero) Tbk	483.296.651.878	32.490.368.167	PT Bank Negara Indonesia (Persero) Tbk
PT Bank Rakyat Indonesia (Persero) Tbk	4.768.260.407	4.163.464.088	PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	-	16.308.292.764	PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk
PT Bank Raya Indonesia (Persero) Tbk	-	2.074.914	PT Bank Raya Indonesia (Persero) Tbk
<u>Pihak ketiga</u>			<u>Third parties</u>
PT Bank OCBC NISP Tbk	1.468.755.145	2.336.383.914	PT Bank OCBC NISP Tbk
PT Bank Maybank Indonesia Tbk	537.246.528	487.630.118	PT Bank Maybank Indonesia Tbk
PT Bank Bukopin Tbk	444.169.347	403.081.127	PT Bank Bukopin Tbk
PT Bank Central Asia Tbk	380.280.822	738.264.550	PT Bank Central Asia Tbk
PT Bank DBS Indonesia	377.926.142	74.813.316	PT Bank DBS Indonesia
PT Bank Danamon Indonesia Tbk	26.280.051	24.692.076	PT Bank Danamon Indonesia Tbk
PT Bank Permata Tbk	18.454.823	17.124.940	PT Bank Permata Tbk
PT Bank UOB Indonesia	16.952.664	97.829.012	PT Bank UOB Indonesia
PT Bank Muamalat Indonesia Tbk	-	14.135.220	PT Bank Muamalat Indonesia Tbk
Euro Eropa			European Euro
<u>Entitas berelasi dengan Pemerintah</u> (Catatan 38a)			<u>Government-related entities</u> (Notes 38a)
PT Bank Rakyat Indonesia (Persero) Tbk	1.332.571.787	25.385.022	PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank Mandiri (Persero) Tbk	10.764.271	16.223.239.315	PT Bank Mandiri (Persero) Tbk
Poundsterling Inggris			Great Britain Poundsterling
<u>Entitas berelasi dengan Pemerintah</u> (Catatan 38a)			<u>Government-related entities</u> (Notes 38a)
PT Bank Mandiri (Persero) Tbk	-	-	PT Bank Mandiri (Persero) Tbk
Dolar Singapore			Singapore Dollar
<u>Entitas berelasi dengan Pemerintah</u> (Catatan 38a)			<u>Government-related entities</u> (Notes 38a)
PT Bank Mandiri (Persero) Tbk	-	934.193.693	PT Bank Mandiri (Persero) Tbk
<u>Pihak Ketiga</u>			<u>Third Parties</u>
PT Bank OCBC NISP Tbk	2.041.025	26.016.556	PT Bank OCBC NISP Tbk

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5. KAS YANG DIBATASI PENGGUNAANNYA

5. RESTRICTED CASH

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
Bank			Bank
Rupiah			Rupiah
<u>Entitas berelasi dengan Pemerintah</u>			<u>Government-related entities</u>
PT Bank Mandiri (Persero) Tbk	332.880.152.360	307.272.136.480	PT Bank Mandiri (Persero) Tbk
PT Bank Negara Indonesia (Persero) Tbk	94.280.066.451	546.411.294.664	PT Bank Negara Indonesia (Persero) Tbk
PT Bank Rakyat Indonesia (Persero) Tbk	50.330.583.359	265.014.335.028	PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank Syariah Indonesia (Persero) Tbk	49.469.667.297	4.587.148.134	PT Bank Syariah Indonesia (Persero) Tbk
Lembaga Pembiayaan Ekspor Indonesia	11.281.781.213	10.695.617.462	Lembaga Pembiayaan Ekspor Indonesia
PT Bank Raya Indonesia	5.203.257.596	5.432.375.905	PT Bank Raya Indonesia
<u>Pihak Ketiga</u>			<u>Third Parties</u>
Development Bank of Singapore	27.434.728.382	25.175.342.596	Development Bank of Singapore
PT Bank QNB Indonesia Tbk	15.440.674.429	15.085.040.748	PT Bank QNB Indonesia Tbk
PT Bank Permata Tbk	9.968.061.425	5.900.271.172	PT Bank Permata Tbk
PT Bank Central Asia Tbk	8.921.194.140	7.419.546.202	PT Bank Central Asia Tbk
PT Bank UOB Indonesia	7.484.161.372	6.224.712.852	PT Bank UOB Indonesia
PT Bank ICBC Indonesia	6.678.095.459	5.669.933.740	PT Bank ICBC Indonesia
PT Bank Victoria International Tbk	3.662.163.274	2.976.695.404	PT Bank Victoria International Tbk
PT Bank Tabungan Pensiunan Nasional Tbk	2.784.456.737	2.351.009.366	PT Bank Tabungan Pensiunan Nasional Tbk
PT Bank Danamon Indonesia Tbk	1.129.562.912	1.128.981.393	PT Bank Danamon Indonesia Tbk
PT Bank Muamalat Indonesia Tbk	550.077.821	3.550.077.813	PT Bank Muamalat Indonesia Tbk
Dolar AS			US Dollar
<u>Entitas berelasi dengan Pemerintah</u>			<u>Government-related entities</u>
PT Bank Rakyat Indonesia (Persero) Tbk	90.277.062.800	-	PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank Mandiri (Persero) Tbk		3.689.739.947	PT Bank Mandiri (Persero) Tbk
<u>Pihak Ketiga</u>			<u>Third parties</u>
SMBC	61.519.219.183	37.704.189.282	SMBC
Deposito berjangka			Time Deposits
Rupiah			Rupiah
<u>Entitas berelasi dengan Pemerintah</u>			<u>Government-related entities</u>
PT Bank Rakyat Indonesia (Persero) Tbk	737.956.118.363	481.886.965.894	PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank Negara Indonesia (Persero) Tbk	593.714.000.000	150.000.000.000	PT Bank Negara Indonesia (Persero) Tbk
PT Bank Mandiri (Persero) Tbk	160.986.362.233	151.662.000.000	PT Bank Mandiri (Persero) Tbk
<u>Pihak Ketiga</u>			<u>Third parties</u>
PT Bank UOB Indonesia	5.535.424.280	-	PT Bank UOB Indonesia
Development Bank of Singapore	1.800.000.000	-	Development Bank of Singapore
PT Bank Muamalat Indonesia Tbk	3.000.000.000	-	PT Bank Muamalat Indonesia Tbk
Total	2.282.286.871.086	2.039.837.414.082	Total



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**5. KAS YANG DIBATASI PENGGUNAANNYA
(lanjutan)**

Saldo kas yang dibatasi penggunaannya merupakan kas di bank dalam bentuk giro dan deposito yang ditempatkan sebagai pembayaran utang bank, cadangan atas pembayaran utang bank, dan sebagai syarat dalam perjanjian penerusan fasilitas kredit, dimana perusahaan diwajibkan menempatkan sejumlah dana, pada rekening bank, dan baru boleh dicairkan pada saat seluruh pinjaman dilunasi.

Rekening di bank memiliki tingkat bunga mengambang sesuai dengan tingkat penawaran pada masing-masing bank. Untuk tahun yang berakhir pada tanggal 31 Desember 2022 tingkat suku bunga tahunan kas yang dibatasi penggunaannya dalam mata uang Rupiah berkisar antara 1,94% - 7,75% (2021: antara 2,5% - 7,21%).

5. RESTRICTED CASH (continued)

Restricted cash balances are cash in banks in the form of current account and time deposits placed as payment for bank loans, reserves for payment of bank loans, and as a condition in a credit extension agreement, in which the company is required to determine the amount of funds, in a bank account, and new may be disbursed when all credits are repaid.

Accounts in banks earn interest at floating rates based on the offered rate from each bank. For the year ended December 31, 2021 the annual interest rates of restricted cash in Rupiah were at range between 1,94% - 7,75% (2021: ranging 2,5% - 7,21%).

6. PIUTANG USAHA - NETO

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021
Pihak ketiga	1.876.003.947.960	1.105.971.596.326
Pihak-pihak berelasi (Catatan 38)	87.579.415.982	179.416.485.314
Total	1.963.583.363.942	1.285.388.081.640
Dikurangi penyisihan atas penurunan nilai:		
Pihak ketiga	(305.350.492.379)	(314.733.358.646)
Pihak berelasi (Catatan 38)	(28.238.416.259)	(28.502.670.539)
Total penyisihan atas penurunan nilai	(333.588.908.638)	(343.236.029.185)
Pihak ketiga - neto	1.570.653.455.581	791.238.237.680
Pihak-pihak berelasi - neto (Catatan 38)	59.340.999.723	150.913.814.775
Neto	1.629.994.455.304	942.152.052.455

6. TRADE RECEIVABLES - NET

<i>Third parties</i>
<i>Related parties (Note 38)</i>
Total
<i>Less allowance for impairment:</i>
<i>Third parties</i>
<i>Related parties (Note 38)</i>
Total allowance for impairment
<i>Third parties - net</i>
<i>Related parties - net (Note 38)</i>
Net

Perubahan saldo penyisihan atas penurunan nilai selama periode pelaporan adalah sebagai berikut:

Movements in the balance of allowance for impairment during the reporting period are as follows:

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021
Saldo awal	343.236.029.185	244.201.438.567
Penambahan tahun berjalan	-	99.034.590.618
Pengurangan tahun berjalan	(9.647.120.547)	-
Saldo akhir	333.588.908.638	343.236.029.185

<i>Beginning balance</i>
<i>Allowance for the year</i>
<i>Current year deduction</i>
Ending balance

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6. PIUTANG USAHA - NETO (lanjutan)

Analisa umur piutang usaha adalah sebagai berikut:

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021
Lancar	714.104.844.414	138.515.709.784
Telah jatuh tempo		
1 - 30 hari	307.530.861.338	493.997.285.859
31 - 60 hari	125.315.458.492	82.442.057.283
61 - 90 hari	816.632.199.698	570.433.028.714
Total	1.963.583.363.942	1.285.388.081.640
Dikurangi penyisihan atas penurunan nilai	(333.588.908.638)	(343.236.029.185)
Neto	1.629.994.455.304	942.152.052.455

6. TRADE RECEIVABLES - NET (continued)

The aging analysis of trade receivables is as follows:

Current
Past due
1 - 31 days
31 - 60 days
61 - 90 days

Total

Less allowance for impairment

Neto

Rincian piutang usaha berdasarkan mata uang adalah sebagai berikut:

The trade receivables details based on currencies are as follows:

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021
Dalam Rupiah	1.442.972.085.840	1.050.675.754.795
Dalam Dolar AS	520.611.278.102	234.712.326.845
Total	1.963.583.363.942	1.285.388.081.640
Dikurangi penyisihan atas penurunan nilai	(333.588.908.638)	(343.236.029.185)
Neto	1.629.994.455.304	942.152.052.455

In Rupiah
In US Dollar

Total

Less allowance for impairment

Net

Berdasarkan hasil penelaahan terhadap adanya penurunan nilai pada akhir tahun, manajemen berkeyakinan bahwa penyisihan atas penurunan nilai piutang usaha di atas cukup untuk menutup kerugian atas penurunan nilai piutang usaha tersebut.

Based on the results of review for impairment at the end of the year, the management believes that the above allowance for impairment of trade receivables is sufficient to cover losses from impairment of such trade receivables.

Jangka waktu rata-rata kredit penjualan barang adalah 7 sampai dengan 90 hari.

The average term of the credit sales of goods is 7 days to 90 days.

Lihat Catatan 42 mengenai risiko kredit piutang usaha untuk memahami bagaimana Kelompok Usaha mengelola dan mengukur kualitas kredit piutang usaha.

See Note 42 on credit risk of trade receivables to understand how the Group manages and measures credit quality of trade receivables.

Piutang usaha di beberapa Entitas Anak digunakan sebagai jaminan utang bank jangka pendek (Catatan 18) dan utang jangka panjang (Catatan 26).

Trade receivables in several Subsidiaries are pledged as a collateral to the short-term bank loan (Note 18) and long-term loan (Note 26).



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7. PIUTANG LAIN-LAIN - NETO

Piutang lain-lain terdiri dari pinjaman modal kerja kepada pihak berelasi dan kegiatan non-operasional lainnya.

7. OTHER RECEIVABLES - NET

Other receivables mainly consists of working capital loans to related parties and other non-operational activities.

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
Pihak ketiga	992.159.801.439	793.770.171.613	<i>Third parties</i>
Pihak-pihak berelasi (Catatan 38)	589.558.371.270	397.000.998.810	<i>Related parties (Note 38)</i>
Total	1.581.718.172.709	1.190.771.170.423	<i>Total</i>
Dikurangi penyisihan atas penurunan nilai:			<i>Less allowance for impairment:</i>
Pihak ketiga	(446.954.437.799)	(471.266.751.207)	<i>Third parties</i>
Pihak berelasi (Catatan 38)	(103.566.460.467)	(115.404.028.130)	<i>Related parties (Note 38)</i>
Pihak ketiga - neto	545.205.363.640	322.503.420.406	<i>Third parties - net</i>
Pihak-pihak berelasi - neto (Catatan 38)	485.991.910.803	281.596.970.680	<i>Related parties - net (Note 38)</i>
Neto	1.031.197.274.443	604.100.391.086	Net

Perubahan saldo penyisihan atas penurunan nilai selama periode pelaporan adalah sebagai berikut:

Movements in the balance of allowance for impairment during the reporting period are as follows:

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
Saldo awal	586.670.779.337	246.272.538.020	<i>Beginning balance</i>
Penyisihan tahun berjalan	(36.149.881.071)	340.398.241.317	<i>Allowance for the year</i>
Saldo akhir	550.520.898.266	586.670.779.337	Ending balance

Berdasarkan hasil penelaahan terhadap adanya penurunan nilai pada akhir tahun, manajemen berkeyakinan bahwa penyisihan atas penurunan nilai piutang lain-lain di atas cukup untuk menutup kerugian atas penurunan nilai piutang lain-lain tersebut.

Based on the results of review for impairment at the end of the year, the management believes that the above allowance for impairment of other receivables is sufficient to cover losses from impairment of such other receivables.

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8. PERSEDIAAN - NETO

8. INVENTORIES - NET

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
Barang jadi:			<i>Finished goods:</i>
Minyak kelapa sawit	1.604.419.522.784	898.866.104.781	<i>Crude palm oil</i>
Inti sawit	324.210.274.533	232.760.314.987	<i>Palm kernel</i>
Teh	232.135.113.722	324.197.602.457	<i>Tea</i>
Gula dan tetes	4.070.999.808.112	1.184.215.736.838	<i>Sugar and drops</i>
Karet	241.163.901.548	331.239.285.539	<i>Rubber</i>
Tembakau	194.590.669.348	235.352.848.455	<i>Tobacco</i>
<i>Palm kernel oil</i>	74.201.820.885	104.008.901.549	<i>Palm kernel oil</i>
<i>Palm kernel meal</i>	22.695.734.962	21.985.601.443	<i>Palm kernel meal</i>
Lain-lain	1.038.886.108.424	708.864.984.822	<i>Others</i>
Bahan pembantu	2.170.792.295.042	1.244.210.395.568	<i>Supporting materials</i>
Barang dalam proses	336.446.920.064	285.426.686.973	<i>Goods in progress</i>
Bahan baku	98.724.101.702	148.268.482.220	<i>Raw materials</i>
Perlengkapan pabrik	170.576.174.585	178.199.194.338	<i>Factory supplies</i>
Total	10.579.842.445.711	5.897.596.139.970	<i>Total</i>
Penyisihan atas keusangan dan penurunan nilai pasar persediaan	(151.171.054.885)	(76.426.212.138)	<i>Allowance for obsolescence and impairment of inventory market value</i>
Neto	10.428.671.390.826	5.821.169.927.832	Net

Persediaan diasuransikan terhadap risiko kebakaran dan risiko lainnya dalam suatu paket polis tertentu dengan nilai pertanggungan masing-masing sebesar Rp10.485 miliar dan Rp5.093 miliar untuk tahun yang berakhir pada tanggal 31 Desember 2022 dan 2021.

Inventories are insured for fire and other risks under certain blanket policies with combined coverage amounting to Rp10,485 billion and Rp5,093 billion for the year ended December 31, 2021 and 2020, respectively.

Manajemen berpendapat bahwa jumlah pertanggungan asuransi tersebut adalah cukup untuk menutupi kemungkinan kerugian atas risiko yang mungkin dialami Kelompok Usaha.

Management believes that the insurance coverage are sufficient to cover from such risks if the Group suffered losses from such risks.

Berdasarkan hasil penelaahan terhadap harga pasar dan kondisi fisik dari persediaan pada tanggal pelaporan, manajemen berkeyakinan bahwa penyisihan tersebut di atas cukup untuk menutup kemungkinan kerugian dari keusangan dan penurunan nilai pasar persediaan.

Based on a review of the market prices and physical conditions of the inventories at the reporting dates, management believes that the above allowance is adequate to cover any possible losses from obsolescence and decline in market values of inventories.

Persediaan digunakan sebagai jaminan utang bank jangka pendek (Catatan 18) dan utang jangka panjang (Catatan 26).

Inventories are pledged as collateral to the short-term bank loan (Note 18) and long-term bank loan (Note 26).

Perubahan saldo penyisihan atas keuangan dan penurunan nilai pasar

Changes in the balance of allowance for obsolescence and decline in market value

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
Saldo awal	76.426.212.138	117.777.997.552	<i>Beginning balance</i>
Penyisihan tahun berjalan	133.714.668.573	-	<i>Allowance for the year</i>
Pemulihan	(58.969.825.826)	(41.351.785.414)	<i>Reversal</i>
Saldo Akhir	151.171.054.885	76.426.212.138	Ending Balance



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9. ASET BIOLOGIS

Aset biologis terdiri atas tanaman kayu dan produk agrikultur yang tumbuh pada tanaman produktif.

9. BIOLOGICAL ASSETS

Biological assets comprise of growing agriculture produce on the bearer plants.

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
Tebu	1.052.889.904.749	1.218.234.338.917	Sugarcane
Kayu	905.171.118.284	812.263.882.123	Wood
Tandan buah segar	510.946.665.619	584.785.298.235	Fresh Fruit Bunches
Getah karet	35.591.912.586	17.011.254.890	Rubber
Daun teh basah	18.068.553.418	12.044.854.779	Wet tea leaves
Kakao	382.654.033	145.511.629	Cocoa
Lain-lain	19.202.312.337	23.318.458.716	Others
Total	2.542.253.121.026	2.667.803.599.289	Total

Mutasi atas aset biologis adalah sebagai berikut:

Mutation of biological assets as follows:

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
Saldo awal	2.667.803.599.289	2.271.778.215.601	Beginning balance
Penambahan tahun berjalan	21.951.868.347.449	19.584.319.991.061	Additions during the year
Panen	(21.700.299.992.822)	(19.467.714.646.400)	Harvests
Keuntungan/(kerugian) neto atas perubahan nilai wajar dikurangi biaya untuk menjual yang diakui pada laba rugi	(377.118.832.890)	279.420.039.027	Gain/(loss) arising from change in fair value less cost to sell recognized in the profit or loss
Saldo akhir	2.542.253.121.026	2.667.803.599.289	Ending balance
Bagian lancar	2.014.322.292.568	2.167.376.630.344	Current portion
Bagian tidak lancar	527.930.828.458	500.426.968.945	Non-current portion

Nilai wajar atas produk agrikultur kelapa sawit, karet, teh, kakao, kopi dan lainnya ditentukan pada level 2 berdasarkan harga pasar terkait yang diterapkan terhadap estimasi volume produk.

The fair values of the agricultural produce of palm oil, rubber, tea, cocoa, coffee and others are determined at level 2 based on the applicable market price applied to the estimated volume of the produce.

Nilai wajar atas produk agrikultur tebu dan kayu ditentukan menggunakan pendekatan pendapatan (*income approach*) berdasarkan teknik nilai kini (*present value*) dengan mendiskontokan estimasi arus kas masa depan neto atas aset tanaman/produk.

The fair values of the agricultural produce of timber plantations and sugar cane are determined using *income approach* based on the present value technique by discounting net future estimated cash flows of the underlying plantations/produce.

Jumlah Panen/Total Harvest

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
	(dalam ton)	(in tonnes)	
Tandan Buah Segar	12.762.145	12.469.290	Fresh Fruit Bunches
Getah Karet	114.722	170.531	Rubber
Daun teh basah	221.111	241.104	Wet tea leaves
Tebu	302.583	283.779	Sugarcane
Kakao	51	168	Cocoa
	(dalam meter kubik)	(in cubic meters)	
Kayu	382.152	200.557	Wood

Aset biologis Kelompok Usaha diukur pada nilai wajar dikurangi biaya menjual pada titik panen. Tabel dibawah ini memberikan informasi mengenai asumsi yang digunakan:

The Group's biological assets are measured at fair value less costs to sell at the point of harvest. The table below provides information about the assumptions used:

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9. ASET BIOLOGIS (lanjutan)

9. BIOLOGICAL ASSETS (continued)

Aset Biologis/ Biological assets	Input/ Input	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	Sensitivitas input ke nilai wajar Input Sensitivity to fair value
Tandan Buah Segar/ Fresh Fruit Bunches	Harga jual produk olahan/ Selling price of processed produce	antara/between Rp1.365/Kg - Rp2,355/Kg	antara/between Rp2.143/Kg - Rp3.257/Kg	Kenaikan/(penurunan) harga jual produk olahan akan menyebabkan peningkatan/(penurunan) nilai wajar/ An increase/(decrease) in selling price of processed produce will cause an increase(decrease) in fair value
	Tingkat diskonto/ Discount rate	antara/between 7,29% - 12,00%	antara/between 9,79% - 12,00%	Kenaikan/(penurunan) tingkat diskonto akan menyebabkan penurunan/(peningkatan) nilai wajar/ An increase/(decrease) in the discount rate will result in a decrease/(increase) in the fair value
Getah karet/ Rubber sap	Harga jual produk olahan/ Selling price of processed produce	antara/between Rp12.556/Kg - Rp31.071/Kg	antara/between Rp7.000/kg - Rp19.470/kg	Kenaikan/(penurunan) harga jual produk olahan akan menyebabkan peningkatan/(penurunan) nilai wajar/ An increase/(decrease) in selling price of processed produce will cause an increase(decrease) in fair value
	Tingkat diskonto/ Discount rate	antara/between 7,29% - 12,00%	antara/between 9,79% - 12,00%	Kenaikan/(penurunan) tingkat diskonto akan menyebabkan penurunan/(peningkatan) nilai wajar/ An increase/(decrease) in the discount rate will result in a decrease/(increase) in the fair value
Daun teh basah/ Wet tea leaves	Harga jual produk olahan/ Selling price of processed produce	antara/between Rp4.000/Kg - Rp45.023/Kg	antara/between Rp7.000/Kg - Rp19.470/Kg	Kenaikan/(penurunan) harga jual produk olahan akan menyebabkan peningkatan/(penurunan) nilai wajar/ An increase/(decrease) in selling price of processed produce will cause an increase(decrease) in fair value
	Tingkat diskonto/ Discount rate	antara/between 9,84% - 10,29%	antara/between 9,84% - 10,29%	Kenaikan/(penurunan) tingkat diskonto akan menyebabkan penurunan/(peningkatan) nilai wajar/ An increase/(decrease) in the discount rate will result in a decrease/(increase) in the fair value
Kakao/ Cocoa	Harga jual produk olahan/ Selling price of processed produce	antara/between Rp28.000/Kg- Rp54.694/Kg	antara/between Rp27.000/Kg - Rp28.000/Kg	Kenaikan/(penurunan) harga jual produk olahan akan menyebabkan peningkatan/(penurunan) nilai wajar/ An increase/(decrease) in selling price of processed produce will cause an increase(decrease) in fair value
	Tingkat diskonto/ Discount rate	antara/between 10,55% - 11,27%	antara/between 10,18% - 10,29%	Kenaikan/(penurunan) tingkat diskonto akan menyebabkan penurunan/(peningkatan) nilai wajar/ An increase/(decrease) in the discount rate will result in a decrease/(increase) in the fair value
Kayu/ Wood	Harga jual produk olahan/ Selling price of processed produce	antara/between Rp323.055/Kg - Rp2.175.000/Kg	antara/between Rp506.974/Kg - Rp2.172.032/Kg	Kenaikan/(penurunan) harga jual produk olahan akan menyebabkan peningkatan/(penurunan) nilai wajar/ An increase/(decrease) in selling price of processed produce will cause an increase(decrease) in fair value
Tebu/ Sugar cane	Harga jual produk olahan/ Selling price of processed produce	antara/between Rp13.086/Kg - Rp17.000/Kg	antara/between Rp13.950/Kg - Rp29.058/Kg	Kenaikan/(penurunan) harga jual produk olahan akan menyebabkan peningkatan/(penurunan) nilai wajar/ An increase/(decrease) in selling price of processed produce will cause an increase(decrease) in fair value
	Tingkat diskonto/ Discount rate	antara/between 7,30% - 9,10%	antara/between 10,55% - 11,27%	Kenaikan/(penurunan) tingkat diskonto akan menyebabkan penurunan/(peningkatan) nilai wajar/ An increase/(decrease) in the discount rate will result in a decrease/(increase) in the fair value



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9. ASET BIOLOGIS (lanjutan)

Perubahan nilai wajar dikurangi biaya untuk menjual aset biologis yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian adalah sebagai berikut:

9. BIOLOGICAL ASSETS (continued)

Change in fair value less cost to sell recognized in the profit or loss of biological assets recognized in the consolidated statement of profit or loss and other comprehensive income are as follows:

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
Tandan buah segar	(335.633.967.463)	183.445.789.004	Fresh fruit bunches
Getah karet	(8.189.443.648)	5.661.476.941	Rubber sap
Daun teh basah	12.984.932.007	861.482.327	Wet tea leaves
Kakao	507.516.036	(8.423.493)	Cocoa
Lainnya	(46.787.869.822)	89.459.714.248	Others
Total - neto	(377.118.832.890)	279.420.039.027	Total - net

10. ASET LANCAR LAINNYA - NETO

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
Uang muka pembelian	144.829.291.612	453.905.223.045	Advances payment
Uang muka operasional	19.531.215.169	5.344.787.739	Advances for operations
Biaya dibayar dimuka	147.663.633.685	106.078.836.941	Prepaid expenses
Beban tangguhan	33.367.371.310	101.346.511.419	Deferred changes
Aset tersedia untuk dijual	8.636.015.713	32.024.000.003	Available for sale assets
Lain-lain	27.576.707.485	24.206.087.430	Others
Total	381.604.234.974	722.905.446.577	Total
Cadangan kerugian penurunan nilai	(7.621.265.713)	(14.301.036.598)	Allowance for impairment losses
Total Neto	373.982.969.261	708.604.409.979	Total Net

Manajemen berkeyakinan bahwa jumlah cadangan kerugian penurunan nilai telah memadai untuk menutupi kerugian dari tidak terpulihkannya aset lancar lainnya.

Management believes that allowance for impairment losses are adequate to cover losses from unrecoverability of other current asset.

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11. PIUTANG LAIN-LAIN JANGKA PANJANG - NETO

Piutang lain-lain jangka panjang terutama terdiri dari piutang yang timbul dari proyek plasma.

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021
Pihak ketiga	1.307.326.838.171	1.282.904.495.671
Pihak berelasi (Catatan 38)	21.786.614.622	25.537.614.855
Total	1.329.113.452.793	1.308.442.110.526
Dikurangi penyisihan atas penurunan nilai	(1.069.494.524.722)	(960.920.035.7965)
Neto	259.618.928.071	347.522.074.731

Berdasarkan hasil penelaahan terhadap adanya penurunan nilai pada akhir tahun, manajemen berkeyakinan bahwa penyisihan atas penurunan nilai piutang lain-lain jangka panjang di atas cukup untuk menutup kerugian atas penurunan nilai piutang lain-lain jangka panjang tersebut.

Perubahan saldo penyisihan atas penurunan nilai selama periode pelaporan adalah sebagai berikut:

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021
Saldo awal	960.920.035.796	693.204.178.955
Penyisihan tahun berjalan	108.574.488.926	267.715.856.841
Saldo akhir	1.069.494.524.722	960.920.035.796

11. OTHER LONG-TERM RECEIVABLES - NET

Other long-term receivables mainly consist of receivables arising from plasma project.

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021
		Third parties
		Related parties (Note 38)
Total		Total
Dikurangi penyisihan atas penurunan nilai		Less allowance for impairment
Neto		Net

Based on the results of review for impairment at the end of the year, the management believes that the above allowance for impairment of other long-term receivables is sufficient to cover losses from impairment of such other long-term receivables.

Movements in the balance of allowance for impairment during the reporting period are as follows:

Beginning balance
Allowance for the year
Ending balance



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12. INVESTASI SAHAM - NETO

12. INVESTMENTS IN SHARES OF STOCK - NET

Rincian investasi saham adalah sebagai berikut:

Details of investment in shares of stock are as follow:

Perusahaan	Persentase kepemilikan/ Percentage of ownership	Total kepemilikan awal tahun/ Total investment at beginning of year	Penambahan (pengurangan)/ Additions (deduction)	Bagian laba (rugi)/ Equity in earnings (loss)	Bagian penghasilan komprehensif lainnya/ Other comprehensive income	Total kepemilikan akhir tahun/ Total investment at year end	Companies
2022							2022
Metode Ekuitas							Equity method
a) PT Sinkona Indonesia Lestari	49,00 %	88.001.766.856	-	1.609.890.161	319.610.903	89.931.267.920	a) PT Sinkona Indonesia Lestari
b) PT Propernas Nusa Dua	49,00 %	6.561.013.925	-	2.678.952.586	-	9.239.966.511	b) PT Propernas Nusa Dua
c) PT Pupuk Agro Nusantara	49,00 %	27.905.986.480	514.013.520	-	-	28.420.000.000	c) PT Pupuk Agro Nusantara
d) PT Langkat Nusantara Kepong	40,00 %	364.529.547.146	-	148.430.086.902	(1.042.972.654)	511.916.661.394	d) PT Langkat Nusantara Kepong
e) PT Industri Gula Nusantara	14,61 %	89.420.000.000	-	-	(35.752.000.000)	53.668.000.000	e) PT Industri Gula Nusantara
f) PT Applied Agricultural Resources Nusantara	35,00 %	1.943.988.009	-	-	-	1.943.988.009	f) PT Applied Agricultural Resources Nusantara
g) PT Nusantara Medika Utama	32,55 %	137.105.232.054	(52.840.918.788)	31.112.094.519	-	115.376.407.785	g) PT Nusantara Medika Utama
PT Nusantara Sebelas Medika	32,80 %	-	40.808.164.343	-	-	40.808.164.343	PT Nusantara Sebelas Medika
PT Rolas Nusantara Medika	32,99 %	71.150.157.767	(3.983.034.181)	5.668.764.109	-	72.835.887.695	PT Rolas Nusantara Medika
h) Hamburg Indonesische Import GmbH	29,07 %	2.909.488.512	(1.373.789.628)	-	-	1.535.698.884	h) Hamburg Indonesische Import GmbH
i) PT Tiga Muliana Nusantara	30,00 %	4.643.159.725	678.179.658	-	-	5.321.339.583	i) PT Tiga Muliana Nusantara
j) PT Perkebunan Mitra Ogan	26,42 %	33.794.749.140	(20.960.586.401)	-	-	12.834.162.739	j) PT Perkebunan Mitra Ogan
k) PT Kalimantan Agro Nusantara	41,07 %	124.062.914.502	-	19.353.339.983	238.794.911	143.655.049.396	k) PT Kalimantan Agro Nusantara
l) PT Kawasan Industri Terpadu Batang	25,00 %	-	-	-	13.695.415.000	13.695.415.000	l) PT Kawasan Industri Terpadu Batang
Total		952.028.004.116	(37.157.971.277)	208.853.128.260	(22.541.151.840)	1.101.182.009.259	Total
Penyisihan atas kerugian penurunan nilai:							Allowances for impairment losses:
Hamburg Indonesische Import GmbH	29,07 %	(2.909.488.512)	1.373.789.628	-	-	(1.535.698.884)	Hamburg Indonesische Import GmbH
PT Pupuk Agro Nusantara	49,00 %	-	(1.482.018.000)	-	-	(1.482.018.000)	PT Pupuk Agro Nusantara
Total penyisihan atas kerugian penurunan nilai		(2.909.488.512)	(108.228.372)	-	-	(3.017.716.884)	Total Allowances for impairment losses
Neto		949.118.515.604	(37.266.199.649)	208.853.128.260	(22.541.151.840)	1.098.164.292.375	Net
Metode Nilai Wajar							Fair Value Method
a) PT Eco Plywood Indonesia	16,39 %	138.254.096	-	-	-	138.254.096	a) PT Eco Plywood Indonesia
b) PT Bursa Perdagangan Berjangka Indonesia	3,45 %	3.100.000.000	(3.100.000.000)	-	-	-	b) PT Bursa Perdagangan Berjangka Indonesia
c) PT Primanusa Energi Lestari	9,09 %	400.000.000	(400.000.000)	-	-	-	c) PT Primanusa Energi Lestari
d) PT Padasa Enam Utama	15,00 %	15.000.000.000	-	-	-	15.000.000.000	d) PT Padasa Enam Utama
e) PT Siak Prima Nusalima	15,00 %	3.000.000.000	-	-	-	3.000.000.000	e) PT Siak Prima Nusalima
f) PT Mitra BUMDes Nusantara	10,00 %	10.000.000.000	-	-	-	10.000.000.000	f) PT Mitra BUMDes Nusantara
g) PT Pertamina Bina Medika	9,30 %	589.022.606.774	73.643.800.848	-	-	662.666.407.622	g) PT Pertamina Bina Medika
h) PT Jasmarga Rest Area Batang	8,00 %	2.194.000.000	-	-	(508.000.000)	1.686.000.000	h) PT Jasmarga Rest Area Batang
i) PT Commodities New York	0,00 %	42.111.503	(42.111.503)	-	-	-	i) PT Commodities New York
j) PT Deli Megapolitan Kawasan Bisnis	22,50 %	543.661.772	-	(543.661.772)	-	-	j) PT Deli Megapolitan Kawasan Bisnis
k) PT Deli Megapolitan Kawasan Industri	22,50 %	545.271.473	-	(545.271.473)	-	-	k) PT Deli Megapolitan Kawasan Industri
l) PT Manajemen Sumber Daya Manusia Global	-	-	150.000.000	-	-	150.000.000	l) PT Manajemen Sumber Daya Manusia Global
m) PT Pilar Sinergi BUMN Indonesia	1,21 %	188.625.000.000	(1.125.000.000)	-	(187.500.000.000)	-	m) PT Pilar Sinergi BUMN Indonesia
Total		812.610.905.618	69.126.689.345	(1.088.933.245)	(188.008.000.000)	692.640.661.718	Total
Penyisihan atas kerugian penurunan nilai:							Allowances for impairment losses:
PT Mitra BUMDes Nusantara	10,00 %	(10.000.000.000)	-	-	-	(10.000.000.000)	PT Mitra BUMDes Nusantara
PT Commodities New York	0,00 %	(42.111.503)	42.111.503	-	-	-	PT Commodities New York
PT Eco Plywood Indonesia	16,39 %	(138.254.096)	-	-	-	(138.254.096)	PT Eco Plywood Indonesia
PT Primanusa Energi Lestari	9,09 %	(400.000.000)	400.000.000	-	-	-	PT Primanusa Energi Lestari
PT Bursa Perdagangan Berjangka Indonesia	3,45 %	(3.100.000.000)	3.100.000.000	-	-	-	PT Bursa Perdagangan Berjangka Indonesia
Siak Prima Nusalima	15,00 %	(3.000.000.000)	-	-	-	(3.000.000.000)	Siak Prima Nusalima
PT Pilar Sinergi BUMN Indonesia	1,21 %	(1.125.000.000)	1.125.000.000	-	-	-	PT Pilar Sinergi BUMN Indonesia
Total penyisihan atas kerugian penurunan nilai		(17.805.365.599)	4.667.111.503	-	-	(13.138.254.096)	Total Allowances for impairment losses
Neto		794.805.540.019	73.793.800.848	(1.088.933.245)	(188.008.000.000)	679.502.407.622	Net
Total investasi saham - neto		1.743.924.055.623	36.527.601.199	207.764.195.015	(210.549.151.840)	1.777.666.669.997	Total investment in shares of stock - net

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12. INVESTASI SAHAM - NETO

Rincian investasi saham adalah sebagai berikut (lanjutan):

12. INVESTMENTS IN SHARES OF STOCK - NET

Details of investment in shares of stock are as follow (continued):

Perusahaan	Persentase kepemilikan/ Percentage of ownership	Total kepemilikan awal tahun/ Total investment at beginning of year	Penambahan (pengurangan)/ Additions (deduction)	Bagian laba (rugi)/ Equity in earnings (loss)	Bagian penghasilan komprehensif lainnya/Other comprehensive income	Total kepemilikan akhir tahun/ Total investment at year end	Companies
2021							2021
Metode Ekuitas							Equity method
a) PT Sinkona Indonesia Lestari	49,00%	87.984.645.983	(2.088.843.050)	1.792.017.455	313.946.468	88.001.766.856	a) PT Sinkona Indonesia Lestari
b) PT Propernas Nusa Dua	49,00%	8.231.411.911	-	(1.670.397.986)	-	6.561.013.925	b) PT Propernas Nusa Dua
c) PT Pupuk Agro Nusantara	49,00%	28.420.000.000	-	968.004.480	(1.482.018.000)	27.905.986.480	c) PT Pupuk Agro Nusantara
d) PT Langkat Nusantara Kepong	40,00%	259.501.767.075	-	104.395.552.816	632.227.254	364.529.547.146	d) PT Langkat Nusantara Kepong
e) PT Industri Gula Nusantara	14,61%	30.433.000.000	58.987.000.000	-	-	89.420.000.000	e) PT Industri Gula Nusantara
f) PT Applied Agricultural Resources Nusantara	35,50%	2.721.727.793	-	(777.739.784)	-	1.943.988.009	f) PT Applied Agricultural Resources Nusantara
g) PT Nusantara Medika Utama	32,55%	79.935.549.644	-	57.169.682.410	-	137.105.232.054	g) PT Nusantara Medika Utama
h) Hamburg Indonesische Import GmbH (Indoham Jerman)	30,40%	3.057.541.591	-	(148.053.079)	-	2.909.488.512	h) Hamburg Indonesische Import GmbH (Indoham Jerman)
i) PT Tiga Mutiara Nusantara	30,00%	6.533.139.203	-	(2.331.445.178)	441.465.700	4.643.159.725	i) PT Tiga Mutiara Nusantara
j) PT Perkebunan Mitra Ogan	26,42%	52.009.235.165	-	(18.158.385.412)	(56.100.613)	33.794.749.140	j) PT Perkebunan Mitra Ogan
k) PT Pilar Sinergi BUMN Indonesia	25,00%	1.125.000.000	187.500.000.000	-	-	188.625.000.000	k) PT Pilar Sinergi BUMN Indonesia
l) PT Kalimantan Agro Nusantara	43,46%	103.062.841.649	-	21.000.072.853	-	124.062.914.502	l) PT Kalimantan Agro Nusantara
m) PT Nusantara Sebelas Medika	32,80%	24.993.241.309	-	(24.993.241.309)	-	-	m) PT Nusantara Sebelas Medika
n) PT Rolas Nusantara Medika	32,99%	62.899.921.398	-	8.250.236.370	-	71.150.157.767	n) PT Rolas Nusantara Medika
o) PT Kawasan Industri Terpadu Batang	25,00%	-	4.896.659.000	(4.896.659.000)	-	-	o) PT Kawasan Industri Terpadu Batang
Total		750.909.022.721	249.294.815.950	140.599.644.636	(150.479.191)	1.140.653.004.116	Total
Penyisihan atas kerugian penurunan nilai: Hamburg Indonesische Import GmbH (Indoham Jerman)	30,40%	(2.980.605.387)	-	71.116.875	-	(2.909.488.512)	Allowances for impairment losses: Hamburg Indonesische Import GmbH (Indoham Jerman)
PT Pilar Sinergi BUMN Indonesia	25,00%	(1.125.000.000)	-	-	-	(1.125.000.000)	PT Pilar Sinergi BUMN Indonesia
Total penyisihan atas kerugian penurunan nilai		(4.105.605.387)	-	71.116.875	-	(4.034.488.512)	Total Allowances for impairment losses
Neto		746.803.417.334	249.294.815.950	140.670.761.511	(150.479.191)	1.136.618.515.604	Net
Metode Nilai Wajar							Fair Value Method
a) PT Eco Plywood Indonesia	16,39%	138.254.096	-	-	-	134.254.096	a) PT Eco Plywood Indonesia
b) PT Bursa Perdagangan Berjangka Indonesia	3,45%	3.100.000.000	-	-	-	3.100.000.000	b) PT Bursa Perdagangan Berjangka Indonesia
c) PT Primanusa Energi Lestari	9,09%	400.000.000	-	-	-	400.000.000	c) PT Primanusa Energi Lestari
d) PT Padasa Enam Utama	15,00%	15.000.000.000	-	-	-	15.000.000.000	d) PT Padasa Enam Utama
e) PT Siak Prima Nusalima	15,00%	3.000.000.000	-	-	-	3.000.000.000	e) PT Siak Prima Nusalima
f) PT Mitra BUMDes Nusantara	10,00%	10.000.000.000	-	-	-	10.000.000.000	f) PT Mitra BUMDes Nusantara
g) PT Pertamina Bina Medika	9,30%	361.506.526.000	-	227.516.080.774	589.022.606.774	589.022.606.774	g) PT Pertamina Bina Medika
h) PT Jasamarga Restara Batang	8,00%	2.122.420.700	71.579.300	-	-	2.194.000.000	h) PT Jasamarga Restara Batang
i) PT Commodities New York	0,00%	42.111.503	-	-	-	42.111.503	i) PT Commodities New York
j) PT Deli Megapolitan Kawasan Residensial (DMKR)	22,50%	103.917.755	-	(103.917.755)	-	-	j) PT Deli Megapolitan Kawasan Residensial (DMKR)
k) PT Deli Megapolitan Kawasan Bisnis (DMKB)	22,50%	91.045.257	-	452.616.515	-	543.661.772	k) PT Deli Megapolitan Kawasan Bisnis (DMKB)
l) PT Deli Megapolitan Kawasan Industri (DMKI)	22,50%	88.935.507	-	456.335.966	-	545.271.473	l) PT Deli Megapolitan Kawasan Industri (DMKI)
Total		395.593.210.818	71.579.300	805.034.726	227.516.080.774	623.985.905.618	Total
Penyisihan atas kerugian penurunan nilai: PT Mitra BUMDes Nusantara	10,00%	-	(10.000.000.000)	-	-	(10.000.000.000)	PT Mitra BUMDes Nusantara
PT Commodities New York	0,00%	(42.111.503)	-	-	-	(42.111.503)	PT Commodities New York
PT Eco Plywood Indonesia	16,39%	(138.254.096)	-	-	-	(138.254.096)	PT Eco Plywood Indonesia
PT Primanusa Energi Lestari	9,09%	(400.000.000)	-	-	-	(400.000.000)	PT Primanusa Energi Lestari
PT Bursa Perdagangan Berjangka Indonesia	3,45%	-	(3.100.000.000)	-	-	(3.100.000.000)	PT Bursa Perdagangan Berjangka Indonesia
PT Siak Prima Nusalima	15,00%	-	(3.000.000.000)	-	-	(3.000.000.000)	PT Siak Prima Nusalima
Total penyisihan atas kerugian penurunan nilai		(580.365.599)	(13.100.000.000)	(3.000.000.000)	-	(16.680.365.599)	Total Allowances for impairment losses
Neto		395.012.845.219	(13.028.420.700)	(2.194.965.274)	227.516.080.774	607.305.540.019	Net
Total investasi saham - neto		1.141.816.262.552	236.266.395.250	138.475.796.237	227.365.601.583	1.743.924.055.623	Total investment in shares of stock - net



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12. INVESTASI SAHAM - NETO (lanjutan)

Metode ekuitas

a) PT Sinkona Indonesia Lestari (SIL)

Pada tahun 1986, PTPN VIII, Entitas Anak, melakukan investasi saham pada PT Sinkona Indonesia Lestari (SIL). SIL berkedudukan di Subang dan bergerak dalam bidang usaha pengolahan kina.

b) PT Propernas Nusa Dua (PND)

Pada tahun 2014, PTPN II, Entitas Anak, melakukan investasi saham pada PT Propernas Nusa Dua (PND). PND berkedudukan di Medan dan bergerak dalam bidang usaha properti.

c) PT Pupuk Agro Nusantara (PAN)

Pada tahun 2010, PTPN IV dan V, keduanya Entitas Anak, melakukan investasi saham pada PT Pupuk Agro Nusantara (PAN) dengan persentase kepemilikan masing-masing sebesar 34,00% dan 15,00%. PAN berkedudukan di kota Medan, Sumatera Utara dan bergerak dalam bidang industri pengolahan pupuk. Berdasarkan Rapat Umum Pemegang Saham Luar Biasa PAN yang telah diaktakan dalam Akta No. 2 dari Notaris Syafnil Gani, S.H., M.Hum tanggal 30 Agustus 2012, telah disepakati penurunan modal dasar dan modal disetor PAN.

Sebagai akibat dari perubahan tersebut saham PTPN IV dan PTPN V turun menjadi 19.720 lembar dan 8.700 sehingga setoran modal PTPN IV dan PTPN V pada PAN masing-masing menjadi sebesar Rp19.720.000.000 dan Rp8.700.000.000.

Sesuai dengan risalah Rapat Umum Pemegang Saham Luar Biasa PAN tentang Keberlanjutan Usaha PT Pupuk Agro Nusantara (PAN) pada tanggal 3 Februari 2017, Pemegang Saham memutuskan untuk mengambil opsi likuidasi PAN dengan mempertimbangkan: (i) hasil kajian yang dilakukan oleh Direksi PAN melalui surat No. 001/PAN/DU/II/2017 tanggal 5 Januari 2017 perihal Laporan Kajian Prospek Bisnis PAN, dimana prospek bisnis PAN yaitu melakukan pengantongan dan manajemen pergudangan di wilayah Sumatera Utara, didapatkan hasil tidak layak; (ii) Direksi PAN belum menemukan bidang usaha lain yang cocok dengan bisnis inti atau bisnis penunjang serta tidak duplikasi dengan bisnis masing-masing Pemegang Saham sebagai upaya untuk mempertahankan sinergi pembentukan kerjasama usaha melalui PAN.

**12. INVESTMENTS IN SHARES OF STOCK - NET
(continued)**

Equity method

a) PT Sinkona Indonesia Lestari (SIL)

In 1986, PTPN VIII, a Subsidiary, has investment in shares of stock of PT Sinkona Indonesia Lestari (SIL). SIL is domiciled in Subang and engaged in the processing of quinine.

b) PT Propernas Nusa Dua (PND)

In 2014, PTPN II, a Subsidiary, has investment in shares of stock of PT Propernas Nusa Dua (PND). PND is domiciled in Medan and engaged in the property business.

c) PT Pupuk Agro Nusantara (PAN)

In 2010, PTPN IV and V, both are Subsidiaries, have investment in shares of stock of PT Fertilizer Agro Nusantara (PAN) representing 34.00% and 15.00% of ownership, respectively. PAN is domiciled in Medan, North Sumatera and engaged in fertilizer manufacturing industry. Based on the Extraordinary General Meeting of Shareholders of PAN which was covered by Notarial Deed No. 2 of Syafnil Gani, S.H., M.Hum dated August 30, 2012, the shareholders approved the decrease of authorized shares and paid shares of PAN.

As a result of the changes, shares of PTPN IV and PTPN V decreased to 19,720 and 8,700 shares and the capital contribution of PTPN IV and PTPN V at PAN become Rp19,720,000,000 and Rp8,700,000,000, respectively.

Based on the minutes of the Extraordinary General Meeting of Shareholders of PAN on the continuity of PT Pupuk Agro Nusantara (PAN) operation on February 3, 2017, the shareholders decided to liquidate PAN considering: (i) the result of PAN Directors' assessment through letter No. 001/PAN/DU/II/2017 on January 5, 2017 in regard of PAN Business Prospects Assessment Report, whereby the business prospects of PAN which are packaging and warehouse management in Sumatera Utara, does not have feasible result; (ii) Directors of PAN have not found other business which fit with the main or supporting business which do not duplicate with business from each Shareholders as an effort to maintain business cooperation establishment through PAN.

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12. INVESTASI SAHAM - NETO (lanjutan)

Metode ekuitas (lanjutan)

c) PT Pupuk Agro Nusantara (PAN) (lanjutan)

Pada tanggal 19 Desember 2017, Pemegang Saham PAN membuat Memorandum Perjanjian dengan PT Alsterindo Mahesa Pratama (Alsterindo) tentang rencana penjualan dan pengalihan seluruh saham yang dimiliki oleh Pemegang Saham PAN kepada Alsterindo. Selanjutnya, pada tanggal 31 Januari 2018, Pemegang Saham mengajukan penawaran nilai seluruh saham PAN sebanyak 58.000 lembar saham kepada Alsterindo dengan harga Rp1.908.000 per lembar saham. Sampai dengan tanggal penerbitan laporan keuangan konsolidasian, belum ada kesepakatan antara Pemegang Saham dan Alsterindo.

d) PT Langkat Nusantara Kepong (LNK)

Pada tahun 2009, PTPN II, Entitas Anak, melakukan investasi saham pada PT Langkat Nusantara Kepong (LNK). LNK berkedudukan di Medan dan bergerak dalam bidang usaha perkebunan dan produksi karet dan kelapa sawit.

e) PT Industri Gula Nusantara (IGN)

Pada tahun 2004, PTPN IX, Entitas Anak, melakukan investasi saham pada PT Industri Gula Nusantara (IGN) sebanyak 52.370 lembar saham dengan nilai Rp52.370.000.000 dan persentase kepemilikan sebesar 35,57%. IGN berkedudukan di Kendal, Jawa Tengah dan bergerak dalam bidang usaha perdagangan gula dan telah berhenti beroperasi. Pada tahun 2015, PTPN IX telah membuat cadangan kerugian penurunan nilai atas seluruh penyertaan investasi saham di IGN sebesar Rp36.827.784.772. Pada tahun 2016, kerugian IGN telah melebihi kepentingan PTPN IX pada entitas asosiasi, maka PTPN IX menghentikan pengakuan bagiannya atas rugi lebih lanjut, sehingga kepentingan PTPN IX dikurangkan menjadi nihil.

f) PT Applied Agricultural Resources Nusantara (AARN)

Pada tahun 2013, PTPN II, Entitas Anak, melakukan investasi saham pada PT Applied Agricultural Resources Nusantara (AARN). AARN berkedudukan di Jakarta dan bergerak dalam bidang usaha pembibitan kelapa sawit.

**12. INVESTMENTS IN SHARES OF STOCK - NET
(continued)**

Equity method (continued)

c) PT Pupuk Agro Nusantara (PAN) (continued)

On December 19, 2017, Shareholders of PAN made Memorandum Agreement with PT Alsterindo Mahesa Pratama (Alsterindo) on selling and transferring their shares to Alsterindo. Furthermore, on January 31, 2018, Shareholders offer the entire 58,000 shares of PAN to Alsterindo for Rp1,908,000 per share. Up to the consolidated financial statements release date, there is still no agreement that has been achieved between the Shareholders and Alsterindo.

d) PT Langkat Nusantara Kepong (LNK)

In 2009, PTPN II, a Subsidiary, has investment in shares of stock of PT Langkat Nusantara Kepong (LNK). LNK is domiciled in Medan and engaged in the plantation and production of rubber and palm oil.

e) PT Industri Gula Nusantara (IGN)

In 2004, PTPN IX, a Subsidiary, invested shares in PT Industri Gula Nusantara (IGN) totaling 52,370 shares with a value of Rp52,370,000,000 and an ownership percentage of 35.57%. IGN is domiciled in Kendal, Central Java and engaged in sugar trading business and has ceased its operations. In 2015, PTPN IX has made allowance for impairment losses on all investment in IGN of Rp36,827,784,772. In 2016, IGN's losses have exceeded the interests of PTPN IX in associates entity, PTPN IX ceases to recognize its share of any further losses. Therefore, interests of PTPN IX was reduce to nil.

f) PT Applied Agricultural Resources Nusantara (AARN)

In 2013, PTPN II, a Subsidiary, has investment in shares of stock of PT Applied Agricultural Resources Nusantara (AARN). AARN is domiciled in Jakarta and engaged in palm oil seedling.



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12. INVESTASI SAHAM - NETO (lanjutan)

Metode ekuitas (lanjutan)

- g) PT Nusantara Medika Utama (NMU), PT Nusantara Sebelas Medika (NSM) dan PT Rolas Nusantara Medika (RNM)

Berdasarkan Perjanjian Pengambilalihan Saham Bersyarat tanggal 30 Juni 2020, PTPN X melepas 67,30% kepemilikan saham di PT Nusantara Medika Utama, PTPN XI melepas 67,20% kepemilikan saham di PT Nusantara Sebelas Medika dan PTPN XII melepas 67,01% kepemilikan saham di PT Rolas Nusantara Medika sehingga kepemilikan PTPN X di PT Nusantara Medika Utama, PTPN XI di PT Nusantara Sebelas Medika dan PTPN XII di PT Rolas Nusantara Medika masing-masing adalah 32,55%, 32,80% dan 32,99%. Dengan adanya pelepasan 67% kepemilikan saham, maka metode pencatatan investasi berubah dari konsolidasi menjadi metode ekuitas.

Selisih antara nilai pengalihan dan nilai tercatat aset neto untuk divestasi PT Nusantara Medika Utama, PT Nusantara Sebelas Medika, PT Rolas Nusantara Medika dicatat sebagai selisih nilai transaksi bisnis kombinasi entitas sepengendali sebagai bagian dari akun tambahan modal disetor, dengan perhitungan sebagai berikut:

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021
Nilai pengalihan	754.292.720.772	754.292.720.772
Aset neto pada tanggal pengalihan	(401.601.100.907)	(401.601.100.907)
Selisih nilai transaksi kombinasi bisnis entitas sepengendali	352.691.619.865	352.691.619.865

**12. INVESTMENTS IN SHARES OF STOCK - NET
(continued)**

Equity method (continued)

- g) PT Nusantara Medika Utama (NMU), PT Nusantara Sebelas Medika (NSM) dan PT Rolas Nusantara Medika (RNM)

Based on the Conditional Share Acquisition Agreement dated 30 June 2020, PTPN X released 67.30% ownership of shares in PT Nusantara Medika Utama, PTPN XI released 67.20% ownership of shares in PT Nusantara Sebelas Medika and PTPN XII released 67.01% ownership of shares in PT Rolas Nusantara Medika so that ownership of PTPN X in PT Nusantara Medika Utama, PTPN XI in PT Nusantara Sebelas Medika and PTPN XII in PT Rolas Nusantara Medika are 32.7%, 32.8% and 32.99%, respectively. With the disposal of 67% of share ownership, the investment recording method changed from consolidation to the equity method.

The difference between the transfer value and the carrying value of the net assets for the divestment of PT Nusantara Medika Utama, PT Nusantara Sebelas Medika, PT Rolas Nusantara Medika is recorded as the difference in value from the combined business transaction of entities under common control as part of the additional paid-in capital account, with the following calculation:

Transfer amount
Net assets of transfer date

**Difference in value
of business combination
of entity under common control**

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12. INVESTASI SAHAM - NETO (lanjutan)

Metode ekuitas (lanjutan)

h) Hamburg Indonesische Import GmbH (Indoham)

Perusahaan dan beberapa Entitas Anak (PTPN II, PTPN IV, PTPN V, PTPN VI, PTPN VII, PTPN VIII, PTPN IX dan PTPN XIII) melakukan investasi saham pada Hamburg Indonesische Import GmbH (Indoham) dengan total persentase kepemilikan sebesar 20,80%. Indoham bergerak dalam bidang usaha pemasaran dan perdagangan komoditi perkebunan dan bertempat kedudukan di Hamburg, Jerman. Mengingat kondisi kesulitan keuangan Indoham, Perusahaan dan beberapa Entitas Anak yang memiliki penyertaan pada Indoham telah membuat penyisihan atas penurunan nilai penyertaan dan uang muka pemesanan saham pada Indoham.

i) PT Tiga Mutiara Nusantara (TMN)

Pada tahun 2006, Perusahaan melakukan investasi saham pada PT Tiga Mutiara Nusantara (TMN). TMN berkedudukan di Kabupaten Serdang Bedagai, Provinsi Sumatera Utara dan bergerak dalam bidang usaha perkebunan dan produksi kelapa sawit.

j) PT Perkebunan Mitra Ogan (PMO)

Pada tahun 1988, Perusahaan melakukan investasi saham pada PT Perkebunan Mitra Ogan (PMO). PMO berkedudukan di Palembang dan bergerak dalam bidang usaha perkebunan dan produksi kelapa sawit.

k) PT Kalimantan Agro Nusantara (KAN)

Pada tahun 2020, PTPN XIII, Entitas Anak, melakukan divestasi saham pada PT Kalimantan Agro Nusantara (KAN) (Catatan 1d). KAN berkedudukan di Kutai Timur dan bergerak di bidang usaha Perkebunan dan produksi kelapa sawit.

Mulai tahun 2020, PT Kalimantan Agro Nusantara (KAN) merupakan entitas asosiasi perusahaan.

l) PT Kawasan Industri Terpadu Batang (KITB)

Pada tahun 2021, PTPN IX, Entitas Anak, melakukan investasi saham pada PT Kawasan Industri Terpadu (KITB). KITB berkedudukan di Kabupaten Batang, Jawa Tengah dan bergerak dalam bidang usaha pengelolaan kawasan industri.

**12. INVESTMENTS IN SHARES OF STOCK - NET
(continued)**

Equity method (continued)

h) Hamburg Indonesische Import GmbH (Indoham)

The Company and several Subsidiaries (PTPN II, PTPN IV, PTPN V, PTPN VI, PTPN VII, PTPN VIII, PTPN IX and PTPN XIII) have investment in shares of stock of Hamburg Indonesische Import GmbH (Indoham) with total ownership percentage of 20.80%. Indoham is engaged in marketing and trading of plantation commodities and domiciled in Hamburg, Germany. Considering the financial difficulties condition of Indoham, the Company and some Subsidiaries have made a provision for impairment of their investment and advance reservation on Indoham shares.

i) PT Tiga Mutiara Nusantara (TMN)

In 2006, the Company has investment in shares of stock of PT Tiga Mutiara Nusantara (TMN). TMN is domiciled in Serdang Bedagai, the Province of North Sumatra and engaged in plantation and production of palm oil.

j) PT Perkebunan Mitra Ogan (PMO)

In 1988, the Company has investment in shares of stock of PT Perkebunan Mitra Ogan (PMO). PMO is domiciled in Palembang and engaged in plantation and palm oil production.

k) PT Kalimantan Agro Nusantara (KAN)

In 2020, PTPN XIII, a Subsidiary, has been divested its investment in shares of stock of PT Kalimantan Agro Nusantara (KAN) (Note 1d). KAN is domiciled in Kutai Timur and engaged in Plantation and production of palm oil.

Starting in 2021, PT Kalimantan Agro Nusantara (KAN) is an associated company entity.

l) PT Kawasan Industri Terpadu Batang (KITB)

In 2021, PTPN IX, a Subsidiary, has investment in shares of stock of PT Kawasan Industri Terpadu (KITB). KITB is domiciled in Batang Regency, Central Java and engaged in development of industrial area.



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12. INVESTASI SAHAM - NETO (lanjutan)

Metode nilai wajar

a) PT Eco Plywood Indonesia (EPI)

Pada tahun 2011, PTPN I, Entitas Anak, melakukan investasi saham pada PT Eco Plywood Indonesia (EPI). EPI berkedudukan di Aceh Tamiang dan bergerak di bidang usaha produksi kayu lapis berbahan baku batang kelapa sawit dan kayu.

b) PT Bursa Perdagangan Berjangka Indonesia (BPBI)

Pada tahun 1999, Perusahaan melakukan investasi saham pada PT Bursa Perdagangan Berjangka Indonesia (BPBI). BPBI berkedudukan di Jakarta dan bergerak di bidang usaha bursa berjangka komoditi.

c) PT Primanusa Energi Lestari (PEL)

Pada tahun 2011, PTPN I, Entitas Anak, melakukan investasi saham pada PT Primanusa Energi Lestari (PEL). PEL berkedudukan di Aceh Tamiang dan bergerak di bidang usaha pembangkit listrik tenaga biomas sawit.

d) PT Padasa Enam Utama (PEU)

Pada tahun 2000, PTPN IV, Entitas Anak, melakukan investasi saham pada PT Padasa Enam Utama (PEU). PEU berkedudukan di Jakarta dan bergerak di bidang usaha perkebunan dan industri kelapa sawit yang berlokasi di Teluk Dalam Propinsi Sumatera Utara dan Koto Kampar, Kalianta, Provinsi Riau.

e) PT Siak Prima Nusalima (SPN)

Pada tahun 2008, PTPN V, Entitas Anak, melakukan investasi saham pada PT Siak Prima Nusalima (SPN). SPN berkedudukan di Indrapura dan bergerak di bidang usaha perkebunan dan produksi kelapa sawit.

f) PT Mitra BUMDes Nusantara (MBN)

Pada tahun 2017, Perusahaan melakukan investasi saham pada PT Mitra BUMDes Nusantara (MBN). MBN berkedudukan di Menteng, Jakarta Pusat dan bergerak di bidang usaha perdagangan.

g) PT Pertamina Bina Medika (PBM)

Berdasarkan Perjanjian Pengambilalihan Saham Bersyarat tanggal 30 Juni 2020, PTPN X memperoleh kepemilikan 5,62% saham di PBM-IHC, PTPN XI memperoleh kepemilikan 1,94% saham di PT Pertamina Bina Medika (PBM), dan PTPN XII memperoleh kepemilikan 1,74% saham di PBM. PBM berkedudukan di Jakarta dan bergerak di bidang jasa kesehatan/rumah sakit.

**12. INVESTMENTS IN SHARES OF STOCK - NET
(continued)**

Fair value method

a) PT Eco Plywood Indonesia (EPI)

In 2011, PTPN I, a Subsidiary, has investment in shares of stock of PT Eco Plywood Indonesia (EPI). EPI is domiciled in Aceh Tamiang and engaged in production of plywood made from trunk of palm oil tree and wood.

b) PT Bursa Perdagangan Berjangka Indonesia (BPBI)

In 1999, the Company has investment in shares of stock of PT Bursa Perdagangan Berjangka Indonesia (BPBI). BPBI is domiciled in Jakarta and engaged in commodity futures exchanges.

c) PT Primanusa Energi Lestari (PEL)

In 2011, PTPN I, a Subsidiary, has investment in shares of stock of PT Primanusa Energi Lestari (PEL). PEL is domiciled in Aceh Tamiang and is engaged in power generation bio oil mas.

d) PT Padasa Enam Utama (PEU)

In 2000, PTPN IV, a Subsidiary has investment in shares of stock of PT Padasa Enam Utama (PEU). PEU is domiciled in Jakarta and engaged in plantations and palm oil industry which are located in Teluk Dalam, North Sumatra and Koto Kampar, Kalianta, Riau.

e) PT Siak Prima Nusalima (SPN)

In 2008, PTPN V, a Subsidiary, has investment in shares of stock of PT Siak Prima Nusalima (SPN). SPN is domiciled in Indrapura and engaged in plantation and production of palm oil.

f) PT Mitra BUMDes Nusantara (MBN)

In 2017, the Company has investment in shares of stock PT Mitra BUMDes Nusantara (MBN). MBN is domiciled in Menteng, Central Jakarta and is engaged in the trading business.

g) PT Pertamina Bina Medika (PBM)

Based on the Conditional Share Acquisition Agreement dated 30 June 2020, PTPNX acquired 5.62% ownership of shares in PBM-IHC, PTPN XI acquired 1.94% ownership of shares in Pertamina Bina Medika and PTPN XII acquired 1.74% ownership of shares in PBM. MBN is domiciled in Jakarta and is engaged in health services/hospital.

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12. INVESTASI SAHAM - NETO (lanjutan)

Metode nilai wajar (lanjutan)

h) PT Jasamarga Rest Area Batang (JRAB)

Pada tahun 2019, PTPN IX, Entitas Anak, melakukan investasi saham pada PT Jasamarga Rest Area Batang (JRAB). JRAB berkedudukan di Kabupaten Batang, Jawa Tengah dan bergerak dalam bidang usaha real estate, stasiun pengisian bahan bakar, restoran, wisata agro, taman rekreasi, dan daya tarik wisata buatan.

i) PT Commodities New York (CNY)

Pada tahun 1998, PTPN II, Entitas Anak, melakukan investasi saham pada PT Commodities New York (CNY). Entitas anak telah membuat penyisihan atas penurunan nilai seluruh penyertaan pada CNY.

j) PT Deli Megapolitan Kawasan Bisnis (DMKB)

Pada tahun 2020, PTPN II, Entitas Anak, melakukan investasi saham pada PT Deli Megapolitan Kawasan Residensial (DMKR). DMKR berkedudukan di Medan, Sumatera Utara dan bergerak dalam bidang usaha properti.

k) PT Deli Megapolitan Kawasan Industri (DMKI)

Pada tahun 2020, PTPN II, Entitas Anak, melakukan investasi saham pada PT Deli Megapolitan Kawasan Industri (DMKI). DMKI berkedudukan di Medan, Sumatera Utara dan bergerak dalam bidang usaha properti.

l) PT Manajemen Sumber Daya Manusia Global (MSDMG)

Pada tahun 2022, LPPAN, Entitas Anak, melakukan investasi saham pada PT Manajemen Sumber Daya Manusia Global (MSDMG). MSDMG berkedudukan di kota Yogyakarta dan bergerak dalam bidang usaha jasa sertifikasi profesi.

m) PT Pilar Sinergi BUMN Indonesia (PSBI)

Pada tahun 2015, PTPN VIII, Entitas Anak, melakukan investasi saham pada PT Pilar Sinergi BUMN Indonesia (PSBI), yang merupakan perusahaan patungan antara PTPN VIII, PT Wijaya Karya (Persero) Tbk, PT Kereta Api Indonesia (Persero) dan PT Jasa Marga (Persero) Tbk. PSBI berkedudukan di Jakarta dan bergerak dalam bidang transportasi.

**12. INVESTMENTS IN SHARES OF STOCK - NET
(continued)**

Fair value method (continued)

h) PT Jasamarga Rest Area Batang (JRAB)

In 2019, PTPN IX, a Subsidiary, has investment in shares of stock of PT Jasamarga Rest Area Batang (JRAB). JRAB is domiciled in Batang Regency, Central Java and engaged in real estate, gas stations, restaurants, agro-tourism, recreational parks and artificial tourist attractions.

i) PT Commodities New York (CNY)

In 1998, PTPN II, a Subsidiary, has investment in shares of stock of PT Commodities New York (CNY). The subsidiary has made a provision for impairment of investment in CNY.

j) PT Deli Megapolitan Kawasan Bisnis (DMKB)

In 2020, PTPN II, a Subsidiary, has investment in shares of stock of Deli Megapolitan Kawasan Bisnis (DMKB). DMKB is domiciled in Medan, North Sumatera and engaged in property.

k) PT Deli Megapolitan Kawasan Industri (DMKI)

In 2020, PTPN II, a Subsidiary, has investment in shares of stock of Deli Megapolitan Kawasan Bisnis (DMKB). DMKB is domiciled in Medan, North Sumatera and engaged in property.

l) PT Manajemen Sumber Daya Manusia Global (MSDMG)

In 2022, LPPAN, a Subsidiary, has investment in shares of stock of PT Manajemen Sumber daya Manusia Global (MSDMG). MSDMG is domiciled in Yogyakarta and engaged in professional certification service business sector.

m) PT Pilar Sinergi BUMN Indonesia (PSBI)

In 2015, PTPN VIII, a Subsidiary, has investment in shares of stock of PT Pilar Sinergi BUMN Indonesia (PSBI). PSBI is a joint venture between PTPN VIII, PT Wijaya Karya (Persero) Tbk, PT Kereta Api Indonesia (Persero) and PT Jasa Marga (Persero) Tbk. PSBI is domiciled in Jakarta and engaged in transportation.



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13. ASET TETAP - NETO

13. FIXED ASSETS - NET

2022	Saldo Awal/ Beginning Balance	Penambahan/ Additions	Pengurangan/ Deductions	Reklasifikasi/ Reclassification	Saldo Akhir/ Ending Balance	2022
Kepemilikan Langsung						Direct Ownership
Tanaman produktif						Bearer plants
Tanaman menghasilkan	41.403.475.255.096	334.884.818.717	(501.398.098.246)	382.084.347.416	41.619.046.322.983	Mature plants
Tanaman belum menghasilkan	5.141.297.160.510	1.459.095.328.893	(299.671.137.321)	(1.214.566.445.779)	5.086.154.906.303	Immature plants
Tanah	55.863.484.141.278	379.782.725.554	(235.285.183.837)	-	56.007.981.682.995	Land
Bangunan dan prasarana	11.385.813.000.680	548.333.331.366	(48.042.148.236)	118.305.151.689	12.004.409.335.499	Buildings and infrastructure
Mesin dan peralatan	26.369.857.067.906	1.646.670.272.538	(580.379.830.062)	(287.580.395.767)	27.148.567.114.615	Machinery and equipments
Kendaraan dan alat pengangkutan lainnya	1.395.712.836.666	21.743.395.995	(15.644.686.922)	6.191.951.801	1.408.003.497.540	Vehicles and other transportation equipments
Peralatan pertanian, kesehatan dan kantor	2.098.568.117.886	269.683.156.987	(7.839.035.847)	30.662.246.266	2.391.074.485.292	Farming, health and office equipments
Instalasi pembibitan	29.210.410.610	40.054.787.271	(1.617.599.626)	11.406.558.213	79.054.156.468	Nursery installation
Aset agrowisata	14.593.994.927	-	(7.897.973.817)	-	6.696.021.110	Agro-business assets
Aset tetap lain-lain	321.744.537.854	-	(258.980.489.982)	-	62.764.047.872	Other fixed assets
Aset dalam penyelesaian	2.279.486.788.617	790.828.897.251	(100.910.630.065)	(681.631.112.534)	2.287.773.943.269	Construction in progress:
Total Nilai Tercatat	146.303.243.312.030	5.491.076.714.572	(2.057.666.813.961)	(1.635.127.698.695)	148.101.525.513.946	Total carrying value
Akumulasi penyusutan:						Accumulated depreciation:
Kepemilikan Langsung						Direct Ownership
Tanaman Menghasilkan	(12.643.375.044.384)	(1.929.435.090.602)	334.544.131.901	132.271.331.547	(14.105.994.671.538)	Mature plants
Bangunan dan prasarana	(6.599.529.534.515)	(485.222.555.834)	64.707.197.288	-	(7.020.044.893.061)	Buildings and infrastructure
Mesin dan peralatan	(15.457.690.960.068)	(1.593.064.066.387)	239.901.861.809	385.076.085.167	(16.425.777.079.479)	Machinery and equipment
Kendaraan dan alat pengangkutan lainnya	(1.103.710.426.176)	(81.011.365.778)	20.003.994.844	-	(1.164.717.797.110)	Vehicle and other transportation equipments
Peralatan pertanian, kesehatan dan kantor	(1.754.278.819.650)	(270.700.739.411)	7.042.547.462	23.549.124.147	(1.994.387.887.452)	Farming, health and office equipments
Instalasi pembibitan	(24.746.812.090)	(38.937.325.802)	1.617.599.626	-	(62.066.538.266)	Nursery installation
Aset agrowisata	(12.222.832.606)	-	6.311.727.869	-	(5.911.104.737)	Agro-business assets
Aset tetap lain-lain	(238.153.418.832)	-	205.892.513.463	-	(32.260.905.369)	Other fixed assets
Total akumulasi penyusutan	(37.833.707.848.321)	(4.398.371.143.814)	880.021.574.262	540.896.540.861	(40.811.160.877.012)	Total accumulated depreciation
Rugi penurunan nilai	(2.401.051.594.792)	-	-	-	(2.930.597.539.449)	Impairment loss
Nilai tercatat neto	106.068.483.868.975				104.359.767.097.485	Net carrying value
2021	Saldo Awal/ Beginning Balance	Penambahan/ Additions	Pengurangan/ Deductions	Reklasifikasi/ Reclassification	Saldo Akhir/ Ending Balance	2021
Nilai tercatat:						Carrying value:
Kepemilikan Langsung						Direct Ownership
Tanaman produktif						Bearer plants
Tanaman menghasilkan	39.330.710.958.023	753.213.456.313	(735.554.224.072)	2.055.105.064.832	41.403.475.255.096	Mature plants
Tanaman belum menghasilkan	6.430.395.887.181	1.973.882.572.041	(854.951.869.284)	(2.408.029.429.428)	5.141.297.160.510	Immature plants
Tanah	49.454.990.086.622	6.780.869.498.612	(319.272.040.913)	(53.103.403.043)	55.863.484.141.278	Land
Bangunan dan prasarana	11.264.058.336.711	181.958.338.902	(300.705.482.135)	240.501.807.202	11.385.813.000.680	Buildings and infrastructure
Mesin dan peralatan	25.299.716.001.225	980.916.825.999	(411.293.541.479)	500.517.782.161	26.369.857.067.906	Machinery and equipments
Kendaraan dan alat pengangkutan lainnya	1.323.323.485.442	116.624.291.687	(32.646.754.687)	(11.588.185.776)	1.395.712.836.666	Vehicle and other transportation equipments
Peralatan pertanian, kesehatan dan kantor	2.195.217.147.369	128.178.539.517	(240.616.758.405)	15.789.189.405	2.098.568.117.886	Farming, health and office equipments
Instalasi pembibitan	32.611.404.454	187.375.486.490	(190.776.480.334)	-	29.210.410.610	Nursery installation
Aset agrowisata	19.976.107.138	3.841.846.112	(9.223.958.323)	-	14.593.994.927	Agro-business assets
Aset tetap lain-lain	227.517.355.670	94.227.182.184	-	-	321.744.537.854	Other fixed assets
Aset dalam penyelesaian	2.847.790.605.822	200.041.087.448	(11.536.125.885)	(756.808.778.768)	2.279.486.788.617	Construction in progress:
Total Nilai Tercatat	138.426.307.375.662	11.401.129.125.305	(3.106.577.235.517)	(417.615.953.415)	146.303.243.312.030	Total carrying value
Akumulasi penyusutan:						Accumulated depreciation:
Kepemilikan Langsung						Direct Ownership
Tanaman Menghasilkan	(10.513.627.929.822)	(2.733.368.079.894)	520.633.406.972	82.987.558.360	(12.643.375.044.384)	Mature plants
Bangunan dan prasarana	(6.211.464.204.266)	(515.471.291.054)	127.405.960.805	-	(6.599.529.534.515)	Buildings and infrastructure
Mesin dan peralatan	(14.412.029.606.653)	(1.445.439.740.944)	399.778.387.529	-	(15.457.690.960.068)	Machinery and equipment
Kendaraan dan alat pengangkutan lainnya	(1.112.953.553.461)	(36.956.557.164)	45.685.213.549	514.470.900	(1.103.710.426.176)	Vehicle and other transportation equipment
Peralatan pertanian, kesehatan dan kantor	(1.843.711.506.898)	(104.485.055.350)	193.917.742.598	-	(1.754.278.819.650)	Farming, health and office equipment
Instalasi pembibitan	(186.902.497.433)	(907.479.763)	163.063.165.106	-	(24.746.812.090)	Nursery installation
Aset agrowisata	(21.127.852.260)	(318.938.669)	9.223.958.323	-	(12.222.832.606)	Agro-business assets
Aset tetap lain-lain	(17.833.541.604)	(220.319.877.228)	-	-	(238.153.418.832)	Other fixed assets
Total akumulasi penyusutan	(34.319.650.692.397)	(5.057.267.020.066)	1.459.707.834.882	83.502.029.260	(37.833.707.848.321)	Total accumulated depreciation
Rugi penurunan nilai	(2.362.409.404.077)	-	-	-	(2.401.051.594.792)	Impairment loss
Nilai tercatat neto	101.744.247.279.188				106.068.483.868.975	Net carrying value

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13. ASET TETAP - NETO (lanjutan)

Pengurangan tanaman menghasilkan di tahun 2022 dan 2021 terutama termasuk penghapusan dan pemindahan tanaman menghasilkan ke kelompok aset tidak produktif yang disusutkan sekaligus pada saat pemindahan. Beban penyusutan sekaligus tersebut dilaporkan sebagai bagian dari "Rugi penghapusan tanaman" pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian. Selain itu, termasuk pengurangan sehubungan dengan adanya konversi lahan tanaman menghasilkan Karet dan Kakao ke Tebu dan Kayu PTPN XII dengan nilai buku sebesar Rp304.069.915.685. Selanjutnya terdapat penghapusan aset tanaman akibat sudah tidak produktif pada PTPN IV dengan nilai buku sebesar Rp67.398.224.118.

Pada tanggal 31 Desember 2022 dan 2021, kecuali tanah, aset bangunan, mesin dan peralatan dan kendaraan tertentu telah diasuransikan terhadap risiko kebakaran dan risiko lainnya dengan jumlah pertanggungan masing-masing sebesar Rp25.448 miliar dan Rp25.333 miliar.

Berdasarkan hasil evaluasi manajemen, mengenai nilai yang dapat diperoleh kembali pada tanggal 31 Desember 2022 dan 2021, manajemen berpendapat bahwa penurunan nilai di atas cukup untuk menutupi kerugian yang mungkin timbul dari penurunan nilai aset tetap.

13. FIXED ASSETS - NET (continued)

The deduction of mature plantation in 2022 and 2021 includes the disposal and the reclassification of mature plantation into non-productive assets which are fully depreciated at the time the reclassification is made. Depreciation expenses is recorded as part of "Loss on disposal of plantations" in the consolidated statements of profit or loss and other comprehensive income. Furthermore, this includes deductions in connection with the conversion of rubber and cocoa-producing plantation land to PTPN XII's sugarcane and timber with a book value of Rp304,069,915,685. Furthermore, deduction of disposal of mature plantation on PTPN IV amounting to Rp67,398,224,118.

As of December 31, 2022 and 2021, except land, certain buildings, machinery and equipment and vehicles are insured against losses from fire and other risks under blanket policies amounting to Rp25,448 billion and Rp25,333 billion respectively.

Based on the evaluation of the management, in connection with recoverable amount as of December 31, 2022 and 2021, management believes that the accumulated impairment is adequate to cover the impairment of fixed assets.



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Beban penyusutan aset tetap dibebankan pada:

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021
Beban pokok pendapatan	4.030.789.815.905	4.482.148.619.436
Beban umum dan administrasi	240.549.295.051	251.964.750.056
Beban operasi lain	127.032.032.857	309.447.664.832
Dikapitalisasi aset dalam penyelesaian	-	8.997.521.564
Dikapitalisasi ke tanaman belum menghasilkan	-	4.708.464.178
Total	4.398.371.143.813	5.057.267.020.066

Aset tetap tertentu digunakan sebagai jaminan utang bank jangka pendek (Catatan 18) dan utang jangka panjang (Catatan 26).

Pada tanggal 31 Desember 2022, Kelompok Usaha melakukan penilaian kembali hak atas tanah untuk tujuan akuntansi. Surplus revaluasi aset tetap Kelompok Usaha dicatat sebagai penghasilan komprehensif lain dan kepentingan nonpengendali dalam laporan posisi keuangan konsolidasian.

Nilai wajar tanah ditentukan dengan menggunakan metode perbandingan harga pasar didasarkan pada harga pasar aktif, yang disesuaikan secara signifikan untuk perbedaan pada sifat, lokasi dan kondisi dari tanah yang dinilai. Nilai wajar tanah didasarkan pada penilaian yang dilakukan oleh beberapa Kantor Jasa Penilai Publik (KJPP), penilai independen yang terdaftar pada OJK. Pada tanggal 31 Desember 2022 dan 2021, nilai wajar tanah Kelompok Usaha berdasarkan pada laporan beberapa KJPP masing-masing adalah sebesar Rp56.007 miliar dan Rp55.863 miliar.

Pendekatan penilaian yang digunakan dalam revaluasi ini adalah pendekatan pasar dengan menggunakan hierarki level 2.

13. FIXED ASSETS - NET (continued)

Depreciation expense of fixed assets is charged to:

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021
Beban pokok pendapatan	4.030.789.815.905	4.482.148.619.436
Beban umum dan administrasi	240.549.295.051	251.964.750.056
Beban operasi lain	127.032.032.857	309.447.664.832
Dikapitalisasi aset dalam penyelesaian	-	8.997.521.564
Dikapitalisasi ke tanaman belum menghasilkan	-	4.708.464.178
Total	4.398.371.143.813	5.057.267.020.066

Certain fixed assets are used as collateral for the short-term bank loans (Note 18) and long-term debts (Note 26).

As of December 31, 2022, the Group has revalued its landrights for accounting purposes. The gain on revaluation of fixed assets of the Group is recorded as other comprehensive income and non-controlling interest in the consolidated statement of financial position.

The fair value of land was determined by using market comparable method based on active market prices, significantly adjusted for difference in the nature, location or condition of the assessed land. The fair value of the land is based on the valuation performed by several "Kantor Jasa Penilai Publik" (KJPP), registered independent appraisers with OJK. As of December 31, 2022 and 2021, the fair value of the Group's land based on reports of some KJPP amounting to Rp56,007 billion and Rp55,863 billion respectively.

The valuation approach used in the assessment of this revaluation is market approach using hierarchy level 2.

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13. ASET TETAP - NETO (lanjutan)

Rincian reklasifikasi 31 Desember 2022 dan 31 Desember 2021 adalah sebagai berikut:

13. FIXED ASSETS - NET (continued)

The details of reclassification as of December 31, 2022 and December 31, 2021 are as follows:

2022	Reklasifikasi ke aset tetap/ reclassification to fixed assets (Catatan/Note 13)	Reklasifikasi antar kelompok aset/ Reclassifications within group asset	Reklasifikasi ke aset biologis/ Reclassifications to biological assets	Total/Total	2022
Biaya perolehan:					Acquisition cost:
Tanaman	-	(468.534.206.550)	(363.947.891.813)	(832.482.098.363)	Bearer Plants
Menghasilkan	-	-	-	-	Buildings and
Bangunan dan	118.305.151.689	-	-	118.305.151.689	infrastructure
Prasarana	-	-	-	-	
Mesin dan peralatan	468.928.724.913	(756.509.120.680)	-	(287.580.395.767)	Machine and equipment
Kendaraan dan alat	-	-	-	-	Vehicle and other
pengangkutan	6.191.951.802	-	-	6.191.951.802	Transportation
lainnya	-	-	-	-	equipment
Peralatan pertanian	-	-	-	-	
Kesehatan dan	76.798.725.917	(46.136.479.651)	-	30.662.246.266	Health and office
kantor	-	-	-	-	agricultural equipment
Instalasi pembibitan	11.406.558.213	-	-	11.406.558.213	Nursery installation
Aset dalam	-	-	-	-	
penyelesaian	(681.631.112.534)	-	-	(681.631.112.534)	Construction in progress
Subtotal	-	(1.271.179.806.881)	(363.947.891.813)	(1.635.127.698.694)	Subtotal
Akumulasi penyusutan:					Accumulated depreciation:
Tanaman	-	-	132.271.331.547	132.271.331.547	Bearer Plants
Menghasilkan	-	-	-	-	Machine and equipment
Mesin dan peralatan	-	385.076.085.167	-	385.076.085.167	
Peralatan pertanian	-	-	-	-	Health and office
Kesehatan dan	-	23.549.124.147	-	23.549.124.147	agricultural equipment
kantor	-	-	-	-	
Subtotal	-	408.625.209.314	132.271.331.547	540.896.540.861	Subtotal
2021	Reklasifikasi ke aset tetap/ reclassification to fixed assets (Catatan/Note 13)	Reklasifikasi antar kelompok aset/ Reclassifications within group asset	Reklasifikasi ke aset biologis/ Reclassifications to biological assets	Total/Total	2021
Biaya perolehan:					Acquisition cost:
Tanaman	-	(62.766.471.792)	(290.157.892.804)	(352.924.364.596)	Bearer plants
Menghasilkan	-	(53.103.403.043)	-	(53.103.403.043)	Land
Tanah	-	-	-	-	Buildings and
Bangunan dan	240.501.807.202	-	-	240.501.807.202	infrastructure
Prasarana	-	-	-	-	Machine and equipment
Mesin dan peralatan	500.517.782.161	-	-	500.517.782.161	Vehicle and other
Kendaraan dan alat	-	(11.588.185.776)	-	(11.588.185.776)	Transportation
pengangkutan	-	-	-	-	equipment
lainnya	-	-	-	-	
Peralatan pertanian	-	-	-	-	Health and office
Kesehatan dan	15.789.189.405	-	-	15.789.189.405	agricultural equipment
kantor	-	-	-	-	
Instalasi pembibitan	-	-	-	-	Nursery Installation
Aset dalam	-	-	-	-	
penyelesaian	(756.808.778.768)	-	-	(756.808.778.768)	Construction in progress
Subtotal	-	(127.458.060.611)	(290.157.892.804)	(417.615.953.415)	Subtotal
Akumulasi penyusutan:					Accumulated depreciation:
Tanaman	-	-	82.987.558.360	82.987.558.360	Bearer Plants
Menghasilkan	-	-	-	-	Vehicle and other
Kendaraan dan alat	-	514.470.900	-	514.470.900	transportation
pengangkutan	-	-	-	-	equipment
lainnya	-	-	-	-	Health and office
Peralatan pertanian	-	-	-	-	agriculture equipment
Kesehatan dan	-	-	-	-	
kantor	-	-	-	-	
Subtotal	-	514.470.900	82.987.558.360	83.502.029.260	Subtotal



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14. PROPERTI INVESTASI

14. INVESTMENT PROPERTY

	1 Januari 2022/ January 1, 2022	Kenaikan/ (penurunan) penghasilan komprehensif lain/ Increase/ (decrease) of other comprehensive income	Keuntungan (kerugian) dari pengukuran ulang nilai wajar Net gain/(los) from fair value re-measurement	Penambahan dan Reklasifikasi/ Addition and Reclassification	31 Desember 2022/ December 31, 2022	
Nilai wajar:						Fair value
Tanah	7.289.251.882.077	65.000.000	985.868.974.230	(758.998.132)	8.274.426.858.175	Land
Bangunan	419.899.735.891	-	(7.794.479.070)	21.585.376.642	433.690.633.463	Building
Total	7.709.151.617.968	65.000.000	978.074.495.160	20.826.378.510	8.708.117.491.638	Total

	1 Januari 2021/ January 1, 2021	Kenaikan/ (penurunan) penghasilan komprehensif lain/ Increase/ (decrease) of other comprehensive income	Keuntungan (kerugian) dari pengukuran ulang nilai wajar Net gain/(los) from fair value re-measurement	Penambahan dan Reklasifikasi/ Addition and Reclassification	31 Desember 2021/ December 31, 2021	
Nilai wajar:						Fair value
Tanah	6.531.714.879.225	106.883.653.086	578.739.788.799	71.913.560.967	7.289.251.882.077	Land
Bangunan	363.341.310.810	31.511.834.998	10.236.567.134	14.810.022.949	419.899.735.891	Building
Total	6.895.056.190.035	138.395.488.084	588.976.355.933	86.723.583.916	7.709.151.617.968	Total

Nilai wajar properti investasi dihasilkan menggunakan dasar yang digunakan dalam penilaian pada tanggal tersebut oleh beberapa KJPP, penilai independen. Penilaian dilakukan berdasarkan pendekatan nilai pasar untuk aset tanah dan pendekatan biaya penggantian untuk bangunan.

The fair values of investment properties were generated on the basis of the valuation used on that date by several KJPP, independent appraisers with OJK. The valuation is based on a market value approach for land assets and a replacement cost approach for buildings.

Dalam mengestimasi nilai wajar properti investasi, penggunaan tertinggi dan terbaik dari properti investasi adalah penggunaan saat ini. Tidak terdapat perubahan teknik penilaian selama tahun berjalan.

In estimating the fair value of investment property, the highest and best use of investment property is current use. There were no changes in valuation techniques during the year.

Penghasilan sewa properti investasi dicatat sebagai bagian dari pendapatan operasi lain - pendapatan sewa dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian masing-masing sebesar Rp213 miliar dan Rp156 miliar untuk tahun 2022 dan 2021 (Catatan 34).

The rental income of investment property is recorded as part of other operating income - rental income in the consolidated statement of profit or loss and other comprehensive income Rp213 billion and Rp156 billion for 2022 and 2021, respectively (Note 34).

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15. BEBAN TANGGUHAN - HAK ATAS TANAH

15. DEFERED CHARGES - LAND RIGHTS

Tahun yang berakhir pada tanggal 31 Desember/
Year ended December 31,

	2022	2021	
Saldo awal	526.327.821.653	454.795.714.220	Beginning balance
Penambahan	74.801.686.850	138.385.074.014	Addition
Pengurangan	(53.094.618.903)	(21.102.278.694)	Deduction
Reklasifikasi	10.936.225.700	(1.171.527.968)	Reclassification
Amortisasi	(46.976.428.480)	(44.579.159.919)	Amortization
Nilai buku neto	511.994.686.820	526.327.821.653	Net book value

Amortisasi beban tangguhan - hak atas tanah
dibebankan pada:

The amortization of deferred charges - land rights
costs is charged to:

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
Beban umum dan administrasi	21.816.816.239	24.500.219.130	General and administrative expenses
Beban pokok pendapatan	21.965.915.643	12.923.509.700	Cost of goods sold
Beban operasi lain	3.193.696.598	5.220.758.605	Other operating expenses
Dikapitalisasi	-	1.934.672.484	Capitalized
Total	46.976.428.480	44.579.159.919	Total

HGU beserta seluruh aset yang ada di atasnya di beberapa unit/kebun Perusahaan dan beberapa Entitas Anak digunakan sebagai jaminan atas utang bank jangka pendek (Catatan 18) dan utang jangka panjang (Catatan 26) yang diperoleh dari beberapa bank.

HGU and all of the assets over the land of certain Company's units and Subsidiaries are used as collateral for short-term bank loan (Note 18) and long-term debt (Note 26) obtained from several banks.

Perusahaan dan beberapa Entitas Anak tertentu memiliki beberapa HGU atas tanah seluas ± 975.241 ha yang tersebar di wilayah Republik Indonesia yang berjangka waktu 25 (dua puluh lima) sampai dengan 30 (tiga puluh) tahun.

The Company and certain Subsidiaries have several HGU of ± 975,241 ha located in several areas in the Republic of Indonesia. for a period of 25 (twenty five) years until 30 (thirty) years.



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16. SEWA

Sebagai penyewa

Kelompok Usaha memiliki kontrak sewa untuk aset kendaraan dan tanah dan bangunan yang digunakan dalam operasinya. Kelompok Usaha dibatasi untuk menyewakan kembali aset sewaan.

Sewa kendaraan, tanah dan bangunan umumnya memiliki jangka waktu sewa antara satu sampai dengan sepuluh tahun.

Kelompok usaha memiliki sewa tertentu untuk bangunan dan kendaraan dengan masa sewa kurang dari 12 bulan atau dengan nilai rendah. Kelompok usaha menerapkan pengecualian pengakuan untuk sewa-sewa ini dan mengakui biaya sewa berdasarkan garis lurus dalam laba rugi.

Jumlah tercatat dari aset hak guna yang diakui pada laporan posisi keuangan Kelompok Usaha dan pergerakannya selama tahun berjalan adalah sebagai berikut:

	Tanah/ Land	Bangunan/ Building	Kendaraan/ Vehicle	Reklasifikasi/ Reclassification	Saldo Akhir/ Ending Balance	
1 Januari 2021	73.810.777.534	60.022.378.907	147.701.615.103	2.478.637.404	284.013.408.948	January 1, 2021
Penambahan (Pengurangan)	18.530.728.382	(8.704.254.151)	165.091.937.042	10.135.853.998	185.054.265.271	Addition (Disposal)
Beban penyusutan	(11.908.876.889)	(17.991.161.865)	(138.647.528.167)	(948.075.053)	(169.495.641.974)	Depreciation expense
31 Desember 2021	80.432.629.027	33.326.962.891	174.146.023.978	11.666.416.349	299.572.032.245	December 31, 2021
Penambahan (Pengurangan)	66.130.042.958	2.345.130.000	105.559.519.628	-	174.034.692.586	Addition (Disposal)
Beban penyusutan	(27.986.356.612)	(12.913.732.601)	(155.804.387.796)	-	(196.704.477.009)	Depreciation expense
31 Desember 2022	118.576.315.373	22.758.360.290	123.901.155.810	11.666.416.349	276.902.247.822	December 31, 2022

As lessee

The Group has lease contracts for vehicles and land and building used in its operations. The Group is restricted from assigning and subleasing the leased assets.

Lease of for vehicles, land and building generally have lease terms between one to ten years.

The Group has certain leases of building and vehicles with lease terms of less than 12 months or with low value. The Group applies recognition exemptions for these leases and recognizes lease expenses on a straight-line basis in the profit or loss.

The carrying amounts of right-of-use assets recognized on the Group statement of financial position and the movements during the current year are as follows:

Mutasi jumlah tercatat liabilitas sewa selama tahun berjalan:

Movement of the carrying amount of lease liabilities during the year:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,		
	2022	2021	
Saldo awal	314.784.925.275	297.660.667.015	Beginning balance
Penambahan	174.034.692.586	185.054.265.271	Addition
Penambahan bunga	30.880.524.412	39.361.771.797	Accretion of interest
Pembayaran	(236.122.131.973)	(207.291.778.808)	Payment
Sub-total	283.578.010.300	314.784.925.275	Sub-total
Dikurangi bagian lancar	(144.001.545.094)	(129.028.147.806)	Less current portion
Total	139.576.465.206	185.756.777.469	Total

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16. SEWA (lanjutan)

Jumlah yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian:

16. LEASES (continued)

The amount recognized in the consolidated statement of profit or loss and other comprehensive income:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,		
	2022	2021	
Beban penyusutan aset hak-guna	196.704.477.009	169.495.641.974	Depreciation expenses of rights-of-use asset
Beban bunga atas liabilitas sewa	30.880.524.412	39.361.771.797	Interest expenses on lease liabilities
Biaya yang terkait dengan sewa atas aset bernilai rendah dan sewa jangka pendek	33.664.575.624	20.282.362.214	Expenses relating to leases of low value assets and short-term leases
Total yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian	261.249.577.045	229.139.775.985	Total amount recognized in consolidated statement of profit or loss and other comprehensive income

Kelompok usaha memiliki arus kas keluar untuk sewa sebesar Rp236.122.131.973, termasuk beban bunga Rp30.880.524.412, pada tahun 2022 (2021: sebesar Rp207.291.778.808, termasuk beban bunga Rp39.361.771.797).

The group had total cash outflows for leases amounting to Rp236,122,131,973, including interest expenses of Rp30,880,524,412 in 2022 (2021: amounting to Rp207,291,778,808, including interest expenses of Rp39,361,771,797).

17. ASET TIDAK LANCAR LAINNYA - NETO

17. OTHER NON-CURRENT ASSETS - NET

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
Aset tidak produktif	2.832.163.190.590	1.756.323.679.336	Non productive assets
Tanah untuk pengembangan	290.550.986.647	296.202.500.000	Land for development
Aset tidak berwujud	227.318.376.312	43.210.682.486	Intangible assets
Uang muka pembelian aset tetap	208.700.288.876	212.793.522.790	Advance for fixed assets
Beban tangguhan	208.659.853.781	131.326.305.013	Deferred charges
Deposito yang dibatasi penggunaannya	69.560.342.089	83.262.467.086	Restricted deposits
Uang muka pengurusan HGU HGB dan BPHTB	19.967.635.297	27.369.528.486	Advances for HGU, HGB and BPHTB
Lain lain (masing-masing dibawah Rp10 miliar)	40.259.004.884	211.716.524.479	Others (each below Rp10 billions)
Total	3.897.179.678.476	2.762.205.209.676	Total
Total akumulasi amortisasi	(2.536.061.449.890)	(1.865.401.827.359)	Total accumulated amortization
Total penurunan nilai	(56.188.891.064)	(53.308.393.126)	Total impairment
Neto	1.304.929.337.522	843.494.989.191	Net



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**17. ASET TIDAK LANCAR LAINNYA - NETO
(lanjutan)**

Aset tidak produktif

Aset tidak produktif merupakan aset tanaman dan aset tetap Perusahaan dan beberapa Entitas Anak yang nilai bukunya sudah nol menunggu persetujuan penghapusan dari Rapat Umum Pemegang Saham.

Tanah untuk pengembangan

Pada tahun 2019, berdasarkan Akta inbreng No.1 tanggal 3 Juli 2019 dari Notaris Muhammad Arif Fadilah S.H., Kelompok usaha mereklasifikasi tanah yang dicatat di aset tetap menjadi tanah untuk pengembangan. Hal ini terkait dengan penyeteroran modal PTPN II ke PT Nusa Dua Bekala ("NDB"), entitas anak, berupa sebidang tanah Hak Guna Usaha Perusahaan seluas 245,41 Ha yang terletak di Desa Simalingkar A, Kabupaten Pancur Batu, Kabupaten Deli Serdang, Provinsi Sumatera Utara dan akan digunakan NDB untuk membangun Perumahan di daerah tersebut.

Beban tangguhan

Beban tangguhan merupakan biaya pengembangan unit kerja dan pembangunan PKS, beban yang telah dikeluarkan dan akan menjadi beban produksi tanaman tebu giling dan tembakau pada 2 (dua) sampai dengan 5 (lima) tahun berikutnya, beban pengembangan lahan kemitraan dan beban tangguhan lainnya di beberapa Entitas Anak.

Piranti lunak

Piranti lunak merupakan aset tidak berwujud berupa sistem SAP yang digunakan oleh Kelompok Usaha yang akan diamortisasi selama 2, 3, dan 5 tahun.

Deposito yang dibatasi penggunaannya

Deposito yang dibatasi penggunaannya ditempatkan sebagai jaminan utang bank jangka panjang Kelompok Usaha.

**17. OTHER NON-CURRENT ASSETS - NET
(continued)**

Non-productive assets

Non-productive assets are plantations and fixed assets of the Company and several Subsidiaries which its book value is already zero waiting approval for write-off from General Meeting of Shareholders.

Land for development

In 2019, based on Inbreng Deed No.1 dated 3 July 2019 from Notary Muhammad Arif Fadilah S.H., The group reclassified land from fixed assets to land for development. This is related to the deposit of PTPN II capital to PT Nusa Dua Bekala ("NDB"), a subsidiary, including a plot of land for the PTPN II land rights of 245.41 hectares located in Simalingkar A Village, Pancur Batu Regency, Deli Serdang Regency, North Sumatra Province and will be used by NDB to build housing in the area.

Deferred charges

Deferred charges represent development cost and construction of PKS, wherein such cost incurred will become production cost of sugar cane milled and tobacco in the next 2 (two) to 5 (five) years, the land development of partnerships and other deferred charges in several Subsidiaries.

Software

Software is an intangible asset in the form of application of SAP system to the Group which will be amortized for 2, 3, and 5 years.

Deposits restricted in use

Restricted deposits are placed as guarantee for long-term bank debt of the Group.

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18. UTANG BANK JANGKA PENDEK

Utang bank jangka pendek merupakan pinjaman dari bank kepada PT Perkebunan Nusantara III (Persero) dan beberapa Entitas Anak untuk modal kerja, dengan rincian sebagai berikut:

18. SHORT-TERM BANK LOANS

Short-term bank loans represent loans from banks to PT Perkebunan Nusantara III (Persero) and several Subsidiaries for working capital, with details as follows :

Kreditor/ Creditor	Fasilitas/ Facility	Jatuh tempo/ Maturities period	31 Des 2022/ Dec 31, 2022	31 Des 2021/ Dec 31, 2021
<u>Entitas berelasi dengan Pemerintah / Government-related entities Rupiah/Rupiah</u>				
PT Bank Mandiri (Persero) Tbk	9.300.000.000	November 2023/ November 2023	25.596.536	-
PT Bank Mandiri (Persero) Tbk	8.000.000.000	Januari 2023/ January 2023	2.000.000.000	-
PT Bank Mandiri (Persero) Tbk	500.000.000.000	Mei 2023/ May 2023	217.899.125.000	-
PT Bank Negara Indonesia (Persero) Tbk	3.500.000.000	Desember 2023/ December 2023	3.500.000.000	-
PT Bank Rakyat Indonesia (Persero) Tbk	1.986.396.561	Desember 2023/ December 2023	700.000.000	-
Lembaga Pembiayaan Ekspor Indonesia (Indonesia Eximbank)	26.160.653.000	Agustus 2023/ August 2023	8.241.014.702	-
PT Bank Rakyat Indonesia (Persero) Tbk	1.322.220.765.211	Desember 2022/ December 2022	-	9.496.670.540
PT Bank Syariah Indonesia (Persero) Tbk	3.000.000.000	Desember 2022/ December 2022	-	2.895.000.000
PT Bank Mandiri (Persero) Tbk	739.009.000.000	Desember 2022/ December 2022	-	1.948.329.456
PT Bank Negara Indonesia (Persero) Tbk	305.000.000.000	Desember 2022/ December 2022	-	3.403.768.851
Lembaga Pembiayaan Ekspor Indonesia (Indonesia Eximbank)	395.000.000.000	Desember 2022/ December 2022	-	93.976.714.424
<u>Pihak ketiga/ Third parties Rupiah/Rupiah</u>				
Bank Danamon Indonesia Tbk	22.500.000.000	Hingga Februari 2023/ Until February 2023	22.376.276.709	22.491.535.583
PT Bank Permata Tbk	8.000.000.000	Hingga Juli 2023/ Until July 2023	5.995.018.140	6.373.856.697
Bank BPR Jatim	1.500.000.000	November 2023/ Until November 2023	1.384.577.300	-
Total			262.121.608.387	140.585.875.551



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18. UTANG BANK JANGKA PENDEK (lanjutan)

Suku Bunga

Untuk tahun yang berakhir pada tanggal 31 Desember 2022, pinjaman dalam mata uang Rupiah dikenakan suku bunga tahunan yang berkisar antara 6,05% - 12,05% (2021: antara 6,05% - 11,00%).

Jaminan

Pada tanggal 31 Desember 2022 dan 2021, seluruh fasilitas pinjaman yang diperoleh oleh Perusahaan dan Entitas Anak dijamin oleh masing-masing penerima pinjaman berupa kas yang dibatasi penggunaannya, piutang, persediaan, aset tanaman, aset tetap tertentu dan hak guna usaha. Seluruh jaminan tersebut juga digunakan sebagai jaminan atas utang bank jangka panjang (Catatan 26).

Pembatasan-pembatasan

Perjanjian pinjaman Perusahaan dan Entitas Anak di atas mensyaratkan beberapa pembatasan. antara lain mengubah anggaran dasar. memberi dan memperoleh pinjaman baru. melakukan penggabungan usaha. mengadakan penyertaan saham baru dalam perusahaan lain dan mengikatkan diri sebagai penjamin atau mengagunkan harta kekayaan.

Kepatuhan atas Syarat-syarat Pinjaman

Pada tanggal 31 Desember 2022 dan 2021, Perusahaan dan Entitas Anak telah memenuhi seluruh persyaratan pinjaman-pinjaman utang jangka pendek seperti disebutkan dalam perjanjian kredit atau memperoleh waiver sebagaimana diperlukan.

18. SHORT-TERM BANK LOANS (continued)

Interest Rate

For the year ended December 31, 2022, the loans denominated in Rupiah bear annual interest rate ranging between 6.05% - 12.05% (2021: between 6.05% - 11.00%).

Collateral

As of December 31, 2022 and 2021, all loans facilities obtained by the Company and Subsidiaries are secured by restricted cash, trade receivables, inventories, plantations, certain fixed assets and HGU. The entire collateral is also used as collateral for long-term loans (Note 26).

Covenants

The loan agreements obtained by the Company and Subsidiaries mentioned above required several covenants. such as change the articles of association. granting of and obtaining new loans. merge. hold new investment in another company and engage as guarantor or pledge their assets.

Compliance with Loan Covenants

As of December 31, 2022 and 2021, the Company and Subsidiaries have complied with all of the covenants of the short-term loans as stipulated in the loan agreements or obtained waiver as required.

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19. UTANG USAHA

Utang usaha terutama timbul atas pembelian pupuk, suku cadang, bahan pendukung lainnya, serta penggunaan jasa yang dibutuhkan untuk operasi Kelompok Usaha, dengan rincian sebagai berikut:

Rincian utang usaha berdasarkan pemasok:

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021
Pihak ketiga	5.306.845.372.035	4.344.876.430.058
Pihak-pihak berelasi (Catatan 38)	339.220.348.665	360.178.286.953
Total	5.646.065.720.700	4.705.054.717.011

Analisa umur utang usaha berdasarkan umur adalah sebagai berikut:

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021
Lancar	742.115.828.415	460.767.692.825
Telah jatuh tempo :		
1 - 30 hari	2.000.261.982.688	2.426.814.671.665
31 - 60 hari	1.530.974.659.350	396.799.704.691
61 - 90 hari	329.676.419.046	225.947.690.368
Lebih dari 90 hari	1.043.036.831.201	1.194.724.957.462
Total	5.646.065.720.700	4.705.054.717.011

Utang usaha tidak dijamin, tidak dikenakan bunga dan umumnya dikenakan syarat pembayaran antara 1 hari sampai dengan 60 hari.

20. UTANG LAIN-LAIN

Utang lain-lain terutama timbul dari utang dividen kepada pihak berelasi dan jasa konsultasi, dengan rincian sebagai berikut:

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021
Pihak ketiga	606.285.587.610	861.178.962.312
Pihak-pihak berelasi (Catatan 38)	529.054.084.315	637.155.900.909
Total	1.135.339.671.925	1.498.334.863.221

19. TRADE PAYABLES

Trade payables primarily arise from purchases of fertilizer, spare parts, other materials as well as purchases of services required for the Group's operations, with the following details:

Details of accounts payable based on suppliers:

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021
	5.306.845.372.035	4.344.876.430.058
	339.220.348.665	360.178.286.953
Total	5.646.065.720.700	4.705.054.717.011

Third parties
Related parties (Note 38)

The aging analysis of trade payables is as follows:

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021
Lancar	742.115.828.415	460.767.692.825
Telah jatuh tempo :		
1 - 30 hari	2.000.261.982.688	2.426.814.671.665
31 - 60 hari	1.530.974.659.350	396.799.704.691
61 - 90 hari	329.676.419.046	225.947.690.368
Lebih dari 90 hari	1.043.036.831.201	1.194.724.957.462
Total	5.646.065.720.700	4.705.054.717.011

Current
Overdue:
1 - 30 days
31 - 60 days
61 - 90 days
Over 90 days

Trade payables are unsecured, non-interest bearing and generally on 1 to 60 days terms of payment.

20. OTHER PAYABLES

Other payables primarily arise from dividend payables to related parties and consultation service, with the following details:

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021
	606.285.587.610	861.178.962.312
	529.054.084.315	637.155.900.909
Total	1.135.339.671.925	1.498.334.863.221

Third parties
Related parties (Note 38)



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21. LIABILITAS KONTRAK

Liabilitas kontrak terutama merupakan penerimaan uang muka atas penjualan produk.

21. CONTRACT LIABILITIES

Contract liabilities mainly represent advance received from sales of products.

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
PT Musim Mas	303.215.084.797	98.578.392.040	PT Musim Mas
PT Permata Hijau Palm Oleo	136.257.402.564	40.674.955.594	PT Permata Hijau Palm Oleo
PT Intibenua Perkasatama	129.649.759.370	34.620.922.660	PT Intibenua Perkasatama
PT Able Commodities Indonesia	109.989.607.900	1.739.060.750	PT Able Commodities Indonesia
CV Hasil Karya Wijaya	103.597.000.157	-	CV Hasil Karya Wijaya
PT Wilmar Nabati Indonesia	93.704.474.457	66.533.969.720	PT Wilmar Nabati Indonesia
PT Indo Acidatama Tbk	93.072.920.684	156.870.096	PT Indo Acidatama Tbk
PT Nagamas Palmoil Lestari	92.315.500.000	-	PT Nagamas Palmoil Lestari
PT Rajawali Nusindo	87.518.555.119	-	PT Rajawali Nusindo
PT Deli Megapolitan Kawasan Residensial	62.703.396.591	-	PT Deli Megapolitan Kawasan Residensial
Tobacco Traders International Ltd	57.357.061.439	73.013.498.956	Tobacco Traders International Ltd
PT Armada Sejahtera Makmur	54.683.748.431	-	PT Armada Sejahtera Makmur
PT Bitung Gunasejahtera	54.122.014.355	9.208.170.164	PT Bitung Gunasejahtera
PT Deli Megapolitan Kawasan Bisnis	50.000.000.000	-	PT Deli Megapolitan Kawasan Bisnis
PT Multimas Nabati Asahan	49.455.296.750	15.970.349.682	PT Multimas Nabati Asahan
PT Pacific Palmindo Industri	44.576.080.130	7.617.937.940	PT Pacific Palmindo Industri
PT Sumatera Bulkera	44.096.798.595	45.946.170.000	PT Sumatera Bulkera
PT Kreasi Jaya Adhikarya	39.369.517.940	7.774.397.560	PT Kreasi Jaya Adhikarya
PT Wilson Tunggal Perkasa	37.980.109.568	14.693.089.112	PT Wilson Tunggal Perkasa
PT Sinar Alam Permai	36.715.278.869	-	PT Sinar Alam Permai
CV Indica Multi Karya	33.383.097.222	18.523.500.000	CV Indica Multi Karya
PT Multi Nabati Sejahtera	28.666.900.000	-	PT Multi Nabati Sejahtera
CV AAA	28.256.651.527	-	CV AAA
PT Bina Karya Prima	27.879.745.480	9.710.324.335	PT Bina Karya Prima
PT Unilever Oleochemical Indonesia	26.233.293.730	4.424.104.151	PT Unilever Oleochemical Indonesia
PT Akar Djati	25.602.388.130	10.319.993.551	PT Akar Djati
PT Energi Unggul Persada	23.852.337.350	1.701.993.140	PT Energi Unggul Persada
PT Hasil Karya Wijaya	23.400.000.000	-	PT Hasil Karya Wijaya
PT Celebes Agro Santosa	23.220.000.000	-	PT Celebes Agro Santosa
PT Industri Karet Deli	23.068.645.840	9.130.350.594	PT Industri Karet Deli
PT Kawasan Industri Terpadu Batang	22.790.752.717	120.626.091	PT Kawasan Industri Terpadu Batang
PT Wahana Citra Nabati	21.666.781.194	12.551.495.988	PT Wahana Citra Nabati
PT Jaya Asri Niaga	21.288.448.340	1.090.396.890	PT Jaya Asri Niaga
PT Aman Jaya Perdana	12.469.611.500	28.260.715.671	PT Aman Jaya Perdana
Wilson Global Trade Pte Ltd	7.511.107.919	32.124.825.579	Wilson Global Trade Pte Ltd
PT Padang Raya Cakrawala	6.722.207.360	21.796.934.520	PT Padang Raya Cakrawala
PT Sari Dumai Sejati	3.902.965.192	28.715.547.900	PT Sari Dumai Sejati
PT Smart Tbk	1.294.339.090	25.820.588.550	PT Smart Tbk
PT Batara Elok Semesta Terpadu	148.847.032	32.641.458.148	PT Batara Elok Semesta Terpadu
PT Asianagro Agungjaya	145.261.970	21.295.000.000	PT Asianagro Agungjaya
PT Citra Gemini Mulia	-	45.632.657.632	PT Citra Gemini Mulia
Lain-lain (masing-masing di bawah Rp20 miliar)	514.330.490.169	599.057.998.289	Others (each below Rp20 billion)
Total	2.556.213.479.478	1.319.446.295.303	Total

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22. PERPAJAKAN

a. Pajak dibayar di muka

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021
Perusahaan:		
Pajak Pertambahan Nilai ("PPN")	84.737.936.851	26.239.603.019
Entitas Anak:		
PPN	1.028.018.630.689	702.648.895.448
Pajak Penghasilan:		
Pasal 21	-	82.815.094
Pasal 22	5.663.147.661	4.268.501.106
Pasal 23	498.188.362	1.049.163.320
Pasal 25	3.878.770.295	82.300.500
Pasal 4(2)	1.041.313.110	120.563.468
Lain-lain	7.171.676	48.622.693
Subtotal	1.039.107.221.793	708.300.861.629
Total	1.123.845.158.644	734.540.464.648

Company:
Value Added Tax ("VAT")

Subsidiaries:
VAT
Income Tax:
Article 21
Article 22
Article 23
Article 25
Article 4(2)
Others

Subtotal

Total

b. Piutang tagihan pajak

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021
Perusahaan:		
Pajak penghasilan badan:		
Tahun 2019	8.272.849.594	8.272.849.594
Tahun 2018	24.155.259.755	24.155.259.755
Tahun 2015	12.299.323.204	12.299.323.204
PPN:		
Tahun 2021	90.174.082.030	168.179.439.273
Tahun 2020	-	128.159.287.380
Tahun 2019	-	78.846.428.898
Tahun 2018	18.394.488.758	47.224.726.194
Tahun 2008	4.479.940.756	4.479.940.756
Tahun 2007	23.052.138.792	23.052.138.792
Tahun 2006	14.827.943.548	14.827.943.548
Subtotal	195.656.026.437	509.497.337.394

b. Claims for tax refund

Company:
Corporate income tax:
Year 2019
Year 2018
Year 2015

VAT:
Year 2021
Year 2020
Year 2019
Year 2018
Year 2008
Year 2007
Year 2006

Subtotal



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22. PERPAJAKAN (lanjutan)

**b. Piutang tagihan pajak
(Lanjutan)**

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021
Entitas Anak:		
Pajak penghasilan badan:		
Tahun 2022	4.533.201.851	-
Tahun 2021	11.777.690.285	14.273.217.936
Tahun 2020	8.251.136.726	14.475.131.834
Tahun 2019	60.534.163	20.323.192.884
Tahun 2018	6.254.180.515	9.859.302.349
Tahun 2017	177.174.383.105	-
Tahun 2012	-	17.017.010.295
Tahun 2008	-	13.505.133.393
PPN:		
Tahun 2021	22.631.856.838	-
Tahun 2020	4.431.387.088	-
Tahun 2019	5.801.626.322	-
Tahun 2018	43.373.614.251	26.074.063.225
Tahun 2015	-	72.119.069.387
Tahun 2014	384.805.308	-
Tahun 2013	942.340.584	16.407.135.911
Tahun 2012	9.770.869.081	9.770.869.081
Tahun 2011	2.166.573.794	2.166.573.794
Tahun 2010	32.884.679.664	58.180.812.774
Tahun 2008	-	112.192.211.371
Tahun 2003	87.274.930.073	87.274.930.073
Lain-lain	48.280.655.750	23.488.058.913
Subtotal	465.994.465.398	497.126.713.220
Total	661.650.491.835	1.006.624.050.614

22. TAXATION (continued)

**b. Claims for tax refund
(continued)**

	Subsidiaries:
	<i>Corporate incometax:</i>
	Year 2022
	Year 2021
	Year 2020
	Year 2019
	Year 2018
	Year 2017
	Year 2012
	Year 2008
	VAT:
	Year 2021
	Year 2021
	Year 2021
	Year 2018
	Year 2015
	Year 2015
	Year 2013
	Year 2012
	Year 2011
	Year 2010
	Year 2008
	Year 2003
	<i>Others</i>
Subtotal	Subtotal
Total	Total

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22. PERPAJAKAN (lanjutan)

22. TAXATION (continued)

c. Utang pajak

c. Taxes payable

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
Perusahaan:			The Company:
Pasal 4 (2)	614.882.944	551.289.600	Article 4 (2)
Pasal 21	2.209.458.353	2.502.752.878	Article 21
Pasal 22	6.512.298.031	2.380.155.512	Article 22
Pasal 23	3.063.446.521	2.414.141.884	Article 23
Pasal 25	25.392.432.772	35.000.000.000	Article 25
Pasal 29	247.627.005.666	589.931.434.371	Article 29
PPN	3.435.078.612	-	VAT
Subtotal	288.854.602.899	632.779.774.245	Subtotal
Entitas Anak:			Subsidiaries:
Pajak penghasilan			Incometax:
Pasal 4 (2)	21.130.961.754	45.202.525.500	Article 4 (2)
Pasal 15	-	32.839.516	Article 15
Pasal 21	81.059.724.344	53.854.282.791	Article 21
Pasal 22	2.901.215.641	1.774.554.476	Article 22
Pasal 23	24.890.941.067	28.245.921.580	Article 23
Pasal 25	95.714.093.991	97.725.351.694	Article 25
Pasal 29			Article 29
Tahun 2022	245.937.209.114	-	Year 2022
Tahun 2021	783.733.453	874.124.866.543	Year 2021
Tahun 2017	41.620.156.153	-	Year 2017
Tahun 2016	39.744.818.044	-	Year 2016
Pajak Pertambahan Nilai	153.354.068.043	122.350.242.044	Value added tax
Pajak Bumi dan Bangunan	228.545.919.738	247.343.260.472	Land and building tax
Pajak lain-lain	231.317.646	511.879.799	Other taxes
Subtotal	935.914.158.988	1.471.165.724.415	Subtotal
Total	1.224.768.761.887	2.103.945.498.660	Total

d. Beban pajak penghasilan

d. Income tax expense

Tahun yang berakhir pada tanggal 31 Desember/
Year ended December 31,

	2022	2021	
Perusahaan:			The Company:
Kini	600.196.585.340	791.925.218.480	Current
Penyesuaian atas pajak periode lalu	-	1.860.749.167	Adjustment for prior period income tax
Tangguhan	48.192.618.739	(21.122.294.852)	Deferred
Subtotal	648.389.204.079	772.663.672.795	Subtotal
Entitas Anak:			Subsidiaries:
Kini	1.249.247.674.397	1.171.909.768.907	Current
Penyesuaian atas pajak periode lalu	41.321.630.311	110.630.629.896	Adjustment for prior period income tax
Tangguhan	78.354.877.893	777.540.723.277	Deferred
Subtotal	1.368.924.182.601	2.060.081.122.080	Subtotal
Beban pajak penghasilan	2.017.313.386.680	2.832.744.794.875	Income tax expense



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22. TAXATION (continued)

e. Pajak kini

e. Current tax

Rekonsiliasi antara laba (rugi) sebelum beban (manfaat) pajak penghasilan dengan taksiran penghasilan kena pajak untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

The reconciliation between income (loss) before income tax expense (benefit) with the estimated taxable income for the years ended December 31, 2022 and 2021, is as follows:

Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,		
2022	2021	
Laba konsolidasian sebelum pajak penghasilan	8.034.294.458.227	7.477.077.451.713
Ditambah rugi/(laba) sebelum pajak entitas anak dan entitas asosiasi	(5.158.480.814.822)	(4.302.790.441.405)
Laba sebelum pajak Perusahaan	2.875.813.643.405	3.174.287.010.308
Ditambah/(dikurangi)		
Beda Waktu:		Temporary Differences:
Aset biologis	36.435.439.260	(63.334.039.557)
Kerugian atas perubahan nilai wajar persediaan	(93.016.349.845)	(45.911.837.731)
Penyisihan piutang	-	36.849.869.075
Penyisihan aktiva tetap	626.863.989	-
Penyisihan penurunan nilai saham	(3.100.000.000)	10.057.403.440
Amortisasi penyusutan dan biaya tenaga kerja	44.906.217.888	103.843.441.959
Cadangan penurunan nilai wajar piutang	(75.996.490.216)	-
Alokasi beban imbalan karyawan	(345.496.401.642)	(132.292.275.153)
Total beda waktu	(435.640.720.566)	(90.787.437.967)
Beda Tetap:		Permanent Differences:
Penyusutan aset tetap	27.520.103.816	38.352.246.602
luran dan sumbangan	66.505.773.063	52.530.492.887
Pendapatan deviden yang bukan objek pajak	-	(2.288.084.343)
Pendapatan sewa tanah dan bangunan	(17.515.717.372)	(30.348.977.341)
Pemeliharaan rumah dan bangunan sosial	1.307.033.490	1.975.593.744
Penghasilan yang sudah dikenakan pajak final	(37.575.901.220)	(40.681.240.639)
Beban kesehatan	11.979.880.666	13.907.105.363
Beban pajak	19.152.239.930	87.232.916.337
Beda tetap lainnya	216.619.962.075	395.480.459.049
Total beda tetap	287.993.374.448	516.160.511.659
Taksiran penghasilan kena pajak - Perusahaan	2.728.166.297.287	3.599.660.084.000
		Estimated taxable income - Company

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22. TAXATION (continued)

e. Pajak kini (lanjutan)

e. Current tax (continued)

Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,			
	2022	2021	
Taksiran beban pajak penghasilan			<i>Estimated income tax expense</i>
- Perusahaan	600.196.585.340	791.925.218.480	<i>Company -</i>
- Entitas Anak			<i>Subsidiaries -</i>
Pajak kini	1.249.247.674.389	1.171.909.768.907	<i>Current tax</i>
Taksiran beban pajak Penghasilan kelompok Usaha	1.849.444.259.729	1.963.834.987.387	<i>Estimated income tax expense Group</i>
Pajak dibayar dimuka - Perusahaan			<i>Prepaid taxes - Company</i>
Pajak penghasilan:			<i>Income tax:</i>
Pasal 22	34.768.094.685	53.109.823	<i>Article 22</i>
Pasal 23	13.092.291.725	25.982.944.991	<i>Article 23</i>
Pasal 25	304.709.193.264	175.957.729.295	<i>Article 25</i>
	352.569.579.674	201.993.784.109	
Pajak dibayar dimuka - Entitas Anak			<i>Prepaid taxes - Subsidiaries</i>
Pajak penghasilan:			<i>Income tax:</i>
Pasal 22	2.916.346.408	1.372.738.865	<i>Article 22</i>
Pasal 23	14.443.100.882	10.625.987.810	<i>Article 23</i>
Pasal 25	985.951.017.985	285.786.175.689	<i>Article 25</i>
	1.003.310.465.275	297.784.902.364	
Kurang bayar PPh badan			<i>Under pay mentcorporate income tax</i>
- Perusahaan	(247.627.005.666)	(589.931.434.371)	<i>Company -</i>
- Entitas Anak	(245.937.209.114)	(874.124.866.543)	<i>Subsidiaries -</i>
Kurang bayar pajak penghasilan badan kelompok usaha	(493.564.214.780)	(1.464.056.300.914)	<i>Under pay mentcorporate income tax Group</i>

Perhitungan pajak Perusahaan untuk tahun 2022 di atas akan dilaporkan dalam SPT PPh Badan 2022.

The tax calculation of the Company for the year 2022 will be reported by the Company in its 2022 annual income tax return (SPT).

Pada tanggal 31 Maret 2020, Pemerintah menerbitkan Peraturan Pemerintah Pengganti Undang-Undang Republik Indonesia Nomor 1 Tahun 2020 yang menetapkan, antara lain, penurunan tarif pajak penghasilan wajib pajak badan dalam negeri dan bentuk usaha tetap dari semula 25% menjadi 22% untuk tahun pajak 2020 dan 2021 dan 20% mulai tahun pajak 2022 dan seterusnya, serta pengurangan lebih lanjut tarif pajak sebesar 3% untuk wajib pajak dalam negeri yang memenuhi persyaratan tertentu.

On March 31, 2020, the Government issued a Government Regulation in lieu of the Law of the Republic of Indonesia Number 1 Year 2020 which stipulates, among others, reduction to the tax rates for corporate income tax payers and permanent establishments entities from previously 25% to become 22% for fiscal years 2020 and 2021 and 20% starting fiscal year 2022 and onwards, and further reduction of 3% for corporate income tax payers that fulfill certain criteria.



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22. PERPAJAKAN (lanjutan)

f. Pajak tangguhan

Mutasi aset (liabilitas) pajak tangguhan adalah sebagai berikut:

	31 Desember 2021/ December 31, 2021	(Dibebankan) Pada laba rugi/ (Charged) to profit or loss	Penyesuaian atas pajak tangguhan/ Adjustment to deferred tax	Penghasilan komprehensif lainnya / Other comprehensive income	31 Desember 2022/ December 31, 2022
Perusahaan					
<u>Aset pajak tangguhan</u>					
Penyisihan piutang	12.001.117.312	-	-	-	12.001.117.312
Penyisihan beban manfaat karyawan	556.257.761.970	(76.009.208.361)	-	80.806.076.643	561.054.630.252
Penyisihan penurunan nilai penyertaan saham	4.424.729.152	(682.000.000)	-	-	3.742.729.152
Nilai wajar piutang pihak berelasi	146.480.505.651	(16.719.227.847)	-	-	129.761.277.804
<u>Liabilitas pajak tangguhan</u>					
Persediaan	(17.503.140.957)	(20.463.596.966)	-	-	(37.966.737.923)
Aset biologis	(32.815.615.643)	8.015.796.637	-	-	(24.799.819.006)
Aset tetap dan tanaman menghasilkan	(660.539.635.190)	10.017.278.013	47.648.339.785	-	(602.874.017.392)
Total Perusahaan	8.305.722.295	(95.840.958.524)	47.648.339.785	80.806.076.643	40.919.180.199
Entitas Anak					
<u>Aset pajak tangguhan - neto</u>	1.077.724.566.404	(203.662.952.227)	(21.237.210.442)	127.218.206.169	980.042.609.904
Aset pajak tangguhan - neto	1.086.030.288.699	(299.503.910.751)	26.411.129.343	208.024.282.812	1.020.961.790.103
Entitas Anak					
<u>Liabilitas pajak tangguhan - neto</u>	(1.284.144.766.709)	140.146.375.095	22.639.411.304	(118.965.123)	(1.121.477.945.434)
Liabilitas pajak tangguhan - neto	(1.284.144.766.709)	140.146.375.095	22.639.411.304	(118.965.123)	(1.121.477.945.434)

22. TAXATION (continued)

f. Deferred tax

Deferred tax assets (liabilities) are computed as follows:

Company
<u>Deferred tax assets</u>
Provision for impairment of receivables
Provision for employee benefits
Allowance for impairment of share
Fair value for receivables of related party
<u>Deferred tax liabilities</u>
Inventories
Biological asset
Fixed assets and mature plantations
Total Company
Subsidiaries
<u>Deferred tax liabilities - net</u>
Deferred tax assets - net
Subsidiaries
<u>Deferred tax liabilities - net</u>
Deferred tax liabilities - net

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22. PERPAJAKAN (lanjutan)

f. Pajak tangguhan (lanjutan)

Mutasi aset (liabilitas) pajak tangguhan adalah sebagai berikut:

	31 Desember 2020/ December 31, 2020	(Dibebankan) Pada laba rugi/ (Charged) to profit or loss	Penyesuaian atas pajak tangguhan/ Adjustment to deferred tax	Penghasilan komprehensif lainnya / Other comprehensive income	31 Desember 2021/ December 31, 2021	
Perusahaan						Company
<u>Aset pajak tangguhan</u>						<u>Deferred tax assets</u>
Penyisihan piutang	3.894.146.115	8.106.971.197	-	-	12.001.117.312	Provision for impairment of receivables
Penyisihan beban manfaat karyawan	556.007.057.894	(29.104.300.534)	43.580.383.878	(14.225.379.268)	556.257.761.970	Provision for employee benefits
Penyisihan penurunan nilai penyertaan saham	2.212.100.395	2.212.628.757	-	-	4.424.729.152	Allowance for impairment of share
Nilai wajar piutang pihak berelasi	-	-	146.480.505.651 ^(*)	-	146.480.505.651	Fair value for receivables of related party
<u>Liabilitas pajak tangguhan</u>						<u>Deferred tax liabilities</u>
Persediaan	(7.402.536.656)	(10.100.604.301)	-	-	(17.503.140.957)	Inventories
Aset biologis	(18.882.126.940)	(13.933.488.703)	-	-	(32.815.615.643)	Biological asset
Aset tetap dan tanaman menghasilkan	(680.900.339.748)	(22.845.557.231)	43.206.261.789	-	(660.539.635.190)	Fixed assets and mature plantations
Total Perusahaan	(145.071.698.940)	(65.664.350.815)	233.267.151.318	(14.225.379.268)	8.305.722.295	Total Company
Entitas Anak						Subsidiaries
<u>Aset pajak tangguhan - neto</u>	<u>1.317.221.719.302</u>	<u>(145.025.914.922)</u>	<u>(20.814.876.210)</u>	<u>(73.656.361.766)</u>	<u>1.077.724.566.404</u>	<u>Deferred tax liabilities - net</u>
Aset pajak tangguhan - neto	1.317.221.719.302	(145.025.914.922)	(20.814.876.210)	(73.656.361.766)	1.086.030.288.699	Deferred tax assets - net
Entitas Anak						Subsidiaries
<u>Liabilitas pajak tangguhan - neto</u>	<u>(506.175.850.939)</u>	<u>(690.266.000.848)</u>	<u>(67.914.436.948)^(*)</u>	<u>(19.788.477.975)</u>	<u>(1.284.144.766.709)</u>	<u>Deferred tax liabilities - net</u>
Liabilitas pajak tangguhan - neto	(651.247.549.879)	(755.930.351.663)	165.352.714.370	(34.013.857.242)	(1.284.144.766.709)	Deferred tax liabilities - net

(*)Manfaat pajak tangguhan Perusahaan dan beban pajak tangguhan entitas anak tertentu masing-masing sebesar Rp146.480.505.651 sehubungan dengan piutang tanpa bunga dicatat melalui tambahan modal disetor.

Tidak ada konsekuensi pajak atas beda temporer dari investasi pada Entitas Anak dan Kelompok Usaha tidak bermaksud menjual Entitas Anak.

22. TAXATION (continued)

f. Deferred tax (continued)

Deferred tax assets (liabilities) are computed as follows:

	31 Desember 2020/ December 31, 2020	(Dibebankan) Pada laba rugi/ (Charged) to profit or loss	Penyesuaian atas pajak tangguhan/ Adjustment to deferred tax	Penghasilan komprehensif lainnya / Other comprehensive income	31 Desember 2021/ December 31, 2021	
Perusahaan						Company
<u>Aset pajak tangguhan</u>						<u>Deferred tax assets</u>
Penyisihan piutang	3.894.146.115	8.106.971.197	-	-	12.001.117.312	Provision for impairment of receivables
Penyisihan beban manfaat karyawan	556.007.057.894	(29.104.300.534)	43.580.383.878	(14.225.379.268)	556.257.761.970	Provision for employee benefits
Penyisihan penurunan nilai penyertaan saham	2.212.100.395	2.212.628.757	-	-	4.424.729.152	Allowance for impairment of share
Nilai wajar piutang pihak berelasi	-	-	146.480.505.651 ^(*)	-	146.480.505.651	Fair value for receivables of related party
<u>Liabilitas pajak tangguhan</u>						<u>Deferred tax liabilities</u>
Persediaan	(7.402.536.656)	(10.100.604.301)	-	-	(17.503.140.957)	Inventories
Aset biologis	(18.882.126.940)	(13.933.488.703)	-	-	(32.815.615.643)	Biological asset
Aset tetap dan tanaman menghasilkan	(680.900.339.748)	(22.845.557.231)	43.206.261.789	-	(660.539.635.190)	Fixed assets and mature plantations
Total Perusahaan	(145.071.698.940)	(65.664.350.815)	233.267.151.318	(14.225.379.268)	8.305.722.295	Total Company
Entitas Anak						Subsidiaries
<u>Aset pajak tangguhan - neto</u>	<u>1.317.221.719.302</u>	<u>(145.025.914.922)</u>	<u>(20.814.876.210)</u>	<u>(73.656.361.766)</u>	<u>1.077.724.566.404</u>	<u>Deferred tax liabilities - net</u>
Aset pajak tangguhan - neto	1.317.221.719.302	(145.025.914.922)	(20.814.876.210)	(73.656.361.766)	1.086.030.288.699	Deferred tax assets - net
Entitas Anak						Subsidiaries
<u>Liabilitas pajak tangguhan - neto</u>	<u>(506.175.850.939)</u>	<u>(690.266.000.848)</u>	<u>(67.914.436.948)^(*)</u>	<u>(19.788.477.975)</u>	<u>(1.284.144.766.709)</u>	<u>Deferred tax liabilities - net</u>
Liabilitas pajak tangguhan - neto	(651.247.549.879)	(755.930.351.663)	165.352.714.370	(34.013.857.242)	(1.284.144.766.709)	Deferred tax liabilities - net

(*)Deferred tax income of the Company and deferred tax expense of Subsidiaries respectively amounts to Rp146.480.505.651 in relation to receivables with no interest are recorded through additional paid in capital.

There is no tax consequence for the temporary difference of the investment in the Subsidiaries and the Group does not intend to sell the Subsidiaries.



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22. TAXATION (continued)

g. Rekonsiliasi Beban Pajak

g. Reconciliation of Corporate Income Tax

Rekonsiliasi antara beban pajak penghasilan yang dihitung dengan menggunakan tarif pajak yang berlaku dari laba (rugi) sebelum beban pajak penghasilan dan beban pajak penghasilan sebagaimana disajikan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

The reconciliation between income tax expense which is calculated at the tax rates from profit (loss) before income tax expense and income tax expense as shown in the consolidated statements of profit or loss and other comprehensive income for the years ended December 31, 2022 and 2021 are as follows:

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
Laba sebelum pajak Kelompok Usaha	8.034.294.458.227	7.477.077.451.713	<i>Profit before income tax of the Group</i>
Pajak penghasilan berdasarkan tarif pajak	1.648.614.842.755	1.644.957.039.377	<i>Income tax expense at the tax rates</i>
Perbedaan tetap	(154.817.378.173)	530.048.257.894	<i>Permanent differences</i>
Penyesuaian pajak tangguhan	(94.548.292.050)	(144.537.838.162)	<i>Adjustment of deferred tax</i>
Penurunan nilai aset pajak tangguhan	283.578.004.200	689.785.956.703	<i>Changes in allowance of deferred tax</i>
Penyesuaian pajak periode lalu	41.321.630.319	112.491.379.063	<i>Adjustment for prior period income tax</i>
Rugi fiskal yang tidak diakui	260.045.295.961	-	<i>Unrecognized fiscal loss</i>
Kompensasi rugi fiskal tahun sebelumnya	33.119.283.668	-	<i>Compensation of fiscal loss from prior year</i>
Total beban pajak penghasilan Kelompok Usaha	2.017.313.386.680	2.832.744.794.875	Total income tax expense Group

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22. PERPAJAKAN (lanjutan)

h. Rekonsiliasi Tarif Pajak Efektif

Pada tanggal 3 Agustus 2015, Presiden Republik Indonesia menandatangani PP 56/2015 tentang "Penurunan Tarif Pajak Penghasilan Bagi Wajib Pajak Badan Dalam Negeri yang Berbentuk Perseroan Terbuka", yang mengubah PP 77/2013, dan mengatur bahwa perseroan terbuka dalam negeri di Indonesia dapat memperoleh penurunan tarif Pajak Penghasilan ("PPH") sebesar 5% dari tarif tertinggi PPH sebagaimana diatur dalam Pasal 17 ayat 1b Undang-undang Pajak Penghasilan, dengan memenuhi kriteria yang ditentukan, yaitu (i) Perseroan yang saham atau efek bersifat ekuitas lainnya dengan jumlah paling sedikit 40% dari keseluruhan saham yang disetor dicatat untuk diperdagangkan di bursa efek di Indonesia, (ii) Saham tersebut dimiliki paling sedikit oleh 300 pihak, (iii) Masing-masing pihak tersebut hanya boleh memiliki saham kurang dari 5% dari keseluruhan saham yang ditempatkan dan disetor penuh, dan (iv) Ketentuan (i) sampai dengan (iii) tersebut harus dipenuhi oleh perseroan terbuka dalam waktu paling sedikit seratus delapan puluh tiga hari kalender dalam jangka waktu satu tahun pajak.

Kemudian pada tanggal 31 Maret 2020, Presiden Republik Indonesia menandatangani Peraturan Pemerintah Pengganti Undang-Undang (Perppu) No.1 Tahun 2020 tentang "Kebijakan Keuangan Negara dan Stabilitas Sistem Keuangan untuk Penanganan Pandemi Corona Virus Disease 2019 (Covid-19) dan/atau Dalam Rangka Menghadapi Ancaman yang Membahayakan Perekonomian Nasional dan/atau Stabilitas Sistem Keuangan", yang mengatur penyesuaian tarif PPH badan sebagai berikut:

- 22% untuk tahun pajak 2020 dan 2021,
- 20% untuk tahun pajak 2022, dan
- Perusahaan Terbuka dalam negeri dengan jumlah keseluruhan saham yang disetor diperdagangkan pada bursa efek di Indonesia paling sedikit 40% dan memenuhi persyaratan tertentu sesuai dengan peraturan pemerintah, dapat memperoleh tarif sebesar 3% lebih rendah dari tarif pada butir a dan b di atas.

22. TAXATION (continued)

h. Reconciliation of Effective Tax Rate

On August 3, 2015, the President of the Republic of Indonesia signed PP 56/2015 regarding the "Reduction of Income Tax Rate on Resident Corporate Taxpayers in the Form of Publicly-listed Companies", which replaced PP 77/2013, and regulates that resident publicly-listed companies in Indonesia can avail a reduction of income tax rate by 5% from the highest rate set forth under Article 17 paragraph 1b of the Income Tax Law, provided they meet the prescribed criteria, such as (i) Companies whose at least 40% or more of the total paid-up shares or other equity instruments are listed for trading in the Indonesia stock exchanges, (ii) Such shares are owned by at least 300 parties, (iii) Each party of such shall own less than 5% of the total outstanding issued and fully paid shares, and (iv) Requirements (i) to (iii) above should be fulfilled by the publicly-listed companies for a period of at least one hundred eighty three calendar's days within one fiscal year.

Subsequently on March 31, 2020, the President of the Republic of Indonesia signed Government Regulation as a Substitute of Laws (Perppu) No.1 Year 2020 regarding "State Financial Policy and Financial System Stability for Handling Corona Virus Disease (Covid-19) and/or in Order to Face Threats to Harm the National Economy and/or Financial System Stability", which regulates the adjustment of corporate income tax rate as follows:

- 22% effective starting Fiscal Year 2020 and 2021,
- 20% effective starting Fiscal Year 2022, and
- Resident publicly-listed companies in Indonesia whose at least 40% or more of the total paid-up shares or other equity instruments are listed for trading in the Indonesia stock exchange and meet certain requirements in accordance with the government regulations, are entitled for 3% reduction of the rates stated in points a and b above.



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22. PERPAJAKAN (lanjutan)

h. Rekonsiliasi Tarif Pajak Efektif (lanjutan)

Pada tanggal 29 Oktober 2021, Presiden Republik Indonesia menandatangani UU No.7/2021 tentang "Harmonisasi Peraturan Perpajakan", yang menerapkan, antara lain, tarif pajak penghasilan badan sebagai berikut:

- sebesar 22% yang mulai berlaku pada tahun pajak 2022 (sebelumnya 20% yang diatur dalam Perppu No.1 Tahun 2020 tertanggal 31 Maret 2020),
- Perusahaan Terbuka dalam negeri dengan jumlah keseluruhan saham yang disetor diperdagangkan pada bursa efek di Indonesia paling sedikit 40% dan memenuhi persyaratan tertentu sesuai dengan peraturan pemerintah, dapat memperoleh tarif sebesar 3% lebih rendah dari tarif pada butir a di atas.

22. TAXATION (continued)

h. Reconciliation of Effective Tax Rate (continued)

On October 29, 2021, the President of the Republic of Indonesia signed UU No.7/2021 regarding "Harmonization of Tax Regulation". which applies, among others, the corporate income tax rate as follows:

- 22% effective starting fiscal year 2022 (previously 20% as stipulated in Perppu No.1 Year 2020 dated March 31, 2020).
- Resident publicly-listed companies in Indonesia whose at least 40% or more of the total paid-up shares or other equity instruments are listed for trading in the Indonesia stock exchanges and meet certain requirements in accordance with the government regulations, can apply tariff of 3% lower than tariff as stated in point a above.

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22. PERPAJAKAN (lanjutan)

22. TAXATION (continued)

i. Surat ketetapan pajak

i. Tax assessments letter

Perusahaan

Company

Entitas/ Entity	Surat Pajak/ Tax Letter	Nilai Lebih/(Kurang) Bayar Sengketa Terakhir/Amount of Over/(Under) Payment from Latest Tax Dispute	Piutang Tagihan Pajak/ Claims for Tax Refund	Status/ Status
Pajak Penghasilan Badan				
Perusahaan	SKPLB PPh Badan 2019	Rp126.982.147.237	Rp8.272.849.594	Menunggu putusan Pengadilan Pajak/ Waiting for the decision of Tax Court
Perusahaan	SKPKB PPh Badan 2018	(Rp194.697.945.264)	Rp24.155.259.755	Menunggu putusan Pengadilan Pajak/ Waiting for the decision of Tax Court
Perusahaan	SKPKB PPh Badan 2017	(Rp86.910.334.062)	-	Menunggu putusan Pengadilan Pajak/ Waiting for the decision of Tax Court
Perusahaan	SKPKB PPh Badan 2016	(Rp164.768.913.254)	-	Menunggu putusan Pengadilan Pajak/ Waiting for the decision of Tax Court
Perusahaan	SKPLB PPh Badan 2015	Rp12.299.323.204	Rp12.299.323.204	Menunggu putusan Pengadilan Pajak/ Waiting for the decision of Tax Court
Pajak Pertambahan Nilai				
Perusahaan	PPN 2021	-	Rp90.174.082.030	Masih dalam proses pemeriksaan untuk masa Januari sampai Agustus 2021/ In inspection process for the period January to August 2021
Perusahaan	SKPLB PPN 2018	Rp Rp9.071.375.238	Rp9.071.375.238	Menunggu putusan Pengadilan Pajak/ Waiting for the decision of Tax Court
Perusahaan	SKPKB PPN 2018	Rp9.323.113.520	Rp9.323.113.520	Menunggu putusan Pengadilan Pajak/ Waiting for the decision of Tax Court
Perusahaan	SKPKB PPN 2017	(Rp18.534.407.963)	-	Menunggu putusan Pengadilan Pajak/ Waiting for the decision of Tax Court
Perusahaan	SKPKB PPN 2016	(Rp53.772.238.101)	-	Menunggu putusan Pengadilan Pajak/ Waiting for the decision of Tax Court
Perusahaan	SKPKB PPN 2008	Rp14.150.955.386	Rp4.479.940.756	Menunggu putusan Pengadilan Pajak/ Waiting for the decision of Tax Court
Perusahaan	SKPKB PPN 2007	Rp34.656.537.957	Rp23.052.138.792	Perusahaan telah mengajukan permohonan pengurangan sanksi administrasi dan sedang menunggu putusan Pengadilan Pajak/ The company has submitted an application for reduction in administrative sanctions and waiting for the decision of Tax Court
Perusahaan	SKPKB PPN 2006	Rp14.827.943.548	Rp14.827.943.548	Menunggu putusan Mahkamah Agung/ Waiting for the decision of Supreme Court



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22. PERPAJAKAN (lanjutan)

22. TAXATION (continued)

i. Surat ketetapan pajak (lanjutan)

i. Tax assessments letter (continued)

Entitas Anak

Subsidiaries

Entitas/ Entity	Surat Pajak/ Tax Letter	Nilai Lebih/(Kurang) Bayar Sengketa Terakhir/Amount of Over/(Under) Payment from Latest Tax Dispute	Piutang Tagihan Pajak/ Claims for Tax Refund	Status/ Status
Pajak Penghasilan Badan				
PTPN 6	PPH Badan 2022	-	Rp106.501.243	Masih dalam proses pemeriksaan oleh DJP/ In inspection process by DJP
PTPN 10	PPH Badan 2022	-	Rp1.214.716.421	Masih dalam proses pemeriksaan oleh DJP/ In inspection process by DJP
PTPN 12	PPH Badan 2022	-	Rp2.289.613.692	Masih dalam proses pemeriksaan oleh DJP/ In inspection process by DJP
IKN	PPH Badan 2022	-	Rp922.370.495	Masih dalam proses pemeriksaan oleh DJP/ In inspection process by DJP
PTPN 6	PPH Badan 2021	-	Rp266.326.413	Masih dalam proses pemeriksaan oleh DJP/ In inspection process by DJP
PTPN 10	PPH Badan 2021	-	Rp4.988.646.583	Masih dalam proses pemeriksaan oleh DJP/ In inspection process by DJP
PTPN 12	PPH Badan 2021	-	Rp1.520.028.644	Masih dalam proses pemeriksaan oleh DJP/ In inspection process by DJP
PTPN 13	PPH Badan 2021	-	Rp4.587.058.899	Manajemen PTPN 13 mencadangkan nilai ini untuk mengkreditkan PPH Badan pada periode berikutnya/ Management of PTPN 13 reserves this value to credit company income tax for next period
SPMN	SKPKB PPh Badan 2021	(Rp415.629.750)	Rp415.629.750	Menunggu proses pengembalian tagihan pajak/ Awaiting refund process of tax claims
PTPN 6	PPH Badan 2020	-	Rp102.701.667	Masih dalam proses pemeriksaan oleh DJP/ In inspection process by DJP
KPBN	PPH Badan 2020	-	Rp8.148.435.059	Masih dalam proses pemeriksaan oleh DJP/ In inspection process by DJP
PTPN 6	PPH Badan 2019	-	Rp60.534.163	Masih dalam proses pemeriksaan oleh DJP/ In inspection process by DJP
PTPN 6	SKPLB PPh Badan 2018	Rp21.032.755.657	Rp6.254.180.515	Menunggu putusan Pengadilan Pajak/ Waiting for the decision of Tax Court
PTPN 4	SKPKB PPh Badan 2017	(Rp 177.174.383.105)	Rp 177.174.383.105	Menunggu putusan keberatan/ Waiting for an objection decision
PTPN 14	SKPKB PPh Badan 2016	(Rp39.744.818.044)	-	Menunggu putusan keberatan/ Waiting for an objection decision
PTPN 4	SKPKB PPh Badan 2014	(Rp354.570.016.540)	-	Menunggu putusan Pengadilan Pajak/ Waiting for the decision of Tax Court

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22. PERPAJAKAN (lanjutan)

22. TAXATION (continued)

i. Surat ketetapan pajak (lanjutan)

i. Tax assessments letter (continued)

Entitas Anak (lanjutan)

Subsidiaries (continued)

Entitas/ Entity	Surat Pajak/ Tax Letter	Nilai Lebih/(Kurang) Bayar Sengketa Terakhir/Amount of Over/(Under) Payment from Latest Tax Dispute	Piutang Tagihan Pajak/ Claims for Tax Refund	Status/ Status
Pajak Pertambahan Nilai				
PTPN 1	SKPLB PPN 2021	Rp17.802.056.928	Rp17.802.056.928	Menunggu proses pengembalian tagihan pajak/ Awaiting refund process of tax claims
PTPN 14	SKPLB PPN 2021	Rp4.829.799.910	Rp4.829.799.910	Menunggu proses pengembalian tagihan pajak/ Awaiting refund process of tax claims
PTPN 1	PPN 2020	-	Rp166.361.174	Dalam proses pengajuan lebih bayar oleh manajemen/ In process of proposes a tax overpayment by management
PTPN 14	SKPLB PPN 2020	Rp4.265.025.914	Rp4.265.025.914	Menunggu proses pengembalian tagihan pajak/ Awaiting refund process of tax claims
PTPN 14	SKPLB PPN 2019	Rp5.801.626.322	Rp5.801.626.322	Menunggu proses pengembalian tagihan pajak/ Awaiting refund process of tax claims
PTPN 1	SKPKB PPN 2018	(Rp51.245.944.108)	Rp26.074.063.225	Menunggu putusan Pengadilan Pajak/ Waiting for the decision of Tax Court
PTPN 14	SKPLB PPN 2018	Rp17.299.551.026	Rp17.299.551.026	Menunggu proses pengembalian tagihan pajak/ Awaiting refund process of tax claims
PTPN 13	SKPKB PPN 2017	(Rp17.146.081.517)	-	Menunggu keputusan keberatan/ Waiting for an objection decision
PTPN 4	SKPKB PPN 2014	(Rp87.156.957.995)	-	Menunggu putusan sidang banding/ Waiting for the decision of the appeal hearing
PTPN 4	SKPKB PPN 2014	(Rp384.805.308)	Rp384.805.308	Menunggu putusan Pengadilan Pajak/ Waiting for the decision of Tax Court
PTPN 4	SKPKB PPN WAPU 2014	(Rp28.970.188.109)	-	Menunggu putusan sidang banding/ Waiting for the decision of the appeal hearing
PTPN 4	SKPKB PPN 2013	(Rp942.340.584)	Rp942.340.584	Menunggu putusan Mahkamah Agung/ Waiting for the decision of Supreme Court
PTPN 13	SKPKB PPN 2012	(Rp10.002.151.142)	Rp9.770.869.081	Menunggu proses pengembalian tagihan pajak/ Awaiting refund process of tax claims
PTPN 7	SKPKB PPN 2011	(Rp2.166.573.794)	Rp2.166.573.794	Menunggu putusan Mahkamah Agung/ Waiting for the decision of Supreme Court
PTPN 7	SKPKB PPN 2010	(Rp32.884.679.664)	Rp32.884.679.664	Menunggu putusan Mahkamah Agung/ Waiting for the decision of Supreme Court
PTPN 7	SKPKB PPN 2008	(Rp112.192.211.371)	-	Menunggu putusan Mahkamah Agung/ Waiting for the decision of Supreme Court
PTPN 7	SKPKB PPN 2001-2003	(Rp87.274.930.073)	Rp87.274.930.073	Menunggu putusan Mahkamah Agung/ Waiting for the decision of Supreme Court



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22. PERPAJAKAN (lanjutan)

22. TAXATION (continued)

i. Surat ketetapan pajak (lanjutan)

i. Tax assessments letter (continued)

Entitas Anak (lanjutan)

Subsidiaries (continued)

Entitas/ Entity	Surat Pajak/ Tax Letter	Nilai Lebih/(Kurang) Bayar Sengketa Terakhir/Amount of (Over)/Under Payment from Latest Tax Dispute	Piutang Tagihan Pajak/ Claims for Tax Refund	Status/ Status
Pajak Penghasilan				
PTPN 4	SKPKB PPh Pasal 4(2)	(Rp58.865.350)	Rp58.865.350	Tagihan pajak ini merupakan sengketa pajak dari tahun 2011 & 2017 yang hasil sidang memutuskan diterima sebagian. Saat ini manajemen PTPN 4 sedang menjalani sidang Peninjauan Kembali untuk tahun 2011 dan sidang keberatan untuk tahun 2017/ This claim for tax is tax dispute 2011 & 2017 which the result was accepted partially. Currently, management of PTPN 4 is undergoing a case review hearing for 2011 and an objection hearing for 2017
PTPN 4	SKPKB PPh Pasal 21	(Rp36.124.355.665)	Rp36.124.355.665	Tagihan pajak ini merupakan sengketa pajak dari tahun 2011 - 2019 yang hasil sidang memutuskan diterima sebagian. Saat ini manajemen PTPN 4 sedang menjalani sidang keberatan/ This claim for tax is tax dispute 2011 - 2019 which the result was accepted partially. Currently, management of PTPN 4 is undergoing an objection hearing
PTPN 4	SKPKB PPh Pasal 22	(Rp14.273.386)	Rp14.273.386	PTPN 4 sedang menjalani proses keberatan/ PTPN 4 is undergoing an objection
IKN	PPh Pasal 22	-	Rp1.388.640	Dalam tahap pemeriksaan lapangan oleh DJP bahwa terdapat kelebihan pembayaran pajak PPH Badan IKN/ In process of inspection by DJP that IKN's company income tax was over payment
PTPN 4	SKPKB PPh Pasal 23	(Rp11.572.165.965)	Rp11.572.165.965	PTPN 4 sedang menjalani proses keberatan/ PTPN 4 is undergoing an objection
IKN	PPh Pasal 25	-	Rp509.606.744	Dalam tahap pemeriksaan lapangan oleh DJP bahwa terdapat kelebihan pembayaran pajak PPH Badan IKN/ In process of inspection by DJP that IKN's company income tax was over payment

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23. BIAYA MASIH HARUS DIBAYAR

Akun ini terdiri dari:

	31 Desember 2022/ December 31, 2022
Bonus dan Tantiem	2.244.707.401.573
Bunga Pinjaman	1.065.476.750.722
Gaji dan upah	322.335.733.815
Biaya Pajak yang Masih Harus Dibayar	154.132.840.439
Santunan Hari Tua	118.253.622.969
Jasa profesional	80.167.978.830
Cuti karyawan	77.374.553.225
Premi Karyawan	48.232.385.112
Panen dan angkutan	40.390.487.996
Beban kantor	16.295.035.189
BPJS Ketenagakerjaan	23.100.681.286
luran dana pensiun	15.428.122.050
Asuransi	13.093.298.283
Biaya pengobatan	6.054.009.643
Lain-lain	338.926.424.018
Total	4.563.969.325.150

23. ACCRUED EXPENSES

This account consists of:

	31 Desember 2021/ December 31, 2021	
1.827.990.197.501		Employee bonus
927.857.764.771		Loan Interest
296.593.679.999		Salaries and wages
238.879.879.981		Accrued Tax Expense
75.044.836.614		Retirement compensation
10.877.512.172		Professional fees
57.501.990.673		Employee leave
68.909.029.568		Employee premium
19.735.027.467		Harvesting and transportation
11.583.557.196		Office expense
10.839.920.929		BPJS Ketenagakerjaan
2.615.056.059		Pension contribution
10.135.701.465		Insurance
3.324.839.747		Medical expense
397.359.396.585		Other
Total	3.959.248.390.727	Total

24. UTANG LAIN-LAIN JANGKA PANJANG

Utang lain-lain jangka panjang terutama adalah utang KPPA PTPN XIV, entitas anak dan utang atas imbalan kerja kepada pemegang saham.

	31 Desember 2022/ December 31, 2022
Pihak ketiga	301.737.671.563
Pihak-pihak berelasi (Catatan 38)	38.576.758.464
Total	340.314.430.027
Bagian lancar	24.585.594.780
Setelah dikurangi bagian lancar	315.728.835.247

24. OTHER LONG-TERM PAYABLES

Other long-term debts mostly represent KPPA's debt PTPN XIV, subsidiary of the and debts for employee benefits to the shareholders.

	31 Desember 2021/ December 31, 2021	
213.881.437.541		Third parties
127.775.119.207		Related parties (Note 38)
Total	341.656.556.748	Total
	-	Current maturities
Setelah dikurangi bagian lancar	341.656.556.748	Net of current maturities

Utang KKPA merupakan titipan dana plasma dari Koperasi Unit Desa ("KUD") peserta pengembangan perkebunan rakyat pembangunan kebun kelapa sawit. Transaksi tersebut didasarkan pada surat perjanjian antara KUD, entitas anak dan bank responden terkait dengan penyaluran dana plasma dimana entitas anak terlibat sebagai *avalist* (penjamin). Dana tersebut telah digunakan untuk membangun kebun plasma. Jumlah tersebut selanjutnya akan menjadi utang petani plasma melalui KUD bersamaan dengan penyerahan kebun plasma sesuai kesepakatan.

KKPA debt is a plasma fund deposit from Village Unit Cooperatives ("KUD") participating in the development of smallholder plantations for the development of oil palm plantations. The transaction is in the form of a letter of agreement between KUD, a subsidiary and a respondent bank related to prostitution of plasma funds in which the subsidiary is involved as an *avalist* (guarantor). The funds have been used to establish plasma plantations. This amount will then become the debt of the plasma farmers through the KUD simultaneously with the delivery of the plasma plantations according to the agreement.

Dalam Surat Persetujuan *Plafond* Plasma dari masing-masing Bank ditetapkan ketentuan bahwa pencairan kredit atas nama KUD dilakukan setelah:

In the Letter of Approval of the Plasma Ceiling from each Bank it is stipulated that the disbursement of credit on behalf of KUD is carried out after:

- Entitas anak menyerahkan *Corporate Guarantee* sebagai bapak angkat sekaligus penjamin;
- Perusahaan menyerahkan *Buy Back Guarantee* secara notarial.

- *Subsidiary* submits a *Corporate Guarantee* as a foster father and guarantor;
- The *Business Group* submits a notarized *Buy Back Guarantee*



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25. PENDAPATAN DITERIMA DI fkmUKA

Pendapatan diterima dimuka merupakan penerimaan pendapatan atas penjualan produk barang dan jasa.

25. UNEARNED REVENUE

Unearned revenue represents revenue received from the sale of goods and services.

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
Pihak ketiga	371.320.514.339	233.823.370.342	Third parties
Pihak berelasi (Catatan 38)	120.132.088.470	127.646.421.671	Related parties (Note 38)
Total	491.452.602.809	361.469.792.013	Total
Bagian lancar	(10.751.606.975)	(13.107.799.387)	Current maturities
Setelah dikurangi bagian lancar	480.700.995.834	348.361.992.626	Net of current maturities

26. UTANG JANGKA PANJANG

26. LONG-TERM DEBTS

2022	Total/ Total	Bagian lancar atas utang jangka panjang tahun/Current maturities of long-term debts	Utang jangka panjang /Long-term debts	2022
a) Utang bank				Bank loans (a)
- Perusahaan	12.563.535.959.691	1.344.266.790.490	11.219.269.169.201	Company -
- Entitas Anak	24.295.653.982.400	5.544.669.828.618	18.750.984.153.782	Subsidiaries -
b) Wesel bayar	3.866.000.000.000	1.105.000.000.000	2.761.000.000.000	Medium Term Notes (b)
c) Utang kepada Pemerintah Republik Indonesia	3.199.565.670.111	226.085.116.085	2.973.480.554.026	Debts to the Government (c) of the Republic of Indonesia
d) Utang jangka Panjang lainnya	-	-	-	Other Long-term debt (d)
Total	43.924.755.612.202	8.220.021.735.193	35.704.733.877.009	Total
2021	Total/ Total	Bagian lancar atas utang jangka panjang tahun/Current maturities of long-term debts	Utang jangka panjang /Long-term debts	2021
a) Utang bank				Bank loans (a)
- Perusahaan	13.529.545.777.336	1.072.228.096.370	12.457.317.680.966	Company -
- Entitas Anak	25.277.076.700.245	995.341.238.319	24.281.735.461.926	Subsidiaries -
b) Wesel bayar	3.866.000.000.000	1.390.000.000.000	2.476.000.000.000	Medium Term Notes (b)
c) Utang kepada Pemerintah Republik Indonesia	2.003.422.290.820	231.085.236.796	1.772.337.054.024	Debts to the Government (c) of the Republic of Indonesia
d) Utang jangka Panjang lainnya	354.852.444.719	7.866.608.208	346.985.836.511	Other Long-term debt (d)
Total	45.030.897.213.120	3.696.521.179.693	41.334.376.033.427	Total

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26. UTANG JANGKA PANJANG (lanjutan)

26. LONG-TERM DEBTS (continued)

a. Utang bank

a. Bank Loans

Kreditor/Creditors	Fasilitas Maksimum/ Maximum Facility	Jatuh Tempo/ Maturity date	Total/Total	
			31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021
Perusahaan/Company				
<u>Entitas berelasi dengan Pemerintah/ Government-related entities</u>				
PT Bank Mandiri (Persero) Tbk	3.200.000.000.000	Desember 2028/ December 2028	1.712.311.160.951	1.910.130.597.214
PT Bank Negara Indonesia (Persero) Tbk	2.100.000.000.000	Desember 2028/ December 2028	1.685.029.832.020	1.878.590.000.000
PT Bank Syariah Indonesia	500.000.000.000	Desember 2028/ December 2028	208.603.464.083	232.565.841.951
PT Bank Rakyat Indonesia (Persero) Tbk	605.000.000.000	Desember 2028/ December 2028	490.832.876.390	547.215.079.363
PT Bank Raya Indonesia Tbk	500.000.000.000	Desember 2028/ December 2028	300.582.004.061	335.110.000.000
<u>Pihak ketiga/Third parties</u>				
PT Bank DBS Indonesia	2.000.000.000.000	Desember 2028/ December 2028	1.299.737.671.336	1.449.039.147.910
PT Bank UOB Indonesia	500.000.000.000	Desember 2028/ December 2028	434.117.017.412	483.984.243.039
PT Bank Tabungan Pensiunan Nasional Tbk	5.507.460.000.000	Desember 2028/ December 2028	163.932.418.198	182.763.412.048
PT Bank ICBC Indonesia	200.000.000.000	Desember 2028/ December 2028	67.369.534.000	75.108.304.003
PT Bank Central Asia Tbk	600.000.000.000	Desember 2028/ December 2028	525.419.281.690	585.584.840.720
PT Bank Victoria International Tbk	500.000.000.000	Desember 2028/ December 2028	210.786.819.117	234.999.793.441
PT Bank QNB Indonesia Tbk	500.000.000.000	Desember 2028/ December 2028	421.573.638.234	470.000.000.000
PT Bank PermataTbk	500.000.000.000	Desember 2028/ December 2028	417.484.993.453	465.441.690.672
Sumitomo Mitsui Banking Corp USD	USD390.600.000	Juni 2028/ June 2028	4.654.708.503.366	4.707.107.405.457
Total/Total			12.592.489.214.311	13.557.640.355.818
Dikurangi biaya perolehan utang yang belum diamortisasi/Less unamortized costs			(28.953.254.620)	(28.094.578.482)
Neto/Net			12.563.535.959.691	13.529.545.777.336
Dikurangi bagian lancar/Less current maturities			(1.344.266.790.490)	(1.072.228.096.370)
Bagian Jangka Panjang/Long-term Portion			11.219.269.169.201	12.457.317.680.966



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26. UTANG JANGKA PANJANG (lanjutan)

26. LONG-TERM DEBTS (continued)

a. Utang bank (lanjutan)

a. Bank Loans (continued)

Kreditor/Creditors	Fasilitas Maksimum/ Maximum Facility	Jatuh Tempo/ Maturity date	Total/Total	
			31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021
Entitas Anak/Subsidiaries				
<u>Entitas berelasi dengan Pemerintah/ Government-related entities</u>				
Lembaga Pembiayaan Ekspor Indonesia	3.503.502.402.421	December 2028/ December 2028	2.482.111.307.778	2.599.046.868.959
PT Bank Mandiri (Persero) Tbk	13.430.179.910.667	December 2028/ December 2028	9.021.136.818.576	9.732.112.128.211
PT Bank Rakyat Indonesia (Persero) Tbk	6.131.230.261.882	December 2028/ December 2028	5.191.233.442.833	4.909.333.202.774
PT Bank Raya Indonesia Tbk	120.265.380.159	December 2028/ December 2028	73.304.901.411	473.235.136.239
PT Bank Negara Indonesia (Persero) Tbk	5.608.881.826.460	December 2028/ December 2028	4.009.079.024.611	4.140.995.738.011
Bank Syariah Indonesia	300.000.000.000	December 2028/ December 2028	242.576.678.268	247.846.438.518
PT Bank Riau Kepri	263.721.300.000	December 2028/ December 2028	180.944.360.396	201.729.524.033
PT Bank Pembangunan Daerah Jawa Tengah (BPD Jateng)	76.777.034.035	December 2028/ December 2028	72.960.162.740	75.142.780.026
PT Bank Pembangunan Daerah Jawa Timur (BPD Jatim)	160.026.717.678	December 2028/ December 2028	152.071.195.642	156.620.434.686
PT Sarana Multi Infrastruktur (Persero)	160.026.717.678	December 2028/ December 2028	345.861.911.427	-
<u>Pihak ketiga/Third parties</u>				
PT Bank ICBC Indonesia	1.024.681.375.000	Desember 2028/ December 2028	846.428.750.513	908.804.451.492
PT Bank Central Asia Tbk	662.928.750.000	Desember 2028/ December 2028	454.081.123.906	40.238.601.868
PT Bank Permata Tbk	55.000.000.000	Desember 2028/ December 2028	34.705.698.786	36.601.018.586
PT Bank QNB Indonesia Tbk	289.900.000.000	Desember 2028/ December 2028	269.984.016.273	747.810.338.215
PT Bank DBS Indonesia	200.000.000.000	Desember 2028/ December 2028	121.006.473.565	134.906.544.000
PT Bank Maybank Indonesia Tbk	879.362.750.000	Desember 2028/ December 2028	603.235.910.685	672.529.902.984
PT Bank Danamon Indonesia Tbk	156.736.531.340	Desember 2028/ December 2028	134.107.272.657	140.932.800.000
PT Bank Muamalat Indonesia Tbk	250.000.000.000	Desember 2028/ December 2028	67.608.477.225	70.580.988.867
PT Bank Global Internasional TBK	20.000.000.000	Desember 2028/ December 2028	14.809.829.444	15.930.084.495
Total/Total			24.317.247.356.736	25.304.396.991.964
Dikurangi biaya perolehan utang yang belum diamortisasi/Less unamortized costs			(21.593.374.336)	(27.320.291.719)
Neto/Net			24.295.653.982.400	25.277.076.700.245
Dikurangi bagian lancar/Less current maturities			(5.544.669.828.618)	(995.341.238.319)
Bagian Jangka Panjang/Long-term Portion			18.750.984.153.782	24.281.735.461.926

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26. UTANG JANGKA PANJANG (lanjutan)

a. Utang bank (lanjutan)

Sehubungan dengan program transformasi keuangan jangka panjang PTPN Group, telah dilakukan penandatanganan perjanjian perubahan induk (*Master Amendment Agreement/MAA*) antara PT Perkebunan Nusantara III (Persero) dengan Para Kreditur Perbankan PTPN Group sebagai berikut:

- 1) Perjanjian Perubahan Induk Hijau Nomor 29, tanggal 29 Januari 2021 ("MAA Hijau") untuk PTPN III, PTPN IV dan PTPN V
- 2) Perjanjian Perubahan Induk Kuning Nomor 22, tanggal 10 Oktober 2022 ("MAA Kuning") untuk PTPN I, PTPN II, PTPN VI, PTPN X, PTPN XI, PTPN XII dan PTPN XIV
- 3) Perjanjian Perubahan Induk Merah Nomor 21, tanggal 10 Oktober 2022 ("MAA Merah") untuk PTPN VII, PTPN VIII dan PTPN IX
- 4) Perjanjian Perubahan Induk PT Sinergi Gula Nusantara (PT SGN) Nomor 20, tanggal 10 Oktober 2022 ("MAA PT SGN") untuk PT SGN

Perjanjian Perubahan Induk Hijau dibuat di hadapan Notaris Nanette Cahyanie Handari Adi Warsito. S.H. M.Kn tersebut dinyatakan telah berlaku efektif sejak 15 Maret 2021. Perjanjian tersebut disusun dengan mempertimbangkan hasil Kajian Transformasi Keuangan Jangka Panjang PTPN Group. Hasil kajian dan perjanjian-perjanjian perubahan induk tersebut juga membagi kelompok usaha ke dalam tiga kelompok yaitu Kelompok Hijau, Kelompok Kuning dan Kelompok Merah.

Perjanjian Perubahan Induk PT Sinergi Gula Nusantara dibuat di hadapan Notaris Vestina Ria Kartika, S.H. M.H., sekaligus merubah Perjanjian Perubahan Induk Kuning dan Perjanjian Perubahan Induk Merah dan berlaku efektif sejak 10 Oktober 2022. Perjanjian tersebut disusun berkenaan pelaksanaan aksi korporasi pemisahan bisnis gula *off-farm* dari PTPN II, PTPN IX, PTPN X, PTPN XI, PTPN XIV, PT BCN, PT IGG ke PT SGN.

26. LONG-TERM DEBTS (continued)

a. Bank Loans (continued)

In connection with the PTPN Group's long term financial transformation program, the Master Amendment Agreement (MAA) has been signed between PT Perkebunan Nusantara III (Persero) and Banking Creditors of PTPN Group as follows:

- 1) *Master Amendment Agreement Green Number 29, dated January 29, 2021 ("MAA Green") for PTPN III, PTPN IV, and PTPN V*
- 2) *Master Amendment Agreement Yellow Number 22, dated October 10, 2022 ("MAA Yellow") for PTPN I, PTPN II, PTPN VI, PTPN X, PTPN XI, PTPN XII and PTPN XIV*
- 3) *Master Amendment Agreement Red Number 21, dated October 10, 2022 ("MAA Red") for PTPN VII, PTPN VIII, and PTPN IX*
- 4) *Master Amendment Agreement PT Sinergi Gula Nusantara (PT SGN) Number 20, dated October 10, 2022 ("MAA PT SGN") for PT SGN*

Master Amandement Agreement of Tranche Green made before Notary Nanette Cahyanie Handari Adi Warsito. S.H. M.Kn is declared to have been effective since March 15, 2021. The agreements were prepared taking into account the results of the PTPN Group Long-Term Financial Transformation Study. The results of the study and the amendment agreements also divided the group into three groups, which is Green Group, Yellow Group and Red Group.

Master Amandement Agreement of PT Sinergi Gula Nusantara made before Notary Vestina Ria Kartika, S.H. M.H., at the same time amending Master Amandement Agreement of Tranche Yellow and Master Amandement Agreement of Tranche Red and became effective on October 10, 2022. The agreement was drafted regarding the implementation of corporate actions for spin off sugar business off-farm from PTPN II, PTPN IX, PTPN X, PTPN XI, PTPN XIV, PT BCN, PT IGG to PT SGN.



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26. UTANG JANGKA PANJANG (lanjutan)

a. Utang bank (lanjutan)

Pasca pemberlakuan efektif perjanjian tersebut, maka seluruh fasilitas pinjaman perbankan yang semula terdiri atas fasilitas dengan tenor jangka pendek dan jangka panjang, diubah menjadi fasilitas pinjaman jangka panjang dengan jangka waktu jatuh tempo sampai dengan tahun 2028.

Merujuk pada ketentuan MAA, atas sisa *outstanding* pinjaman perbankan pada tahun 2025 dapat dilakukan *refinancing* untuk Kelompok Hijau dan Kelompok Kuning. Adapun atas seluruh instrumen surat utang di pasar modal yang masih beredar, kelompok usaha harus mengupayakan dilakukannya pembiayaan ulang (*refinancing*) atau penjadwalan kembali (*rescheduling*) atas Surat Utang *Existing* yang jatuh tempo setelah tahun 2021 sebagai bentuk perlakuan yang sama dengan fasilitas pinjaman bank yang telah direstrukturisasi.

Fasilitas perbankan untuk entitas anak tertentu dalam Kelompok Usaha yang tidak mengikuti MAA tetap mengacu kepada perjanjian pinjaman paling akhir yang disetujui oleh entitas anak tertentu dengan pihak perbankan.

Fasilitas pembiayaan yang diterima oleh Kelompok Usaha yang diterima dari Lembaga Pembiayaan non-perbankan tetap mengacu pada perjanjian terakhir yang disetujui oleh Kelompok Usaha.

Kelompok Hijau dan Kelompok Kuning memiliki ringkasan struktur sebagai berikut:

- *Amortizing Loan*
- Tenor 5+3 tahun
- *Prepayment*: divestasi aset, *carve out* bisnis gula, instrumen pasar modal

Kelompok Merah memiliki ringkasan struktur sebagai berikut:

- Tenor 8 tahun
- Pembayaran Kembali Pokok Pinjaman: dari Divestasi Aset periode 2021 - 2028
- Hasil Divestasi SugarCo menjadi *Prepayment*.

26. LONG-TERM DEBTS (continued)

a. Bank Loans (continued)

After the effective implementation of the agreement, all bank credit facilities, which originally consist of short-term and long-term facilities, were changed to long-term credit facilities with maturities up to 2028.

Refer to the regulation in MAA, the remaining outstanding bank loans in 2025 can be refinanced for Green Group and Yellow Group. The outstanding debt instruments in the capital market, the Group have to refinance or reschedule the existing debt securities with the maturity date after 2021 as the equal treatment with the restructured bank loan facility.

Banking facilities for certain subsidiaries within the Business Group that do not follow the MAA still refer to the most recent loan agreement approved by certain subsidiaries with the banking sector.

The financing facilities received by the Business Group received from non-banking Financing Institutions still refer to the latest agreement approved by the Business Group.

Green Group and Yellow Group has the following structure:

- *Loan Amortization*
- *5+3 years tenor*
- *Advance payment: asset divestment, carve out sugar business, capital market instrument*

Red Group has a summary structure as follows:

- *8 years tenor*
- *Repayment of Loan Principal: from Asset Divestment period 2021 – 2028*
- *SugarCo Divestment proceeds into Prepayment.*

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26. UTANG JANGKA PANJANG (lanjutan)

a. Utang bank (lanjutan)

Berdasarkan Akta Novasi Nomor 9 sampai dengan Nomor 18 dan Akta Perjanjian Bilateral Nomor 19 tertanggal 10 Oktober 2022, PT Sinergi Gula Nusantara, PT Perkebunan Nusantara II, PT Perkebunan Nusantara IX, PT Perkebunan Nusantara X, PT Perkebunan Nusantara XI dan PT Perkebunan Nusantara XII (kemudian disebut sebagai PTPN Gula) serta PT Bank Mandiri (Persero) Tbk, PT Bank Rakyat Indonesia (Persero) Tbk, PT Bank Negara Indonesia (Persero) Tbk, PT Bank Syariah Indonesia Tbk, PT Sarana Multi Infrastruktur (Persero), Lembaga Pembiayaan Ekspor Indonesia, PT Bank Pembangunan Daerah Jawa Timur Tbk dan PT Bank Pembangunan Daerah Jawa Tengah menandatangani perjanjian novasi pinjaman atas nama PT Sinergi Gula Nusantara.

Perjanjian pinjaman ini akan jatuh tempo pada tanggal 23 Desember 2025 dan dapat diperpanjang hingga tanggal 31 Desember 2028.

Suku Bunga

Untuk tahun yang berakhir pada tanggal 31 Desember 2022, pinjaman dalam mata uang Rupiah dikenakan suku bunga tahunan sebagai berikut:

- Kelompok Hijau, Kelompok Kuning, dan PT SGN:
 - JIBOR 1 month + 3,43781% berlaku sejak tanggal efektif perjanjian MAA sampai dengan tahun kelima (selama 5 tahun) perjanjian MAA.
 - JIBOR 1 month + 3,43781% + 1% berlaku sejak tahun keenam sampai dengan tahun pengakhiran perjanjian MAA pada tanggal 31 Desember 2028 (selama 3 tahun).
- Kelompok Merah:
 - 5,5% p.a berlaku sejak tanggal efektif Perjanjian MAA sampai dengan tahun ke lima (selama 5 tahun) dengan bunga ditangguhkan 3% p.a (selama 5 tahun), dan
 - 6,5% p.a sejak tahun keenam sampai dengan 31 Desember 2028 (selama 3 tahun) dengan bunga ditangguhkan 4% p.a (selama 2 tahun).

26. LONG-TERM DEBTS (continued)

a. Bank Loans (continued)

Based on Deed of Novation Number 9 to Number 18 and Deed of Bilateral Agreement Number 19 dated October 10, 2022, the Company, PT Perkebunan Nusantara II, PT Perkebunan Nusantara IX, PT Perkebunan Nusantara X, PT Perkebunan Nusantara XI and PT Perkebunan Nusantara XII (later referred to as PTPN Gula) and PT Bank Mandiri (Persero) Tbk, PT Bank Rakyat Indonesia (Persero) Tbk, PT Bank Negara Indonesia (Persero) Tbk, PT Bank Syariah Indonesia Tbk, PT Sarana Multi Infrastruktur (Persero), Lembaga Pembiayaan Ekspor Indonesia, PT Bank Pembangunan Daerah Jawa Timur Tbk and PT Bank Pembangunan Daerah Jawa Tengah signed a novation loan agreement to PT Sinergi Gula Nusantara.

The loan agreement will mature on December 23, 2025 and can be extended until December 31, 2028.

Interest Rate

For the year ended December 31, 2022 loans denominated in Rupiah bear annual interest rates as follows:

- Green Group, Yellow Group, and PT SGN:
 - JIBOR 1 month + 3.43781% valid from the effective date of the MAA agreement until the fifth year (for 5 years) of the MAA
 - JIBOR 1 month + 3.43781% + 1% is valid from the sixth year until the year of termination of the MAA agreement on December 31, 2028 (for 3 years).
- Red Group:
 - 5.5% p.a effective from the effective date of the MAA Agreement until the fifth year (for 5 years) with a deferred interest of 3% p.a (for 5 years), and
 - 6.5% p.a from the sixth year until December 31, 2028 (for 3 years) with a deferred interest of 4% p.a (for 2 years).



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a. Utang bank (lanjutan)	a. Bank Loans (continued)
Suku Bunga (lanjutan)	Interest Rate (continued)
Untuk fasilitas pinjaman dalam Dolar AS dikenakan tingkat suku bunga tahunan sebesar LIBOR + 4,25%. untuk tahun yang berakhir tanggal 31 Desember 2022. Pinjaman dalam mata uang Rupiah untuk tahun yang berakhir pada tanggal 31 Desember 2021 dan 31 Desember 2022 dikenakan suku bunga tahunan yang berkisar antara 4,75% - 12,50%.	The US Dollar loan facility bears an annual interest rate of LIBOR + 4.25% for the year ended December 31, 2022. Loans denominated in Rupiah for the year ended December 31, 2021 and December 31, 2022 bear annual interest rates ranging from 4.75% - 12.50%.

Jaminan

Pada tanggal 31 Desember 2022 dan 2021, semua fasilitas pinjaman yang diperoleh Perusahaan dan Entitas Anak tertentu dijamin dengan aset tertentu masing-masing penerima pinjaman dapat berupa piutang, aset tetap tertentu, aset tanaman dan juga hak guna usaha. Seluruh jaminan tersebut juga digunakan sebagai jaminan atas utang bank jangka pendek.

Collateral

As of December 31, 2022 and 2021, all credit facilities obtained by the Company and certain Subsidiaries are secured by specific asset of the recipient in the form of receivables, certain fixed assets, plantations and also deferred charges of landrights. All collateral also were used to pledge for short-term loans.

Pembatasan-pembatasan

Berdasarkan persyaratan-persyaratan dalam perjanjian pinjaman-pinjaman tersebut, Kelompok Usaha diharuskan untuk memperoleh persetujuan tertulis sebelumnya dari bank sehubungan dengan antara lain, pemberian pinjaman, memenuhi rasio-rasio tertentu, memindahtangankan barang jaminan, mengikatkan diri sebagai penjamin utang atau menjaminkan harta kekayaan Kelompok Usaha yang telah dijamin, pembagian deviden, anggaran tahunan.

Covenants

Based on the terms of the loan agreements, the Group is required to obtain prior written approval from the bank in connection with, among others, granting loans, meeting certain ratios, transferring collateral, binding itself as debt guarantor or pledging the Group assets that have been secured/ guaranteed, dividend distribution, annual budget.

Perjanjian pinjaman-pinjaman Kelompok Usaha di atas mensyaratkan beberapa pembatasan, antara lain, untuk mengubah anggaran dasar, memberi dan memperoleh pinjaman baru tanpa persetujuan awal, memberikan jaminan baru, melakukan penggabungan usaha, mengadakan penyertaan saham baru dalam perusahaan lain dan mengikatkan diri sebagai penjamin atau mengagunkan harta kekayaan.

Group's loan agreements required some restrictions, such as to amend the articles of association, to give and obtain new loans without prior consent, providing new guarantees merge, to hold new shares in another company and bind themselves as guarantor or to pledge property.

Kepatuhan atas Syarat-Syarat Pinjaman

Pada tanggal 31 Desember 2022, kecuali untuk tranche PT Sinergi Gula Nusantara, Kelompok Usaha telah memenuhi persyaratan pinjaman utang jangka panjang seperti disebutkan dalam perjanjian kredit.

Compliance with Loan Covenants

As of December 31, 2022, except for PT Sinergi Gula Nusantara tranche, the Group has complied with covenants of the long-term loans as stipulated in the loan agreements.

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26. UTANG JANGKA PANJANG (lanjutan)

26. LONG-TERM DEBTS (continued)

b. Wesel bayar

Rincian akun ini adalah sebagai berikut:

a. Medium Term Notes (MTN)

The details of this account are as follows:

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
Perusahaan			Company
a) MTN III Tahun 2019 Seri B	600.000.000.000	600.000.000.000	a) MTN III year 2019 Series B
b) MTN II Tahun 2018	375.000.000.000	375.000.000.000	b) MTN II year 2018
c) MTN III Tahun 2019 Seri A	300.000.000.000	300.000.000.000	c) MTN III year 2019 Series A
d) MTN Syariah Ijarah I Tahun 2018	125.000.000.000	125.000.000.000	d) MTN Syariah Ijarah I year 2018
e) MTN IV Tahun 2019	100.000.000.000	100.000.000.000	e) MTN IV year 2019
Subtotal	1.500.000.000.000	1.500.000.000.000	Subtotal
Sukuk Ijarah (SI)			MTN Ijarah
f) SI II Tahun 2019 Seri G	465.000.000.000	465.000.000.000	f) MTN Ijarah II year 2019 Series G
g) SI II Tahun 2019 Seri E	200.000.000.000	200.000.000.000	g) MTN Ijarah II year 2019 Series E
h) SI II Tahun 2019 Seri C	150.000.000.000	150.000.000.000	h) MTN Ijarah II year 2019 Series C
i) SI II Tahun 2019 Seri F	105.000.000.000	105.000.000.000	i) MTN Ijarah II year 2019 Series F
j) SI II Tahun 2019 Seri H	100.000.000.000	100.000.000.000	j) MTN Ijarah II year 2019 Series H
k) SI II Tahun 2019 Seri D	40.000.000.000	40.000.000.000	k) MTN Ijarah II year 2019 Series D
l) SI II Tahun 2019 Seri A	10.000.000.000	10.000.000.000	l) MTN Ijarah II year 2019 Series A
Total Perusahaan	1.070.000.000.000	1.070.000.000.000	Total Company
Entitas Anak			Subsidiaries
Wesel Bayar			Medium Term Notes (MTN)
a) MTN VIII A (PTPN II)	215.000.000.000	215.000.000.000	a) MTN VIII A (PTPN II)
b) MTN VIII B (PTPN II)	136.000.000.000	136.000.000.000	b) MTN VIII B (PTPN II)
c) MTN PTPN V	445.000.000.000	445.000.000.000	c) MTN PTPN V
d) MTN PTPN X	500.000.000.000	500.000.000.000	d) MTN PTPN X
Sub Total Anak	1.296.000.000.000	1.296.000.000.000	Sub Total Subsidiaries
Total Kelompok Usaha	3.866.000.000.000	3.866.000.000.000	Total Group
Dikurangi bagian lancar	(1.105.000.000.000)	(1.390.000.000.000)	Less current liabilities
Bagian jangka panjang	2.761.000.000.000	2.476.000.000.000	Long-term portion

(i) Perusahaan

a) MTN III Tahun 2019 Seri B

Pada tanggal 9 Mei 2019 PTPN III melakukan penawaran MTN III PTPN III Tahun 2019 Seri B dengan arranger dan/atau pembeli pertama PT Mandiri Sekuritas dan PT Bahana Sekuritas serta PT Bank Negara Indonesia (Persero) Tbk sebagai agen pemantau sejumlah Rp600.000.000.000. MTN ini memiliki jangka waktu 5 tahun sampai dengan 9 Mei 2024 dengan tingkat bunga sebesar 11.25% per tahun yang dibayar secara triwulan. MTN tersebut telah didaftarkan di KSEI. Pada tanggal 31 Desember 2022, rating atas MTN ini adalah idBBB.

(i) Company

a) MTN III Year 2019 Series B

On May 9, 2019, PTPN III has made an offer of MTN III PTPN III Series B in 2019 with the arranger and/or the first purchaser of PT Mandiri Sekuritas along with PT Bahana Sekuritas and PT Bank Negara Indonesia (Persero) Tbk as the Monitoring Agent, amounting to Rp600,000,000,000. The MTN has a term of 5 years up to May 9, 2024 with an interest rate of 11.25% per annum payable on quarterly basis. The MTN has been registered in KSEI. As of December 31, 2022, the rating for this MTN is idBBB.



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26. UTANG JANGKA PANJANG (lanjutan)

b. Wesel bayar (lanjutan)

(i) Perusahaan (lanjutan)

b) MTN II Tahun 2018

Pada tanggal 23 Januari 2019 PTPN III melakukan penawaran MTN II Tahun 2018 dengan Arranger dan/atau pembeli pertama PT Mandiri Sekuritas dan PT Bahana Sekuritas serta PT Bank Rakyat Indonesia (Persero) Tbk sebagai agen pemantau sejumlah Rp375.000.000.000. MTN ini memiliki jangka waktu 3 tahun sampai dengan 23 Januari 2022 dengan tingkat bunga 11% per tahun.

Berdasarkan rapat umum tanggal 23 Desember 2021, pemegang MTN menyetujui perpanjangan jangka waktu dari 23 Januari 2022 menjadi 23 Januari 2024 dan kenaikan suku bunga 11,25% per tahun. Perjanjian ini telah diaktakan dengan Akta No. 51 tanggal 23 Desember 2021 oleh notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H. MTN tersebut telah didaftarkan di KSEI. Pada tanggal 31 Desember 2022, *rating* atas MTN ini adalah idBBB.

c) MTN III Tahun 2019 Seri A

Pada tanggal 9 Mei 2019 PTPN III melakukan penawaran MTN III PTPN III Tahun 2019 Seri A dengan Arranger dan/atau pembeli pertama PT Mandiri Sekuritas dan PT Bahana Sekuritas serta PT Bank Negara Indonesia (Persero) Tbk sebagai agen pemantau sejumlah Rp300.000.000.000. MTN ini memiliki jangka waktu 3 tahun sampai dengan 9 Mei 2022, dengan tingkat bunga sebesar 11% per tahun yang dibayar secara triwulan.

Berdasarkan rapat umum tanggal 18 April 2022, pemegang MTN menyetujui perpanjangan jangka waktu menjadi 5 tahun yaitu dari 9 Mei 2022 menjadi 9 Mei 2024. Perjanjian ini telah diaktakan dengan Akta No. 35 tanggal 18 April 2022 oleh notaris Leolin Jayayanti, S.H, M.Kn. MTN tersebut telah didaftarkan di KSEI. Pada tanggal 31 Desember 2022, *rating* atas MTN ini adalah idBBB.

26. LONG-TERM DEBTS (continued)

b. Medium Term Notes (MTN) (continued)

(i) Company (continued)

b) MTN II Year 2018

On January 23, 2019, PTPN III has made an offer of MTN II in 2018 with the arranger or the first buyer PT Mandiri Sekuritas and/or PT Bahana Sekuritas along with the PT Bank Rakyat Indonesia (Persero) Tbk as an monitoring agent amounting to Rp375,000,000,000. MTN has a term 3 years up to January 23, 2022 with interest rate 11%, annually.

Based on the general meeting dated December 23, 2021, The MTN holder agreed to extend the term from January 23, 2022 to January 23, 2024 and the increased interest rate of 11.25% annually. This agreement has been authorized by deed No.51 dated December 23, 2023 by notary Ir. Nanette Cahyanie Handari Adi Warsito, S.H. The MTN has been registered in KSEI. As of December 31, 2022, the rating for this MTN is idBBB.

c) MTN III Year 2019 Series A

On May 9, 2019, PTPN III has made an offer of MTN III PTPN III Series A in 2019 with the Arranger and/or the first purchaser of PT Mandiri Sekuritas along with PT Bahana Sekuritas and PT Bank Negara Indonesia (Persero) Tbk as the Monitoring Agent, amounting to Rp300.000.000.000. The MTN has a term of 3 years up to May 9, 2022 with an interest rate of 11.00% per annum payable on quarterly basis.

Based on the general meeting of MTN on April 18, 2022 has agreed to extend the period of loan from May 9, 2022 to May 9, 2025. This agreement was notarized under deed no 35. dated April 18 2022 of notary Leolin Jayayanti, S.H, M.Kn. The MTN has been registered in KSEI. As of December 31, 2022 the rating for this MTN is idBBB.

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26. UTANG JANGKA PANJANG (lanjutan)

b. Wesel bayar (lanjutan)

(i) Perusahaan (lanjutan)

d) MTN Syariah Ijarah I Tahun 2018

Pada tanggal 2 Januari 2019 PTPN III, melakukan penawaran MTN Syariah Ijarah I PTPN III tahun 2018 dengan Arranger dan/atau pembeli pertama PT Mandiri Sekuritas dan PT Bahana Sekuritas serta PT Bank Rakyat Indonesia (Persero) Tbk sebagai agen pemantau sejumlah Rp125.000.000.000. MTN ini memiliki jangka waktu 3 tahun sampai dengan 23 Januari 2022, dengan tingkat bunga sebesar 11,00% per tahun yang dibayar secara triwulan.

Berdasarkan rapat umum tanggal 17 Januari 2022, pemegang MTN menyetujui perpanjangan jangka waktu dari 23 Januari 2022 menjadi 23 Januari 2024. Perjanjian ini telah diaktakan dengan Akta No. 19 tanggal 17 Januari 2022 oleh notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H. MTN ini telah didaftarkan di KSEI. Pada tanggal 31 Desember 2022, *rating* atas MTN ini adalah idBBB.

e) MTN IV Tahun 2019

Pada tanggal 20 November 2019 PTPN III, melakukan penawaran MTN IV PTPN III Tahun 2019 dengan Arranger dan/atau pembeli pertama PT Danareksa Sekuritas dan PT Bank Rakyat Indonesia (Persero) Tbk sebagai agen pemantau sejumlah Rp100.000.000.000. MTN ini memiliki jangka waktu 5 tahun sampai dengan 20 November 2024, dengan tingkat bunga sebesar 8,75% per tahun yang dibayar secara triwulan. MTN tersebut telah didaftarkan di KSEI. Pada tanggal 31 Desember 2022, *rating* atas MTN ini adalah idBBB.

26. LONG-TERM DEBTS (continued)

c. Medium Term Notes (MTN) (continued)

(i) Company (continued)

d) MTN Syariah Ijarah I Year 2018

On January 21, 2019, PTPN III has made an offer of MTN Syariah Ijarah I in 2018 with the Arranger and/or the first purchaser of PT Mandiri Sekuritas along with PT Bahana Sekuritas and PT Bank Rakyat Indonesia (Persero) Tbk as the Monitoring Agent, amounting to Rp125.000.000.000. The MTN has a term of 3 years up to January 23, 2022 with an interest rate of 11.00% per annum payable on quarterly basis.

Based on the general meeting of MTN on January 17, 2022 has agreed to extend the period of loan from January 23, 2022 to January 23, 2024. This agreement was notarized under deed no 19 dated January 17 2022 of notary Ir. Nanette Cahyanie Handari Adi Warsito, S.H. The MTN has been registered in KSEI. As of December 31, 2022, the rating for this MTN is idBBB.

e) MTN IV Year 2019

On November 20, 2019, PTPN III has made an offer of MTN IV PTPN III in 2019 with the Arranger and/or the first purchaser of PT Danareksa Sekuritas and PT Bank Rakyat Indonesia (Persero) Tbk as the Monitoring Agent, amounting to Rp100.000.000.000. The MTN has a term of 5 years up to November 20, 2024 with an interest rate of 8.75% per annum payable on quarterly basis. The MTN has been registered in KSEI. As of December 31, 2022, the rating for this MTN is idBBB.



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26. UTANG JANGKA PANJANG (lanjutan)

b. Wesel bayar (lanjutan)

(i) Perusahaan (lanjutan)

f) Sukuk Ijarah II Tahun 2019 Seri G

Pada tanggal 21 Agustus 2019 PTPN III, melakukan penawaran Sukuk Ijarah II PTPN III (Persero) Seri G Tahun 2019 dengan Arranger dan/atau pembeli pertama PT Permodalan Nasional Madani - Investment Management (PNM IM) - RDPT PNM Multisektoral III - Bank Kustodi: PT Bank Maybank Indonesia Tbk sejumlah Rp465.000.000.000. Sukuk ini memiliki jangka waktu 3 tahun sampai dengan 21 Agustus 2022, dengan tingkat bunga sebesar 11,20% per tahun yang dibayar secara triwulan.

Pada tanggal 10 Agustus 2022, telah disetujui perpanjangan jangka waktu dari 21 Agustus 2022 menjadi 21 Februari 2023. Perjanjian ini telah diaktakan dengan Akta No. 16 tanggal 10 Agustus 2022 oleh notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H. Sukuk tersebut telah didaftarkan di KSEI. Pada tanggal 31 Desember 2022, rating atas MTN ini adalah idBBB.

g) Sukuk Ijarah II Tahun 2019 Seri E

Pada tanggal 23 Agustus 2019 PTPN III, melakukan penawaran Sukuk Ijarah II PTPN III (Persero) Seri E Tahun 2019 dengan Arranger dan/atau pembeli pertama PT Permodalan Nasional Madani - Investment Management (PNM IM) - RDPT PNM Multisektoral III - Bank Kustodi: PT Bank Maybank Indonesia Tbk sejumlah Rp200.000.000.000. Sukuk ini memiliki jangka waktu 3 tahun sampai dengan 23 Agustus 2022, dengan tingkat bunga sebesar 11,20% per tahun yang dibayar secara triwulan.

26. LONG-TERM DEBTS (continued)

b. Medium Term Notes (MTN) (continued)

(i) Company (continued)

f) MTN Ijarah II Year 2019 Series G

On August 21, 2019, PTPN III has made an offer of MTN Ijarah II PTPN III (Persero) Series G in 2019 with the Arranger and/or the first purchaser PT Permodalan Nasional Madani - Investment Management (PNM IM) - RDPT PNM Multisektoral III - Custodian Bank: PT Bank Maybank Indonesia Tbk. amounting to Rp465.000.000.000. The MTN has a term of 3 years up to August 21, 2022, with an interest rate of 11.20% per annum payable on a quarterly basis.

On August 10, 2022 has agreed to extend the period of loan from August 21, 2022 to February 21, 2023. This agreement was notarized under deed no 16. dated August 10 2022 of notary Ir. Nanette Cahyanie Handari Adi Warsito, S.H. The MTN has been registered in KSEI. As of December 31, 2022, the rating for this MTN is idBBB.

g) MTN Ijarah II Year 2019 Series E

On August 23, 2019, PTPN III has made an offer of MTN Ijarah II PTPN III (Persero) Series E in 2019 with the Arranger and/or the first purchaser PT Permodalan Nasional Madani - Investment Management (PNM IM) - RDPT PNM Multisektoral III - Custodian Bank : PT Bank Maybank Indonesia Tbk. amounting to Rp200.000.000.000. The MTN has a term of 3 years up to August 23, 2022, with an interest rate of 11.20% per annum payable on a quarterly basis.

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26. UTANG JANGKA PANJANG (lanjutan)

b. Wesel bayar (lanjutan)

(i) Perusahaan (lanjutan)

h) Sukuk Ijarah II Tahun 2019 Seri E (lanjutan)

Pada tanggal 10 Agustus 2022, telah disetujui perpanjangan jangka waktu dari 23 Agustus 2022 menjadi 23 Agustus 2025. Perjanjian ini telah diaktakan dengan Akta No. 16 tanggal 10 Agustus 2022 oleh notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H. Sukuk tersebut telah didaftarkan di KSEI. Pada tanggal 31 Desember 2022, *rating* atas MTN ini adalah idBBB.

i) Sukuk Ijarah II Tahun 2019 Seri C

Pada tanggal 22 Agustus 2019 PTPN III, melakukan penawaran Sukuk Ijarah II PTPN III (Persero) Seri C Tahun 2019 dengan *Arranger* dan/atau pembeli pertama PT Permodalan Nasional Madani - Investment Management (PNM IM) - RDPT PNM Multisektoral III - Bank Kustodi: PT Bank Maybank Indonesia Tbk sejumlah Rp150.000.000.000. Sukuk ini memiliki jangka waktu 3 tahun sampai dengan 22 Agustus 2022, dengan tingkat bunga sebesar 11,20% per tahun yang dibayar secara triwulan.

Pada tanggal 10 Agustus 2022, telah disetujui perpanjangan jangka waktu dari 22 Agustus 2022 menjadi 22 Agustus 2025. Perjanjian ini telah diaktakan dengan Akta No. 16 tanggal 10 Agustus 2022 oleh notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H. Sukuk tersebut telah didaftarkan di KSEI. Pada tanggal 31 Desember 2022, *rating* atas MTN ini adalah idBBB.

26. LONG-TERM DEBTS (continued)

b. Medium Term Notes (MTN) (continued)

(i) Company (continued)

h) MTN Ijarah II Year 2019 Series E (continued)

On August 10, 2022 has agreed to extend the period of loan from August 23, 2022 to August 23, 2025. This agreement was notarized under deed no 16. dated August 10 2022 of notary Ir. Nanette Cahyanie Handari Adi Warsito, S.H. The MTN has been registered in KSEI. As of December 31, 2022, the rating for this MTN is idBBB.

i) MTN Ijarah II Year 2019 Series C

On August 22, 2019, PTPN III has made an offer of MTN Ijarah II PTPN III (Persero) Series C in 2019 with the Arranger and/or the first purchaser PT Permodalan Nasional Madani - Investment Management (PNM IM) - RDPT PNM Multisektoral III - Custodian Bank : PT Bank Maybank Indonesia Tbk. amounting to Rp150.000.000.000. The MTN has a term of 3 years up to August 22, 2022 with an interest rate of 11.20% per annum payable on a quarterly basis.

On August 10, 2022 has agreed to extend the period of loan from August 22, 2022 to August 22, 2025. This agreement was notarized under deed no 16. dated August 10 2022 of notary Ir. Nanette Cahyanie Handari Adi Warsito, S.H. The MTN has been registered in KSEI. As of December 31, 2022 the rating for this MTN is idBBB.



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26. UTANG JANGKA PANJANG (lanjutan)

b. Wesel bayar (lanjutan)

(i) Perusahaan (lanjutan)

- j) Sukuk Ijarah II Tahun 2019 Seri F
Pada tanggal 3 September 2019 PTPN III. melakukan penawaran Sukuk Ijarah II PTPN III (Persero) Seri F Tahun 2019 dengan Arranger dan/atau pembeli pertama PT Permodalan Nasional Madani - Investment Management (PNM IM) - RDPT PNM Multisektoral III - Bank Kustodi: PT Bank Maybank Indonesia Tbk sejumlah Rp105.000.000.000. Sukuk ini memiliki jangka waktu 5 tahun sampai dengan 3 September 2024, dengan tingkat bunga sebesar 11.60% per tahun yang dibayar secara triwulan. Sukuk tersebut telah didaftarkan di KSEI. Pada tanggal 31 Desember 2022, rating atas MTN ini adalah idBBB.

k) Sukuk Ijarah II Tahun 2019 Seri H

Pada tanggal 20 Desember 2019 PTPN III, melakukan penawaran Sukuk Ijarah II PTPN III (Persero) Seri H Tahun 2019 dengan Arranger dan/atau pembeli pertama PT Permodalan Nasional Madani - Investment Management (PNM IM) - RDPT PNM Multisektoral III - Bank Kustodi: PT Bank Maybank Indonesia Tbk sejumlah Rp100.000.000.000. Sukuk ini memiliki jangka waktu 3 tahun sampai dengan 21 Agustus 2022 dengan tingkat bunga sebesar 11,20% per tahun yang dibayar secara triwulan.

Pada tanggal 10 Agustus 2022, telah disetujui perpanjangan jangka waktu dari 21 Agustus 2022 menjadi 21 Februari 2023. Perjanjian ini telah diaktakan dengan Akta No. 16 tanggal 10 Agustus 2022 oleh notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H. Sukuk tersebut telah didaftarkan di KSEI. Pada tanggal 31 Desember 2022, rating atas MTN ini adalah idBBB.

26. LONG-TERM DEBTS (continued)

b. Medium Term Notes (MTN) (continued)

(i) Company (continued)

- j) MTN Ijarah II Year 2019 Series F
On September 3, 2019, PTPN III has made an offer of MTN Ijarah II PTPN III (Persero) Series F in 2019 with the Arranger and/or the first purchaser PT Permodalan Nasional Madani - Investment Management (PNM IM) - RDPT PNM Multisektoral III - Custodian Bank: PT Bank Maybank Indonesia Tbk. amounting to Rp105.000.000.000. The MTN has a term of 5 years up to September 3, 2024, with an interest rate of 11.60% per annum payable on a quarterly basis. The MTN has been registered in KSEI. As of December 31, 2022, the rating for this MTN is idBBB.

k) MTN Ijarah II Year 2019 Series H

On December 21, 2019, PTPN III has made an offer of MTN Ijarah II PTPN III (Persero) Series H in 2019 with the Arranger and/or the first purchaser PT Permodalan Nasional Madani - Investment Management (PNM IM) - RDPT PNM Multisektoral III - Custodian Bank: PT Bank Maybank Indonesia Tbk. amounting to Rp100.000.000.000. The MTN has a term of 3 years up to August 21, 2022, with an interest rate of 11.20% per annum payable on a quarterly basis.

On August 10, 2022 has agreed to extend the period of loan from August 21, 2022 to February 21, 2023. This agreement was notarized under deed no 16. dated August 10 2022 of notary Ir. Nanette Cahyanie Handari Adi Warsito, S.H. The MTN has been registered in KSEI. As of December 31, 2022, the rating for this MTN is idBBB

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26. UTANG JANGKA PANJANG (lanjutan)

b. Wesel bayar (lanjutan)

(i) Perusahaan (lanjutan)

l) Sukuk Ijarah II Tahun 2019 Seri D

Pada tanggal 21 Agustus 2019 PTPN III. melakukan penawaran Sukuk Ijarah II PTPN III (Persero) Seri D Tahun 2019 dengan *Arranger* dan/atau pembeli pertama PT Permodalan Nasional Madani - Investment Management (PNM IM) - RDPT PNM Multisektoral III - Bank Kustodi: PT Bank Maybank Indonesia Tbk sejumlah Rp40.000.000.000. Sukuk ini memiliki jangka waktu 3 tahun sampai dengan 21 Agustus 2022. dengan tingkat bunga sebesar 11,20% per tahun yang dibayar secara triwulan.

Pada tanggal 10 Agustus 2022, telah disetujui perpanjangan jangka waktu dari 21 Agustus 2022 menjadi 21 Februari 2023. Perjanjian ini telah diaktakan dengan Akta No. 16 tanggal 10 Agustus 2022 oleh notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H. Sukuk tersebut telah didaftarkan di KSEI. Pada tanggal 31 Desember 2022 *rating* atas MTN ini adalah idBBB.

m) Sukuk Ijarah II Tahun 2019 Seri A

Pada tanggal 21 Agustus 2019 PTPN III. melakukan penawaran Sukuk Ijarah II PTPN III (Persero) Seri A Tahun 2019 dengan *Arranger* dan/atau pembeli pertama PT Permodalan Nasional Madani - Investment Management (PNM IM) - RDPT PNM Multisektoral III - Bank Kustodi: PT Bank Maybank Indonesia Tbk sejumlah Rp10.000.000.000. Sukuk ini memiliki jangka waktu 3 tahun sampai dengan 21 Agustus 2022. dengan tingkat bunga sebesar 11,20% per tahun yang dibayar secara triwulan.

Pada tanggal 10 Agustus 2022, telah disetujui perpanjangan jangka waktu dari 21 Agustus 2022 menjadi 21 Agustus 2025. Perjanjian ini telah diaktakan dengan Akta No. 16 tanggal 10 Agustus 2022 oleh notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H. Sukuk tersebut telah didaftarkan di KSEI. Pada tanggal 31 Desember 2022 *rating* atas MTN ini adalah idBBB.

26. LONG-TERM DEBTS (continued)

b. Medium Term Notes (MTN) (continued)

(i) Company (continued)

l) MTN Ijarah II Year 2019 Series D

On August 21, 2019. PTPN III has made an offer of MTN Ijarah II PTPN III (Persero) Series D in 2019 with the *Arranger* and/or the first purchaser PT Permodalan Nasional Madani - Investment Management (PNM IM) - RDPT PNM Multisektoral III - Custodian Bank : PT Bank Maybank Indonesia Tbk. amounting to Rp40,000,000,000. The MTN has a term of 3 years up to August 21, 2022 with an interest rate of 11.20% per annum payable on a quarterly basis.

On August 10, 2022 has agreed to extend the period of loan from August 21, 2022 to February 21, 2023. This agreement was notarized under deed no 16. dated August 10 2022 of notary Ir. Nanette Cahyanie Handari Adi Warsito, S.H. The MTN has been registered in KSEI. As of December 31, 2022, the rating for this MTN is idBBB.

m) MTN Ijarah II Year 2019 Series A

On August 21, 2019. PTPN III has made an offer of MTN Ijarah II PTPN III (Persero) Series A in 2019 with the *Arranger* and/or the first purchaser PT Permodalan Nasional Madani - Investment Management (PNM IM) - RDPT PNM Multisektoral III - Custodian Bank: PT Bank Maybank Indonesia Tbk. amounting to Rp10,000,000,000. The MTN has a term of 3 years up to August 21, 2022 with an interest rate of 11.20% per annum payable on a quarterly basis.

On August 10, 2022 has agreed to extend the period of loan from August 21, 2022 to August 21, 2025. This agreement was notarized under deed no 16. dated August 10 2022 of notary Ir. Nanette Cahyanie Handari Adi Warsito, S.H. The MTN has been registered in KSEI. As of December 31, 2022, the rating for this MTN is idBBB.



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26. UTANG JANGKA PANJANG (lanjutan)

b. Wesel bayar (lanjutan)

(ii) Entitas Anak

a) MTN VIII A (PTPN II)

Pada tanggal 23 Juni 2019 PTPN II melakukan penawaran MTN VIII A dengan *Arranger* dan/atau pembeli pertama PT Asta Kapital Asia dan PT Bank Rakyat Indonesia (Persero) Tbk sebagai agen pemantau sejumlah Rp215.000.000.000, MTN ini memiliki jangka waktu 5 tahun sampai dengan 26 Juni 2024, dengan tingkat bunga sebesar 11,00% per tahun yang dibayar secara triwulan. MTN tersebut telah didaftarkan di KSEI. Pada tanggal 31 Desember 2022, *rating* atas MTN ini adalah idBBB.

b) MTN VIII B (PTPN II)

Pada tanggal 30 Oktober 2019, PTPN II melakukan penawaran MTN VIII B dengan *Arranger* dan/atau pembeli pertama PT Asta Kapital Asia dan PT Bank Rakyat Indonesia (Persero) Tbk sebagai agen pemantau sejumlah Rp136.000.000.000. MTN ini memiliki jangka waktu 5 tahun sampai dengan 31 Oktober 2024, dengan tingkat bunga sebesar 11,00% per tahun yang dibayar secara triwulan. MTN tersebut telah didaftarkan di KSEI. Pada tanggal 31 Desember 2022, *rating* atas MTN ini adalah idBBB.

26. LONG-TERM DEBTS (continued)

b. Medium Term Notes (MTN) (continued)

(ii) Subsidiaries

a) MTN VIII A (PTPN II)

On June 23, 2019, PTPN II has made an offer of MTN VIII A with the Arranger and/or the first purchaser PT Asta Kapital Asia and PT Bank Rakyat Indonesia (Persero) Tbk as the Monitoring Agent, amounting to Rp215,000,000,000. The MTN has a term of 5 years up to June 26, 2024, with an interest rate of 11.00% per annum payable on a quarterly basis. The MTN has been registered in KSEI. As of December 31, 2022, the rating for this MTN is idBBB.

b) MTN VIII B (PTPN II)

On October 31, 2019, PTPN II has made an offer of MTN VIII B with the Arranger and/or the first purchaser PT Asta Kapital Asia and PT Bank Rakyat Indonesia (Persero) Tbk as the Monitoring Agent, amounting to Rp136,000,000,000. The MTN has a term of 5 years up to October 31, 2024, with an interest rate of 11.00% per annum payable on a quarterly basis. The MTN has been registered in KSEI. As of December 31, 2022, the rating for this MTN is idBBB.

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26. UTANG JANGKA PANJANG (lanjutan)

b. Wesel bayar (lanjutan)

(ii) Entitas Anak

c) MTN PTPN V

Pada tanggal 11 November 2016, PTPN V melakukan penawaran terbatas *Medium Term Notes* (MTN) PTPN V Tahun 2016 dengan *Arranger* dan/atau pembeli pertama PT Mandiri Sekuritas dan PT Bank Permata Tbk sebagai Agen Pemantau, sejumlah Rp500.000.000.000. MTN ini memiliki jangka waktu 4 tahun 10 bulan sampai dengan 14 September 2021, dengan tingkat bunga sebesar 12,00% per tahun yang dibayar secara triwulanan. MTN tersebut telah didaftarkan di KSEI.

Berdasarkan pemeringkatan yang dilakukan oleh Pefindo, pada tahun 2020, MTN tersebut mendapat peringkat idBBB+.

Pada tanggal 31 Desember 2021 dan 2020, seluruh fasilitas yang diperoleh oleh PTPN V dijamin oleh aset tetap tertentu milik PTPN V. Perjanjian pinjaman mencakup persyaratan-persyaratan tertentu yang mengharuskan untuk mempertahankan rasio-rasio keuangan tertentu yang dihitung berdasarkan laporan keuangan. Pada tahun 2021 sesuai dengan Akta No. 12 tanggal 9 September 2021 terjadi perubahan jatuh tempo dari tanggal 14 September 2021 menjadi tanggal 13 Juli 2026 dengan pokok pinjaman sebesar Rp445.000.000.000.

Pada tanggal 14 September 2021, PTPN V telah melunasi MTN tersebut.

26. LONG-TERM DEBTS (continued)

c. Medium Term Notes (MTN) (continued)

(ii) Subsidiaries

c) MTN PTPN V

On November 11, 2016, PTPN V made a private placement of *Medium Term Notes* (MTN) PTPN V Year 2016 with the *Arranger* and/or the first purchaser as PT Mandiri Securities and PT Bank Permata Tbk as the *Monitoring Agent* amounting to Rp500,000,000,000. This MTN has a period of 4 years 10 months up to September 14, 2021, with an interest rate of 12.00% per annum, payable on quarterly basis.

The MTN has been registered in KSEI. Based on the rating issued by Pefindo, in 2020, the MTN was rated idBBB+.

As of December 31, 2021 and 2020, all facilities obtained by PTPN V are guaranteed by certain fixed assets belonging to the PTPN V. The loan agreement includes certain conditions that require to maintain certain financial ratios which are calculated based on the financial statements. In 2021 in accordance with Deed No. 12 dated September 9, 2021, there was a change in maturity from September 14, 2021 to July 13, 2026 with a principal loan of Rp445,000,000,000.

On September 14, 2021, PTPN V has fully paid the MTN.



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b. Wesel bayar (lanjutan)

(ii) Entitas Anak (lanjutan)

c) MTN PTPN V (lanjutan)

Selanjutnya, pada tanggal 9 September 2021, PTPN V melakukan penawaran terbatas *Medium Term Notes* (MTN) PTPN V Tahun 2021 dengan *Arranger* dan/atau pembeli pertama PT Mandiri Sekuritas dan PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk sebagai *Agen Pemantau*, sejumlah Rp445.000.000.000. MTN ini memiliki jangka waktu 4 tahun 10 bulan sampai dengan 13 Juli 2026, dengan tingkat bunga sebesar 11,25% per tahun yang dibayar secara triwulanan. MTN tersebut telah didaftarkan di KSEI. Berdasarkan pemeringkatan yang dilakukan oleh Pefindo, MTN tersebut mendapat peringkat idBBB+.

d) MTN PTPN X

Berdasarkan perjanjian penerbitan *Medium Term Notes* ("MTN") No. 52 tanggal 23 Mei 2018 oleh notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H., PTPN X menerbitkan surat berharga yang bersifat utang jangka menengah MTN PTPN X Tahun 2018 dengan nominal Rp500.000.000.000. MTN tersebut bersifat *full commitment* dan digunakan untuk pembiayaan kembali (*refinancing*) atas pinjaman PTPN X.

Jangka waktu pinjaman adalah tanggal 25 Mei 2018 sampai dengan tanggal 25 Mei 2021. Suku bunga pinjaman sebesar 10,5% per tahun yang dibayar setiap 3 bulan. Berdasarkan rapat umum tanggal 15 Desember 2020, pemegang MTN menyetujui perpanjangan jangka waktu dari 25 Mei 2021 menjadi 25 Mei 2023 dan kenaikan suku bunga 10,75% per tahun. Perjanjian ini telah diaktakan dengan Akta No. 8 tanggal 4 Februari 2021 oleh notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H. Berdasarkan pemeringkatan yang dilakukan oleh Pefindo, MTN tersebut mendapat peringkat idBBB.

26. LONG-TERM DEBTS (continued)

b. *Medium Term Notes (MTN) (continued)*

(ii) *Subsidiaries (continued)*

c) MTN PTPN V (continues)

Further, on September 9, 2021, PTPN V made a private placement of Medium Term Notes (MTN) PTPN V Year 2021 with the Arranger and/or the first purchaser as PT Mandiri Sekuritas PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk as the Monitoring Agent amounting to Rp445,000,000,000. This MTN has a period of 4 years 10 months years up to July 13, 2026, with an interest rate of 11.25% per annum, payable on quarterly basis. The MTN has been registered in KSEI. Based on the rating issued by Pefindo, the above-mentioned MTN was rated idBBB+.

d) MTN PTPN X

Based on Medium Term Notes ("MTN") issuance agreement No. 52 dated May 23, 2018 of notary Ir. Nanette Cahyanie Handari Adi Warsito, S.H., PTPN X issued medium term notes of MTN PTPN X 2018 amounting to Rp500,000,000,000. The MTN is under full commitment basis and is used for refinancing of the PTPN X loans.

The period of loan is started from May 25, 2018 until May 25, 2021. The loan bears interest rate at 10.5% per annum and is paid quarterly. Based on the general meeting of MTN on December 15, 2020 has agreed to extend the period of loan from May 21, 2021 to May 25, 2023 and increased in interest rate to 10.75% per annum. This agreement was notarized under deed no 8. dated February 4, 2021 of notary Ir. Nanette Cahyanie Handari Adi Warsito, S.H. Based on the rating issued by Pefindo, the above-mentioned MTN was rated idBBB.

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26. UTANG JANGKA PANJANG (lanjutan)

26. LONG-TERM DEBTS (continued)

c. Utang kepada Pemerintah Republik Indonesia

c. Debts to the Government of the Republic of Indonesia

Rincian akun ini adalah sebagai berikut:

The details of this account are as follows:

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
Perusahaan			Company
Pemulihan Ekonomi Nasional (Catatan 40b)	2.952.480.860.413	1.751.337.360.411	Pemulihan Ekonomi Nasional (Note 40b)
Entitas Anak			Subsidiaries
(i) International Bank for Reconstruction and Development (IBRD) Loan No.1751 IND – Proyek NES III 1979 Loan/1968	1.002.642.744	1.002.642.744	International Bank for Reconstruction and Development (IBRD) Loan No.1751 IND – Proyek NES III 1979 Loan/1968
Loan No.1751 IND - G01 Loan/1968	6.829.436.790	6.829.436.790	Loan No.1751 IND - G01 Loan/1968
Loan No.1499 IND SLA 021	-	655.618.226	Loan No.1499 IND SLA 021
Loan No.1499 IND SLA 011	-	427.586.632	Loan No.1499 IND SLA 011
(ii) Exim Bank of Japan SLA 254	-	210.921.830	Exim Bank of Japan SLA 254
(iii) Proyek Perkebunan Inti Rakyat (PIR)	7.603.588.210	7.603.588.210	Nucleus Estate Smallholder (NES)
(iv) Eks Gebr. StorkApparaten Fabriek NV. Amsterdam	450.000.000	450.000.000	Ex Gebr. StorkApparaten Fabriek NV. Amsterdam
(v) BBD Rehab-II Eks PT Perkebunan XX (Persero)	3.522.896.325	3.522.896.325	BBD Rehab-II Ex PT Perkebunan XX (Persero)
(vi) Kredit Modal Kerja eks PG Pelaihari (KMK) DP3	16.150.613.586	16.150.613.586	Kredit Modal Kerja ex PG Pelaihari (KMK) DP3
(vii) Rekening Dana Investasi - No. RDI-120/DD1/1986	-	2.914.105.970	Rekening Dana Investasi No. RDI-120/DD1/1986
(viii) Rekening Dana Investasi - No. RDI-175/DD1/1987	-	791.888.053	Rekening Dana Investasi No. RDI-175/DD1/1987
(ix) Eks PT Perkebunan XXXII (Persero)	101.235.445.002	101.235.445.002	Ex PT Perkebunan XXXII (Persero)
Eks PT Perkebunan XXVIII (Persero)	86.535.423.763	86.535.423.763	Ex PT Perkebunan XXVIII (Persero)
Eks PT Bina Mulya Ternak (BMT)	8.467.834.493	8.467.834.493	Ex PT Bina Mulya Ternak (BMT)
Eks PT Perkebunan XXIII (Persero)	10.172.902.916	10.172.902.916	Ex PT Perkebunan XXIII (Persero)
(x) Rehabilitasi PIR	5.114.025.869	5.114.025.869	PIR Rehabilitation (ix)
Total	3.199.565.670.111	2.003.422.290.820	Total
Dikurangi bagian lancar	(226.085.116.085)	(231.085.236.796)	Less current maturities
Bagian jangka panjang	2.973.480.554.026	1.772.337.054.024	Long-term portion



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26. UTANG JANGKA PANJANG (lanjutan)

c. Utang kepada Pemerintah Republik Indonesia (lanjutan)

(i) IBRD

Pada periode tahun 1977 - 1988, PTPN VIII, entitas anak, mendapat pinjaman dari IBRD yakni Loan 1499 IND SLA 011 dan Loan 1499 IND SLA 021. Pinjaman ini digunakan untuk membiayai proyek *Nucleus Estate and Small Holder I, IV, V dan V INTI*. Utang ini merupakan utang yang berasal dari eks PT Perkebunan XI dan PT Perkebunan XIII. Pinjaman ini dikenakan bunga sebesar 12.00% - 13.05% per tahun. Pada tanggal 11 Agustus 2009, PTPN VIII dan Pemerintah menyetujui penjadwalan ulang atas pinjaman selama 8 tahun (2014-2022).

Pada periode tahun 1980 - 1992, PTPN I, Entitas Anak, mendapat pinjaman dari IBRD. Pinjaman ini merupakan penerusan pinjaman antara Pemerintah dan PN Perkebunan yang pencairannya dilakukan melalui PT Bank Mandiri (Persero) Tbk berdasarkan perjanjian kredit dari IBRD No. 1751/ND tanggal 29 Januari 1980 melalui PT Bank Mandiri (Persero) Tbk eks PT Bank Bumi Daya (BBD). Berdasarkan Perjanjian Kredit Investasi Jangka Menengah/Panjang No. 12/02/PK/Khusus/Non Gula/1980 tanggal 1 April 1980. Penggunaan pinjaman ini untuk membiayai proyek *Nucleus Estates and Smallholders III (NES III) INTI* serta pembangunan dan rehabilitasi kebun kelapa sawit dan karet termasuk pembelian mesin pabrik, bangunan dan perlengkapan. Pinjaman ini dikenakan bunga 13,50% per tahun. Pinjaman ini dijamin dengan semua barang-barang modal yang diimpor, produksi dan barang-barang bergerak yang telah dan akan menjadi milik PTPN I.

Pada tahun 2016, sebagian utang kepada IBRD dikonversi menjadi modal oleh Pemerintah Republik Indonesia berdasarkan Peraturan Pemerintah Republik Indonesia No. 89 Tahun 2016 senilai Rp25.045.323.000. Perubahan tersebut telah disajikan dalam akta notaris No. 1 tanggal 26 Januari 2017 dari Anisa Rahmah Karim, S.H., M.Kn. dan telah mendapatkan persetujuan dari Kementerian Hukum dan Hak Asasi Manusia No. AHU-0011206.AH.01.11. Tahun 2017, tanggal 26 Januari 2017.

26. LONG-TERM DEBTS (continued)

c. Debts to the Government of the Republic of Indonesia (continued)

(i) IBRD

In the period 1977 - 1988, PTPN VIII, a Subsidiary, received loan from the IBRD such as Loan 1499 SLA IND 011 and Loan 1499 IND SLA 021. The loan was used in financing the project of Nucleus Estate and Small Holder I, IV, V and V INTI. This debt is coming from the former PT Perkebunan XI and PT Perkebunan XIII. This loan bears interest at 12.00% - 13.05% per annum. On August 11, 2009, PTPN VIII and Government approved the rescheduling of loans for 8 years (2014-2022).

In the period 1980 - 1992, PTPN I, a Subsidiary, received loan from the IBRD. This loan was agreement between the Government and PN Perkebunan which the disbursement was conducted through PT Bank Mandiri (Persero) Tbk based on credit agreement from IBRD No. 1751/ND, dated January 29, 1980. through PT Bank Mandiri (Persero) Tbk ex PT Bank Bumi Daya (BBD). Based on Credit Agreement Medium/Long Term Investments No. 12/02/PK/Khusus/Non Gula/1980, dated April 1, 1980. The loan was used in financing Nucleus Estates and Smallholders III (NES III) INTI projects and also the development and plantation rehabilitation of palm oil and rubber, including the purchase of machinery, buildings and equipments. This loan bears interest at 13.50% per annum. This loan was secured by all goods imported, goods production, and moving goods that have been and will be owned by PTPN I.

In 2016, some certain debts to IBRD are converted into capital by the Government of the Republic of Indonesia based on Government Regulation No. 89 of 2016 worth Rp25,045,323,000. The changes have been presented in notarial deed No. 1 dated January 26, 2017 of Anisa Rahmah Karim, S.H., M.Kn. and has obtained approval from the Ministry of Law and Human Rights No. AHU-0011206.AH.01.11. Year 2017, dated January 26, 2017.

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c. Utang kepada Pemerintah Republik Indonesia (lanjutan)

(ii) Exim Bank of Japan

Utang Pemerintah Republik Indonesia yang berasal dari IBRD dan Exim Bank of Japan merupakan utang yang digunakan untuk membiayai proyek *Nucleus Estate and Small Holder (NES) I, IV, V dan V INTI* yang realisasinya antara tahun 1977 sampai dengan tahun 1988. Utang ini merupakan utang PTPN VIII yang berasal dari eks PT Perkebunan XI (PTP XI) dan PT Perkebunan XIII (PTP XIII).

Pada bulan Oktober 2015, PTPN VIII dan Pemerintah Republik Indonesia dalam hal ini diwakili oleh Direktorat Jenderal Perbendaharaan, Kementerian Keuangan Republik Indonesia mengadakan perjanjian perubahan Utang kepada Pemerintah Republik Indonesia (IBRD dan Exim Bank of Japan) yaitu:

- Kewajiban pokok pinjaman dijadikan Penyertaan Modal Negara melalui proses sesuai ketentuan peraturan perundang-undangan;
- Pembayaran kewajiban non pokok (bunga) dilakukan selama 8 tahun dari tahun 2014 sampai dengan 2022;
- Pembayaran kewajiban pokok dilakukan dalam 16 kali angsuran yang dibayarkan pada tanggal 25 Mei dan 25 November setiap tahunnya;
- Pembayaran kewajiban jatuh tempo tanggal 25 November 2014 dan 25 Mei 2015 dilakukan sekaligus bersamaan dengan pembayaran kewajiban jatuh tempo tanggal 25 November 2015.

Pada tahun 2016, Utang kepada Pemerintah Republik Indonesia dikonversi menjadi modal oleh Pemerintah Republik Indonesia berdasarkan Peraturan Pemerintah Republik Indonesia No. 90 Tahun 2016 tanggal 30 Desember 2016 senilai Rp32.774.927.000, yang diaktakan dengan akta No. 2 tanggal 6 Juni 2017 dari Yuliani Idawati, S.H., Sp.N.

26. LONG-TERM DEBTS (continued)

c. Debts to the Government of the Republic of Indonesia (continued)

(ii) Exim Bank of Japan

Debt of Government of the Republic of Indonesia derived from IBRD and Exim Bank of Japan is the debt used in financing of Nucleus Estate and Small Holder (NES) projects I, IV, V and V INTI realized between 1977 and 1988. This debt is debt of PTPN VIII originating from former PT Perkebunan XI (PTP XI) and PT Perkebunan XIII (PTP XIII).

In October 2015, PTPN VIII and the Government of the Republic of Indonesia represented by the Directorate General of Treasury, Ministry of Finance of the Republic of Indonesia entered into amendment agreement of debt to the Government of the Republic of Indonesia (IBRD and Exim Bank of Japan), which is:

- The principal obligation of the State Capital Investment made by a process in accordance with laws and regulations;*
- The payment of non-principal liabilities (interest) are made for 8 years from 2014 to 2022;*
- Payments of principal obligations are made in 16 installments paid on May 25 and November 25 each year;*
- Payment of matured liabilities dated November 25, 2014 and May 25, 2015 is conducted simultaneously with the payment of matured liabilities dated November 25, 2015.*

In 2016, some debts to the Government of the Republic of Indonesia were converted into capital by the Government of the Republic of Indonesia based on Government Regulation No. 90 Year 2016 dated December 30, 2016 amounting to Rp32.774.927.000. Based on deed No. 2 dated June 6, 2017 from Yuliani Idawati, S.H., Sp.N.



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26. UTANG JANGKA PANJANG (lanjutan)

26. LONG-TERM DEBTS (continued)

c. Utang kepada Pemerintah Republik Indonesia (lanjutan)

c. Debts to the Government of the Republic of Indonesia (continued)

(iii) Proyek Perkebunan Inti Rakyat (PIR)

(iii) Nucleus Estate Smallholder (NES)

Utang ini berasal dari risiko pembiayaan yang ditanggung PTPN VIII yang berasal dari eks PTP XI sebesar Rp5.701.927.201 atau 50,00% dari proyek PIR NES V dan VI berdasarkan Surat Keputusan Menteri Keuangan No. S-4/MK.013/1987 tanggal 8 Desember 1987. Pelaksanaan pembayaran utang ini belum ditentukan dan tidak dikenakan bunga sesuai dengan Surat Keputusan Menteri Keuangan No. S-003/MK tanggal 9 Januari 2002 perihal Penyelesaian Risiko Pembiayaan Proyek PIR/UPP Perkebunan.

This debt is derived from financing risks incurred by PTPN VIII originating from ex PTPN XI amounting to Rp5,701,927,201 or 50.00% of PIR NES V and VI projects based on the Letter of the Minister of Finance Decree No. S-4/MK.013/1987 dated December 8, 1987. Implementation of this debt payment has not been determined and is not subject to interest in accordance with Minister of Finance Decree No. S-003/MK dated January 9, 2002 regarding the Completion of Financing Risk of NES Project/Plantation.

Berdasarkan Rapat Pembahasan Usul Penyelesaian Beban Risiko Pembiayaan Proyek PIR/UPP Perkebunan pada tanggal 29 Desember 2005 yang dihadiri oleh Direktorat Jenderal Pengelolaan Penerusan Pinjaman, Direktorat Jenderal Perbendaharaan, Departemen Keuangan Republik Indonesia dan Direksi PT Perkebunan Nusantara III (Persero) sampai dengan XIII, telah disepakati bahwa pembebanan risiko pembiayaan dari PTPN XIII yang menjadi beban PTPN VIII adalah sebesar Rp1.902 juta, sehingga jumlah utang proyek PIR yang menjadi kewajiban PTPN VIII menjadi sebesar Rp7.603.588.210.

Based on Discussion Meeting to Propose the Settlement of Expenses of NES Project Financing Risk/UPP Perkebunan on December 29, 2005, attended by the Directorate General of Loan Forward Management, Directorate General of Treasury, Ministry of Finance of the Republic of Indonesia and Board of Directors of PT Perkebunan Nusantara III (Persero) to XIII, it was agreed that the imposition of PTPN XIII's, financing risks covered by PTPN VIII amounting to Rp1,902 millions, therefore the total debt amount of NES project that will be owed by PTPN VIII amounting to Rp7,603,588,210.

(iv) Eks Gebr. Stork Apparten Fabriek NV. Amsterdam

(iv) Ex Gebr. Stork Apparten Fabriek NV. Amsterdam

Pinjaman ini dipergunakan sebagai biaya pembangunan pabrik minyak kelapa sawit di Kebun Karang Inong yang diperoleh sebagai hasil reorganisasi PTPN I Perkebunan Negara tahun 1968. Dalam perjanjian antara PTPN I dan Pemerintah pada tanggal 9 April 1975, pinjaman ini dikenakan bunga sebesar 12,00% per tahun dan tidak berubah sampai adanya pembayaran. Pinjaman ini baru akan dibayar bila PTPN I telah memiliki posisi keuangan yang baik.

This loan is used for financing the cost of construction of palm oil mills in the Karang Inong estate acquired as a result of the reorganization of the PTPN I State Plantation in 1968. In the agreement between PTPN I and the Government dated April 9, 1975, the loan bears interest at 12.00% per annum and does not change until the payment. This loan will be paid when PTPN I has a good financial position.

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d. Utang kepada Pemerintah Republik Indonesia (lanjutan)

(v) BBD Rehab-II Eks PT Perkebunan XX (Persero)

Utang ini merupakan kredit modal kerja dan investasi di tahun 1983-1987 untuk proyek pembangunan dan pengembangan pabrik gula Bone dan rehabilitasi pabrik tahap II pembiayaan KSO pabrik gula Pagottan dan Soedhono yang dikelola oleh PTPN XI, entitas anak. Saldo utang kepada Pemerintah Republik Indonesia tersebut sesuai dengan hasil rekonsiliasi per tanggal 31 Desember 2016.

(vi) Kredit Modal Kerja Eks PG. Pelaihari (KMK) DP3

PTPN XI, entitas anak, memiliki utang Kredit Modal Kerja (KMK) eks Proyek Gula Pelaihari yang terdiri dari pokok dan bunga yang dibebankan kepada PTPN XI sejak tahun 1996 didasarkan pada salinan Keputusan Menteri Keuangan Republik Indonesia No. 441/KMK.016/1997 tentang Penetapan Neraca Pembukaan PT Perkebunan Nusantara XI per 11 Maret 1996 dan Surat Menteri Keuangan No. S-133/MK.16/1996 tanggal 11 Maret 1996.

26. LONG-TERM DEBTS (continued)

d. Debts to the Government of the Republic of Indonesia (continued)

(v) BBD Rehab-II Ex PT Perkebunan XX (Persero)

This debt is consists of working capital and investment in 1983 – 1987 for the construction and development of plant sugar factory Bone and plant rehabilitation of phase II financing of joint operation plant sugar factory Pagottan and Soedhono and which is managed by PTPN X, a subsidiary. The balance of debt to the Government of the Republic of Indonesia is in accordance with the reconciliation result as of December 31, 2016.

(vi) Working Capital Loan Ex PG. Pelaihari (KMK) DP3

PTPN XI, a subsidiary, has a Working Capital Loan (KMK) ex Pelaihari Sugar Project consisting of principal and interest charged to PTPN XI since 1996 based on a copy of the Decree of the Minister of Finance of the Republic of Indonesia No. 441/KMK.016/1997 on the Establishment of the Opening Balance of PT Perkebunan Nusantara XI as of March 11, 1996 and the letter of the Minister of Finance No. S-133/MK.16/1996 dated March 11, 1996.



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26. UTANG JANGKA PANJANG (lanjutan)

c. Utang kepada Pemerintah Republik Indonesia (lanjutan)

(vii) Rekening Dana Investasi - No. RDI-120/DDI/1986

Berdasarkan perjanjian pinjaman No. RDI-120/DDI/1986 tanggal 1 Februari 1986 PTPN VI, entitas anak, memperoleh pinjaman dari Negara Republik Indonesia untuk membiayai kebun Plasma PIR Akselerasi Kelapa Sawit. Perjanjian pinjaman tersebut telah mengalami beberapa kali perubahan, terakhir diubah menjadi perjanjian pinjaman RDI-396/DSMI/2012 melalui Surat Kementerian Keuangan No. S-159/PB.4/2013 tanggal 8 Februari 2013 mengenai kesepakatan atas jumlah pinjaman PTPN VI sebesar Rp29.141.059.692. Pinjaman tersebut dibayar melalui angsuran tahunan selama 10 tahun. Pada tanggal 15 Mei 2022, PTPN VI telah melunasi utang ini.

(viii) Rekening Dana Investasi - No RDI-175/DDI/1987.

Berdasarkan perjanjian pinjaman No. RDI-175/DDI/1987 tanggal 13 Juli 1987 PTPN VI, entitas anak, memperoleh pinjaman dari Negara Republik Indonesia untuk membiayai kebun Plasma PIR Akselerasi Kelapa Sawit. Perjanjian pinjaman tersebut telah mengalami beberapa kali perubahan, terakhir diubah menjadi perjanjian pinjaman No. RDI-397/DSMI/2012 melalui Surat Kementerian Keuangan No. S-159/PB.4/2013 tanggal 8 Februari 2013 mengenai kesepakatan atas jumlah pinjaman PTPN VI sebesar Rp7.918.880.529. Pinjaman tersebut dibayar melalui angsuran tahunan selama 10 tahun. Pada tanggal 15 Mei 2022, PTPN VI telah melunasi utang ini.

26. LONG-TERM DEBTS (continued)

c. Debts to the Government of the Republic of Indonesia (continued)

(vii) Investments Fund Account - No. RDI-120/DDI/1986

Based on the loan agreement No. RDI-120/DDI/1986 dated February 1, 1986 PTPN VI, subsidiary, obtained a loan from the Republic of Indonesia to finance the Plasma PIR Palm Oil Acceleration Plantation. The loan agreement has been amended several times, most recently amended into RDI-396/DSMI/2012 loan agreement under Letter of the Ministry of Finance No. S-159/PB.4/2013 dated February 8, 2013 regarding the PTPN VI loan agreement amounting to Rp29.141.059.692. The loan is paid through annual installments for 10 years. On May 15, 2022, PTPN VI already paid this loan.

(viii) Investments Fund Account - No RDI-175/DDI/1987.

Based on the loan agreement No. RDI-175/DDI/1987 dated July 13, 1987 PTPN VI, subsidiary, obtained a loan from the Republic of Indonesia to finance the Plasma PIR Palm Oil Acceleration Plantation. The loan agreement has been amended several times, most recently changed into loan agreement No. RDI-397/DSMI/2012 through Letter of the Ministry of Finance No. S-159/PB.4/2013 dated February 8, 2013 regarding the PTPN VI's loan agreement amounting to Rp7.918.880.529. The loan is paid through annual installments for 10 years. On May 15, 2022, PTPN VI already paid this loan.

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26. UTANG JANGKA PANJANG (lanjutan)

26. LONG-TERM DEBTS (continued)

c. Utang kepada Pemerintah Republik Indonesia (lanjutan)

c. Debts to the Government of the Republic of Indonesia (continued)

(ix) Eks PTP XXXII (Persero), Eks PTP XXIII (Persero), Eks PTP XXVIII (Persero) dan Eks PT Bina Mulia Ternak (Persero)

(ix) Ex PTP XXXII (Persero), Ex PTP XXIII (Persero), Ex PTP XXVIII (Persero), and Ex PT Bina Mulia Ternak (Persero)

PTPN XIV, entitas anak, memiliki utang kepada Pemerintah Republik Indonesia merupakan utang yang berasal dari pelimpahan eks perusahaan yang dilebur yaitu PT Perkebunan XXVIII (Persero), PT Perkebunan XXXII (Persero), PT Bina Mulya Ternak (Persero), eks proyek-proyek PT Perkebunan XXIII (Persero) di Sulawesi menjadi PTPN XIV (Persero) pada tanggal 11 Maret 1996.

PTPN XIV, a Subsidiary, has debts to the Government of the Republic of Indonesia which came from the merger of ex companies which are PT Perkebunan XXVIII (Persero), PT Perkebunan XXXII (Persero), PT Bina Mulya Ternak (Persero), the former projects of PT Perkebunan XXIII (Persero) in Sulawesi became PTPN XIV (Persero) on March 11, 1996.

(x) Rehabilitasi PIR

(x) PIR Rehabilitation

PTPN VII, entitas anak, mendapat pinjaman untuk rehabilitasi PIR. Pinjaman ini digunakan untuk membiayai rehabilitasi tanaman proyek PIR yang rusak sebelum diserahkan menjadi milik petani peserta proyek PIR. Berdasarkan Surat Keputusan Menteri Keuangan No. S1544/MK.013/1987 tanggal 8 Desember 1987, 50.00% dari total biaya rehabilitasi menjadi beban PTPN VII, dan sisanya ditanggung oleh Pemerintah. Perjanjian pinjaman dengan Pemerintah Republik Indonesia ini tidak memiliki ketentuan mengenai hal yang tidak boleh dilakukan oleh PTPN VII (*negative covenant*). PTPN VII telah mengajukan usulan beberapa kali, termasuk melalui Surat Direksi No. TAN/A/29/2020 tanggal 30 November 2020 agar pinjaman tersebut dapat dikonversikan menjadi PMN kepada PTPN VII. Namun sampai dengan tanggal penyelesaian laporan keuangan konsolidasian, usulan tersebut belum mendapatkan tanggapan tertulis dari Menteri Keuangan.

PTPN VII, a subsidiary, received a loan for PIR rehabilitation. This loan is used to finance the rehabilitation of damaged PIR project plants before being handed over to the PIR project participating farmers. Based on the Decree of the Minister of Finance No. S1544/MK.013/1987 dated December 8, 1987, 50.00% of the total rehabilitation costs were borne by the PTPN VII, a subsidiary, and the rest was borne by the Government. This loan agreement with the Government of the Republic of Indonesia does not have any provisions regarding what PTPN VII, a subsidiary, should not do (*negative covenant*). PTPN VII, has submitted proposals several times, including through the Letter of the Board of Directors No. TAN/A/29/2020 dated November 30, 2020 so that the loan can be converted into PMN to PTPN VII. However, as of the completion date of the consolidated financial statements, the proposal has not yet received a written response from the Minister of Finance.



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26. UTANG JANGKA PANJANG (lanjutan)

26. LONG-TERM DEBTS (continued)

d. Utang jangka panjang lainnya

d. Other long term debt

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
Entitas Anak			Subsidiaries
PT Sarana Multi Infrastruktur (Persero)			<i>PT Sarana Multi Infrastruktur (Persero)</i>
Kredit investasi I	-	171.149.435.956	<i>Investment Credit I</i>
Kredit investasi II	-	181.938.532.763	<i>Investment Credit II</i>
Pihak Lainnya	-	1.764.476.000	<i>Other Parties</i>
Total	-	354.852.444.719	<i>Total</i>
Dikurangi bagian lancar	-	(7.866.608.208)	<i>Less current maturities</i>
Bagian jangka panjang	-	346.985.836.511	Long-term portion

Kredit Investasi I

Investment Credit I

Berdasarkan Akta Notaris No. 62 oleh Wenda Taurusita Amidjaja. SH. tanggal 26 Maret 2018. PTPN XI memperoleh fasilitas kredit investasi dari PT Sarana Multi Infrastruktur (Persero) ("SMI"). Fasilitas ini dipergunakan untuk pembangunan Pabrik Gula Assembagoes ("PG Assembagoes"). Pinjaman ini memiliki grace period 18 bulan dan akan dilunasi dalam jangka waktu 8 tahun terhitung mulai tanggal efektif Maret 2018 sampai dengan jatuh tempo pada Maret 2026. Fasilitas kredit investasi ini dikenakan bunga sebesar 10,5% per tahun. Kredit ini dijamin dengan aset tanah perkebunan tebu berikut bangunan, sarana pelengkap, dan mesin pabrik gula yang berada di PG Assembagoes, tagihan atas pendapatan klaim dan bank garansi dari kontraktor, serta dana pada rekening penampungan.

Based on the Notarial Deed No. 62 of Wenda Taurusita Amidjaja. SH. dated March 26, 2018. PTPN XI obtained investment credit facility from PT Sarana Multi Infrastruktur (Persero) ("SMI"). This credit facility is used for Assembagoes Sugar Mill ("PG Assembagoes"). The term of this loan has 18 months grace period and facility shall be fully paid for 8 years commencing from the effective date March 2018 until the maturity date on the March 2026. The investment credit facility bears annual interest at 10.5%. Loans are secured by the land of sugarcane plantations following buildings, infrastructure facilities, and sugar mill machinery located in PG Assembagoes, bill for claims revenue bank collateral from the contractor, and funds in the escrow account.

Perjanjian ini mencakup pembatasan-pembatasan tertentu, antara lain, menjadi penjamin pinjaman atau menjaminkan aset kepada pihak lain dan menjaga rasio keuangan tertentu.

This Agreement includes certain restrictions, among others, being a guarantor of loans or guaranteeing assets to others and maintaining certain financial ratios.

Pada tanggal 10 Oktober 2022, utang kepada SMI ini telah beralih menjadi utang PT Sinergi Gula Nusantara ke SMI (Catatan 26a).

On October 10, 2022, this payable to SMI has been transferred to PT Sinergi Gula Nusantara payable to SMI (Note 26a).

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26. UTANG JANGKA PANJANG (lanjutan)

26. LONG-TERM DEBTS (continued)

d. Utang jangka panjang lainnya (lanjutan)

d. Other long term debt (continued)

Kredit Investasi II

Investment Credit II

Berdasarkan Akta No. 6 oleh Ratu Arlini Sriwahyuni Widyastuti Suhadiwiraatmaja. SH. MKn tanggal 5 April 2018, PTPN XI memperoleh fasilitas kredit investasi dari SMI. Fasilitas ini dipergunakan untuk pembangunan Pabrik Gula Djatiroto ("PG Djatiroto"). Pinjaman ini memiliki *grace period* 18 bulan dan akan dilunasi dalam jangka waktu 8 tahun terhitung mulai tanggal efektif April 2018 sampai dengan jatuh tempo pada April 2026. Fasilitas kredit investasi ini dikenakan bunga sebesar 10,5% per tahun.

Based on the deed No. 6 of Ratu Arlini Sriwahyuni Widyastuti Suhadiwiraatmaja. SH. MKn dated April 5. 2018, PTPN XI obtained investment credit facility from SMI. This credit facility is used for Djatiroto sugar mill ("PG Djatiroto"). The term of this loan has 18 months grace period and facility shall be fully paid for 8 years commencing from the effective date April 2018 until the maturity date on the April 2026. The investment credit facility bears annual interest at 10.5%.

Kredit ini dijamin dengan aset tanah perkebunan tebu berikut bangunan, sarana pelengkap, dan mesin pabrik gula yang berada di PG Djatiroto, tagihan atas pendapatan klaim dan bank garansi dari kontraktor, serta dana pada rekening penampungan.

Loans are secured by the land of sugarcane plantations including, buildings, infrastructure facilities, and sugar mill machinery located in PG Djatiroto, bill for claims revenue bank collateral from the contractor, and funds in the escrow account.

Perjanjian ini mencakup pembatasan-pembatasan tertentu, antara lain menjadi penjamin pinjaman atau menjaminkan aset kepada pihak lain dan juga diminta untuk memelihara rasio keuangan tertentu.

The loan agreements include certain restrictions among others, providing guarantee or pledging of assets to other parties and maintained certain financial ratio

Sehubungan dengan program transformasi keuangan jangka panjang PTPN Group, telah dilakukan penandatanganan perjanjian perubahan induk (*Master Amendment Agreement/MAA*) antara PT Perkebunan Nusantara III (Persero) dengan para Kreditur Perbankan PTPN Group, dimana Kredit Investasi I dan Kredit Investasi II tersebut menjadi bagian dari MAA Kuning dan dengan demikian, PTPN XI menjadi bagian dari Kelompok Kuning.

In connection with the PTPN Group's long term financial transformation program. the Master Amendment Agreement (MAA) has been signed between PT Perkebunan Nusantara III (Persero) and Banking Creditors of PTPN Group, whereby Investment Credit I and Investment Credit II are part of MAA Yellow and therefore, PTPN XI became part of the Yellow Group.

Pada tanggal 31 Desember 2021, Kelompok Kuning telah memenuhi pembatasan rasio keuangan yang ditetapkan. Pada tanggal 31 Desember 2020, PTPN XI tidak dapat memenuhi pembatasan rasio keuangan yang ditetapkan, akan tetapi PTPN XI telah mendapatkan surat penegasan dari Kreditur yang menyatakan bahwa kreditur tidak akan menagih pinjaman dalam jangka waktu satu tahun ke depan.

As of December 31, 2021, Yellow Group has complied with financial covenants. As of December 31, 2020, PTPN XI has not complied with financial covenants, however the PTPN XI has received statement letter from creditor which states that the creditor will not collect the loan within the next one year.

Pada tanggal 10 Oktober 2022, utang kepada SMI ini telah beralih menjadi utang PT Sinergi Gula Nusantara ke SMI (Catatan 26a).

On October 10, 2022, this payable to SMI has been transferred to PT Sinergi Gula Nusantara payable to SMI (Note 26a).



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27. LIABILITAS IMBALAN KERJA KARYAWAN

27. EMPLOYEE BENEFITS LIABILITY

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
Dana pensiun	3.825.037.240.729	3.116.844.827.639	<i>Pension fund</i>
Imbalan jasa masa kerjalainnya	13.664.611.549.676	14.742.170.455.260	<i>Other employee benefit</i>
Total	17.489.648.790.405	17.859.015.282.899	Total
Bagian jangka pendek			<i>Short-term portion</i>
Dana pensiun	53.155.593.857	170.433.924.826	<i>Pension fund</i>
Imbalan jasa masa kerja lainnya	2.285.566.330.658	2.294.825.392.049	<i>Other employee benefit</i>
Total bagian jangka pendek	2.338.721.924.515	2.465.259.316.875	<i>Total short-term portion</i>
Bagian jangka panjang	15.150.926.865.890	15.393.755.966.024	<i>Long-term portion</i>

a. Dana pensiun

a. Pension fund

Perusahaan dan Entitas Anak tertentu menyelenggarakan program pensiun imbalan pasti untuk seluruh karyawan tetap yang dikelola oleh Dana Pensiun Perkebunan (Dapenbun) berdasarkan Surat Keputusan Menteri Keuangan No. Kep-344/KMK/17/1999.

The Company and certain Subsidiaries provide defined benefit pension plan for all permanent employees managed by Dana Pensiun Perkebunan (Dapenbun) based on the Letter of Ministry of Finance No. Kep-344/ KMK/17/1999.

Pendanaan Dapenbun berasal dari kontribusi karyawan dan pemberi kerja masing-masing sebesar 6.00% - 6.22% dan 4.94% - 9.80% dari gaji dasar tahunan untuk tahun tertentu. Apabila terdapat saldo defisit antara aset dan liabilitas dana pensiun akan ditanggung oleh Perusahaan dan Entitas Anak tertentu.

The pension plan funding is contributed by the employees and employer contributions of 6.00% - 6.22% and 4.94% - 9.80% respectively of the basic annual salary of certain year. If a deficit balance between the assets and liabilities of the pension fund will be borne by the Company and certain Subsidiaries.

Nilai wajar aset dan liabilitas manfaat pensiun Perusahaan dan Entitas Anak tertentu pada tanggal 31 Desember 2022 dan 2021 didasarkan pada penilaian aktuaris independen. KKA Azwir Arifin dan Rekan dan beberapa aktuaris independen lainnya menggunakan metode "Projected Unit Credit" dengan asumsi-asumsi utama sebagai berikut:

The fair value of plan asset and pension benefit obligation of the Company and certain Subsidiaries as of December 31, 2022 and 2021. based on independent actuary. KKA Azwir Arifin dan Rekan and several other actuaries using the "Projected Unit Credit" method with main assumptions as follows:

	31 Desember/December 31,		
	2022	2021	
Tingkat diskonto	6.12% - 7.66%	3.40% - 7.83%	<i>Discount rate</i>
Tingkat kenaikan gaji tahunan	3.00%	2.50 - 8.00%	<i>Annual basic salary increase</i>
Usia pensiun normal	55-56 tahun/years	55-56 tahun/years	<i>Normal retirement age</i>
Tingkat pengunduran diri	5% pada usia 20 tahun dan menurun secara linear sampai dengan nol usia pensiun normal 5% to age 20 year and linearly decreasing to zero at normal retirement age	5% pada usia 20 tahun dan menurun secara linear sampai dengan nol usia pensiun normal 5% to age 20 year and linearly decreasing to zero at normal retirement age	<i>Resignation rate</i>
Tingkat mortalita	GAM 71 Modified	GAM 71 Modified	<i>Mortality rate</i>
Tingkat cacat	10% dari mortalita/ 10% of mortality rate	10% dari mortalita/ 10% of mortality rate	<i>Disability rate</i>

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**27. LIABILITAS IMBALAN KERJA KARYAWAN
(lanjutan)**

27. EMPLOYEE BENEFITS LIABILITY (continued)

a. Dana pensiun (lanjutan)

a. Pension fund (continued)

Rincian beban

Details of expense

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
Biaya bunga	180.296.933.816	194.861.666.617	Interest cost
Biaya jasa kini luran karyawan	98.015.377.417 (35.700.506.249)	158.631.051.788 (34.933.853.232)	Current service cost Employee contribution
Total	242.611.804.984	318.558.865.173	Total

Rincian dana pensiun

Details of pension fund

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
Nilai kini kewajiban imbalan pasti	10.649.034.828.575	10.729.567.107.553	Present value of liability
Nilai wajar dari aset program	(6.823.997.587.846)	(7.612.722.279.914)	Fair value of plan assets
Total	3.825.037.240.729	3.116.844.827.639	Total

Mutasi dana pensiun

Movements of pension fund

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
Saldo awal	3.116.844.827.639	3.879.553.546.775	Beginning balance
luran yang dibayarkan	(1.129.218.192.944)	(601.561.935.047)	Contribution paid
laba pengukuran kembali atas imbalan kerja karyawan	1.594.798.801.048	(479.705.649.262)	Gain due to remeasurement of employee benefits
Beban imbalan kerja yang diakui pada tahun berjalan	242.611.804.986	318.558.865.173	Employee benefit expense recognized in current year
Total	3.825.037.240.729	3.116.844.827.639	Total

Mutasi saldo nilai wajar dari aset program

Movements of fair value plan assets

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
Saldo awal	7.612.722.279.914	6.743.328.095.804	Beginning balance
Pembayaran manfaat luran yang dibayarkan	(1.003.845.443.721)	(872.962.509.758)	Payment of the employee benefits Payment of contribution
Pendapatan bunga	569.191.162.774	522.170.213.700	Interest income
Hasil pengembangan lainnya	(1.516.090.784.038)	613.642.792.237	Other results
Total	6.823.997.586.953	7.612.722.279.914	Total



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**27. LIABILITAS IMBALAN KERJA KARYAWAN
(lanjutan)**

27. EMPLOYEE BENEFITS LIABILITY (continued)

a. Dana pensiun (lanjutan)

a. Pension fund (continued)

Mutasi nilai wajar dari aset program (lanjutan)

**Movements of plan assets fair value
(continued)**

Pengembangan aset program dilaksanakan dan dikelola secara gabungan oleh Dana Pensiun Perkebunan (Dapenbun). Distribusi aset program kepada masing-masing pemberi kerja dilakukan oleh Dapenbun setiap bulan secara proporsional dari nilai aset neto ditambah iuran pemberi kerja dan iuran tambahan, kemudian dikurangi dengan manfaat pensiun. Pengalihan dana ke dana pensiun lain yang dibayarkan dan piutang iuran dan masing-masing pemberi kerja.

The development of plan assets are implemented and managed jointly by Dana Pensiun Perkebunan (Dapenbun). The distribution of plan assets to each employer is performed by Dapenbun every month proportionately of the net asset value plus the employer's contribution and additional contribution, then deducted by the pension benefits. The transfer of funds to other pension funds and contribution receivables and each employer.

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
Obligasi	43,04%	29,49%	Bonds
Deposito berjangka	15,45%	10,48%	Time deposits
Reksa Dana	13,75%	17,18%	Mutual fund
Tanah dan bangunan	12,52%	11,25%	Land and buildings
Saham	8,82%	31,47%	Shares
Lain-lain	6,42%	0,13%	Others
Total	100,00%	100,00%	Total

b. Imbalan jasa masa kerja lainnya

b. Other employee benefits

Perusahaan dan Entitas Anak tertentu memberikan imbalan jasa masa kerja lainnya yang tidak didanai sesuai dengan UU Cipta Kerja dan berdasarkan kebijakan dan praktek internal yang berlaku dan relevan dan sesuai dengan PSAK No. 24 yang meliputi imbalan pasca kerja (santunan hari tua dan pemeliharaan kesehatan pensiunan) dan imbalan jangka panjang lainnya (cuti panjang, penghargaan masa pengabdian, dan bantuan kematian).

The Company and certain Subsidiaries provide other employee benefits that are unfunded in accordance with UU Cipta Kerja and in accordance with applicable and relevant internal policies and practices and in accordance with PSAK No. 24. covering post employment benefits (old age pensions and retirement health care) and other long-term benefits (long service leave. service dedication. and death benefits).

Imbalan Karyawan pada tanggal 31 Desember 2022 dan 2021 dihitung oleh aktuaris independen KKA Azwir Arifin dan Rekan dan beberapa aktuaris independen lainnya menggunakan metode "Projected Unit Credit" dengan asumsi-asumsi utama sebagai berikut:

Employee benefits as of December 31, 2022 and 2021 are calculated by independent actuary KKA Azwir Arifin dan Rekan and other independent actuary using the "Projected Unit Credit" method with main assumptions as follows:

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**27. LIABILITAS IMBALAN KERJA KARYAWAN
(lanjutan)**

27. EMPLOYEE BENEFITS LIABILITY (continued)

b. Imbalan jasa masa kerja lainnya (lanjutan)

b. Other employee benefits (continued)

	31 Desember/December 31,		
	2022	2021	
Tingkat diskonto	6.12% - 7.66%	3.40% - 7.60%	Discount rate
Tingkat kenaikan gaji tahunan	3.00%	2.50%	Annual basic salary increase
Usia pensiun normal	55-56 tahun/years	55-56 tahun/years	Normal retirement age
Tingkat pengunduran diri	5% pada usia 20 tahun dan menurun secara linear sampai dengan nol usia pensiun normal	5% pada usia 20 tahun dan menurun secara linear sampai dengan nol usia pensiun normal	Resignation rate
	5% to age 20 year and linearly decreasing to 0% at normal retirement age	5% to age 20 year and linearly decreasing to 0% at normal retirement age	
Tingkat mortalita	GAM 71 Modified	GAM 71 Modified	Mortality rate
Tingkat cacat	10% dari mortalita/10% of mortality rate	10% dari mortalita/10% of mortality rate	Disability rate

Rincian beban imbalan kerja

Details of Employee Benefits Expense

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
Biaya bunga	747.615.236.342	827.814.460.439	Interest expense
Beban jasa kini	560.569.420.393	636.396.564.740	Current service cost
Biaya jasa lalu	(289.395.294.030)	17.192.487.930	Past service cost
Total	1.018.789.362.705	1.481.403.513.109	Total

Mutasi saldo estimasi imbalan kerja

Movements of the estimated employee benefits

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
Saldo awal	14.742.170.455.260	15.093.302.773.434	Beginning balance
Pembayaran imbalan	(2.017.580.029.324)	(2.157.188.995.140)	Benefit payment
Kewajiban imbalan yang belum dibayar	(101.115.485.474)	1.264.875.985	Unpaid benefit liability
Rugi pengukuran kembali atas imbalan kerja karyawan	18.821.914.660	323.388.287.871	Loss due to remeasurement of employee benefit
Beban imbalan kerja yang diakui pada tahun berjalan	1.022.314.694.554	1.481.403.513.110	Employee benefit expense recognized in current year
Saldo akhir tahun	13.664.611.549.676	14.742.170.455.260	Ending balance



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**27. LIABILITAS IMBALAN KERJA KARYAWAN
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27. EMPLOYEE BENEFITS LIABILITY (continued)

b. Imbalan jasa masa kerja lainnya (lanjutan)

b. Other employee benefits (continued)

Analisa sensitivitas terhadap asumsi utama yang digunakan dalam menentukan kewajiban imbalan kerja pada tanggal 31 Desember 2022 adalah sebagai berikut:

Sensitivity analysis to the key assumptions used in determining employee benefits as of December 31, 2022 is as follows:

Asumsi utama	Persentase kenaikan/ (penurunan)/ Percentage of increase/ (decrease)	Kenaikan/(penurunan) nilai kewajiban kini/ Increase/(decrease) in present value of liability	Key assumptions
Tingkat diskonto tahunan	1%/(1%)	2.242.675.912.675 / (1.319.071.615.680)	Annual discount rate
Tingkat kenaikan gaji tahunan	1%/(1%)	1.980.201.543.548 / (2.515.322.103.657)	Annual salary increase rate

Analisa sensitivitas di atas dihitung menggunakan metode ekstrapolasi atas pengaruh terhadap kewajiban imbalan kerja sebagai hasil dari perubahan yang beralasan atas asumsi utama yang mungkin terjadi pada tanggal pelaporan.

The sensitivity analysis above is calculated based on a method that extrapolates the impact on employee benefits liability as a result of reasonable changes in key assumptions occurring at the end of the reporting period.

Pembayaran kontribusi yang diharapkan dari kewajiban imbalan kerja pada periode mendatang adalah sebagai berikut:

Expected contributions from the employee benefits liability in future years are as follows:

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
Dalam 12 bulan mendatang	2.506.712.333.882	2.730.849.796.938	Within the next 12 months
Antara 1 sampai 2 tahun	4.025.403.937.999	3.791.806.684.569	Between 1 and 2 years
Antara 2 sampai 5 tahun	7.438.659.572.931	7.077.442.095.218	Between 2 and 5 years
Di atas 5 tahun	43.335.350.439.458	44.075.817.240.480	Above 5 years
Total	57.306.126.284.270	57.675.915.817.205	Total

28. KEPENTINGAN NON PENGENDALI

28. NON-CONTROLLING INTERESTS

Akun ini merupakan hak pemegang saham nonpengendali atas aset bersih dan bagian laba (rugi) bersih Entitas Anak yang dikonsolidasikan.

This account represents the right of non-controlling interest shareholders of net assets and net income (loss) of consolidated Subsidiaries.

a. Ekuitas neto yang dapat diatribusikan kepada kepentingan nonpengendali:

a. Net equity attributable to non-controlling interest:

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
Pemerintah Republik Indonesia	4.407.206.305.945	4.265.165.140.591	Government of Republic of Indonesia
Pemegang saham non pengendali lainnya	325.977.576.169	324.622.935.277	Other non controlling Interest
Total - neto	4.733.183.882.114	4.589.788.075.868	Total - net

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28. KEPENTINGAN NON PENGENDALI (lanjutan)

28. NON-CONTROLLING INTERESTS (continued)

- b. Laba (rugi) bersih dan penghasilan komprehensif lain yang dapat diatribusikan kepada kepentingan nonpengendali:

- b. Net income (loss) and other comprehensive income attributable to non-controlling interests:

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
Pemerintah Republik Indonesia	213.095.982.862	868.714.731.038	Pemerintah Republik Indonesia
Pemegang saham non pengendali lainnya	2.782.489.932	20.202.674.447	Other non controlling Interest
Total - neto	215.878.472.794	888.917.405.485	Total - net

- c. Dividen yang diatribusikan kepada kepentingan nonpengendali:

- c. Dividends attributable to non-controlling interests:

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
PT Kelola Mina Laut	1.427.849.041	-	PT Kelola Mina Laut
Pusat Koperasi Karyawan V	-	7.303.930	Pusat Koperasi Karyawan V
Total	1.427.849.041	7.303.930	Total



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29. MODAL SAHAM

Seluruh saham Perusahaan pada tanggal 31 Desember 2022 dan 2021 dimiliki oleh Negara Republik Indonesia.

Berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham yang dibuat dihadapan Notaris Nanda Fauz Iwan, S.H., M.Kn. No. 6 tanggal 3 Oktober 2014, dinyatakan bahwa berdasarkan keputusan Menteri Negara BUMN sebagai Rapat Umum Pemegang Saham No. S-594/MBU/10/2014 tanggal 2 Oktober 2012 tentang perubahan struktur permodalan dan perubahan anggaran dasar Perusahaan, Pemegang saham menyetujui peningkatan modal dasar Perusahaan dari semula sejumlah Rp13.100.000.000.000 yang terbagi atas 13.100.000 saham menjadi Rp54.000.000.000.000 yang terbagi atas 54.000.000 saham dengan nilai nominal masing-masing Rp1.000.000, dan menyetujui penerbitan saham baru sebanyak 10.190.379 saham dengan nilai nominal masing-masing Rp1.000.000 sehingga seluruhnya senilai Rp10.190.379.000.000 yang seluruhnya diambil bagian oleh Negara Republik Indonesia dan pembayaran dari Negara Republik Indonesia sehubungan dengan penerbitan saham baru Perusahaan yang diambil bagian oleh Negara Republik Indonesia sebagaimana dimaksud tersebut dibayarkan dalam bentuk pengalihan 90% saham Negara Republik Indonesia pada masing-masing PT Perkebunan Nusantara I (Persero), PT Perkebunan Nusantara II (Persero), PT Perkebunan Nusantara IV (Persero), PT Perkebunan Nusantara V (Persero), PT Perkebunan Nusantara VI (Persero), PT Perkebunan Nusantara VII (Persero), PT Perkebunan Nusantara VIII (Persero), PT Perkebunan Nusantara IX (Persero), PT Perkebunan Nusantara X (Persero), PT Perkebunan Nusantara XI (Persero), PT Perkebunan Nusantara XII (Persero), PT Perkebunan Nusantara XIII (Persero) dan PT Perkebunan Nusantara XIV (Persero).

Selanjutnya, pemegang saham menyetujui penambahan modal ditempatkan/disetor Perusahaan yang semula sebesar Rp3.321.298.000.000 menjadi Rp13.511.677.000.000. Perubahan modal dasar ini telah memperoleh pengesahan Menteri Hukum dan Hak Asasi Manusia dalam Surat Keputusan No. AHU-06997.40.21.2014 tanggal 3 Oktober 2014.

29. CAPITAL STOCK

All of the Company's capital stock as of December 31, 2022 and 2021 are owned by Government of the Republic of Indonesia.

Based on the Deed of General Meeting of Shareholders of Nanda Fauz Iwan, S.H., M.Kn. No. 6 dated October 3, 2014, it stated that based on the decision of the Minister of State Owned Enterprises as decided in the General Meeting of Shareholders No. S-594/MBU/10/2014 dated October 2, 2012 on changes in the capital structure and changes in the Company's Articles of Association, the Shareholder approved to increase the authorized capital from Rp13,100,000,000,000 consisting of 13,100,000 shares to become Rp54,000,000,000,000 which is divided into 54,000,000 shares with a nominal value of 1,000,000, respectively and approved the issuance of new shares amounting to 10,190,379 shares with a nominal value each of 1,000,000, with total value of Rp10,190,379,000,000 which are entirely subscribed by the Republic of Indonesia and the payment from the Republic of Indonesia in connection with the issuance of new shares of the Company were paid through the transfer of 90% share of Indonesia in each PT Perkebunan Nusantara I (Persero), PT Perkebunan Nusantara II (Persero), PT Perkebunan Nusantara IV (Persero), PT Perkebunan Nusantara V (Persero), PT Perkebunan Nusantara VI (Persero), PT Perkebunan Nusantara VII (Persero), PT Perkebunan Nusantara VIII (Persero), PT Perkebunan Nusantara IX (Persero), PT Perkebunan Nusantara X (Persero), PT Perkebunan Nusantara XI (Persero), PT Perkebunan Nusantara XII (Persero), PT Perkebunan Nusantara XIII (Persero) and PT Perkebunan Nusantara XIV (Persero).

Furthermore, the shareholders approved the increase of issued/fully paid capital of the Company from Rp3,321,298,000,000 to Rp13,511,677,000,000. The authorized capital changes have been approved by the Minister of Law and Human Rights in Decree No. AHU-06997.40.21.2014 dated October 3, 2014.

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29. MODAL SAHAM (lanjutan)

Berdasarkan Keputusan Menteri Keuangan Republik Indonesia No. 468/KMK.06/2014 oleh Menteri Keuangan tanggal 1 Oktober 2014 tentang Penetapan Nilai Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Saham Perusahaan, ditetapkan bahwa nilai penambahan penyertaan modal Negara Republik Indonesia ke dalam modal saham Perusahaan menjadi sebesar Rp10.190.379.000.000.

Berdasarkan Keputusan Menteri Keuangan Republik Indonesia No. 767/KMK.06/2015 oleh Menteri Keuangan tanggal 24 Juli 2015 tentang Penetapan Nilai Definitif Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Saham Perusahaan, nilai penambahan penyertaan modal Negara Republik Indonesia ke dalam modal saham Perusahaan secara definitif ditetapkan menjadi sebesar Rp27.588.578.194.542 yang sebelumnya adalah sebesar Rp10.190.379.000.000.

Selanjutnya, berdasarkan Peraturan Pemerintah Republik Indonesia No. 135 Tahun 2015 tanggal 28 Desember 2015 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Saham Perusahaan, nilai penambahan penyertaan modal Negara Republik Indonesia ke dalam modal saham Perusahaan mengalami peningkatan sebesar Rp3.150.000.000.000 yang bersumber dari Anggaran Pendapatan dan Belanja Negara (APBN) Tahun Anggaran 2015.

Pemegang saham menyetujui penambahan modal ditempatkan/disetor Perusahaan semula sebesar Rp13.511.677.000.000 menjadi Rp34.059.877.000.000. Perubahan modal dasar ini telah memperoleh pengesahan Menteri Hukum dan Hak Asasi Manusia dalam Surat Keputusan No. AHU-0004359.AH.01.02 tahun 2016 tanggal 4 Maret 2016.

Selanjutnya, pemegang saham menyetujui penambahan modal ditempatkan/disetor Perusahaan semula sebesar Rp34.059.877.000.000 menjadi Rp40.216.132.000.000 dalam bentuk aset tetap (Catatan 13) dan kapitalisasi cadangan masing-masing sebesar Rp6.156.254.841.144 dan Rp158.856. Perubahan modal dasar ini telah diterima oleh Menteri Hukum dan Hak Asasi Manusia dalam surat No. AHU-AH.01.03-0401013 tanggal 23 Oktober 2020.

29. CAPITAL STOCK (continued)

Based on the decision of the Minister of Finance of the Republic of Indonesia No. 468/KMK.06/2014 dated October 1, 2014 regarding Stipulation of Definitive Value of Additional Capital Investment of the Republic of Indonesia to the Company's capital stock, it stated that the additional value of capital investment of the Republic of Indonesia to the Company's capital stock amounting to Rp10,190,379,000,000.

Based on the decision of the Minister of Finance of the Republic of Indonesia No. 767/KMK.06/2015 dated July 24, 2015 regarding Stipulation of Definitive Value of Additional Capital Investment of the Republic of Indonesia into the Company's capital stock, it stated total definitive value of capital investment of the Republic of Indonesia into the Company's capital stock amounting to Rp27,588,578,194,542 which was previously stated at Rp10,190,379,000,000.

Furthermore, based on decision of the Government of the Republic of Indonesia No. 135 Year 2015 dated December 28, 2015 regarding Additional Value of Capital Investment of the Republic of Indonesia into the Company's capital stock, additional value of capital investment of the Republic of Indonesia into to the Company's capital stock had increased amounting to Rp3,150,000,000,000 generated from APBN year 2015.

The shareholders approved the addition of the Company's issued/paid-up capital of Rp13,511,677,000,000 to Rp34,059,877,000,000. This change of authorized capital has been approved by the Minister of Law and Human Rights in its Decision Letter No. AHU-0004359.AH.01.02 of 2016 dated March 4, 2016.

Furthermore, the shareholders approved the addition of the Company's issued/paid-up capital of Rp34,059,877,000,000 to Rp40,216,132,000,000 in the form of fixed assets (Note 13) and capitalization of reserve amounting to Rp6,156,254,841,144 and Rp158,856 respectively. The change of the authorized capital has been received by the Minister of Law and Human Rights in its letter No. AHU-AH.01.03-0401013 dated October 23, 2020.



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29. MODAL SAHAM (lanjutan)

Pengelolaan Modal

Tujuan utama pengelolaan modal Kelompok Usaha adalah untuk memastikan pemeliharaan rasio modal yang sehat untuk mendukung usaha dan memaksimalkan imbalan bagi pemegang saham.

Selain itu kelompok Usaha dipersyaratkan oleh Undang-undang Perseroan Terbatas efektif tanggal 16 Agustus 2007 untuk berkontribusi sampai dengan 20% dari modal saham ditempatkan dan disetor penuh ke dalam dana cadangan yang tidak boleh didistribusikan.

Kelompok Usaha mengelola struktur permodalan dan melakukan penyesuaian berdasarkan perubahan kondisi ekonomi. Untuk memelihara dan menyesuaikan struktur permodalan, Kelompok Usaha dapat menyesuaikan pembayaran dividen kepada pemegang saham, Imbalan modal kepada pemegang saham atau menerbitkan saham baru. Tidak ada perubahan atas tujuan, kebijakan maupun proses untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2022 dan 2021.

Kebijakan Kelompok Usaha adalah mempertahankan struktur permodalan yang sehat untuk mengamankan akses terhadap pendanaan pada biaya yang wajar.

29. CAPITAL STOCK (continued)

Capital Management

The primary objective of the Group's capital management is to ensure that it maintains healthy capital ratios in order to support its business and to maximize shareholder value.

In addition the Group is also required by the Corporate Law effective August 16, 2007 to contribute a non-distributable reserve fund until the said reserve reaches 20% of the issued and fully paid share capital.

The Group manages its capital structure and makes adjustments to it in light of changes in economic conditions. To maintain or to adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies or processes during the years ended December 31, 2022 and 2021.

The Group's policy is to maintain a healthy capital structure in order to secure access to finance at a reasonable cost.

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29. MODAL SAHAM (lanjutan)

29. CAPITAL STOCK (continued)

Komponen Ekuitas Lainnya

Other Components of Equity

Komponen ekuitas lainnya terdiri dari:

The details of other components of equity consist of:

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
Modal lainnya	337.845.477.532	337.845.477.532	Other capital
Uang muka setoran modal			Advance payment of capital
Selisih kurs penjabaran	(2.758.290.909)	(2.758.290.909)	Foreign exchange on translation
Tambahan modal disetor:			Additional paid-in capital:
Selisih nilai transaksi peleburan PTPN III (Persero), PTPN IV (Persero) dan PTPN V (Persero) menjadi Perusahaan	(20.136.688.772)	(20.136.688.772)	Differences in values of the merger of PTPN III (Persero), PTPN IV (Persero) and PTPN V (Persero) in forming the Company
Selisih antara jumlah imbalan yang dialihkan dan jumlah tercatat transaksi kombinasi bisnis entitas sepengendali - Pengalihan saham milik Negara Republik Indonesia pada PT Perkebunan Nusantara (Persero) lainnya kepada Perusahaan	(14.222.580.203.999)	(14.222.580.203.999)	Differences between the consideration transferred and the cost of business combination with entities under common control - Transfer of shares on the others PT Perkebunan Nusantara (Persero) owned by the Republic of Indonesia to the Company
Selisih nilai transaksi penjualan PT Nusantara Medika Utama, dari PT Perkebunan Nusantara X kepada PT Pertamina Bina Medika IHC	211.997.964.634	211.997.964.634	Differences in values of the sales of PT Nusantara Medika Utama, from Perkebunan Nusantara X to PT Pertamina Bina Medika IHC
Selisih nilai transaksi penjualan PT Nusantara Sebelas Medika, dari PT Perkebunan Nusantara XI kepada PT Pertamina Bina Medika IHC	79.507.194.392	79.507.194.392	Differences in values of the sales of PT Nusantara Sebelas Medika, from Perkebunan Nusantara XI to PT Pertamina Bina Medika IHC
Selisih nilai transaksi penjualan PT Rolas Nusantara Medika dari PT Perkebunan Nusantara XII kepada PT Pertamina Bina Medika IHC	25.917.187.561	25.917.187.561	Differences in values of the sales of PT Rolas Nusantara Medika from Perkebunan Nusantara XII to PT Pertamina Bina Medika IHC
Dilusi saham atas PT Kalimantan Agro Nusantara	1.052.857.447	1.052.857.447	Dilution of stock of PT Kalimantan Agro Nusantara
Total	(13.589.154.502.114)	(13.589.154.502.114)	Total



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29. MODAL SAHAM (lanjutan)

Komponen Ekuitas Lainnya

Selisih antara jumlah imbalan yang dialihkan dan jumlah tercatat transaksi kombinasi bisnis entitas sepengendali - Pengalihan saham milik Negara Republik Indonesia pada PT Perkebunan Nusantara (Persero) lainnya kepada Perusahaan pada tanggal 17 September 2014 adalah:

29. CAPITAL STOCK (continued)

Other Components of Equity

Differences between the consideration transferred and the cost of business combination with entities under common control - Transfer of shares on the others PT Perkebunan Nusantara (Persero) owned by the Republic of Indonesia to the Company on September 17, 2014:

<u>Nama perusahaan</u>	<u>Nilai buku/ Book value</u>	<u>Harga beli/ Purchase price</u>	<u>Selisih nilai restrukturisasi entitas sepengendali/ Difference in values of restructuring entities under common control</u>	<u>Company name</u>
Pengalihan saham dari Pemerintah Republik Indonesia kepada Perusahaan atas saham pada:				<i>Transfer of shares from the Government of the Republic of Indonesia to the Company's shares in:</i>
PT Perkebunan Nusantara IV	4.363.550.344.649	9.883.758.000.000	(5.520.207.655.351)	PT Perkebunan Nusantara IV
PT Perkebunan Nusantara V	1.831.561.626.220	4.663.237.849.200	(2.831.676.222.980)	PT Perkebunan Nusantara V
PT Perkebunan Nusantara VII	1.472.048.868.258	3.509.438.400.000	(2.037.389.531.742)	PT Perkebunan Nusantara VII
PT Perkebunan Nusantara XIII	1.237.718.965.271	1.574.034.694.200	(336.315.728.929)	PT Perkebunan Nusantara XIII
PT Perkebunan Nusantara VIII	1.109.135.315.886	2.085.232.973.400	(976.097.657.514)	PT Perkebunan Nusantara VIII
PT Perkebunan Nusantara X	1.056.689.934.024	1.679.618.700.000	(622.928.765.976)	PT Perkebunan Nusantara X
PT Perkebunan Nusantara VI	902.537.678.812	1.023.824.700.000	(121.287.021.188)	PT Perkebunan Nusantara VI
PT Perkebunan Nusantara XII	818.181.966.575	889.782.924.942	(71.600.958.367)	PT Perkebunan Nusantara XII
PT Perkebunan Nusantara IX	563.341.639.782	608.500.800.000	(45.159.160.218)	PT Perkebunan Nusantara IX
PT Perkebunan Nusantara XI	490.433.005.734	643.806.000.000	(153.372.994.266)	PT Perkebunan Nusantara XI
PT Perkebunan Nusantara I	221.977.332.199	268.820.748.900	(46.843.416.701)	PT Perkebunan Nusantara I
PT Perkebunan Nusantara II	85.384.907.941	199.415.700.000	(114.030.792.059)	PT Perkebunan Nusantara II
PT Perkebunan Nusantara XIV	(786.563.594.808)	559.106.703.900	(1.345.670.298.708)	PT Perkebunan Nusantara XIV
Total	13.365.997.990.543	27.588.578.194.542	(14.222.580.203.999)	Total

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30. PENDAPATAN

- a. Rincian pendapatan Kelompok Usaha berdasarkan komoditas adalah sebagai berikut:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,	
	2022	2021
Produk kelapa sawit	32.723.126.643.063	31.260.279.500.086
Produk tanaman lainnya	11.171.771.320.980	9.856.569.303.419
Produk karet	4.139.258.055.860	4.849.584.278.921
Pendapatan lainnya	7.829.146.344.575	7.603.228.683.035
Total	55.863.302.364.478	53.569.661.765.461

- b. Rincian pendapatan menurut daerah geografis adalah sebagai berikut:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,	
	2022	2021
Dalam negeri	48.947.104.146.303	45.224.958.681.051
Luar negeri	6.916.198.218.175	8.344.703.084.410
Total	55.863.302.364.478	53.569.661.765.461

Seluruh pendapatan untuk produk sawit, karet, gula, teh dan gula tetes dilakukan melalui PT Kharisma Pemasaran Bersama Nusantara dan holding, Entitas Anak yang dibentuk oleh kelompok usaha.

30. REVENUE

- a. The details of revenue of the Group by commodity are as follows:

Palm oil products	31.260.279.500.086
Other plantation products	9.856.569.303.419
Rubber products	4.849.584.278.921
Other revenue	7.603.228.683.035
Total	53.569.661.765.461

- b. The details of revenue by geographical areas are as follows:

Domestic	45.224.958.681.051
Overseas	8.344.703.084.410
Total	53.569.661.765.461

The revenue of palm oil, rubber, sugar, tea and molasses products are conducted through PT Kharisma Pemasaran Bersama Nusantara, Subsidiary, which is established by the Group.



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31. BEBAN POKOK PENDAPATAN

Rincian beban pokok pendapatan adalah sebagai berikut:

31. COST OF GOODS SOLD

The details of cost of goods sold are as follows:

	Tahun yang berakhir pada tanggal 31 Desember 2022/ Year ended December 31, 2022				
	Kelapa Sawit/ Palm Oil	Karet/ Rubber	Lainnya/ Others	Total/ Total	
BEBAN POKOK PENDAPATAN					COST OF GOODS SOLD
Bahan baku yang digunakan	9.998.152.333.000	895.125.512.788	5.584.044.256.966	16.477.322.102.754	Raw material used
Biaya langsung					Direct cost
Biaya tanaman					Plantation cost
Pemupukan	2.379.520.063.892	22.162.247.559	1.643.748.193.488	4.045.430.504.939	Fertilizing
Panen	1.616.892.997.830	1.009.973.498.138	757.402.155.715	3.384.268.651.683	Harvesting
Pemeliharaan	1.029.616.625.514	155.456.639.373	999.002.706.904	2.184.075.971.791	Maintenance
Pengkangkutan	886.446.945.853	71.299.090.701	347.624.657.302	1.305.370.693.856	Transportation
Gaji dan tunjangan karyawan	274.669.954.855	220.217.530.865	541.431.925.147	1.036.319.410.867	Salary and employees allowances
Pembibitan tanaman semusim	48.684.168.778	15.342.682.058	66.292.189.436	130.319.040.272	Seeding annual crop
Perubahan nilai wajar Aset Biologis	(126.286.371.352)	(30.309.040.760)	(94.972.942.515)	(251.568.354.627)	Change in fair value of biological assets
Lain-lain	15.444.143.786	5.869.713.638	345.733.668.866	367.047.526.290	Others
Total biaya tanaman	6.124.988.529.156	1.470.012.361.572	4.606.262.554.343	12.201.263.445.071	Total plantation cost
Biaya pabrik					Factory cost
Biaya pengolahan	657.299.119.114	97.895.279.938	680.569.760.926	1.435.764.159.978	Processing cost
Pemeliharaan mesin dan instalasi	363.875.077.661	30.219.542.351	715.663.818.133	1.109.758.438.145	Installation
Gaji dan tunjangan karyawan	342.263.896.171	137.770.305.965	840.657.981.241	1.320.692.183.377	Salary and employees allowances
Biaya pengemasan	33.113.021.053	11.575.899.861	94.001.491.900	138.690.412.814	Cost of packaging
Lain-lain	168.808.080.414	11.596.186.336	782.171.249.405	962.575.516.155	Others
Total biaya pabrik	1.565.359.194.413	289.057.214.451	3.113.064.301.605	4.967.480.710.469	Total factory cost
Penyusutan dan amortisasi	2.306.636.956.577	584.329.954.193	1.161.788.820.778	4.052.755.731.548	Depreciation and amortization
Biaya jasa lainnya	15.856.699.350	-	98.192.191.951	114.048.891.301	Other services
Total biaya langsung	20.010.993.712.496	3.238.525.043.004	14.563.352.125.643	37.812.870.881.143	Total direct cost
Biaya tidak langsung					Indirect cost
Gaji dan tunjangan karyawan	430.329.768.814	37.568.646.576	281.365.655.036	749.264.070.426	Salary and employees allowances
Keamanan	478.723.751.418	34.874.111.257	21.067.674.419	534.665.537.094	Security
Pajak bumi dan bangunan, retribusi dan sewa tanah	262.785.580.662	19.828.850.874	46.324.263.192	328.938.694.728	Tax on land and building retribution and land rental
Pengkangkutan dan perjalanan	82.498.676.160	6.975.470.363	32.999.413.788	122.473.560.311	Transportation and travel
Listrik	63.974.971.639	10.339.848.107	26.735.891.050	101.050.710.796	Electricity
Pemeliharaan bangunan	63.444.636.482	4.362.510.815	9.984.353.137	77.791.500.434	Building maintenance
Biaya air	31.962.810.666	1.101.387.414	3.242.782.794	36.306.980.874	Water expense
Pemeliharaan jalan, jembatan dan saluran air	80.574.117.762	1.433.440.237	22.180.352.180	104.187.910.179	Roads, bridges and water system maintenance
Biaya umum	890.239.995	94.223.813	1.244.259.666	2.228.723.474	General expenses
Overhead	84.270.563.465	70.716.057.311	102.746.863.739	257.733.484.515	Overhead
Lain-lain	132.051.967.301	20.056.255.221	415.154.822.468	567.263.044.990	Others
Total biaya tidak langsung	1.711.507.084.364	207.350.801.988	963.046.331.469	2.881.904.217.821	Total indirect cost
Total biaya produksi	21.722.500.796.860	3.445.875.844.992	15.526.398.457.112	40.694.775.098.964	Total production cost
Persediaan barang dalam proses - awal	887.231.952	190.848.326.906	184.758.890.976	376.494.449.834	Work in process - beginning
Persediaan barang dalam proses - akhir	(26.165.436.473)	(46.418.883.021)	(263.862.600.570)	(336.446.920.064)	Work in process - ending
Total beban pokok produksi	21.697.222.592.339	3.590.305.288.877	15.447.294.747.518	40.734.822.628.734	Total cost of goods produced
Persediaan barang jadi - awal	992.460.207.812	341.443.834.947	2.252.642.514.007	3.586.546.556.766	Finished goods - beginning
Persediaan barang jadi - akhir	(1.986.287.417.400)	(236.491.905.393)	(5.429.352.576.640)	(7.652.131.899.433)	Finished goods - ending
Total	20.703.395.382.751	3.695.257.218.431	12.270.584.684.885	36.669.237.286.067	Total

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31. BEBAN POKOK PENDAPATAN (lanjutan)

Rincian beban pokok pendapatan adalah sebagai berikut (lanjutan):

31. COST OF GOODS SOLD (continued)

The details of cost of goods sold are as follows (continued):

Tahun yang berakhir pada tanggal 31 Desember 2021/ Year ended December 31, 2021					
	Kelapa Sawit/ Palm Oil	Karet/ Rubber	Lainnya/ Others	Total/ Total	
BEBAN POKOK PENDAPATAN					COST OF GOODS SOLD
Bahan baku yang digunakan	7.682.734.025.715	1.262.734.677.115	2.489.973.937.636	11.435.442.640.466	Raw material used
Biaya langsung					Direct cost
Biaya tanaman					Plantation cost
Pemupukan	1.884.423.480.503	38.804.159.817	292.761.110.176	2.215.988.750.496	Fertilizing
Panen	1.931.780.322.924	1.114.607.908.794	839.608.011.526	3.885.996.243.244	Harvesting
Pemeliharaan	1.215.272.953.407	90.905.949.681	724.844.312.215	2.031.023.215.303	Maintenance
Pengangkutan	1.027.212.059.240	120.574.103.322	217.172.997.026	1.364.959.159.588	Transportation
Gaji dan tunjangan karyawan	265.475.128.300	132.885.770.316	518.970.815.532	917.331.714.148	Salary and employees allowances
Pembibitan	-	-	63.145.605.743	63.145.605.743	Seedling
Lain lain	-	-	325.659.707.842	325.659.707.842	Others
Total biaya tanaman	6.324.163.944.374	1.497.777.891.930	2.982.162.560.060	10.804.104.396.364	Total plantation cost
Biaya pabrik					Factory cost
Biaya pengolahan	770.888.055.149	153.902.530.289	708.812.419.368	1.633.603.004.806	Processing cost
Pemeliharaan mesin dan instalasi	390.452.748.710	42.197.427.226	494.861.444.949	927.511.620.885	Machine and maintenance
Gaji dan tunjangan karyawan	257.016.852.001	116.437.193.492	630.299.395.019	1.003.753.440.512	Salary and employees allowances
Biaya pengemasan	9.207.539.188	20.624.261.398	118.608.333.903	148.440.134.489	Cost of packaging
Lain-lain	23.392.567.278	33.275.789.572	764.762.540.249	821.430.897.099	Others
Total biaya pabrik	1.450.957.762.326	366.437.201.977	2.717.344.133.488	4.534.739.097.790	Total factory cost
Penyusutan dan amortisasi	1.951.423.323.814	518.620.632.574	642.071.910.241	3.112.115.866.629	Depreciation and amortization
Biaya jasa lainnya	1.336.131.596.243	7.071.867.998	1.226.915.790.251	2.570.119.254.492	Other services
Total biaya langsung	18.745.410.652.472	3.652.642.271.594	10.058.468.331.676	32.456.521.255.742	Total direct cost
Biaya tidak langsung					Indirect cost
Gaji dan tunjangan karyawan	435.454.687.258	64.309.750.110	265.834.564.551	765.599.001.919	Salary and employees allowances
Keamanan	437.421.423.308	53.811.427.825	15.016.242.717	506.249.093.850	Security
Pajak bumi dan bangunan, retribusi dan sewa tanah	250.022.075.460	31.461.881.172	26.729.925.194	308.213.881.826	Tax on land and building retribution and land rental
Pengangkutan dan perjalanan	64.748.002.535	8.458.053.235	14.520.069.072	87.726.124.842	Transportation and travel
Listrik	98.810.539.400	17.108.005.628	15.208.044.441	131.126.589.469	Electricity
Pemeliharaan bangunan	52.982.680.274	2.426.939.681	13.966.417.282	69.376.037.237	Building maintenance
Biaya air	27.935.807.904	2.196.634.347	10.206.802.135	40.339.244.386	Water expense
Pemeliharaan Infrastruktur	37.045.855.823	925.982.637	9.399.681.704	47.371.520.164	Infrastructure maintenance
Overhead	161.425.490.045	127.326.547.865	174.211.730.670	462.963.768.580	Overhead
Lain-lain	48.067.788.318	13.440.723.398	10.493.510.325	72.002.022.041	Others
Total biaya tidak langsung	1.613.914.350.325	321.465.945.898	555.586.988.091	2.490.967.284.314	Total indirect cost
Total biaya produksi	20.359.325.002.797	3.974.108.217.492	10.614.055.319.767	34.947.488.540.056	Total production cost
Barang dalam proses – awal	543.015.789	103.875.996.734	307.528.524.717	411.947.537.240	Work in process - beginning
Barang dalam proses – akhir	(887.231.952)	(190.848.326.906)	(184.758.890.976)	(376.494.449.834)	Work in process - ending
Total beban pokok produksi	20.358.980.786.634	3.887.135.887.320	10.736.824.953.508	34.982.941.627.462	Total cost of goods produced
Persediaan barang jadi – awal	566.386.202.668	239.519.949.102	1.457.727.409.420	2.263.633.561.190	Finished goods - beginning
Persediaan barang jadi – akhir	(992.460.207.812)	(341.443.834.947)	(2.252.642.514.007)	(3.586.546.556.766)	Finished goods - ending
Total	19.932.906.781.490	3.785.212.001.475	9.941.909.848.921	33.660.028.631.886	Total



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32. BEBAN PEMASARAN DAN PENJUALAN

Rincian beban pemasaran dan penjualan adalah sebagai berikut:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,	
	2022	2021
Pengangkutan ke pelabuhan	622.440.004.130	532.355.745.988
Biaya instalasi pompa	67.113.393.784	40.545.124.963
Biaya gudang/penyimpanan	35.461.294.174	47.284.067.792
Beban jasa logistik	13.070.468.364	12.528.254.392
Lain-lain (masing-masing di bawah Rp10 miliar)	118.255.696.898	147.986.223.131
Total	856.340.857.350	780.699.416.266

32. MARKETING AND SELLING EXPENSES

The details of marketing and selling expenses are as follows:

*Transportation to harbour
Pump installation costs
Warehouse/storage costs
Logistics service expense
Others (each below Rp10 billion)
Total*

33. BEBAN UMUM DAN ADMINISTRASI

Rincian beban umum dan administrasi adalah sebagai berikut:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,	
	2022	2021
Bonus dan tantiem	2.559.825.286.878	2.052.038.108.421
Gaji, upah dan tunjangan lainnya	2.073.213.540.437	1.844.898.441.781
Beban imbalan kerja	1.191.449.026.577	1.599.199.864.237
Beban perjalanan	391.244.725.942	251.029.094.338
Biaya konsultan	388.380.605.192	304.028.863.869
Depresiasi dan amortisasi	262.366.111.290	275.226.797.420
Beban pemeliharaan dan perbaikan	185.036.946.937	174.400.592.613
Pendidikan dan latihan	148.632.999.543	81.200.353.116
Biaya keamanan	146.408.958.028	148.939.713.909
Biaya penelitian dan pengembangan	124.791.808.099	38.650.559.295
Biaya CSR dan sumbangan	106.591.800.112	62.205.450.503
Biaya umum unit usaha	96.578.159.230	8.751.864.803
Biaya dewan komisaris	92.234.481.561	61.323.876.914
Biaya alat tulis kantor	90.766.658.731	76.640.495.598
Pajak dan retribusi	80.435.930.252	118.921.690.223
Amdal, sistem keselamatan dan kesehatan kerja	51.690.668.864	28.677.693.557
Listrik dan penerangan	50.082.264.304	55.785.066.429
Telepon, faksimili, dan pos	32.272.999.441	53.906.025.436
Asuransi	31.123.604.174	26.875.111.238
Biaya penanggulangan limbah	11.554.423.287	2.862.946.459
Beban kantor, gedung dan mess	8.531.109.666	56.363.158.983
Beban kantor penghubung/perwakilan	8.472.707.362	2.614.377.431
Lain-lain	127.702.593.522	428.721.863.835
Total	8.259.387.409.429	7.753.262.010.408

33. GENERAL AND ADMINISTRATIVE EXPENSES

The details of general and administrative expenses are as follows:

*Bonus and tantiem
Salary, wages and other allowances
Employee benefits expense
Transportation expense
Consultants fee
Depreciation and amortization
Maintenance and repair expense
Education and training
Security expense
Research and development expenses
CSR expense and donations
Business unit general expense
Board of commissioners expenses
Office stationery costs
Taxes and retribution expense
Occupational, health and safety
system
Electricity and lighting cost
Telephone, faximile and post
Insurance
Waste management expenses
Office, building and mess expenses
Liaison / representative office expenses
Others*

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34. PENDAPATAN OPERASI LAIN

Rincian pendapatan operasi lain adalah sebagai berikut:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31	
	2022	2021
Keuntungan atas perubahan Nilai wajar properti investasi	978.074.495.160	588.976.355.937
Pendapatan selisih kurs	404.045.922.494	185.690.680.732
Penjualan aset tetap	345.551.182.482	188.634.626.019
Pendapatan pemberdayaan tanah	267.469.239.210	-
Pendapatan ganti rugi aset	265.882.796.329	449.037.000
Pendapatan denda dan klaim	263.576.988.375	57.896.591.804
Pendapatan sewa	259.658.533.557	271.679.696.466
Pendapatan KSO dan jasa titip olah	219.016.767.062	237.298.513.699
Pendapatan dividen	97.929.619.360	79.334.732.454
Penjualan produk sampingan	63.209.031.986	73.832.493.488
Pendapatan penjualan limbah/waste	53.541.701.463	30.773.219.905
Pemulihan penurunan aset tetap	50.317.179.662	3.042.596.560
Penjualan non-komoditi	41.767.444.608	30.992.665.608
Pendapatan kawasan industri	28.669.022.358	29.965.490.461
Penjualan bibit	14.913.894.253	30.219.448.358
Pendapatan penjualan kayu	13.492.780.146	18.228.403.162
Laba investasi pada entitas asosiasi	2.667.639.906	17.186.538.567
Lain-lain (masing-masing dibawah Rp10 miliar)	560.754.935.202	564.937.233.202
Total	3.930.539.173.613	2.409.138.323.422

34. OTHER OPERATING INCOME

The details of other operating income are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31	
	2022	2021
Gain on changes in fair value of investment property	978.074.495.160	588.976.355.937
Gain on foreign exchange	404.045.922.494	185.690.680.732
Sales on fixed assets	345.551.182.482	188.634.626.019
Land empowerment income	267.469.239.210	-
Asset compensation income	265.882.796.329	449.037.000
Income from fines and claims	263.576.988.375	57.896.591.804
Rental income	259.658.533.557	271.679.696.466
Income from KSO and commend production	219.016.767.062	237.298.513.699
Dividend income	97.929.619.360	79.334.732.454
Sales of Byproduct	63.209.031.986	73.832.493.488
Income from sales of waste	53.541.701.463	30.773.219.905
Regain on impairment of fixed asset	50.317.179.662	3.042.596.560
Non-commodity sales	41.767.444.608	30.992.665.608
Industrial estate revenue	28.669.022.358	29.965.490.461
Sales on nursery	14.913.894.253	30.219.448.358
Income from sales of wood plants	13.492.780.146	18.228.403.162
Gain on share in investment associates	2.667.639.906	17.186.538.567
Others (each below Rp10 billion)	560.754.935.202	564.937.233.202
Total	3.930.539.173.613	2.409.138.323.422

35. SURPLUS REVALUASI

	2022		2021	
	2022	2021	2022	2021
Saldo awal tahun	45.093.984.876.072	38.796.626.079.899		
Penambahan tahun berjalan atas aset tetap	(91.068.225.209)	6.297.358.796.173		
Dampak atas kepentingan nonpengendali	47.374.438.522	-		
Total	45.050.291.089.385	45.093.984.876.072		

35. REVALUATION SURPLUS

	2022		2021	
	2022	2021	2022	2021
Beginning balances	45.093.984.876.072	38.796.626.079.899		
Additional during a year for fixed assets	(91.068.225.209)	6.297.358.796.173		
Effect for non-controlling interest	47.374.438.522	-		
Total	45.050.291.089.385	45.093.984.876.072		



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36. BEBAN OPERASI LAIN

Rincian beban operasi lain adalah sebagai berikut:

36. OTHER OPERATING EXPENSES

The details of other operating expenses are as follows :

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2022	2021	
Beban penurunan nilai	718.794.996.827	1.077.092.669.906	Impairment charges
Beban selisih kurs	615.184.767.486	265.254.299.838	Foreign exchange charges
Beban penyusutan dan amortisasi aset lainnya	259.771.474.610	124.168.045.516	Depreciation and amortization of other asset expense
Tagihan dan denda pajak	238.350.424.429	425.960.321.795	Claims and tax penalties
Beban penyisihan penurunan piutang	223.268.099.400	652.945.071.233	Allowance for impairment of receivable
Beban produksi produk sampingan	38.051.594.984	647.049.191	Byproduct production expense
Beban penyisihan persediaan	29.668.330.221	63.037.791.461	Impairment losses of inventories
Lain-lain (masing-masing dibawah Rp10 miliar)	740.411.980.445	951.928.463.662	Others (each below Rp10 billion)
Total	2.863.501.668.402	3.561.033.712.602	Total

37. PENDAPATAN DAN BEBAN KEUANGAN

a. Pendapatan keuangan

37. FINANCE INCOME AND EXPENSE

a. Finance income

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2022	2021	
Penghasilan bunga atas jasa giro	187.371.163.656	124.947.091.917	Interest income from cash in bank
Penghasilan bunga atas deposito berjangka	24.052.559.062	38.659.194.742	Interest income from time deposits
Lain-lain	9.646.015	118.591.237.660	Others
Total	211.433.368.733	282.197.524.319	Total

b. Beban keuangan

b. Finance expense

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2022	2021	
Beban bunga dari:			Interest expense from:
Utang bank	2.670.704.729.591	2.913.707.633.499	Bank loans
Surat utang jangka menengah	427.870.000.000	405.151.883.019	Medium Term Notes
Bunga sewa guna usaha	24.201.580.057	20.712.532.892	Lease interest
Lainnya	29.664.790.199	156.573.929.937	Others
Dikurangi:			Less:
Kapitalisasi biaya pinjaman ke tanaman belum menghasilkan dan aset tetap	(964.483.368)	(45.891.759.725)	Capitalization of borrowing cost to immature plantation and fixed assets
Total	3.151.476.616.479	3.450.254.219.622	Total

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38. SALDO DAN TRANSAKSI SIGNIFIKAN DENGAN PIHAK BERELASI

Kelompok Usaha melakukan transaksi dengan pihak-pihak berelasi, yaitu dengan beberapa bank yang dikendalikan oleh Pemerintah Pusat maupun Pemerintah Daerah, beberapa asosiasi perusahaan perkebunan, beberapa koperasi karyawan dan pusat koperasi karyawan berupa penempatan giro, deposito dan fasilitas kredit modal kerja, penyewaan kendaraan dan peralatan kantor, pemberian pinjaman modal kerja kepada perusahaan afiliasi dan lain-lain.

Saldo-saldo signifikan dengan pihak-pihak berelasi adalah sebagai berikut:

a) Kas dan setara kas (Catatan 4)

Pada tanggal 31 Desember 2022 dan 2021, saldo kas dan setara kas yang ditempatkan pada pihak berelasi masing-masing sebesar 99,09% dan 98,62% dari seluruh kas dan setara kas.

b) Kas yang dibatasi penggunaannya (Catatan 5)

Pada tanggal 31 Desember 2022 dan 2021, saldo kas yang dibatasi penggunaannya yang ditempatkan pada entitas berelasi dengan Pemerintah masing-masing sebesar 93,17% dan 94,45% dari total kas yang dibatasi penggunaannya.

c) Piutang usaha (Catatan 6)

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021
Badan Penyelenggara Jaminan Sosial (BPJS) Kesehatan	33.938.265.241	5.194.563.594
PT Mardec Nusa Riau	25.754.553.135	25.754.553.135
PT Propernas Nusa Dua	3.256.283.488	-
Badan Penyelenggara Jaminan Sosial (BPJS) Ketenagakerjaan	2.011.554.993	597.266.193
PT Pupuk Kujang Cikampek	1.139.595.930	-
PT Nusantara Medika Utama	1.054.036.611	-
Dinas Kesehatan Covid 19	941.467.000	46.470.905.700
PT Rajawali Nusantara Indonesia	667.710.705	79.570.000.000
Lain-lain (masing-masing dibawah Rp1 miliar)	18.815.948.879	21.829.196.692
Total	87.579.415.982	179.416.485.314
Penyisihan atas kerugian penurunan nilai	(28.238.416.259)	(28.502.670.539)
Neto	59.340.999.723	150.913.814.775

38. SIGNIFICANT TRANSACTIONS AND BALANCES WITH RELATED PARTIES

The Group entered into transactions with related parties with several banks that are controlled by the Central Government or Local Government, several plantation companies association, some employees cooperatives and central employees cooperative in the form of current account, deposits and working capital credit facility, vehicles and office equipments rental and working capital loans to affiliated companies and others.

The related parties significant balance are as follows:

a) Cash and cash equivalents (Note 4)

As of December 31, 2022 and 2021, cash and cash equivalents balances placed on entities related parties represent 97.82% and 98.62% of the total cash and cash equivalents, respectively.

b) Restricted cash (Note 5)

As of December 31, 2022 and 2021, restricted cash placed on entities related to the Government represent 93.17% dan 94.45% of the total restricted cash, respectively.

c) Trade receivables (Note 6)

Badan Penyelenggara Jaminan Sosial (BPJS) Kesehatan	5.194.563.594
PT Mardec Nusa Riau	25.754.553.135
PT Propernas Nusa Dua	-
Badan Penyelenggara Jaminan Sosial (BPJS) Ketenagakerjaan	597.266.193
PT Pupuk Kujang Cikampek	-
PT Nusantara Medika Utama	-
Dinas Kesehatan Covid 19	46.470.905.700
PT Rajawali Nusantara Indonesia	79.570.000.000
Others (each below Rp1 billion)	21.829.196.692
Total	179.416.485.314
Allowance for impairment losses	(28.502.670.539)
Net	150.913.814.775



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**38. SALDO DAN TRANSAKSI SIGNIFIKAN DENGAN
PIHAK BERELASI (lanjutan)**

**38. SIGNIFICANT TRANSACTIONS AND BALANCES
WITH RELATED PARTIES (continued)**

c) Piutang usaha (Catatan 6) (lanjutan)

c) Trade receivables (Note 6) (continued)

Pada tanggal 31 Desember 2022 dan 2021, saldo piutang usaha pada entitas berelasi masing-masing sebesar 3,64% dan 16,02% dari total piutang usaha.

As of December 31, 2022 and 2021, trade receivables with related parties balances represent 3.64% and 16.02% from total trade receivables, respectively.

d) Piutang lain-lain (Catatan 7)

d) Other receivables (Note 7)

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
PT Pilar Sinergi BUMN Indonesia	95.344.387.261	95.340.107.948	PT Pilar Sinergi BUMN Indonesia
Pemerintah Kota Binjai	89.485.000.000	89.485.000.000	Pemerintah Kota Binjai
Koperasi Karyawan Rua Jurai	88.262.417.231	42.363.735.285	Koperasi Karyawan Rua Jurai
Kementerian PUPR	58.959.338.487	-	Kementerian PUPR
PT Mitra Ogan	47.428.673.869	47.337.208.649	PT Mitra Ogan
Badan Pengelola Dana PKS	34.752.599.249	-	Badan Pengelola Dana PKS
PT Jasa Marga	33.464.698.956	-	PT Jasa Marga
PT Kawasan Industri Terpadu Batang	28.588.297.154	-	PT Kawasan Industri Terpadu Batang
PT Nusantara Medika Utama	18.173.863.865	30.947.282.892	PT Nusantara Medika Utama
Dana Pensiun Perkebunan	13.925.716.654	6.653.874.251	Dana Pensiun Perkebunan
PT Asuransi Jasa Tania Tbk	11.953.594.727	10.066.798.839	PT Asuransi Jasa Tania Tbk
Koperasi Karyawan Nusa Tiga	11.010.031.849	6.575.052.887	Koperasi Karyawan Nusa Tiga
KSO Kebun Benih	10.883.355.719	6.129.695.016	KSO Kebun Benih
Pemda Deli Serdang	7.829.336.001	-	Pemda Deli Serdang
PT Nusantara Sebelas Medika	7.601.274.397	-	PT Nusantara Sebelas Medika
PT Propernas Nusa Dua	1.500.000.000	5.200.000.000	PT Propernas Nusa Dua
PT Barata Indonesia	187.110.000	5.383.882.284	PT Barata Indonesia
Pusat Penelitian Kelapa Sawit	-	-	Pusat Penelitian Kelapa Sawit
PT Adhi Karya	-	11.245.005.000	PT Adhi Karya
Lain-lain (masing-masing dibawah Rp10 miliar)	30.208.675.851	40.273.355.759	Others (each below Rp10 billion)
Total	589.558.371.270	397.000.998.810	Total
Penyisihan atas kerugian penurunan nilai	(103.566.460.467)	(115.404.028.130)	Allowance for impairment losses
Neto	485.991.910.803	281.596.970.680	Net

Manajemen berpendapat bahwa cadangan atas kerugian penurunan nilai di atas cukup untuk menutupi kerugian yang mungkin timbul dari tidak tertagihnya piutang lain-lain tersebut.

Management believes that allowance for impairment losses above are adequate to cover possible losses from uncollected other receivables.

Pada tanggal 31 Desember 2022 dan 2021, saldo piutang lain-lain pada entitas berelasi masing-masing sebesar 47,13% dan 46,61% dari total piutang lain-lain.

As of December 31, 2022 and 2021, other receivables with related parties balances represent 59.22% and 46.61% from total other receivables, respectively.

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**38. SALDO DAN TRANSAKSI SIGNIFIKAN DENGAN
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**38. SIGNIFICANT TRANSACTIONS AND BALANCES
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**e) Piutang lain-lain jangka panjang
(Catatan 11)**

e) Long-term other receivables (Note 11)

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
Pemerintah Siak	19.428.933.319	23.314.719.983	Pemerintah Siak
PT Mardec Nusa Riau	1.381.982.000	1.381.982.000	PT Mardec Nusa Riau
PT Asuransi Jiwasraya	974.016.003	835.249.645	PT Asuransi Jiwasraya
Lain-lain (masing-masing dibawah Rp10 miliar)	1.683.300	840.912.872	Others (each below Rp10 billion)
Total	21.786.614.622	25.537.614.855	Total
Penyisihan atas kerugian penurunan nilai	(6.883.433.570)	(8.121.408.840)	Allowance for impairment losses
Neto	14.903.181.052	17.416.206.015	Net

Manajemen berkeyakinan bahwa jumlah cadangan kerugian penurunan nilai telah memadai untuk menutupi kerugian dari tidak tertagihnya piutang lain-lain jangka panjang.

Management believes that allowance for impairment losses above are adequate to cover possible losses from uncollected long-term other receivables.

f) Utang bank jangka pendek (Catatan 18)

f) Short-term bank loan (Note 18)

Pada tanggal 31 Desember 2022 dan 2021, saldo utang bank jangka pendek yang ditempatkan pada entitas berelasi dengan Pemerintah masing-masing sebesar 89,14% dan 79,47% dari total utang bank jangka pendek.

As of December 31, 2022 and 2021, short-term bank loan placed on entities related to the Government represent 89,14% and 79,47% from total short-term bank loan, respectively.

g) Utang usaha (Catatan 19)

g) Trade payables (Note 19)

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
Koperasi Karyawan Rua Jurai	125.874.659.390	103.033.188.744	Koperasi Karyawan Rua Jurai
PT Barata Indonesia (Persero)	47.253.655.292	34.201.532.932	PT Barata Indonesia (Persero)
PT Adhi Karya	22.694.464.636	18.098.308.258	PT Adhi Karya
PT Telekomunikasi Indonesia Tbk	21.117.795.534	23.808.170.775	PT Telekomunikasi Indonesia Tbk
PT Perusahaan Listrik Negara (Persero)	20.367.217.433	3.571.419.790	PT Perusahaan Listrik Negara (Persero)
PT Nusantara Sebelas Medika	11.478.155.956	838.458.254	PT Nusantara Sebelas Medika
Perum Bulog	11.121.794.685	11.121.794.685	Perum Bulog
PT Varuna Tirta Prakarsya (Persero)	10.186.053.607	4.159.334.931	PT Varuna Tirta Prakarsya (Persero)
PT Pertamina Gas	7.771.602.418	4.237.989.215	PT Pertamina Gas
PT Sarana Multi Infrastruktur (Persero)	4.457.315.483	-	PT Sarana Multi Infrastruktur (Persero)
Pusat Koperasi Karyawan	4.309.201.317	2.587.512.672	Pusat Koperasi Karyawan
PT Sucofindo	3.433.358.428	2.297.903.264	PT Sucofindo
Koperasi Tenera	3.356.111.304	-	Koperasi Tenera
Lain-lain (masing-masing dibawah Rp 3 miliar)	45.798.963.182	152.222.673.433	Others (each below Rp3 billion)
Total	339.220.348.665	360.178.286.953	Total

Pada tanggal 31 Desember 2022 dan 2021, saldo utang usaha pada entitas berelasi masing-masing sebesar 6,01% dan 7,66% dari total utang usaha.

As of December 31, 2022 and 2021, trade payables with related parties balances represent 6,01% and 7,66% from total trade payables, respectively.



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**38. SIGNIFICANT TRANSACTIONS AND BALANCES
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h) Utang lain-lain (Catatan 20)

h) Other payables (Note 20)

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
PT Rajawali Nusantara Indonesia (Persero)	286.968.974.542	286.967.978.394	PT Rajawali Nusantara Indonesia (Persero)
PT Bank Rakyat Indonesia	65.475.000.000	65.475.000.000	PT Bank Rakyat Indonesia
Rekayasa Industri	42.961.579.132	-	Rekayasa Industri
PT Pertamina (Persero)	25.475.000.000	26.227.039.000	PT Pertamina (Persero)
PT Langkat Nusantara Kepong	13.161.184.280	4.520.167.488	PT Langkat Nusantara Kepong
Dana Pensiun Perkebunan	11.781.918.249	1.862.882.179	Dana Pensiun Perkebunan
PT Bank Negara Indonesia	11.360.634.697	56.010.048.327	PT Bank Negara Indonesia
PT Telekomunikasi Indonesia Tbk	10.734.912.696	19.373.364.478	PT Telekomunikasi Indonesia Tbk
PT Nusantara Sebelas Medika	8.052.355.309	3.339.060.354	PT Nusantara Sebelas Medika
PT Perusahaan Gas Negara	7.245.215.650	7.245.215.650	PT Perusahaan Gas Negara
PT Pertamina Power Indonesia	5.090.723.892	5.090.723.892	PT Pertamina Power Indonesia
PT Barata Indonesia	5.003.909.080	-	PT Barata Indonesia (Persero)
PT Nusantara Medika Utama	4.636.123.329	-	PT Nusantara Medika Utama
PT Amarta Karya (Persero)	4.235.361.460	4.137.814.567	PT Amarta Karya (Persero)
Lain-lain (masing-masing dibawah Rp3 miliar)	26.871.191.999	156.906.606.580	Others (each below Rp3 billion)
Total	529.054.084.315	637.155.900.909	Total

Pada tanggal 31 Desember 2022 dan 2021, saldo utang lain-lain pada entitas berelasi masing-masing sebesar 46.60% dan 42.52% dari total utang lain-lain.

As of December 31, 2022 and 2021, other payables with related parties balance represent 46.60% and 42.52% from total other payables, respectively.

**i) Utang lain-lain jangka panjang
(Catatan 24)**

i) Other long-term payables (Note 24)

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
PT Bank Negara Indonesia Tbk (Persero) Tbk	27.434.797.830	6.950.091.546	PT Bank Negara Indonesia (Persero) Tbk
PT Jasamarga Restarea Batang	7.690.274.899	8.129.719.179	PT Jasamarga Restarea Batang
PT Bank Mandiri (Persero) Tbk	1.735.316.215	71.861.020.175	PT Bank Mandiri (Persero) Tbk
Lembaga Pembiayaan Ekspor Indonesia	-	10.659.495.172	Indonesian Export Financing Institute
PT Bank Raya Indonesia Tbk	-	12.303.970.744	PT Bank Raya Indonesia Tbk
Lain-lain (masing-masing dibawah Rp1 miliar)	1.716.369.520	17.870.822.391	Others (each below Rp1 billion)
Total	38.576.758.464	127.775.119.207	Total

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**i) Utang lain-lain jangka panjang
(Catatan 24) (lanjutan)**

Pada tanggal 31 Desember 2022 dan 2021, saldo utang lain-lain jangka panjang pada entitas berelasi masing-masing sebesar 87,96% dan 72,22% dari total utang lain-lain jangka panjang.

**j) Biaya masih harus dibayar - BPJS
Ketenagakerjaan (Catatan 23)**

Pada tanggal 31 Desember 2022 dan 2021, saldo biaya masih harus dibayar (iuran BPJS Ketenagakerjaan) pada total biaya yang masih harus dibayar adalah sebesar 0,51% dan 0,56% dari total biaya masih harus dibayar.

**k) Pendapatan diterima di muka
(Catatan 25)**

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021
PT Perusahaan Listrik Negara (Persero)		
Unit Induk Pembangunan II	69.974.313.432	72.574.927.588
PT Pertamina Gas	29.323.257.556	30.966.965.190
PT Perusahaan Gas Negara (Persero) Tbk	8.340.013.000	9.311.665.000
PT Pertamina (Persero)	3.900.000.000	4.152.000.000
PT Pertamina Power Indonesia	3.276.737.617	3.275.335.388
PT Perusahaan Listrik Negara (Persero)	1.142.526.028	2.761.104.564
Indonesia Healthcare Corporation	1.092.995.280	1.335.883.120
PT Bank Rakyat Indonesia	1.008.286.061	-
PT Telekomunikasi Seluler	907.633.156	1.174.031.111
PT Daya Mitra Telekomunikasi Agroniaga Tbk	321.712.964	433.157.408
Lain-lain	241.000.000	602.500.000
	603.613.376	1.058.852.302
Total	120.132.088.470	127.646.421.671

Pada tanggal 31 Desember 2022 dan 2021, saldo pendapatan diterima di muka pada entitas berelasi dengan Pemerintah masing-masing sebesar 24,44% dan 35,31% dari total pendapatan diterima di muka.

l) Utang jangka panjang (Catatan 26)

Pada tanggal 31 Desember 2022 dan 2021, saldo utang jangka panjang pada entitas berelasi dengan Pemerintah masing-masing sebesar 71,39% dan 61,41% dari total utang jangka panjang.

**38. SIGNIFICANT TRANSACTIONS AND BALANCES
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**i) Other long-term payables (Note 24)
(continued)**

As of December 31, 2022 and 2021, other long-term payables with related parties balance represent 87.96% and 72.22% from total other long-term payables, respectively.

**j) Accrued expense - BPJS Ketenagakerjaan
(Note 23)**

As of December 31, 2022 and 2021, accrued expense contribution (BPJS Ketenagakerjaan) balance from total accrued expense represent 0.51% and 0.56% from total accrued expense, respectively.

k) Unearned revenue (Note 25)

	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021
PT Perusahaan Listrik Negara (Persero)		
Unit Induk Pembangunan II	69.974.313.432	72.574.927.588
PT Pertamina Gas	29.323.257.556	30.966.965.190
PT Perusahaan Gas Negara (Persero) Tbk	8.340.013.000	9.311.665.000
PT Pertamina (Persero)	3.900.000.000	4.152.000.000
PT Pertamina Power Indonesia	3.276.737.617	3.275.335.388
PT Perusahaan Listrik Negara (Persero)	1.142.526.028	2.761.104.564
Indonesia Healthcare Corporation	1.092.995.280	1.335.883.120
PT Bank Rakyat Indonesia	1.008.286.061	-
PT Telekomunikasi Seluler	907.633.156	1.174.031.111
PT Daya Mitra Telekomunikasi Agroniaga Tbk	321.712.964	433.157.408
Lain-lain	241.000.000	602.500.000
	603.613.376	1.058.852.302
Total	120.132.088.470	127.646.421.671

As of December 31, 2022 and 2021, Unearned revenue balance from entities related to the Government represents 24.44% and 35.31% from total unearned revenue, respectively.

l) Long-term debts (Note 26)

As of December 31, 2022 and 2021, long-term debts balances due to entities related to the Government represent 71.39% and 61.41% from total long-term debts, respectively.



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**38. SALDO DAN TRANSAKSI SIGNIFIKAN DENGAN
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Rincian pihak berelasi, sifat hubungan dan jenis transaksi yang signifikan dengan pihak-pihak berelasi adalah sebagai berikut:

Pihak berelasi/ Related parties	Sifat Hubungan/ Nature of relationships
PT Bank Mandiri (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT Bank Rakyat Indonesia (Persero) Tbk (BRI)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT Bank Negara Indonesia (Persero) Tbk (BNI)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT Bank Syariah Indonesia Tbk	Dikendalikan oleh PT Bank Mandiri (Persero) Tbk/ <i>Controlled by PT Bank Mandiri (Persero) Tbk</i>
PT Bank Raya Indonesia Tbk	Dikendalikan oleh PT Bank Rakyat Indonesia (Persero) Tbk/ <i>Controlled by PT Bank Rakyat Indonesia (Persero) Tbk</i>
PT Bank Pembangunan Daerah Jawa Tengah	Dikendalikan oleh Pemerintah Daerah Provinsi Jawa Tengah/ <i>Controlled by the Local Government of Central Java Province</i>
PT Bank Tabungan Negara (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT Bank Pembangunan Daerah Jawa Timur Tbk	Dikendalikan oleh Pemerintah Daerah Provinsi Jawa Timur/ <i>Controlled by Local Government of East Java Province</i>
Lembaga Pembiayaan Ekspor Indonesia	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>

**38. SIGNIFICANT TRANSACTIONS AND BALANCES
WITH RELATED PARTIES (continued)**

Details of related parties, nature of relationships and nature of significant transactions with related parties are as follows:

Sifat transaksi/ Nature of transactions
Penempatan giro dan deposito, bunga atas deposito, fasilitas kredit modal kerja dan investasi/ <i>Placement of current accounts and deposits, interest from time deposits, credit facilities for working capital and investment</i>
Penempatan giro dan deposito, bunga atas deposito, fasilitas kredit modal kerja dan investasi/ <i>Placement of current accounts and deposits, interest from time deposits, credit facilities for working capital and investment</i>
Penempatan giro dan deposito, fasilitas kredit modal kerja dan investasi/ <i>Placement of current accounts and deposits, credit facilities for working capital and investment</i>
Penempatan giro, deposito dan fasilitas kredit modal kerja/ <i>Placement of current accounts, deposits and credit facilities for working capital</i>
Penempatan giro dan deposito, bunga atas deposito, fasilitas kredit modal kerja dan investasi/ <i>Placement of current accounts and deposits, interest from time deposits, credit facilities for working capital and investment</i>
Penempatan giro/ <i>Placement of current accounts</i>
Penempatan giro, fasilitas kredit modal kerja dan investasi/ <i>Placement of current accounts, credit facilities for working capital and investment</i>
Penempatan giro/ <i>Placement of current accounts</i>
Penempatan giro, fasilitas kredit modal kerja dan investasi/ <i>Placement of current accounts, credit facilities for working capital and investment</i>

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**38. SIGNIFICANT TRANSACTIONS AND BALANCES
WITH RELATED PARTIES (continued)**

Rincian pihak berelasi, sifat hubungan dan jenis transaksi yang signifikan dengan pihak-pihak berelasi adalah sebagai berikut (lanjutan):

Details of related parties, nature of relationships and nature of significant transactions with related parties are as follows (continued):

Pihak berelasi/ Related parties	Sifat Hubungan/ Nature of relationships	Sifat transaksi/ Nature of transactions
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	Dikendalikan oleh Pemerintah Daerah Provinsi Jawa Barat/ <i>Controlled by Local Government of West Java Province</i>	Penempatan giro/ <i>Placement of current accounts</i>
PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung	Dikendalikan oleh Pemerintah Daerah Provinsi Sumatera Selatan/ <i>Controlled by Local Government of South Sumatera Province</i>	Penempatan giro dan deposito/ <i>Placement of current accounts and deposits</i>
PT Bank Pembangunan Daerah Riau	Dikendalikan oleh Pemerintah Daerah Provinsi Riau/ <i>Controlled by Local Government of Riau Province</i>	Penempatan giro/ <i>Placement of current accounts</i>
PT Bank Pembangunan Daerah Lampung	Dikendalikan oleh Pemerintah Daerah Provinsi Lampung/ <i>Controlled by Local Government of Lampung Province</i>	Penempatan giro/ <i>Placement of current accounts</i>
PT Bank Nagari	Dikendalikan oleh Pemerintah Daerah Provinsi Sumatera Barat/ <i>Controlled by Local Government of East Sumatera Province</i>	Penempatan giro/ <i>Placement of current accounts</i>
PT Bank Pembangunan Daerah Kalimantan Barat	Dikendalikan oleh Pemerintah Daerah Provinsi Kalimantan Barat/ <i>Controlled by Local Government of West Kalimantan Province</i>	Penempatan giro/ <i>Placement of current accounts</i>
PT Bank Pembangunan Daerah Sumatera Utara	Dikendalikan oleh Pemerintah Sumatera Utara/ <i>Controlled by the Local Government of North Sumatera Province</i>	Penempatan giro dan deposito/ <i>Placement of current accounts and deposits</i>
PT Mardec Nusa Riau	Entitas Asosiasi/ <i>Associate Company</i>	Penjualan komoditas perkebunan/ <i>Sales of commodities</i>
Badan Penyelenggara Jaminan Sosial Kesehatan	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>	Jasa kesehatan karyawan/ <i>Employee health services</i>



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Rincian pihak berelasi, sifat hubungan dan jenis transaksi yang signifikan dengan pihak-pihak berelasi adalah sebagai berikut (lanjutan):

**38. SIGNIFICANT TRANSACTIONS AND BALANCES
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Details of related parties, nature of relationships and nature of significant transactions with related parties are as follows (continued):

Pihak berelasi/ Related parties	Sifat Hubungan/ Nature of relationships	Sifat transaksi/ Nature of transactions
Badan Penyelenggara Jaminan Sosial Ketenagakerjaan	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ Controlled by Central Government of the Republic of Indonesia	Jaminan sosial ketenagakerjaan karyawan/ Employee social security contribution
PT Sinkona Indonesia Lestari	Entitas Asosiasi/ Associate Company	Penyertaan saham dan penjualan komoditas perkebunan/ Investments in shares and sales of plantation commodities
PT Perusahaan Listrik Negara (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ Controlled by Central Government of the Republic of Indonesia	Penyewaan tanah/ Land rental
PT Perkebunan Mitra Ogan	Entitas Asosiasi/ Associate Company	Penyertaan saham, jasa kesehatan/ Investments in shares, health services
PT Asuransi Jasa Tania Tbk	Dikendalikan oleh Dana Pensiun Perkebunan/ Controlled by Dana Pensiun Perkebunan	Asuransi/ Insurance
PT Langkat Nusantara Kepong	Entitas Asosiasi/ Associate Company	Biaya talangan/ Advance payment of expenses
Koperasi Karyawan Nusa Tiga	Koperasi Karyawan / Employee Cooperative	Pembelian bahan pembantu dan sewa kendaraan/ Purchase of supporting material and vehicle lease
Pusat Penelitian Teh dan Kina	Entitas Asosiasi/ Associate Company	Pembelian bibit/ Purchase of seeds
PT Tiga Mutiara Nusantara	Entitas Asosiasi/ Associate Company	Biaya talangan dan jasa perobatan/ Advance payment of expenses and medical services
Dana Pensiun Perkebunan (Dapenbun)	Dana Pensiun/ pension fund	Peserta dana pensiun perkebunan/ Plantation pension fund participant
Koperasi Karyawan Ruwa Jurai	Koperasi Karyawan/ Employee Cooperative	Pembelian bahan pembantu dan jasa pemeliharaan/ Purchase of supporting material and maintenance services
PT Industri Gula Nusantara	Entitas Asosiasi/ Associate Company	Penyertaan saham dan pinjaman/ Investment in shares and loan
Serikat Pekerja Perkebunan	Serikat Pekerja/ Labor Union	Pemberian pinjaman/ Loan

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Rincian pihak berelasi, sifat hubungan dan jenis transaksi yang signifikan dengan pihak-pihak berelasi adalah sebagai berikut (lanjutan):

Pihak berelasi/ Related parties	Sifat Hubungan/ Nature of relationships
Perum Jasa Tirta I	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
Pemerintah Daerah Siak	Pemerintah Daerah/ <i>Local Government</i>
Perusahaan Umum Kehutanan Negara	Dikendalikan oleh Pemerintah Pusat Republik Indonesia <i>Controlled by Central Government of the Republic of Indonesia</i>
PT Pupuk Kalimantan Timur	Dikendalikan oleh PT Pupuk Indonesia (Persero)/ <i>Controlled by PT Pupuk Indonesia (Persero)</i>
PT Mega Eltra	Dikendalikan oleh PT Pupuk Indonesia (Persero)/ <i>Controlled by PT Pupuk Indonesia (Persero)</i>
PT Pupuk Sriwidjaja Palembang	Dikendalikan oleh PT Pupuk Indonesia (Persero)/ <i>Controlled by PT Pupuk Indonesia (Persero)</i>
PT Barata Indonesia (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT Pertamina (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
WIKA-WIP KSO	Dikendalikan oleh PT Wijaya Karya (Persero) Tbk/ <i>Controlled by PT Wijaya Karya (Persero) Tbk</i>
Koperasi Karyawan Mon Madu	Koperasi Karyawan/ <i>Employee Cooperatives</i>
PT Krakatau Engineering	Dikendalikan oleh PT Krakatau Steel (Persero) Tbk/ <i>Controlled by PT Krakatau Steel (Persero) Tbk</i>
PT Petral Niaga Pertamina	Entitas Anak PT Pertamina (Persero)/ <i>Subsidiary of PT Pertamina (Persero)</i>

**38. SIGNIFICANT TRANSACTIONS AND BALANCES
WITH RELATED PARTIES (continued)**

Details of related parties, nature of relationships and nature of significant transactions with related parties are as follows (continued):

Sifat transaksi/ Nature of transactions
Penyertaan pada entitas asosiasi/ <i>Investment in associate company</i>
Pemberian pinjaman modal dan tenaga kerja/ <i>Lending of working capital and labor</i>
Penjualan saham entitas asosiasi/ <i>Sales of investment in associate company</i>
Penyertaan saham pada entitas anak, pembelian pupuk dan bahan pembantu/ <i>Investment in subsidiary, purchase of fertilizers and supporting materials</i>
Pembelian pupuk dan bahan pembantu/ <i>Purchase of fertilizers and supporting materials</i>
Pembelian pupuk dan bahan pembantu/ <i>Purchase of fertilizers and supporting materials</i>
Jasa konstruksi/ <i>Construction services</i>
Pembelian bahan bakar minyak/ <i>Purchase of fuel</i>
Jasa konstruksi/ <i>Construction services</i>
Jasa pengangkutan TBS, CPO dan pemeliharaan tanaman/ <i>Transportation services of FFB, CPO and maintenance of plantations</i>
Jasa konstruksi/ <i>Construction services</i>
Pembelian bahan bakar minyak/ <i>Purchase of fuel</i>



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**38. SALDO DAN TRANSAKSI SIGNIFIKAN DENGAN
PIHAK-PIHAK BERELASI (lanjutan)**

Rincian pihak berelasi, sifat hubungan dan jenis transaksi yang signifikan dengan pihak-pihak berelasi adalah sebagai berikut (lanjutan):

Pihak berelasi/ Related parties	Sifat Hubungan/ Nature of relationships
PT Petrokimia Gresik (Persero)	Dikendalikan oleh PT Pupuk Indonesia (Persero)/ <i>Controlled by PT Pupuk Indonesia (Persero)</i>
PT Petrosida Gresik	Entitas Anak PT Petrokimia Gresik (Persero)/ <i>Subsidiary of PT Petrokimia Gresik (Persero)</i>
PT Gresik Cipta Sejahtera	Entitas Anak PT Petrokimia Gresik (Persero)/ <i>Subsidiary of PT Petrokimia Gresik (Persero)</i>
Perusahaan Umum Badan Urusan Logistik	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT Amarta Karya (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT Kereta Api Indonesia (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
PT Waskita Karya (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>
Pusat Koperasi Karyawan	Koperasi Karyawan/ <i>Employee Cooperative</i>
PT Rekayasa Industri (Persero)	Dikendalikan oleh PT Pupuk Indonesia (Persero)/ <i>Controlled by PT Pupuk Indonesia (Persero)</i>
PT Pupuk Kujang	Dikendalikan oleh PT Pupuk Indonesia (Persero)/ <i>Controlled by PT Pupuk Indonesia (Persero)</i>
PT Perusahaan Perdagangan Indonesia (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ <i>Controlled by Central Government of the Republic of Indonesia</i>

**38. SIGNIFICANT TRANSACTIONS AND BALANCES
WITH RELATED PARTIES (continued)**

Details of related parties, nature of relationships and nature of significant transactions with related parties are as follows (continued):

Sifat transaksi/ Nature of transactions
Pembelian pupuk dan bahan pembantu/ <i>Purchase of fertilizers and supporting materials</i>
Pembelian pupuk dan bahan pembantu/ <i>Purchase of fertilizers and supporting materials</i>
Pembelian pupuk dan bahan pembantu/ <i>Purchase of fertilizers and supporting materials</i>
Pembelian beras dan bahan pembantu/ <i>Purchase of rice and supporting material</i>
Jasa konstruksi/ <i>Construction services</i>
Jasa angkutan CPO/ <i>Transportation services of CPO</i>
Jasa konstruksi/ <i>Construction services</i>
Pengadaan barang dan jasa/ <i>Procurement of goods and services</i>
Jasa konstruksi/ <i>Construction services</i>
Pembelian pupuk dan bahan pembantu/ <i>Purchase of fertilizers and supporting materials</i>
Penjualan gula/ <i>Sugar sales</i>

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**38. SALDO DAN TRANSAKSI SIGNIFIKAN DENGAN
PIHAK-PIHAK BERELASI (lanjutan)**

Rincian pihak berelasi, sifat hubungan dan jenis transaksi yang signifikan dengan pihak-pihak berelasi adalah sebagai berikut (lanjutan):

**38. SIGNIFICANT TRANSACTIONS AND BALANCES
WITH RELATED PARTIES (continued)**

Details of related parties, nature of relationships and nature of significant transactions with related parties are as follows (continued):

Pihak berelasi/ Related parties	Sifat Hubungan/ Nature of relationships	Sifat transaksi/ Nature of transactions
PT Pilar Sinergi BUMN	Entitas Asosiasi/ Associate Entity	Penyertaan pada entitas asosiasi/ Investment in associate entity
Koperasi Karyawan Rispa Medan	Koperasi Karyawan/ Employee Cooperative	Pemberian pinjaman/ Loan
Koperasi Karyawan Jurai	Koperasi Karyawan/ Employee Cooperative	Pemberian pinjaman/ Loan
PT Propernas Nusa Dua	Dikendalikan oleh Perum Perumnas/ Controlled by Perum Perumnas	Pemberian pinjaman/ Loan
PT Rajawali Nusantara Indonesia	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ Controlled by Central Government of the Republic of Indonesia	Jasa pengadaan/ Procurement services
PT Telekomunikasi Indonesia (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ Controlled by Central Government of the Republic of Indonesia	Jasa penyedia sistem dan jaringan/ System and network provider services
PT Telekomunikasi Seluler	Dikendalikan oleh PT Telkom (Persero) Tbk/ Controlled by PT Telkom (Persero) Tbk	Penyewaan tanah/ Land rental
PT Sarana Multi Infrastruktur (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ Controlled by Central Government of the Republic of Indonesia	Pemberian Pinjaman/ Loan



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39. LABA PER SAHAM

	31 Desember 2022/ December 31, 2022
Laba (rugi) tahun berjalan	6.016.981.071.547
Rata-rata tertimbang jumlah saham biasa yang beredar (lembar saham)	40.216.132
Laba (rugi) per saham	149.616

39. EARNINGS PER SHARE

	31 Desember 2021/ December 31, 2021	
	4.644.332.656.838	<i>Income (loss) for the year</i>
	40.216.132	<i>Weighted average of number of shares issued (shares)</i>
Laba (rugi) per saham	115.484	<i>Income (loss) per share</i>

40. PERJANJIAN YANG SIGNIFIKAN

Perusahaan

a. Perjanjian fasilitas notional pooling

Beberapa perusahaan yang tergabung dalam Kelompok Usaha menandatangani perjanjian fasilitas *National Pooling* dengan PT Bank Mandiri (Persero) Tbk (sejak 18 Maret 2019, dengan adendum terakhir tanggal 25 Februari 2020).

Fasilitas ini merupakan layanan Cash Management yang menawarkan suatu mekanisme saldo konsolidasi *pooling* untuk optimalisasi pengelolaan dana internal peserta *pooling*. Setiap peserta *pooling* dapat melakukan penarikan sesuai dengan limit sampai dengan Rp500.000.000.000, sepanjang saldo konsolidasi *pooling* masih mencukupi. Bank akan membayar jasa giro efektif atau membebaskan biaya bunga efektif kepada peserta *pooling* berdasarkan saldo *pooling*. Penarikan tersebut dikenakan beban bunga sebesar jasa giro + min. 2% per tahun.

Jangka waktu perjanjian adalah selama 1 (satu) bulan terhitung sejak tanggal 2 Maret 2021 sampai dengan tanggal 31 Maret 2021 atau sampai dengan skema *cash waterfall* hasil restrukturisasi tahun 2021 berlaku efektif (mana yang lebih cepat).

40. SIGNIFICANT AGREEMENTS

The Company

a. *Notional pooling facility agreement*

Certain Companies under The Group entered into a Notional Pooling facility agreement with PT Bank Mandiri (Persero) Tbk. (since March 18, 2019, with last addendum on February 25, 2020).

This facility is a cash management service that offers the consolidated balance pooling mechanism to optimize internal fund management of the participants. Each pooling participant can withdraw in accordance with the deficit limit until to Rp500,000,000,000 as long as the balance of pooling consolidation is sufficient. The bank will pay the effective demand deposit service or charge the effective interest rate to the pooling participants based on the pooling balance. The withdrawal bears interest rate of current account + min 2% per annum.

The term of the agreement is 1 (one) month from March 2, 2021 to March 31, 2021 or until the cash waterfall scheme resulting from the restructuring in 2021 becomes effective (whichever is sooner).

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40. PERJANJIAN YANG SIGNIFIKAN (lanjutan)

Perusahaan (lanjutan)

b. Perjanjian Pemberian Pinjaman Investasi

Perjanjian Pemberian Pinjaman Investasi Pemerintah Republik Indonesia kepada PT Perkebunan Nusantara III (Persero) dalam Bentuk Pinjaman Subordinasi dalam Rangka Program Pemulihan Ekonomi Nasional ("IP - PEN").

Berdasarkan Akta Perjanjian No. 75 tahun 2020 antara PTPN III (Persero) dengan Lembaga Pembiayaan Ekspor Indonesia (LPEI) sebagai Pelaksana Investasi yang dibuat di hadapan Notaris Nanette Cahyanie Handari Adi Warsito, S.H, pada tanggal 28 Desember 2020, PTPN III (Persero) menerima alokasi Dana Investasi Pemerintah dalam rangka Program Pemulihan Ekonomi Nasional (PEN) dalam bentuk Pinjaman Subordinasi.

Pinjaman Investasi Pemerintah dalam rangka Program Pemulihan Ekonomi Nasional (IP - PEN) tersebut ditetapkan oleh Pemerintah Republik Indonesia melalui Keputusan Menteri Keuangan tentang Perjanjian Pemberian Dana Investasi Pemerintah Republik Indonesia kepada PT Perkebunan Nusantara III (Persero) dalam Bentuk Pinjaman Subordinasi dalam Rangka Program Pemulihan Ekonomi Nasional.

Lembaga Pembiayaan Ekspor Indonesia (LPEI) selaku Pelaksana Investasi yang ditunjuk oleh Pemerintah dengan Perjanjian Pelaksanaan Investasi antara Kementerian Keuangan Republik Indonesia dan LPEI sesuai Perjanjian Pelaksanaan Investasi Nomor PRJ-16/KN/2020 dan Nomor 595/PKS/12/2020 tanggal 28 Desember 2020 bertugas sebagai Pelaksana Investasi Pemerintah kepada Perusahaan dengan nilai sebesar dengan nilai Rp4.000.000.000.000 (*empat triliun rupiah*).

40. SIGNIFICANT AGREEMENTS (continued)

The Company (continued)

b. Investment Loan Agreement

The Government of Indonesia's Investment Loan Agreement to PT Perkebunan Nusantara III (Persero) in the Form of Subordinated Loans in the Framework of the National Economic Recovery Program ("IP - PEN").

Based on The Deed of Agreement No. 75 of 2020 between PTPN III (Persero) and the Indonesian Export Financing Institution (LPEI) as the Executor of Investment made before Notary Nanette Cahyanie Handari Adi Warsito, S.H, on December 28, 2020, PTPN III (Persero) received the allocation of Government Investment Funds in the framework of the National Economic Recovery Program (PEN) in the form of Subordinated Loans.

Government Investment Loans in the framework of the National Economic Recovery Program (IP - PEN) are determined by the Government of the Republic of Indonesia through the Decree of the Minister of Finance on the Agreement to Grant Investment Funds of the Government of the Republic of Indonesia to PT Perkebunan Nusantara III (Persero) in the Form of Subordinated Loans in the Framework of the National Economic Recovery Program.

The Indonesian Export Financing Institution (LPEI) as the Executor of Investment appointed by the Government with the Investment Implementation Agreement between the Ministry of Finance of the Republic of Indonesia and LPEI in accordance with the Investment Implementation Agreement Number PRJ-16 / KN / 2020 and Number 595 / PKS / 12/2020 dated December 28, 2020 served as the Implementer of Government Investment to the Company with a value of Rp4,000,000,000,000 (four trillion rupiah).



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40. PERJANJIAN YANG SIGNIFIKAN (lanjutan)

Perusahaan (lanjutan)

b. Perjanjian Pemberian Pinjaman Investasi (lanjutan)

Adapun syarat dan ketentuan mengenai bentuk, nilai, jangka waktu dan tingkat suku bunga sebagai berikut:

- Bentuk Investasi : Pinjaman Subordinasi
- Nilai: pagu total dana investasi Rp4.000.000.000.000 (empat triliun rupiah)
- Tujuan Penggunaan : Pembiayaan komoditas kelapa sawit dan komoditas tebu
- Jangka Waktu : 10 (sepuluh) tahun sejak tanggal penandatanganan dengan masa tenggang (*grace period*) pembayaran pokok 84 bulan (delapan puluh empat) bulan sejak tanggal penandatanganan Perjanjian Investasi
- Bunga : 2% (dua persen) per tahun

Penggunaan Dana Investasi Pemerintah Program Pemulihan Ekonomi Nasional ("Dana IP PEN") dapat dialokasikan kepada Anak Perusahaan PTPN III (Persero) ("Anak Perusahaan"), yaitu PTPN I, II, IV, VI, VII, IX, X, XI, XII dan XIV.

Penggunaan alokasi dana IP PEN oleh anak perusahaan dilaksanakan dengan skema Pinjaman Pemegang Saham yang diatur dalam Perjanjian Pemberian Pinjaman Yang Bersumber Dari Dana Investasi Pemerintah Dalam Rangka Program Pemulihan Ekonomi Nasional.

c. Bantuan Pemerintah Yang Belum Ditetapkan Statusnya

Dalam rangka mendukung pengembangan usaha Perusahaan, Kementerian Perindustrian memberikan Penyertaan Modal Pemerintah Pusat (PMPP) melalui Direktorat Jenderal Ketahanan, Perwilayahan dan Akses Industri Internasional (KPAII), yang tertuang dalam Berita Acara Serah Terima Operasional (BASTO) nomor 02/KPAII.1/BMN/BAST-SM/5/2020 dan Nomor BOTI/BA.STO/01/2020 tanggal 15 Mei 2020. Adapun PMPP yang selanjutnya disebut Barang Milik Negara (BMN) Sei Mangkei antara lain:

1. Jalan Poros
2. Dry Port, Tank Farm, dan Gedung Pusat Inovasi
3. Perlengkapan dan peralatan lainnya

40. SIGNIFICANT AGREEMENTS (continued)

The Company (continued)

b. Investment Loan Agreement (continued)

The terms and conditions regarding the form, value, term and interest rate are as follows:

Form of Investment: Subordinated Loans

- *Form of Investment: Subordinated Loans*
- *Value: total investment fund ceiling of Rp4,000,000,000,000 (four trillion rupiah)*
- *Purpose of Use: Financing of palm oil and sugarcane commodities*
- *Period: 10 (ten) years from the date of signing with grace period of principal payment of 84 months (eighty-four) months from the date of signing of the Investment Agreement*
- *Interest: 2% (two percent) per year*

The use of Government Investment Funds of the National Economic Recovery Program ("PEN IP Funds") can be allocated to Subsidiaries of PTPN III (Persero) ("Subsidiaries"), namely PTPN I, II, IV, VI, VII, IX, X, XI, XII and XIV.

The use of IP PEN fund allocation by Subsidiaries is carried out by the Shareholder Loan scheme stipulated in the Loan Agreement Sourced From Government Investment Funds in the Framework of the National Economic Recovery Program.

c. The Status of Government's Grant that has not yet Determined

In order to support the Company's business development, the Ministry of Industry provides Central Government Equity Participation (PMPP) through the Directorate General of Resilience, Territory and International Industrial Access (KPAII), which is stated in the Minutes of Operational Handover (BASTO) number 02/KPAII.1/BMN /BAST-SM/5/2020 and Number BOTI/BA.STO/01/2020 dated 15 May 2020. The PMPP, hereinafter referred to as State Property (BMN) Sei Mangkei, includes:

1. Axis Road
2. Dry Port, Tank Farm, and Innovation Center Building
3. Fixtures and other equipment

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40. PERJANJIAN YANG SIGNIFIKAN (lanjutan)

40. SIGNIFICANT AGREEMENTS (continued)

Perusahaan (lanjutan)

The Company (continued)

- c. Bantuan Pemerintah Yang Belum Ditetapkan Statusnya (lanjutan)

- c. *The Status of Government's Grant that has not yet Determined (continued)*

Sesuai surat Perusahaan Nomor BOTI/X/14/2022 tanggal 31 Januari 2022, Perusahaan menyurati Dirjen KPAIL Kementerian Perindustrian untuk tindak lanjut proses PMPP merujuk timeline Penyelesaian Barang Milik Negara (BMN) Sei Mangkei.

In accordance with PTPN III's letter number BOTI/X/14/2022 dated January 31, 2022, PTPN III wrote to the Directorate General of KPAIL, Ministry of Industry to follow up on the PMPP process referring to the Sei Mangkei State Property (BMN) Completion timeline.

Proses yang telah dilakukan oleh Perusahaan antara lain:

The processes that have been carried out by the Company include:

- Membuat kajian internal untuk BMN yang ada di Kelompok Usaha
- Mengajukan kajian internal ke Direksi untuk proses penandatanganan

- *Make an internal review for BMN in the Group*
- *Submitting an internal review to the Board of Directors for the signing process.*

Sampai dengan tanggal laporan keuangan konsolidasian, aset tersebut masih dalam proses pengalihan menjadi PMN, sehingga Perusahaan belum mengakui aset tersebut.

Up to the date of consolidated financial statements, the assets is in the transfer process to PMN, therefore the Company has not yet recorded the assets.

PT Perkebunan Nusantara II

PT Perkebunan Nusantara II

- a. Berdasarkan Perjanjian Kerja Sama Operasi antara PTPN II dengan LNK pada tanggal 9 Juni 2009. LNK mendapatkan hak untuk mengelola kebun sawit dan karet milik PTPN II di wilayah Distrik Rayon Tengah, Provinsi Sumatera Utara.
- b. Berdasarkan perjanjian antara PTPN II dengan LNK di bulan Juni 2015. LNK telah setuju untuk memberikan pinjaman sebesar Rp87,7 miliar kepada PTPN II yang diperuntukkan khusus mendanai pembayaran Golden Shake Hand karyawan PTPN II yang diperbantukan di LNK.
- c. Bantuan Pemerintah Yang Belum Ditetapkan Statusnya

- a. *Based on Joint Operation Agreement between PTPN II and LNK on June 9, 2009. LNK has a right to manage the oil palm and rubber plantation that belongs to PTPN II in the District of Central Rayon, North Sumatera Province.*
- b. *Based on the agreement between PTPN II and LNK in June 2015. LNK has agreed to provide a loan of Rp87.7 billion to PTPN II that is intended specifically to fund the payment of PTPN II's employees' Golden Shake Hand that is seconded to LNK.*
- c. *The Status of Government's Grant that has not yet Determined*

Dalam rangka melaksanakan dan menunjang kebijakan dan program pemerintah di bidang upaya penyediaan tenaga listrik dengan target bauran energi terbarukan nasional sebesar 23% sampai dengan tahun 2025, maka pemerintah melalui Kementerian Energi dan Sumber Daya Mineral berdasarkan DIPA APBN Tahun 2014 mengalokasikan anggaran untuk membangun Pembangkit Tenaga Listrik Biogas berbasis Palm Oil Mills Effluence (PLT Biogas POME).

In order to implement and support government policies and programs in the field of efforts to provide electricity with a target of a national renewable energy mix of 23% by 2025, the government through the Ministry of Energy and Mineral Resources based on the 2014 State Budget DIPA allocates a budget to build a Power Plant Biogas based on Palm Oil Mills Effluence (PLT Biogas POME).



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40. PERJANJIAN YANG SIGNIFIKAN (lanjutan)

40. SIGNIFICANT AGREEMENTS (continued)

PT Perkebunan Nusantara II (lanjutan)

PT Perkebunan Nusantara II (continued)

- c. Bantuan Pemerintah Yang Belum Ditetapkan Statusnya (lanjutan)

- c. *The Status of Government's Grant that has not yet Determined (continued)*

Pada rencana awalnya, BMN PLT Biogas POME diperuntukkan bagi PTPN 2 yang sebelumnya merupakan BUMN dan akan dipindahtangankan melalui mekanisme PMPP. BMN PLT Biogas POME tersebut telah dioperasikan oleh PTPN 2 berdasarkan Berita Acara Serah Terima Operasional (BASTO).

In the initial plan, BMN PLT Biogas POME was allocated to PTPN 2, which was previously a state-owned enterprise and will be transferred through the PMPP mechanism. The BMN PLT Biogas POME has been operated by PTPN 2 based on the Minutes of Operational Handover (BASTO).

Kementerian ESDM menetapkan Pengelola Energi Biogas kepada PTPN 2:

The Ministry of Energy and Mineral Resources assigns a Biogas Energy Manager to PTPN 2:

- PLT Biogas Kwala Sawit No: 12/20/DJE/2016 tanggal 27 Mei 2016.
- PLT Biogas Pagar Merbau No: 11/20/DJE/2016 tanggal 27 Mei 2016.

- *PLT Biogas Kwala Sawit No: 12/20/DJE/2016 dated 27 May 2016.*
- *PLT Biogas Pagar Merbau No: 11/20/DJE/2016 dated 27 May 2016.*

Pada awalnya di tahun 2014, direncanakan pelaksanaan PMPP PTPN 2 pada dokumen penganggaran dan pengadaan PLTBg POME dimana pada saat itu PTPN 2 masih berstatus sebagai BUMN.

Initially in 2014, it was planned to implement PTPN 2 PMPP in the budgeting and procurement documents for PLTBg POME where at that time PTPN 2 was still a BUMN.

Namun, pada akhir triwulan 3 tahun 2014, pemerintah membentuk Holding BUMN Perkebunan berdasarkan Peraturan Pemerintah Nomor 72 Tahun 2014 tentang Penambahan Penyertaan Modal Negera Republik Indonesia ke dalam Modal Saham Perusahaan Perseroan (Persero) PT Perkebunan Nusantara III sehingga status PTPN 2 berubah menjadi entitas anak Perusahaan. Pemindahtanganan PMPP BMN PLTBg POME melalui mekanisme PMPP dilakukan kepada Perusahaan selaku Holding BUMN Perkebunan.

However, at the end of the 3rd quarter of 2014, the government established a BUMN Plantation Holding based on Government Regulation Number 72 of 2014 concerning the Addition of the Republic of Indonesia State Equity Participation into the Share Capital of the Limited Liability Company (Persero) PT Perkebunan Nusantara III so that the status of PTPN 2 changed to a subsidiary of the Company. The transfer of PMPP BMN PLTBg POME through the PMPP mechanism was carried out to the Company as the Holding of Plantation BUMN.

Rencana tindak lanjut atas aset BMN Kementerian ESDM sesuai dengan Notulen Rapat Perubahan Mekanisme PMPP Optimalisasi BMN dan Persiapan Data Pendukung BUMN sebagai berikut:

The follow-up plan for the BMN assets of the Ministry of Energy and Mineral Resources is in accordance with the Minutes of Meeting on Changes to the PMPP Optimization of BMN Mechanisms and Preparation of SOE Supporting Data as follows:

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40. PERJANJIAN YANG SIGNIFIKAN (lanjutan)

PT Perkebunan Nusantara II (lanjutan)

c. Bantuan Pemerintah Yang Belum Ditetapkan Statusnya (lanjutan)

- Direktur PTPN III (Persero) akan menyampaikan surat kesediaan menerima PMPP setelah kajian pengguna barang selesai disusun.
- Kajian bersama PMPP telah disusun sebelumnya oleh KESDM dan PTPN II, penyesuaian pada kajian perlu dilakukan dengan mengubah penerima dari sebelumnya PTPN II menjadi ke PTPN III (Persero).
- PPBMN akan melaksanakan rapat dengan mengundang Kementerian Sekretaris Negara untuk memastikan usulan Izin Prakarsa untuk RPP PMPP dan RPerpres Penugasan.

Sampai dengan tanggal laporan keuangan konsolidasian, aset tersebut masih dalam proses pengalihan menjadi PMN, sehingga PTPN 2 belum mengakui aset tersebut.

PT Perkebunan Nusantara IV

Perjanjian Jual Beli Bersyarat PT Mitra Kerinci

Pada tanggal 16 November 2022, PTPN IV ("Pembeli") dan PT Mitra Kerinci ("Penjual") menandatangani perjanjian jual beli bersyarat. Kedua belah pihak sepakat untuk melakukan jual beli unit Kebun Teh di Kabupaten Solok, Sumatera Barat seluas 1.481,16 ha, senilai Rp107.500.000.000. Berdasarkan perjanjian tersebut, terdapat beberapa persyaratan yang ditetapkan dan harus dipenuhi oleh para pihak terlebih dahulu sebelum melakukan transaksi jual beli.

Sampai dengan tanggal diterbitkannya laporan keuangan konsolidasian, para pihak belum dapat memenuhi persyaratan jual beli tersebut.

40. SIGNIFICANT AGREEMENTS (continued)

PT Perkebunan Nusantara II (continued)

c. *The Status of Government's Grant that has not yet Determined (continued)*

- *The Director of PTPN III (Persero) will submit a letter of willingness to accept PMPP after the review of the use of goods has been completed.*
- *The PMPP joint study has been previously prepared by KESDM and PTPN II, adjustments to the study need to be made by changing the beneficiary from previously PTPN II to PTPN III (Persero).*
- *PPBMN will hold a meeting by inviting the inistry of State Secretariat to confirm the Initiative Permit proposal for RPP PMPP and RPerpres Assignment.*

Up to the date of consolidated financial statements, the assets is in the transfer process to PMN, therefore PTPN 2 has not yet recorded the assets.

PT Perkebunan Nusantara IV

Conditional Sale and Purchase Agreement to PT Mitra Kerinci

On November 16, 2022, the PTPN IV ("Buyer") and PT Mitra Kerinci ("Seller") entered into a conditional sale and purchase agreement. Both parties are prohibited from buying and selling tea plantation units in Solok Regency, West Sumatra covering an area of 1.481,16 hectares, valued at IDR 107,500,000,000. Based on the agreement, there are several conditions set and must be fulfilled by the parties before proceed the sale and purchase transaction.

As of the issuance date of the consolidated financial statement, each parties have not been able to fulfill the sales and purchase agreement.



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40. PERJANJIAN YANG SIGNIFIKAN (lanjutan)

PT Perkebunan Nusantara V

PTPN V mengadakan perjanjian kerjasama dengan beberapa KUD di provinsi Riau untuk pengembangan perkebunan plasma.

Berdasarkan perjanjian tersebut PTPN V wajib dan berhak untuk:

- (i) memasarkan hasil TBS kelapa sawit koperasi dengan syarat kualitas sesuai dengan ketentuan Pemerintah,
- (ii) membayar jumlah produksi TBS kebun koperasi berdasarkan hasil timbang neto yang diterima dengan harga per Kg TBS kelapa sawit berdasarkan tahun tanam yang dikaji oleh tim pengkajian dan penetapan harga pembelian TBS kelapa sawit Pemda Riau,
- (iii) mengamati teknis pelaksanaan perawatan kebun, kegiatan panen, dan transportasi TBS

Koperasi-koperasi wajib dan berhak untuk:

- (ii) menyerahkan lahan kepada PTPN V untuk dikelola,
- (iii) memasarkan hasil kebun kelapa sawit kepada PTPN V selama satu tahun siklus tanaman, jika TBS dipasarkan ke pihak ke lain akan dikenakan denda 30% dari hasil penjualan TBS,
- (iv) membayar seluruh kewajiban terkait dana talangan yang dikeluarkan oleh PTPN V,
- (v) Koperasi menanggung biaya angkutan TBS dari kebun sama ke pabrik kelapa sawit.

SGN

- a. Perjanjian sewa menyewa Barang Milik Negara (BMN) dengan Direktorat Jenderal Industri Logam, Mesin, Alat Transportasi dan Elektronika Kementerian Perindustrian

Pada tanggal 14 Oktober 2022, SGN dan Direktorat Jenderal Industri Logam, Mesin, Alat Transportasi dan Elektronika Kementerian Perindustrian menandatangani perjanjian sewa Nomor B/938/ILMATE/BMN/X/2022 dan Nomor SG01-PESWA-SKE221014.002 untuk sewa BMN untuk jangka waktu selama 2 tahun efektif sejak tanggal 10 Oktober 2022 sejumlah Rp875.318.000.

40. SIGNIFICANT AGREEMENTS (continued)

PT Perkebunan Nusantara V

PTPN V entered into cooperation agreements with several KUDs in Riau province for the development of plasma plantations.

Based on the agreement, PTPN V is obliged and entitled to:

- (i) sell the FFB from cooperative palm oil with quality requirements in accordance with government regulations,
- (ii) paying for the amount of FFB produced by cooperative plantations based on the net weight received at the price per Kg of TBS based on the year of planting reviewed by the study team and determining the purchase price of palm oil FFB from the Regional Government of Riau,
- (iii) observing the technical implementation of garden maintenance, harvesting activities, and transportation of FFB

Cooperatives are obliged and entitled to:

- (i) hand over the land to PTPN V managed,
- (ii) marketing the produce of oil palm plantations to PTPN V for one year of the crop cycle, if FFB is marketed to other parties a fine of 30% of the proceeds from the sale of FFB will be imposed,
- (iii) pay all obligations related to bailout funds issued by PTPN V,
- (iv) The cooperative bears the cost of transporting FFB from the same plantation to the palm oil mill.

SGN

- a. Lease agreement for renting State-Owned Goods ("BMN") between the Company and the Directorate General of Metal, Machinery, Transportation Equipment and Electronics Industry of the Ministry of Industry.

On October 14, 2022, SGN and the Directorate General of Metal, Machinery, Transportation Equipment and Electronics Industry of the Ministry of Industry signed lease agreements Number B/938/ILMATE/BMN/X/2022 and Number SG01-PESWA-SKE221014.002 for BMN leases for 2 years which effective since October 10, 2022 amounted Rp875,318,000.

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PT Sinergi Gula Nusantara (lanjutan)

- b. Perjanjian sewa menyewa BMN dengan Direktorat Jenderal Industri Agro Kementerian Perindustrian

Pada tanggal 14 Oktober 2022, SGN dan Direktorat Jenderal Industri Industri Agro Kementerian Perindustrian menandatangani perjanjian sewa Nomor 1509/IA.1/BMN/X/2022 dan Nomor SG01-PESWA-SKE221014.001 untuk sewa BMN untuk jangka waktu selama 2 (dua) tahun efektif sejak tanggal 10 Oktober 2022 sejumlah Rp3.530.090.000.

- c. Perjanjian Jual Beli dan Pengambilan Bagian Saham Bersyarat

Pada tanggal 29 Maret 2022, SGN, Grup PTPN dan Bolney Financial Pte. Ltd ("Mitra") mengadakan Perjanjian Jual Beli dan Pengambilan Bagian Saham Bersyarat. Grup PTPN dalam hal ini terdiri dari PT Perkebunan Nusantara III (Persero), PT Perkebunan Nusantara II, PT Perkebunan PT Nusantara VII, PT Buma Cima Nusantara, Perkebunan Nusantara IX, PT Perkebunan Nusantara X, PT Perkebunan Nusantara XI, PT Perkebunan Nusantara XII, PT Industri Gula Glenmore, dan PT Perkebunan Nusantara XIV.

Syarat dan ketentuan Perjanjian Jual Beli dan Pengambilan Bagian Saham Bersyarat diantaranya mengatur bahwa:

- 1) Pada tanggal penyelesaian tahap pertama, SGN sepakat untuk mengeluarkan kepada Mitra yang sepakat untuk mengambil bagian saham baru tahap pertama pada harga final Pengambilan bagian Saham Baru Tahap Pertama.

40. SIGNIFICANT AGREEMENTS (continued)

PT Sinergi Gula Nusantara (continued)

- b. Lease agreement for renting BMN between the Company and the Directorate General of Agro Industry of the Ministry of Industry

On October 14, 2022, SGN and the Directorate General of Metal, Machinery, Transportation Equipment and Electronics Industry of the Ministry of Industry signed lease agreements Number 1509/IA.1/BMN/X/2022 and Number SG01-PESWA-SKE221014.001 for BMN leases for 2 (two) years which effective since October 10, 2022 amounted Rp3,530,090,000.

- c. Agreement of Conditional Sale and Purchase and Subscription of Shares

On March 29, 2022, SGN, PTPN Group and Bolney Financial Pte. Ltd ("Partners") entered into Conditional Sale and Purchase and Conditional Share Subscription agreement. PTPN Group consist of PT Perkebunan Nusantara III (Persero), PT Perkebunan Nusantara II, PT Perkebunan Nusantara VII, PT Buma Cima Nusantara, PT Perkebunan Nusantara IX, PT Perkebunan Nusantara X, PT Perkebunan Nusantara XI, PT Perkebunan Nusantara XII, PT Industri Gula Glenmore, and PT Perkebunan Nusantara XIV.

The terms and conditions of the Conditional Sale and Purchase Agreement and Participation of Shares stipulate among others:

- 1) On the completion date of the first phase, SGN agrees to issue to the Partners who agree to subscribe the first phase of new shares at the final price of the First Phase of the New Shares Subscription.



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PT Sinergi Gula Nusantara (lanjutan)

c. Perjanjian Jual Beli dan Pengambilan Bagian Saham Bersyarat (lanjutan)

- 2) Pada tanggal penyelesaian tahap kedua, SGN sepakat untuk mengeluarkan kepada Mitra yang sepakat untuk mengambil bagian saham baru tahap kedua pada harga final Pengambilan bagian Saham Baru Tahap Kedua
- 3) Pada tanggal penyelesaian tahap terakhir, PTPN Bisnis Gula Off-Farm (yaitu PTPN Bisnis Gula kecuali PT Perkebunan Nusantara III (Persero)) sepakat untuk menjual kepada Mitra yang sepakat untuk membeli dari PTPN Bisnis Gula Off-Farm, Saham Lama pada Harga Final Penjualan Saham Lama.

Penyelesaian tahapan-tahapan di atas, tunduk pada pemenuhan syarat-syarat yang ditetapkan dalam lampiran dari Perjanjian Jual Beli dan Pengambilan Bagian Saham Bersyarat tersebut.

Sampai dengan tanggal penyelesaian laporan keuangan belum ada penyelesaian tahapan di atas.

PT Perkebunan Nusantara X

Bantuan Pemerintah Yang Belum Ditetapkan Statusnya

Pada tanggal 2 Agustus 2010, Kementerian Perindustrian mengadakan kesepakatan *Memorandum of Understanding ("MoU")* dengan *New Energy and Industrial Technology Development Organization of Japan ("NEDO")* mengenai kerjasama proyek *Bioethanol* dimana NEDO memberikan bantuan berupa mesin dan peralatan utama sebesar US\$11.302.170.

Proyek ini bertujuan untuk mengurangi penggunaan bahan bakar fosil dan melindungi lingkungan di Indonesia, dan PTPN X ditunjuk sebagai pelaksana proyek. MoU ini kemudian ditindaklanjuti dengan perjanjian penerushibahan dari Kementerian Perindustrian kepada PTPN X tanggal 4 Oktober 2021. Proyek ini berlokasi di Pabrik *Bioethanol* di lingkup usaha pabrik gula ("PG") Gempolkrep, Mojokerto, Jawa Timur, yang kemudian dioperasikan oleh Enero, anak perusahaan.

40. SIGNIFICANT AGREEMENTS (continued)

PT Sinergi Gula Nusantara (continued)

c. *Agreement of Conditional Sale and Purchase and Subscription of Shares (lanjutan)*

- 2) *On the completion date of the second phase, SGN agrees to issue to the Partners who agree to subscribe the second phase of new shares at the final price of the Second Phase of the New Shares Subscription.*
- 3) *On the completion date of the final phase, PTPN Bisnis Gula Off-Farm (which is PTPN Bisnis Gula except PT Perkebunan Nusantara III (Persero)) agreed to sell to Partners who agreed to buy from PTPN Bisnis Gula Off-Farm, the Old Shares at the Final Sale Price of the Old Shares.*

The Completion of the stages above, subject to the fulfillment of the conditions set out in the attachment to the Conditional Sale and Purchase and Share Share Agreement.

As of the completion date of the financial statements, there has been no completion of the above stages.

PT Perkebunan Nusantara X

The Status of Government's Grant that has not yet Determined

On August 2, 2010, Ministry of Industry entered into a Memorandum of Understanding ("MoU") with the New Energy and Industrial Technology Development Organization of Japan ("NEDO") regarding the cooperation of Bioethanol project model, that NEDO provided the main machineries and equipments amounting to US\$11,302,170.

The objective of the project is to reduce fossil fuel consumption and protect the environment in Indonesia, and PTPN X was selected as project site. The MoU was then followed by grant agreement from Ministry of Industry to PTPN X dated October 4, 2021. The project is located in business area of Gempolkrep sugar factory ("SF"), Mojokerto, East Java, which then operated by Enero, a subsidiary.

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PT Perkebunan Nusantara X (lanjutan)

Bantuan Pemerintah Yang Belum Ditetapkan Statusnya (lanjutan)

Proyek tersebut telah diserahkan secara operasional pada 6 Januari 2014 oleh Direktorat Jenderal Basis Industri Manufaktur Kementerian Perindustrian kepada PTPN X, namun belum ada tindak lanjut hibah.

Sampai dengan tanggal laporan keuangan konsolidasian, aset tersebut masih dalam proses pengalihan menjadi PMN, sehingga PTPN X belum mengakui aset tersebut.

40. SIGNIFICANT AGREEMENTS (continued)

PT Perkebunan Nusantara X (continued)

The Status of Government's Grant that has not yet Determined (continued)

The project has been handed over operationally on January 6, 2014 by Director General Base Manufacturing Industry of Ministry of Industry to PTPN X, but it was not followed by the grant.

Up to the date of consolidated financial statements, the assets is in the transfer process to PMN, therefore PTPN X has not yet recorded the assets.



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41. TUNTUTAN DAN PERKARA HUKUM SIGNIFIKAN

41. SIGNIFICANT CLAIMS AND LITIGATIONS

Entitas/ Entity	Kasus/ Case	Para Pihak/ The Parties	Objek/ Object	Status/ Status
Perusahaan	Sengketa Tanah Kebun Sarang Giting 23/Pdt.G/2022/PN Srh	Perusahaan sebagai tergugat dan ahli waris Abidan Sitorus sebagai penggugat / The company as the defendant and the heirs of Abidan Sitorus as the plaintiff	Tanah 3.678 m ² milik PTPN III Kebun Sarang Giting / Land 3,678 m ² owned by PTPN III Kebun Sarang Giting	Perkara di tingkat Pengadilan Negeri Sei Rampah telah dimenangkan oleh Perusahaan, namun penggugat mengajukan banding ke pengadilan tinggi medan / The case at the Sei Rampah District Court level was won by the Company, but the plaintiff filed an appeal to the Medan High Court
PTPN I	PT Galatta Lestarindo, No. 11/Pdt.G/20s20/PN Lgs, tahun 2020	PT Galatta Lestarindo dan beberapa entitas lain/ PT Galatta Lestarindo and several other entities	Wanprestasi terhadap pengadaan pupuk dengan nilai Rp19.518.572.343,-/ Default on fertilizer procurement with a value of Rp19.518.572.343,-	Tanggal 20 April 2022, putusan menghukum Perusahaan membayar denda. Tanggal 26 Juli 2022 melakukan peninjauan Kembali putusan kasasi tersebut/ On April 20, 2022, the decision sentenced the Company to pay a fine. July 26, 2022 conducted a review of the cassation decision
PTPN II	Kasus Kebun Bandar Klippa, No. 99/Pdt.G/2017/PN-LBP, 19 Mei 2017	PTPN II sebagai tergugat dan Sutiono dkk sebagai Penggugat/PTPN II as Defendant and Sutiono et al as Plaintiff	Tanah seluas 103,62 ha dengan nilai Rp27.118.479.310,-/Land area of 103.6243 ha with a value of Rp27,118,479,310,-	Sampai dengan tanggal pelaporan, Perkara masih dalam proses Peninjauan Kembali (PK)/Up to the reporting date, the case is still in the process of review (PK).
PTPN II	Kasus Bangun Sari, No. 133/PDT.G/2021/PN-LBP, 09 Juni 2021	Saudara Jaelani sebagai Penggugat dan PTPN II sebagai Tergugat/ Jaelani as Defendant and PTPN II as Plaintiff	Sertifikat HGU No.96/Bangun Sari seluas 176,708.5 Ha dengan nilai Rp24.473.848.150,-/ HGU Certificate No.96/Bangun Sari covering an area of 176,708.5 Ha with a value of Rp24,473,848,150,-	Sampai dengan tanggal pelaporan, Perkara masih dalam proses Kasasi di Mahkamah Agung RI/ Up to the reporting date, the case is still in court at the Lubuk Pakam Court
PTPN II	Kasus Kebun Sei Semayang, No. 252/Pdt.G/2020/PN-LBP, 04 November 2020	PTPN II sebagai Penggugat dan PT Binjai Duraman Indah Lestari sebagai Tergugat/ PTPN II as Plaintiff and Kliwon et al as Defendant	Tanah seluas ± 594,76 Ha dengan nilai Rp236.655.004.000,-/ The land area of ± 594.76 ha with a value of Rp236,655,004,000,-	Sampai dengan tanggal pelaporan, Perkara masih dalam proses Kasasi Mahkamah Agung RI/ Up to the reporting date, PTPN II won at the District Court and High Court levels
PTPN II	Kasus Kebun Tanjung Garbus (Afdeling Penara), No. 80/Pdt.G/ 2017/PN-Lbp, tgl. 03 Mei 2017	PTPN II sebagai Penggugat dan Rokani dkk sebagai Tergugat/ PTPN II as Plaintiff and Mr. Rokani et al as Defendants	Tanah seluas ± 474 Ha dengan nilai Rp152.817.600.000,-/ Land area of ± 474 Ha with a value of Rp152,817,600,000,-	Sampai dengan tanggal pelaporan, Perkara masih dalam proses Peninjauan Kembali/ Up to the reporting date, the case is still in the process of submitting an appeal
PTPN II	Kasus Kebun Bekiun LNK, No. 122/G/2021/PTUN-MDN tgl. 23 November 2021	Ir. Zulkamain Sembiring sebagai Penggugat dan PTPN II sebagai Tergugat II Intervensi/ Ir. Zulkamain Sembiring as Plaintiff and PTPN II as Intervening Defendant II	Sertipikat HGU No. 9/Bekiun seluas 281,50 Ha/ HGU Certificate No. 9/Bekiun with an area of 281.50 Ha	Sampai dengan tanggal pelaporan, Perkara masih dalam proses Kasasi di Mahkamah Agung RI/ As of the reporting date, the case is still in the Cassation process at the Supreme Court of the Republic of Indonesia
PTPN II	Kasus Kebun Bekiun LNK, No. 82/G/2022/PTUN-MDN tgl. 07 Juli 2022	Himpunan Kelompok Tani Serayu yang diwakili oleh Edi Suranta Ginting sebagai Penggugat dan PTPN II sebagai Tergugat II Intervensi/ Serayu Farmers Group Association represented by Edi Suranta Ginting as Plaintiff and PTPN II as Intervening Defendant II	Sertipikat HGU No. 9/Bekiun seluas 281,50 Ha/ HGU Certificate No. 9/Bekiun with an area of 281.50 Ha	Sampai dengan tanggal pelaporan, Perkara masih dalam proses Banding di Pengadilan Tinggi Medan/ As of the reporting date, the case is still in the process of appeal at the Medan High Court
PTPN II	Kasus Kebun Bandar Klippa Bangun Sari, No. 83/Pdt.G/2015/PN-Lbp tgl. 09 Juni 2015	Rasken Pinem, dkk sebagai Penggugat dan PTPN II sebagai Tergugat/ Rasken Pinem et al as the Plaintiff and PTPN II as the Defendant	Tanah seluas ± 119,47 Ha / Land area of ± 119,47 Ha	Sampai dengan tanggal pelaporan, Perkara sedang dalam proses Peninjauan Kembali di Mahkamah Agung RI/ As of the reporting date, the case is currently under review at the Supreme Court of the Republic of Indonesia

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**41. TUNTUTAN DAN PERKARA HUKUM
SIGNIFIKAN (lanjutan)**

**41. SIGNIFICANT CLAIMS AND LITIGATIONS
(continued)**

Entitas/ Entity	Kasus/ Case	Para Pihak/ The Parties	Objek/ Object	Status/ Status
PTPN II	Kasus Kebun Tanjung Garbus Afdeling Penara, No.94/Pdt.G/PLW/2022/PN-LBP tgl. 28 April 2022	PTPN III (Persero) sebagai Penggugat, Rokani,dkk sebagai Tergugat, dan PTPN II sebagai Turut Tergugat/ <i>PTPN III (Persero) as Plaintiff, Rokani, et al as Defendants, and PTPN II as Co-Defendant</i>	Tanah seluas ± 474 Ha dengan nilai Rp152.817.600.000,-/ <i>Land area of ± 474 Ha with a value of Rp152,817,600,000,-</i>	Sampai dengan tanggal pelaporan, Perkara masih dalam proses di Pengadilan Negeri Lubuk Pakam/ <i>As of the reporting date, the case is still being processed at the Lubuk Pakam District Court</i>
PTPN IV	Kasus Kebun Dolok Ilir, 14/Pdt.G/2019/PN, tahun 2019	Abdul Kadir Damanik et. al sebagai penggugat dan PTPN IV sebagai tergugat/ <i>Abdul Kadir Damanik et. as plaintiff and PTPN IV as defendant</i>	Tanah seluas 121 Ha dengan nilai Rp29.000.000.000,-/ <i>Land area of 121 Ha with a value of Rp29,000,000,000,-</i>	Sampai dengan tanggal pelaporan, Perkara masih dalam proses pengajuan Kasasi di Mahkamah Agung/ <i>Up to the reporting date, the case is still in the process of submitting an appeal to the Supreme Court.</i>
PTPN V	Gugatan Terhadap Masyarakat Kampar, 04 November 2020	PT Perkebunan Nusantara V sebagai Penggugat dan Gerakan Masyarakat Desa Pantai Kampar sebagai Tergugat/ <i>PT Perkebunan Nusantara V as Plaintiff and Kampar Beach Village Community Movement as Defendant.</i>	Lahan seluas 150 Ha dengan nilai Rp4.506.392.641/ <i>Land area of 150 Ha with a value of Rp4.506.392.641,-</i>	Perkara dimenangkan oleh PTPN V, namun pihak Gerakan Masyarakat Pantai Kampar masih mengajukan banding/ <i>The case was won by PTPN V, but the Gerakan Masyarakat Pantai Kampar is still filing an appeal</i>
PTPN VII	Sengketa Lahan dengan PT Bumi Madu Mandiri, 05/Pdt.G/2019/PN.Bbu dan No. 10/Pdt.Bth/2021/PN Bbu	PTPN VII dan PTPN III sebagai Penggugat dan PT Bumi Madu Mandiri sebagai Tergugat/ <i>PTPN VII and PTPN III as Plaintiffs and PT Bumi Madu Mandiri as Defendants.</i>	Lahan seluas 4.650 Ha/ <i>Land area of 4.650 Ha.</i>	Sampai dengan tanggal pelaporan, Perkara masih dalam proses pengajuan Kasasi/ <i>Up to the reporting date, the case is still in the process of filing an cassation</i>
PTPN VIII	Gugatan Wanprestasi atas pembangunan PKS Cikasungka, 244/Pdt.G/2017/PN.Bdg, tahun 2017	PTPN VIII sebagai Penggugat dan PT Sinar Galuh Pratama sebagai Tergugat/ <i>PTPN VIII as Plaintiffs and PT Sinar Galuh Pratama as Defendants.</i>	Wanprestasi dengan nilai Rp27.804.905.070,-/ <i>Default with a value of Rp27.804.905.070,-</i>	Masih berlangsung/ <i>Still in going</i>
PTPN XIII	Gugatan sertifikasi pertanahan, 18/Pdt.G/2021/PN. Sag Jo. No. 2/PDT/2022/PT.Ptk Jo. No. 2135K/Pdt/2022	PTPN XIII sebagai Penggugat dan Ilu dkk sebagai Tergugat/ <i>PTPN XIII as Plaintiffs and Ilu et al as Defendants.</i>	Lahan Seluas 14,23 Ha/ <i>Land area of 14,23 Ha</i>	Persiapan pengajuan PK oleh PTPN XIII / <i>Preparation of PK submission by PTPN XIII</i>
PTPN XIV	Perkara Tata Usaha Negara No. 24/G/2021/PTUN.Mks, tahun 2021	PTPN XIV sebagai Penggugat dan PT Sinar Indonesia Property sebagai Tergugat/ <i>PTPN XIV as Plaintiffs and PT Sinar Indonesia Property as Defendants.</i>	Lahan seluas 313,17 Ha / <i>Land area of 313,17 ha</i>	Sampai dengan tanggal pelaporan, Perkara masih dalam proses peninjauan kembali/ <i>Up to the reporting date, the case is still in the process of being reviewed</i>
PT IKN	Wanprestasi Kontrak Penjualan Lokal No. 139/Pdt.G/2018/Pn Lbp, tahun 2018	PT IKN sebagai Penggugat dan CV Ariesha sebagai Tergugat/ <i>PT IKN as Plaintiffs and CV Ariesha as Defendants.</i>	Wanprestasi kontrak penjualan lokal/ <i>Default of local sales contract</i>	Masih dalam proses penyerahan jawaban PK/ <i>Still in the process of submitting PK answers</i>
PT Industri Nabati Lestari (INL)	Outstanding Piutang STTLP/B/2077/XI/2022/SPKT/ POLDA SUMATERA UTARA, 22 November 2022	PT INL sebagai Penggugat dan Union Global Resources Pte Ltd sebagai Tergugat/ <i>PT INL as Plaintiffs and Union Global Resources Pte Ltd as Defendants.</i>	Pelaporan Peristiwa Tindak Pidana UU Nomor 1 Tahun 1946 tentang KUHP Pasal 378 dan atau Pasal 372 KUPidana/ <i>Reporting of Criminal Acts Act Number 1 of 1946 concerning the Criminal Code Article 378 and or Article 372 of the Criminal Code</i>	Sedang dalam proses penyelidikan dan sudah dilakukan pemanggilan/ <i>It is currently under investigation and has been summoned</i>



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**42. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO
KEUANGAN**

Instrumen keuangan dengan nilai tercatat yang kurang lebih sebesar nilai wajarnya

Manajemen menetapkan bahwa nilai tercatat (berdasarkan jumlah nasional) kas dan setara kas, deposito yang jatuh tempo diatas 3 bulan, kas yang dibatasi penggunaannya, piutang usaha dan piutang lain-lain, utang usaha dan utang lain-lain, biaya yang masih harus dibayar dan utang bank jangka pendek kurang lebih sebesar nilai wajarnya karena instrumen keuangan tersebut sebagian besar berjangka pendek.

Piutang lain-lain jangka panjang (Proyek Plasma) tidak memiliki tanggal pembayaran dan bunga yang pasti, maka dicatat sebesar biaya perolehan. Tidaklah praktis memperkirakan nilai wajar piutang lain-lain jangka panjang tersebut karena tidak terdapat jangka waktu pembayaran yang tetap.

Investasi saham biasa yang tidak memiliki kuotasi pasar dicatat pada biaya perolehan karena nilai wajarnya tidak dapat diukur secara andal.

Nilai tercatat liabilitas jangka panjang dengan suku bunga tetap dan mengambang besarnya kurang lebih sama dengan nilai wajarnya karena dinilai ulang secara berkala.

Kelompok Usaha menghadapi risiko keuangan yang timbul dari kegiatan operasional dan penggunaan instrumen keuangan. Risiko keuangan utama meliputi risiko suku bunga, risiko pasar (termasuk risiko mata uang dan risiko harga komoditas), risiko kredit dan risiko likuiditas. Direksi menelaah dan menyetujui kebijakan dan prosedur untuk mengelola masing-masing risiko tersebut yang dijelaskan dengan lebih rinci sebagai berikut:

Risiko tingkat suku bunga adalah risiko dimana nilai wajar atau arus kas masa depan instrumen keuangan Kelompok Usaha akan berfluktuasi karena perubahan tingkat suku bunga pasar.

**42. FINANCIAL RISK MANAGEMENT
OBJECTIVES AND POLICIES**

Financial instruments with carrying values that approximately equal to fair values

Management has determined that the carrying amounts (based on notional amounts) of cash and cash equivalents, deposits with maturity over 3 months, restricted cash, trade and other receivables, trade and other payables, accrued expenses and short-term bank loans their fair values because they are mostly short-term in nature.

Other long-term receivables (Plasma Projects) has no exact payment date and interest, therefore it was recorded at cost. It is not practical to estimate the fair value of other long-term receivables if there is no fixed term of payment.

Common stock investments that do not have market quotes are recorded at cost because the fair value can not be measured reliably.

The carrying value of long-term liabilities with fixed and floating interest rates approximate their fair value as they are re-priced periodically.

The Group is exposed to financial risks arising from its operations and the use of financial instruments. The key financial risks include interest rate risk, market risk (including foreign currency risk and commodity price risk), credit risk and liquidity risk. The Board of Director reviews and agrees policies and procedures for the management of these risks, which are described in more detail as follows:

Interest rate risk is the risks that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market interest rates.

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Risiko tingkat suku bunga adalah risiko dimana nilai wajar atau arus kas masa depan instrumen keuangan Kelompok Usaha akan berfluktuasi karena perubahan tingkat suku bunga pasar.

Risiko tingkat suku bunga Kelompok Usaha terutama timbul dari utang jangka panjang. Pinjaman pada berbagai suku bunga menimbulkan risiko suku bunga atas nilai wajar kepada Kelompok Usaha. Tidak terdapat pinjaman Kelompok Usaha yang dikenakan suku bunga tetap.

Saat ini, Kelompok Usaha tidak mempunyai kebijakan formal lindung nilai atas risiko suku bunga.

Analisis sensitivitas untuk risiko tingkat suku bunga

Pada tanggal 31 Desember 2022, jika tingkat suku bunga Kelompok Usaha sebesar 10% lebih tinggi/lebih rendah, dengan semua variabel lain konstan, laba sebelum manfaat pajak penghasilan sebelum kapitalisasi beban keuangan untuk tahun yang berakhir pada tanggal tersebut adalah sebesar Rp519.625.067.333 lebih rendah/tinggi.

Risiko Mata Uang

Risiko mata uang merupakan risiko bahwa nilai wajar atau arus kas masa depan suatu instrumen keuangan akan berfluktuasi yang disebabkan oleh perubahan nilai tukar mata uang. Risiko Kelompok Usaha atas fluktuasi nilai tukar mata uang terutama timbul dari penempatan kas dan setara kas dalam mata uang asing.

Saat ini, Kelompok Usaha tidak memiliki kebijakan lindung nilai yang formal untuk mengelola risiko mata uang.

Analisis sensitivitas untuk risiko nilai mata uang asing

Pada 31 Desember 2022, jika nilai tukar Rupiah terhadap Dolar AS melemah/menguat sebanyak 10% dengan semua variabel konstan, laba sebelum beban pajak untuk tahun tersebut sebesar Rp328.414.710.429 lebih rendah/tinggi, terutama sebagai akibat kerugian/keuntungan translasi kas dan setara kas, piutang usaha dan uang muka pelanggan dalam Dolar AS, yang secara kolektif dalam posisi liabilitas moneter neto.

42. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

Interest rate risk is the risks that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market interest rates.

The Groups's exposure to interest rate risk mainly arises from bank loan. Loan with various interest rate inflict interest rate risk on the fair value to the Group. There is no loan at fixed rates.

Currently, the Group does not have a formal hedging policy for interest rate exposures.

Sensitivity analysis for interest rate risk

On December 31, 2022, if the interest rate of the Group amounted to 10% higher/lower, with all other variables constant, the profit before income tax benefit before the capitalization of financial expenses for the year ended on that date amounted to Rp519,625,067,333 lower/higher.

Currency Risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in currency exchange rates. Risk of the Group against fluctuations in currency values arises mainly from placement of cash and cash equivalent in foreign currency.

Currently, the Group does not have a formal hedging policy to manage currency risk.

Sensitivity analysis for foreign currency risk

As of December 31, 2022, if the Rupiah exchange rate against the US Dollar weakened / strengthened by 10% with all variables constant, profit before tax expense for the year amounted to Rp328,414,710,429 lower/higher, mainly as a result of cash translation losses/gains and cash equivalents, trade receivables and customer advances in US Dollars, which are collectively in a position of net monetary liabilities.



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**42. TUJUAN DAN KEBIJAKAN MANAJEMEN
RISIKO KEUANGAN (lanjutan)**

Risiko Harga Komoditas

Risiko harga komoditas adalah risiko dimana nilai wajar atau arus kas masa depan dari suatu instrumen keuangan akan berfluktuasi dikarenakan perubahan harga komoditas (selain yang timbul dari risiko tingkat suku bunga atau risiko mata uang asing). Apakah perubahan ini disebabkan oleh faktor-faktor khusus untuk instrumen keuangan secara individu atau faktor yang mempengaruhi semua instrumen keuangan yang sama yang diperdagangkan di pasar.

Risiko harga komoditas Kelompok Usaha timbul dari pembelian tandan buah segar dan penjualan minyak kelapa sawit, minyak inti sawit, inti sawit dan produk teh. Harga bahan baku dan barang jadi dapat berfluktuasi secara signifikan tergantung pada situasi pasar dan faktor-faktor lain seperti cuaca, kebijakan pemerintah, tingkat permintaan dan penawaran di pasar dan lingkungan ekonomi global.

Pada saat ini, Kelompok Usaha tidak mempunyai kebijakan formal lindung nilai atas risiko harga komoditas.

Risiko Kredit

Risiko kredit yang dihadapi oleh Kelompok Usaha berasal dari kredit yang diberikan kepada pelanggan teh, piutang plasma dan penempatan rekening koran dan deposito pada bank.

Selain dari pengungkapan di bawah ini, Kelompok Usaha tidak memiliki konsentrasi risiko kredit.

Kas dan Setara Kas

Risiko kredit atas penempatan rekening koran dan deposito dikelola oleh manajemen sesuai dengan kebijakan Kelompok Usaha. Investasi atas kelebihan dana dibatasi untuk tiap-tiap bank dan kebijakan ini dievaluasi setiap tahun oleh dewan direksi. Batas tersebut ditetapkan untuk meminimalkan risiko konsentrasi kredit sehingga mengurangi kemungkinan kerugian akibat kebangkrutan bank-bank tersebut.

**42. FINANCIAL RISK MANAGEMENT OBJECTIVES
AND POLICIES (continued)**

Commodity Price Risk

Commodity price risk is the risk that fair value or future cash flows of a financial instrument will fluctuate because of changes in commodity prices (other than those arising from interest rate risk or foreign currency risk). Whether those changes are caused by factors specific to the individual financial instrument or factors affecting all similar financial instruments traded in the market.

The Group's exposure to commodity price risk arises from its purchase of fresh fruit bunches and sales of palm oil, palm kernel oil, palm kernel and tea products. Prices of raw material and end products may fluctuate significantly depending on the market situation and factors such as weather, government policy, level of demand and supply in the market and the global economic environment.

Currently, the Group does not have a formal hedging policy for commodity price exposures.

Credit Risk

The Group has credit risk arising from the credits granted to the customers of tea, plasma receivable and placement of current accounts and deposits in the banks.

Other than as disclosed below, the Group has no concentration of credit risk.

Cash and Cash Equivalents

Credit risk arising from placements of current accounts and deposits is managed in accordance with the Group's policy. Investments of surplus funds are limited for each bank and reviewed annually by the board of directors. Such limits are set to minimize the concentration of credit risk and therefore mitigate financial loss through potential failure of the banks.

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Risiko Kredit (lanjutan)

Piutang Usaha

Terdapat kebijakan untuk memastikan penjualan produk hanya dilakukan kepada pelanggan yang dapat dipercaya dengan rekam jejak atau sejarah kredit yang baik. Merupakan kebijakan Kelompok Usaha bahwa semua pelanggan yang akan melakukan pembelian secara kredit harus melalui prosedur verifikasi kredit. Untuk penjualan ekspor, Kelompok Usaha mensyaratkan pembayaran saat penyerahan dokumen penjualan. Kelompok Usaha memiliki kebijakan yang membatasi jumlah kredit untuk tiap-tiap pelanggan dan saldo piutang dipantau secara terus menerus untuk mengurangi risiko piutang tak tertagih.

Ketika pelanggan gagal melakukan pelunasan sesuai dengan syarat pembayaran. Kelompok Usaha akan menghubungi pelanggan untuk menindaklanjuti piutang yang telah lewat jatuh tempo. Jika pelanggan tidak melunasi piutang yang telah jatuh tempo dalam jangka waktu yang telah ditentukan. Kelompok Usaha akan menempuh jalur hukum sesuai dengan evaluasi oleh Kelompok Usaha, penyisihan spesifik dapat dibuat jika utang dianggap tidak tertagih. Untuk menekan risiko kredit, Kelompok Usaha akan menghentikan penyaluran semua produk kepada pelanggan yang terlambat dan/atau gagal bayar.

Piutang Plasma

Piutang plasma merupakan uang muka kepada petani plasma atas dana talangan untuk angsuran pinjaman petani plasma ke bank serta biaya-biaya yang dikeluarkan untuk pengembangan perkebunan plasma yang untuk sementara dibiayai sendiri oleh Perusahaan. termasuk pinjaman pupuk serta sarana produksi pertanian lainnya kepada petani. Biaya-biaya ini akan ditagihkan kembali kepada petani plasma.

Kelompok Usaha melalui pola kemitraan juga memberikan bantuan teknis kepada petani plasma untuk mempertahankan produktivitas perkebunan plasma yang merupakan bagian dari strategi Kelompok Usaha untuk mempererat hubungan dengan petani plasma yang diharapkan akan dapat memperlancar pelunasan piutang plasma.

Pada tanggal pelaporan, eksposur maksimum Kelompok Usaha terhadap risiko kredit adalah sebesar nilai tercatat masing-masing kategori aset keuangan yang disajikan pada laporan posisi keuangan konsolidasian.

**42. FINANCIAL RISK MANAGEMENT OBJECTIVES
AND POLICIES (continued)**

Credit Risk (continued)

Trade Receivables

The Group has policies in place to ensure that sales of products are made only to creditworthy customers with proven track records or good credit history. It is the Group's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. For export sales, the Group requires cash against the presentation of documents of title. The Group has policies that limit the amount of credit exposure to any particular customer and receivable balances are monitored on an ongoing basis to reduce the Group's exposure to bad debts.

When a customer fails to make payment within the granted credit terms, the Group will contact the customer to act on overdue receivable. If the customer does not settle the overdue receivable within a reasonable time, the Group will proceed with legal actions. Depending on the Group's assessment, specific provisions may be made if the debt is deemed uncollectible. To mitigate its credit risk, the Group will cease the supply of all products to customers in the event of late payment and/or default.

Plasma Receivables

Plasma receivables represent advance to plasma farmer on the bailout of farmer's installment loan from bank and costs incurred for plasma plantation development which include costs for plasma plantations temporarily self funded by the Company, including fertilizer used and other agriculture production facility to the farmers. These costs will be charged back to plasma farmers.

The Group through partnership scheme also provides technical assistance to the plasma farmers to maintain the productivity of plasma plantations as part of the Group's strategy to strengthen relationship with plasma farmers which is expected to improve the repayments of plasma receivables.

At the reporting date, the Group's maximum exposure to credit risk is represented by the carrying value of each class of financial assets presented in the consolidated statement of financial position.



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Risiko Likuiditas

Risiko likuiditas adalah risiko dimana Kelompok Usaha akan mengalami kesulitan dalam memenuhi kewajiban keuangan oleh karena keterbatasan dana.

Kelompok Usaha mengelola profil likuiditasnya untuk membiayai belanja modal dan melunasi utang yang jatuh tempo dengan menyediakan kas dan bank.

Kelompok Usaha secara teratur mengevaluasi proyeksi arus kas proyeksi dan aktual dan terus menerus memantau tanggal jatuh tempo aset dan liabilitas keuangan.

Tabel dibawah ini merupakan daftar jatuh tempo liabilitas keuangan Kelompok Usaha berdasarkan pembayaran kontraktual yang tidak terdiskontokan:

**42. FINANCIAL RISK MANAGEMENT OBJECTIVES
AND POLICIES (continued)**

Liquidity Risk

Liquidity risk is the risk that the Group will have difficulty in fulfilling its financial obligation due to limited availability of funds.

The Group manages its liquidity profile to be able to finance its capital expenditures and service its maturing debts by maintaining sufficient cash and bank.

The Group regularly evaluates its projected and actual cash flow information and continuously assesses the maturity date of financial assets and liabilities.

The table below summarizes the maturity profile of the Group's financial liabilities, based on contractual undiscounted payments :

31 Desember 2022/December 31, 2022

	Kurang dari 1 Tahun Nominal value	1 - 5 Tahun Nominal Value	Di atas 5 Tahun/ Nominal value	Nilai wajar/ Fair value	
Utang bank jangka pendek	261.567.330.804	-	-	261.567.330.804	Short-term bank loans
Utang usaha	5.646.065.720.700	-	-	5.646.065.720.700	Trade payables
Utang lain-lain	1.135.339.671.925	-	-	1.135.339.671.925	Other payables
Biaya masih harus dibayar	4.643.185.216.039	-	-	4.643.185.216.039	Accrued expenses
Utang lain-lain jangka panjang					Other long term payables
Pokok	7.616.297.110	350.344.898.355	-	357.961.195.465	Principal
Bunga	952.037.139	43.793.112.294	-	44.745.149.433	Interest
Utang jangka panjang					Long term debts
Pokok	2.887.594.051.034	38.072.299.233.237	-	40.959.893.284.271	Principal
Bunga	360.949.256.379	4.759.037.404.155	-	5.119.986.660.534	Interest
Total	14.943.269.581.130	43.225.474.648.041	-	58.168.744.229.171	Total

31 Desember 2021/December 31, 2021

	Kurang dari 1 Tahun Nominal value	1 - 5 Tahun Nominal Value	Di atas 5 Tahun/ Nominal value	Nilai wajar/ Fair value	
Utang bank jangka pendek	140.585.875.551	9.841.011.289	-	150.426.886.840	Short-term bank loans
Utang usaha	4.705.054.717.011	-	-	4.705.054.717.011	Trade payables
Utang lain-lain	1.498.334.863.221	-	-	1.498.334.863.221	Other payables
Biaya masih harus dibayar	3.959.248.390.727	-	-	3.959.248.390.727	Accrued expenses
Utang lain-lain jangka panjang					Other long term payables
Pokok	-	341.656.256.748	-	341.656.256.748	Principal
Bunga	-	23.915.937.972	-	23.915.937.972	Interest
Utang jangka panjang					Long term debts
Pokok	6.898.724.577.085	48.289.468.921.074	-	55.188.193.498.159	Principal
Bunga	258.756.482.579	2.893.406.322.340	-	3.152.162.804.919	Interest
Total	17.460.704.906.174	51.558.288.449.423	-	69.018.993.355.597	Total

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**42. TUJUAN DAN KEBIJAKAN MANAJEMEN
RISIKO KEUANGAN (lanjutan)**

Risiko Likuiditas (lanjutan)

Perubahan pada liabilitas yang timbul dari aktivitas pendanaan pada laporan arus kas Perusahaan adalah sebagai berikut:

	1 Januari 2022/ January 1, 2022	Arus Kas Masuk/ Cash In Flows	Arus Kas Keluar/ Cash out flows	Perubahan lainnya/ Other Changes	31 Desember 2022/ December 31, 2022	
Utang bank jangka pendek dan utang jangka Panjang	45.060.429.707.780	1.547.219.768.660	(5.707.012.644.608)	3.025.503.357.670	43.926.140.189.502	Short-term bank loan and long term debts
	1 Januari 2021/ January 1, 2021	Arus Kas Masuk/ Cash In Flows	Arus Kas Keluar/ Cash out flows	Perubahan lainnya/ Other Changes	31 Desember 2021/ December 31, 2021	
Utang bank jangka pendek dan utang jangka panjang	45.975.566.666.862	4.841.271.437.069	(6.862.221.850.418)	1.105.813.454.267	45.060.429.707.780	Short-term bank loan and long term debts

**43. AKTIVITAS YANG TIDAK MEMPENGARUHI
ARUS KAS**

Informasi tambahan aktivitas yang tidak mempengaruhi arus kas adalah sebagai berikut:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,		
	2022	2021	
Penambahan aset tetap melalui revaluasi tanah	593.213.796.943	6.229.458.346.131	Addition of fixed assets through land revaluation
Penambahan properti investasi melalui nilai wajar	978.074.495.160	727.371.804.017	Addition of investment properties through fair value
Penambahan aset tanaman produktif melalui kapitalisasi biaya pinjaman	-	74.649.301.659	Addition of bearer plant through capitalization of finance expense

**44. STANDAR AKUNTANSI YANG TELAH
DITERBITKAN NAMUN BELUM BERLAKU
EFEKTIF**

Standar akuntansi yang telah diterbitkan sampai tanggal penerbitan laporan keuangan konsolidasian Kelompok Usaha namun belum berlaku efektif diungkapkan berikut ini. Manajemen bermaksud untuk menerapkan standar tersebut yang dipertimbangkan relevan terhadap Kelompok Usaha pada saat efektif, dan pengaruhnya terhadap posisi, dan kinerja keuangan konsolidasian Kelompok Usaha masih diestimasi sampai tanggal penyelesaian Laporan Keuangan.

**42. FINANCIAL RISK MANAGEMENT OBJECTIVES
AND POLICIES (continued)**

Liquidity Risk (continued)

Changes in liabilities arising from financing activities in the consolidated statement of cash flows are as follows:

43. ACTIVITIES NOT AFFECTING CASH FLOW

Supplementary information on non-cash activities are as follows:

**44. ACCOUNTING STANDARD ISSUED BUT NOT
YET EFFECTIVE**

The accounting standards that are issued up to the date of issuance of the Group's consolidated financial statements, but not yet effective are disclosed below. The management intends to adopt these standards that are considered relevant to the Group when they become effective, and the impact to the consolidated financial position, and performance of the Group is still being estimated until the date of completion of the Financial Statements.



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**44. STANDAR AKUNTANSI YANG TELAH
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EFEKTIF (lanjutan)**

**Mulai efektif pada atau setelah tanggal 1 Januari
2023**

**Amandemen PSAK 1: Penyajian laporan keuangan
tentang Pengungkapan Kebijakan Akuntansi**

Amandemen ini memberikan panduan dan contoh untuk membantu entitas menerapkan pertimbangan materialitas dalam pengungkapan kebijakan akuntansi. Amandemen tersebut bertujuan untuk membantu entitas menyediakan pengungkapan kebijakan akuntansi yang lebih berguna dengan mengganti persyaratan untuk mengungkapkan kebijakan akuntansi 'signifikan' entitas dengan persyaratan untuk mengungkapkan kebijakan akuntansi 'material' entitas dan menambahkan panduan tentang bagaimana entitas menerapkan konsep materialitas dalam membuat keputusan tentang pengungkapan kebijakan akuntansi.

Amandemen ini berlaku efektif pada atau setelah tanggal 1 Januari 2023 dengan penerapan dini diperkenankan. Kelompok Usaha saat ini sedang menilai dampak dari amandemen tersebut untuk menentukan dampaknya terhadap pengungkapan kebijakan akuntansi Kelompok Usaha.

**44. ACCOUNTING STANDARD ISSUED BUT NOT
YET EFFECTIVE (continued)**

Effective beginning on or after January 1, 2023

**Amendment of PSAK 1: Presentation of financial
statement - Disclosure of accounting policies**

This amendments provides guidance and examples to help entities apply materiality judgements to accounting policy disclosures. The amendment aim to help entities provide accounting policy disclosures that are more useful by replacing the requirement for entities to disclose their 'significant' accounting policies with a requirement to disclose their 'material' accounting policies and adding guidance on how entities apply the concept of materiality in making decisions about accounting policy disclosures.

The amendments are effective on or after 1 January 2023 with earlier application permitted. The Group is currently assessing the impact of the amendment to determine the impact they will have on the Group's accounting policy disclosures.

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**44. STANDAR AKUNTANSI YANG TELAH
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EFEKTIF (lanjutan)**

**Mulai efektif pada atau setelah tanggal 1 Januari
2023 (lanjutan)**

Amandemen PSAK 25: Kebijakan Akuntansi,
Perubahan Estimasi Akuntansi, dan Kesalahan
terkait Definisi Estimasi Akuntansi

Amandemen tersebut memperkenalkan definisi 'estimasi akuntansi' dan mengklarifikasi perbedaan antara perubahan estimasi akuntansi dan perubahan kebijakan akuntansi dan koreksi kesalahan. Amandemen tersebut juga mengklarifikasi bagaimana entitas menggunakan teknik pengukuran dan input untuk mengembangkan estimasi akuntansi.

Amandemen tersebut berlaku efektif pada tanggal 1 Januari 2023 dan berlaku untuk perubahan kebijakan akuntansi dan perubahan estimasi akuntansi yang terjadi pada atau setelah awal periode tersebut. Penerapan dini diperkenankan. Kelompok Usaha saat ini sedang menilai dampak dari amandemen tersebut untuk menentukan dampaknya terhadap pelaporan keuangan Kelompok Usaha.

Amandemen PSAK 46: Pajak Penghasilan tentang
Pajak Tangguhan Terkait Aset dan Liabilitas Yang
Timbul Dari Transaksi Tunggal

Amandemen ini mengusulkan agar entitas mengakui aset maupun liabilitas pajak tangguhan pada saat pengakuan awalnya sebagai contoh dari transaksi sewa, untuk mengeliminasi perbedaan praktik saat ini atas transaksi tersebut dan transaksi lain yang serupa.

Amandemen tersebut berlaku efektif untuk periode pelaporan tahunan yang dimulai pada atau setelah 1 Januari 2023 dengan penerapan dini diperkenankan. Kelompok Usaha saat ini sedang menilai dampak dari amandemen tersebut untuk menentukan dampaknya terhadap pelaporan keuangan Kelompok Usaha.

**44. ACCOUNTING STANDARD ISSUED BUT NOT
YET EFFECTIVE (continued)**

**Effective beginning on or after January 1, 2023
(continued)**

Amendment of PSAK25: Accounting Policies,
Changes in Accounting Estimates and Errors –
Definition of Accounting Estimates

The amendments introduces a definition of 'accounting estimates' and clarify the distinction between changes in accounting estimates and changes in accounting policies and the correction of errors. Also, they clarify how entities use measurement techniques and inputs to develop accounting estimates.

The amendments are effective on or after 1 January 2023 and apply to changes in accounting policies and changes in accounting estimates that occur on or after the start of that period. Earlier application is permitted. The Group is currently assessing the impact of the amendment to determine the impact they will have on the Group's financial reporting.

Amendment of PSAK46: Income Taxes – Deferred
Tax related to Assets and Liabilities arising from a
Single Transaction

This amendment proposes that entities recognize deferred tax assets and liabilities at the time of initial recognition, for example from a lease transaction, to eliminate differences in current practice for such transactions and similar transactions.

The amendments are effective for annual reporting periods beginning on or after January 1, 2023 with early adoption permitted. The Group is currently assessing the impact of the amendment to determine the impact they will have on the Group's financial reporting.



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**44. STANDAR AKUNTANSI YANG TELAH
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EFEKTIF (lanjutan)**

**Mulai efektif pada atau setelah tanggal 1 Januari
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PSAK 74: Kontrak Asuransi

Standar akuntansi baru yang komprehensif untuk kontrak asuransi yang mencakup pengakuan dan pengukuran, penyajian dan pengungkapan, pada saat berlaku efektif PSAK 74 akan menggantikan PSAK 62: *Kontrak Asuransi*. PSAK 74 berlaku untuk semua jenis kontrak asuransi, jiwa, non-jiwa, asuransi langsung dan reasuransi, terlepas dari entitas yang menerbitkannya, serta untuk jaminan dan instrumen keuangan tertentu dengan fitur partisipasi tidak mengikat, serta beberapa pengecualian ruang lingkup akan berlaku. Tujuan keseluruhan dari PSAK 74 adalah untuk menyediakan model akuntansi untuk kontrak asuransi yang lebih bermanfaat dan konsisten untuk asuradur.

PSAK 74 berlaku efektif untuk periode pelaporan yang dimulai pada atau setelah tanggal 1 Januari 2025, dengan mensyaratkan angka komparatif. Penerapan dini diperkenankan bila entitas juga menerapkan PSAK 71 dan PSAK 72 pada atau sebelum tanggal penerapan awal PSAK 74. Standar ini tidak diharapkan memiliki dampak pada pelaporan keuangan Kelompok Usaha pada saat diadopsi untuk pertama kali.

**44. ACCOUNTING STANDARD ISSUED BUT NOT
YET EFFECTIVE (continued)**

Effective beginning on or after January 1, 2025

PSAK 74: Insurance Contracts

A comprehensive new accounting standard for insurance contracts covering recognition and measurement, presentation and disclosure, upon its effective date. PSAK 74 will replace PSAK 62: *Insurance Contracts*. PSAK 74 applies to all types of insurance contracts, life, non-life, direct insurance and re-insurance, regardless of the entities issuing them, as well as to certain guarantees and financial instruments with discretionary participation features, while a few scope exceptions will apply. The overall objective of PSAK 74 is to provide an accounting model for insurance contracts that is more useful and consistent for insurers.

PSAK 74 is effective for reporting periods beginning on or after January 1, 2025, with comparative figures required. Early application is permitted, provided the entity also applies PSAK 71 and PSAK 72 on or before the date of initial application of PSAK 74. This standard is not expected to have any impact to the financial reporting of the Group upon first-time adoption.

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45. RESTRUKTURISASI KELOMPOK USAHA

Program Kerja Perseroan Integrasi PTPN

Dalam Rencana Jangka Panjang Perusahaan periode tahun 2020-2024, pada pilar pertumbuhan Strategi Optimalisasi Portofolio & Operational Excellence terdapat inisiatif melakukan restrukturisasi anak perusahaan dan memperkuat tata kelola holding yang program kerjanya antara lain:

- 1) Merasionalisasi anak dan cucu perusahaan
- 2) Menyempurnakan model tata kelola anak perusahaan
- 3) Menjalankan IPO untuk entitas berpotensi

Berkaitan dengan program kerja merasionalisasi anak dan cucu perusahaan sebagaimana disebutkan di atas, pada tahap awal manajemen PTPN telah menginisiasi diagnosis dan pengelompokan PTPN I, PTPN II, PTPN IV sampai dengan PTPN XIV sehingga dapat diketahui langkah-langkah strategis yang tepat untuk kondisi masing-masing entitas dalam Kelompok Usaha. Pemetaan awal yang dilakukan berdasarkan performa finansial (antara lain parameter pendapatan, marjin EBITDA, besar utang) dan performa operasional (antara lain produktivitas lahan dan rendemen proses).

Selanjutnya dari hasil pemetaan dan pengelompokan entitas dalam Kelompok Usaha tersebut di atas, manajemen Kelompok Usaha melakukan pemetaan ulang untuk lebih meningkatkan nilai *entity consolidation* termasuk potensi *unlock value* melalui penyusunan kajian integrasi dalam Kelompok Usaha. Selain performa finansial dan operasional yang telah dilakukan sebelumnya, beberapa parameter ditambahkan dalam analisis antara lain penciptaan nilai, rasio utang dan rasio cakupan bunga.

Berdasarkan analisis, diperoleh rekomendasi bahwa pengelompokan yang dapat memaksimalkan penciptaan nilai dan mempertimbangkan proporsi utang yang seimbang adalah melalui pengintegrasian aset-aset dan rantai nilai bisnis Kelompok Usaha berdasarkan komoditas utama. Struktur Kelompok Usaha nantinya akan terbagi menjadi 3 (tiga) kelompok sebagai berikut:

45. GROUP RESTRUCTURING

PTPN Integration Company Work Program

In the Company's Long Term Plan for the period 2020-2024, in the growth pillar of the Portfolio Optimization Strategy & Operational Excellence, there are initiatives to restructure subsidiaries and strengthen holding governance whose work programs include:

- 1) Rationalizing the company's subsidiaries
- 2) Improving the subsidiary's governance model
- 3) Conducting IPO for potential entities

In connection with the work program of rationalizing the company's subsidiaries as mentioned above, in the early stages the management of PTPN has initiated a diagnosis and grouping of PTPN I, PTPN II, PTPN IV to PTPN XIV so that appropriate strategic steps can be identified for each entities condition of the Group. The initial mapping was carried out based on financial performance (among other things income parameters, EBITDA margin, amount of debt) and operational performance (among other things land productivity and process yield).

Furthermore, from the results of the mapping and grouping in the Group mentioned above, the Group remapped to further increase the value of entity consolidation including the potential for unlocking value through the preparation of integration study in the Group. In addition to the previous financial and operational performance, several parameters were added to the analysis, including value creation, debt ratio and interest coverage ratio.

Based on the analysis, it is recommended that the grouping that can maximize value creation and consider a balanced proportion of debt is through the integration of the Group's assets and business value chains based on the main commodity. Later, the Group structure will be divided into 3 (three) groups as follows:



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**45. RESTRUKTURISASI KELOMPOK USAHA
(lanjutan)**

Program Kerja Perseroan Integrasi PTPN (lanjutan)

- 1) PalmCo, yang akan menggabungkan beberapa entitas dalam Kelompok Usaha serta menerima pengalihan sebagian aset dan liabilitas (*spin-off*) terkait komoditi kelapa sawit dan karet dari entitas lainnya. PalmCo pada akhirnya diharapkan menjadi perusahaan perkebunan kelapa sawit terbesar di dunia dan selanjutnya akan melakukan penawaran umum perdana sebagian sahamnya kepada publik (IPO). Hal ini bertujuan untuk memperkuat portofolio keuangan Kelompok Usaha dalam pelaksanaan hilirisasi untuk mendukung pemerintah dalam pelaksanaan program ketahanan pangan.
- 2) SugarCo, dibentuk dari restrukturisasi bisnis gula Kelompok Usaha melalui pemisahan tidak murni (*spin-off*) sebagian bisnis gula *off farm* Kelompok Usaha kepada SugarCo dalam rangka mendukung program swasembada gula.
- 3) SupportingCo, akan menggabungkan beberapa entitas Kelompok Usaha yang memiliki aset dan komoditi selain yang ada dalam PalmCo dan SugarCo seperti teh, kopi dan tanaman tebu.

45. GROUP RESTRUCTURING (continued)

PTPN Integration Company Work Program (continued)

- 1) *PalmCo, which will combine several entities in the Group and receive a transfer of some of the assets and liabilities (spin-off) related to palm oil and rubber commodities from other entities. PalmCo is eventually expected to become the largest oil palm plantation company in the world and will subsequently conduct an initial public offering of part of its shares to the public (IPO). This aims to strengthen the Group's financial portfolio in implementing downstream to support the government in implementing food security programs.*
- 2) *SugarCo, formed from the restructuring of the Group's sugar business through spin-off of part of the Group's off farm sugar business to SugarCo in order to support the sugar self-sufficiency program.*
- 3) *SupportingCo, will combine several entities in the Group that have assets and commodities other than those in PalmCo and SugarCo such as tea, coffee and sugar cane.*

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45. RESTRUKTURISASI KELOMPOK USAHA (lanjutan)

Program Kerja Perseroan Integrasi PTPN (lanjutan)

Program integrasi Kelompok Usaha sebagaimana disebutkan di atas sudah disematkan sebagai salah satu Program Strategis Nasional yang tertuang dalam Peraturan Menteri Koordinator Bidang Perekonomian Nomor 9 tahun 2022 tanggal 20 Juli 2022 perihal Perubahan atas Peraturan Menteri Koordinator Bidang Perekonomian Nomor 7 Tahun 2021 tentang Perubahan Daftar Proyek Strategis Nasional.

Selain itu, dalam rangka menjalankan peran dan kontribusi sebagai agen pembangunan untuk mendukung Program Prioritas Pemerintah, yaitu penguatan ketahanan ekonomi untuk pertumbuhan yang berkualitas dan berkeadilan khususnya dalam program ketahanan pangan, Kelompok Usaha melalui integrasi dalam Kelompok Usaha berencana untuk melaksanakan inisiatif utama yaitu:

- 1) Hilirisasi sektor pangan dan swasembada gula, melalui:
 - a) Revitalisasi industri gula nasional melalui perluasan lahan tebu dan pembangunan 3 (tiga) unit pabrik gula
 - b) Hilirisasi industri kelapa sawit melalui pembangunan 1 (satu) unit pabrik minyak goreng
- 2) Peremajaan sawit rakyat (PSR)
- 3) Akselerasi pengembangan energi baru terbarukan, melalui:
 - a) pembangunan Bio-CNG
 - b) pembangunan pabrik biodiesel

Integrasi Kelompok Usaha juga menganalisa pengintegrasian rantai nilai bisnis Kelompok Usaha di anak perusahaan non PTPN yang memegang fungsi pemasaran (Kharisma Pemasaran Bersama Nusantara), riset (Riset Perkebunan Nusantara), pengembangan hilir (Industri Nabati Lestari) dan pendidikan (Lembaga Pendidikan Perkebunan Agro Nusantara). Hasil analisa disajikan sebagai berikut:

- 1) Kharisma Pemasaran Bersama Nusantara (KPBN)
KPBN dan entitas anak akan masuk ke dalam PalmCo kecuali untuk PT Kharisma Pemasaran Bersama Nusantara Niaga (KPBN Niaga), dengan pertimbangan sebagai berikut:
 - a) Mayoritas pendapatan berasal dari komoditi kelapa sawit
 - b) Selain balai lelang, memiliki kapabilitas trading yang akan dikembangkan
 - c) KPBN Niaga yang merupakan entitas dibawah KPBN dan berfokus pada komoditi gula akan diakuisisi oleh SugarCo

45. GROUP RESTRUCTURING (continued)

PTPN Integration Company Work Program (continued)

The Group's integration program as mentioned above has been pinned as one of the National Strategic Programs contained in the Regulation of the Coordinating Minister for the Economy number 9 of 2022 dated 20 July 2022 concerning Amendments to the Regulation of the Coordinating Minister for the Economy Number 7 of 2021 concerning Changes to the List of National Strategic Projects.

In addition, in order to carry out the role and contribution as a development agent to support the Government's Priority Program, namely strengthening economic resilience for quality and equitable growth, especially in food security programs, the Group through integration within the Group plans to carry out main initiatives, which is:

- 1) Downstreaming the food sector and self-sufficiency in sugar, through:
 - a) Revitalization of the national sugar industry through the expansion of sugar cane fields and the construction of 3 (three) sugar factory units
 - b) Downstreaming the palm oil industry through the construction of 1 (one) unit cooking oil factory
- 2) Rejuvenation of the smallholder's palm oil
- 3) Accelerating the development of new and renewable energy, through:
 - a) Development of Bio-CNG
 - b) Constructing a biodiesel plant

The Group integration also analyzes the integration of the Group business value chain in non-PTPN subsidiaries that hold marketing functions (Kharisma Pemasaran Bersama Nusantara), research (Riset Perkebunan Nusantara), downstream development (Industri Nabati Lestari) and education (Lembaga Pendidikan Perkebunan Agro Nusantara). The results of the analysis are presented as follows:

- 1) Kharisma Pemasaran Bersama Nusantara (KPBN)
KPBN and subsidiaries will enter into PalmCo except for PT Kharisma Pemasaran Bersama Nusantara Niaga (KPBN Niaga), with the following considerations:
 - a) The majority of revenue comes from palm oil commodity
 - b) In addition to the auction hall, has trading capabilities that will be developed
 - c) KPBN Niaga which is an entity under KPBN and focuses on sugar commodity will be acquired by SugarCo



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45. RESTRUKTURISASI KELOMPOK USAHA (lanjutan)

Program Kerja Perseroan Integrasi PTPN (lanjutan)

- 2) Riset Perkebunan Nusantara (RPN)
RPN akan masuk ke dalam PalmCo, kecuali unit Pusat Penelitian Perkebunan Gula Indonesia (P3GI) dengan pertimbangan sebagai berikut:
 - a) Mayoritas dari pendapatan berasal dari komoditi kelapa sawit dan karet
 - b) Mengoptimalkan sinergi antar unit riset
 - c) P3GI yang berfokus pada komoditi gula akan masuk ke dalam SugarCo
- 3) Industri Nabati Lestari (INL)
INL akan masuk ke dalam PalmCo yang akan memiliki kendali penuh terhadap INL dengan pertimbangan:
 - a) Bisnis *downstream* kelapa sawit merupakan *value driver* penting bagi PalmCo
 - b) *Streamline* manajemen operasi kelapa sawit di bawah PalmCo
- 4) Lembaga Pendidikan Perkebunan Agro Nusantara (LPPAN)
LPPAN akan masuk ke dalam HoldCo dan akan melayani seluruh entitas sub Holding (PalmCo, SugarCo dan SupportingCo).
 - a) Program Restrukturisasi Anak dan/atau Cucu Perusahaan Non PTPN
Berdasarkan dengan RJPP Tahun 2020 - 2024 yang telah disusun oleh Perusahaan dimana salah satu inisiatif strategis dalam mencapai visi dan misi perusahaan adalah dengan melakukan restrukturisasi anak perusahaan dan memperkuat tata kelola holding dengan melakukan aksi korporasi terhadap anak dan/atau cucu Perusahaan Non PTPN. Perusahaan telah menyusun Kajian Strategis Restrukturisasi Anak/Cucu Perusahaan Non PTPN yang dibantu oleh konsultan dengan rekomendasi pengelompokan aksi korporasi berupa *merger*, *roll up* ke induk, *divestasi*, *likuidasi*, *partially divest*, dan *strategic partner*.

45. GROUP RESTRUCTURING (continued)

PTPN Integration Company Work Program (continued)

- 2) Riset Perkebunan Nusantara (RPN)
RPN will enter into PalmCo, except for the Pusat Penelitian Perkebunan Gula Indonesia (P3GI) unit with the following considerations:
 - a) *The majority of revenue comes from palm oil and rubber commodities*
 - b) *Optimizing the synergy between research units*
 - c) *P3GI which focuses on sugar commodity will enter into SugarCo*
- 3) Industri Nabati Lestari (INL)
INL will enter into PalmCo which will have full control of INL with the following considerations:
 - a) *Downstream palm oil business is an important value driver for PalmCo*
 - b) *Streamline management of palm oil operations under PalmCo*
- 4) Lembaga Pendidikan Perkebunan Agro Nusantara (LPPAN)
LPPAN will enter into HoldCo and will serve all sub Holding entities (PalmCo, SugarCo and SupportingCo).
 - a) *Restructuring Program for Subsidiaries and/or Non PTPN Subsidiaries*
Based on the 2020 - 2024 RJPP which has been prepared by the Company where one of the strategic initiatives in achieving the company's vision and mission is to restructure subsidiaries and strengthen holding governance by carrying out corporate actions against subsidiaries and/or non PTPN sub-subsidiaries. The Company has prepared a Strategic Study on the Restructuring of Subsidiaries/Sub-Subsidiaries of Non PTPN Companies assisted by consultants with recommendations for grouping corporate actions in the form of mergers, roll up to parent, divestiture, liquidation, partially divest, and strategic partner

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**45. RESTRUKTURISASI KELOMPOK USAHA (lanjutan)
Program Kerja Perseroan Integrasi PTPN (lanjutan)**

- a) Program Restrukturisasi Anak dan/atau Cucu Perusahaan Non PTPN (lanjutan)

Implementasi program Restrukturisasi Anak/Cucu Perusahaan telah berjalan sejak tahun 2020, dimana sejak tahun 2020 - 2022 telah terealisasi sebanyak 13 (tiga belas) aksi korporasi. Pada tahun 2023 program Restrukturisasi Anak dan/atau Cucu Perusahaan Non PTPN akan tetap dilanjutkan sesuai dengan *mapping* hasil kajian yang telah disusun.

- b) Kajian Klasterisasi BUMN Bidang Perkebunan dan Pangan

Perusahaan sebagai salah satu BUMN Holding Perkebunan turut serta menyukseskan agenda pembangunan yang sesuai dengan bidangnya. Seiring dengan hal tersebut, Perusahaan dituntut untuk lebih berkembang dan bersaing dalam jangka waktu yang panjang serta dapat mempertahankan kelangsungan usahanya.

Presiden Republik Indonesia pada Sidang Kabinet Paripurna yang dilaksanakan pada tanggal 20 Juni 2022 menekankan pentingnya sebuah orkestrasi (kolaborasi) yang baik antara Kementerian/Lembaga, BUMN, swasta, dengan daerah, tidak hanya untuk pemenuhan kebutuhan dalam negeri tetapi peningkatan produksi pangan juga diharapkan dapat meningkatkan potensi ekspor komoditas pangan Indonesia. Dalam pelaksanaannya diperlukan sebuah perencanaan (*grand plan*) yang baik hingga tahap pendistribusian komoditas pangan sehingga stok tidak menumpuk atau kualitas menurun.

Kementerian BUMN menginisiasi rapat mengenai Kajian Klasterisasi yang bertujuan untuk menghasilkan sinergi antara Holding Perkebunan dan Holding Pangan. Sebagai tindak lanjut dari rapat tersebut, akan dipersiapkan kajian klasterisasi BUMN Perkebunan dan Pangan.

PTPN III sebagai Holding Perkebunan memiliki fokus bisnis utama pada komoditi kelapa sawit, karet dan tebu. PT Rajawali Nusantara Indonesia ("ID FOOD") sebagai Holding Pangan berperan dalam produksi komoditi pangan terutama tebu, ikan dan ternak termasuk didalamnya integrasi dengan bisnis distribusi. Dari analisa awal, diperoleh hipotesa bahwa apabila dilakukan klasterisasi PTPN III-ID FOOD maka akan tercipta bisnis end-to-end food and agriculture di Indonesia.

**45. GROUP RESTRUCTURING (continued)
PTPN Integration Company Work Program (continued)**

- a) Restructuring Program for Subsidiaries and/or Non PTPN Subsidiaries (continued)

The implementation of the Subsidiaries Restructuring program has been running since 2020, where from 2020 - 2022 13 (thirteen) corporate actions have been realized. In 2023, the Restructuring program for Subsidiaries and/or non PTPN Sub-Subsidiaries will continue according to the mapping of the results of the studies that have been prepared.

- b) Study of BUMN Clusterization in the Plantation and Food Sector

The Company as one of the BUMN Holding Plantations participates in the success of the development agenda in accordance with its field. Along with this, the Company is required to further develop and compete in the long term and be able to maintain its business continuity.

The President of the Republic of Indonesia at the Plenary Cabinet Meeting which was held on June 20 2022 pointed the importance of a good orchestration (collaboration) between Ministries/Institutions, BUMN, private sector, and the regions, not only to meet domestic needs but increased food production is also expected to increase export potential of Indonesian food commodities. In its implementation, a good plan (*grand plan*) is needed up to the distribution stage of food commodities so that stocks do not accumulate or decrease in quality.

The Ministry of SOEs initiated a meeting regarding the Clusterization Study which aims to generate synergy between Plantation Holdings and Food Holdings. As a follow-up to the meeting, a study on the clustering of BUMN Plantation and Food will be prepared.

PTPN III as a Plantation Holding has a main business focus on palm oil, rubber and sugarcane commodities. PT Rajawali Nusantara Indonesia ("ID FOOD") as a Food Holding plays a role in the production of food commodities, especially sugar cane, fish and livestock including integration with the distribution business. From the initial analysis, a hypothesis was obtained that if PTPN III - ID FOOD clustering was carried out, an end-to-end food and agriculture business would be created in Indonesia.



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**45. RESTRUKTURISASI KELOMPOK USAHA
(lanjutan)**

Program Kerja Perseroan Integrasi PTPN (lanjutan)

Mengingat PTPN III dan ID FOOD sama-sama memegang beberapa komoditi kunci yang memiliki peran penting dalam ketahanan pangan dan sejalan dengan arahan Presiden Republik Indonesia untuk menyusun perencanaan (*grand plan*) hingga tahap pendistribusian komoditas pangan, maka diperlukan penyusunan Kajian Klasterisasi Bidang Perkebunan dan Pangan yang akan melibatkan analisa bisnis PTPN III, ID FOOD termasuk didalamnya potensi pemanfaatan lahan di Perum Perhutani.

46. PERISTIWA SETELAH TANGGAL PELAPORAN

Perubahan Nomenklatur Jabatan dan Pengangkatan Anggota Direksi PTPN III (Persero)

Sesuai Keputusan Menteri BUMN nomor SK-4/MBU/01/2023 tanggal 4 Januari 2023, telah ditetapkan:

- 1) Mengubah nomenklatur jabatan anggota-anggota Direksi PTPN III (Persero) dengan menambahkan jabatan Direktur Hubungan Kelembagaan
- 2) Mengangkat Sdr. M. Arifin Firdaus sebagai Direktur Hubungan Kelembagaan PTPN III (Persero)

Keputusan ini berlaku pada tanggal ditetapkan yaitu tanggal 4 Januari 2023.

47. HAL LAIN

Kondisi peperangan di Ukraina

Invasi Rusia ke Ukraina menimbulkan tantangan yang luas. Mengingat situasi yang sedang berkembang, ada banyak faktor dan peristiwa yang tidak belum dapat diketahui yang dapat berdampak material terhadap operasi Kelompok Usaha. Peristiwa terkait kondisi peperangan di Ukraina ini telah dan terus berdampak pada harga komoditas, rantai pasokan, risiko kredit termasuk yang terkait dengan piutang, perdagangan komoditas, perbendaharaan, dan faktor lainnya. Salah satu dari faktor-faktor ini, secara individu atau agregat, dapat berdampak material terhadap pendapatan, arus kas, dan kondisi keuangan Kelompok Usaha.

45. GROUP RESTRUCTURING (continued)

PTPN Integration Company Work Program (continued)

Considering that PTPN III and ID FOOD both hold several key commodities that have an important role in food security and are in line with the direction of the President of the Republic of Indonesia to prepare a plan (*grand plan*) up to the distribution stage of food commodities, it is necessary to prepare a Clustering Study on the Plantation and Food Sector which will involve business analysis of PTPN III, ID FOOD including the potential for land use in Perum Perhutani.

46. EVENTS AFTER REPORTING DATE

Changes to Position Nomenclature and Appointment of Members of the Board of Directors of PTPN III (Persero)

In accordance with the Decree of the Minister of BUMN number SK-4/MBU/01/2023 dated January 4, 2023, it has been determined:

- 1) Change the position nomenclature of members of the Board of Directors of PTPN III (Persero) by adding the position of Director of Institutional Relations
- 2) Appointing Mr. M. Arifin Firdaus as Director of Institutional Relations of PTPN III (Persero)

This decision takes effect on the date of stipulation, namely January 4, 2023.

47. OTHER MATTERS

State of war in Ukraine

Russia's recent invasion of Ukraine poses wide-ranging challenges. Given the evolving situation, there are many unknown factors and events that could materially impact to the Group operations. These events related to the war in Ukraine have and continue to impact commodity prices, our supply chain, credit risks including those related to receivables, commodity trading, treasury and other factors. Any of these factors, individually or in aggregate, could have a material effect on the Group earnings, cash flows and financial condition.

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47. HAL LAIN (lanjutan)

Kondisi peperangan di Ukraina (lanjutan)

Kelompok Usaha telah dan mungkin terus menilai dampak yang disebabkan oleh kondisi peperangan di Ukraina terhadap operasi Kelompok Usaha. Pengaruh lebih lanjut yang signifikan dari pandemi ini, bila ada, akan direfleksikan dalam pelaporan keuangan Kelompok Usaha di periode-periode berikutnya.

47. OTHER MATTERS (continued)

State of war in Ukraine (continued)

The Group has and may continue to assess the impact of the war in Ukraine to the Group operations. Further significant impact of the pandemic, if any, will be reflected in the Group's financial reporting in the subsequent periods.



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Perkebunan Nusantara

PT Perkebunan Nusantara III (Persero)

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