

Transformasi Bisnis & Digitalisasi Menuju PUSRI Maju 2025

Business Transformation & Digitalization
Towards Pusri Maju 2025

LAPORAN TAHUNAN 2021 ANNUAL REPORT





PENJELASAN TEMA

Theme Explanation

TRANSFORMASI BISNIS & DIGITALISASI MENUJU PUSRI MAJU 2025

Business Transformation & Digitalization Towards Pusri Maju 2025



Tema Laporan Tahunan PUSRI tahun buku 2021 adalah "Transformasi Bisnis & Digitalisasi Menuju PUSRI Maju 2025". Tema ini dipilih karena PUSRI memfokuskan pada upaya-upaya transformasi bisnis serta penguatan basis digital dalam upaya memperkuat bisnis. Sebagai salah satu langkah strategis untuk mewujudkan visi menjadi perusahaan agroindustri unggul di Asia, PUSRI yang merupakan anak perusahaan PT Pupuk Indonesia (Persero), senantiasa melaksanakan perubahan dan layanan terbaik bagi stakeholders. Untuk itu PUSRI melaksanakan serangkaian tahapan transformasi bisnis, salah satunya melalui Program Agrosolution bersama PT Pupuk Indonesia (Persero). Dalam Program Agrosolution, petani yang terlibat diberikan pendampingan intensif mengenai budidaya tanaman, aplikasi teknologi pertanian mutakhir, akses permodalan dan offtake hasil panen yang dilakukan oleh stakeholder. Program ini dapat membantu petani mencapai hasil yang optimal serta meningkatkan kesejahteraan petani.

Selain itu, untuk meningkatkan Daya Saing, Pusri menjalankan Transformasi Digital. Beberapa transformasi digital yang sudah dilakukan Pusri diantaranya Dashpro, untuk perencanaan dan pengendalian produksi, Digital Fertilizer untuk operasional pabrik, serta Asset Performance Management (APM) untuk pengelola asset pabrik. Kedepan akan diintegrasikan sehingga proses produksi semakin efektif dan efisien, serta sebuah aplikasi baru yaitu Tracking Online yaitu proses digitalisasi dalam distribusi pupuk yang merupakan program inovasi sistem antrian pupuk lini 1, sehingga dapat mempermudah pemesanan dan pengangkutan pupuk dan pengaturan antrian agar dapat lebih efektif dan optimal.

The theme of PUSRI Annual Report for fiscal year 2021 is "Business Transformation & Digitalization Towards Advanced PUSRI 2025." This theme was selected as PUSRI is focusing on business transformation plans and strengthening the digital foundation as an effort to strengthen our business. As one of the strategic initiatives to realize the vision of become a leading agro-industrial company in Asia, PUSRI, as a subsidiary of PT Pupuk Indonesia (Persero), always implements changes and provides excellent service for the stakeholders. Therefore, PUSRI implemented series of business transformation stages, including through Agrosolution Program with PT Pupuk Indonesia (Persero). The farmers involved in the Agrosolution Program were supported by intensive assistance about crop cultivation, application of the latest agricultural technology, access to capital and harvest yields provided by our stakeholders. This program can help the farmers to achieve optimal results as well as improve their welfare.

In addition, to increase competitiveness, Pusri carries out Digital Transformation. Several digital transformations that have been carried out by Pusri include Dashpro, for production planning and control, Digital Fertilizer for factory operations, and Asset Performance Management (APM) for plant asset managers. In the future it will be integrated thereby the production process is more effective and efficient, as well as a new application, such as Online Tracking, including the digitalization in fertilizer distribution which is an innovation program for line 1 fertilizer queuing systems to facilitate fertilizers ordering and transportation as well as the queuing arrangements to be more effective and optimal.



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HIGHLIGHT

Highlight

PREDIKAT TERTINGGI "THREE STAR KONVENSI INOVASI INTERNASIONAL

Highest Predicate "Three Star
International Innovation Convention

Award For **Contributing To Excellence (ACE) 2021**
Asia Pasific Quality Organization (APQO)
International Conference & Competition
Australia

Award For **Contributing To Excellence (ACE) 2021**
Asia Pasific Quality Organization (APQO)
International Conference & Competition Australia

PREDIKAT TERTINGGI "PAR EXCELLENCE" QUALITY CIRCLE FORUM OF INDIA

Highest Predicate "Par Excellence"
Quality Circle Forum of India

PUSRI mendapatkan predikat tertinggi dalam
ajang **APEM Team Pusri for Case-Study
Persentation in ICQCC 2021**
International Convention On Quality Control
Circles (ICQCC 2021) Quality Circle Forum of India

PUSRI received the highest predicate in the APEM
Team Pusri event for Case-Study Persentation in
ICQCC 2021
International Convention On Quality Control Circles
(ICQCC 2021) Quality Circle Forum of India



BEST IMPACT ON INNOVATION

Best Impact on Innovation

PUSRI mendapatkan penghargaan **Best Impact on
Innovation** dari APQO International & ACE 2021
Asia Pasific Quality Organization (APQO)
International Conference & Competition Australia

PUSRI received the Best Impact on Innovation award
from APQO International & ACE 2021
Asia Pacific Quality Organization (APQO)
International Conference & Competition Australia



INDUSTRY STEWARDSHIP CHAMPIONS RECOGNITION 2021

Industry Stewardship Champions
Recognition 2021

Industry Stewardship Champions Recognition 2021
International Fertilizer Association Award 2021
Strategic Forum

Industry Stewardship Champions Recognition 2021
International Fertilizer Association Award 2021
Strategic Forum



PENDAPATAN

Revenue

Rp12,48

Triliun
Triliun

Pendapatan PUSRI untuk tahun buku 2021 sebesar **Rp12,48 triliun**, meningkat 16,44% dari tahun buku 2020 yang tercatat Rp10,72 triliun

PUSRI's revenue for the 2021 financial year is IDR 12.48 trillion, an increase of 16.44% from the 2020 fiscal year which was recorded at IDR 10.72 trillion.

LABA BERSIH

Net profit

Rp912,33

Miliar
Miliar

Laba bersih PUSRI tercapai hingga **Rp912,33 miliar**, meningkat signifikan sebesar 211,89% dibanding tahun 2020 yang tercatat sebesar Rp292,52 miliar

PUSRI's net profit reached Rp912.33 billion, a significant increase of 211.89% compared to 2020 which was recorded at Rp292.52 billion.

SKOR GCG

GCG Score

92,049

(SANGAT BAIK)
(VERY GOOD)

Pada tahun 2021, kondisi penerapan GCG Perusahaan mencapai predikat kategori "Sangat Baik" dengan skor **92,049**

In 2021, the condition of the Company's GCG implementation reached the "Very Good" category with a score of 92.049





RESUME UTAMA

Executive Summary







KINERJA OPERASIONAL OPERATIONAL PERFORMANCE



Penyaluran pupuk urea PSO
PSO urea fertilizer distribution

1.282.988 ton

106% ↑

Penyaluran pupuk urea PSO tahun 2021 terealisasi sebesar 1.282.988 ton atau 77% dari RKAP sebesar 1.664.198 ton atau 106% dari tahun 2020 sebesar 1.206.381 ton.

PSO urea fertilizer distribution in 2021 was realized at 1,282,988 tons or 77% of the RKAP of 1,664,198 tons or 106% from 1,206,381 tons in 2020.

Pencapaian produksi urea
Urea production achievement

2.065.626 ton

92% ↑

Dari RKAP sebesar 2.245.000 ton dan 101% dibanding tahun 2020 sebesar 2.051.701 ton

Of the RKAP of 2,245,000 tons and 101% compared to 2,051,701 tons in 2020.

Pencapaian produksi amonia
Ammonia production achievement

1.372.139 ton

99% ↑

Dari RKAP sebesar 1.392.600 ton dan 107% dari tahun 2020 sebesar 1.285.502 ton

Of the RKAP of 1,392,600 tons and 107% from 1,285,502 tons in 2020.

Pencapaian produksi NPK
NPK production achievement

284.086 ton

95% ↑

Dari RKAP sebesar 300.000 ton atau 144% dari tahun 2020 sebesar 197.368 ton

Of the RKAP of 300,000 tons or 144% from 2020 of 197,368 tons.

Penyaluran pupuk NPK PSO

NPK PSO fertilizer distribution

224.209 ton

81% 

Dari RKAP sebesar 277.425 ton atau 209% dari tahun 2020 sebesar 107.362 ton

Of the RKAP of 277,425 tons or 209% from 107,362 tons in 2020.

Pencapaian urea PSO tidak mencapai target disebabkan beberapa kendala diantaranya pada awal tahun belum terealisasinya penjualan pada tambahan wilayah rayon karena masih terdapat stok dari produsen lama.

Penyaluran pupuk NPK PSO tahun 2021 terealisasi sebesar 224.209 ton atau 81% dari RKAP sebesar 277.425 ton atau 209% dari tahun 2020 sebesar 107.362 ton. Penyaluran NPK PSO tidak mencapai target dikarenakan alokasi RKAP NPK PSO termasuk alokasi rayon baru yaitu Lampung namun di awal tahun belum terealisasi secara penuh dikarenakan menghabiskan stok dari produsen lama.

PSO urea achievement was below the target due to several obstacles, including sales were not realized in additional rayon areas at the beginning of the year due to there were still stocks from old producers.

The distribution of NPK PSO fertilizer in 2021 was realized at 224,209 tons or 81% of the RKAP of 277,425 tons or 209% from 107,362 tons in 2020. The distribution of NPK PSO was below the target due to the allocation of RKAP NPK PSO including the allocation of a new area, such as Lampung, however, at early of the year it was not fully realized due to depletion of stock from old producers.

Penjualan Pupuk Komersil

Commercial Fertilizer Sales

Penjualan Pupuk Urea
Urea Fertilizer Sales

779.418 ton

173% 

Penjualan Pupuk Urea komersil tahun 2021 melampaui target yaitu sebesar 779.418 ton atau 173% dari RKAP sebesar 451.500 ton dan 81% dari tahun 2020 sebesar 966.327 ton.

Commercial Urea Fertilizer sales in 2021 exceeded the target of 779,418 tons or 173% of the RKAP of 451,500 tons and 81% from 2020 of 966,327 tons.

Penjualan Pupuk NPK
NPK Fertilizer Sales

55.391 ton

410% 

Penjualan Pupuk NPK komersil tahun 2021 terealisasi sebesar 55.391 ton atau 410% dari RKAP sebesar 13.500 ton dan 74% dari tahun 2020 sebesar 74.948 ton.

Sales of commercial NPK fertilizer in 2021 were realized at 55,391 tons or 410% of the RKAP of 13,500 tons and 74% from 74,948 tons in 2020.



Penjualan Non Pupuk Komersil

Commercial Fertilizer Sales

Penjualan Amonia

Ammonia Sales

131.839 ton

289% ↑

Penjualan Amonia tahun 2021, Perusahaan juga mampu mencapai target yaitu sebesar 131.839 ton atau 289% dari RKAP sebesar 45.600 ton dan 210% dari tahun 2020 sebesar 62.669 ton dengan nilai penjualan sebesar Rp989,36 miliar atau 547% dari RKAP sebesar Rp180,74 miliar dan 391% dibanding tahun 2020 sebesar Rp253,28 miliar. Pencapaian target yang signifikan ini selain optimalisasi strategi penjualan juga didukung oleh peningkatan harga pasar internasional.

Ammonia sales in 2021, the Company was also able to achieve the target of 131,839 tons or 289% of the RKAP of 45,600 tons and 210% from 2020 of 62,669 tons with sales value of Rp.989.36 billion or 547% of the RKAP of Rp.180.74 billion and 391% compared to 2020 of Rp253.28 billion. The achievement of this significant target apart from optimizing the sales strategy was also supported by the increase in international market prices.

Produksi Amonia

Ammonia Production

1.372.139 ton

99% ↑

Produksi bahan kimia dasar untuk amonia tahun 2021 terealisasi sebesar 1.372.139 ton atau 99% dari RKAP sebesar 1.392.600 ton serta 107% dari tahun 2020 sebesar 1.285.502 ton. Realisasi tahun 2021 lebih tinggi dibandingkan tahun 2020 dikarenakan on stream pabrik yang baik serta realisasi *scheduled shutdown* yang lebih rendah dibandingkan tahun 2020.

Production of basic chemicals for ammonia in 2021 was realized at 1,372,139 tons or 107% from 2020 of 1,285,502 tons. The realization in 2021 was higher than in 2020 due to good on-stream factory and lower realization of scheduled shutdown compared to 2020.

Produksi Urea

Urea Production

2.065.626 ton

92% ↑

Produksi pupuk urea tahun 2021 terealisasi sebesar 2.065.626 ton atau 92% dari RKAP sebesar 2.245.000 ton, atau 101% dari tahun 2020 sebesar 2.051.701 ton dikarenakan *on stream days* yang lebih baik.

Urea fertilizer production in 2021 was realized at 2,065,626 tons or 92% of the RKAP of 2,245,000 tons, or 101% from 2020 of 2,051,701 tons due to better on stream days.

Produksi Pupuk NPK

NPK fertilizer production

284.086 ton

95% ↑

Produksi pupuk NPK tahun 2021 terealisasi sebesar 284.086 ton atau 95% dari RKAP sebesar 300.000 ton, atau 144% dari tahun 2020 sebesar 197.368 ton, realisasi tahun 2021 lebih tinggi dibandingkan dengan tahun 2020 dikarenakan pada tahun 2021 telah beroperasi secara optimal dibanding tahun 2020 yang baru komersil.

The production of NPK fertilizer in 2021 was realized at 284,086 tons or 95% of the RKAP of 300,000 tons, or 144% from 2020 of 197,368 tons, the realization in 2021 was higher than in 2020 because in 2021 it has operated optimally compared to the new 2020 commercial.

Produksi CO₂ cair

Liquid CO₂ production

898 ton

45% ↑

Produksi CO₂ cair tahun 2021 terealisasi sebesar 898 ton atau 45% dari RKAP sebesar 2.000 ton, atau 56% dari tahun 2020 sebesar 1.607 ton.

Liquid CO₂ production in 2021 was realized at 898 tons or 45% of the RKAP of 2,000 tons, or 56% from 2020 of 1,607 tons.

Penjualan Pupuk

Fertilizer Sales

2.342.005 ton

Total realisasi hasil penjualan pupuk selama tahun 2021 yaitu sebesar 2.342.005 ton atau 99% dibandingkan tahun 2020 sebesar 2.355.019 ton. Lebih rendahnya penjualan pupuk ini terutama disebabkan lebih rendahnya penjualan urea ekspor tahun 2021 dikarenakan ketersediaan stok lebih diutamakan untuk pemenuhan PSO dimana adanya tambahan alokasi rayon baru di tahun 2021.

The total realization of fertilizer sales during 2021 is 2,342,005 tons or 99% compared to 2020 which was 2,355,019 tons. The lower sales of fertilizers were mainly due to lower sales of export urea in 2021 because stock availability was prioritized for fulfilling PSO where there was an additional allocation of new rayon in 2021.

Tonase Penjualan Amonia Dalam Negeri dan Ekspor

Tonnage of Domestic and Export Ammonia Sales

131.839 ton

289% ↑

Total penjualan non pupuk tahun 2021 terealisasi sebesar 131.839 ton atau 289% dari RKAP sebesar 45.600 ton dengan nilai penjualan sebesar Rp989,36 miliar atau 547% dari RKAP sebesar Rp180,74 miliar.

Total non-fertilizer sales in 2021 were realized at 131,839 tons or 289% of the RKAP of 45,600 tons with a sales value of Rp.989.36 billion or 547% of the RKAP of Rp.180.74 billion.

52.655 ton

8.774% ↑

Penjualan amonia dalam negeri tahun 2021 terealisasi sebesar 52.655 ton atau 8.774% dari RKAP sebesar 600 ton dengan nilai penjualan sebesar Rp435,98 miliar atau 16.210% dari RKAP sebesar Rp2,69 miliar.

Domestic ammonia sales in 2021 were realized at 52,655 tons or 8.774% of the RKAP of 600 tons with a sales value of Rp. 435.98 billion or 16.210% of the RKAP of Rp. 2.69 billion.

79.183 ton

176% ↑

Penjualan amonia ekspor tahun 2021 terealisasi sebesar 79.183 ton atau 176% dari RKAP sebesar 45.000 ton dengan nilai penjualan sebesar Rp553,38 miliar atau 311% dari RKAP sebesar Rp178,05 miliar.

Export ammonia sales in 2021 were realized at 79,183 tons or 176% of the RKAP of 45,000 tons with a sales value of Rp553.38 billion or 311% of the RKAP of Rp178.05 billion.



KINERJA KEUANGAN

FINANCIAL PERFORMANCE

Total aset

Total assets

Rp23,92 Triliun
Trillion

Total aset yang dibukukan oleh Perusahaan pada tahun buku 2021 mencapai Rp23,92 triliun, menurun 2,57% dibandingkan dengan tahun buku sebelumnya yang sebesar Rp24,55 triliun. Hal itu antara lain disebabkan terutama adanya lebih rendahnya aset tetap dan piutang usaha 2021.

The total assets recorded by the Company in the 2021 financial year reached Rp.23.92 trillion, a decrease of 2.57% compared to the previous financial year which was Rp.24.55 trillion. This was partly due to the lower fixed assets and accounts receivable in 2021.

Total ekuitas

Total equity

Rp14,72 Triliun
Trillion

5,90% ↑

Total ekuitas Perusahaan sampai dengan berakhirnya tahun buku 2021 sebesar Rp14,72 triliun, mengalami peningkatan sebesar 5,90% dibandingkan dengan tahun buku 2020 sebesar Rp13,89 triliun. Perubahan itu karena adanya peningkatan saldo laba di tahun 2021.

The Company's total equity until the end of the 2021 financial year amounted to Rp14.72 trillion, an increase of 5.90% compared to the 2020 financial year of Rp13.89 trillion. The change was due to an increase in retained earnings in 2021.

Pendapatan

Revenue

Rp12,48 Triliun
Trillion

16,44% ↑

Perusahaan berhasil membukukan total pendapatan pada tahun buku yang berakhir 31 Desember 2021 sebesar Rp12,48 triliun, naik 16,44% dari posisi tahun buku 2020 yang mencapai Rp10,72 triliun. Kondisi tersebut didukung oleh meningkatkan penjualan dan diiringi dengan meningkatnya harga jual internasional serta optimalisasi Cost Reduction Program (CRP).

The company managed to record total revenue for the financial year ending December 31, 2021, amounting to Rp12.48 trillion, an increase of 16.44% from the position for the fiscal year 2020 which reached Rp10.72 trillion. This condition was supported by increased sales accompanied by rising international selling prices and optimization of the Cost Reduction Program (CRP).

Laba Tahun Berjalan

Profit for the Year

Rp912,33 Miliar
Million**211,89%** 

Laba tahun berjalan merupakan laba bersih Perusahaan yang didapatkan dari akun laba sebelum pajak yang diakumulasikan dengan beban pajak. Sepanjang tahun 2021, Perusahaan membukukan laba tahun berjalan sebesar Rp912,33 miliar. Dibandingkan dengan tahun buku sebelumnya yakni Rp292,52 miliar, mengalami peningkatan sebesar 211,89%. Peningkatan dikarenakan naiknya pendapatan di tahun 2021.

Profit for the year is the Company's net profit obtained from the profit before tax account which is accumulated with tax expense. Throughout 2021, the Company posted a profit for the year of Rp912.33 billion. Compared to the previous financial year, which was Rp.292.52 billion, an increase of 211.89%. The increase is due to the increase in revenue in 2021.

Rp1,315 Triliun
Trillion**Kontribusi Terhadap Negara**

Contribution to the Country

PUSRI berkomitmen penuh untuk mematuhi seluruh peraturan dan perundang-undangan yang berlaku. Salah satunya adalah kepatuhan terhadap peraturan terkait perpajakan. Hingga 31 Desember 2021, PUSRI berkontribusi terhadap negara melalui pemenuhan kewajiban pajak dan dividen sebesar Rp1,315 triliun

PUSRI is fully committed to complying with all applicable laws and regulations. One of them is compliance with regulations related to taxation. Until December 31, 2021, PUSRI has contributed to the country by fulfilling its tax obligations and dividends of IDR 1.315 trillion

"A" "SEHAT"
"HEALTHY" Skor
Score **78,00****Tingkat Kesehatan Perusahaan**

Company Health Level

Tingkat kesehatan Perusahaan pada tahun 2021 berkategori "A", tingkat penggolongan "SEHAT" dengan jumlah skor "78,00".

The Company's health level in 2021 is in the category "A", the level is classified as "HEALTH" with a total score of "78.00".



TATA KELOLA PERUSAHAAN CORPORATE GOVERNANCE

PUSRI melakukan sosialisasi Tata Kelola Perusahaan dengan tujuan memberikan pemahaman yang mendalam mengenai Implementasi GCG, *softstructure* dan *Infrastructure* GCG, *Whistleblowing System*, Pencegahan Gratifikasi serta pelaporan LHKPN.

PUSRI conducts socialization of Corporate Governance with the aim of providing an in-depth understanding of GCG Implementation, GCG Softstructure and Infrastructure, Whistleblowing System, Gratification Prevention and LHKPN reporting.

Sosialisasi atas komitmen penerapan GCG dilaksanakan dalam beberapa kegiatan sebagai berikut :
The socialization of the commitment to implementing GCG is carried out in the following activities:

- 01 Sosialisasi terkait pengendalian Gratifikasi telah disampaikan melalui *sharing knowledge*, dengan pemateri dari KPK RI melalui acara Hari Anti Korupsi Sedunia (HAKORDIA) dan juga melalui media sosial (instagram) perusahaan**
Socialization related to Gratification control has been conveyed through knowledge sharing, with speakers from the Indonesian KPK through the World Anti-Corruption Day (HAKORDIA) event and also via the Company's social media (instagram).
- 02 Sosialisai mengenai LHKPN. Departemen Tata Kelola & Manajemen Risiko sebagai unit kerja Pengelola LHKPN Perusahaan telah melakukan sosialisasi kepada seluruh Pejabat Wajib Laporan LHKPN melalui email internal maupun paging di perusahaan, berkoordinasi dengan Dept. Diklat dalam melakukan asistensi e-LHKPN sebanyak 4 kali dengan mengundang seluruh wajib lapor yang belum menyampaikan dan melakukan asistensi secara individu sesuai permintaan Pejabat Wajib Laporan.**
Socialization regarding LHKPN. The Governance & Risk Management Department as the Company's LHKPN Management work unit has conducted socialization to all LHKPN Compulsory Reporting Officials via internal email and company paging, in coordination with the Dept. Training and education in providing e-LHKPN assistance 4 times by inviting all reporting obligations who have not submitted and providing individual assistance according to the request of the Compulsory Reporting Officer.
- 03 Sosialisasi tentang kebijakan dan aturan Perusahaan terkait *Whistleblowing System* melalui Workshop GCG sebanyak 6 kali.**
Socialization of the Company's policies and regulations related to the Whistleblowing System through GCG Workshops 6 times
- 04 Sosialisasi kebijakan dan himbauan terkait penandatanganan pakta integritas online yang dilakukan menggunakan media jaringan email internal, website perusahaan, dan PA System**
Dissemination of policies and appeals regarding the signing of an online integrity pact carried out using the internal email network media, company website, and PA System
- 05 Sosialisasi Kebijakan Penanganan Benturan Kepentingan yang di laksanakan dalam kegiatan sosialisasi GCG dengan materi terkait *Whistleblowing System*, Anti Fraud SNI ISO 37001:2016, Pedoman Pengendalian Gratifikasi dan Pedoman Penanganan Banturan Kepentingan.**
Dissemination of Conflict of Interest Handling Policies carried out in the GCG socialization activities with materials related to the Whistleblowing System, Anti-Fraud SNI ISO 37001:2016, Gratification Control Guidelines and Guidelines for Handling Interest Assistance.
- 06 Pelaksanaan Audit Surveillance Sistem Manajemen Anti Penyuapan (SMAP) SNI ISO 37001:2016 oleh lembaga Sertifikasi TUV Nord Indonesia yang di selenggarakan pada tanggal 17-18 Juni 2021.**
Implementation of the Anti-Bribery Management System Surveillance Audit (SMAP) SNI ISO 37001:2016 by the TUV Nord Indonesia Certification Agency which will be held on 17-18 June 2021.

Asesmen GCG

GCG Assessment

"SANGAT BAIK" : Skor Score **92,049****Pada tahun buku 2021, assessment telah dilakukan oleh assessor independen, yaitu BPKP Perwakilan Sumatera Selatan yang menghasilkan skor sebesar 92,049 dengan predikat "Sangat Baik".**

In the 2021 financial year, an assessment has been carried out by an independent assessor, namely the South Sumatra Representative BPKP which resulted in a score of 92,049 with the title "Very Good".

Agar aktifitas Perusahaan dapat berjalan dengan baik, maka pelaksanaan Good Corporate Governance (GCG) mengikuti pola, sistem, hubungan dan proses yang didukung oleh kecukupan struktur dan infrastruktur GCG.

In order for the Company's activities to run well, the implementation of Good Corporate Governance (GCG) follows the patterns, systems, relationships and processes that are supported by the adequacy of the GCG structure and infrastructure.

Pada Tahun 2021, telah dilaksanakan RUPST Laporan Pertanggungjawaban Keuangan Tahun Buku 2020 pada tanggal 30 Juni 2021 dan RUPST mengenai persetujuan RKAP Tahun Buku 2021 pada tanggal 31 Januari 2021. Perusahaan telah merealisasikan hasil putusan RUPST yang diselenggarakan untuk tahun buku 2020.

In 2021, the AGMS on Financial Accountability Report for 2020 Fiscal Year was held on June 30, 2021 and the AGMS regarding the approval of the RKAP for the Financial Year 2021 on January 31, 2021. The Company has realized the results of the resolutions of the AGMS held for the financial year 2020.

Dewan Komisaris

BOARD OF COMMISSIONERS

PUSRI selama tahun 2021 memiliki jumlah anggota Dewan Komisaris sebanyak 6 (enam) orang dengan komposisi keanggotaan Dewan Komisaris terdiri atas 1 (satu) orang Komisaris Utama dan 1 (satu) orang Komisaris Independen serta 4 (empat) orang Anggota Komisaris.

Throughout 2021 PUSRI has total of 5 (five) members of the Board of Commissioners with the composition of the membership of the Board of Commissioners consisting of 1 (one) President Commissioner and 1 (one) Independent Commissioner and 3 (three) Commissioners.

Guna melakukan tugas pengawasan, Dewan Komisaris telah melaksanakan Rapat baik dengan internal Dewan Komisaris maupun dengan mengundang Direksi. Dewan Komisaris telah menyelenggarakan pertemuan atau rapat sebanyak 12 kali rapat internal, dan 18 kali rapat gabungan.

In order to carry out supervisory duties, the Board of Commissioners has held meetings both internally with the Board of Commissioners and by inviting the Board of Directors. The Board of Commissioners has held 12 internal meetings or meetings, and 18 joint meetings.



Direksi

BOARD OF DIRECTORS

49 Kali Rapat Direksi
Board of Directors Meeting

PUSRI memiliki anggota Direksi sebanyak 3 (tiga) orang selama tahun 2021. Masa jabatan Direksi adalah 5 (lima) tahun dan dapat diangkat kembali satu kali masa jabatan tanpa mengurangi Hak RUPS untuk memberhentikan sewaktu-waktu.

PUSRI has 3 (three) members of the Board of Directors during 2021. The term of office of the Board of Directors is 5 (five) years and can be reappointed once without prejudice to the right of the GMS to dismiss at any time.

Assessment Terhadap Dewan Komisaris dan Direksi

Assessment of the Board of Commissioners and Board of Directors

Indikator Pengukuran Kinerja (Key Performance Indicator) Dewan Komisaris maupun Direksi telah ditetapkan Pemegang Saham/RUPS setiap tahun

Performance Measurement Indicators (Key Performance Indicators) of the Board of Commissioners and the Board of Directors have been determined by the Shareholders/GMS every year

Key Performance Indicators (KPI) yang digunakan untuk mengukur kinerja Direksi Perseroan, terdiri dari 4 (Empat) perspektif berikut:

Key Performance Indicators (KPI) used to measure the performance of the Company's Board of Directors, consist of the following 5 (five) perspectives:

01 Perspektif Keuangan
Financial Perspective

02 Perspektif Fokus Pelanggan
Customer focused perspective

03 Perspektif Efektivitas Bisnis Internal
Internal Business Effectiveness Perspective

04 Perspektif Inovasi dan Pengembangan
Innovation and Development Perspective

Pada tahun 2021 tercapai sebesar 98,26 "Baik"

In 2021 reached 98.26 "Good"

Uraian Kebijakan Remunerasi Dewan Komisaris dan Direksi

Description of the Remuneration Policy for the Board of Commissioners and the Board of Directors

Penetapan Indikator dan Besarnya remunerasi yang diterima oleh setiap anggota Dewan Komisaris dan Direksi mengacu kepada Peraturan Menteri Negara Badan Usaha Milik Negara Republik Indonesia.

Determination of indicators and amount of remuneration received by each member of the Board of Commissioners and Board of Directors refers to the Regulation of the State Minister for State-Owned Enterprises of the Republic of Indonesia.

Komite Pembantu Dewan Komisaris

Supporting Committee of the Board of Commissioners

Independensi Anggota Komite Investasi & Manajemen Risiko

Salah satu persyaratan Komite Investasi & Manajemen Risiko dalam melaksanakan tugas dan tanggung jawabnya adalah independensi

Independence of Investment & Risk Management Committee Members

One of the requirements of the Investment & Risk Management Committee in carrying out its duties and responsibilities is independence

Audit Committee dan Risk Management Committee dalam menjalankan tugasnya senantiasa berkoordinasi secara aktif dengan semua mitra kerja yang terlibat sehingga proses dan mekanisme pendalaman serta penelaahan informasi yang diperlukan oleh Board of Commissioners dapat dijalankan dengan baik. Selain itu, Board of Commissioners meninjau bahwa secara aktif telah memberikan hasil penelaahan dan rekomendasi terkait pengawasan efektivitas pengendalian internal serta kecukupan manajemen risiko, untuk selanjutnya dimanfaatkan sebagai pertimbangan bagi Board of Commissioners dalam proses pengambilan keputusan. Dengan demikian, Board of Commissioners memandang fungsi dan tugas komite-komite di bawah Board of Commissioners telah dijalankan dengan baik.

Audit Committee and Risk Management Committee in carrying out their duties always actively coordinate with all partners involved so that the processes and mechanisms for deepening and reviewing information required by the Board of Commissioners can be carried out properly. In addition, the Board of Commissioners reviews that it has actively provided the results of reviews and recommendations related to monitoring the effectiveness of internal control and the adequacy of risk management, to be further used as consideration for the Board of Commissioners in the decision-making process. Thus, the Board of Commissioners views that the functions and duties of the committees under the Board of Commissioners have been carried out properly.

12 **Rapat Komite Audit** Audit Committee Meeting

36 **Rapat Komite Investasi dan Manajemen Risiko** Investment and Risk Management Committee

Komite Nominasi dan Remunerasi dan Komite Kebijakan Tata Kelola Perusahaan Nomination and Remuneration Committee and Corporate Governance Policy Committee

Karena adanya pembatasan jumlah Komite di bawah supervise Dewan Komisaris sesuai dengan Peraturan Menteri Negara Badan usaha Milik Negara No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik Pada Badan Usaha Milik Negara, maka Perusahaan hanya mempunyai 2 (dua) komite di bawah supervisi Dewan Komisaris, namun demikian fungsi dan tugas Komite Nominasi, Komite Remunerasi tetap dilakukan oleh Dewan Komisaris dengan dibantu oleh Perusahaan.

Due to the limitation of the number of Committees under the supervision of the Board of Commissioners in accordance with the Regulation of the State Minister for State-Owned Enterprises No. PER-01/MBU/2011 concerning Implementation of Good Corporate Governance in State-Owned Enterprises, the Company only has 2 (two) committees under the supervision of the Board of Commissioners, however the functions and duties of the Nomination Committee, Remuneration Committee are still carried out by the Board of Commissioners with the assistance of the Company.



Sekretariat Perusahaan dan Tata Kelola

Corporate Secretariat and Governance

Perusahaan membentuk dan menetapkan Sekretariat Perusahaan dan Tata Kelola sebagai pejabat satu level di bawah Direksi guna memperlancar hubungan antar Organ Perusahaan, hubungan antara Perusahaan dengan Pemangku Kepentingan.

The Company established and assigned Corporate Secretariat and Governance as one level below the Board of Directors official in order to facilitate the relationship between the Company's Organs, the relationship between the Company and Stakeholders.

Dalam mendukung pengoptimalan dan menjaga kualitas kerja, Sekretariat Perusahaan dan Tata Kelola senantiasa melakukan kegiatan pengembangan keahlian, baik untuk Sekretariat Perusahaan & Tata Kelola maupun stafnya.

In supporting optimization and maintaining the quality of work, the Corporate Secretariat and Governance always carries out skill development activities, both for the Head of the Corporate Secretary and his staff.

Satuan Pengawasan Intern

Internal Control Unit

Perusahaan mengembangkan Sistem Pengendalian Internal agar dapat berfungsi secara efektif dalam mengamankan investasi dan aset perusahaan serta menjaga pencapaian kinerja yang baik.

The Company develops an Internal Control System so that it can function effectively in securing the company's investments and assets as well as maintaining the achievement of good performance.

**Pihak yang Mengangkat dan Memberhentikan SVP Satuan Pengawasan Intern
SVP Satuan Pengawasan Intern diangkat dan diberhentikan oleh Direksi melalui persetujuan Dewan Komisaris serta sesuai dengan dinamika dan kebutuhan perusahaan.**

The Party that Appoints and Dismisses the SVP of the Internal Audit Unit
The SVP of the Internal Audit Unit is appointed and dismissed by the Board of Directors with the approval of the Board of Commissioners and in accordance with the dynamics and needs of the company.

Piagam Audit Internal

Dalam menerapkan sistem pengawasan dan pengendalian internal berbasis risiko, Perusahaan mengacu pada Pernyataan Standar Akuntansi Keuangan (PSAK) dan Internal Audit Charter yang ditetapkan berdasarkan surat keputusan Direksi No. SK/DIR/133/2004 tanggal 9 Agustus 2004 yang terakhir disempurnakan melalui surat keputusan No. SK/DIR/365/2016 tanggal 28 Oktober 2016 serta Prosedur Operasional Baku (POB) Audit Internal PT Pupuk Sriwidjaja Palembang No. SK/DIR/295/2017.

Internal Audit Charter

In implementing risk-based internal control and supervision system, the Company refers to the Statement of Financial Accounting Standards (PSAK) and the Internal Audit Charter which are stipulated based on the Decree of the Board of Directors No. SK/DIR/133/2004 dated August 9, 2004, the last one was revised by decree No. SK/DIR/365/2016 dated October 28, 2016 as well as Standard Operating Procedures (POB) for Internal Audit of PT Pupuk Sriwidjaja Palembang No. SK/DIR/295/2017.

Program Peningkatan Kompetensi

Selama tahun 2021, terdapat berbagai pelatihan yang diikuti oleh SVP Divisi Satuan Pengawasan Intern dan staf diantaranya program pendidikan profesi, seminar, workshop di Bidang audit serta sertifikasi profesi sebanyak 10 kegiatan Pelatihan.

Competency Development Program

Throughout 2021, there were various trainings attended by the Head of the Supervisory Unit Division and staff including professional education programs, seminars, workshops in the audit field and professional certification as many as 10 training activities

Pada tahun 2021, Divisi Satuan Pengawasan Intern telah melakukan tugas-tugas sebagaimana yang telah diamanatkan dalam Piagam Audit Internal. Menyusun rencana dan melaksanakan audit tahunan (Program Kerja Pemeriksaan Tahunan/PKPT) tahun 2021.

In 2021, the Internal Audit Division has carried out the tasks as mandated in the Internal Audit Charter. Plan and carry out the annual audit (Annual Audit Work Program/PKPT) in 2021.

Manajemen Risiko

RISK MANAGEMENT

Sistem Manajemen Risiko

Perusahaan menerapkan Manajemen Risiko yang terintegrasi dengan sistem manajemen lainnya sejak 2006 guna mendukung terwujudnya tata kelola perusahaan yang baik (*Good Corporate Governance/ GCG*). PUSRI telah mengimplementasikan Manajemen Risiko berbasis ISO 31000 pada 2013.

Risk Management System

The Company has implemented Risk Management which is integrated with other management systems since 2006 to support the realization of Good Corporate Governance (GCG). PUSRI has implemented Risk Management based on SNI ISO 31000:2011 in 2013.

Profil dan Mitigasi Risiko

Pada awal tahun 2021 telah diidentifikasi sebanyak 10 Risiko Utama/Risk That Matters (RTM), namun hingga akhir semester ke-2 terdapat penambahan 1 Risiko baru sehingga jumlah Risiko Utama/Risk That Matters (RTM) yang teridentifikasi menjadi sebanyak 11 Risiko, yaitu risiko yang berkontribusi secara pareto terhadap pencapaian Sasaran Perusahaan yang terdiri dari 8 RTM PI Konsolidasi dan 3 RTM Perusahaan. Adapun 11 RTM tersebut dengan rincian 8 High Risk dan 3 Medium Risk.

Risk Profile and Mitigation

At the beginning of 2021, 10 Main Risks/Risk That Matters (RTM) were identified, but until the end of the 2nd semester there was the addition of 1 new Risk so that the number of Main Risks/Risk That Matters (RTM) identified became 11 Risks, namely the risk of which contributes on a pareto basis to the achievement of the Company's Targets, consisting of 8 Consolidated RTM PIs and 3 Corporate RTMs. The 11 RTMs consist of 8 High Risk and 3 Medium Risk.



Pengelolaan Risiko Perusahaan

Proses pengelolaan risiko adalah penjabaran dari kerangka kerja pengelolaan risiko dalam rangka mempermudah penerapan prinsip-prinsip pengelolaan risiko, baik di tingkat korporat, di tingkat unit kerja, maupun individu. PUSRI melakukan pengelolaan risiko seluruh unit kerja yang dikelompokkan dalam 4 (empat) klasifikasi, yaitu Risiko Strategis, Risiko Keuangan, Risiko Operasional, dan Risiko Kepatuhan dan Hukum.

Corporate Risk Management

The risk management process is the elaboration of the risk management framework in order to facilitate the application of risk management principles, both at the corporate level, at the work unit level, and at the individual level. PUSRI performs risk management for all work units which are grouped into 4 (four) classifications, namely Strategic Risk, Financial Risk, Operational Risk, and Compliance and Legal Risk.

326 Risiko Risk : **31 High Risk High Risk** : **295 Medium Risk Medium Risk** : **0 Low Risk Low Risk**

Pada Awal tahun 2021 telah diidentifikasi risiko dari seluruh unit kerja sebanyak 326 Risiko yang terdiri dari 31 High Risk, 295 Medium Risk dan 0 Low Risk. Kemudian terdapat penambahan 20 risiko dari unit kerja sesuai dengan sasaran dan proses bisnis, sehingga total risiko menjadi 346 risiko.

In early 2021, 326 risks have been identified from all work units, consisting of 31 High Risk, 295 Medium Risk and 0 Low Risk. Then there are additional 20 risks from work units in accordance with business goals and processes, bringing the total risk to 346 risks.

Evaluasi Efektivitas Sistem Manajemen Risiko Tahun 2021

Pengukuran maturitas manajemen risiko rutin dilakukan mulai dari tahun 2013. Dilakukan Pelaksanaan Penilaian Maturitas Penerapan Manajemen Risiko (PMPMR) Tahun 2021 oleh konsultan dan asesor eksternal dengan capaian nilai sebesar 3,02. Berdasarkan hasil capaian tersebut, maka nilai maturitas manajemen risiko Perusahaan masuk dalam katagori "Mature-Defined".

Evaluation of Risk Management System Effectiveness in 2021

Routine risk management maturity measurements have been carried out starting in 2013. In 2020, the 2021 Risk Management Implementation Maturity Assessment (PMPMR) was carried out by consultants and external assessors with a score of 3.02. Based on these results, the Company's risk management maturity value is included in the "Mature-Defined" category.

Etika Bisnis, Whistleblowing System, Gratifikasi dan LHKPN

BUSINESS ETHICS, WHISTLEBLOWING SYSTEM, GRATIFICATION AND LHKPN

Etika Bisnis dan Etika Kerja

Keberadaan Code of Conduct

Perusahaan menyusun Code of Conduct sebagai pedoman perilaku bagi seluruh Insan Perusahaan

Business Ethics and Code of Conduct

Code of Conduct Existence

The Company prepares a Code of Conduct as a code of conduct for all Company Personnel.

Kandungan Code of Conduct

Pedoman Etika dan Perilaku (Code of Conduct) Perusahaan merupakan komitmen penerapan GCG Perusahaan yang mengandung hal-hal yang wajib dilaksanakan dan hal-hal yang wajib dihindari bagi Insan Perusahaan dalam etika bisnis dan etika kerja, baik dalam melaksanakan aktivitas operasional Perusahaan dan kehidupan sehari-hari.

Code of Conduct Contents

The Company's Code of Conduct is a commitment to implementing the Company's GCG which contains things that must be carried out and things that must be avoided for Company personnel in business ethics and work ethics, both in carrying out the Company's operational activities and daily life. day.

Agar seluruh Insan Perusahaan patuh dan tunduk kepada Code of Conduct, maka kepada yang melanggar ketentuan di dalamnya akan dikenakan sanksi

To ensure all Company personnel to comply with and comply with the Code of Conduct, those who violate the provisions in it will be subject to sanctions.

Evaluasi Efektivitas Pelaksanaan Code of Conduct

Evaluasi terhadap Efektivitas Pelaksanaan Code of Conduct bertujuan untuk mengukur seberapa jauh efektifitas implementasi Budaya Kerja Perusahaan dalam setiap aktivitas Perusahaan

Evaluation of the Effectiveness of Code of Conduct Implementation

Evaluation of the Effectiveness of Code of Conduct Implementation aims to measure the effectiveness of the implementation of the Company's Work Culture in each of the Company's activities.

Whistleblowing System

Pada tahun 2021 PUSRI telah melakukan penyempurnaan Whistle blowing System sebagaimana tercermin dalam kemudahan akses pelaporan pelanggaran pada website Perusahaan.

Whistleblowing System

In 2021 PUSRI has made improvements to the Whistleblowing System as reflected in the ease of access to reporting violations on the Company's website.

Perlindungan Bagi Pelapor

Perusahaan menjamin untuk memberikan perlindungan kepada setiap pelapor berdasarkan SKB Dewan Komisaris dan Direksi tentang Whistleblowing System Perusahaan. Hak perlindungan akan dicabut apabila terbukti pelapor memberikan laporan palsu.

Protection for Whistleblowers

The Company guarantees to provide protection to each reporter based on the Decree of the Board of Commissioners and the Board of Directors regarding the Company's Whistleblowing System. The right of protection will be revoked if it is proven that the complainant gave a false report.

Mekanisme Whistleblowing System

Mekanisme pelaporan penyimpangan atau pelanggaran mulai dari proses pelaporan, diprosesnya pelaporan oleh tim dan keterlibatan Direksi sampai kepada keputusan dari suatu laporan.

Whistleblowing System Mechanism

The mechanism for reporting irregularities or violations starts from the reporting process, processing reports by the team and the involvement of the Board of Directors to the decision of a report.



TANGGUNG JAWAB SOSIAL

SOCIAL RESPONSIBILITY

Pendanaan UMK MSE Funding

Rp250 Juta
Million

Berdasarkan Peraturan Menteri BUMN No. PER-05/MBU/04/2021, jumlah pinjaman untuk setiap mitra binaan pelaku usaha mikro dan kecil dari Program Pendanaan UMK paling banyak Rp250.000.000, kecuali pinjaman tambahan untuk membiayai kebutuhan yang bersifat jangka pendek maksimal 1 tahun dalam rangka memenuhi pesanan dari rekanan usaha mitra binaan yang jumlahnya paling banyak Rp100.000.000, disesuaikan dengan kebutuhan.

Based on the Minister of SOE Regulation No. PER-05/MBU/04/2021, the loan amount for each partner fostered by micro and small business actors from the MSE Funding Program is a maximum of IDR 250,000,000, except for additional loans to finance short-term needs, a maximum of 1 year in order to fulfill orders from partners. the fostered partner's business with a maximum amount of Rp100,000,000, adjusted to the needs.

Dana Program Kemitraan Grain Program Chemistry

Rp21,3 miliar
billion

Pinjaman modal kerja Working capital loans

Rp20 miliar
billion

Pembinaan Construction

Rp1,3 miliar
billion

Adapun penggunaan dana Program Kemitraan berdasarkan Rencana Kerja dan Anggaran Tahun 2021 yakni Rp21,3 miliar yang terdiri dari pinjaman modal kerja Rp20 miliar dan pembinaan Rp1,3 miliar.

The use of the Partnership Program funds based on the 2021 Work Plan and Budget is IDR 21.3 billion, consisting of a working capital loan of IDR 20 billion and coaching of IDR 1.3 billion.

Di tengah kondisi pandemi COVID-19, PUSRI tetap menyalurkan pinjaman modal kerja di sektor perdagangan, jasa, industri, khusus untuk pertanian, peternakan, perikanan dengan pola penyaluran modal bersistem kluster. Realisasi penyaluran pinjaman modal kerja tahun 2021 sebesar Rp20,185 miliar dengan persentase 100,93% dari RKAP 2021. Realisasi penyaluran tersebut merupakan bukti nyata kepedulian PUSRI terhadap pelaku usaha mikro, kecil dan menengah (UMKM) dan kelompok tani.

In the midst of the COVID-19 pandemic, PUSRI continues to distribute working capital loans in the trade, services, industry sectors, specifically for agriculture, animal husbandry, fisheries with a cluster system of capital distribution patterns. The realization of the distribution of working capital loans in 2021 is IDR 20.185 billion with a percentage of 100.93% of the 2021 RKAP. The realization of this distribution is a clear proof of PUSRI's concern for micro, small and medium enterprises (MSMEs) and farmer groups.

97,51  Skor "3" "BAIK"
Score

Sementara itu, dari sisi pengembalian modal kerja, dalam RKAP tahun 2021 ditargetkan sebesar Rp21,527 miliar dengan realisasi sebesar Rp20,002 miliar atau sebesar 92,92% dari target yang telah ditetapkan. Dari penyaluran tersebut, sesuai dengan Surat Keputusan Menteri BUMN Nomor KEP-100/MBU/2002 tanggal 4 Juni 2002, kinerja tingkat efektivitas penyaluran Program Kemitraan PUSRI sebesar 97,51% dengan skor "3" dan mendapatkan predikat "Baik".

Meanwhile, in terms of working capital returns, the 2021 RKAP is targeted at IDR 21.527 billion with a realization of IDR 20.002 billion or 92.92% of the set target. From this distribution, according to the Decree of the Minister of SOEs Number KEP-100/MBU/2002 dated June 4, 2002, the performance of the effectiveness of the distribution of the PUSRI Partnership Program was 97.51% with a score of "3" and received the predicate of "Good".

Kegiatan pembinaan mitra binaan PUSRI untuk tahun 2021 diberikan dalam bentuk pelatihan dan pemasaran (pameran) dan bentuk bantuan lain yang terkait dengan upaya peningkatan kapasitas mitra binaan Program Kemitraan. Berikut uraiannya.

PUSRI fostered partner development activities for 2021 are provided in the form of training and marketing (exhibition) and other forms of assistance related to efforts to increase the capacity of the Partnership Program fostered partners. Here's the description.

Rp276.030.900 Pelatihan mitra binaan
Partner training

Rp49.970.000 Bantuan Pemasaran Produk Mitra
Partner Product Marketing Assistance

Rp43.984.500 Pembuatan papan nama, brosur dll
Manufacture of signage, brochures etc

Besaran Investasi untuk Penerapan Bidang Pengembangan Sosial Masyarakat
Sepanjang tahun 2021, PUSRI menyalurkan dana untuk CSR di bidang pengembangan sosial masyarakat sebesar Rp28,847 Milyar

Amount of Investment for the Application of Community Social Development
Throughout 2021, PUSRI distributed funds for CSR in the field of social development of Rp. 28,847 billion

Rp28,847 Milyar
Billion

PENGHARGAAN

Awards



InMA Award 2021

Silver Winner Dalam Kategori Best of State Own Company Subsidiary Enterprise InMA 2021
Serikat Perusahaan Pers Pusat
24 Februari 2021

Silver Winner in the Best of State Own Company Subsidiary Enterprise Category InMA 2021
Central Press Company Union
February 24, 2021



PRIA Awards 2021

Bronze Winner Kategori Anak Usaha BUMN Sub Kategori Annual Report
Public Relation Indonesia
31 Maret 2021

Bronze Winner Category BUMN Subsidiary Sub Category Annual Report
Public Relations Indonesia
March 31, 2021



Indonesian Conference & Competition Occupational Safety & Health 2021

Meraih 2 (Dua) Penghargaan Yaitu Four Star Untuk Tim Inovasi GKM Sakti dari Three Star Untuk PKM Zero Accident
LPSDM YAPRIKA & Wahana Kendali Mutu
31 Maret 2021

Won 2 (Two) Awards, namely Four Star for the GKM Sakti Innovation Team from Three Star for PKM Zero Accident
YAPRIKA LPSDM & Quality Control Vehicle
March 31, 2021



The Best Indonesia Green Awards 2021

Meraih 6 (enam) Penghargaan kategori : Penanganan Sampah Plastik, Penyelamatan Sumber Daya Air, Rekayasa Teknologi Dalam Menghemat Energi/ Penggunaan Energi Baru Terbarukan, Mengembangkan Keanekaragaman Hayati, Mempelopori Pencegahan Polusi dan Mengembangkan Pengolahan Sampah Terpadu.

La Tofi School Of CSR

07 April 2021

Won 6 (six) awards in categories: Handling Plastic Waste, Saving Water Resources, Engineering Technology in Saving Energy/Using New Renewable Energy, Developing Biodiversity, Pioneering Pollution Prevention and Developing Integrated Waste Management.

La Tofi School Of CSR

07 April 2021

[More](#)



10th Anugerah BUMN 2021

Tata Kelola Perusahaan (GCG) Terbaik II
Majalah BUMN Track bekerjasama dengan PPM
Manajemen
08 April 2021

Best Corporate Governance (GCG) II
BUMN Track Magazine in collaboration with PPM
Manajemen
08 April 2021



Most Admired Champion 2021

Fast Growing Fertilizer and Chemical Company
Warta Ekonomi
23 April 2021

Fast Growing Fertilizer and Chemical Company
Warta Ekonomi
23 April 2021



Indonesia Sustainable Development Goals Award 2021

Meraih 3 Kategori Penghargaan : Kategori GOLD SDGs 12,5 Pengolahan Limbah (organik dan non organik) untuk kesejahteraan masyarakat, Kategori GOLD SDGs 9.5 Pengembangan Teknologi melalui Riset dan Inovasi untuk bisnis berkelanjutan, Kategori SILVER SDGs 8.3.1 (c) Pemberdayaan Usaha/ Lembaga Ekonomi Masyarakat
Corporate Forum for Community Development (CFCD) bekerja sama dengan Kementerian Perencanaan Pembangunan Nasional (PPN) / Badan Perencanaan Pembangunan Nasional (Bappenas)
 17 September 2021

Won 3 Award Categories: GOLD SDGs Category 12.5 Waste Treatment (organic and non-organic) for community welfare, GOLD SDGs Category 9.5 Technology Development through Research and Innovation for sustainable business, SILVER SDGs Category 8.3.1 (c) Business/Institutional Empowerment Community Economy
Corporate Forum for Community Development (CFCD) in collaboration with the Ministry of National Development Planning (PPN) / National Development Planning Agency (Bappenas)
 17 September 2021



Anugerah Humas Indonesia 2021

Terpopuler di Media Digital 2021 kategori Pemimpin Anak Usaha BUMN
Humas Indonesia member of PR Indonesia Group
 17 September 2021

Most popular in Digital Media 2021 for the category of SOE Subsidiary Leader
 PR Indonesia member of PR Indonesia Group
 17 September 2021



Award For Contributing To Excellence (ACE) 2021

Predikat Tertinggi
 "Three Star Konvensi Inovasi Internasional"
Asia Pasific Quality Organization (APQO)
International Conference & Competition Australia
 17 September 2021

Highest Predicate "Three Star International Innovation Convention"
 Asia Pacific Quality Organization (APQO)
International Conference & Competition Australia
 17 September 2021



Indonesia Human Capital Award VII 2021

Meraih 3 Kategori Penghargaan : The 2nd Best Indonesia Humas Capital of The Year 2021
Platinum A Very Excellent, The Best IHCA 2021 Overall Industries, Best CEO Indonesia for
Commitment to HC of the year

Economic Review
17 September 2021

Meraih 3 Kategori Penghargaan : The 2nd Best Indonesia Humas Capital of The Year 2021
Platinum A Very Excellent, The Best IHCA 2021 Overall Industries, Best CEO Indonesia for
Commitment to HC of the year

Economic Review
17 September 2021



APQO International & ACE 2021

"APQO International & ACE 2021
Best Impact on Innovation "

**Asia Pasific Quality Organization (APQO)
International Conference & Competition Australia**
17 September 2021

"APQO International & ACE 2021
Best Impact on Innovation "
Asia Pasific Quality Organization (APQO)
International Conference & Competition Australia
17 September 2021



Top Governance, Risk & Compliance 2021

Meraih 2 Kategori Penghargaan : Top GRC 2021 4
(Four) Stars, The Most Committed GRC Leader 2021

Top Business
07 Oktober 2021

Won 2 Award Categories : Top GRC 2021 4 (Four)
Stars, The Most Committed GRC Leader 2021
Top Business
07 October 2021



Digital Culture Excellence Award 2021

Meraih 2 Kategori Penghargaan : The Best CEO Digital Culture, The Most Digital Change Maker For Fertilizer Company
Majalah First Indonesia
10 November 2021

Won 2 Award Categories : The Best CEO Digital Culture, The Most Digital Change Maker For Fertilizer Company
First Indonesia Magazine
November 10, 2021



International Fertilizer Association Award

Industry Stewardship Champions Recognition 2021
International Fertilizer Association Award 2021
Strategic Forum
16 November 2021

Industry Stewardship Champions Recognition 2021
International Fertilizer Association Award 2021
Strategic Forum
16 November 2021



TKMPN & IQPC 2021

"Masing-masing Gugus Meraih Predikat :

1. SSG Ganbarou : Diamond dan Most Favorite Team
2. SSG Buncob : Paltinum
3. GKM Logic : Platinum
4. GKM Modify : Platinum dan The Most Favorite Team
5. PKM Langit Biru : Platinum
6. PKM Safety First : Platinum
7. GKM IPD : Platinum
8. GKM Dashpro : Platinum
9. PKM Hartati : Gold dan The Most Favorite Team"

"Each Cluster Achieves the Predicate:

1. SSG Ganbarou : Diamond dan Most Favorite Team
2. SSG Buncob : Paltinum
3. GKM Logic : Platinum
4. GKM Modify : Platinum dan The Most Favorite Team
5. PKM Langit Biru : Platinum
6. PKM Safety First : Platinum
7. GKM IPD : Platinum
8. GKM Dashpro : Platinum
9. PKM Hartati : Gold dan The Most Favorite Team"

Wahana Kendali Mutu & Asosiasi Manajemen Mutu & Produktivitas Indonesia
18 November 2021

Quality Control Forum & Indonesian Quality & Productivity Management Association
November 18, 2021



Standar Nasional Indonesia Award 2021

Predikat Emas SNI Award
Badan Standar Nasional Indonesia
18 November 2021

SNI Award Gold Predicate
Indonesian National Standards Agency
November 18, 2021



Penghargaan Bank Indonesia Sumsel

Responden Terbaik Kategori Liaison
Kantor Perwakilan Bank Indonesia Sumsel
24 November 2021

Best Respondent in Liaison Category
Bank Indonesia South Sumatra Representative Office
November 24, 2021



PHE Customer Day 2021

Most Sincere Gratitude
Pertamina Hulu Energi
26 November 2021

Most Sincere Gratitude
Pertamina Hulu Energi
26 November 2021



Penghargaan Polda Sumsel

Percepatan Program Keroyok Vaksin
Kepolisian Daerah Sumatera Selatan
26 November 2021

Acceleration of the Vaccine Squad
South Sumatra Regional Police
26 November 2021



International Convention On Quality Control Circles (ICQCC 2021)

Predikat Tertinggi "Par Excellence" APEM Team Pusri for Case-Study Presentation in ICQCC 2021
Quality Circle Forum of India
27 November 2021

The Highest Predicate "Par Excellence" APEM Team Pusri for Case-Study Perentation in ICQCC 2021
Quality Circle Forum of India
27 November 2021



Anugerah Industri Hijau 2021

Industri Hijau Level 5 dan Sertifikat Industri Hijau
Kementerian Perindustrian
30 November 2021

Green Industry Level 5 and Green Industry Certificate
Ministry of Industry
November 30, 2021



INDI 4.0 Awards

Kategori Aggressive Digitalization
Kementerian Perindustrian
02 Desember 2021

Category Aggressive Digitalization
Ministry of Industry
02 December 2021



Apresiasi Gubernur Sumsel

Sumbangsih Oksigen Kepada Masyarakat Saat Pandemi
Pemrprov Sumsel
8 Desember 2021

Contribution of Oxygen to Society During a Pandemic
South Sumatra Provincial Government
December 8, 2021



Good Corporate Governance Award 2021

Trusted Company Based on Corporate Governance Perception Index (CGPI)
Majalah SWA
8 Desember 2021

Trusted Company Based on Corporate Governance Perception Index (CGPI)
Majalah SWA
8 Desember 2021



“Indonesian Quality Award 2021”

Emerging Industry Leader
IQA Foundation
 9 Desember 2021

Emerging Industry Leader
 IQA Foundation
 9 December 2021



Proper Hijau 2021

Penghargaan Proper Hijau
Kementrian Lingkungan Hidup
 28 Desember 2021

Green Proper Award
 Ministry of Environment
 December 28, 2021



Penghargaan Gubernur Sumsel

Kepedulian Terhadap Penyandang Permasalahan
 Kesejahteraan Sosial di Provinsi Sumsel
Pemrov Sumsel
 29 Desember 2021

Concern for People with Social Welfare Problems in
 the Province of South Sumatra
 South Sumatra Provincial Government
 December 29, 2021



Penghargaan Gubernur Sumsel

Percepatan Vaksinasi Covid-19 di Provinsi Sumatera
 Selatan
Pemrov Sumsel
 31 Desember 2021

Acceleration of Covid-19 Vaccination in South
 Sumatra Province
 South Sumatra Provincial Government
 December 31, 2021



PERISTIWA PENTING

Significant Events



Pembagian Reward Program Pusri banjir hadiah #2
Pusri Banjir Hadiah #2 Program Reward Ceremony

01



Pusri Peduli Covid-19
PT Pusri Palembang
Pusri Peduli Covid-19
PT Pusri Palembang

02



Pusri Berbagi Berkah
Ramadhan 1442 Hijriyah
Pusri Sharing Happiness of Ramadhan 1442 Hijriyah

03



Bantuan Oksigen Oxygen Donation
CSR PT Pupuk Sriwidjaja Palembang Untuk RSUP Mohammad Hoesin Palembang

04

CSR of PT Pupuk Sriwidjaja Palembang for RSUP Husein Palembang



Pusri Peduli Pendidikan
Pusri Peduli Pendidikan
Bantuan Beasiswa Anak Petani Jadi Sarjana
Scholarship for Farmers' Children to Become Scholars

05



Bantuan CSR PT Pusri Palembang
CSR Donation by PT Pusri Palembang
1 Ton Beras Untuk Masyarakat Sumsel Dalam Masa PPKM Tahun 2021

06

1 Ton of Rice for Sumsel People during the PPKM 2021 period



Pemberian Bantuan Alokasi Vaksin Covid-19 Sejumlah 3000 Dosis
Ke Kabupaten Tulang Bawang, Provinsi Lampung

07

Donation of Covid-19 Vaccine Allocation for 3,000 Doses to Tulang Bawang Regency, Lampung Province.



Pemberian Penghargaan
Digital Culture Excellence Award 2021
Digital Culture Excellence Award 2021 Awarding Ceremony.

08



09 **Pusri Berbagi Berkah**
 Kepada Panti Asuhan Darussalam Kota Palembang Dalam Rangka Hut Ke-62 PT Pusri Palembang
 Pusri Sharing Happiness to Darussalam Orphanage as part of PT Pusri Palembang's 62nd Anniversary.




10 **Pusri Berbagi Berkah**
 Kepada 1500 anak yatim dalam rangka hut ke-62 PT Pusri Palembang
 Pusri Sharing Happiness to 1,500 orphans as part of PT Pusri Palembang's 62nd Anniversary.



11 **Pelantikan Pejabat Eselon I dan II**
 PT Pusri Palembang
 Inauguration Ceremony for Echelon I and II Officers



12 **Rapat Kerja Daerah**
 Pembangunan Pertanian TPH Tahun 2021
 Regional Coordination Meeting TPH Agriculture Development 2021




13 **Rapat Kerja Nasional VIII**
 Serikat Pekerja Pupuk Sriwidjaja Palembang
 8th National Coordination Meeting of Pupuk Sriwidjaja Palembang Trade Union



14 **Pusri Menyapa Masyarakat**
 Ramadhan 1442 H / 2021 M
 Pusri Greet the People Ramadhan 1442 H/2021 M



15 **Kick Off Food Estate "Petani Bela Negeri" Agrosolution**
 Kick Off Food Estate "Farmers Defending the Country" Agrosolution



16 **Serbuan Vaksinasi Nasional TNI-Polri**
 Sehari Satu Juta Orang Serentak Di 34 Wilayah Polda
 National Vaccination Attack by TNI - Polri One Million People A Day simultaneously in 34 Area of Polda

PERISTIWA PENTING

Significant Events



Bantuan Oksigen
CSR PT Pupuk Sriwidjaja Palembang

Oxygen Donation CSR of PT Pupuk Sriwidjaja Palembang


17



Temu Teknis
Launching Marketplace Sibejajo

Technical Gathering The Launching of Sibejajo Marketplace

18



Penyerahan 1 Unit Mobil Angkutan Sampah
Bantuan CSR PT Pusri Palembang

1 Unit Garbage Truck Donation as CSR Donation by PT Pusri Palembang

19



Bakti Sosial Donor Darah
Dan Skrining Donor Plasma Konvalesen

Social Charity in form of Blood Donation and Plasma Convalescent Donor Screening

20



Bantuan Oksigen Gratis
Polda Lampung Untuk Masyarakat

Free Oxygen Donation Polda Lampung for the Society

21



Pusri Innovation and Excellent Award 2021

Pusri Innovation and Excellent Award 2021


22



Rapat Kerja Pupuk Indonesia Grup Tahun 2021

Pupuk Indonesia Group Coordination Meeting 2021

23



Bantuan 2 Unit Hand Traktor
2 Units Hand Tractor Donation

24



Pusri Peduli Kesehatan
Bantuan CSR Mobil Ambulance

Pusri Peduli Kesehatan
CSR Donation in form of Ambulance


25



Rebranding Corporate
A South Sumatera Colour

Rebranding Corporate
A South Sumatera Colour


26



Pengiriman NPK Singkong 17-6-25
Ke Distributor CV Aditya Harapan Qurnia Lampung Tengah

Delivery of Cassava NPK 17-6-25 to CV Aditya Harapan Qurnia as Distributor, Central Lampung.

27



Rapat Kerja RKAP
PT Pupuk Sriwidjaja Palembang

PT Pupuk Sriwidjaja Palembang RKAP Cordination Meeting

28



Pengantongan Akhir 2021 dan Awal Tahun 2022
PT Pusri Palembang

Bagging for 2021 Closing and 2022 Beginning PT Pusri Palembang

29



Hari Antikorupsi Sedunia 2021
World's Anti-Corruption Day 2021

30



Kunjungan Kerja Wakil Menteri Pertanian RI
Ke PT Pusri Palembang

Official Visit of Vice Agriculture Minister of Republic of Indonesia

31



Penanaman 1000 Pohon
Dalam Rangka Hari Lingkungan Hidup Sedunia

1,000 Trees Planting to Commemorate World's Environment Day

32



PERISTIWA PENTING

Significant Events



MOU Gubernur Jawa Barat Dengan PT Pusri Palembang

MOU between Governor of West Java and PT Pusri Palembang

33



Bantuan Oksigen CSR PT Pupuk Sriwidjaja Palembang

Oxygen Donation CSR of PT Pupuk Sriwidjaja Palembang

34



Bantuan Oksigen CSR PT Pupuk Sriwidjaja Palembang

Oxygen Donation CSR of PT Pupuk Sriwidjaja Palembang

35



Kunjungan Menteri BUMN Dan Gubernur Sumsel Untuk Monitoring Pemberian Bantuan CSR PT Pusri Palembang Berupa Oksigen Untuk Penanganan Covid-19

Visit of Minister of SOEs and Governor of South Sumatera for PT Pusri Palembang CSR Donation Monitoring in form of Oxygen for Covid-19 Handling

36



Peresmian Rumah Pintar PT Pusri Palembang

Inauguration Ceremony of PT Pusri Palembang Smart House

37



Vaksinasi Covid-19 Kerjasama PT Pusri Palembang Dengan Polda Sumsel

Covid-19 Vaccination in Collaboration between PT Pusri Palembang with Polda South Sumatera

38

IKHTISAR KEUANGAN PENTING

Important Financial Overview

INFORMASI POSISI KEUANGAN

FINANCIAL POSITION INFORMATION

| Keterangan | 2021 | 2020 | 2019 | 2018 | 2017 | YOY 2020-2021 % | CAGR 2020-2021 % | Description |
|--|------------|------------|------------|------------|------------|-----------------|------------------|------------------------------|
| ASET | | | | | | | | |
| ASSET | | | | | | | | |
| Aset Lancar | 4.399.555 | 4.519.747 | 6.382.184 | 6.763.285 | 7.826.103 | -2,66 | -1,34 | Current Assets |
| Aset Tidak Lancar | 19.523.201 | 20.033.896 | 20.666.227 | 20.969.238 | 21.310.457 | -2,55 | -1,28 | Non-current Assets |
| Jumlah Aset | 23.922.756 | 24.553.643 | 27.048.411 | 27.732.523 | 29.136.560 | -2,57 | -1,29 | Total Assets |
| LIABILITAS | | | | | | | | |
| LIABILITIES | | | | | | | | |
| Liabilitas Jangka Pendek | 2.862.031 | 2.263.859 | 8.081.644 | 8.161.982 | 7.090.266 | 26,42 | 12,44 | Current Liabilities |
| Liabilitas Jangka Panjang | 6.341.979 | 8.391.371 | 5.110.125 | 6.337.916 | 7.976.832 | -24,42 | -13,06 | Non-current Liabilities |
| Jumlah Liabilitas | 9.204.010 | 10.655.231 | 13.191.769 | 14.499.898 | 15.067.098 | -13,62 | -7,06 | Total Liabilities |
| EKUITAS | | | | | | | | |
| EQUITY | | | | | | | | |
| JUMLAH EKUITAS YANG DAPAT DIATRIBUSIKAN KEPADA : | | | | | | | | |
| Total Equity Attributable to: | | | | | | | | |
| Pemilik Entitas Induk | 14.696.980 | 13.876.314 | 13.833.685 | 13.207.915 | 14.043.218 | 5,91 | 2,91 | Owner of Parent Entity |
| Kepentingan Non Pengendali | 21.766 | 22.098 | 22.957 | 24.710 | 26.244 | -1,50 | -0,75 | Non-controlling Interests |
| Jumlah Ekuitas | 14.718.746 | 13.898.412 | 13.856.642 | 13.232.625 | 14.069.462 | 5,90 | 2,91 | Total Equity |
| Jumlah Liabilitas dan Ekuitas | 23.922.756 | 24.553.643 | 27.048.411 | 27.732.523 | 29.136.560 | -2,57 | -1,29 | Total Liabilities and Equity |

LAPORAN LABA-RUGI

STATEMENTS OF PROFIT OR LOSS

| Keterangan | 2021 | 2020 | 2019 | 2018 | 2017 | YOY 2020-2021 % | CAGR 2020-2021 % | Description |
|-------------------------------|------------|------------|-----------|------------|-----------|-----------------|------------------|--------------------------------|
| PENDAPATAN/PENJUALAN | | | | | | | | |
| REVENUE/SALES | | | | | | | | |
| PENJUALAN PRODUK PUPUK | | | | | | | | |
| Fertilizer Product Sales | | | | | | | | |
| Pupuk Subsidi | 7.485.951 | 6.291.370 | 6.061.131 | 6.627.396 | 6.407.624 | 18,99 | 9,08 | Subsidized Fertilizer |
| Pupuk Non Subsidi | 3.922.092 | 4.064.116 | 3.107.953 | 3.507.506 | 2.701.089 | -3,49 | -1,76 | Non-subsidized Fertilizer |
| Jumlah Penjualan Produk Pupuk | 11.408.043 | 10.355.486 | 9.169.084 | 10.134.902 | 9.108.713 | 10,16 | 4,96 | Total Fertilizer Product Sales |



| Keterangan | 2021 | 2020 | 2019 | 2018 | 2017 | YOY 2020-2021 % | CAGR 2020-2021 % | Description |
|--|-------------|------------|------------|------------|------------|--|------------------------|---|
| PENJUALAN PRODUK NON PUPUK | | | | | | Non-fertilizer Product Sales | | |
| Amonia | 989.363 | 253.278 | 354.900 | 819.861 | 775.985 | 290,62 | 97,64 | Ammonia |
| Lain-lain | 83.169 | 109.268 | 76.148 | 104.698 | 86.150 | -23,89 | -12,76 | Others |
| Jumlah Penjualan Produk Non Pupuk | 1.072.532 | 362.546 | 431.048 | 924.559 | 862.135 | 195,83 | 72,00 | Total Non-fertilizer Product Sales |
| Jumlah Pendapatan | 12.480.575 | 10.718.032 | 9.600.132 | 11.059.641 | 9970.848 | 16,44 | 7,91 | Total Revenue |
| Beban Pokok Pnedapatan | -10.227.254 | -9.171.211 | -7.734.844 | -8.827.548 | -8.029.104 | 11,51 | 5,60 | Cost of Revenue |
| Laba Bruto | 2.253.321 | 1.546.821 | 1.865.288 | 2.231.931 | 1.941.744 | 45,67 | 20,70 | Gross Pro t |
| Beban Penjualan | (315.126) | -284.410 | -251.318 | -333.313 | -302.492 | 10,80 | 5,26 | Sales Expenses |
| Beban Umum dan Administrasi | (344.339) | -350.523 | -356.900 | -332.358 | -316.022 | -1,76 | -0,89 | General and Administrative Expenses |
| Pendapatan (Beban) Lainnya, Neto | 56.721 | 79.232 | 202.666 | -17.758 | 63.670 | -28,41 | -15,39 | Other Income (Expenses), Net |
| Laba Usaha | 1.650.577 | 991.120 | 1.459.736 | 1.548.485 | 1.323.230 | 66,54 | 29,05 | Operating Pro t |
| Pendapatan (Beban) Keuangan | -494.125 | -693.564 | -835.868 | -847.916 | -720.749 | -28,76 | -15,59 | Interest Income (Expense) |
| Bagian Laba dari Entitas Asosiasi | -6.892 | -11.827 | 11.503 | 5.381 | 9.886 | -41,73 | -23,66 | Share in Net Earnings of Associates |
| Laba sebelum Pajak | 1.149.560 | 285.729 | 635.371 | 705.950 | 676.037 | 302,33 | 100,58 | Pro t before Tax |
| Beban Pajak | -237.228 | 6.789 | -132.229 | -154.238 | -155.657 | -3.594,30 | N/A | Tax Expenses |
| Laba Tahun Berjalan | 912.332 | 292.518 | 503.142 | 551.712 | 520.380 | 211,89 | 76,60 | Pro t for the Year |
| Penghasilan Komprehensif Lain Tahun Berjalan | -91.998 | -108.877 | 286.849 | -53.768 | -88.918 | -15,50 | -8,08 | Other Comprehensive Income for the Year |
| Jumlah Penghasilan Komprehensif Tahun Berjalan | 820.334 | 183.641 | 789.991 | 497.944 | 431.462 | 346,71 | 111,35 | Total Comprehensive Income for the Year |
| LABA (RUGI) TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA: | | | | | | Profit for the Year Attributable to: | | |
| Pemilik Entitas Induk | 912.664 | 293.377 | 504.895 | 553.247 | 521.022 | 211,09 | 76,38 | Owner of Parent Entity |
| Kepentingan Non Pengendali | -332 | -859 | -1753 | -1.535 | -642 | -61,35 | -37,83 | Non-controlling Interest |
| Jumlah | 912.332 | 292.518 | 503.142 | 551.712 | 592.585 | 211,89 | 76,60 | Total |
| JUMLAH PENGHASILAN KOMPREHENSIF TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA : | | | | | | Total Comprehensive Income for the Year Attributable to: | | |
| Pemilik Entitas Induk | 820.666 | 184.500 | 791.744 | 499.479 | 432.104 | 344,81 | 110,90 | Owner of Parent Entity |

| Keterangan | 2021 | 2020 | 2019 | 2018 | 2017 | YOY 2020-2021 % | CAGR 2020-2021 % | Description |
|--|---------|---------|---------|---------|---------|-----------------------|------------------------|---|
| Kepentingan Non Pengendali | -332 | -859 | -1.753 | -1.535 | -642 | -61,35 | -37,83 | Non-controlling Interest |
| Jumlah Penghasilan Komprehensif Tahun Berjalan | 820.334 | 183.641 | 789.991 | 497.944 | 431.462 | 346,71 | 111,35 | Total Comprehensive Income for the Year |
| Laba per Saham (dalam rupiah penuh) | 157.356 | 50.582 | 87.051 | 130.850 | 123.229 | 211,09 | 76,38 | Earning per Share (in full rupiah) |

INFORMASI ARUS KAS

CASH FLOW INFORMATION

| Keterangan | 2021 | 2020 | 2019 | 2018 | 2017 | YOY 2020-2021 % | CAGR 2020-2021 % | Description |
|--|-------------|-------------|-------------|-----------|-----------|-----------------------|------------------------|---|
| Arus Kas dari Aktivitas Operasi | 2.442.729 | 2.046.061 | 2.034.407 | 1.764.258 | 1.602.529 | 19,39 | 9,26 | Cash Flows from Operating Activities |
| Arus Kas dari Aktivitas Investasi | (129.325) | (285.334) | (387.480) | (318.110) | (875.268) | -54,68 | -32,68 | Cash Flows from Investing Activities |
| Arus Kas dari Aktivitas Pendanaan | (1.889.515) | (2.758.139) | (1.668.879) | (794.468) | (83.108) | -31,49 | -17,23 | Cash From from Financing Activities |
| Kenaikan (Penurunan) Bersih Kas dan Setara Kas | 423.889 | (997.412) | (21.952) | 651.680 | 644.153 | -142,50 | N/A | Increase (Decrease) in Net Cash and Cash Equivalent |
| Dampak Perubahan Kurs Mata Uang Asing | 1.426 | 694 | (3.417) | (17.794) | (901) | 105,48 | 43,34 | Effect of Exchange Rate Changes on Cash and Cash Equivalent |
| Kas dan Setara Kas Awal Tahun | 1.005.702 | 2.002.420 | 2.027.789 | 1.393.903 | 750.661 | -49,78 | -29,13 | Cash and Cash equivalents at Beginning of the Year |
| Kas dan Setara Kas Akhir Tahun | 1.431.017 | 1.005.702 | 2.002.420 | 2.027.789 | 1.393.903 | 42,29 | 19,29 | Cash and Cash equivalents at end of the Year |

Informasi Keuangan Lainnya

Other Financial Information

| Keterangan | 2021 | 2020 | 2019 | 2018 | 2017 | YOY 2020-2021 % | CAGR 2020-2021 % | Description |
|--------------------|-----------|-----------|-------------|-------------|---------|-----------------------|------------------------|---------------------|
| Belanja Modal | 88.253 | 108.449 | 276.241 | 424.955 | 94.971 | -18,62 | -9,79 | Capital Expenditure |
| Modal Kerja Bersih | 1.537.524 | 2.255.888 | (1.699.460) | (1.398.697) | 735.837 | -31,84 | -17,44 | Net Working Capital |

RASIO KEUANGAN

FINANCIAL RATIO

| Keterangan | 2021 | 2020 | 2019 | 2018 | 2017 | YOY 2020-2021 % | CAGR 2020-2021 % | Description |
|--|--------|--------|-------|--------|--------|-----------------|------------------|------------------------------|
| Rasio Laba (Rugi) terhadap Jumlah Aset | 3,81 | 1,19 | 1,86 | 1,99 | 1,79 | 220,17 | 78,93 | Return on Assets (ROA) Ratio |
| Rasio Laba (Rugi) terhadap Pendapatan | 7,31 | 2,73 | 5,24 | 4,98 | 5,22 | 167,77 | 63,64 | Return on Revenue Ratio |
| Rasio Laba (Rugi) terhadap Liabilitas | 9,91 | 2,75 | 3,81 | 3,80 | 3,45 | -96,40 | -81,01 | Debt to Equity Ratio |
| Rasio Liabilitas terhadap Jumlah Aset | 38,47 | 43,40 | 48,77 | 52,28 | 51,71 | -11,36 | -5,85 | Debt to Asset Ratio |
| Rasio Liabilitas terhadap Ekuitas | 62,53 | 76,67 | 95,20 | 109,58 | 107,09 | -99,18 | -90,97 | Debt to Equity Ratio |
| Imbalan kepada Pemegang Saham (ROE) | 6,63 | 2,19 | 3,63 | 4,17 | 3,70 | 195,24 | 71,82 | Return on Equity (ROE) |
| Imbalan Investasi (ROI) | 10,58 | 8,09 | 8,79 | 8,73 | 7,20 | -40,42 | -22,81 | Return on Investment (ROI) |
| Rasio Kas | 50,00 | 44,42 | 24,78 | 24,84 | 19,66 | 12,55 | 6,09 | Cash Ratio |
| Rasio Lancar | 153,72 | 199,65 | 78,97 | 82,86 | 110,38 | -99,23 | -91,23 | Current Ratio |
| Collection Period (hari) | 4,56 | 34,57 | 48,19 | 20,75 | 20,51 | 86,81 | -71,41 | Collection Period (day) |
| Perputaran Persediaan (hari) | 38,67 | 51,58 | 74,78 | 35,35 | 51,54 | 20,20 | 9,64 | Inventory Turnover (day) |
| Perputaran Total Aset (TATO) | 52,56 | 44,51 | 38,18 | 43,62 | 38,5 | -98,83 | -89,17 | Total Asset Turnover (TATO) |
| Rasio Modal terhadap Total Aset (TMS) | 59,91 | 56,38 | 52,12 | 48,82 | 47,26 | -98,91 | -89,55 | Equity to Asset Ratio (TMS) |

IKHTISAR OPERASIONAL

OPERATIONAL HIGHLIGHTS

Volume Produksi

Production Volume

| Keterangan | 2021 | 2020 | 2019 | 2018 | 2017 | YOY 2020-2021 % | CAGR 2020-2021 % | Description |
|----------------------|-----------|-----------|-----------|-------------------------|-----------|-----------------|------------------|-----------------------|
| PRODUK UREA | | | | UREA PRODUCTS | | | | |
| Pabrik PUSRI-IB | 490.760 | 475.349 | 494.692 | 487.430 | 490.500 | 3,24 | 1,61 | PUSRI-IB Plant |
| Pabrik PUSRI-II | - | - | - | - | - | - | - | PUSRI-II Plant |
| Pabrik PUSRI-IIB | 927.347 | 966.868 | 978.337 | 920.990 | 815.010 | -4,09 | -2,07 | PUSRI-IIB Plant |
| Pabrik PUSRI-III | 290.538 | 265.353 | 377.720 | 419.505 | 446.720 | 9,49 | 4,64 | PUSRI-III Plant |
| Pabrik PUSRI-IV | 356.981 | 344.131 | 351.569 | 342.178 | 462.920 | 3,73 | 1,85 | PUSRI-IV Plant |
| Jumlah Produksi Urea | 2.065.626 | 2.051.701 | 2.202.318 | 2.170.103 | 2.215.150 | 0,68 | 0,34 | Total Urea Production |
| PRODUK AMONIA | | | | AMMONIA PRODUCTS | | | | |
| Pabrik PUSRI-IB | 372.160 | 360.448 | 350.862 | 396.920 | 413.190 | 3,25 | 1,61 | PUSRI-IB Plant |

| Keterangan | 2021 | 2020 | 2019 | 2018 | 2017 | YOY 2020-2021 % | CAGR 2020-2021 % | Description |
|------------------------|-----------|-----------|-----------|-----------|-----------|-----------------------|------------------------|--------------------------|
| Pabrik PUSRI-II | - | - | - | - | - | - | - | PUSRI-II Plant |
| Pabrik PUSRI-IIB | 687.638 | 699.191 | 688.719 | 611.870 | 693.550 | -1,65 | -0,83 | PUSRI-IIB Plant |
| Pabrik PUSRI-III | - | 162.426 | 326.457 | 364.051 | 304.820 | - | - | PUSRI-III Plant |
| Pabrik PUSRI-IV | 312.341 | 63.437 | 74.141 | 157.362 | 120.260 | 392,36 | 121,89 | PUSRI-IV Plant |
| Jumlah Produksi Amonia | 1.372.139 | 1.285.502 | 1.440.179 | 1.530.203 | 1.531.820 | 6,74 | 3,31 | Total Ammonia Production |
| PRODUK NPK | | | | | | | | NPK PRODUCTS |
| Pabrik NPK Fusion | 284.086 | 197.368 | 105.293 | 104.578 | 89.520 | 43,94 | 19,97 | NPK Fusion Plant |

* Pabrik PUSRI-II tidak lagi beroperasi sejak tahun 2017, digantikan oleh Pabrik PUSRI-IIB yang mulai beroperasi sejak tahun 2016 sebagai bagian dari peremajaan fasilitas produksi.

* The PUSRI-II Plant has ceased to operate since 2017, replaced by the PUSRI-IIB Plant which has been operating since 2016 as part of the rejuvenation of the production facilities.

* Pabrik PUSRI-III tidak lagi beroperasi sejak tahun 2021.

* The PUSRI-III Plant has ceased to operate since 2021.

Volume dan Nilai Penjualan

Sales Volume and Value

| Keterangan | 2021 | 2020 | 2019 | 2018 | 2017 | YOY 2020-2021 % | CAGR 2020-2021 % | Description |
|--|------------|------------|-----------|------------|-----------|-----------------------|------------------------|--|
| PRODUK PUPUK | | | | | | | | FERTILIZER PRODUCTS |
| VOLUME PENJUALAN PUPUK (ton) | | | | | | | | FERTILIZER SALES VOLUME (ton) |
| DOMESTIK-SUBSIDI | | | | | | | | Domestic-Subsidy |
| Urea | 1.282.988 | 1.206.381 | 1.134.297 | 1.278.162 | 1.321.371 | 6,35 | 3,13 | Urea |
| NPK | 224.209 | 107.362 | 72.153 | 93.155 | 88.377 | 108,83 | 44,51 | NPK |
| Organik | - | - | - | - | 31.168 | - | - | Organic |
| Jumlah Volume Penjualan Domestik Subsidi | 1.507.197 | 1.313.744 | 1.206.450 | 1.371.317 | 1.440.916 | 14,73 | 7,11 | Total Domestic Subsidy Sales Volume |
| DOMESTIK-NON SUBSIDI | | | | | | | | Domestic-Non-subsidy |
| Urea | 589.541 | 636.407 | 439.448 | 604.749 | 568.434 | -7,36 | -3,75 | Urea |
| • Kebun | 369.719 | 317.887 | 285.877 | 458.158 | 361.166 | 16,31 | 7,84 | • Plantation |
| • Industri dan Ritel | 219.822 | 318.520 | 153.571 | 146.591 | 207.268 | -30,99 | -16,93 | • Industry and Retail |
| Non Urea | 55.391 | 74.948 | 19.100 | 2.545 | 1.890 | -26,09 | -14,03 | Non Urea |
| Jumlah Volume Penjualan Domestik Non Subsidi | 644.931 | 711.355 | 458.548 | 607.294 | 570.324 | -9,34 | -4,78 | Total Domestic Non-subsidy Sales Volume |
| Ekspor (Urea) | 189.877 | 329.920 | 338.580 | 293.614 | 290.462 | -42,45 | -24,14 | Export (Urea) |
| Jumlah Volume Penjualan Pupuk | 2.342.005 | 2.355.019 | 2.003.577 | 2.272.225 | 2.301.702 | -0,55 | -0,28 | Total Fertilizer Sales Volume |
| NILAI PENJUALAN PUPUK (Rp Juta) | | | | | | | | FERTILIZER SALES VALUE (Rp million) |
| Pendapatan dari Penjualan | 6.643.652 | 5.960.765 | 4.853.336 | 5.528.220 | 4.787.484 | 11,46 | 5,57 | Sales Revenue |
| Pendapatan Subsidi | 4.748.654 | 4.394.534 | 4.315.748 | 4.606.682 | 4.331.229 | 8,06 | 3,97 | Subsidy Revenue |
| Jumlah Nilai Penjualan Pupuk | 11.392.306 | 10.355.299 | 9.169.084 | 10.134.902 | 9.108.713 | 10,01 | 4,89 | Total Fertilizer Sales Value |

| Keterangan | 2021 | 2020 | 2019 | 2018 | 2017 | YOY 2020-2021 % | CAGR 2020-2021 % | Description |
|----------------------------------|---------|---------|---------|---------|---------|---------------------------------------|------------------------|----------------------------|
| PRODUK AMONIA | | | | | | AMMONIA PRODUCTS | | |
| VOLUME PENJUALAN AMONIA (ton) | | | | | | AMMONIA SALES VOLUME (ton) | | |
| Domestik | 52.655 | 14.424 | 9.863 | 64.085 | 126.718 | 265,05 | 91,06 | Domestic |
| Ekspor | 79.183 | 48.245 | 79.361 | 105.010 | 77.268 | 64,13 | 28,11 | Eksport |
| Jumlah Nilai Penjualan Amonia | 131.839 | 62.669 | 89.224 | 169.095 | 203.986 | 110,37 | 45,04 | Total Ammonia Sales Volume |
| NILAI PENJUALAN AMONIA (Rp Juta) | | | | | | SELLING VALUE OF AMMONIA (Rp Million) | | |
| Domestik | 435.982 | 62.211 | 46.411 | 319.019 | 512.049 | 600,81 | 164,73 | Domestic |
| Ekspor | 553.381 | 191.067 | 308.489 | 500.841 | 263.935 | 189,63 | 70,18 | Eksport |
| Jumlah Nilai Penjualan Amonia | 989.363 | 253.278 | 354.900 | 819.861 | 775.984 | 290,62 | 97,64 | Total Ammonia Sales Value |

Penilaian Tingkat Kesehatan, Assessment Penerapan GCG, Skor Asesmen Kinerja Unggul berbasis BEF, dan Rating Perusahaan

Health Level Assessment, GCG Implementation Assessment, BEF-based Superior Performance Assessment Score, and Company Rating

| Keterangan | 2021 | 2020 | 2019 | 2018 | 2017 | Description |
|--|--------------------------------------|-----------------------------------|--------------------------------------|------------------------|--------------------------------------|---|
| PENILAIAN TINGKAT KESEHATAN PERUSAHAAN | | | | | | COMPANY'S SOUNDNESS LEVEL ASSESSMENT |
| Skor | 78,00 | 70.00 | 71.50 | 74.50 | 70.00 | Score |
| Kategori | "A" Sehat | "A" Sehat | "A" Sehat | "A" Sehat | "A" Sehat | Category |
| Assessment Penerapan GCG | 92,049 "Sangat Baik" | 93,53 "Sangat Baik" | 91,99 "Sangat Baik" | 91,20 "Sangat Baik" | 89,31 "Sangat Baik" | GCG Assessment |
| Skor Asesmen Kinerja Unggul berbasis BEF | 640,00 "Emerging Industry Leader" | 619 "Emerging Industry Leader" | 610,25 "Emerging Industry Leader" | * | 581,25 "Emerging Industry Leader" | BEF .-based Superior Performance Assessment Score |

* Tidak dilaksanakan

* Not implemented

IKHTISAR SAHAM

Hingga berakhirnya tahun buku 2021, PT Pupuk Sriwidjaja Palembang tidak memperdagangkan sahamnya kepada publik sehingga bukan merupakan perusahaan publik. Dengan demikian, tidak ada informasi terkait dengan harga dan kinerja saham yang dapat disampaikan. Adapun jumlah saham PT Pupuk Sriwidjaja Palembang sebanyak 5.800.000 lembar saham, dengan kepemilikan PT Pupuk Indonesia (Persero) sebesar 99,9998% dan Yayasan Kesejahteraan Karyawan PT Pusri sebesar 0,0002%.

STOCK OVERVIEW

Until the end of the 2021 financial year, PT Pupuk Sriwidjaja Palembang does not trade its shares to the public so it is not a public company. Thus, there is no information related to the price and performance of shares that can be conveyed. The number of shares of PT Pupuk Sriwidjaja Palembang is 5,800,000 shares, with ownership of PT Pupuk Indonesia (Persero) of 99,9998% and PT Pusri's Employee Welfare Foundation of 0,0002%.

AKSI KORPORASI

Pada tahun 2021 Perusahaan tidak melakukan aksi korporasi.

IKHTISAR EFEK LAINNYA

Hingga 31 Desember 2021, PT Pupuk Sriwidjaja Palembang tidak melakukan pencatatan obligasi, sukuk atau obligasi konversi, maupun pencatatan efek lainnya. Dengan demikian, tidak terdapat informasi terkait jumlah obligasi/sukuk/obligasi konversi yang beredar (outstanding), tingkat bunga/imbalan, tanggal jatuh tempo, peringkat obligasi/sukuk.

SUMBER PENDANAAN LAINNYA

Sumber pendanaan PUSRI hanya berasal dari pinjaman dan ekuitas atau modal sendiri. Kendati begitu, dalam menjalankan usahanya sebagai produsen pupuk, PUSRI dan kelompok usaha PT Pupuk Indonesia (Persero) mendapatkan penugasan Pemerintah Indonesia atau Public Service Obligation (PSO) untuk melakukan pengadaan dan penyaluran pupuk sampai ke tangan Petani.

PT Pupuk Indonesia (Persero) menerima penugasan dari Pemerintah mengenai pengadaan dan pendistribusian pupuk PSO melalui Peraturan Menteri Perdagangan Republik Indonesia No. 15/M-DAG/PER/4/2013 tanggal 1 April 2013 tentang Pengadaan dan Penyaluran Pupuk Bersubsidi untuk Sektor Pertanian.

Dengan adanya penugasan tersebut, PUSRI mendapatkan subsidi pupuk dari Pemerintah Indonesia yang diakui sebagai pendapatan atas dasar akrual yang dihitung berdasarkan ketentuan Peraturan Menteri Keuangan Republik Indonesia.

CORPORATE ACTION

In 2021 the Company will not take any corporate action.

OTHER EFFECTS OVERVIEW

Until December 31, 2021, PT Pupuk Sriwidjaja Palembang did not record bonds, sukuk or convertible bonds, or record other securities. Thus, there is no information regarding the number of outstanding bonds/sukuk/convertible bonds, interest/yield rates, maturity dates, ratings of bonds/sukuk..

OTHER FUNDING SOURCES

PUSRI's sources of funding only come from loans and equity or own capital. However, in carrying out their business as fertilizer producers, PUSRI and the PT Pupuk Indonesia (Persero) business group received an assignment from the Government of Indonesia or the Public Service Obligation (PSO) to procure and distribute fertilizer to farmers.

PT Pupuk Indonesia (Persero) received an assignment from the Government regarding the procurement and distribution of PSO fertilizer through the Regulation of the Minister of Trade of the Republic of Indonesia No. 15/M-DAG/PER/4/2013 dated April 1, 2013 concerning the Procurement and Distribution of Subsidized Fertilizers for the Agricultural Sector.

With this assignment, PUSRI gets a fertilizer subsidy from the Government of Indonesia which is recognized as income on an accrual basis which is calculated based on the provisions of the Regulation of the Minister of Finance of the Republic of Indonesia..

| Keterangan | 2021 | 2020 | 2019 | 2018 | 2017 | YOY 2020-2021 % | CAGR 2020-2021 % | Description |
|---|-----------|-----------|-----------|-----------|-----------|-----------------------|------------------------|--|
| Nilai Subsidi Pemerintah Indonesia atas Produk Pupuk Bersubsidi PUSRI | 4.748.654 | 4.394.534 | 4.315.748 | 4.606.682 | 4.321.229 | 8,09 | 3,97 | The Indonesian Government's Subsidy on PUSRI's Subsidized Fertilizer |



LAPORAN MANAJEMEN

Management Report







LAPORAN DEWAN KOMISARIS

REPORT FROM THE BOARD OF COMMISSIONERS

IMAM APRIYANTO PUTRO
Komisaris Utama
President Commissioner





Kinerja keuangan PUSRI tahun 2021 menunjukkan peningkatan yang sangat baik dibandingkan tahun sebelumnya. Pada tahun 2021 PUSRI berhasil membukukan Laba Bersih sebesar Rp912,33 miliar, jumlah tersebut mengalami peningkatan sebesar 211,89%, dibandingkan Laba Bersih tahun sebelumnya sebesar Rp292,52 miliar.

PUSRI's financial performance in 2021 showed a very good improvement compared to the previous year. In 2021 PUSRI managed to record a Net Profit of Rp.912.33 billion, this number increased by 211.89%, compared to the previous year's Net Profit of Rp.292.52 billion.

Pemegang Saham dan Para Pemangku Kepentingan yang Terhormat,

Izinkan kami mengawali laporan ini dengan mengucapkan syukur kepada Tuhan Yang Maha Esa, PT Pupuk Sriwidjaja Palembang (PUSRI) dapat melewati tahun yang dinamis ini dan mencatat kinerja yang cukup baik bila mengingat berbagai tantangan yang mewarnai perjalanan usaha Perusahaan di sepanjang tahun 2021.

Selanjutnya, perkenankan kami selaku Dewan Komisaris untuk menyampaikan pokok-pokok Laporan Pengawasan terhadap operasional PUSRI pada tahun buku 2021 yang merupakan bagian dari tugas dan tanggung jawab Pengawasan dan Pemberian Nasehat kepada Direksi berdasarkan Pasal 108 Undang-undang Republik Indonesia Nomor 40 Tahun 2007 tentang Perseroan Terbatas, dan Pasal 31 Undang-undang Republik Indonesia Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara (BUMN).

Our Esteemed Shareholder and Stakeholders,

Allow us to begin this report by expressing our praise and gratitude to Almighty God, PT Pupuk Sriwidjaja Palembang (PUSRI) managed to close this dynamic year and achieve a good performance considering the various challenges that characterize the Company's business journey throughout 2021.

Furthermore, on behalf of the Board of Commissioners, allow us to present key points of the Supervision Report on PUSRI operations in fiscal year 2021 which is part of the duties and responsibilities of Supervision and Providing Advisory to the Board of Directors based on Article 108 of the Law of the Republic of Indonesia Number 40 of 2007 concerning Limited Liability Companies, and Article 31 of the Law of the Republic of Indonesia Number 19 of 2003 concerning State-Owned Enterprises (BUMN).



Penilaian Atas Kinerja Direksi

Dewan Komisaris sangat menyadari, tantangan yang dihadapi Perusahaan sepanjang 2021 tidaklah ringan, terutama tantangan akibat Pandemi COVID-19, tantangan tersebut tidak hanya berimplikasi pada pencapaian target Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2021, tapi juga dalam rangka mewujudkan Rencana Jangka Panjang Perusahaan.

Meskipun demikian, di tengah kondisi tersebut, PUSRI dapat membukukan kinerja operasional dan keuangan yang sangat baik. Penyelarasan program kerja manajemen dalam upaya mencapai PUSRI maju 2025 yang telah menunjukkan kemajuan yang sangat berarti sesuai dengan Rencana Jangka Panjang Perusahaan.

Dewan Komisaris memandang bahwa upaya yang telah dilakukan Direksi tersebut merupakan bagian penting dalam Rencana Jangka Panjang Perusahaan mengingat kebutuhan pupuk akan terus mengalami peningkatan pada tahun-tahun mendatang.

Disamping itu, kinerja keuangan PUSRI tahun 2021 juga menunjukkan peningkatan yang sangat baik dibandingkan tahun sebelumnya. Pada tahun 2021 PUSRI berhasil membukukan Laba Bersih sebesar Rp912,33 miliar, jumlah tersebut mengalami peningkatan sebesar 211,89%, dibandingkan Laba Bersih tahun sebelumnya sebesar Rp292,52 miliar.

Sementara itu, tingkat kesehatan PUSRI mendapat skor 78,00 masuk pada golongan Perusahaan BUMN yang SEHAT, kategori "A".

Kinerja operasional dan keuangan Perusahaan yang baik sepanjang 2021, Dewan Komisaris memberikan apresiasi yang tinggi atas kinerja Direksi dan jajarannya dalam mengelola Perusahaan pada tahun buku 2021.

Board of Directors Performance Evaluation

The Board of Commissioners is fully aware that the challenges involving the Company throughout 2021 were uneasy, especially challenges due to the COVID-19 Pandemic, these challenges not only have implications for achieving the target of the Company's Work Plan and Budget (RKAP) in 2021, thus, also in realizing the Company's Long-Term Plan.

However, in the midst of these conditions, PUSRI was able to record excellent operational and financial performance. Alignment of management work programs in an effort to achieve PUSRI advanced 2025 which has shown significant progress in accordance with the Company's Long Term Plan.

The Board of Commissioners views that the efforts made by the Board of Directors are important part of the Company's Long Term Plan considering that the demand for fertilizers will continue to increase in the coming years.

In addition, PUSRI's financial performance in 2021 also showed a very good growth compared to the previous year. In 2021 PUSRI managed to record a Net Profit of Rp912.33 billion, this figure increased by 211.89%, compared to Rp292.52 billion in the previous year's Net Profit.

Meanwhile, PUSRI's soundness level scored 78.00, included in the HEALTHY SOE Company category, category AA.

The Company's good operational and financial performance throughout 2021, the Board of Commissioners gave high appreciation for the performance of the Board of Directors and staff in managing the Company in the fiscal year 2021.

Pengawasan Implementasi Strategi

Dewan Komisaris melakukan pengawasan aktif terhadap implementasi strategi yang telah ditetapkan Direksi. Pengawasan yang dilakukan Dewan Komisaris dilakukan dengan memantau kinerja dan pencapaian Perusahaan sepanjang tahun 2021.

Dalam setiap kesempatan rapat gabungan, Dewan Komisaris selalu meminta penjelasan Direksi terkait progres dari rencana anggaran, kendala yang dihadapi Direksi dan langkah yang ditempuh untuk menghadapi kendala tersebut. Selain itu, Dewan Komisaris juga melakukan pengawasan secara langsung dengan meninjau unit-unit usaha yang dimiliki Perseroan.

Sepanjang 2021, Dewan Komisaris menilai Direksi telah mengaplikasikan strategi usaha yang tepat dan sesuai dengan yang telah ditetapkan dalam rencana Perusahaan.

Dewan Komisaris PUSRI memberikan arahan strategis guna mendorong pencapaian kinerja Perusahaan sesuai dengan KPI Tahun 2021. Dewan Komisaris telah menyampaikan arahan terkait dengan implementasi rencana dan kebijakan Perusahaan untuk tahun 2021 sebagaimana tercantum dalam Rencana Kerja dan Anggaran (RKA) Dewan Komisaris Tahun 2021.

Pandangan Atas Prospek Usaha Perseroan

Laju pertumbuhan ekonomi nasional telah menunjukkan kecenderungan yang membaik pada tahun 2021. Upaya yang konsisten yang ditunjukkan Pemerintah untuk terus mendorong sektor infrastruktur dan pertanian sebagai penggerak roda perekonomian nasional akan semakin memberikan dampak yang positif terhadap pertumbuhan ekonomi nasional.

Supervision of Strategy Implementation

The Board of Commissioners performs active supervision on the implementation of strategies that have been determined by the Board of Directors. Supervision carried out by the Board of Commissioners implemented by monitoring the performance and achievements of the Company throughout 2021.

In every joint meeting opportunity, the Board of Commissioners always asks for the Board of Directors explanation regarding the budget plan progres, the obstacles faced by the Board of Directors and the steps taken to overcome the issues. In addition, the Board of Commissioners also conducts direct supervision by reviewing the business units owned by the Company.

Throughout 2021 the Board of Commissioners assesses that the Board of Directors has applied the right business strategy and consistent to provisions as set in the Company's plan.

The Board of Commissioners of PUSRI provides strategic directions to encourage the achievement of the Company's performance in accordance with the 2021 KPI. The Board of Commissioners has conveyed directions related to the implementation of the Company's plans and policies for 2021 as stated in the 2021 Work Plan and Budget (RKA) of the Board of Commissioners.

Opinion on the Company's Business Prospects

The pace of national economic growth has shown an improving trend in 2021. Consistent efforts shown by the Government to continue to encourage the infrastructure and agriculture sectors as the driving force of the national economy will increasingly have a positive impact on national economic growth.



Dewan Komisaris sangat optimis bahwa perekonomian Indonesia tahun 2022 akan mengalami peningkatan dibandingkan tahun 2021. Peningkatan pertumbuhan ekonomi akan berdampak pada meningkatnya daya beli masyarakat, yang berarti peluang bagi PUSRI untuk semakin mengembangkan bisnisnya.

Penilaian Penerapan Prinsip Tata Kelola Perusahaan dan Whistleblowing System

Dewan Komisaris memandang penerapan tata Kelola Perusahaan yang baik (Good Corporate Governance/ GCG) di lingkungan PUSRI telah mencapai sejumlah kemajuan yang berarti. Direksi telah menjalankan strategi pengembangan usaha dengan mengedepankan prinsip kehati-hatian dan berlandaskan pada prinsip GCG, yaitu transparansi, akuntabilitas, tanggung jawab, independensi, keadilan dan kesetaraan.

Kemajuan penerapan GCG juga dapat dilihat dari hasil assessment GCG yang dilakukan pada tahun 2021, dimana PUSRI berhasil memperoleh skor 92,049, pencapaian hasil asesmen tersebut menunjukkan bahwa Direksi dan jajaran di bawahnya responsif dan penuh tanggung jawab dalam melaksanakan rekomendasi asesmen GCG tahun sebelumnya. Sikap tersebut sudah sepatutnya dipertahankan guna menjawab rekomendasi asesmen GCG tahun 2021, dimana Dewan Komisaris akan terus memantau pelaksanaannya.

Dewan Komisaris juga mengapresiasi langkah yang dilakukan Direksi untuk terus mensosialisasikan penerapan sistem Pelaporan Pelanggaran (Whistleblowing System) sebagai upaya pencegahan terhadap fraud. Dewan Komisaris memandang bahwa Whistleblowing System merupakan media yang sangat efektif dalam upaya mencegah terjadinya

The Board of Commissioners has a very optimistic view that the Indonesian economy in 2022 will increase compared to 2021. Increased economic growth will have an impact on increasing people's purchasing power, which means an opportunity for PUSRI to develop our business further.

Evaluation of the Principles of Good Corporate Governance and Whistleblowing System Implementation

The Board of Commissioners views that the implementation of Good Corporate Governance (GCG) within PUSRI has achieved number of significant progress. The Board of Directors has implemented a business development strategy by prioritizing the principle of prudence and based on the principles of GCG, namely transparency, accountability, responsibility, independenye, fairness, and equality.

The progress of GCG implementation can also be seen from the results of the GCG assessment carried out in 2021, where PUSRI managed to obtain a 92.049 score, the achievement of the assessment results shows that the Board of Directors and the associates under them are responsive and full of responsibility in implementing the recommendations of the previous year's GCG assessment. This attitude should be maintained to answer the recommendations for the 2021 GCG assessment, where the Board of Commissioners will continue to monitor its implementation.

The Board of Commissioners also appreciates the steps taken by the Board of Directors to continue to socialize the implementation of the Whistleblowing System as an effort to prevent fraud. The Board of Commissioners views that the Whistleblowing System is a very effective medium i to prevent fraud because it involves all levels within the Company. as a form of

fraud karena melibatkan seluruh jajaran di internal Perseroan. Sebagai bentuk dukungan terhadap penerapan Whistleblowing System, Dewan Komisaris melalui Komite Audit secara berkala melakukan pemantauan terhadap laporan yang masuk melalui mekanisme tersebut beserta tindak lanjutnya.

Dewan Komisaris meminta Direksi untuk memperkuat pelaksanaan Whistleblowing System yang terbukti efektif untuk mencegah terjadinya fraud di tahun-tahun mendatang.

Penilaian Kinerja Komite di Bawah Dewan Komisaris

Dalam menjalankan fungsi, tugas dan tanggungjawabnya, Dewan Komisaris dibantu oleh Komite yang berada di bawah pengawasannya yaitu Komite Audit, Komite Investasi dan Manajemen Risiko serta Komite Nominasi dan Remunerasi. Pada 2021, Dewan Komisaris menilai komite-komite yang dipimpin oleh Dewan Komisaris tersebut telah menjalankan tugas dan tanggung jawabnya dengan baik dengan memberikan masukan kepada Dewan Komisaris terkait bidang yang menjadi tanggungjawabnya.

Sepanjang 2021, Komite Audit telah memberikan rekomendasi kepada Dewan Komisaris terkait evaluasi atas Kantor Akuntan Publik yang telah mengaudit Perusahaan tahun buku 2020 dan rekomendasi atas Kantor Akuntan Publik yang akan mengaudit Perusahaan yang akan mengaudit tahun buku 2022. Selain itu, Komite Audit juga telah memberi masukan dan rekomendasi terkait temuan-temuan audit yang dilakukan oleh Satuan Pengawasan Internal.

Komite Investasi dan Manajemen Risiko juga telah membantu Dewan Komisaris dalam memberikan rekomendasi terkait analisa risiko korporat dan profil risiko korporat yang dihadapi Perusahaan.

support for the implementation of the Whistleblowing System, the Board of Commissioners through the audit committee periodically monitors reports that come in through the mechanism and the follow-up plans.

The Board of Commissioners require the Board of Directors to strengthen the implementation of the Whistleblowing System which has proven effective in preventing fraud in the upcoming years..

Performance Assessment of Committees Under the Board of Commissioners

In carrying out its functions, duties and responsibilities, the Board of Commissioners is assisted by the Committees under its supervision, namely the Audit Committee, Investment and Risk Management Committee and the Nomination and Remuneration Committee. In 2021, the Board of Commissioners assesses that the committees led by the Commissioner have carried out their duties and responsibilities well by providing input to the Board of Commissioners regarding the areas under their responsibility.

Throughout 2021, the Audit committee has provided recommendations to the Board of Commissioners regarding the evaluation of Public Accounting Firms that have audited the company for the 2020 financial year and recommendations for the public accounting firm that will audit the companies that will audit the 2022 financial year. In addition, the Audit committee has also provided input. and recommendations regarding audit findings conducted by the Internal Audit Unit.

The Investment and Risk Management Committee has also assisted the Board of Commissioners in providing recommendations regarding the analysis of corporate risk and the corporate risk profile faced by the Company.



Penilaian kinerja yang dilakukan Dewan Komisaris dilakukan berdasarkan realisasi dan penyelesaian program kerja yang tercantum dalam Rencana Kerja dan Anggaran Komite. Hasil penilaian tersebut menjadi bahan pertimbangan bagi Dewan Komisaris Perusahaan untuk mengangkat kembali dan/atau memberhentikan anggota Komite untuk periode jabatan berikutnya.

Perubahan Komposisi Dewan Komisaris

Pertama, pada RUPS LB tanggal 16 Februari 2021. Pada kesempatan itu, Pemegang Saham memutuskan untuk memberhentikan Hartono Laras dari jajaran Dewan Komisaris dan mengangkat Setya Utama sebagai Komisaris baru menggantikan Hartono Laras.

Kedua, pada RUPS LB tanggal 12 Juni 2021, Pemegang Saham memutuskan untuk mengangkat Sally Salamah sebagai Komisaris menggantikan M. Najib Matjan yang telah berakhir masa jabatannya pada 20 April 2021.

Ketiga, pada RUPS LB tanggal 27 Desember 2021, Pemegang Saham memutuskan untuk memberhentikan Sarwo Edhy dari jajaran Dewan Komisaris dan mengangkat Ali Jamil sebagai Komisaris baru menggantikan Sarwo Edhy.

Dengan demikian hingga berakhirnya tahun 2021, komposisi Dewan Komisaris adalah sebagai berikut :

| | |
|----------------------|-------------------------------|
| Komisaris Utama | : Imam Apriyanto Putro |
| Komisaris | : Setya Utama |
| Komisaris | : Ali Jamil |
| Komisaris | : Prahoro Yulijanto Nurtjahyo |
| Komisaris | : Sally Salamah |
| Komisaris Independen | : Bambang Supriyambodo |

Performance appraisal carried out by the Board of Commissioners is based on the realization and completion of the work program listed in the Committee's Work Plan and Budget. The results of the assessment are taken into consideration for the Company's Board of Commissioners to reappoint and/or dismiss members of the Committee for the next term of office.

Changes in the Board of Commissioners Composition

First, at the EGMS on February 16, 2021. On that occasion, the Shareholders decided to dismiss Hartono Laras from the Board of Commissioners and appointed Setya Utama as the new Commissioner to replace Hartono Laras.

Second, at the EGMS on 12 June 2021, the Shareholders decided to appoint Sally Salamah as Commissioner to replace M. Najib Matjan whose term of office ended on 20 April 2021.

Third, at the EGMS on 27 December 2021, the Shareholders decided to dismiss Sarwo Edhy from the Board of Commissioners and appointed Ali Jamil as the new Commissioner to replace Sarwo Edhy.

Thus, until the end of 2021, the composition of the Board of Commissioners is as follows:

| | |
|--------------------------|-------------------------------|
| President Commissioner | : Imam Apriyanto Putro |
| Commissioner | : Setya Utama |
| Commissioner | : Ali Jamil |
| Commissioner | : Prahoro Yulijanto Nurtjahyo |
| Commissioner | : Sally Salamah |
| Independent Commissioner | : Bambang Supriyambodo |

Apresiasi

Kinerja yang baik sepanjang tahun 2021 tidak akan tercapai tanpa kerja keras, dedikasi, komitmen dan kontribusi yang telah dicurahkan Direksi, jajaran Manajemen dan seluruh karyawan, serta tentunya berkat kepercayaan dan dukungan penuh seluruh pemegang saham maupun pemangku kepentingan lainnya. Karenanya, pada kesempatan ini atas nama Dewan Komisaris, kami menyampaikan terima kasih dan apresiasi yang mendalam kepada seluruh pihak.

Akhir kata, semoga prestasi yang telah ditorehkan di tahun ini semakin mendorong kita untuk berusaha lebih keras pada tahun 2022 dan semoga PUSRI dapat melalui tantangan demi tantangan usaha yang dihadapi.

Appreciation

Good performance throughout 2021 was contributed from hard work, dedication, commitment and contributions given by the Board of Directors, Management and all employees, and of course thanks to the full trust and support of all shareholders and other stakeholders. Therefore, on behalf of the Board of Commissioners, we would like to express our utmost gratitude and appreciation to everyone.

Finally, may this year's achievements will encourage us to put harder effort in 2022 and hopefully PUSRI can overcome the coming business challenges.

Palembang, 27 Mei 2022
Palembang, 27 May 2022

Atas Nama Dewan Komisaris
On behalf of the Board of Commissioners



Imam Apriyanto Putro

Komisaris Utama

President Commissioner



SETYA UTAMA
Komisaris
Commissioner

**BAMBANG
SUPRIAMBODO**
Komisaris
Independen
Independent
Commissioner

**IMAM APRIYANTO
PUTRO**
Komisaris Utama
President Commissioner



**PRAHORO
YULIJANTO
NURTJAHYO**
Komisaris
Commissioner

SALLY SALAMAH
Komisaris
Commissioner

Ali Jamil
Komisaris
Commissioner



LAPORAN DIREKSI

REPORT FROM THE BOARD OF DIRECTORS

TRI WAHYUDI SALEH
Direktur Utama
President Director





Membayaknya kinerja perekonomian selama tahun 2021 memberikan dampak yang cukup besar terhadap kinerja PUSRI. Hal ini tercermin dari kinerja operasional Perusahaan tahun 2021 yang mengalami peningkatan dibandingkan tahun sebelumnya. Hingga 31 Desember 2021, produksi pupuk PUSRI sebanyak 2.349.712 ton, meningkat 4% dari realisasi tahun 2020 yang sebesar 2.249.069 ton.

The improving economic performance during 2021 will have a significant impact on PUSRI's performance. This is reflected in the Company's operational performance in 2021 which has increased compared to the previous year. Until December 31, 2021, PUSRI's fertilizer production was 2,349,712 tons, an increase of 4% from the realization in 2020 which was 2,249,069 tons.

Pemegang Saham dan Para Pemangku Kepentingan yang Terhormat,

Atas nama Direksi PT Pupuk Sriwidjaja (PUSRI), izinkan kami terlebih dahulu memanjatkan puji dan syukur kepada Tuhan Yang Maha Esa atas limpahan nikmat dan karunia-Nya kepada kita semua. Selanjutnya, kami sampaikan laporan pertanggung jawaban Direksi atas pengelolaan Perusahaan untuk tahun buku yang berakhir pada 31 Desember 2021 beserta Laporan Keuangan Konsolidasian yang telah diaudit oleh Kantor Akuntan Publik **Tanudiredja, Wibisana, Rintis & Rekan** dan mendapat opini Wajar dalam semua hal yang material. Laporan ini juga merupakan salah satu bentuk penerapan prinsip Tata Kelola Perusahaan yang Baik yang telah menjadi ruh di Perusahaan.

Sekilas Kondisi Ekonomi Tahun 2021

Dalam rangka mendorong ekonomi, Pemerintah Indonesia telah memformulasikan berbagai kebijakan, dengan mengoptimalkan pemanfaatan APBN dan kebijakan fiskal sebagai kunci untuk mendorong momentum pemulihan berkelanjutan dimana sebelumnya sempat terkoreksi akibat pandemi COVID-19.

Esteemed Shareholder and Stakeholders,

On behalf of the Board of Directors of PT Pupuk Sriwidjaja (PUSRI), first, allow us to express our praise and gratitude upon rhw presence of Almighty God for His mercy and grace. Furthermore, we woud present the report on accountability of the Board of Directors for the Company's management for the fiscal year ended on December 31, 2021 along with the Consolidated Financial Statements which have been audited by the Public Accounting Firm of Tanudiredja, Wibisana, Rintis & Partners and obtained a Fair opinion in all material respects. This report is also a form of application of the principles of Good Corporate Governance as spirit of the Company.

2021 Economic Condition at a Glance

The Indonesian Government has formulated various policies to stimulate the economy, including by optimizing the use of State Budget and fiscal policy as the key to boosting momentum for a sustainable recovery which was previously corrected due to the Covid-19 pandemic.



Upaya pengendalian pandemi Covid-19 yang dilakukan Pemerintah bersama seluruh *stakeholders*, termasuk semua masyarakat Indonesia, telah berhasil mendongkrak pertumbuhan perekonomian nasional sebesar 3,69% (yoy) di 2021. Dengan angka pertumbuhan tersebut, PDB per kapita Indonesia meningkat menjadi Rp62,2 juta (atau setara dengan US\$4.349,5), lebih tinggi dari PDB per kapita sebelum pandemi yang sebesar Rp59,3 juta di 2019.

Pencapaian tersebut juga akan membawa Indonesia masuk kembali dalam klasifikasi negara berpenghasilan menengah atas (*upper middle-income country*). Posisi ini merupakan fondasi awal yang sangat baik untuk mendorong pemulihan ekonomi dan reformasi struktural agar mampu keluar dari jebakan kelas menengah (*middle-income trap*).

Bangkitnya kepercayaan masyarakat untuk mengonsumsi barang ataupun jasa, telah mendorong pemulihan permintaan domestik serta menyebabkan peningkatan produksi sebagai respon dari dunia usaha. Sepanjang 2021, PMTB (investasi) yang tumbuh sebesar 3,80% (yoy) telah menjadi sumber pertumbuhan tertinggi dari sisi pengeluaran. Sedangkan industri pengolahan yang menjadi sumber pertumbuhan tertinggi dari sisi produksi, berhasil tumbuh sebesar 3,39% (yoy).

Perbaikan ekonomi Indonesia telah terlihat dari pertumbuhan positif sejak Triwulan II hingga Triwulan IV 2021, meskipun sedikit mengalami koreksi di Triwulan III karena kemunculan varian Delta. "Setelah terkendalnya varian Delta dan meningkatnya aktivitas ekonomi masyarakat, ekonomi Indonesia berhasil melanjutkan pertumbuhan positif di Triwulan IV-2021 sebesar 5,02% (yoy) (Kementerian Perekonomian Indonesia).

Dalam industri pupuk, dampak pandemi Covid-19 pada tahun 2020 mengakibatkan penurunan secara signifikan terhadap harga amonia dan urea. Namun pemulihan harga berangsur menguat kembali bahkan sejak Januari 2021, dimana harga amonia meningkat

The Covid-19 pandemic controlling measures carried out by the Government altogether with all stakeholders, including all of Indonesian people, have successfully boosted national economic growth by 3.69% (yoy) in 2021. With this growth pace, Indonesia's GDP per capita increased to Rp. 62.2 million. (or equivalent to US\$4,349.5), higher than the pre-pandemic GDP per capita of Rp59.3 million in 2019.

That achievement will also bring Indonesia back into the upper middle-income countries classification. This position is an excellent initial foundation to push for economic recovery and structural reforms to be able to overcome the middle-income trap.

The rise of public confidence in consuming goods or services has driven recovery of domestic demand and led to an increase in production as a response from the business world. Throughout 2021, PMTB (investment) which grew by 3.80% (yoy) has become the highest source of growth in terms of expenditure. Meanwhile, the manufacturing industry, as source of the highest growth in terms of production, managed to grow by 3.39% (yoy).

Indonesia's economic recovery was indicated from positive growth since 2nd to 4th Quarter of 2021, despite experienced a slight correction in Quarter III due to the emergence of the Delta variant. "After controlling the Delta variant and increasing community economic activity, the Indonesian economy managed to maintain the positive growth in the 4th Quarter of 2021 at 5.02% (yoy) (Indonesian Ministry of Economy).

In the fertilizer industry, the impact of the Covid-19 pandemic in 2020 resulted in a significant decline in ammonia and urea prices. However, the price recovery has gradually strengthened again even since January 2021, where ammonia prices rose sharply. The increase

secara tajam. Kenaikan harga amonia didorong oleh hambatan pasokan dan peningkatan permintaan di pasar global. Harga urea juga mengalami peningkatan signifikan walaupun penyebaran covid-19 masih terus berlangsung dan masih berisiko tinggi.

Kebijakan Strategis 2021

Untuk mengantisipasi tantangan yang ada, manajemen mengambil kebijakan-kebijakan strategis, diantaranya melakukan transformasi dengan penataan proses bisnis. Terkait dengan hal itu, pada tahun 2021, Perusahaan telah melakukan program efisiensi, yang antara lain direalisasikan melalui upgrading fasilitas shipping in/out di dermaga existing, implementasi konsep energy mix dengan mengoptimalkan operasional STG Batu Bara dan pabrik P-IIIB, digitalisasi proses bisnis melalui tahap lanjutan pengembangan Digital Plant Fertilizer, pengembangan electronic Pusri Agro Solution (e-PAS) dan pengembangan aplikasi non SAP untuk menunjang kelancaran, efektivitas serta efisiensi proses bisnis.

Selain itu, Perusahaan mulai melaksanakan program revitalisasi pabrik Amonia-Urea existing secara bertahap. Hal itu dilakukan untuk meningkatkan efisiensi dan meningkatkan daya saing produk dengan melaksanakan persiapan pembangunan pabrik PUSRI-IIIIB di alternatif lokasi yang lebih fleksibel untuk shipping in/out.

Perusahaan juga berupaya melakukan diversifikasi produk dengan mendorong percepatan penyelesaian pabrik pupuk NPK Fusion II dan mengoperasikan pabrik NPK Fusion II dengan rate maksimal untuk memenuhi kebutuhan konsumen. Pada tahun 2020, untuk menambah lini produk, Perusahaan membangun pabrik NPK Compact di Lampung, mengoptimalkan pilot plant Pupuk Hayati dan Pupuk Mikro, riset produk agrokimia prospektif sektor perkebunan serta melakukan studi bisnis oleokimia dan metanol.

in ammonia prices was driven by supply constraints and increased demand in the global market. The price of urea also experienced a significant increase even though the spread of Covid-19 was still ongoing and there was still a high risk.

2021 Strategic Policy

To anticipate the existing challenges, management takes strategic policies, including transforming by structuring business processes. Related to this, in 2021, the Company has implemented an efficiency program, which is realized through upgrading shipping in/out facilities at existing docks, implementing the energy mix concept by optimizing the operations of STG Batu Bara and the P-IIIB factory, digitizing business processes through advanced stages of Digital Plant Fertilizer development, development of electronic Pusri Agro Solution (e-PAS) and development of non-SAP applications to support the smoothness, effectiveness and efficiency of business processes.

In addition, the Company has started to implement a program to revitalize the existing Ammonia-Urea plant in stages. This was done to increase efficiency and increase product competitiveness by carrying out preparations for the construction of the PUSRI-IIIIB factory in alternative locations that are more flexible for shipping in/out.

The company also seeks to diversify its products by encouraging the acceleration of completion of the NPK Fusion II fertilizer plant and operating the NPK Fusion II plant at a maximum rate to meet consumer needs. In 2020, to add product lines, the Company built an NPK Compact plant in Lampung, optimized the pilot plant for Biological Fertilizers and Micro Fertilizers, researched prospective agrochemical products in the plantation sector and conducted business studies on oleochemicals and methanol.



Di level internal, Perusahaan berkomitmen membangun transformasi korporasi melalui program transformasi budaya, implementasi Human Capital Management System (HCMS) secara komprehensif dan implementasi sistem manajemen pada lini Perusahaan untuk mewujudkan tahapan Perusahaan unggul tingkat Asia dan jaya di tahun 2030.

Kinerja Operasional

Membaiknya kinerja perekonomian selama tahun 2021 memberikan dampak yang cukup besar terhadap kinerja PUSRI. Hal ini tercermin dari kinerja operasional Perusahaan tahun 2021 yang mengalami peningkatan dibandingkan tahun sebelumnya.

Hingga 31 Desember 2021, produksi pupuk PUSRI sebanyak 2.349.712 ton, meningkat 4% dari realisasi tahun 2020 yang sebesar 2.249.069 ton. Peningkatan itu, terutama disebabkan oleh on stream days pabrik yang lebih baik. Sedangkan Produksi urea sepanjang tahun buku tercatat 2.065.626 ton, naik 1% dari realisasi produksi tahun 2020 yang sebesar 2.051.701 ton. Sedangkan produksi NPK meningkat 44% dari posisi tahun 2020 yang sebesar 197.368 ton, sehingga menjadi 284.086 ton per 31 Desember 2021. Peningkatan itu didukung oleh telah optimalnya operasi pabrik NPK II tahun 2021.

Dari aspek penjualan hingga akhir 2021, volume penjualan pupuk PUSRI sebanyak 2.342.005 ton, turun 0,55% dari realisasi penjualan tahun sebelumnya yang sebesar 2.355.019 ton. Meskipun terjadi sedikit penurunan tonase penjualan, dari sisi nilai penjualan mengalami kenaikan menjadi Rp11,39 triliun, meningkat 10% dari realisasi tahun 2020 yang sebesar Rp10,36 triliun. Hal ini didukung oleh peningkatan harga jual di tahun 2021.

Dari aspek pendapatan, pendapatan dari segmen usaha pupuk menyumbang 91,30% terhadap total pendapatan Perusahaan pada tahun 2021. Kontribusi tersebut menurun 5,51% dari realisasi tahun sebelumnya yang sebesar 96,62%. Penurunan proporsi pendapatan didorong oleh meningkatnya kontribusi

At the internal level, the Company is committed to build a corporate transformation through a cultural transformation program, a comprehensive implementation of the Human Capital Management System (HCMS) and the implementation of a management system on the Company's lines to realize the stage of a leading Asian and victorious Company in 2030.

Operational Performance

Economic performance improvement during 2021 have significant impact on PUSRI's performance. This is reflected in the Company's operational performance in 2021 which has increased compared to the previous year.

As of December 31, 2021, PUSRI's fertilizer production was 2,349,712 tons, increased by 4% from 2,249,069 tons in 2020. This increase was mainly driven by a better factory on stream days. Meanwhile, urea production during the fiscal year was recorded at 2,065,626 tons, increased by 1% from 2,051,701 tons in 2020. Meanwhile, NPK production increased by 44% from 197,368 tons in 2020 to 284,086 tons as of December 31, 2021. This increase was supported by the optimal operation of the NPK II plant in 2021.

In terms of sales as end of 2021, PUSRI's fertilizer sales volume was 2,342,005 tons, decreased by 0.55% from 2,355,019 tons in the previous year. Although there was a slight decrease in sales tonnage, in terms of sales value, it increased to Rp11.39 trillion, increased by 10% from Rp10.36 trillion in 2020. This is supported by an increase in selling prices in 2021.

In terms of revenue, revenue from the fertilizer business segment contributed 91.30% to the Company's total revenue in 2021. This contribution decreased by 5.51% from the previous year's realization of 96.62%. The decrease in the proportion of income was driven by the increase in the contribution of subsidized fertilizers

pupuk subsidi terhadap penjualan pupuk, karena mengalami kenaikan kontribusi menjadi 24,02% dibandingkan tahun 2020 sebesar 18,32%.

Adapun realisasi penjualan pupuk urea dan bersubsidi serta pupuk NPK bersubsidi pada 2021 adalah 1.282.988 juta ton dan 224.209 juta ton atau masing-masing sebesar 89,1% dan 99,7% dari target penyaluran yang ditetapkan oleh Kementerian Pertanian. Sementara NPK, mengalami penurunan 2% dari realisasi tahun 2020 yang sebesar 98% menjadi 98% pada tahun 2021. Penurunan tersebut dipengaruhi oleh adanya tambahan alokasi SK Dirjen PSP No. 30 Tahun 2020.

Untuk kinerja non pupuk yaitu produksi ammonia yang mencakup kegiatan produksi, distribusi dan penjualan produk. Sepanjang tahun 2021, produksi ammonia PUSRI sebanyak 1.372.139 ton, meningkat 6,74% dari realisasi tahun 2020 yang sebesar 1.285.502 ton dan tercapai 98,53% dari target RKAP. Realisasi produksi ammonia belum tercapai dari target dikarenakan shutdown yang disebabkan beberapa gangguan pabrik. **Jika dilihat** Kontribusi penjualan, maka kontribusi penjualan ammonia terhadap total pendapatan Perusahaan sepanjang tahun 2021 sebesar 7,93%, meningkat dibandingkan kontribusi tahun 2020 sebesar 2,36%. Hal tersebut sejalan dengan meningkatnya pendapatan non pupuk pada tahun buku.

Kinerja Keuangan

Di tengah kondisi ekonomi yang mulai membaik, tahun 2021 PUSRI berhasil mencatat kinerja keuangan yang sangat baik. Hampir semua indikator keuangan PUSRI mengalami peningkatan yang cukup baik dibandingkan tahun sebelumnya.

Hingga akhir tahun 2021, PUSRI berhasil membukukan peningkatan Pendapatan Usaha sebesar 16,44% menjadi Rp12,48 triliun dari tahun sebelumnya sebesar Rp10,72 triliun. Peningkatan pendapatan usaha ini terutama dipengaruhi oleh meningkatkan

to fertilizer sales, because the contribution increased to 24.02% compared to 2020 which was 18.32%.

The realization of sales of urea and subsidized fertilizers as well as subsidized NPK fertilizers in 2021 is 1,282,988 million tons and 224,209 million tons or 89.1% and 99.7% respectively of the distribution target set by the Ministry of Agriculture. Meanwhile, NPK decreased by 2% from the realization in 2020 which amounted to 98% to 98% in 2021. The decrease was influenced by the additional allocation of the Director General of PSP Decree No. 30 Year 2020.

For non-fertilizer performance, namely ammonia production which includes production, distribution and product sales activities. Throughout 2021, PUSRI's ammonia production was 1,372,139 tons, an increase of 6.74% from the realization in 2020 which was 1,285,502 tons and achieved 98.53% of the RKAP target. The realization of ammonia production has not been achieved from the target due to the shutdown caused by several factory disturbances. If we look at the sales contribution, the contribution of ammonia sales to the Company's total revenue throughout 2021 is 7.93%, an increase compared to the contribution in 2020 of 2.36%. This is in line with the increase in non-fertilizer income during the fiscal year.

Financial Performance

Amidst the improving economic conditions, in 2021 PUSRI managed to book an excellent financial performance. Almost all PUSRI's financial indicators have improved quite well compared to the previous year.

As end of 2021, PUSRI managed to book an increase in Operating Revenue of 16.44% to Rp12.48 trillion from the previous year of Rp10.72 trillion. The increase in operating income was mainly influenced by increased sales and was accompanied by an increase in



penjualan dan diiringi dengan meningkatnya harga jual internasional serta optimalisasi Cost Reduction Program (CRP).

Peningkatan Pendapatan Usaha yang terjadi pada tahun 2021 merupakan faktor utama yang mendorong meningkatnya Laba Bersih hingga 211,89%, yaitu dari Rp292,52 miliar pada tahun 2020 menjadi Rp912,33 miliar tahun 2021. Jika dibandingkan dengan RKAP terutama dikarenakan pencapaian target penjualan komersil dan tingginya harga jual internasional dibanding asumsi RKAP serta optimalisasi CRP. Peningkatan Laba Bersih tersebut juga dipengaruhi oleh peningkatan Beban Usaha yang jauh di bawah peningkatan Pendapatan Usaha. Tahun 2021, Beban Usaha PUSRI hanya mengalami peningkatan sebesar 11,51% menjadi Rp10,23 triliun dari tahun sebelumnya sebesar Rp9,17 triliun.

Prospek Usaha

Pada tahun 2022, kinerja perekonomian global diperkirakan akan mengalami pemulihan seiring mulai meredanya pandemi COVID-19. Kondisi ini juga terjadi di dalam negeri. Kebijakan pemerintah yang tampak untuk memulihkan ekonomi, antara lain tetap mendorong pembangunan infrastruktur dan kemudahan iklim berinvestasi. Melalui strategi itu, diharapkan dapat mendorong percepatan laju pertumbuhan ekonomi yang lebih tinggi dari tahun 2021.

Konsumsi domestik diharapkan dapat menjadi motor penggerak pertumbuhan ekonomi nasional pada tahun 2022. Selain penguatan di sektor domestik, penguatan sisi eksternal (ekspor) juga diupayakan melalui perdagangan bilateral seperti dengan Timur Tengah, Asia Tenggara, Asia Tengah, dan negara lainnya. Sementara itu, kegiatan impor diarahkan pada pemenuhan kebutuhan domestik sesuai dengan prioritas nasional.

international selling prices and optimization of the Cost Reduction Program (CRP).

The increase in Operating Income that occurred in 2021 was the main factor driving the increase in Net Profit to 211.89%, from Rp292.52 billion in 2020 to Rp912.33 billion in 2021. When compared to the RKAP, mainly due to the achievement of commercial sales targets and high international selling price compared to the assumption of RKAP and optimization of CRP. The increase in Net Profit was also influenced by the increase in Operating Expenses, which was far below the increase in Operating Income. In 2021, PUSRI's Operating Expenses only increased by 11.51% to Rp10.23 trillion from the previous year of Rp9.17 trillion.

Business Prospect

In 2022, global economic performance is expected to recover as the COVID-19 pandemic begins to subside. This condition also occurs in the country. Government policies that appear to restore the economy, among others, continue to encourage infrastructure development and facilitate the investment climate. Through this strategy, it is expected to accelerate the pace of economic growth which is higher than in 2021.

Domestic consumption is expected to become a driving force for national economic growth in 2022. Apart from strengthening the domestic sector, external (exports) strengthening is also pursued through bilateral trade, such as with the Middle East, Southeast Asia, Central Asia, and other countries. Meanwhile, import activities are directed at meeting domestic needs in accordance with national priorities.

Sedangkan untuk industri pupuk, Argus Urea Analytic Report yang dikeluarkan bulan Juni 2020 memperkirakan akan terjadi peningkatan kapasitas baru pabrik urea sekitar 4 juta ton/tahun secara pro rata (di luar Cina) pada tahun 2021. Tren penambahan tersebut tetap terjadi sampai tahun 2024. Sementara untuk wilayah Asia Tenggara, diperkirakan tidak terjadi peningkatan kapasitas pabrik urea dari tahun 2021 hingga 2033. Jumlah konsumsi urea di wilayah tersebut masih relatif cukup tinggi jika dibandingkan kapasitas produksinya. Dengan demikian, pemenuhan kekurangan dari tingkat permintaan urea tersebut harus dipenuhi dari impor.

Di sisi lain, proyeksi usaha amonia diperkirakan terjadi peningkatan produksi yang relatif konstan dari tahun 2021 hingga tahun 2035, yaitu sebesar 15% atau mencapai sekitar 260 juta ton di akhir tahun 2035. Konsumsi terbesar amoniak mayoritas berasal dari wilayah Asia Timur dan digunakan untuk kebutuhan produksi urea (tahun 2019–2021). Dari sisi harga amonia, untuk kuartal I-2021 akan mengalami peningkatan, yakni dari USD232/ton per akhir tahun 2020 menjadi USD247/ton untuk FOB Southeast Asia. Sedangkan secara rata-rata dunia, harga amonia diperkirakan akan terus mengalami peningkatan sampai dengan tahun 2035.

Sumber Daya Manusia

Perubahan lingkungan bisnis yang cepat serta perkembangan internal Perusahaan membutuhkan terjaganya kualitas sumber daya manusia yang handal dan kompeten sehingga Perusahaan dapat terus maju dan berkembang serta berdaya juang menghadapi tantangan yang ada. Dewan Komisaris mengapresiasi langkah Manajemen untuk terus meningkatkan kompetensi karyawan dengan melaksanakan berbagai program pelatihan dan pengembangan.

As for the fertilizer industry, the Argus Urea Analytic Report issued in June 2020 estimates that there will be an increase in the new capacity of urea plants by around 4 million tons/year on a pro rata basis (outside China) in 2021. The trend of additions will continue until 2024. Meanwhile for the Southeast Asia region, it is estimated that there will be no increase in urea plant capacity from 2021 to 2033. The amount of urea consumption in the region is still relatively high when compared to its production capacity. Thus, the fulfillment of urea level of demand shortage must be met from imports.

On the other hand, the projection of the ammonia business is that there is a relatively constant increase in production from 2021 to 2035, which is 15% or around 260 million tons by the end of 2035. The largest consumption of ammonia comes from the East Asia region and is used for production needs. urea (years 2019–2021). In terms of ammonia prices, for the first quarter of 2021, there will be an increase, from USD232/ton at the end of 2020 to USD247/ton for FOB Southeast Asia. Meanwhile, on a world average, the price of ammonia is expected to continue to increase until 2035.

Human Resources

The rapid changes in the business environment as well as the Company's internal development require the maintenance of reliable and competent quality human resources so that the Company can continue to advance and develop and be able to fight against the existing challenges. The Board of Commissioners appreciates the initiatives taken by the Management to continuously improve employee competencies by implementing various training and development programs.



Penerapan Tata Kelola Perusahaan yang Baik

PUSRI meyakini bahwa perusahaan dapat tumbuh besar karena adanya kepercayaan yang tinggi dari seluruh stakeholder. Oleh karena itu, PUSRI selalu berkomitmen untuk terus memperbaiki dan meningkatkan pengelolaan perusahaan secara baik, menjalankan kegiatan usaha dengan cara yang dapat dipertanggung-jawabkan yang mencerminkan perhatian kepada seluruh Stakeholders.

Untuk mendukung hal tersebut, PUSRI perlu untuk merumuskan dan menerapkan prinsip-prinsip pengelolaan perusahaan yang baik (Prinsip GCG). Penerapan prinsip-prinsip GCG sangat diperlukan, agar Perseroan dapat bertahan dan tangguh dalam menghadapi persaingan yang semakin ketat.

Pada tahun 2021, fokus penerapan GCG di PUSRI disesuaikan dengan fase Good Governed Company sesuai dengan roadmap GCG yang telah ditetapkan. Pada fase ini, PUSRI melakukan tahapan-tahapan sebagai berikut :

- a. Penguatan Budaya Perusahaan
- b. Peningkatan Pemahaman Pengendalian Gratifikasi
- c. Peningkatan kepatuhan pelaporan LHKPN
- d. Penyebarluasan informasi WBS
- e. Penyempurnaan SOP

Selama tahun 2021, PUSRI melakukan implementasi GCG dengan berbagai bentuk program, antara lain :

1. Sosialisasi terkait pengendalian Gratifikasi
2. Sosialisasi mengenai LHKPN kepada seluruh Pejabat Wajib Laport.
3. Sosialisasi tentang kebijakan dan aturan Perusahaan terkait *Whistleblowing System* melalui Workshop GCG sebanyak 6 kali.
4. Sosialisasi kebijakan dan himbauan terkait penandatanganan pakta integritas online.
5. Sosialisasi Kebijakan Penanganan Benturan Kepentingan dengan materi terkait *Whistleblowing System*, Anti Fraud SNI ISO 37001:2016, Pedoman Pengendalian Gratifikasi dan Pedoman Penanganan Benturan Kepentingan.

Implementation of Good Corporate Governance

PUSRI believes that the company can grow due to the high trust from all stakeholders. Therefore, PUSRI is always committed to continuously refining and improving the management of the company properly, carrying out business activities in an accountable manner that reflects concerns to all Stakeholders.

As a supporting measures, PUSRI needs to formulate and apply the good corporate management principles (GCG Principles). The implementation of GCG principles is very necessary, so that the Company can survive and be resilient in the face of increasingly fierce competition.

In 2021, focus of GCG implementation at PUSRI is adjusted to the Good Governed Company phase in accordance with the GCG roadmap that has been set. In this phase, PUSRI performs the following stages:

- a. Corporate Culture Strengthening
- b. Improved Understanding of Gratuity Control
- c. Improved LHKPN reporting compliance
- d. WBS information dissemination
- e. SOP Improvement

During 2021, PUSRI implemented GCG in various means of programs, including:

1. Socialization related to Gratification control
2. Socialization of LHKPN to all Reporting Officers.
3. socialization of the Company's policies and regulations related to the *Whistleblowing System* through GCG Workshops 6 times.
4. Dissemination of policies and advice regarding the signing of an online integrity pact.
5. Dissemination of Conflict of Interest Handling Policies with materials related to the *Whistleblowing System*, Anti-Fraud SNI ISO 37001:2016, Guidelines for Gratification Control and Guidelines for Handling Assistance in Interest.

6. Pelaksanaan Audit Surveillance Sistem Manajemen Anti Penyuapan (SMAP) SNI ISO 37001:2016

Pada tahun 2021, PUSRI telah melakukan asesmen penerapan GCG yang dilakukan oleh Tim Asesmen Badan Pengawasan Keuangan dan Pembangunan (BPKP) Perwakilan Provinsi Sumatera Selatan. Penerapan GCG pusri menghasilkan skor sebesar 92,05 dengan predikat "Sangat Baik".

Pencapaian tertinggi diperoleh untuk Aspek Direksi, yakni 95,23% dan aspek Direksi sebesar 94,44%. PUSRI berkomitmen untuk terus berupaya meningkatkan kualitas penerapan GCG di lingkungan Perusahaan.

Pelaksanaan Program Tanggung Jawab Sosial Perusahaan

Perseroan sangat menyadari bahwa keberadaan dan keberhasilan usahanya tidak bisa lepas dari peran masyarakat dan lingkungan sekitarnya. Perseroan meyakini bahwa bisnisnya akan berkelanjutan apabila memberikan perhatian yang seimbang kepada aspek keuntungan (profit), kemanusiaan (people), dan lingkungan (planet). Berlandaskan pada kesadaran tersebut, PUSRI menjalankan program Tanggung Jawab Sosial Perusahaan (Corporate Social Responsibility/CSR).

Selain itu, untuk melaksanakan konsep pembangunan berkelanjutan atau Sustainable Development, PUSRI menggunakan pendekatan 5P bagi terwujudnya keseimbangan manusia (people), bumi (planet), kesejahteraan (prosperity), melalui kerjasama yang kuat (partnership) untuk menciptakan kedamaian (peace). Konsep 5P ini mendukung capaian pembangunan berkelanjutan (sustainable development goals/SDGs). Dengan demikian, diharapkan keberadaan PUSRI tidak hanya bermanfaat bagi para pemegang saham (shareholders), tetapi juga bagi pemangku kepentingan (stakeholders) yang lebih luas yaitu pekerja, konsumen, pemasok, masyarakat sekitar serta negara.

6. Implementation of Anti-Bribery Management System Surveillance Audit (SMAP) SNI ISO 37001:2016

In 2021, PUSRI has carried out an assessment of the implementation of GCG conducted by the Assessment Team of the Financial and Development Supervisory Agency (BPKP) Representative of the Province of South Sumatra. The implementation of GCG pusri resulted in a score of 92.05 with the title "Very Good".

The highest achievement was obtained for the Board of Directors Aspect, which was 95.23% and the Board of Directors aspect at 94.44%. PUSRI is committed to continuously improving the quality of GCG implementation within the Company.

Implementation of Corporate Social Responsibility Program

The Company is fully aware that the existence and success of its business cannot be separated from the role of the community and the surrounding environment. The Company believes that its business will be sustainable if it gives balanced attention to the aspects of profit (profit), humanity (people), and the environment (planet). Based on this awareness, PUSRI runs a Corporate Social Responsibility (CSR) program.

In addition, to implement the concept of sustainable development or Sustainable Development, PUSRI uses the 5P approach to realize the balance of human (people), earth (planet), prosperity (prosperity), through strong cooperation (partnership) to create peace (peace). The 5P concept supports the achievement of sustainable development goals (SDGs). Thus, it is hoped that the existence of PUSRI is not only beneficial for shareholders, but also for wider stakeholders, namely workers, consumers, suppliers, the surrounding community and the state.



PUSRI menyiapkan anggaran yang dialokasikan khusus untuk kegiatan tanggung jawab sosial yang diwujudkan dalam program Kemitraan dan Bina Lingkungan (PKBL). Perusahaan telah merealisasikan dana untuk program kemitraan sebesar Rp20,185 miliar untuk pinjaman modal kerja, Rp369.985.400 untuk program pendidikan, pelatihan, pemagangan, pemasaran serta promosi mitra binaan, serta Program Bina Lingkungan sebesar Rp8,290 miliar. Melalui PKBL, diharapkan PUSRI mampu menciptakan hubungan yang harmonis serta mampu menumbuhkan kesejahteraan di lingkungan masyarakat.

Selain itu, PUSRI juga berkomitmen untuk senantiasa menjaga pegawai yang merupakan aset perusahaan dalam melaksanakan kegiatan operasional pekerjaannya. Hal ini dilakukan dalam menjaga lingkungan kerja untuk menghindari kecelakaan kerja secara fisik.

PUSRI memberikan perlindungan terhadap karyawan dari risiko kecelakaan kerja yang dapat terjadi pada waktu melakukan pekerjaan di tempat kerja. Dengan dilaksanakannya perlindungan K3, diharapkan akan tercipta tempat kerja yang aman, nyaman, sehat dan tenaga kerja yang produktif, sehingga akan meningkatkan produktivitas kerja dan produktivitas perusahaan. Dengan demikian K3 sangat besar perannya dalam upaya meningkatkan produktivitas perusahaan, terutama dapat mencegah korban manusia.

Perubahan Komposisi Direksi

Komposisi Direksi PUSRI periode tahun 2021 telah melalui seleksi yang ketat dan terbaik menurut peraturan perundang-undangan yang berlaku. Dengan seleksi yang ketat, akan menghasilkan anggota Direksi yang tepat untuk Perusahaan, sehingga bisnis Perusahaan akan mampu diarahkan menuju Visi dan Misi Perusahaan yang telah ditetapkan.

Pada tahun 2021, komposisi Direksi PUSRI tidak mengalami perubahan komposisi.

PUSRI prepares allocated a dedicated budget the Partnership and Community Development (PKBL) program. The company has realized funds for the partnership program amounting to Rp20,185 billion for working capital loans, Rp369,985,400 for education, training, apprenticeship, marketing and promotion programs for foster partners, and the Community Development Program amounting to Rp8,290 billion. Through PKBL, it is expected that PUSRI will be able to create harmonious relationships and be able to grow welfare in the community.

In addition, PUSRI is also committed to always maintaining employees who are company assets in carrying out their work operational activities. This is done in maintaining the work environment to avoid physical accidents.

PUSRI provides protection to employees from the risk of work accidents that can occur when doing work in the workplace. With the implementation of K3 protection, it is hoped that a safe, comfortable, healthy workplace and a productive workforce will be created, thereby increasing work productivity and company productivity. Thus, K3 has a very large role in efforts to increase company productivity, especially to prevent human casualties.

Changes in Board of Directors Composition

The composition of the Board of Directors of PUSRI for the 2021 period has passed a strict and best selection according to the prevailing laws and regulations. With a strict selection and appointed the most suitable Board of Directors members for the Company, therefore, the Company's business will be able to be directed towards the Company's Vision and Mission that has been set.

In 2021, the composition of the Board of Directors of PUSRI did not experience any change.

Apresiasi

PUSRI telah berhasil melalui tahun 2021 dengan membukukan kinerja yang cukup membanggakan. Atas nama Direksi kami mengucapkan terima kasih dan apresiasi yang sebesar-besarnya kepada Dewan Komisaris atas segala arahan yang diberikan kepada Direksi. Penghargaan yang sama juga disampaikan kepada Pemegang Saham, pelanggan dan mitra usaha atas dukungan, kepercayaan, dan kerjasama yang telah terjalin.

Direksi juga menyampaikan terima kasih dan penghargaan kepada seluruh karyawan yang telah berkarya dengan penuh dedikasi dan kecintaan dalam melaksanakan tugas dan tanggung jawab masing-masing serta mendukung upaya untuk mewujudkan visi, misi, dan target Perseroan sehingga PUSRI dapat mencapai pertumbuhan yang kuat dan berkelanjutan.

Appreciation

PUSRI successfully closed 2021 by recording a proud performance. On behalf of the Board of Directors, we would like to express our utmost gratitude and appreciation to the Board of Commissioners for all the directions given to the Board of Directors. Our appreciation was also addressed to Shareholders, customers and business partners for their support, trust, and cooperation.

The Board of Directors would also express our gratitude and appreciation to all employees who have worked with dedication and love in carrying out their respective duties and responsibilities as well as supporting efforts to realize the Company's vision, mission, and targets to bring PUSRI achieve strong and sustainable growth.

Palembang, 27 Mei 2022
Palembang, 27 May 2022

Atas Nama Direksi
On behalf of the Board of Directors

Tri Wahyudi Saleh
Direktur Utama
President director



FILIUS YULIANDI
Direktur Operasi &
Produksi
Operations & Production
Director

TRI WAHYUDI SALEH
Direktur Utama
President director



SAIFULLAH LASINDRANG
Direktur Keuangan & Umum
Finance & General Director



SURAT PERNYATAAN ANGGOTA DEWAN KOMISARIS TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2021 PT PUPUK SRIWIDJAJA PALEMBANG

Statement of Members of the Board of Commissioners on the Responsibility for the 2021 Annual Report of PT Pupuk Sriwidjaja Palembang

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Pupuk Sriwidjaja Palembang tahun 2021 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan dan Laporan Keuangan Perusahaan.

Jakarta, 27 Mei 2022

We, the undersigned, testify that all information in the Annual Report of PT Pupuk Sriwidjaja Palembang for 2021 is presented in its entirety and we are fully responsible for the correctness of the contents in the Annual Report and Financial Report of the Company.

Jakarta, May 27, 2022

Imam Apriyanto Putro
Komisaris Utama
President Commissioner

Ali Jamil
Komisaris
Commissioner

Prahoro Yulijanto Nurtjahyo
Komisaris
Commissioner

Setya Utama
Komisaris
Commissioner

Bambang Supriyambodo
Komisaris Independen
Independent Commissioner

Sally Salamah
Komisaris
Commissioner

SURAT PERNYATAAN ANGGOTA DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2021 PT PUPUK SRIWIDJAJA PALEMBANG

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Jakarta, May 27, 2022



Tri Wahyudi Saleh
Direktur Utama
President Director



Saifullah Lasindrang
Direktur Keuangan & Umum
Director of Finance & General Affairs



Filius Yuliandi
Direktur Operasi & Produksi
Director of Operation & Production



PROFIL PERUSAHAAN

Company Profile







IDENTITAS PERUSAHAAN

Corporate Identity



Nama : Pupuk Sriwidjaja
Name Palembang

Bidang Usaha : Perseroan Terbatas (PT) Industri, perdagangan, jasa di bidang perpupukan, petrokimia, agrokimia, agro industri dan kimia, lainnya.

Industry, trade, services in the fields of fertilizer, petrochemical, agrochemical, agro-industry and chemicals, and others

Nama Inisial : PUSRI
Initial/Nickname

Informasi Perubahan Nama : Sejak berdiri, perusahaan belum pernah mengalami perubahan nama
Information on Name Alteration Since its establishment, the Company has never undergone any name alteration.

Tanggal Pendirian dan Beroperasi Komersial :
Date of Establishment and Operational Commencement
12 November 2010

Status Badan Hukum
Legal Status
Perseroan Terbatas (PT)



Dasar Hukum Pembentukan :
Legal Basis of Establishment

Akta No. 14 Tanggal 12 November 2010 yang dibuat di hadapan Notaris Fathiah Helmi, S.H., Notaris yang berkedudukan di Jakarta, dan telah disahkan oleh Menteri Hukum dan HAM dengan Surat Keputusan No. AHU57993 AH.01.01 tahun 2010 tanggal 13 Desember 2010

Deed No. 14 dated November 12, 2010 made before Notary Fathiah Helmi, S.H., Notary domiciled in Jakarta, and has been approved by the Minister of Law and Human Rights under Decree No. AHU-57993 AH.01.01 year 2010 dated December 13, 2010

Kepemilikan Saham :
Share Ownership
99,9998% (PT Pupuk Indonesia (Persero))
0,0002% (Yayasan Kesejahteraan Karyawan PUSRI)

Jumlah Karyawan :
Number of Employees
1.850 Orang Employee

Jaringan Usaha dan Produksi : Pupuk dan Amonia
Business Network and Production Fertilizer and Ammonia

Modal Dasar :
Authorized Capital **15.000.000.000.000**

Modal Ditempatkan
Issued Capital **Rp5.800.000.000.000, atau 5.800.000 lembar saham masing-masing senilai Rp1.000.000**

Rp5,800,000,000,000 or 5,800,000 shares each valued at Rp1,000,000

Entitas Anak dan Asosiasi :
Subsidiaries and Associates

Entitas Anak :
Subsidiaries **PT PUSRI Agro Lestari**

Entitas Asosiasi :
Associate Entities

PT Pupuk Indonesia Logistik
PT Pupuk Indonesia Utilitas

PT Puspेतindo
PT Pupuk Indonesia Pangan

Kantor Pusat :
Head Office

Jl. Mayor Zen Palembang 30118, Indonesia
Tel.: +62 711 712222/712111
Fax.: +62 711 712100/712020
E-mail: info@pusri.co.id

Kantor Perwakilan Jakarta

Jakarta Representative Office

Jl. Taman Anggrek, Kemanggisan Jaya, Jakarta
11480-Indonesia
Tel.: +62 21 5481208
Fax.: +62 21 5305281/5480607
Kontak Perusahaan : R.A Rahim

SVP Sekretariat Perusahaan & Tata Kelola :
SVP Corporate Secretariat & Governance

Tel.: +62 711 712222; +62 21 712111
Fax.: +62 711 712100; +62 21 712020
E-mail: sekper@pusri.co.id

Situs WEB
Website **www.pusri.co.id**

Layanan Pengaduan
Customer Care **Hallo Pusri 08001200011**



JEJAK LANGKAH

MILESTONES

1959

PT Pupuk Sriwidjaja didirikan tanggal 24 Desember 1959
 PT Pupuk Sriwijaya was established on December 24, 1959

1961

14 Agustus 1961, Pembangunan pabrik PUSRI-I
 August 14, 1961, PUSRI-I Plant Construction

1964

4 Juli 1964, pabrik PUSRI-I diresmikan oleh Presiden Soekarno
 July 4, 1964, PUSRI-I Plant was inaugurated by President Soekarno

1963

PUSRI-I mulai beroperasi dengan kapasitas terpasang sebesar 100.000 ton per tahun
 PUSRI-I commenced its operation with installed capacity of 100,000 tons per year

1974

8 Agustus 1974, Pabrik PUSRI- II diresmikan oleh Presiden Soeharto, kapasitas 380.000
 August 8, 1974, PUSRI-II Plant was inaugurated by President Soeharto, with capacity of 380,000 tons per year

1976

29 Desember 1976, Pabrik PUSRI- III diresmikan Presiden Soeharto, kapasitas 570.000 ton
 December 29, 1976, PUSRI-III Plant was inaugurated by President Soeharto with capacity of 570,000 tons



JEJAK LANGKAH

MILESTONES

2003

Rayonisasi Pupuk
Fertilizer Clusterization

2006

Perubahan pola subsidi harga gas menjadi subsidi harga jual ke petani
The changes of subsidized gas price pattern to subsidized selling price to farmers

2013

Ground breaking Pabrik PUSRI-IIB
Ground breaking of PUSRI-IIB Plant

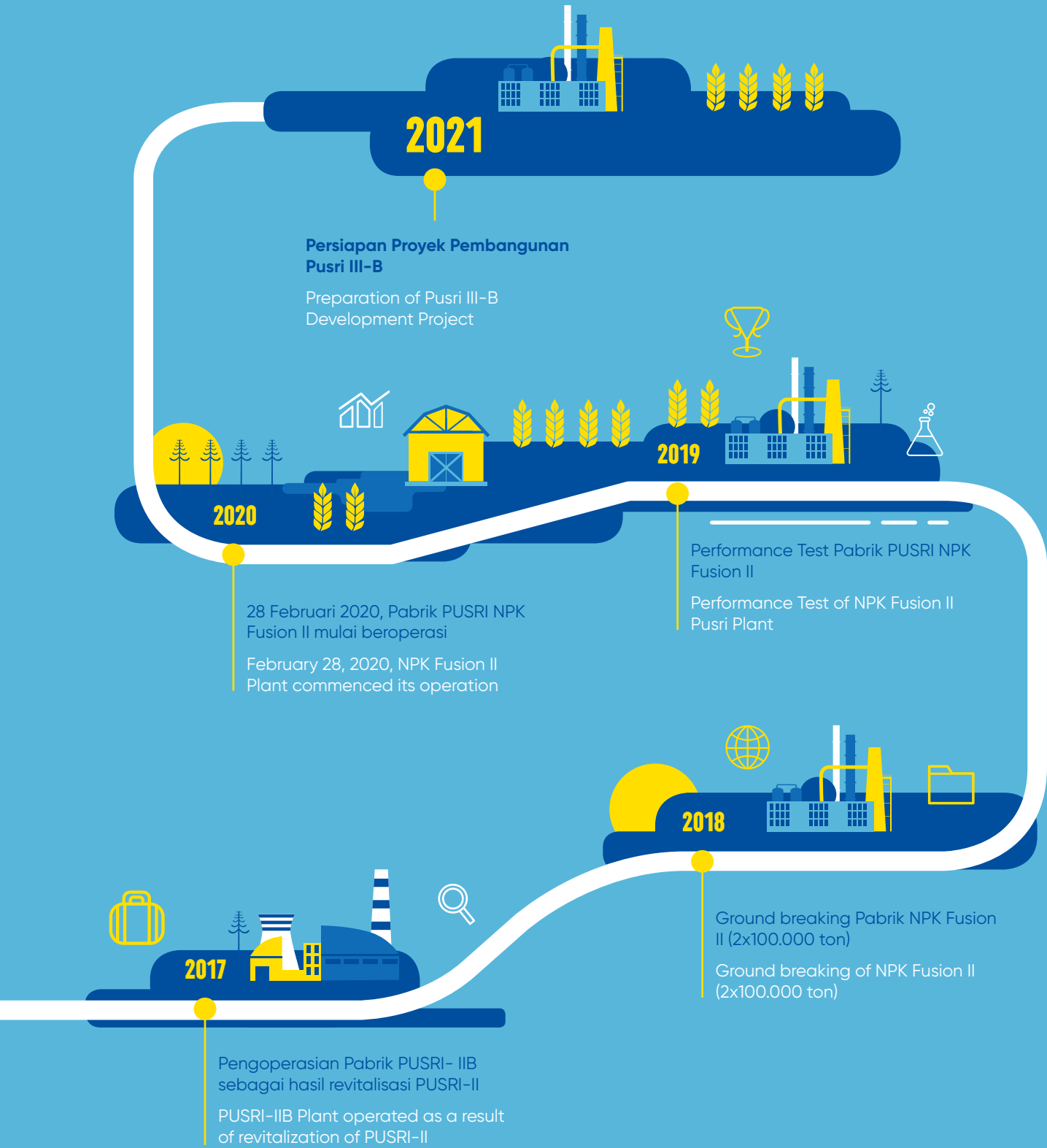
2011

1 Januari, PT Pupuk Sriwidjaja Palembang mulai beroperasi
January 1, 2011, PT Pupuk Sriwidjaja Palembang commenced its operation

2016

28 Januari 2016, Pabrik NPK Fusion I beroperasi, kapasitas 100.000 ton

January 28, 2018, NPK Fusion I Plant commenced its operation, with capacity of 100,000 tons





SEKILAS PUSRI

PUSRI AT A GLANCE



Riwayat PT Pupuk Sriwidjaja Palembang, selanjutnya disebut sebagai "PUSRI" atau "Perusahaan", bermula dari pendirian Pabrik Urea pertama di Indonesia yang bernama PT Pupuk Sriwidjaja pada akhir tahun 1959 di Palembang, Sumatera Selatan. Entitas ini selanjutnya lebih dikenal dengan sebutan PUSRI.

The history of PT Pupuk Sriwidjaja Palembang, hereinafter referred to as "PUSRI" or "the Company", started from the establishment of the first Urea Plant in Indonesia known as PT Pupuk Sriwidjaja at the end of the year 1959 in Palembang, South Sumatra. The entity was later better known as PUSRI.

Pada kuartal akhir 2010 PUSRI didirikan, yang merupakan bagian dari mekanisme pemisahan tidak murni atau spin off. PT Pupuk Sriwidjaja Palembang, yang tetap disebut sebagai PUSRI, menjadi anak perusahaan dan beroperasi efektif sejak 1 Januari 2011 sedangkan PT Pupuk Sriwidjaja (Persero) menjadi perusahaan induk. Pendirian tersebut berdasarkan Akta No. 14 Tanggal 12 November 2010 yang dibuat di hadapan Notaris Fathiah Helmi, S.H., Notaris yang berkedudukan di Jakarta.

Setelah aksi korporasi tersebut, PT Pupuk Sriwidjaja (Persero) kemudian secara resmi berganti nama menjadi PT Pupuk Indonesia (Persero) yang disebut juga sebagai PTPI sejak tanggal 5 April 2012. Setelah diresmikan, PTPI mulai melakukan restrukturisasi dengan memisahkan aktiva dan pasiva Perusahaan. PTPI berkedudukan di Jakarta dan membawahi 10 anak usaha yang kemudian dikenal sebagai Pupuk Indonesia Group.

Sebagai langkah menunjang kinerja operasional jangka panjang, Perusahaan membangun Pabrik PUSRI-IIB. Pada 8 April tahun 2013, tiang pancang (ground breaking) pabrik diresmikan oleh Menteri Badan Usaha Milik Negara (BUMN) yang saat itu dijabat oleh Dahlan Iskan. PUSRI-IIB merupakan

By the last quarter of 2010 PUSRI was established, as part of a spin off. PT Pupuk Sriwidjaja Palembang, which remains to be called PUSRI, became a subsidiary and began operation as of 1 January 2011 while PT Pupuk Sriwidjaja (Persero) became the parent entity. This establishment was based on Deed No. 14 of November 12, 2010, made before Notary Fathiah Helmi, S.H., a Notary with domicile in Jakarta.

Following such corporate action, PT Pupuk Sriwidjaja (Persero) then changed its name to PT Pupuk Indonesia (Persero), also referred to as PTPI since April 5, 2012. After it was officiated, PTPI began restructuring by separating the Company's assets and liabilities. With domicile in Jakarta, PTPI oversees 10 subsidiaries which later became known as Pupuk Indonesia Group.

As a step to support the long-term operational performance, the Company built the PUSRI-IIB Plant. On April 8, 2013, the plant's ground breaking was officiated by the Minister of the State-Owned Enterprises (SOE/BUMN) at the time, namely Dahlan Iskan. PUSRI-IIB was the first plant built on behalf of



pabrik yang dibangun pertama kali atas nama PUSRI dan didesain ramah lingkungan serta hemat energi. Pabrik tersebut mulai memproduksi secara commissioning pada akhir tahun 2016.

Sebelum spin off, PT Pupuk Sriwidjaja mendapatkan tugas pelaksanaan dan penunjang dari kebijakan serta program pemerintah di bidang industri pupuk dan industri kimia lainnya untuk membantu perekonomian dan pembangunan nasional. PT Pupuk Sriwidjaja memiliki 1 (satu) unit pabrik berkapasitas 100 ribu ton urea per tahun. Sepanjang tahun 1972 hingga 1994, Perusahaan mengalami perkembangan pesat yang tercermin dari dibangunnya beberapa pabrik baru untuk meningkatkan kapasitas produksi hingga mencapai kapasitas terpasang 2,26 juta ton urea per tahun.

Tidak hanya melakukan pengembangan dari sisi produksi, Perusahaan juga mengubah orientasi dari produksi ke pasar. Hal ini dilakukan sebagai

PUSRI and designed with environmentally-friendly and energysaving measures. The plant began its commissioning-based production at the end of 2016.

Prior to the spin-off, PT Pupuk Sriwidjaja received the task to implement and back-up the policies and programs of the government in the fertilizer industry and other chemical industries to support the national economy and development. PT Pupuk Sriwidjaja has 1 (one) factory unit with the capacity of 100 thousand tons of urea per year. Throughout the years from 1972 until 1994, the Company experienced rapid development as reflected in the construction of several new factories to increase production capacity so as to reach an installed capacity of 2.26 million tons of urea per year.

In addition to enhancement in terms of production, the Company also changed its orientation from production to the market. This is done as a response

respons dari persaingan industri pupuk mulai ketat, yang ditandai dengan pembangunan pabrik-pabrik baru dan munculnya sejumlah pabrik pupuk lain di Indonesia. Berdasarkan kondisi tersebut, PT Pupuk Sriwidjaja mulai membangun jaringan distribusi dan pemasaran serta sarana dan prasarana pendukungnya hingga menjangkau segenap pelosok Nusantara.

Terlebih, sejak tahun 1979, PT Pupuk Sriwidjaja mendapatkan tugas dari pemerintah untuk mendistribusikan dan memasarkan pupuk bersubsidi ke seluruh wilayah Indonesia yang didukung dengan pembebasan tata niaga pupuk. Kemudian, pada tahun 2003, pemerintah membentuk rayonisasi wilayah pemasaran dan distribusi pupuk bersubsidi. Sejak tahun 2011, setelah dilakukan spin-off, PUSRI bertanggung jawab menangani produksi, distribusi, dan pemasaran pupuk dengan wilayah pemasaran Sumatera bagian Selatan, Jawa Tengah, Daerah Istimewa Yogyakarta, Banten, dan DKI Jakarta.

Sebagai pelopor perusahaan pupuk di Tanah Air, PUSRI menjadi pemasok tenaga-tenaga ahli perpupukan yang andal bagi perusahaan-perusahaan pupuk lain di Indonesia. PUSRI juga terus melakukan pembinaan sumber daya manusia agar dapat menangani pemeliharaan dan perbaikan pabrik pupuk secara mandiri. Pembinaan juga dilakukan sejalan dengan proses regenerasi sumber daya manusia sehingga PUSRI dapat melakukan alih teknologi secara berkesinambungan.

Sejalan dengan pertumbuhan industri pupuk, PUSRI mengembangkan kegiatan usaha dan produksinya agar bernilai tambah tinggi dengan memanfaatkan teknologi. Salah teknologi yang dimanfaatkan ialah teknologi proses produksi urea ACES 21 yang dikenal efisien dan hemat energi. Teknologi ini merupakan hasil riset dan pengembangan PUSRI bekerja sama dengan Toyo Engineering Corporation (TEC) dari Jepang.

to the increasingly tight competition in the fertilizer industry, indicated by the development of new factories and the emerging of several other fertilizer plants in Indonesia. Based on this circumstances, PT Pupuk Sriwidjaja began to develop the distribution and marketing networks as well as supporting facilities and infrastructure to reach all corners of the archipelago.

Moreover, since 1979, PT Pupuk Sriwidjaja received a mandate from the government to distribute and market subsidized fertilizers across the regions of Indonesia, supported by the discharged fertilizer trade system. Then in 2003, the government established a regionalization of the marketing and distribution of subsidized fertilizers. Since 2011, following the spin-off, PUSRI was responsible for managing the production, distribution, and fertilizers in the marketing zones of South Sumatra, Central Java, DI Yogyakarta, Banten, and Jakarta.

As a pioneer of fertilizer companies in the country, PUSRI became a reliable supplier of fertilizer experts for other fertilizer companies in Indonesia. PUSRI also continuously developed its human resources so that they are able to manage the maintenance and repair of fertilizer factories independently. Developing the human resources is carried out in line with the regeneration process within PUSRI to maintain sustainable transfer of technology.

In keeping with the growth of the fertilizer industry, PUSRI develops its business and production activities so as to generate high added values by taking advantage of technology. One of the utilized technologies is the urea production process technology of ACES 21 which is known for its efficiency and energy-saving. The technology is product of PUSRI's research and development in cooperation with Toyo Engineering Corporation (TEC) from Japan.

Dengan diadopsinya ACES 21 yang merupakan sebuah inovasi dengan visi jauh ke depan, menjadikan PUSRI sebagai produsen pupuk yang memiliki technical know-how dalam pengelolaan dan pemeliharaan pabrik secara efisien. Kombinasi keunggulan di bidang produksi, distribusi, pemasaran, sumber daya manusia, dan teknologi menjadikan PUSRI sebagai perusahaan pupuk terkemuka yang diperhitungkan di industri pupuk nasional.

INFORMASI PERUBAHAN NAMA

PUSRI didirikan sebagai bagian dari mekanisme pemisahan tidak murni atau spin-off atas pembentukan PT Pupuk Sriwidjaja (Persero) menjadi holding yang kemudian berubah nama menjadi PT Pupuk Indonesia (Persero), disebut juga sebagai PTPI. Sejak berdirinya di tahun 2010, PUSRI tidak pernah melakukan perubahan nama dan/atau status badan hukumnya. PUSRI berdiri berdasarkan Akta No. 14 Tanggal 12 November 2010 yang dibuat di hadapan Notaris Fathiah Helmi, S.H., Notaris yang berkedudukan di Jakarta.

KEGIATAN USAHA

SESUAI ANGGARAN DASAR

Kegiatan usaha Perusahaan ialah perdagangan dan industri pupuk, serta jasa lainnya. Hal tersebut sesuai dengan Anggaran Dasar Perusahaan yang tercantum dalam Akta No. 14 yang dibuat di hadapan Lumassia SH. Tanggal 12 November 2010 yang dibuat dihadapan Fathiah Helmi, SH Notaris yang berkedudukan di Jakarta yang telah mendapat persetujuan Menteri Hukum dan Hak Asasi Manusia RI dengan Surat Keputusan No. AHU-AH.01. 03-0405621 tanggal 10 November 2020 Pasal 3 ayat (2) dan (3).

With the adoption of ACES 21, which was an innovation with a far-sighted vision, PUSRI became a fertilizer producer with the technical know-how in efficient management and maintenance of its factories. A combination of excellence in production, distribution, marketing, human resources, and technology has made PUSRI as a leading fertilizer company to be reckoned for in the national fertilizer industry.

INFORMATION ON COMPANY'S NAME ALTERATION

PUSRI was established as part of the spin-off on the establishment of PT Pupuk Sriwidjaja (Persero) as a holding entity whose name later altered to PT Pupuk Indonesia (Persero), also referred to as PTPI. Since its first established in 2010, PUSRI did not make any name alteration and/or in its legal status. PUSRI was established under Deed No. 14 dated November 12, 2010, made before Notary Fathiah Helmi, S.H., a Notary with domicile in Jakarta.

LINE OF BUSINESS

In Accordance with the Articles of Association

The Company's business activities are trade and fertilizer industry, as well as other services. This is in accordance with the Company's Articles of Association listed in Deed No. 14 made in front of Lumassia SH. On November 12, 2010 made in the presence of Fathiah Helmi, SH Notary residing in Jakarta who has obtained the approval of the Minister of Law and Human Rights of the Republic of Indonesia with Decree No. AHU-AH.01. 03-0405621 dated November 10, 2020 Article 3 paragraphs (2) and (3).



KEGIATAN USAHA DIJALANKAN PADA TAHUN BUKU

Sepanjang tahun 2021, Perusahaan telah menjalankan kegiatan usaha sesuai dengan Anggaran Dasar Perusahaan, yang dirinci sebagai berikut.

Activities Conducted during Fiscal Year

Throughout the year 2021, the Company carried out its business activities in accordance with the Company's Articles of Association as detailed in the following table.

| Kegiatan Usaha berdasarkan Anggaran Dasar Business Activities based on the Articles of Association | Telah/Belum Dijalankan Implemented/Not Implemented | Keterangan | Description |
|---|---|---|--|
| Kegiatan Usaha Utama Core Business Activities | | | |
| Industri Industry | √ | PUSRI mengolah bahan baku menjadi produk yang dibutuhkan sebagai bahan dasar pembuatan pupuk, petrokimia, agrokimia, agroindustri dan bahan kimia lainnya. Selain itu, PUSRI juga memproduksi pupuk dan produk kimia lain serta produk turunannya | PUSRI processes raw materials into substances needed as basic ingredients in producing fertilizers, petrochemicals, agrochemicals, other agroindustry, and chemicals. In addition, PUSRI also produces fertilizers and other chemical products as well as its derivatives. |
| Perdagangan Trade | √ | PUSRI mendistribusikan dan memperdagangkan produknya untuk pengguna akhir atau pelaku usaha di industri pupuk, petrokimia, agrokimia, agroindustri dan bahan kimia lain, baik di dalam negeri maupun luar negeri. Selain itu, PUSRI juga dapat melakukan kegiatan impor bahan baku, bahan pembantu, peralatan produksi dan bahan kimia lainnya yang dibutuhkan untuk menjalankan usahanya | PUSRI distributes and trades its products to end-users or business players in the industries of fertilizer, petrochemical, agrochemical, other agroindustry and chemicals, both domestically and overseas. Moreover, PUSRI also imports raw materials, supporting materials, production equipment and other chemical materials needed to operate the business. |
| Jasa Lainnya Other Services | √ | PUSRI melakukan kegiatan-kegiatan usaha lain yang mendukung usaha perusahaan, yaitu penelitian dan pengembangan, pelatihan dan pendidikan, engineering design, pengantongan (bagging station), konstruksi, manajemen, pengoperasian pabrik, perbaikan, dan pemeliharaan. Selain itu, sebagai salah satu perintis industri pupuk nasional, PUSRI menyediakan jasa konsultasi dan teknis untuk industri pupuk, petrokimia, agrokimia, agroindustri dan industri kimia lainnya serta bidang pertanian dan perkebunan, terutama yang terkait dengan pupuk | PUSRI carries out other business activities that support the company's business, namely research and development, training and education, engineering design, packing (bagging station), construction, management, plant operations, repair and maintenance. In addition, as one of the country's fertilizer industry pioneers, PUSRI provides consulting and technical services for the industries of fertilizer, petrochemical, agrochemical, other agroindustry and chemical industries as well as in the agricultural and plantation industries, especially related to fertilizer. |

| Kegiatan Usaha berdasarkan Anggaran Dasar Business Activities based on the Articles of Association | Telah/Belum Dijalankan Implemented/ Not Implemented | Keterangan | Description |
|---|---|---|---|
| Kegiatan Usaha Penunjang Supporting Business Activities | | | |
| Pengangkutan Transportation | √ | Menjalankan kegiatan-kegiatan usaha dalam bidang angkutan, ekspedisi dan pergudangan serta kegiatan lainnya yang merupakan sarana perlengkapan guna melancarkan dan melaksanakan kegiatan-kegiatan usaha tersebut | Conduct business activities in the fields of transportation, expedition and warehousing as well as other activities that facilitate as tools to carry out such business activities. |
| Pertanian dan Perkebunan Agriculture and Plantation | √ | Menjalankan usaha dalam bidang pertanian dan perkebunan serta industri pengolahan hasil pertanian dan perkebunan | Conduct business in the fields of agriculture and plantation as well as processing industries of agricultural and plantation products. |
| <p>Dalam rangka melakukan optimalisasi pemanfaatan sumber daya yang dimiliki untuk kawasan industri, real estate, pergudangan, pariwisata, resort, olah raga dan rekreasi, rumah sakit, pendidikan dan penelitian, prasarana telekomunikasi dan sumber daya energi, perkebunan, jasa penyewaan dan perusahaan sarana dan prasarana yang dimiliki dan/atau dikuasai Perusahaan</p> <p>Optimizing the utilization of its resources for industrial estates, real estate, warehousing, tourism, resorts, sports and recreation, hospitals, education and research, telecommunications infrastructure and energy resources, plantations, rental services and the exploitation of facilities and infrastructure owned and/or controlled by the Company.</p> | √ | Mendirikan kompleks perumahan karyawan, resort wisata, fasilitas olah raga (gymnasium, kolam renang, sasana tinju, hall badminton, lapangan tenis, golf range, lapangan basket), rumah sakit, dan sekolah | Build employee housing compounds, tourist resorts, sports facilities (gymnasium, swimming pool, boxing gym, badminton hall, tennis courts, golf range, basketball courts), hospitals and schools. |
| Melaksanakan penugasan dalam rangka pelaksanaan penyaluran pupuk bersubsidi sesuai dengan prinsip-prinsip korporasi dan peraturan perundang-undangan | √ | Menyalurkan pupuk urea dan NPK bersubsidi sesuai alokasi yang ditetapkan pemerintah dan menurut aturan perundang-undangan yang berlaku | Distribute subsidized urea and NPK in accordance with the allocation determined by the government and applicable laws and regulations. |



PRODUK DAN JASA

PRODUCTS AND SERVICES



Perusahaan membagi produk usahanya dalam 2 (dua) kategori, yakni Produk Utama dan Produk Samping. Produk Utama terdiri dari Pupuk Urea, Amoniak dan NPK yang diproduksi oleh empat pabrik utama yakni PUSRI-IB, II, III, dan IV.

The Company divides its products into 2 (two) categories, namely Main Products and Side Products. Main Products consist of Urea Fertilizer, Ammonia and NPK produced by four main plants, PUSRI-IB, II, III, and IV.

Sementara yang termasuk dalam Produk Samping ialah CO₂ cair, CO₂ padat atau es kering serta Nitrogen dan Oksigen. Selain itu, PUSRI juga memproduksi dan menjual pupuk organik sebagai salah satu Produk Samping. Produk-produk Samping tersebut dihasilkan oleh beberapa pabrik kecil.

While Side Products consist of liquid CO₂, solid CO₂ or dry ice as well as Nitrogen and Oxygen. In addition, PUSRI also produces and sells organic fertilizer as one of the Side Products. Such Side Products are produced by several small factories.

PRODUK UTAMA

Pupuk Urea

PUSRI memproduksi pupuk urea yang merupakan salah satu jenis pupuk kimia yang terbentuk dari reaksi antara amoniak dengan karbon dioksida melalui proses kimia. Produk urea yang dihasilkan PUSRI berbentuk butiran curah (urea prill) berukuran 6-8 mesh dengan kandungan utama Nitrogen minimum 46%, Biuret maksimum 1% dan kandungan air maksimum 0,5%. Dalam pertanian, produk pupuk urea yang mengandung kadar Nitrogen tinggi sangat diperlukan tanaman sebagai zat hara. Urea bersubsidi berwarna pink dipasarkan dengan merek dagang Pupuk Indonesia, sedangkan urea nonsubsidi yang berwarna putih dipasarkan dengan merek dagang PUSRI.

MAIN PRODUCTS

Urea Fertilizer

PUSRI produces urea fertilizer, one of the types of chemical fertilizer formed from a chemical reaction between ammonia and carbon dioxide through a chemical process. Urea products produced by PUSRI come in the form of urea prill in 6-8 Mesh in size and main content of Nitrogen at minimum 46%, Biuret at maximum 1% and water content at maximum 0.5%. In the agricultural sector, urea fertilizer product that contains high Nitrogen content is needed for crops as nutrients. Subsidized urea comes in pink-color and is marketed under Pupuk Indonesia brand, while nonsubsidized urea in white-color is marketed under PUSRI brand.



Amonia

Amonia merupakan bahan baku utama dalam pembuatan pupuk urea. Untuk keperluan komersil, jenis amonia yang diproduksi dan dijual adalah amonia anhidrat yang tidak mengandung air. PUSRI memproduksi amonia anhidrat dalam bentuk cair pada temperatur -33° Celcius. Amonia tersebut memiliki kandungan Nitrogen minimum 99,5%, kadar air maksimum 0,5%, dan kandungan minyak maksimum 5 ppm.

Pupuk NPK

Pupuk NPK merupakan pupuk majemuk yang mengandung unsur hara N (Nitrogen), P (Phospat), dan K (Kalium) yang sangat dibutuhkan oleh tanaman. PUSRI Palembang memproduksi jenis NPK yakni NPK Fusion dengan keunggulan teknologi pabrik yang lebih fleksibel untuk dapat memproduksi berbagai macam formula pupuk NPK dengan biaya investasi yang rendah. Di sektor subsidi, Produk pupuk NPK

Ammonia

Ammonia is the main raw material for producing urea fertilizer. For commercial purposes, the type of ammonia produced and sold is referred to as anhydrate ammonia without water content. PUSRI produces anhydrate ammonia in liquid form at -33 Celcius temperature. The ammonia has a Nitrogen content at minimum 99.5%, water content at maximum 0.5%, and oil content at maximum 5 ppm.

NPK Fertilizer

NPK fertilizer is compound fertilizer that contains such nutrients as N (Nitrogen), P (Phosphate), and K (Potassium) which are highly needed by crops. PUSRI Palembang produces the NPK Fusion with the advantage of a more flexible factory technology in order to produce various types of NPK fertilizer formulas with low investment costs. In the subsidized sector, PUSRI-produced NPK fertilizer is the NPK with



produksi PUSRI adalah NPK formula 15-15-15 di sektor non subsidi, NPK dapat dijual dengan berbagai formula sesuai dengan permintaan pasar.

PRODUK SAMPING

CO₂ cair dan CO₂ Padat (Es Kering)

PUSRI memproduksi CO₂ cair dan CO₂ padat atau es kering sejak tahun 1983, dengan kapasitas masing-masing sebanyak 55 ton CO₂ per hari dan 4,8 ton CO₂ padat per hari. Bahan baku produksi CO₂ cair dan es kering diperoleh dari kelebihan produksi CO₂ gas di Pabrik Amonia. Produk CO₂ cair umumnya digunakan oleh industri minuman dan blanket. Sementara itu, produk es kering yang dijual PUSRI memiliki manfaat dalam pengawetan hasil pertanian dan perikanan untuk mengurangi persentase kerusakan produk. Pendinginan atau pengawetan bahan makanan juga dapat menggunakan es kering, namun harus dilakukan dengan teknik yang benar, di mana bahan makanan tidak boleh tersentuh langsung oleh es kering. Untuk beberapa industri lainnya, es kering merupakan bahan yang dibutuhkan dalam proses produksi.

Oksigen (O₂) dan Nitrogen (N₂)

Oksigen dan Nitrogen dapat digunakan untuk keperluan pabrik, maupun dijual sebagai Oksigen cair, Oksigen gas, Nitrogen cair, dan Nitrogen gas. PUSRI memproduksi Oksigen dan Nitrogen dari udara menggunakan prinsip fraksinasi. Proses tersebut dilakukan dalam unit Air Separation di pabrik dengan teknologi dari Process System Incorporated.

15-15-15 formula in the non-subsidized sector. NPK can be sold with various formulas in line with market demands.

SIDE PRODUCTS

Liquid CO₂ and Solid CO₂ (Dry Ice)

PUSRI produces liquid CO₂ and solid CO₂ or dry ice since the year 1983, each with a capacity of 55 tons of CO₂ per day and 4.8 tons of solid CO₂ per day. Raw materials used to produce liquid CO₂ and dry ice are obtained from the excess of CO₂ production in Ammonia Plant. Liquid CO₂ product is generally used by the beverage and blanket industries. Meanwhile, dry ice product sold by PUSRI has such benefits in preserving agricultural and fishery products to reduce the percentage of product damage. Cooling or preserving food materials can use dry ice, but only through using the right technique, where the food materials must not be directly touched by dry ice. For several other industries, dry ice is needed for their production process.

Oxygen (O₂) and Nitrogen (N₂)

Oxygen and Nitrogen are allowed to be used for factory purposes, and may be sold as liquid Oxygen, gas Oxygen, liquid Nitrogen and gas Nitrogen. PUSRI produces Oxygen and Nitrogen from the air by using the fractionation principle. The process is carried out in the Air Separation unit at the plant utilizing the technology from the Process System Incorporated.

BERAGAM MEREK DAN PRODUK PUSRI

VARIOUS BRANDS AND BENEFITS OF PUSRI PRODUCTS

| Produk Product | Merk Brand | Keunggulan dan Manfaat | Features and Benefits |
|---|---|---|--|
|  | <ul style="list-style-type: none"> • Urea Pupuk Indonesia Holding Company (untuk produk subsidi) • Urea PUSRI (untuk produk non subsidi) • Urea Pupuk Indonesia Holding Company (for subsidized product) • Urea PUSRI (for nonsubsidized product) | <ul style="list-style-type: none"> • Pertumbuhan akar, batang dan daun tanaman menjadi optimal (tanaman akan lebih tinggi, jumlah anakan dan cabang banyak). • Membuat daun tanaman menjadi hijau segar serta memperkuat akar dan batang tanaman. • Meningkatkan aktivitas organisme dalam tanah penyebab kesuburan. • Menambah kandungan protein dalam tanaman. • Digunakan untuk semua jenis tanaman | <ul style="list-style-type: none"> • For optimal growth of roots, stems and leaves (crops can grow higher, with more tillers and branches). • Generate fresh green crop leaves and strengthen plant roots and stems. • Increase in-soil organism activities good for fertility. • Increase protein content in plants. • Used for all types of plants. |
|  | <ul style="list-style-type: none"> • Phonska Pupuk Indonesia Holding Company (untuk produk subsidi) • PUSRI (untuk produk non subsidi) • Phonska Pupuk Indonesia Holding Company (for subsidized product) • NPK PUSRI (for nonsubsidized product) | <ul style="list-style-type: none"> • Pupuk majemuk dengan komposisi 15%N, 15% P₂O₅ dan 15% K₂O • Memacu pembentukan bunga & pematangan biji • Penggunaan pupuk lebih efisien • Pemupukan lebih efektif | <ul style="list-style-type: none"> • Compound fertilizer with a composition of 15% N, 15% P₂O₅ and 15% K₂O • Stimulates flower formation & seed maturation • More efficient use of fertilizers • Fertilization is more effective |
|  | <p>PUSRI NPK Formula 16-16-19</p> | <ul style="list-style-type: none"> • Pupuk majemuk dengan komposisi 16%N, 16% P₂O₅ dan 16% K₂O • Memacu perkembangan dan pertumbuhan akar, batang, tunas dan daun. • Memacu pembungaan dan pematangan. • Memiliki kandungan hara N, P dan K seimbang sehingga cocok untuk tanaman kacang-kacangan, sayur dan buah • Mengefisienkan penggunaan pupuk | <ul style="list-style-type: none"> • Compound fertilizer with a composition of 16%N, 16% P₂O₅ and 16% K₂O • Stimulate the development and growth of roots, stems, shoots and leaves. • Stimulates flowering and fruiting. • Has a balanced nutrient content of N, P and K making it suitable for legumes, vegetables and fruit plants • Efficient use of fertilizers |



| Produk Product | Merk Brand | Keunggulan dan Manfaat | Features and Benefits |
|---|---|--|--|
|  | PUSRI NPK Formula 12-12-17-2 | <ul style="list-style-type: none"> Pupuk majemuk dengan komposisi 12%N, 12% P₂O₅, 17% K₂O, dan 2% MgO Digunakan untuk tanaman kelapa sawit TBM. Memacu pertumbuhan vegetatif tanaman, meningkatkan tinggi batang dan merangsang pembentukan akar dan daun. Mengefisiensikan penggunaan pupuk serta memudahkan aplikasi pemupukan | <ul style="list-style-type: none"> Compound fertilizer with a composition of 12%N, 12% P₂O₅, 7% K₂O, and 2% MgO Used for TBM oil palm plantations. Stimulates vegetative growth of plants, increases stem height and stimulates the formation of roots and leaves. Efficient use of fertilizers and facilitate application of fertilization |
|  | PUSRI NPK Formula 13-6-27-4+0,65B | <ul style="list-style-type: none"> Pupuk majemuk dengan komposisi 13%N, 6% P₂O₅, 27% K₂O, 4% MgO dan 0,65% B. Digunakan untuk tanaman kelapa sawit TM Merangsang perkembangan generatif tanaman, memacu pembentukan bunga dan buah. Meningkatkan rasio minyak kelapa sawit terhadap tandan Mengefisiensikan penggunaan pupuk serta memudahkan aplikasi pemupukan | <ul style="list-style-type: none"> Compound fertilizer with a composition of 13%N, 6% P₂O₅, 27% K₂O, 4% MgO and 0.65% B. Used for oil palm plantations TM Stimulate the generative development of plants, stimulate the formation of flowers and fruit. Increase the ratio of palm oil to bunches Efficient use of fertilizers and facilitate application of fertilization |
|  | PUSRI NPK Formula Khusus Tanaman Kopi PUSRI NPK Special Formula for Coffee Plants | <ul style="list-style-type: none"> Pupuk majemuk dengan komposisi 18%N, 8% P₂O₅ dan 8% K₂O Digunakan untuk tanaman kopi TBM Produk ini mampu meningkatkan pertumbuhan tanaman kopi TBM NPK ini diformulasikan khusus untuk tanaman kopi belum menghasilkan (0-2 tahun) | <ul style="list-style-type: none"> Compound fertilizer with a composition of 18%N, 8% P₂O₅ and 8% K₂O Used for TBM coffee plants This product is able to increase the growth of TBM coffee plants This NPK is specially formulated for immature coffee plants (0-2 years) |
|  | PUSRI NPK Formula Khusus Tanaman Kopi PUSRI NPK Special Formula for Coffee Plants | <ul style="list-style-type: none"> Pupuk majemuk dengan komposisi 18%N, 8% P₂O₅ dan 18% K₂O Produk ini mampu meningkatkan hasil produksi kopi NPK ini diformulasikan khusus untuk tanaman kopi menghasilkan (TM) yaitu saat tanaman berumur >2 tahun | <ul style="list-style-type: none"> Compound fertilizer with a composition of 18%N, 8% P₂O₅ and 18% K₂O This product is able to increase coffee production This NPK is specially formulated for mature coffee plants (TM) when the plants are >2 years old |
|  | PUSRI NPK Formula Khusus Tanaman Singkong PUSRI NPK Special Formula for Cassava Plants | <ul style="list-style-type: none"> Pupuk majemuk dengan komposisi 17%N, 6% P₂O₅ dan 25% K₂O Memacu pertumbuhan vegetatif dan generatif tanaman Memperbesar dan memperbanyak jumlah umbi singkong | <ul style="list-style-type: none"> Compound fertilizer with a composition of 17%N, 6% P₂O₅ and 25% K₂O Stimulates vegetative and generative growth of plants Enlarge and multiply the number of cassava tubers |

| Produk Product | Merk Brand | Keunggulan dan Manfaat | Features and Benefits |
|---|-------------------------------|--|--|
|  | PUSRI Bioripah | <ul style="list-style-type: none"> Mengandung bakteri yang dapat menambat Nitrogen dari udara dan melarutkan Posfat di tanah Meningkatkan ketahanan tanaman dari hama dan penyakit Tidak mengandung bahan kimia Aplikasi mudah | <ul style="list-style-type: none"> Contains bacteria that can fix nitrogen from the air and dissolve phosphates in the soil Increase crop resistance from pests and diseases Does not contain chemicals Easy application |
|  | PUSRI Nutremag | <ul style="list-style-type: none"> Mengandung unsur hara mikro lengkap Dosis rendah Aplikasi mudah, cukup dicampurkan dengan pupuk NPK Digunakan untuk pemupukan tanaman pangan dan hortikultura | <ul style="list-style-type: none"> Contains complete micro nutrients Low dose Easy application, just mix it with NPK fertilizer Used for fertilizing food crops and horticulture |
|  | PUSRI Hydro | <ul style="list-style-type: none"> Merupakan formula nutrisi yang dibutuhkan tanaman agar dapat tumbuh dengan baik di media air atau tanaman hidroponik Memasok semua unsur penting baik unsur makro maupun mikro | <ul style="list-style-type: none"> Is a nutritional formula that plants need in order to grow well in water media or hydroponic plants Supply all important elements both macro and micro elements |
|  | PUSRI Urea Humat | <ul style="list-style-type: none"> Urea prill yang dilapisi dengan asam humat yang berfungsi mengikat unsur-unsur penting bagi pertumbuhan tanaman Target pasar yakni tanaman perkebunan Urea Humat (N 46% + Asam Humat 2.000 ppm) | <ul style="list-style-type: none"> Urea prill which is coated with humic acid which serves to bind essential elements for plant growth The target market is plantation crops Urea Humic (N 46% + Humic Acid 2,000 ppm) |
|  | Urea Coating Urease Inhibitor | <ul style="list-style-type: none"> Sumber hara Nitrogen dengan kadar 46% Mampu meningkatkan efisiensi pemupukan urea dan menekan kehilangan unsur N karena volatilisasi dan leaching | <ul style="list-style-type: none"> Nitrogen nutrient source with 46% content Able to increase the efficiency of urea fertilization and reduce the loss of N elements due to volatilization and leaching |
|  | PUSRI Dolomit | <ul style="list-style-type: none"> Meningkatkan pH tanah dan menetralkan tingkat keasaman tanah Menetralkan senyawa beracun yang ada pada tanah Mempercepat perangsangan pertumbuhan akar tanaman | <ul style="list-style-type: none"> Increases soil pH and neutralizes soil acidity Neutralize toxic compounds present in the soil Accelerate the stimulation of plant root growth |



VISI, MISI DAN TATA NILAI PERUSAHAAN

VISION, MISSION, AND CORPORATE VALUE



MISI Mision

- 01 **Menyediakan produk dan solusi agroindustri yang terintegrasi**
To provide integrated agribusiness products and solutions
- 02 **Memberikan nilai tambah kepada stakeholders secara Berkelanjutan**
To provide sustainable added values to stakeholders
- 03 **Mendukung pencapaian kemandirian pangan dan kemakmuran negeri**
To support the achievement of food independence and prosperity of the country

Visi dan Misi telah di-review dan disetujui oleh Dewan Komisaris dan Direksi melalui Rapat Gabungan Dewan Komisaris dan Direksi dan telah ditetapkan dalam Surat Keputusan Direksi No. SK/DIR/391/2020 tanggal 30 November 2020 perihal Visi, Misi, Core Values, dan Kompetensi Inti PT Pupuk Sriwidjaja Palembang.

The Company's vision and mission have been reviewed and approved by the Board of Commissioners and Board of Directors through the Joint Meeting of the Board of Commissioners and the Board of Directors, and established under the Board of Directors Decree No. SK/DIR/391/2020 dated November 30, 2020 regarding Vision, Mission, Core Values, and Core Competency of PT Pupuk Sriwidjaja Palembang.



NILAI UTAMA PERUSAHAAN

Mengacu pada Surat Edaran Kementerian BUMN No. SE-7/MBU/07/2020 setiap BUMN wajib menerapkan nilai-nilai utama (*core values*) SDM BUMN AKHLAK menjadi Budaya Perusahaan (*Corporate Culture*) yang dijadikan dasar pembentukan karakter SDM. Sebagai bagian dari BUMN, PUSRI juga menerapkan AKHLAK sebagai nilai Perusahaan. Berikut adalah uraian dari AKHLAK.

CORPORATE CORE VALUES

With reference to the Circular Letter of the Ministry of SOEs No. SE-7/MBU/07/2020, every SOE is required to apply the main values of SOE HR, namely AKHLAK, as a corporate culture that forms the basis for the formation of HR character. As part of SOEs, PUSRI also applies AKHLAK as the value of the Company. The following is a description of AKHLAK.



Amanah
Trust



Kompeten
Competency



Harmonis
Harmony



Loyal
Loyal



Adaptif
Adaptive



Kolaboratif
Collaborative



MAKNA
Meaning

PUSRI untuk kemandirian pangan dan kehidupan yang lebih baik
PUSRI for food self-reliance and a better life.

Visi dan Misi PUSRI tersebut diterjemahkan untuk menjadi pedoman bagi setiap kegiatan Perusahaan, yang diurai sebagai berikut.

PUSRI's Vision and Mission are interpreted/translated to serve as guidelines for each of the Company's activity, as described below.

| Vision | |
|--|---|
| Menjadi Perusahaan Agro Industri Unggul di Asia To be a leading agroindustry company in Asia | |
| <p>Definisi</p> <ul style="list-style-type: none"> Yang dimaksud dengan agroindustri yaitu mulai dari industri yang menghasilkan produk-produk yang dibutuhkan pertanian & perkebunan, solusi pertanian untuk on-farm (usaha budi daya pertanian & perkebunan) sampai dengan industri yang mengolah hasil pertanian & perkebunan. Unggul di Asia yaitu menjadi perusahaan agroindustri 50 (lima puluh) besar di Asia. | <ul style="list-style-type: none"> What is meant by agroindustry begins with industries that generate products needed by the agricultural and plantation sectors, agricultural solutions for onfarm (agriculture & plantation business) to industries that process agricultural & plantation products. To excel in Asia, which is to be in the top 50 (fifty) agroindustry companies in Asia. |
| Misi | |
| Menyediakan produk dan solusi agroindustri yang terintegrasi | |
| <p>Untuk menjadi Perusahaan agroindustri unggul di Asia, PUSRI Palembang akan menyediakan beragam produk agroindustry hulu (pupuk, non pupuk dan jasa) dalam rangka memberikan solusi budidaya pertanian dan perkebunan serta menyediakan produk agroindustri hilir (produk turunan sawit, karet dan produk perkebunan lainnya) secara terintegrasi.</p> | <p>To provide integrated agroindustrial products and solutions</p> <p>To become a leading agroindustrial company in Asia, PUSRI Palembang will provide a variety of upstream agroindustrial products (fertilizer, non-fertilizer and services) in the effort to provide solutions for agricultural and plantation cultivation as well as to provide integrated downstream agroindustrial products (product derivatives of palm oil, rubber and other plantation products).</p> |
| Memberikan nilai tambah kepada stakeholders secara berkelanjutan | |
| <p>Untuk menjadi Perusahaan agroindustri unggul di Asia, Pusri Palembang menciptakan nilai tambah pada setiap produk dan layanan yang memberikan dampak positif bagi seluruh konsumen, mitra, masyarakat dan semua stakeholder lainnya yang terlibat di dalamnya</p> | <p>To sustainably provide added value to stakeholders</p> <p>To become a leading agroindustrial Company in Asia, Pusri Palembang creates added value on each product and service which provides positive impact on all consumers, partners, communities and all other stakeholders involved.</p> |
| Mendukung pencapaian kemandirian pangan dan kemakmuran Negeri | |
| <p>PUSRI memiliki program-program yang mendukung kemandirian pangan dan kemakmuran negeri melalui strategi bisnis dan tanggung jawab sosial.</p> | <p>To support the achievement of the nation's food independency and prosperity</p> <p>PUSRI has programs that support self-sufficiency in food and prosperity of the country through business strategy and social responsibility.</p> |

NILAI UTAMA PERUSAHAAN

Sejalan dengan Surat Edaran PT Pupuk Indonesia (Persero) sebagai entitas induk, PUSRI No. 08/A/KK/S22/SE/2020 tanggal 4 Agustus 2020 tentang Implementasi Nilai-nilai Utama (Core Values) Sumber Daya Manusia Badan Usaha Milik Negara Menjadi Budaya Perusahaan (Corporate Culture), Direksi telah mengeluarkan Surat Keputusan No. SK/DIR/391/2020 tanggal 30 November 2020 tentang Visi, Misi, Core Values, dan Kompetensi Inti PT Pupuk Sriwidjaja Palembang.

CORPORATE CORE VALUES

In line with the Circular Letter of PT Pupuk Indonesia (Persero) as the parent entity, PUSRI No. 08/A/KK/S22/SE/2020 dated August 4, 2020 on Implementation of Core Values of the Human Resources of the State-Owned Enterprises to Become Corporate Culture. The Board of Directors has issued Decree No. SK/DIR/391/2020 dated November 30, 2020 on Vision, Mission, Core Values and Core Competency of PT Pupuk Sriwidjaja Palembang.

Kebijakan ini merupakan turunan dari Surat Edaran Menteri BUMN No. SE-7/MBU/07/2020 tanggal 1 Juli 2020 tentang Nilai-nilai Utama (Core Values) Sumber Daya Manusia Badan Usaha Milik Negara. Rincian Nilai-nilai Utama tersebut adalah:

This policy is derivative from Minister of SOE/BUMN Circular Letter No. SE-7/MBU/07/2020 dated July 1, 2020 on Core Values of Human Resources of State-Owned Enterprises. Details of these Core Values are as follows:

| Tata Nilai Values | | |
|--|--|--|
| Amanah Trust Memegang teguh kepercayaan yang diberikan <i>Strongly uphold the trust provided</i> | Panduan Perilaku: <ul style="list-style-type: none"> • Memenuhi janji dan komitmen. • Bertanggung jawab atas tugas, keputusan, dan tindakan yang dilakukan. • Berpegang teguh kepada nilai moral dan etika. | Behavior Guide: <ul style="list-style-type: none"> • Meet promises and commitments. • Responsible for the duties, decisions, and actions undertaken. • Strongly uphold moral values and ethics. |
| Kompeten Competency Terus belajar dan mengembangkan kapabilitas <i>Continue to learn and develop capabilities</i> | Panduan Perilaku: <ul style="list-style-type: none"> • Meningkatkan kompetensi diri untuk menjawab tantangan yang selalu berubah. • Membantu orang lain belajar. • Menyelesaikan tugas dengan kualitas terbaik. | Behavior Guide: <ul style="list-style-type: none"> • Improve self-competency to face ever-changing challenges. • Help others learn. • Complete duties with the best quality. |
| Harmonis Harmony Saling peduli dan menghargai perbedaan <i>Care for one another and respect differences</i> | Panduan Perilaku: <ul style="list-style-type: none"> • Menghargai setiap orang apapun latar belakangnya. • Suka menolong orang lain. • Membangun lingkungan kerja yang kondusif. | Behavior Guide: <ul style="list-style-type: none"> • Respect each individual of any background. • Likes to help others. • Establish a conducive working environment. |
| Loyal Loyal Berdedikasi dan mengutamakan kepentingan Bangsa dan Negara <i>Dedicated and prioritize on the interests of the Nation and State</i> | Panduan Perilaku: <ul style="list-style-type: none"> • Menjaga nama baik sesama karyawan, pimpinan, BUMN, dan Negara. • Rela berkorban untuk mencapai tujuan yang lebih besar. • Patuh kepada pimpinan sepanjang tidak bertentangan dengan hukum dan etika. | Behavior Guide: <ul style="list-style-type: none"> • Maintain the good name/reputation of fellow employees, leaders, SOE/BUMN and the Nation. • Willing to sacrifice to achieve a bigger goal. • Obey the leadership as long as in accordance with the laws and ethics. |
| Adaptif Adaptive Terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan <i>Continuously innovative and enthusiastic in exerting or facing change</i> | Panduan Perilaku: <ul style="list-style-type: none"> • Cepat menyesuaikan diri untuk menjadi lebih baik. • Terus-menerus melakukan perbaikan mengikuti perkembangan teknologi. • Bertindak proaktif. | Behavior Guide: <ul style="list-style-type: none"> • Quick on self-adjustment to be better. • Carry out continuous improvement to keep up with technology development. • Proactive.. |
| Kolaboratif Collaborative Membangun kerja sama yang sinergis <i>Develop synergic cooperation</i> | Panduan Perilaku: <ul style="list-style-type: none"> • Memberi kesempatan kepada berbagai pihak untuk berkontribusi. • Terbuka dalam bekerja sama untuk menghasilkan nilai tambah. • Menggerakkan pemanfaatan berbagai sumber daya untuk tujuan bersama. | Behavior Guide: <ul style="list-style-type: none"> • Provide opportunities for various parties to contribute. • Open to cooperation to generate added value. • Mobilize the use of various resources for common goals.. |



STRUKTUR ORGANISASI

ORGANIZATION STRUCTURE



DIREKTORAT UTAMA
Main Directorate
Tri Wahyudi Saleh



Direktorat Operasi dan Produksi
Operation & Production Directorate
Filius Yuliandi







PROFIL DEWAN KOMISARIS

BOARD OF COMMISSIONERS PROFILE



IMAM APRIYANTO PUTRO

Komisaris Utama **President Commissioner**
Periode Jabatan 25 Agustus 2020–sekarang
Term of Office August 25, 2020 – present

DATA PRIBADI **Personal Data**

Warga Negara Indonesia **Indonesian Citizen**
Usia 57 Tahun **57 years old**
Kelahiran Cilacap, 22 Maret 1964 **Born in Cilacap, March 22, 1964**
Domisili Jakarta **Domicile in Jakarta**

| | | |
|---|---|---|
| Riwayat Penunjukan Appointment History | Pertama kali menjabat Komisaris Utama PT Pupuk Sriwidjaja Palembang berdasarkan keputusan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) Pupuk Indonesia Grup tanggal 25 Agustus 2020 yang dikuatkan dengan Akta No. 08 | First appointment as President Commissioner of PT Pupuk Sriwidjaja Palembang according to Pupuk Indonesia Group Extraordinary General Meeting of Shareholders (EGMS) Resolutions dated August 25, 2020 as per Deed No. 08 |
| Riwayat Pendidikan Educational Background | <ul style="list-style-type: none"> • Sarjana Ekonomi Manajemen Universitas Diponegoro (1988) • Magister Manajemen Sekolah Tinggi Ilmu Ekonomi IBII, Jakarta (2000) | <ul style="list-style-type: none"> • Bachelor's Degree in Economic Management from Diponegoro University (1988) • Master's Degree in Management from IBII College of Economics, Jakarta (2000) |
| Keahlian Expertise | Manajemen Ekonomi | Economic management |
| Pengalaman Kerja Work Experience | <ul style="list-style-type: none"> • Kepala Seksi Analisis Pendanaan dan Sumber Daya Perusahaan Asuransi Kementerian BUMN (1993- 2000) • Sekretaris Kementerian BUMN (2013-2019) • Wakil Direktur Utama PT Pupuk Indonesia (Persero) (2019-Agustus 2020) | <ul style="list-style-type: none"> • Head of funding and Resource Analysis Section for Insurance companies at the SOE/BUMN Ministry (1993-2000) • Secretary to the SOE Ministry (2013-2019) • Vice President Director of PT Pupuk Indonesia (Persero) (2019-August 2020) |
| Rangkap Jabatan Concurrent Position | Tidak Memiliki Rangkap Jabatan | None |
| Hubungan Afiliasi Affiliated Relationships | Tidak memiliki hubungan afiliasi dengan Dewan Komisaris lainnya, Direksi, maupun dengan Pemegang Saham Utama dan Pengendali | Has no affiliation to other members of the Board of Commissioners, Board of Directors members, as well as the Major and Controlling Shareholders |
| Kepemilikan Saham Pusri PUSRI Share Ownership | Tidak Ada | None |

**ALI JAMIL**Komisaris **Commissioner**

Periode Jabatan 2021-sekarang

Term of Office 2021 – present

DATA PRIBADI Personal DataWarga Negara Indonesia **Indonesian Citizen**Usia 56 Tahun **56 years old**

Kelahiran Siabu, 30 Agustus 1965

Born in Siabu, August 30, 1965Domisili Bogor **Domicile in Bogor****Riwayat Penunjukan**
Appointment History

Pertama kali menjabat Komisaris PT Pupuk Sriwidjaja Palembang berdasarkan keputusan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) Pupuk Indonesia Grup tanggal 27 Desember 2021 yang dikuatkan dengan Akta No. 13 tanggal 27 Desember 2021

First appointment as President Commissioner of PT Pupuk Sriwidjaja Palembang based on Pupuk Indonesia Group Extraordinary General Meeting of Shareholders (EGMS) Resolutions dated December 27, 2021 which was confirmed by Deed No. 13 dated December 27, 2021

Riwayat Pendidikan
Educational Background

- Sarjana Pertanian, Universitas Islam Sumatera Utara, Medan (1989)
- Magister Pertanian, Universitas Islam Sumatera Utara, Medan (1995)
- Doktoral, University of the Philippines at Los Banos (UPLB), Philippines (2006)

- Bachelor's Degree in Agriculture from Islamic University of North Sumatra, Medan (1989)
- Master's Degree in Agriculture from Islamic University of North Sumatra, Medan (1995)
- Doctorate Degree from University of the Philippines at Los Banos (UPLB), Philippines (2006)

Keahlian
Keahlian

Pertanian

Agriculture

Pengalaman Kerja
Work Experience

- Kepala Pusat Penelitian dan Pengembangan Tanaman Pangan (Puslitbangtan), Badan Litbang Pertanian (2016)
- Direktur Tanaman Tahunan dan Penyegar, Ditjen Perkebunan (2016-2017)
- Direktur Serealia, Ditjen Tanaman Pangan (2017-2018)
- Direktur Aneka Kacang dan Umbi, Ditjen Tanaman Pangan (2018-2019)
- Kepala Badan Karantina Pertanian, Badan Karantina Pertanian (2019-2021)

- Head of Center for Research and Development of Food Crops (Puslitbangtan), Agricultural Research and Development Agency (2016)
- Director of Perennial Plants and Fresheners, Directorate General of Plantations (2016-2017)
- Director of Cereals, Directorate General of Food Crops (2017-2018)
- Director of Various Nuts and Bulbs, Directorate General of Food Crops (2018-2019)
- Head of Agricultural Quarantine Agency, Agricultural Quarantine Agency (2019-2021)

Rangkap Jabatan
Concurrent Position

Dirjen Sarana dan Prasarana Pertanian di Kementerian Pertanian

Director General of Agricultural Facilities and Infrastructure at the Ministry of Agriculture

Hubungan Afiliasi
Affiliated Relationships

Tidak memiliki hubungan afiliasi dengan Dewan Komisaris lainnya, Direksi, maupun dengan Pemegang Saham Utama dan Pengendali.

Has no affiliation with other Board of Commissioners, Board of Directors, nor with Major and Controlling Shareholders

Kepemilikan Saham Pusri
PUSRI Share Ownership

Tidak Ada

None



PROFIL DEWAN KOMISARIS

BOARD OF COMMISSIONERS PROFILE



PRAHORU YULIJANTO NURTJAHYO

Komisaris **Commissioner**

Periode Jabatan 14 April 2020–sekarang

Term of Office April 14, 2021 – present

DATA PRIBADI **Personal Data**

Warga Negara Indonesia **Indonesian Citizen**

Usia 51 Tahun **51 years old**

Kelahiran Kediri, 30 Juli 1970 **Born in Kediri, July 30, 1970**

Domisili Kediri, Jawa Timur

Domicile in Kediri, East Java

Riwayat Penunjukan **Appointment History**

Pertama kali menjabat sebagai Komisaris PT Pupuk Sriwidjaja Palembang berdasarkan Akta No. 01 tanggal 20 April 2020 yang dibuat di hadapan Notaris & PPAT Lumassia, S.H., Notaris di Jakarta

First appointment as Commissioner of PT Pupuk Sriwidjaja Palembang based on Deed No. 004/IV/Not/2020 dated April 21, 2020, made before Notary & PPAT Lumassia, S.H., Notary in Jakarta.

Riwayat Pendidikan **Educational Background**

- Sarjana Matematika Terapan Institut Teknologi Sepuluh Nopember, Surabaya (1994)
- Magister Ocean Engineering Texas A&M University, College Station (1998)
- Doctor Ocean Engineering Texas A&M University, College Station (2003)

- Bachelor's Degree in Applied Mathematics, Institut Teknologi Sepuluh Nopember, Surabaya (1994)
- Master's Degree in Ocean Engineering, Texas A&M University, College Station (1998)
- Doctorate Degree in Ocean Engineering, Texas A&M University, College Station (2003)

Kehlian **Keahlian**

Engineering

Engineering

Pengalaman Kerja **Work Experience**

- Principal Lead Engineer SBM Offshore, Inc., Houston, Texas (2006–2013)
- VP Operations and Managing Consultant Petroneering, LLC, Houston, Texas (2013–2016)
- Staf Ahli Menteri ESDM (2016)
- Staf Khusus Teknis Menteri ESDM (2016–2017)
- Komisaris PT Pertamina Hulu Energi (2017–2020)
- Staf Ahli Menteri ESDM bidang Investasi dan Pengembangan Infrastruktur (2017–sekarang)

- Principal Lead Engineer SBM Offshore, Inc., Houston, Texas (2006–2013)
- VP Operations and Managing Consultant Petroneering, LLC, Houston, Texas (2013–2016)
- Expert Staff of Ministry of Energy and Mineral Resources/ESDM (2016)
- Technicl ISpecial Staff of Ministry of Energy and Mineral Resources/ESDM (2016–2017)
- Commissioner of PT Pertamina Upstream Energy (2017–2020)
- Expert Staff of Ministry of Energy and Mineral Resources/ESDM for Investment and Infrastructure Development (2017–present)

Rangkap Jabatan **Concurrent Position**

Staf Ahli Menteri ESDM bidang Investasi dan Pengembangan Infrastruktur

Expert Staff of Ministry of Energy and Mineral Resources/ESDM for Investment and Infrastructure Development

Hubungan Afiliasi **Affiliated Relationships**

Memiliki hubungan afiliasi dengan Pemegang Saham Utama/Pengendali, melalui jabatan pada Kementerian ESDM, dan jabatan pada salah satu kelompok usaha Pupuk Indonesia Group. Rangkap jabatan ini merupakan bagian dari representasi manajerial dalam Pupuk Indonesia Group. Selain itu, Prahoro Yulijanto Nutjahyo tidak memiliki hubungan afiliasi dengan Dewan Komisaris lainnya atau Direksi.

Affiliation with Major Shareholder, through the position in the Ministry of ESDM, and the position in one of the business groups of Pupuk Indonesia Group. This concurrent position is part of the managerial representation in Pupuk Indonesia Group. In addition, Prahoro Yulijanto Nutjahyo has no affiliation with other members of the Board of Commissioners and the Board of Directors.

Kepemilikan Saham Pusri **PUSRI Share Ownership**

Tidak Ada

None

**SETYA UTAMA**Komisaris **Commissioner**

Periode Jabatan 16 Februari 2021–sekarang

Term of Office February 16, 2021 – present

DATA PRIBADI Personal DataWarga Negara Indonesia **Indonesian Citizen**Usia 54 Tahun **54 years old**Kelahiran Blora, 1 April 1967 **Born in Blora, April 1, 1967**

Domisili Jakarta

Domicile in Jakarta**Riwayat Penunjukan**
Appointment History

Pertama kali menjabat sebagai Komisaris PT Pupuk Sriwidjaja Palembang berdasarkan keputusan keputusan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) tanggal 16 Februari 2021 yang dikuatkan dengan Akta No. 02 tanggal 16 Februari 2021 yang dibuat di hadapan Lumassia, S.H., Notaris di Jakarta

First appointment as Commissioner of PT Pupuk Sriwidjaja Palembang based on resolution of Extraordinary General Meeting of Shreholders (EGMS) dated February 16, 2021 which was strengthened by Deed No. 02 dated February 16, 2021, made before Lumassia, S.H., Notary in Jakarta

Riwayat Pendidikan
Educational Background

- Sarjana Administrasi Universitas Gadjah Mada (1993)
- Sarjana Administrasi Negara Universitas Indonesia (2002)

- Bachelor's Degree in Administration from Universitas Gadjah Mada (1993)
- Bachelor's Degree in Public Administration from Universitas Indonesia (2002)

Keahlian
Keahlian

Administrasi Pemerintahan

Public Administration

Pengalaman Kerja
Work Experience

- Kepala Subbagian Kepangkatan Non Departemen, Sekretariat Kabinet
- Kepala Bagian Pengadaan dan Mutasi Kepegawaian (2004–2005)
- Kepala Bagian Mutasi Kepegawaian, Biro Kepegawaian, Deputi Menteri Sekretaris Negara Bidang Sumber Daya Manusia (2005–2011)
- Kepala Biro Kepegawaian, Deputi Bidang Sumber Daya Manusia Kementerian Sekretariat Negara (2011–2015)
- Sekretaris Kementerian Sekretariat Negara (2015–sekarang)

- Head of Non-Departmental Rank Sub-Division, Cabinet Secretariate
- Head of Staff Procurement and Transfer (2004–2005)
- Head of Personnel Transfer Division, Personnel Bureau of Deputy Minister of State Secretary for Human Resources (2005–2011)
- Head of Personnel Bureau, Deputy for Human Resources, Ministry of State Secretariat (2011–2015)
- Secretary to the Ministry of State Secretariate (2015–present)

Rangkap Jabatan
Concurrent Position

Merangkap sebagai Sekretaris Kementerian Sekretariat Negara (2015–sekarang)

Concurrently serving as Secretary to the Ministry of State Secretariate (2015–present)

Hubungan Afiliasi
Affiliated Relationships

Memiliki hubungan afiliasi dengan Pemegang Saham Utama/Pengendali melalui jabatan pada Kementerian Sekretariat Negara sebagai entitas pemilik akhir Perusahaan. Rangkap jabatan ini merupakan bagian dari representasi manajerial dalam Pupuk Indonesia Group. Selain itu, tidak memiliki hubungan afiliasi dengan Dewan Komisaris lainnya atau Direksi.

Affiliation with the Major/Controlling Shareholder, through the position in the Ministry of State Secretariate as the ultimate owning entity of the Company. This concurrent position is part of the managerial representation in Pupuk Indonesia Group. In addition, Setya Utama has no affiliation with other members of the Board of Commissioners and the Board of Directors.

Kepemilikan Saham Pusri
PUSRI Share Ownership

Tidak Ada

None



PROFIL DEWAN KOMISARIS

BOARD OF COMMISSIONERS PROFILE



BAMBANG SUPRIYAMBODO

Komisaris **Commissioner**

Periode Jabatan 25 Agustus 2020–sekarang

Term of Office August 25, 2020 – present

DATA PRIBADI **Personal Data**

Warga Negara Indonesia **Indonesian Citizen**

Usia 60 Tahun **60 years old**

Kelahiran Klaten, 12 Januari 1961 **Born in Klaten, January 12, 1961**

Domisili Yogyakarta

Domicile in Yogyakarta

| | | |
|---|---|--|
| Riwayat Penunjukan Appointment History | Pertama kali menjabat sebagai Komisaris PT Pupuk Sriwidjaja Palembang berdasarkan keputusan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) Pupuk Indonesia Grup tanggal 25 Agustus 2020 yang dikuatkan dengan Akta No. 08 | First appointment as Commissioner of PT Pupuk Sriwidjaja Palembang based on the decision of the Extraordinary General Meeting of Shareholders (EGMS) of Pupuk Indonesia Group on August 25, 2020 which was confirmed by Deed No. 08 |
| Riwayat Pendidikan Educational Background | <ul style="list-style-type: none"> Sarjana Kehutanan Universitas Gadjah Mada, Yogyakarta (1987) | <ul style="list-style-type: none"> Bachelor's Degree in Forestry from Gadjah Mada University, Yogyakarta (1987) |
| Kahlian Keahlian | Kehutanan | Forestry |
| Pengalaman Kerja Work Experience | <ul style="list-style-type: none"> Manager Pembinaan Hutan Alam (TPTI) PT ITCIKU (1988-1994) Direktur Operasional PT ITCIKU (2008-2009) Komisaris Utama PT Rakabu Sejahtera (2016-sekarang) Komisaris PT Pupuk Kalimantan Timur (2016-2020) | <ul style="list-style-type: none"> Manager of Natural Forest Development (TPTI) PT ITCIKU (1988-1994) Operational Director of PT ITCIKU (2008-2009) President Commissioner of PT Rakabu Sejahtera (2016-present) Commissioner of PT Pupuk Kalimantan Timur (2016-2020) |
| Rangkap Jabatan Concurrent Position | Tidak Memiliki Rangkap Jabatan | None |
| Hubungan Afiliasi Affiliated Relationships | Tidak memiliki hubungan afiliasi dengan Dewan Komisaris lainnya, Direksi, maupun dengan Pemegang Saham Utama dan Pengendali | Has no affiliation with other Board of Commissioners, Board of Directors, nor with Major and Controlling Shareholders |
| Kepemilikan Saham Pusri PUSRI Share Ownership | Tidak Ada | None |



SALLY SALAMAH

Komisaris **Commissioner**
 Periode Jabatan 12 Juni 2021-sekarang
 Term of Office June 12, 2021 – present

DATA PRIBADI Personal Data

Warga Negara Indonesia **Indonesian Citizen**
 Usia 54 Tahun **54 years old**
 Kelahiran Cirebon, 20 Maret 1967 **Born in Cirebon, March 20, 1967**
 Domisili Jakarta
Domicile in Jakarta

| | | |
|---|--|--|
| Riwayat Penunjukan <i>Appointment History</i> | Pertama kali menjabat Komisaris PT Pupuk Sriwidjaja Palembang berdasarkan keputusan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) Pupuk Indonesia Group tanggal 12 Juni 2021 yang dikuatkan dengan Akta No.11 tanggal 12 Juni 2021 yang dibuat di hadapan Lumassia, S.H., Notaris di Jakarta | First appointment as Commissioner of PT Pupuk Sriwidjaja Palembang based on the decision of the Extraordinary General Meeting of Shareholders (EGMS) of the Pupuk Indonesia Group on June 12, 2021, which was confirmed by Deed No. 11 dated June 12, 2021 drawn up before Lumassia, S.H., Notary in Jakarta |
| Riwayat Pendidikan <i>Educational Background</i> | <ul style="list-style-type: none"> • Sarjana Akuntansi, Sekolah Tinggi Akuntansi Negara (1994) • Magister di Bidang Akuntansi Profesional, University of Queensland (1999) • Doktor Ekonomi Pembangunan, Universitas Lampung (2020) | <ul style="list-style-type: none"> • Bachelor's Degree in Accounting from State College of Accountancy (1994) • Master's Degree in Professional Accounting from University of Queensland (1999) • Doctorate Degree in Development Economics from University of Lampung (2020) |
| Keahlian <i>Keahlian</i> | Akuntansi dan Audit Keuangan | Financial Accounting and Audit |
| Pengalaman Kerja <i>Work Experience</i> | <ul style="list-style-type: none"> • Deputy Kepala BPKP Bidang Akuntan Negara, Badan Pengawasan Pengawasan Keuangan dan Pembangunan (2020) | <ul style="list-style-type: none"> • Deputy Head of BPKP for State Accountants, Financial and Development Supervision Supervisory Agency (2020) |
| Rangkap Jabatan <i>Concurrent Position</i> | Deputy Kepala BPKP Bidang Akuntan Negara, Badan Pengawasan Pengawasan Keuangan dan Pembangunan | Deputy Head of BPKP for State Accountants, Financial and Development Supervision Supervisory Agency |
| Hubungan Afiliasi <i>Affiliated Relationships</i> | Memiliki hubungan afiliasi dengan Pemegang Saham Utama/Pengendali | Have affiliation with Major/Controlling Shareholders |
| Kepemilikan Saham Pusri <i>PUSRI Share Ownership</i> | Tidak Ada | None |



PROFIL DIREKSI

BOARD OF DIRECTORS PROFILE



TRI WAHYUDI SALEH

Direktur Utama **President Director**

Periode Jabatan **25 Agustus 2020–sekarang**

Term of Office **August 25, 2020 – present**

DATA PRIBADI **Personal Data**

Warga Negara Indonesia **Indonesian Citizen**

Usia **54 Tahun** **54 years old**

Kelahiran **Jakarta, 29 September 1967**

Born in Jakarta, September 29, 1967

Domisili **Bandung, Jawa Barat** **Domiciled in Bandung, West Java**

Riwayat Penunjukan **Appointment History**

Pertama kali menjabat sebagai Direktur Utama PT Pupuk Sriwidjaja Palembang berdasarkan keputusan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) Pupuk Indonesia Grup tanggal 25 Agustus 2020 yang dikuatkan dengan Akta No. 9 tanggal 25 Agustus 2020 yang dibuat di hadapan Lumassia, S.H., Notaris di Jakarta

First appointment as President Director of PT Pupuk Sriwidjaja Palembang based on the decision of the Extraordinary General Meeting of Shareholders (EGMS) of the Pupuk Indonesia Group on August 25, 2020 which was strengthened by Deed No. 9 on August 25, 2020 made before Lumassia, S.H., Notary in Jakarta

Riwayat Pendidikan **Educational Background**

- Sarjana Biologi Universitas Nasional, Jakarta (1991)
- Magister Manajemen Agribisnis Institut Pertanian Bogor, Bogor (2003)

- Bachelor's Degree in Biology from National University, Jakarta (1991)
- Master's Degree in Agribusiness Management from Bogor Agricultural University, Bogor (2003)

Keahlian **Keahlian**

Manajemen Strategik dan Logistik

Strategic Management and Logistics

Pengalaman Kerja **Work Experience**

- Direktur Utama PT Jasa Prima Logistik BULOG (2013–2016)
- Kepala Divisi Pengadaan Beras Direktorat Pengadaan BULOG (2016)
- Direktur Operasional dan Pelayanan Publik Perum BULOG (2016– 2017)
- Direktur Pengadaan Perum BULOG (2017)
- Direktur Komersial Perum BULOG (2017–2018)
- Direktur Operasional dan Pelayanan Publik Perum Bulog (2018– 2020)

- President Director of PT Jasa Prima Logistik BULOG (2013–2016)
- Head of Rice Procurement Division, BULOG Procurement Directorate (2016)
- Director of Operations and Public Services of Perum BULOG (2016–2017)
- Director of Procurement of BULOG (2017)
- Commercial Director of Perum BULOG (2017–2018)
- Director of Operations and Public Services of Perum Bulog (2018–2020)

Rangkap Jabatan **Concurrent Position**

Tidak Memiliki Rangkap Jabatan

None

Hubungan Afiliasi **Affiliated Relationships**

Tidak memiliki hubungan afiliasi dengan Dewan Komisaris lainnya, Direksi, maupun dengan Pemegang Saham Utama dan Pengendali

Has no affiliation with other Board of Commissioners, Board of Directors, nor with Major and Controlling Shareholders

Kepemilikan Saham Pusri **PUSRI Share Ownership**

Tidak ada. PUSRI juga tidak menerbitkan saham masyarakat, dan Pusri tidak memiliki program kepemilikan saham oleh Manajemen

None. PUSRI does not issue public shares, and PUSRI does not have Management's share ownership program.

**SAIFULLAH LASINDRANG**

Direktur Keuangan & Umum **Director of Finance & General Affairs**
 Periode Jabatan 25 Agustus 2020-sekarang

Term of Office August 25, 2020 – present

DATA PRIBADI Personal Data

Warga Negara Indonesia **Indonesian Citizen**

Usia 56 Tahun **56 years old**

Kelahiran Gorontalo, 13 Februari 1965

Born in Gorontalo, February 13, 1965

Domisili Palembang, Sumatera Selatan

Domicile in Palembang, South Sumatra

Riwayat Penunjukan
Appointment History

Pertama kali menjabat sebagai Direktur Keuangan dan Umum PT Pupuk Sriwidjaja Palembang berdasarkan keputusan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) Pupuk Indonesia Grup tanggal 25 Agustus 2020 yang dikuatkan dengan Akta No. 9 Tanggal 25 Agustus 2020 yang dibuat di hadapan Lumassia, S.H., Notaris di Jakarta

First served as Director of Finance and General Affairs of PT Pupuk Sriwidjaja Palembang based on the decision of the Extraordinary General Meeting of Shareholders (EGMS) of the Pupuk Indonesia Group on August 25, 2020 which was strengthened by Deed No. 9 August 25, 2020 made before Lumassia, S.H., Notary in Jakarta

Riwayat Pendidikan
Educational Background

- Sarjana Teknik Tambang (Metalurgi) Institut Teknologi Bandung, Bandung (1990)
- Magister Ilmu dan Teknik Material Institut Teknologi Bandung, Bandung (2001)

- Bachelor's Degree in Mining Engineering (Metallurgy) from Bandung Institute of Technology, Bandung (1990)
- Master's Degree in Materials Science and Engineering from Bandung Institute of Technology, Bandung (2001)

Keahlian
Keahlian

Metalurgi – High Temperatur Alloy Steel

Metallurgy – High Temperature Alloy Steel

Pengalaman Kerja
Work Experience

- General Manager SDM PT Pupuk Kaltim (2018)
- Ka. Pembelajaran dan Management PT Pupuk Indonesia (2019)
- Sekretaris Perusahaan PT Pupuk Indonesia (2019- 2020)

- General Manager of HR of PT Pupuk Kaltim (2018)
- Head of Learning and Management of PT Pupuk Indonesia (2019)
- Corporate Secretary of PT Pupuk Indonesia (2019-2020)

Rangkap Jabatan
Concurrent Position

Tidak Memiliki Rangkap Jabatan

None

Hubungan Afiliasi
Affiliated Relationships

Tidak memiliki hubungan afiliasi dengan Dewan Komisaris lainnya, Direksi, maupun dengan Pemegang Saham Utama dan Pengendali

Has no affiliation with other Board of Commissioners, Board of Directors, nor with Major and Controlling Shareholders

Kepemilikan Saham Pusri
PUSRI Share Ownership

Tidak ada. PUSRI juga tidak menerbitkan saham masyarakat, dan Pusri tidak memiliki program kepemilikan saham oleh Manajemen

None. PUSRI does not issue public shares, and PUSRI does not have Management's share ownership program.



PROFIL DIREKSI

Profil Direksi



FILIUS YULIANDI

Direktur Operasi & Produksi Director of Operation & Production

Periode Jabatan 25 Agustus 2020 - Sekarang

Term of Office August 25, 2020 – January 13, 2021

DATA PRIBADI Personal Data

Warga Negara Indonesia Indonesian Citizen

Usia 54 Tahun 54 Years Old

Kelahiran Palembang, 5 Juli 1967

Born in Palembang, 5 July 1967

Domisili Palembang, Sumatera Selatan

Domicile in Palembang, South Sumatera

Riwayat Penunjukan Appointment History

Pertama kali menjabat sebagai Direktur Operasi & Produksi PT Pupuk Sriwidjaja Palembang berdasarkan keputusan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) Pupuk Indonesia Grup tanggal 25 Agustus 2020 yang dikuatkan dengan Akta No. 5 tanggal 25 Februari 2021

First served as Director of Operations & Production of PT Pupuk Sriwidjaja Palembang based on the decision of the Extraordinary General Meeting of Shareholders (EGMS) of the Pupuk Indonesia Group on August 25, 2020 which was strengthened by Deed No. 09.

Riwayat Pendidikan Educational Background

- Insinyur Teknik Elektro Universitas Sriwijaya, Palembang (1992)
- Magister Manajemen Universitas Tridinanti, Palembang (2004)

- Bachelor's Degree in Electrical Engineering from Sriwijaya University, Palembang (1992)
- Master's Degree in Management from Tridinanti University, Palembang (2004)

Keahlian Keahlian

Manajemen Teknik Elektro

Management and Electrical Engineering

Pengalaman Kerja Work Experience

- Direktur Operasi PUSRI (2016-2020)
- General Manager Pemeliharaan PUSRI (2013-2016)
- Departemen Produksi PUSRI sejak 1993

- Director of Operations of PUSRI (2016-2020)
- General Manager of PUSRI Maintenance (2013-2016)
- PUSRI Production Department since 1993

Rangkap Jabatan Concurrent Position

Tidak Memiliki Rangkap Jabatan

None

Hubungan Afiliasi Affiliated Relationships

Tidak memiliki hubungan afiliasi dengan Dewan Komisaris lainnya, Direksi, maupun dengan Pemegang Saham Utama dan Pengendali

Has no affiliation with other Board of Commissioners, Board of Directors, nor with Major and Controlling Shareholders

Kepemilikan Saham Pusri PUSRI Share Ownership

Tidak ada. PUSRI juga tidak menerbitkan saham masyarakat, dan Pusri tidak memiliki program kepemilikan saham oleh Manajemen

None. PUSRI does not issue public shares, and PUSRI does not have Management's share ownership program.

SUMBER DAYA MANUSIA

HUMAN RESOURCE



Hingga 31 Desember 2021, jumlah karyawan PT Pupuk Sriwidjaja Palembang tercatat sebanyak 1.850, turun 4,7% atau sekitar 87 karyawan dari jumlah periode yang sama pada tahun lalu yang sebanyak 1.937 karyawan.

As of December 31, 2021, the number of employees of PT Pupuk Sriwidjaja Palembang was recorded at 1,850 down 4,7% or approximately 87 employees from the same period last year which was 1,937 employees.

Adapun rincian demografi karyawan berdasarkan level organisasi, tingkat pendidikan, status kepegawaian, usia, lama kerja dan gender diurai dalam tabel dan grafis di bawah ini.

The details of employee demographics based on organizational level, education level, employment status, age, length of service and gender are described in the table and graphic below.



Demografi Karyawan berdasarkan Level Organisasi

Employee Demographic based on Organization Level

| Level Organisasi Organization Level | 2021 | | | | 2020 | | | | Kenaikan/(Penurunan) Increase/(Decrease) | |
|--|-------------------|---------------------|-------------------------|------------------------------|-------------------|---------------------|-------------------------|------------------------------|---|--------------------------|
| | Laki-Laki Male | Perempuan Female | Jumlah (orang) Total | Komposisi (%) Composition | Laki-Laki Male | Perempuan Female | Jumlah (orang) Total | Komposisi (%) Composition | Total (orang) (person) | Persentase Percentage |
| | | | (1) | | | | (2) | | (3=1-2) | (3/2) |
| Eselon I | 19 | 2 | 21 | 1.14 | 18 | 1 | 19 | 0.98 | 2 | 11 |
| Eselon II | 71 | 19 | 90 | 4.86 | 73 | 13 | 86 | 4.44 | 4 | 5 |
| Eselon III | 298 | 49 | 347 | 18.76 | 267 | 58 | 325 | 16.78 | 22 | 7 |
| Eselon IV | 407 | 55 | 462 | 24.97 | 421 | 57 | 478 | 24.68 | -16 | -3 |
| Eselon V | 271 | 28 | 299 | 16.16 | 256 | 33 | 289 | 14.92 | 10 | 3 |
| Pelaksana Executor | 627 | 4 | 631 | 34.11 | 729 | 11 | 740 | 38.20 | -109 | -15 |
| Total | 1693 | 157 | 1850 | 100.00 | 1.764 | 173 | 1.937 | 100.00 | -87 | -4 |

Demografi Karyawan berdasarkan Tingkat Pendidikan

Employee Demographic based on Level Education

| Tingkat Pendidikan Level Education | 2021 | | | | 2020 | | | | Kenaikan/(Penurunan) Increase/(Decrease) | |
|---------------------------------------|-------------------|---------------------|-------------------------|------------------------------|-------------------|---------------------|-------------------------|------------------------------|---|--------------------------|
| | Laki-Laki Male | Perempuan Female | Jumlah (orang) Total | Komposisi (%) Composition | Laki-Laki Male | Perempuan Female | Jumlah (orang) Total | Komposisi (%) Composition | Total (orang) (person) | Persentase Percentage |
| | | | (1) | | | | (2) | | (3=1-2) | (3/2) |
| Strata 3 Doctorate Degree | 0 | 0 | 0 | 0% | 0 | 0 | 0 | 0% | 0 | 0% |
| Strata 2 Master Degree | 88 | 12 | 100 | 5% | 82 | 8 | 90 | 5% | 10 | 11% |
| Strata 1 Bachelor Degree | 563 | 101 | 664 | 36% | 557 | 115 | 672 | 35% | -8 | -1% |
| Diploma Diploma Degree | 250 | 44 | 294 | 16% | 271 | 44 | 315 | 16% | -21 | -7% |
| SLTA Senior High School | 789 | 3 | 792 | 43% | 854 | 6 | 860 | 44% | -68 | -8% |
| SLTP Junior High School | 0 | 0 | 0 | 0% | 0 | 0 | 0 | 0% | 0 | 0% |
| Total | | | 1.850 | 100% | 1.764 | 173 | 1.937 | 100% | -87 | -5% |

Demografi Karyawan berdasarkan Status Kepegawaian

Employee Demographic based on Employment Status

| Status Kepegawaian Employment Status | 2021 | | | | 2020 | | | | Kenaikan/(Penurunan) Increase/(Decrease) | |
|---|-------------------|---------------------|-------------------------|------------------------------|-------------------|---------------------|-------------------------|------------------------------|---|--------------------------|
| | Laki-Laki Male | Perempuan Female | Jumlah (orang) Total | Komposisi (%) Composition | Laki-Laki Male | Perempuan Female | Jumlah (orang) Total | Komposisi (%) Composition | Total (orang) (person) | Persentase Percentage |
| | | | (1) | | | | (2) | | (3=1-2) | (3/2) |
| Permanen/ Organik I Permanent/ Organic I | 1.693 | 157 | 1.850 | 100% | 1.764 | 173 | 1.937 | 100% | -87 | -43,50 |
| Kontrak Contract | 10 | 8 | 18 | 100% | 0 | 0 | 0 | 0 | 18 | 9,00 |

| Status Kependudukan Employment Status | 2021 | | | | 2020 | | | | Kenaikan/(Penurunan) Increase/(Decrease) | |
|--|-------------------|---------------------|----------------------------|------------------------------|-------------------|---------------------|----------------------------|------------------------------|---|--------------------------|
| | Laki-Laki Male | Perempuan Female | Jumlah (orang) Total | Komposisi (%) Composition | Laki-Laki Male | Perempuan Female | Jumlah (orang) Total | Komposisi (%) Composition | Total (orang) (person) | Persentase Percentage |
| | | | (1) | | | | (2) | | (3=1-2) | (3/2) |
| Non Organik Non Organic | 1.404 | 134 | 1.538 | 100% | 1.441 | 123 | 1.564 | 100% | -26 | -13,00 |
| Total | 1.693 | 157 | 1.850 | 100% | 1.764 | 173 | 1.937 | 100% | -95 | -47,50 |

Demografi Karyawan berdasarkan Usia

Employee Demographic based on Age

| Usia Age | 2021 | | | | 2020 | | | | Kenaikan/ (Penurunan) Increase/(Decrease) | |
|--------------------------------|-------------------|---------------------|----------------------------|------------------------------|-------------------|---------------------|----------------------------|------------------------------|---|--------------------------|
| | Laki-Laki Male | Perempuan Female | Jumlah (orang) Total | Komposisi (%) Composition | Laki-Laki Male | Perempuan Female | Jumlah (orang) Total | Komposisi (%) Composition | Total (orang) (person) | Persentase Percentage |
| | | | (1) | | | | (2) | | (3=1-2) | (3/2) |
| >55 tahun >55 years old | 17 | 4 | 21 | 1,14% | 45 | 11 | 56 | 2,89% | -35 | -63% |
| 50-54 tahun 50-54 years old | 79 | 2 | 81 | 4,38% | 66 | 3 | 69 | 3,56% | 12 | 17% |
| 45-49 tahun 45-49 years old | 85 | 5 | 90 | 4,86% | 92 | 2 | 94 | 4,85% | -4 | -4% |
| 40-44 tahun 40-44 years old | 229 | 24 | 253 | 13,68% | 204 | 28 | 232 | 11,98% | 21 | 9% |
| 35-39 tahun 35-39 years old | 372 | 38 | 410 | 22,16% | 321 | 43 | 364 | 18,79% | 46 | 13% |
| 30-34 tahun 30-34 years old | 500 | 54 | 554 | 29,95% | 504 | 44 | 548 | 28,29% | 6 | 1% |
| 25-29 tahun 25-29 years old | 410 | 30 | 440 | 23,78% | 510 | 42 | 552 | 28,50% | -112 | -20% |
| <25 tahun <25 years old | 1 | 0 | 1 | 0,05% | 22 | 0 | 22 | 1,14% | -21 | -95% |
| Total | 1693 | 157 | 1850 | 100% | 1764 | 173 | 1937 | 100% | -87 | -142% |

Demografi Karyawan berdasarkan Lama Kerja

Employee Demographics by Length of Service

| Lama Kerja Length of Service | 2021 | | | | 2020 | | | | Kenaikan/ (Penurunan) Increase/(Decrease) | |
|---------------------------------|-------------------|---------------------|----------------------------|------------------------------|-------------------|---------------------|----------------------------|------------------------------|---|--------------------------|
| | Laki-Laki Male | Perempuan Female | Jumlah (orang) Total | Komposisi (%) Composition | Laki-Laki Male | Perempuan Female | Jumlah (orang) Total | Komposisi (%) Composition | Total (orang) (person) | Persentase Percentage |
| | | | (1) | | | | (2) | | (3=1-2) | (3/2) |
| >29 tahun >29 years old | 14 | 2 | 16 | 0,86% | 46 | 10 | 56 | 2,89% | -40 | 46% |
| 25-28 tahun 25-28 years old | 80 | 2 | 82 | 4,43% | 84 | 2 | 86 | 4,44% | -4 | 5% |
| 21-24 tahun 21-24 years old | 108 | 1 | 109 | 5,89% | 111 | 1 | 112 | 5,78% | -3 | 3% |
| 17-20 tahun 17-20 years old | 181 | 24 | 205 | 11,08% | 189 | 26 | 215 | 11,10% | -10 | 11% |
| 13-16 tahun 13-16 years old | 312 | 28 | 340 | 18,38% | 150 | 6 | 156 | 8,05% | 184 | -211% |
| 9-12 tahun 9-12 years old | 464 | 44 | 508 | 27,46% | 580 | 67 | 647 | 33,40% | -139 | 160% |
| 4-8 tahun 4-8 years old | 534 | 56 | 590 | 31,89% | 595 | 56 | 651 | 33,61% | -61 | 70% |
| <3 tahun <3 years old | 0 | 0 | 0 | 0,00% | 9 | 5 | 14 | 0,72% | -14 | 16% |
| Total | 1.693 | 157 | 1.850 | 100% | 1.764 | 173 | 1.937 | 100,00 | -87 | 100% |



Demografi Karyawan berdasarkan Gender

Employee Demographics by Gender

| Tingkat Pendidikan Gender | 2021 | | 2020 | | Kenaikan/(Penurunan) Increase/(Decrease) | |
|------------------------------|----------------------------------|------------------------------|----------------------------------|------------------------------|---|--------------------------|
| | Jumlah (orang) Total (person) | Komposisi (%) Composition | Jumlah (orang) Total (person) | Komposisi (%) Composition | Total (orang) Total (person) | Persentase Percentage |
| | (1) | | (2) | | (3=1-2) | (3/2) |
| Laki-laki Male | 1.690 | 92% | 1.764 | 91,1% | -71 | -4% |
| Perempuan Female | 160 | 8% | 173 | 8,9% | -16 | -9% |
| Total | 1.850 | 100% | 1.937 | 100% | -87 | -13% |

BIAYA PENGEMBANGAN KOMPETENSI

Hingga berakhirnya tahun buku 2021, Perusahaan telah merealisasikan anggaran pengembangan kompetensi karyawan sebesar Rp3,3 miliar. Nilai tersebut turun sebesar 58% dari realisasi tahun 2020 yang sebesar Rp7,8 miliar.

COMPETENCY DEVELOPMENT BUDGET

Until the end of fiscal year 2021, the Company actualized the budget allocation for employee competency development a total of Rp3.3 billion, a decrease by 58% from the Rp7.8 billion in 2020.

| Keterangan Description | Realisasi 2021 2021 Realization | Realisasi 2020 2020 Realization | Perbandingan Realisasi 2020-2021 2020-2021 Realization Comparative |
|--|------------------------------------|------------------------------------|---|
| | (1) | (2) | [(1-2)/2] |
| Biaya Pengembangan Kompetensi Costs of Competency Development | 4.904.141.511 | 3.255.301.801 | 48,5% |

PENGEMBANGAN KOMPETENSI KARYAWAN

PUSRI memiliki Sistem Manajemen SDM berbasis human capital terintegrasi sebagai metode pelaksanaan pengembangan kompetensi PUSRI. Pengembangan kompetensi tersebut dimulai sejak karyawan masuk sebagai management trainee di PT Pupuk Sriwidjaja Palembang.

PUSRI memberikan kesempatan yang sama kepada seluruh karyawan tanpa membedakan dalam kesempatan pengembangan kompetensi. Kompetensi karyawan dinilai melalui kegiatan assessment kompetensi guna mengetahui potensi intelektual, kepemimpinan, serta soft competency yang dibutuhkan untuk mencapai kinerja yang diharapkan. Hasil assessment akan dikombinasikan

EMPLOYEE COMPETENCY DEVELOPMENT

PUSRI's integrated human capital-based Human Resource Management System is the implementation method for PUSRI's competency development. Employee development begins when employees begin the employment as management trainees at PT Pupuk Sriwidjaja Palembang.

PUSRI provides equal opportunity to all employees without discriminating the opportunities in competency development. Employee competency is evaluated through competency assessment activities in order to recognize the potentials in intellectuality, leadership, as well as soft competency needed to achieve expected performance. Assessment results will be combined with management performance through Work Performance Assessment.

dengan performance management melalui Penilaian Prestasi Kerja.

Hasil kombinasi penilaian tersebut akan dijadikan landasan objektif oleh Perusahaan dalam melakukan kegiatan pengembangan SDM melalui pola 70-20-10, yaitu peningkatan kompetensi berbentuk pelatihan/sertifikasi, proses mentoring/coaching, dan melalui mekanisme penugasan khusus, penugasan ke proyek-proyek, dan sebagainya. Bagi karyawan yang memiliki kompetensi tinggi dan memiliki prestasi, Perusahaan akan memfasilitasi yang bertujuan menjadi calon calon pemimpin dengan jenjang karir dan remunerasi yang kompetitif serta akan diperlakukan sebagai future talent.

Results from such assessment combination will be the objective basis used by the Company in implementing HR development programs through the 70-20-10 pattern, namely competency improvement in the form of training/certification, mentoring/coaching processes, and through special assignment mechanism, assignment to projects, and others. For employees with high competency level and achievements, the Company will facilitate those with the intention on becoming prospective leaders with competitive career paths and remunerations and will be treated as future talents.

| Jenis Pelatihan Type of Training | Tujuan Penelitian Training Objective | Level Jabatan yang mengikuti pelatihan Position Level of Training Participants | Jumlah Peserta | | | |
|---|---|---|----------------------------------|--|----------------------------------|--|
| | | | 2021 | | 2020 | |
| | | | Jumlah (orang) Total (person) | Persentase jumlah peserta terhadap jumlah karyawan (%) Percentage of Total Participants against Total Employees (%) | Jumlah (orang) Total (person) | Persentase jumlah peserta terhadap jumlah karyawan (%) Percentage of Total Participants against Total Employees (%) |
| Managerial & Leadership Eselon 1,2,3,4 dan 5 Managerial & Leadership Echelon 1, 2, 3, 4, and 5 | Pemenuhan soft competency dan hard competency, khususnya terkait kemampuan manajerial dan kepemimpinan Fulfillment of soft competency and hard competency, especially related to managerial and leadership capabilities | Eselon 1 | 2 | 6 | 1 | 6 |
| | | Eselon 2 | 31 | 35 | 29 | 35 |
| | | Eselon 3 | 37 | 12 | 38 | 12 |
| | | Eselon 4 | 64 | 13 | 62 | 13 |
| | | Eselon 5 | 42 | 13 | 37 | 13 |
| Pelatihan dan Sertifikasi Kompetensi Inti Core Competency Training and Certification | Pemenuhan hard competency dalam proses bisnis inti Perusahaan yaitu bidang produksi, penjualan, pemasaran, dan distribusi pupuk dan non pupuk Fulfillment of hard competency in the Company's core business process, namely in the fields of production, sales, marketing, and distribution of fertilizers and non-fertilizers | Eselon 1 | 2 | 6 | 1 | 6 |
| | | Eselon 2 | 23 | 23 | 19 | 23 |
| | | Eselon 3 | 158 | 48 | 153 | 48 |
| | | Eselon 4 | 208 | 43 | 203 | 43 |
| | | Eselon 5 | 158 | 53 | 153 | 53 |
| | | Pelaksana I | 238 | 32 | 235 | 32 |



| Jenis Pelatihan Type of Training | Tujuan Penelitian Training Objective | Level Jabatan yang mengikuti pelatihan Position Level of Training Participants | Jumlah Peserta | | | |
|--|--|---|----------------------------------|--|----------------------------------|--|
| | | | 2021 | | 2020 | |
| | | | Jumlah (orang) Total (person) | Persentase jumlah peserta terhadap jumlah karyawan (%) Percentage of Total Participants against Total Employees (%) | Jumlah (orang) Total (person) | Persentase jumlah peserta terhadap jumlah karyawan (%) Percentage of Total Participants against Total Employees (%) |
| Pelatihan dan Sertifikasi Kompetensi Penunjang Supporting Competency Training and Certification | Pemenuhan hard competency di Bidang Proses Bisnis Penunjang Perusahaan yaitu Bidang SDM, Hukum, Pengadaan, Keuangan, Audit Internal, Rancang Bangun, Tata Kelola, Perencanaan Perusahaan, dan lain-lain Fulfillment of hard competency in the Company's supporting business process, namely in the fields of Human Resources, Legal, Procurement, Finance, Internal Audit, Design, Governance, Corporate Planning, etc. | Eselon 1 | 26 | 163 | 26 | 163 |
| | | Eselon 2 | 186 | 218 | 183 | 218 |
| | | Eselon 3 | 827 | 256 | 823 | 256 |
| | | Eselon 4 | 603 | 127 | 606 | 127 |
| | | Eselon 5 | 275 | 95 | 273 | 95 |
| | | Pelaksana I | 284 | 40 | 287 | 40 |
| Hasil Pelatihan berdasarkan Hasil Assesment Training Results based on Assessment Results | Pemenuhan soft competency karyawan sesuai dengan tuntutan Kebutuhan Kompetensi Jabatan (KKJ) yang didapat dari hasil assessment (terdapat gap kompetensi antara KI dan KKJ) Fulfillment of employee soft competency in accordance with the demands for Position Competency Needs (KKJ) obtained from results of the assessment (there is competency gap between KI and KKJ) | Eselon 1 | 0 | 0 | 0 | 0 |
| | | Eselon 2 | 0 | 0 | 0 | 0 |
| | | Eselon 3 | 23 | 6 | 19 | 6 |
| | | Eselon 4 | 53 | 10 | 49 | 10 |
| | | Eselon 5 | 23 | 6 | 18 | 6 |
| | | Pelaksana I | 13 | 2 | 11 | 2 |
| Talent Departement Talent Departement | Pengembangan soft dan hard Competency Talent Eselon 1, 2, 3, 4, dan 5 menuju jabatan/grade setingkat di atas jabatan saat ini Soft and hard competency development of Talents Echelon 1, 2, 3, 4 and 5 towards position/grade above current position | Eselon 1 | 0 | 0 | 0 | 0 |
| | | Eselon 2 | 5 | 6 | 5 | 6 |
| | | Eselon 3 | 34 | 10 | 31 | 10 |
| | | Eselon 4 | 12 | 2 | 11 | 2 |
| | | Eselon 5 | 3 | 1 | 2 | 1 |
| Pelatihan Purna Tugas Post-Employment Training | Memberikan bekal ilmu dan kesiapan mental bagi karyawan yang akan menghadapi masa pensiun Provide knowledge and mental readiness in preparation for employees who will be facing retirement phase. | Eselon 1 | 0 | 0 | 0 | 0 |
| | | Eselon 2 | 0 | 0 | 0 | 0 |
| | | Eselon 3 | 0 | 0 | 0 | 0 |
| | | Eselon 4 | 0 | 0 | 0 | 0 |
| | | Eselon 5 | 0 | 0 | 0 | 0 |
| | | Pelaksana I | 0 | 0 | 0 | 0 |

PENDIDIKAN DAN/ATAU PELATIHAN DEWAN KOMISARIS, DIREKSI, KOMITE-KOMITE, SEKRETARIS PERUSAHAAN, AUDIT INTERNAL, DAN MANAJEMEN RISIKO

PUSRI telah mengatur kebijakan terkait pendidikan dan pelatihan SDM. Kebijakan tentang pendidikan dan pelatihan Direksi dan Dewan Komisaris diatur melalui Surat Keputusan Direksi No. SK/DIR/201/2015 tanggal 4 Juni 2015 tentang Pedoman Sistem Pendidikan dan Pelatihan Berbasis Kompetensi (Competency Based Training) pasal 6.1a terkait pendidikan dan pelatihan untuk bukan karyawan. Sementara itu, untuk pelatihan dan pendidikan bagi Kepala Satuan Pengawasan Intern dan Sekretaris Perusahaan diatur melalui Surat Keputusan yang sama, pasal 3 tentang pendidikan untuk talent dan karyawan.

Perusahaan bertanggung jawab penuh atas pendidikan dan pelatihan dalam pengelolaan SDM, termasuk dalam hal penganggaran dan pembiayaan. Seluruh karyawan, tidak terkecuali Direksi, Dewan Komisaris, Sekretaris Perusahaan, Kepala Satuan Pengawasan Intern, dan karyawan lainnya yang mendapatkan fasilitas pendidikan dan pelatihan, wajib menyusun laporan dan membagi pengetahuan kepada insan PUSRI lainnya.

Pengembangan Kompetensi Dewan Komisaris

EDUCATION AND/OR TRAINING OF THE BOARD OF COMMISSIONERS, THE BOARD OF DIRECTORS, COMMITTEES, CORPORATE SECRETARY, INTERNAL AUDIT AND RISK MANAGEMENT

PUSRI has established the policies related to the education and training of human resources. The policies on education and training of the Board of Directors and the Board of Commissioners are stipulated under the Board of Directors Decree No. SK/DIR/201/2015 dated 4 June 2015 on Guidelines for the Education and Competency-Based Training System article 6.1a related to the education and training for nonemployees. Meanwhile, for training and education for the Head of the Internal Control Unit and the Corporate Secretary are regulated by the same Decree, article 3 regarding education for talents and employees.

The Company is fully responsible for education and training within HR management, including in terms of budgeting and funding. All employees, with no exception of the Board of Directors, the Board of Commissioners, Corporate Secretary, Head of the Internal Control, and other employees who receive education and training facilities, are required to submit reports and share their knowledge to other PUSRI individuals.

Board of Commissioners Competency Development

| Jabatan Position | Sub Jenis Program 1. Pelatihan 2. Sertifikasi Program Sub Type 1. Training 2. Certification | Jenis Pelaksanaan Type of Implementation | Judul Pelatihan Training Title | Lokasi Location |
|---|--|---|--|--------------------------|
| Direktur Keuangan & Umum Director of Finance and General Affair | Pelatihan Training | Outplant | Creating Values Komisaris & Direksi Bumn | Hotel JW Marriot Jakarta |
| Direktur Operasi & Produksi Director of Operation and Production | Pelatihan Training | Outplant | Creating Values Komisaris & Direksi Bumn | Hotel JW Marriot Jakarta |



| Jabatan Position | Sub Jenis Program 1. Pelatihan 2. Sertifikasi Program Sub Type 1. Training 2. Certification | Jenis Pelaksanaan Type of Implementation | Judul Pelatihan Training Title | Lokasi Location |
|--|--|---|--|-----------------------------|
| Komisaris Commissioner | Pelatihan Training | Outplant | Creating Values Komisaris & Direksi Bumn | Hotel JW Marriot Jakarta |
| Komisaris Commissioner | Pelatihan Training | Outplant | Creating Values Komisaris & Direksi Bumn | Hotel JW Marriot Jakarta |
| Direksi Keu & Umum Director of Finance and General Affair | Pelatihan Training | E-Learning | Pelatihan Corporate English Program | Online Training |
| Direktur Operasi & Produksi Director of Operation and Production | Pelatihan Training | E-Learning | Pelatihan Corporate English Program | Online Training |

Pengembangan Kompetensi Komite Audit

Audit Committee Competency Development

| No | Nama Name | Jabatan Position | Jenis Pendidikan dan Pelatihan Type of Education and Training | Materi Pendidikan dan Pelatihan Education and Training Material | Tanggal dan Kota Pelaksanaan Date and Venue of Implementation | Penyelenggara Organizer |
|----|-----------------------|-------------------------|--|---|---|--|
| 1. | Hari Hartelan | Anggota Komite Audit | Workshop | Tanggung Jawab Komite Audit Saat Perseroan Tersangkut Masalah Hukum Terkait Laporan Keuangan Responsibilities of Audit Committee When the Company Involved in Legal Issues Related to Financial Statements | 23-Sep-2021 | IKAI (Ikatan Komite Audit Indonesia) IKAI (Indonesian Audit Committee Association) |
| 2. | Faisal Warganegara | Anggota Komite Audit | Workshop | Tanggung Jawab Komite Audit Saat Perseroan Tersangkut Masalah Hukum Terkait Laporan Keuangan Responsibilities of Audit Committee When the Company Involved in Legal Issues Related to Financial Statements | 23-Sep-2021 | IKAI (Ikatan Komite Audit Indonesia) IKAI (Indonesian Audit Committee Association) |

Pengembangan Kompetensi Komite Investasi dan Manajemen Risiko

Pada tahun 2020, Komite Investasi dan Manajemen Risiko tidak melakukan pengembangan kompetensi.

Investment Committee Competency Development and Risk Management

In 2021, the Investment and Risk Management Committee will not conduct competency development.

Pengembangan Kompetensi Sekretaris Perusahaan

Corporate Secretary Competency Development

Komposisi

Composition

| No. | Jabatan Position | Jenis Pelatihan *) Jenis Pelatihan *) | Judul Pelatihan | Training Title |
|-----|--|--|---|---|
| 1 | SVP Sekretariat Perusahaan & Tata Kelola | Penunjang Supporting | ITP Preparation | ITP PREPARATION |
| | | Managerial Managerial | Pelatihan Business Judgment Rule | Business Judgment Rule Training |
| | | Managerial Managerial | Powerfull Coaching Skill | Powerfull Coaching Skill |
| | | Managerial Managerial | Business Leader Upskilling For Great Performance | Business Leader Upskilling for Great Performance |
| | | Managerial Managerial | Pelatihan Pengembangan Kepemimpinan Bumn | SOEs Leadership Development Training |
| | | Penunjang Supporting | Managing People Collaboration Through Hc Data Analytics | Managing People Collaboration through HC Data Analytics |
| 2 | SVP SPI | Kompetensi Penunjang Supporting Competence | Workshop Internal Control - Coso 2017 & Business Judgement Rule (Bjr) | Workshop Internal Control - COSO 2017 & Business Judgement Rule (BJR) |
| | | Kompetensi Inti Core Competence | Pelatihan Business Judgment Rule | Business Judgment Rule Training |
| | | Kompetensi Penunjang Supporting Competence | Pelatihan Coaching & Mentoring Skill Tahun 2021 | 2021 Coaching & Mentoring Skill Training |
| | | Kompetensi Penunjang Kompetensi Penunjang | Seminar & Wisuda Qia Sertifikasi Qia - Internal Auditor 2021 | QIA Seminar & Graduation QIA Certification - Internal Auditor 2021 |
| | | Managerial Managerial | Business Leader Upskilling For Great Performance | Business Leader Upskilling for Great Performance |
| | | Managerial Managerial | Pelatihan Pengembangan Kepemimpinan Bumn | SOEs Leadership Development Training |
| | | Managerial Managerial | Managing People Collaboration Through Hc Data Analytics | Managing People Collaboration through HC Data Analytics |
| 3 | VP Tata Kelola & Manajemen Risiko | Penunjang Supporting | Pelatihan Bimtek Pengendalian Gratifikasi | Gratification Control Technical Guidance Training |
| | | Kompetensi Penunjang Supporting Competence | Pelatihan & Sertifikasi Auditor Sistem Manajemen Pengamanan | Security Management System Auditor Training & Certification |
| | | Managerial Managerial | Ldp / Coaching Btp | LDP/Coaching BTP |
| | | Kompetensi Penunjang Supporting Competence | Pelatihan & Sertifikasi Auditor Sistem Manajemen Pengamanan | Security Management System Auditor Training & Certification |
| | | Kompetensi Penunjang Supporting Competence | Pelatihan Six Sigma & Qic | Six Sigma & QIC Training |



PEMEGANG SAHAM

SHAREHOLDERS

Hingga berakhirnya tahun buku 2021, PT Pupuk Sriwidjaja Palembang tidak pernah melakukan penawaran umum saham, dan tidak memiliki program kepemilikan saham baik oleh manajemen maupun karyawan. PUSRI merupakan Badan Usaha Milik Negara (BUMN) dan bagian dari Pupuk Indonesia Grup.

Until the end of fiscal year 2021, PT Pupuk Sriwidjaja Palembang has never conducted public offering of shares, and has no share ownership program by either management or employees. PUSRI is a State-Owned Enterprise (BUMN) and part of the Pupuk Indonesia Group.

Komposisi pemegang saham PUSRI adalah PT Pupuk Indonesia (Persero) yang memiliki 5.799.986 lembar saham atau senilai Rp5.799.986.000.000 dengan kepemilikan sebesar 99,9998%, dan Yayasan Kesejahteraan Karyawan PT Pupuk Sriwidjaja 14 lembar saham atau senilai Rp14.000.000 dengan kepemilikan sebesar 0,0002%. Berikut rincian komposisi pemegang saham PUSRI per 31 Desember 2021.

The composition of PUSRI shareholders is PT Pupuk Indonesia (Persero) which has 5,799,986 shares worth Rp5,799,986,000,000 with share ownership of 99,9998%, and Yayasan Kesejahteraan Karyawan (Employee Welfare Foundation) of PT Pupuk Sriwidjaja 14 shares worth Rp14,000,000 and share ownership of by 0.0002%. The following are the details of PUSRI's shareholder composition as of December 31, 2021.

| Pemegang Saham Shareholder | Jumlah Saham (lembar) Number of Shares (share) | Modal Ditempatkan dan Disetor Penuh (Rp) Issued and Fully Paid Capital (Rp) | Persentase Kepemilikan (%) Percentage of Ownership (%) |
|--|---|--|---|
| Nilai Nominal Saham : Rp1.000.000/Lembar Saham | | | |
| PT Pupuk Indonesia (Persero) | 5.799.986 | 5.799.986.000.000 | 99,9998 |
| Yayasan Kesejahteraan Karyawan PUSRI | 14 | 14.000.000 | 0,0002 |
| Jumlah | 5.800.000 | 5.800.000.000.000 | 100 |

KOMPOSISI PEMEGANG SAHAM PUSRI PER 31 DESEMBER 2021

COMPOSITION OF PUSRI SHAREHOLDERS AS OF 31 DECEMBER 2021

Kelompok Pemegang Saham 5% dan/atau Lebih

Group of Shareholders with 5% Shares and/or More

| Pemegang Saham Shareholder | Jumlah Saham (lembar) Number of Shares (share) | Persentase Kepemilikan (%) Percentage of Ownership (%) |
|-------------------------------|---|---|
| PT Pupuk Indonesia (Persero) | 5.799.986 | 99,9998 |

Kelompok Pemegang Saham Kurang dari 5%

Group of Shareholders with 5% Shares and/or More

| Pemegang Saham Shareholder | Jumlah Saham (lembar) Number of Shares (share) | Persentase Kepemilikan (%) Percentage of Ownership (%) |
|--------------------------------------|---|---|
| Yayasan Kesejahteraan Karyawan PUSRI | 14 | 0.0002 |

Kepemilikan Saham Dewan Komisaris dan Direksi

Seluruh anggota Dewan Komisaris dan anggota Direksi PUSRI tidak memiliki saham dengan jumlah 5% atau lebih dari modal terseter pada Perusahaan. Anggota Direksi, baik secara sendirisendiri atau bersama-sama tidak memiliki saham melebihi 25% dari modal disetor pada suatu perusahaan lain yang dibuktikan dengan surat pernyataan.

Share Ownership by the Board of Commissioners and the Board of Directors

All members of the Board of Commissioners and members of the Board of Directors of PUSRI do not own shares of 5% or more of the paid-up capital in the Company. Members of the Board of Directors, either individually or collectively, do not own shares of more than 25% of the paid-up capital in any other company as proven by statement letters.

Pemegang Saham Berdasarkan Klasifikasi

PUSRI bukan merupakan perusahaan terbuka sehingga informasi mengenai hal ini tidak dapat disampaikan.

Shareholders Based on Classification

PUSRI is not a public company that information on this matter may not be disclosed.

INFORMASI PEMEGANG SAHAM UTAMA

Pemegang saham utama dan pengendali PUSRI ialah PT Pupuk Indonesia (Persero) ("PTPI") sekaligus entitas induk PUSRI dengan kepemilikan sebesar 99,9998%. Pemilik akhir dari PTPI adalah Pemerintah Republik Indonesia yang memiliki seluruhnya atau 100,00% saham PTPI. Dengan demikian, nama pemilik akhir PUSRI ialah Pemerintah Republik Indonesia.

INFORMATION ON MAJOR/ CONTROLLING SHAREHOLDER

The major and controlling shareholder of PUSRI is PT Pupuk Indonesia (Persero) ("PTPI") as well as the parent entity of PUSRI with ownership of 99.9998%. The ultimate owner of PTPI is the Government of the Republic of Indonesia, which fully owns or 100.00% of PTPI's shares. Thus, the name of the ultimate owner of PUSRI is the Government of the Republic of Indonesia.



STRUKTUR GRUP PERUSAHAAN

COMPANY GROUP STRUCTURE



Pemerintah Republik Indonesia
Government of the Republic of Indonesia



- Entitas Pemilik Akhir
End Owner Entity
- Pemegang Saham Utama Pengendali
Mayor Controlling Shareholder

- Entitas Anak
Subsidiary
- Entitas Asosiasi
Associate

DAFTAR ENTITAS ANAK DAN ASOSIASI

LIST OF SUBSIDIARIES AND ASSOCIATES

ENTITAS ANAK

Hingga berakhirnya tahun buku 2021, Perusahaan memiliki 1 (satu) entitas anak dengan uraian sebagai berikut.

SUBSIDIARIES

Until the end of fiscal year 2021, the Company has 1 (one) subsidiary with details as follows:

| Nama Name | Kegiatan Usaha Date of Establishment | Tahun Pendirian Year of Commercial Operation | Tahun Beroperasi Komersial Year of Commercial Operation | Tahun Penyertaan Modal Year of Equity Capital | Domisili Domicile | Status Status | Persentase Kepemilikan (%) Percentage of Ownership (%) | | Total Aset (Rp Juta) Total Assets (Rp Million) | |
|-----------------------------|---|--|--|--|----------------------|-------------------------|---|-------|---|--------|
| | | | | | | | 2021 | 2020 | 2021 | 2020 |
| PT Pusri Agro Lestari | Industri bahan kimia dan barang dari bahan kimia serta perdagangan Agrochemical industry, Fertilizer and nitrogen compounds material industry | 2015 | 2015 | 2015 | Jakarta | Beroperasi Operating | 51,00 | 51,00 | 51,727 | 56,629 |

ENTITAS ASOSIASI

Per 31 Desember 2021, Perusahaan memiliki 4 (empat) entitas asosiasi dengan uraian sebagai berikut.

ASSOCIATES

As of 31 December 2021, the Company has 4 (four) associates with details as follows:

| Nama Name | Kegiatan Usaha Date of Establishment | Tahun Pendirian Year of Commercial Operation | Tahun Beroperasi Komersial Year of Commercial Operation | Tahun Penyertaan Modal Year of Equity Capital | Domisili Domicile | Status Status | Persentase Kepemilikan (%) Percentage of Ownership (%) | | Total Aset (Rp Juta) Total Assets (Rp Million) | |
|-----------------------------------|---|--|--|--|----------------------|-------------------------|---|-------|---|-----------|
| | | | | | | | 2021 | 2020 | 2021 | 2020 |
| PT Pupuk Indonesia Logistik | Jasa pelayaran atau jasa angkutan laut Shipping or Marine Transportation Services | 2013 | 2015 | 2013 | Jakarta | Beroperasi Operating | 44,23 | 44,23 | 575.382 | 559.627 |
| PT Pupuk Indonesia Utilitas | Jasa Konstruksi serta Penyediaan listrik, gas, uap dan udara Construction Services and Supply of electricity, gas, steam and air | 2014 | 2018 | 2014 | Jakarta | Beroperasi Operating | 7,14 | 7,14 | 1.651.787 | 1.652.323 |



| Nama Name | Kegiatan Usaha Date of Establishment | Tahun Pendirian Year of Commercial Operation | Tahun Beroperasi Komersial Year of Commercial Operation | Tahun Penyertaan Modal Year of Equity Capital | Domisili Domicile | Status Status | Persentase Kepemilikan (%) Percentage of Ownership (%) | | Total Aset (Rp Juta) Total Assets (Rp Million) | |
|---------------------------|---|---|--|--|----------------------|------------------|---|-------|---|---------|
| | | | | | | | 2021 | 2020 | 2021 | 2020 |
| PT Puspertino | Pabrikasi Peralatan Equipment Fabrication | 1990 | 1992 | 1990 | Gresik | Beroperasi | 2,31 | 2,31 | 194.175 | 187.023 |
| PT Pupuk Indonesia Pangan | Agribisnis dan mekanisasi pertanian Agrobusiness and Agricultural Automation | 2015 | 2018 | 2015 | Jakarta | Beroperasi | 10,00 | 10,00 | 194.175 | 187.023 |

SEKILAS KINERJA ENTITAS ANAK DAN ENTITAS ASOSIASI

PERFORMANCE OF SUBSIDIARIES AND ASSOCIATES AT A GLANCE



PT PUSRI AGRO LESTARI ("PAL")

| Tahun Berdiri Year of Establishment | 2015 |
|---|---|
| Dasar Hukum Pendirian Legal Basis of Establishment | <p>Akta Pendirian Perseroan Terbatas PT Pusri Agro Lestari No. 2 tanggal 2 Maret 2015 yang dibuat di hadapan Notaris Lumassia, SH., Notaris di Jakarta, dan telah mendapatkan persetujuan Menteri Hukum dan Hak Asasi Manusia RI melalui Surat Keputusan No. AHU-0015102. AH.01.01. tahun 2015 tentang Pengesahan Pendirian Badan Hukum Perseroan Terbatas PT Pusri Agro Lestari tanggal 6 April 2015. Perubahan terakhir dimuat dalam Akta Nomor: 11 tanggal 29 September 2019 yang dibuat dihadapan Lumassia, S.H., Notaris di Jakarta</p> <p>Deed of Establishment of PT Pusri Agro Lestari Limited Company No. 2 dated March 2, 2015 drawn up before Notary Lumassia, SH., Notary in Jakarta, and has been approved by the Minister of Law and Human Rights of the Republic of Indonesia through Decree No. AHU-0015102.AH.01.01. 2015 concerning the Ratification of the Establishment of a Limited Liability Company Legal Entity PT Pusri Agro Lestari dated April 6, 2015. The latest amendment was contained in Deed Number: 11 dated September 29, 2019 drawn up before Lumassia, S.H., Notary in Jakarta</p> |
| Profil Perusahaan Company Profile | <p>PAL merupakan perusahaan patungan yang didirikan oleh PUSRI dengan Comeco Gulf W.L.L. yang melakukan kegiatan usaha dibidang industri agrokimia, pestisida, pupuk dan bahan senyawa nitrogen serta perdagangan bahan kimia sebagai bentuk implementasi strategi PT Pupuk Sriwidjaja Palembang dalam menyediakan sarana produksi pertanian yang terintegrasi.</p> <p>PAL is a joint venture company founded by PUSRI with Comeco Gulf W.L.L. which carries out business activities in the agrochemical, pesticide, fertilizer and nitrogen compound industries as well as trading in chemicals as a form of implementation of PT Pupuk Sriwidjaja Palembang's strategy in providing integrated agricultural production facilities.</p> |
| Kepemilikan Saham Share Ownership | <p>PUSRI : 51,00% Comeco Gulf W.L.L : 49,00%</p> |
| Manajemen Kunci Key Management | <p>Dewan Komisaris Board of Commissioners Lolita : Komisaris Utama President Commissioner Junaedi : Komisaris Commissioner</p> <p>Direktur Board of Directors Ferryzal Riansyah : Direktur Utama President Director</p> |

| Kinerja Keuangan 2019-2021 Financial Performance 2019- 2021 | Keterangan | 2021 | 2020 | 2019 | Description |
|---|---------------------------|---------|----------|---------|--------------------|
| | Pendapatan | 85.645 | 47.078 | 3.589 | Revenue |
| | Beban Pokok Pendapatan | 83.149 | (44.525) | (2.551) | Cost of Revenue |
| | Laba (Rugi) Kotor | 2.496 | 2.553 | 1.038 | (Loss) Profit |
| | Beban Usaha | 3.687 | (4.675) | (5.719) | Operating Expenses |
| | Laba/(Rugi) Usaha | (1.191) | (2.122) | (4.685) | Operating Income |
| | Laba/(Rugi) Bersih | (679) | (1.754) | (3.577) | Bersih/Net Income |
| | Aset | 51.717 | 56.629 | 51.829 | Asset |
| | Liabilitas | 7.299 | 11.532 | 4.978 | Liabilities |
| | Ekuitas | 44.428 | 45.096 | 46.851 | Equity |



PT PUPUK INDONESIA LOGISTIK ("PILOG")

| Tahun Berdiri Year of Establishment | 2013 |
|---|---|
| Dasar Hukum Pendirian Legal Basis of Establishment | <p>Akta No. 211 tanggal 23 Desember 2013 yang dibuat di hadapan Notaris Siti Nur Isminingsih SH, Notaris di Jakarta dan telah mendapatkan pengesahan Menteri Hukum dan Hak Asasi Manusia RI melalui Surat Keputusan No. AHU-05986. AH.01.01. Tahun 2014 tentang Pengesahan Pendirian Badan Hukum Perseroan Terbatas PT Pupuk Indonesia Logistik tanggal 12 Februari 2014.</p> <p>Deed No. 211 dated December 23, 2013 made before Notary Siti Nur Isminingsih SH, Notary in Jakarta and approved by the Minister of Law and Human Rights of the Republic of Indonesia through Decree No. AHU05986. AH.01.01. of 2014 regarding the Ratification of the Establishment of the Legal Entity of Limited Liability Companies of PT Pupuk Indonesia Logistik dated February 12, 2014.</p> |
| Profil Perusahaan Company Profile | <p>PILOG bergerak dibidang jasa pelayaran dan angkutan laut yang fokus utamanya mendistribusikan pupuk subsidi dan non subsidi dalam mendukung program ketahanan pangan nasional.</p> <p>The establishment of PILOG was based on the business needs in the field of shipping services or sea transportation services by conducting (in not fixed and irregular manner) a shipping/sea transportation business for goods carried out for the public, in PUSRI's interests.</p> |
| Kepemilikan Saham Share Ownership | <p>PUSRI : 44,23%</p> <p>PT Pupuk Indonesia (Persero) : 55,77%</p> |
| Manajemen Kunci Key Management | <p>Dewan Komisaris Board of Commissioners Rudi Rusli : Komisaris Utama President Commissioner Dono Prasetyo : Komisaris Commissioner</p> <p>Direktur Board of Directors Tentaminarto Tri F : Direktur Utama Presidet Director Priyadhika : Direktur Administrasi & Keuangan Director Administration & Finance Hasanal Kemal : Direktur Operasional Director of Operation</p> |



| Kinerja Keuangan 2019-2021 Financial Performance 2019- 2021 | Keterangan | 2021 | 2020 | 2019 | Description |
|---|---------------------------|-----------|-----------|-----------|--------------------|
| | Pendapatan | 404.406 | 349.960 | 380.164 | Revenue |
| | Beban Pokok Pendapatan | (356.602) | (358.067) | (314.911) | Cost of Revenue |
| | Laba (Rugi) Kotor | 47.804 | 8.106 | 65.253 | (Loss) Profit |
| | Beban Usaha | (30.651) | (29.360) | (29.211) | Operating Expenses |
| | Laba/(Rugi) Usaha | 17.153 | (21.254) | 36.042 | Operating Income |
| | Laba/(Rugi) Bersih | 4.201 | (48.907) | 26.616 | Bersih/Net Income |
| | Aset | 575.382 | 559.627 | 611.469 | Asset |
| | Liabilitas | 331.545 | 321.262 | 322.230 | Liabilities |
| | Ekuitas | 243.838 | 238.364 | 289.239 | Equity |



PT PUPUK INDONESIA UTILITAS ("PIU")

| Tahun Berdiri Year of Establishment | 2014 |
|---|--|
| Dasar Hukum Pendirian Legal Basis of Establishment | <p>Akta Pendirian No. 11 tanggal 18 Agustus 2014 yang dibuat di hadapan Notaris Nanda Fauz Iwan, SH, M. Kn., Notaris di Jakarta, dan telah mendapatkan pengesahan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia sesuai dengan Surat Keputusan No. AHU23002.40.10.2014 tanggal 3 September 2014. Perubahan terakhir dimuat dalam Akta Nomor: 02 tanggal 28 Oktober 2021 yang dibuat dihadapan Lumassia, S.H., Notaris di Jakarta</p> <p>Deed of Establishment No. 11 dated August 18, 2014 made before Notary Nanda Fauz Iwan, SH, M. Kn., Notary in Jakarta, and approved by the Minister of Law and Human Rights of the Republic of Indonesia through Decree No. AHU-23002.40.10.2014 dated September 3, 2014. The latest amendments are contained in Deed Number: 02 dated October 28, 2021 which was made before Lumassia, S.H., Notary in Jakarta.</p> |
| Profil Perusahaan Company Profile | <p>PIU didirikan untuk menjadi perusahaan penyedia utilitas untuk mendukung bisnis utama Pupuk Indonesia Group beserta anak usahanya. PIU bergerak dibidang konstruksi, penyediaan listrik, gas, uap dan udara, treatment air dan limbah. Di samping itu melakukan kegiatan usaha di bidang pertambangan dalam rangka pemenuhan bahan baku bahan penunjang, seperti batu bara dan mineral bahan pupuk.</p> <p>PIU was established to be a utility provider company to support the main business of the Pupuk Indonesia Group and its subsidiaries. PIU is engaged in construction, supply of electricity, gas, steam and air, treatment of water and waste. In addition, it conducts business activities in the mining sector in order to fulfill raw materials for supporting materials, such as coal and mineral fertilizers.</p> |
| Kepemilikan Saham Share Ownership | <p>PUSRI : 7,14% PT Pupuk Indonesia (Persero) : 60,00% PT Pupuk Kalimantan Timur : 10,00% PT Petrokimia Gresik : 10,00% PT Pupuk Kujang Cikampek : 5,00% PT Pupuk Iskandar Muda : 5,00% PT ReKayasa Industri : 2,86%</p> |
| Manajemen Kunci Key Management | <p>Dewan Komisaris Board of Commissioners Suryana Sukandar : Komisaris Utama President Commissioner Dana Sudjana : Komisaris Commissioner</p> <p>Direktur Board of Directors Agus Subekti : Direktur Utama President Director Nendroyogi Hadiputro : Direktur Keuangan Director of Finance Seppalga Ahmad : Direktur Operasi Director of Operation</p> |

| Kinerja Keuangan 2019-2021 Financial Performance 2019-2021 | Keterangan | 2021 | 2020 | 2019 | Description |
|---|------------------------|-----------|-----------|-----------|--------------------|
| | Pendapatan | 757.088 | 936.341 | 822.360 | Revenue |
| | Beban Pokok Pendapatan | (507.185) | (641.185) | 559.486 | Cost of Revenue |
| | Laba (Rugi) Kotor | 249.904 | 295.156 | 262.874 | (Loss) Profit |
| | Beban Usaha | (81.375) | (95.286) | (96.517) | Operating Expenses |
| | Laba/(Rugi) Usaha | 168.529 | 199.870 | 166.357 | Operating Income |
| | Laba/(Rugi) Bersih | 113.851 | 128.214 | 151.825 | Bersih/Net Income |
| | Aset | 1.651.787 | 1.652.323 | 1.607.949 | Asset |
| | Liabilitas | 776.484 | 836.608 | 874.533 | Liabilities |
| | Ekuitas | 875.303 | 815.715 | 733.416 | Equity |



PT PUPUK INDONESIA PANGAN ("PIP")

| Tahun Berdiri Year of Establishment | 2015 |
|---|--|
| Dasar Hukum Pendirian Legal Basis of Establishment | Akta No. 14 tanggal 30 April 2015 yang dibuat di hadapan Nanda Fauz Iwan, S.H., M.Kn., Notaris di Jakarta, dan telah mendapatkan persetujuan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Keputusan No. AHU-2438224.AH.01.01 tahun 2015 tanggal 11 Mei 2015. Deed No. 14 dated April 30, 2015 made before Nanda Fauz Iwan, S.H., M.Kn., Notary in Jakarta, and approved by the Minister of Law and Human Rights of the Republic of Indonesia through Decree No. AHU-2438224.AH.01.01 of 2015 dated May 11, 2015. |
| Profil Perusahaan Company Profile | PIP didirikan untuk melakukan usaha di bidang agribisnis yang terintegrasi untuk meningkatkan pendapatan petani, meningkatkan ketersediaan pangan, dan mendukung bisnis utama Pupuk Indonesia Group. Usaha Kegiatan agribisnis dilakukan dari hulu ke hilir melalui cluster pangan serta usaha jasa mekanisasi pertanian sehingga berkontribusi terhadap ketersediaan pangan, khususnya beras dalam mendukung ketahanan pangan nasional. The establishment of PIP was an effort to carry out business in the field of integrated agribusiness in order to increase farmers' income, increase food supply, and support the main business of Pupuk Indonesia Group. Agribusiness activities are carried out from upstream to downstream through food clusters as well as agricultural automation service. The overall business is expected to contribute to the supply of food, specifically rice in support of the national food resilience. |
| Kepemilikan Saham Share Ownership | PUSRI : 10,00% PT Pupuk Indonesia (Persero) : 60,00% PT Pukuk Kalimantan Timur : 10,00% PT Petrokimia Gresik : 10,00% PT Pupuk Kujang Cikampek : 10,00% |
| Manajemen Kunci Key Management | Dewan Komisaris Board of Commissioners Danar Rahmanto : Komisaris Utama President Commissioner Direktur Board of Directors Budiono : Direktur Utama President Director Sefin Martadajaja : Direktur Keuangan Director Finance |



| Kinerja Keuangan 2019-2021 Financial Performance 2019-2021 | Keterangan | 2021 | 2020 | 2019 | Description |
|---|------------------------|-----------|-----------|-----------|--------------------|
| | Pendapatan | 177.488 | 166.655 | 108.049 | Revenue |
| | Beban Pokok Pendapatan | (173.729) | (165.667) | (115.512) | Cost of Revenue |
| | Laba (Rugi) Kotor | 3.759 | 988 | (7.462) | (Loss) Profit |
| | Beban Usaha | (17.376) | (14.509) | (82.009) | Operating Expenses |
| | Laba/(Rugi) Usaha | (13.617) | (13.521) | (89.472) | Operating Income |
| | Laba/(Rugi) Bersih | (405) | (5.783) | (82.243) | Bersih/Net Income |
| | Aset | 194.175 | 187.023 | 188.212 | Asset |
| | Liabilitas | 28.966 | 13.386 | 8.535 | Liabilities |
| | Ekuitas | 165.208 | 173.637 | 179.67 | Equity |



PT PUSPETINDO

| | |
|---|---|
| Tahun Berdiri Year of Establishment | 1990 |
| Dasar Hukum Pendirian Legal Basis of Establishment | Akta Notaris Ardjasasmita, S.H., No. 30 tanggal 22 Maret 1990 Notarial Deed Ardjasasmita, S.H., No. 30 dated March 22, 1990 |
| Profil Perusahaan Company Profile | Bergerak dibidang industri mesin-mesin pengolahan logam dan permesinan umum (workshop) antara lain pembuatan tower, bejana tekanan (pressure vessel), dan alat penukar panas (heat exchanger), memasarkan dan atau memperdagangkan hasil-hasil usaha tersebut untuk pasar dalam negeri dan ekspor. Engaged in the field of metal processing machinery industry and general machinery (workshops) including the manufacture of towers, pressure vessels and heat exchangers, marketing and/or trading of products of such businesses for domestic and export markets. |
| Kepemilikan Saham Share Ownership | PUSRI : 2,31% PT Petrokimia Gresik : 2,31% PT Rekayasa Industri : 94,32% Babcock Borsig Aktiengesellschaft : 1,06% |
| Manajemen Kunci Key Management | Dewan Komisaris Board of Commissioners Bachronsyah : Komisaris Utama President Commissioner Wijaya Santoso : Komisaris Commissioner Direktur Board of Directors Donal Silitonga : Direktur Utama President Director Gede Putu Yudasma : Direktur Keuangan Director Finance |

| Kinerja Keuangan 2019-2021 Financial Performance 2019-2021 | Keterangan | 2021 | 2020 | 2019 | Description |
|---|------------------------|----------|-----------|-----------|--------------------|
| | Pendapatan | 102.682 | 164.976 | 132.141 | Revenue |
| | Beban Pokok Pendapatan | (89.536) | (148.989) | (115.217) | Cost of Revenue |
| | Laba (Rugi) Kotor | 13.146 | 15.987 | 16.924 | (Loss) Profit |
| | Beban Usaha | (12.415) | (12.424) | (11.539) | Operating Expenses |
| | Laba/(Rugi) Usaha | 731 | 3.563 | 5.385 | Operating Income |
| | Laba/(Rugi) Bersih | 405 | 3.172 | 5.645 | Bersih/Net Income |
| | Aset | 131.284 | 154.555 | 106.359 | Asset |
| | Liabilitas | 87.557 | 111.954 | 66.192 | Liabilities |
| | Ekuitas | 43.728 | 42.601 | 40.167 | Equity |

KRONOLOGIS PENCATATAN SAHAM

CHRONOLOGY OF SHARE LISTING

PUSRI belum pernah melakukan penawaran saham perdana dan belum tercatat di bursa saham mana pun. Dengan demikian, Perusahaan tidak dapat menyediakan informasi terkait hal ini.

PUSRI has not conduct initial public offering and has not been listed on any stock exchange. Thus, the Company is not able to provide information regarding this matter.

KRONOLOGIS PENCATATAN EFEK LAINNYA

CHRONOLOGY OF OTHER SECURITIES LISTING

Hingga 31 Desember 2021, PUSRI tidak melakukan pencatatan obligasi, sukuk atau obligasi konversi, maupun pencatatan efek lainnya. Dengan demikian, tidak terdapat informasi terkait jumlah obligasi/sukuk/obligasi konversi yang beredar (*outstanding*), tingkat bunga/imbalan, tanggal jatuh tempo, peringkat obligasi/sukuk.

Until 31 December 2021, PUSRI did not make listing of bonds, sukuk or convertible bonds, or other securities listing. Thus, there is no information provided on the number of outstanding bonds/sukuk/convertible bonds, interest/yield rates, maturity dates, ratings of bonds/sukuk.



WILAYAH OPERASI DAN PASAR YANG DILAYANI

OPERATIONAL AREAS AND MARKETS SERVED

Cakupan wilayah operasi dan pasar yang dilayani oleh PUSRI terbagi menjadi domestik dan internasional melalui ekspor. Penjualan produk PUSRI di pasar domestik ditetapkan oleh entitas induk, PT Pupuk Indonesia (Persero), yaitu yaitu Rayon Subsidi yang mencakup Bengkulu, Sumatera Selatan, Kep.Bangka Belitung, Lampung, Jawa Tengah, DI Yogyakarta, Jawa Timur, Bali dan Nusa Tenggara Barat. Untuk Rayon Komersil mencakup, Sumatera Selatan, Babel, Bengkulu dan Lampung.

PT Pupuk Indonesia (Persero) dan kelompok usahanya, termasuk Perseroan mendapatkan penugasan dari Pemerintah Indonesia untuk bertanggung jawab melakukan pemenuhan kebutuhan pupuk bersubsidi di seluruh Indonesia. Penugasan penyaluran Pupuk Bersubsidi atau Public Service Obligation (PSO) ini mengacu pada Peraturan Menteri Perdagangan No. 15/M-DAG/PER/4/2013 tanggal 1 April 2013 tentang Pengadaan dan Penyaluran Pupuk Bersubsidi untuk Sektor Pertanian, dengan peraturan teknis terkait alokasi pupuk bersubsidi terakhir diatur melalui Peraturan Menteri Pertanian No. 36 Tahun 2021 tanggal 15 November 2021 tentang alokasi dan HET pupuk bersubsidi dan surat Keputusan Direktorat Jenderal Prasarana dan Sarana Pertanian Kementerian Pertanian No. 45/KPTS/RC.210/B/10/2021 tanggal 21 Oktober 2021 tentang Realokasi Pupuk bersubsidi Sektor pertanian tahun 2021.

Sementara penjualan produk di pasar internasional merupakan produk non subsidi yang menysasar kepada beberapa negara, seperti Australia, Korea, Malaysia, Myanmar, Filipina, Taiwan, Thailand, dan Vietnam.

The scope of operations and markets served by PUSRI are divided into domestic and international through exports. Sales of PUSRI products in the domestic market are determined by the parent entity, PT Pupuk Indonesia (Persero), namely the Subsidized District which covers Bengkulu, South Sumatra, Bangka Belitung Islands, Lampung, Central Java, DI Yogyakarta, East Java, Bali and West Nusa Tenggara. For Commercial Districts, it covers South Sumatra, Babel, Bengkulu and Lampung.

PT Pupuk Indonesia (Persero) and its business groups, including the Company, were assigned by the Government of Indonesia to be responsible for meeting the needs of subsidized fertilizers throughout Indonesia. The assignment of distribution of Subsidized Fertilizer or Public Service Obligation (PSO) refers to the Regulation of the Minister of Trade No. 15/M-DAG/PER/4/2013 dated April 1, 2013 concerning the Procurement and Distribution of Subsidized Fertilizers for the Agricultural Sector, with technical regulations related to the allocation of subsidized fertilizers. 36 of 2021 dated November 15, 2021 regarding the allocation and HET of subsidized fertilizers and the Decree of the Director General of Agricultural Infrastructure and Facilities of the Ministry of Agriculture No. 45/KPTS/RC.210/B/10/2021 dated October 21, 2021 regarding Reallocation of Subsidized Fertilizers for Agriculture Sector in 2021.

Meanwhile, product sales in the international market are non-subsidized products targeting several countries, such as Australia, Korea, Malaysia, Myanmar, the Philippines, Taiwan, Thailand, and Vietnam.

Berikut adalah peta wilayah operasional dan pemasaran PUSRI.

The following is a map of PUSRI's operational and marketing areas.

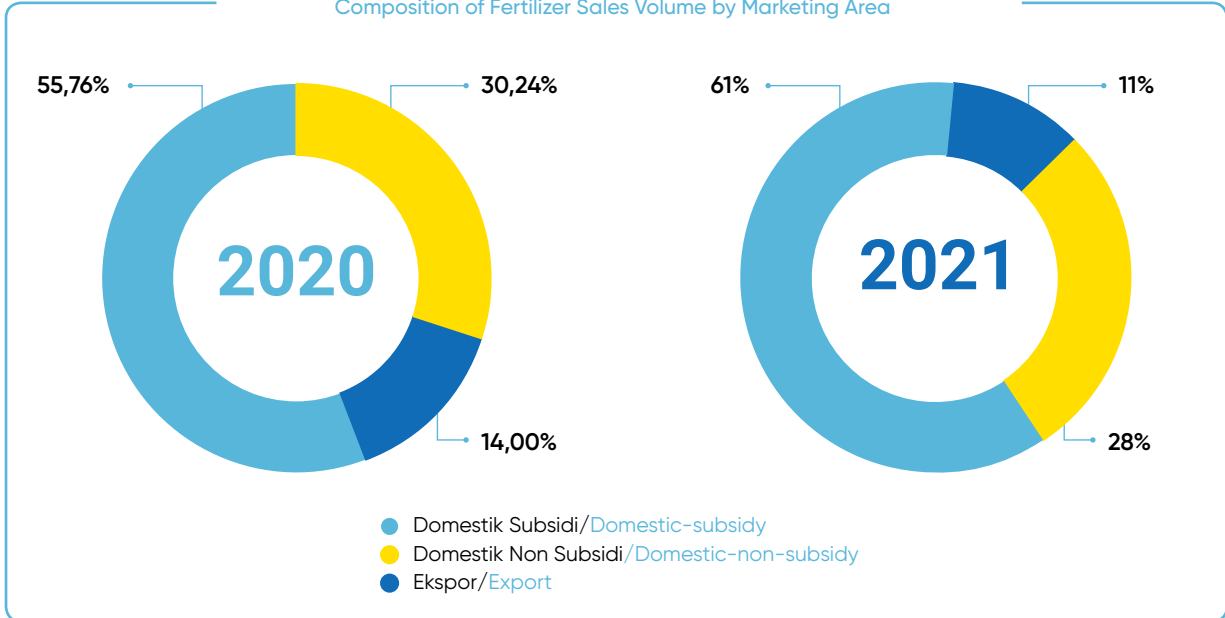




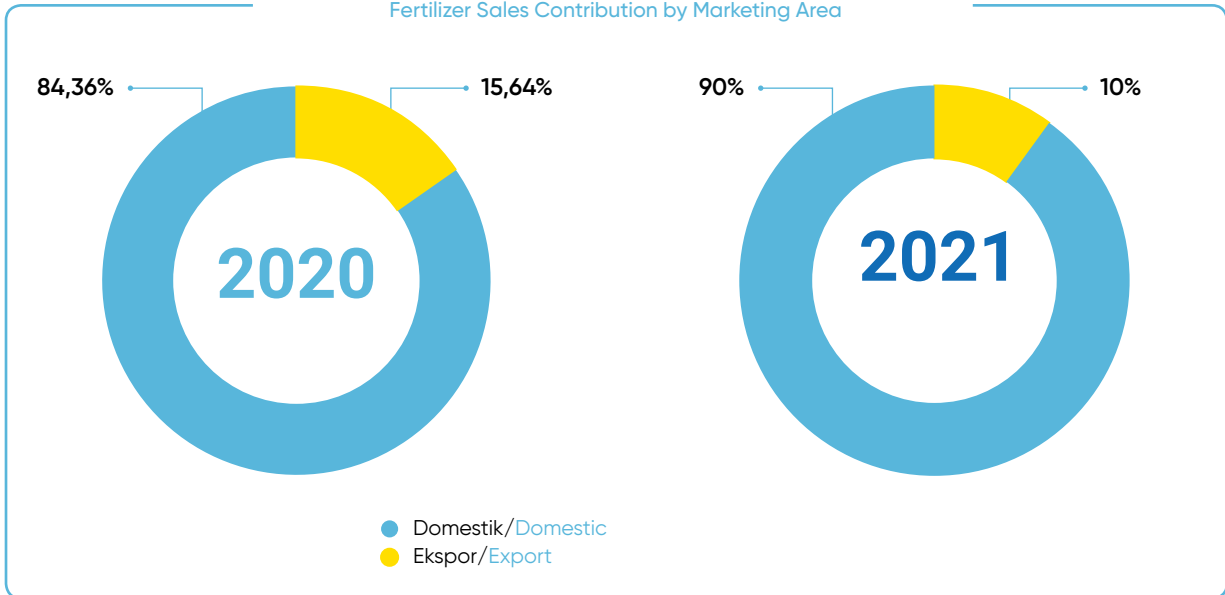
Adapun tentang skala usaha berdasarkan wilayah operasi dan pasar yang dilayani, tergambar dalam komposisi berikut ini.

The scale of business based on the operation areas and markets served is illustrated in the following composition.

Komposisi Volume Penjualan Pupuk berdasarkan Wilayah Pemasaran
Composition of Fertilizer Sales Volume by Marketing Area



Kontribusi Penjualan Pupuk berdasarkan Wilayah Pemasaran
Fertilizer Sales Contribution by Marketing Area



DAFTAR ALAMAT ENTITAS ANAK, KANTOR CABANG, SERTA KANTOR PERWAKILAN

ADDRESS OF SUBSIDIARIES, BRANCH OFFICES AND REPRESENTATIVE OFFICES

KANTOR PUSAT PUSRI PUSRI HEAD OFFICE

- 📍 Jl. Mayor Zen Palembang 30118
- ✉ E-mail: humas@pusri.co.id
- 🌐 Web: <http://www.pusri.co.id>
- ☎ Tel.: 0711 – 712 111; 712 222
- 📠 Fax: 0711 – 712 100; 712 020

Kantor Perwakilan Jakarta

Jakarta Representative Office

- Jl. Taman Anggrek Kemanggisan Jaya
Jakarta 11480
- E-mail: kpj@pusri.co.id
- Tel. : 021 – 548 1208
- Fax. : 021 – 530 5281; 548 0607

ENTITAS ANAK

SUBSIDIARY

PT Pusri Agro Lestari

- Gedung PUSRI 101, lantai 1
Jl. LetJend S. Parman Kav. 101
Jakarta Barat 11440, Indonesia

PT Pupuk Indonesia Pangan

- Jl. Raya Rawamerta, Dusun
Sukamanah RT/RW 06/03
Rawamerta, Karawang Jawa Barat
41382
- E-mail : info@pi-pangan.com
- Web : www.pi-pangan.com

PPD Sumatera Utara

- Jl. Gajah Mada No. 19/25
Medan 20153
- E-mail: sumut@pusri.co.id
- Tel. : 061 – 4157 760;
455 4221; 455 5758
- Fax. : 061 – 452 0550; 414 3738

ENTITAS ASOSIASI

ASSOCIATES

PT Pupuk Indonesia Logistik

- Gedung PUSRI 101, lantai 2 & 3
Jl. LetJend S. Parman Kav. 101
Jakarta Barat 11440, Indonesia
- Tel.: 021 – 2263 1881; 2263 1882;
22631883
- Web: www.pi-logistik.com

PT Puspetindo

- Gedung Gresik Migas Tower Lt.2
Jl. Dr. Wahidin S.H. No.708,
Kembangan,
Kebomas, Gresik, Jawa Timur 61124
- Tel. : 031-991 03048
- E-mail : info@puspetindo.com
- Web : www.puspetindo.com

PPD Sumatera Barat

- Jl. H. Agus Salim No.4
Padang 25121
- E-mail: sumbar@pusri.co.id
- Tel. : 0751 – 228 07; 32655
- Fax. : 0751 – 371 81

PT Pupuk Indonesia Utilitas

- Alamanda Tower Lt 26,
Jl. T.B. Simatupang No 22-26,
Cilandak, Jakarta Selatan 12430
- E-mail : info@pi-energi.com
- Tel. : 021 – 344 6678
- Fax. : 021 – 345 2609

Kantor Penjualan PUSRI Daerah (PPD)

PUSRI Regional Sales Office (PPD)

PPD Aceh

- Jl. Tengku H.M. Daud Beureueuh
No. 2
Banda Aceh 23121
- E-mail: aceh@PUSRI.ac.id
- Tel. : 0651 – 290 94
- Fax. : 0651 – 338 23

PPD Riau

- Jl. Soekarno Hatta No. 88
Pakanbaru 28294
- E-mail: riau@pusri.co.id
- Tel. : 0761 – 610 14; 610 15
- Fax. : 0761 – 610 18

PPD Jambi

- Jl H. Agus Salim Kota Baru
Jambi 36122
- E-mail: jambi@pusri.co.id
- Tel. : 0741 – 444 145
- Fax. : 0741 – 441 46



PPD Bengkulu

Jl. Pangeran Natadirdja No.93A
Bengkulu 38225
E-mail : bengkulu@pusri.co.id
Tel. : 0736 – 213 97
Fax. : 0736 – 213 26

PPD Sumatera Selatan

Jl. Naskah Km 7 Palembang 30152
E-mail : ppdsmsel@pusri.co.id
Tel. : 0711 – 417 530;
411 079; 417 876
Fax. : 0711 – 410 185

PPD Bangka Belitung

Jl. Raden Abdullah No. 188, RT/
RW 004/001 Desa OpasIndah Kec.
Taman Sari, Pangkal Pinang
E-mail : ppd-babel@pusri.co.id
Tel. : 0717 – 424 942
Fax. : 0717 – 433 448

PPD Lampung

Jl. Dr. Susilo No. 57
Bandar Lampung 35214
E-mail : lampung@pusri.co.id
Tel. : 0721 – 262 166; 262 786
Fax. : 0721 – 250 444; 261 112

PPD Kalimantan Barat

Jl. Adisucipto KM. 4
Pontianak 78124
E-mail : kalbar@pusri.co.id
Tel. : 0561 – 732 731; 736 376
Fax. : 0561 – 732 673

PPD Kalimantan Selatan

Jl. Brigjen Hasan Basri Kayutangi
No. 4 Banjarmasin 70123
E-mail : kalsel@pusri.co.id
Tel. : 0511 – 305 125; 304 382
Fax. : 0511 – 330 5124PP

Sulawesi Selatan

Jl. A.P. Pettarani Panakukang
Makasar 90222
E-mail: sulsel@pusri.co.id
Tel.: 0411 – 440 127, 440 129 Fax.:
0411 – 443 662

Unit Pengantongan Pupuk UPP

Fertilizer Packing Unit UPP

UPP Belawan

Jl. Sulawesi II Belawan 20411
E-mail : upp_belawan@pusri.co.id
Tel. : 061 – 694 1913;
694 1624; 694 1672
Fax. : 061 – 694 1918

UPP Cilacap

Jl. DI Panjaitan No. 58,
Cilacap 53213
E-mail : upp_cilacap@pusri.co.id
Tel. : 0282 – 534 505; 533 768
Fax. : 0282 – 536 327

UPP Meneng

Jl. Raya Situbondo
Tanjung Wangi 68423
E-mail : upp_meneng@pusri.co.id
Tel. : 0333 – 510 011; 510 014
Fax. : 0333 – 510 355

UPP Semarang

Jl. Deli Baru No. 5 Tanjung Emas
Semarang 50174
E-mail : upp_semarang@pusri.co.id
Tel. : 024 – 356 1617
Fax. : 024 – 354 0612

UPP Surabaya

Jl. Nilam Timur No. 1, Tanjung Perak
Surabaya
E-mail : upp_surabaya@pusri.co.id
Tel. : 031 – 329 3508; 329 3509
Fax. : 031 – 329 4575

PPD Banten

Jl. Jend Sudirman
(Kesuren Sumur Pecung) Serang
E-mail : banten@pusri.co.id
Tel. : 0254 – 207 898
Fax. : 0254 – 207 998

PPD Jawa Barat

Jl. Soekarno-Hatta No. 223 By-Pass
Bandung 40233
E-mail : jabar@pusri.co.id
Tel. : 022 – 603 0195;
603 7512; 612 2710
Fax. : 022 – 601 7277

PPD D.I Yogyakarta

Jl. Arteri Ringroad Maguwoharjo,
Sleman Yogyakarta 55282
E-mail : yogya@pusri.co.id
Tel. : 0274 – 489 063
Fax. : 0274 – 488 4376

PPD Jawa Tengah

Jl. Imam Bonjol No. 208
Semarang 50132
E-mail : jateng@pusri.co.id
Tel. : 024 – 354 7702; 356 5071;
351 8208; 354 5810
Fax. : 024 – 354 4150

PPD Jawa Timur

Jl. Genteng Kali No. 55-57
Surabaya 60275
E-mail : jatim@pusri.co.id
Tel. : 031 – 532 2567;
532 2568; 534 0281
Fax. : 031 – 5346 240; 547 1608

NAMA DAN ALAMAT LEMBAGA PENUNJANG PASAR MODAL

NAME AND ADDRESS OF CAPITAL MARKET SUPPORTING INSTITUTIONS

KANTOR AKUNTAN PUBLIK

PUBLIC ACCOUNTING FIRMS

| Nama Name | Alamat Address | Jasa Service | Biaya Fee | Periode Penugasan Period of Appointment |
|--|--|--|----------------------------------|--|
| KAP Tanudiredja, Wibisana, Rintis, dan Rekan | WTC 3 Jl. Jend. Sudirman Kav. 29-31 Jakarta 12920 - INDONESIA T: +62 21 50992901 / 31192901 F: +62 21 52905555 / 52905050 www.pwc.com/ id | <ul style="list-style-type: none"> • General Audit atas Laporan Keuangan untuk tahun yang berakhir tanggal 31 Desember 2021. • Audit kepatuhan atas peraturan perundang-undangan dan Pengendalian Internal untuk tahun yang berakhir pada tanggal 31 Desember 2021. • Laporan Management Letter atas pengendalian internal untuk tahun yang berakhir pada tanggal 31 Desember 2021. • Laporan Management Letter atas pengendalian internal untuk tahun yang berakhir pada tanggal 31 Desember 2021. • Review atas Laporan Hasil Kinerja Perusahaan untuk tahun yang berakhir pada tanggal 31 Desember 2021. • Review atas Penilaian Tingkat Pencapaian Key Performance Indicator (KPI) untuk tahun yang berakhir pada tanggal 31 Desember 2021. • General Audit atas Laporan Keuangan dan Evaluasi Kinerja Program Kemitraan dan Bina Lingkungan (PKBL) untuk tahun yang berakhir pada tanggal 31 Desember 2021. • General Audit of Financial Statements for the year ended December 31, 2021. • Compliance audit on laws and regulations and Internal Control for the year ended December 31, 2021. • Management Letter report on internal control for the year ended December 31, 2021. • Review of the Company's Performance Results Report for the year ended December 31, 2021. • Review of Key Performance Indicator (KPI) Achievement Level Assessment for the year ended 31 December 2021. • General Audit on Financial Statements and Performance Evaluation of the Partnership and Community Development Program (PKBL) for the year ended December 31, 2021. | Rp2.171.400.000 (inc.PPN 10%) | 2021 |



NOTARIS DAN JASA KONSULTAN HUKUM

NOTARY AND LEGAL CONSULTING SERVICES

| No. | Nama Name | Alamat Address | Keterangan Description |
|-----|--|---|--|
| 1. | Notaris & PPAT Galuh Nin Anggraini S.H., M.Kn. | Jalan Arifin Ahmad No. 17A, Kota Pekanbaru, Propinsi Riau | Notaris/PPAT Pengurusan Perpanjangan Masa Berlaku/ Permohonan Hak Baru dan Perubahan Nama Pemegang Hak Dalam Sertipikat HGB No. 1299/Simpang Tiga, HGB No. 75 dan 76/Sukamaju Milik PT Pupuk Sriwidjaja Palembang Notary/Land Titles Registrar to handle Extension of Validity Period/Application for New Rights and Change of Name of Rightsholders in HGB Certificate No. 1299/ Simpang Tiga, HGB No. 75 and 76/Sukamaju Owned by PT Pupuk Sriwidjaja Palembang |
| 2. | Notaris/PPAT Thelma Andries, S.H., M.H. | Jalan Sudirman Nomor 39, Kel. Pinaesaan, Kota Manado | Notaris/PPAT Pengurusan Perpanjangan Masa Berlaku dan Perubahan Nama Pemegang Hak Dalam Sertipikat Hak Guna Bangunan No. 13/Teling Atas Milik PT Pupuk Sriwidjaja Palembang Notary/Land Titles Registrar to handle Extension of Validity Period and Change of Name of Right Holder in the Certificate of Building Use Rights No. 13/Teling Atas Belongs to PT Pupuk Sriwidjaja Palembang |
| 3. | Notaris/PPAT Hendra Setiawan, S.H., M.Kn | Jl. Aria Wiratanudatar No. 300, Sukataris, Karang Tengah, Kabupaten Cianjur | Notaris/PPAT Pengurusan Perpanjangan Masa Berlaku Dan Perubahan Nama Pemegang Hak Dalam Sertipikat HGB No. 470/Hegarmanah Milik PT Pupuk Sriwidjaja Palembang Notary/Land Titles Registrar to handle Extension of Validity Period and Change of Name of Right Holder in HGB Certificate No. 470/ Hegarmanah Belongs to PT Pupuk Sriwidjaja Palembang |
| 4. | Notaris/PPAT Hendra Setiawan, S.H., M.Kn | Jl. Aria Wiratanudatar No. 300, Sukataris, Karang Tengah, Kabupaten Cianjur | Notaris/PPAT Pengurusan Perpanjangan Masa Berlaku Dan Perubahan Nama Pemegang Hak Dalam Sertipikat HGB No. 1724/Sirnalalih Milik PT Pupuk Sriwidjaja Palembang Notary/Land Titles Registrar to handle Extension of Validity Period and Change of Name of Right Holder in HGB Certificate No. 1724/Sirnalalih Owned by PT Pupuk Sriwidjaja Palembang |
| 7. | Notaris/PPAT R. Tedy Suwarman, S.H. | Jalan Laswi No. 99, Kota Bandung, Propinsi Jawa Barat | Jasa Pengurusan Perpanjangan Masa Berlaku Dan Perubahan Nama Pemegang Hak Dalam Sertipikat HGB No. 42 Dan 43/Kopo Milik PT Pupuk Sriwidjaja Palembang Management Services for Extension of Validity Period and Change of Name of Rightsholders in HGB Certificate No. 42 and 43/Kopo owned by PT Pupuk Sriwidjaja Palembang |
| 8. | Notaris/PPAT Dede Fitriani, S.H. | Jalan Raya Timur Kompleks Pasar Raya Kudang Blok B No. 3, Kecamatan Singaparna, Kabupaten Tasikmalaya | Notaris/PPAT Pengurusan Perpanjangan Masa Berlaku Dan Perubahan Nama Pemegang Hak Dalam Sertipikat HGB No. 00003/Ciakar Milik PT Pupuk Sriwidjaja Palembang Notary/PPAT Pengurusan Perpanjangan Masa Berlaku Dan Notary/Land Titles Registrar to handle Extension of Validity Period and Change of Name of Right Holder in HGB Certificate No. 00003/Ciakar Owned by PT Pupuk Sriwidjaja Palembang |
| 9. | Notaris/PPAT Nikmatur Rohmah, S.H., M.Kn. | Jalan Solo-Jogja Km. 11, Magunan, Kalitirto, Berbah, Kabupaten Sleman. | Notaris/PPAT Pengurusan Perpanjangan Masa Berlaku dan Perubahan Nama Pemegang Hak Dalam Sertipikat HGB. 384/Maguwoharjo Milik PT Pupuk Sriwidjaja Palembang Notary/Land Titles Registrar to handle Extension of Validity Period and Change of Name of Rightsholders in HGB.384/Maguwoharjo Certificates Owned by PT Pupuk Sriwidjaja Palembang |
| 10. | Notaris/PPAT Psnelyza Karani, S.H., M.Kn. | Jalan Raya Solok Padang KM 5, Koto Baru, Kabupaten Solok | Notaris/PPAT Pengurusan Perpanjangan Masa Berlaku dan Perubahan Nama Pemegang Hak Dalam Sertipikat HGB No. 01/Tanjung Bingkung Milik PT Pupuk Sriwidjaja Palembang Notary/Land Titles Registrar to handle Extension of Validity Period and Change of Name of Right Holder in HGB Certificate No. 01/ Tanjung Bingkung owned by PT Pupuk Sriwidjaja Palembang |

| No. | Nama Name | Alamat Address | Keterangan Description |
|-----|--|---|--|
| 11. | Notaris/PPAT Irsan Zainuddin, S.H., M.Kn | Jalan Raya Gisting, Pekon Gisting Atas, Kabupaten Tanggamus, Propinsi Lampung | Notaris/PPAT Pengurusan Perpanjangan Masa Berlaku Dan Perubahan Nama Pemegang Hak Dalam Sertipikat HGB No. 01/Sidoharjo Milik PT Pupuk Sriwidjaja Palembang Notary/Land Titles Registrar to handle Extension of Validity Period and Change of Name of Right Holder in HGB Certificate No. 01/Sidoharjo Owned by PT Pupuk Sriwidjaja Palembang |
| 12. | Ertiga Law Firm | Gedung TRIO Lt.2 Suite 207, Jl. Mampang Prapatan Raya, No. 17 EF, Jakarta Selatan | Konsultan Hukum Penanganan Perkara Kasasi Di Mahkamah Agung RI Atas Putusan Pengadilan Tinggi Palembang Nomor: 33/PDT/2021/PT.PLG Legal Consultant for Handling Cassation Cases at the Supreme Court of the Republic of Indonesia on the Decision of the Palembang High Court Number: 33/PDT/2021/PT.PLG |



INFORMASI PADA WEBSITE PERUSAHAAN

INFORMATION ON COMPANY'S WEBSITE



PUSRI memiliki situs web resmi dengan alamat www.pusri.co.id yang telah dilengkapi dengan berbagai informasi seputar korporasi. Situs web tersebut menyediakan informasi terkait perusahaan, peristiwa di lingkungan perusahaan, kliping berita media, soft copy Info PUSRI, soft copy data perusahaan (annual report, sustainability report), pengumuman pelelangan dan beberapa informasi lain yang bisa diakses dengan mudah oleh masyarakat di mana pun mereka berada. PUSRI juga menyediakan alamat e-mail: humas@pusri.co.id bagi publik yang ingin menanyakan berbagai hal yang berhubungan dengan PUSRI.

PUSRI has an official website, www.pusri.co.id, complete with various information about the corporation. The website provides information related to the company, events within the company, media news clippings, soft copy of PUSRI info, soft copy of company data (annual report, sustainability report), auction announcements and other information easily accessible by the public from any location. PUSRI also provides an e-mail address humas@pusri.co.id for the public to contact for inquiries on various matters related to PUSRI.

Penyebaran informasi melalui website tersebut kepada semua pemangku kepentingan merupakan bagian penting dari peningkatan prinsip transparansi informasi yang diharapkan dapat membantu, meningkatkan pengetahuan, pemahaman dan persepsi positif tentang PUSRI. Situs web PUSRI menjadi portal digital resmi korporasi yang dapat diakses secara terbuka untuk memberikan informasi yang komprehensif tentang Perusahaan kepada khalayak luas.

Walaupun PUSRI bukan merupakan perusahaan publik, namun sebagai praktik terbaik, website Perusahaan telah memenuhi ketentuan yang diatur oleh Peraturan Otoritas Jasa Keuangan No. 8/POJK.04/2015 tentang Situs Web Emiten atau Perusahaan Publik. Seluruh informasi tersebut dapat diakses oleh publik melalui situs www.pusri.co.id yang tersaji dalam dua bahasa, yakni Bahasa Indonesia dan Bahasa Inggris.

Dissemination of information through the website to all stakeholders is an important part in enhancing the principle of information transparency which is expected to assist, increase knowledge, understanding and positive perception on PUSRI. PUSRI's website becomes corporate official digital portal that can be accessed openly to provide comprehensive information on the Company to a wide audience.

Although PUSRI is not a public company, however, as best practice, the Company's website has met all provisions as stipulated by the Financial Services Authority's Regulation No. 8/POJK.04/ 2015 on Websites of Issuers or Public Companies. All such information can be accessed by the public through www.pusri.co.id presented bilingually, in Bahasa Indonesia and in English.

| Konten Content | Link |
|---|---|
| Tata Kelola Perusahaan Corporate Governance | https://www.pusri.co.id/ina/gcg-sekilas-good-corporate-governance/ |
| Piagam/Charter Dewan Komisaris Charter of the Board of Commissioners | http://www.pusri.co.id/ina/pedoman-dewan-komisaris-amp-direksisekilas-pedoman-komisaris-amp-direksi/ |
| Piagam/Charter Direksi Charter of the Board of Directors | http://www.pusri.co.id/ina/pedoman-dewan-komisaris-amp-direksisekilas-pedoman-komisaris-amp-direksi/ |
| Piagam/Charter Komite Audit Charter of the Audit Committee | http://www.pusri.co.id/ina/manajemen-komisaris/ |
| Piagam/Charter Komite Audit Nominasi dan Remunerasi Charter of the Nomination and Remuneration Committee | http://www.pusri.co.id/ina/manajemen-komisaris/ |
| Piagam/Charter Audit Internal Charter of the Internal Audit | http://www.pusri.co.id/ina/internal-control-system-internal-auditcharter/ |
| Tanggung Jawab Sosial Perusahaan Corporate Social Responsibility | http://www.pusri.co.id/ina/csr-program-csr/ |



SUMBER DAYA MANUSIA

Human Resources







SUMBER DAYA MANUSIA

HUMAN RESOURCES



PUSRI memahami bahwa Sumber Daya Manusia (SDM) merupakan salah satu elemen penting dari proses bisnis yang terintegrasi. Oleh sebab itu, diperlukan sistem maupun standar pengelolaan SDM yang matang serta mampu mengakomodasi segala kebutuhan Perusahaan di bidang Human Capital Management System, guna mewujudkan visi PUSRI.

PUSRI understands that Human Resources (HR) is one of the important elements of an integrated business process. Therefore, a mature HR management system and standard is needed and able to accommodate all the needs of the Company in the field of Human Capital Management System, to achieve PUSRI's vision.

PUSRI berkomitmen untuk merancang dan menjalankan tata kelola SDM yang andal. Pengelolaan SDM yang dijalankan selaras dengan visi dan misi Perusahaan diharapkan dapat menciptakan iklim yang kompetitif dan sehat di antara karyawan, demi pencapaian target yang ditetapkan dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) maupun Rencana Jangka Panjang (RJPP).

KEBIJAKAN DAN STRATEGI PENGELOLAAN SDM

PUSRI telah memiliki kebijakan pengelolaan SDM yang diterapkan secara berkesinambungan. Pada prinsipnya, kebijakan tersebut berkenaan dengan peningkatan sikap saling percaya antara PUSRI dengan karyawan serta peningkatan kapabilitas dan kapasitas karyawan dalam rangka mencapai tujuan Perusahaan.

Terkait dengan strategi pengelolaan SDM, dilakukan melalui pola pengembangan komprehensif dengan rincian: 10% structure learning (melalui pelatihan, e-learning, seminar, selfstudy), 20% learning from others (melalui proses mentoring/coaching/

PUSRI is committed to design and implement reliable HR governance. HR management that is carried out in line with the Company's vision and mission is expected to create a competitive and healthy climate among employees, in order to achieve the targets set in the Company's Work Plan and Budget (RKAP) and Long Term Plan (RJPP).

HR MANAGEMENT POLICY AND STRATEGY

PUSRI has established HR management policies that are continuously applied. In principle, the policies touched on the improvement of mutual trust between PUSRI and its employees as well as the improvement of capabilities and capacities of employees in the context of achieving Company goals.

HR management strategies are executed through a comprehensive development pattern with details as follows: 10% structure learning (through training, e-learning, seminar, self-study), 20% learning from others (through mentoring/ coaching/feedback



feedback), dan 70% learning from experience (melalui penugasan khusus, rotasi, job enrichment, action learning & problem solving).

Human Capital Management System bertanggung jawab menjalankan kegiatan pengembangan SDM PUSRI yang didukung oleh berbagai perangkat manajemen SDM yang telah tersedia. Perangkat dimaksud, antara lain berupa kamus kompetensi, kebutuhan kompetensi jabatan, sistem Competency-Based Training (CBT), perangkat sertifikasi LSPIPI (Lembaga Sertifikasi Profesi-Industri Pupuk Indonesia), perangkat pengukuran kompetensi yaitu Digital Competency Assessment Center (DCAC), sistem Knowledge Management, serta Human Capital Management System (HCMS). Melalui perangkat-perangkat tersebut diharapkan penilaian kompetensi karyawan akan lebih objektif. Pengembangan SDM di lingkungan PUSRI juga lebih terarah sesuai dengan minat karir dan kompetensinya.

process), and 70% learning from experience (through special assignments, rotations, job enrichment, action learning and problem solving).

The Human Capital Management System is responsible for carrying out PUSRI's HR development activities supported by various HR management tools available. Such tools, among others include competency dictionaries, job competency requirements, Competency-Based Training (CBT) systems, LSP-IPI certification kits (Professional Certification Institutions Indonesian Fertilizer Industry), competency measurement tools, namely the Digital Competency Assessment Center (DCAC), Knowledge Management, as well as Human Capital Management System (HCMS). Through such tools it is hoped that employee competency assessment will be more objective. HR development within PUSRI is also more directed in accordance with career interests and their competencies.



SISTEM REKRUTMEN

Pelaksanaan rekrutmen SDM di lingkungan PUSRI mengacu pada proyeksi kebutuhan karyawan untuk tahun berjalan. Sistem rekrutmen juga berpedoman pada standar kompetensi seperti tercantum dalam Anggaran Dasar Perusahaan dengan memegang teguh nilai-nilai Perusahaan. Rekrutmen dilakukan secara terbuka sesuai dengan kebutuhan dan kualifikasi yang diperlukan. PUSRI senantiasa berupaya menempatkan orang yang tepat pada fungsi yang tepat sehingga tercipta SDM berkualitas yang akan terus tumbuh dalam jangka waktu yang panjang.

Strategi pemenuhan kebutuhan karyawan dilakukan dengan dua metode utama, yaitu rekrutmen eksternal (berdasarkan SK/DIR/195/2011 tanggal 30 Juni 2011 tentang POB Rekrutmen Calon Karyawan) dan internal melalui proses promosi/rotasi/mutasi. Proses rekrutmen karyawan PUSRI juga mempertimbangkan Perencanaan Tenaga Kerja dan Rekrutmen tahun 2017-2021, yang intinya menyatakan bahwa jumlah karyawan yang akan direkrut dari luar Perusahaan maksimal sebesar 70% dari jumlah karyawan yang pensiun di tahun berjalan.

Proses rekrutmen harus bebas kepentingan dan bebas tekanan. Calon karyawan yang direkrut memiliki kompetensi yang telah sesuai dengan kebutuhan PUSRI, karena telah melalui serangkaian seleksi yang ketat, mulai dari seleksi administrasi, tes aptitude, tes keahlian (untuk jurusan tertentu seperti operator crane dan welder), psikotes, Tes Potensi Akademik (TPA), Bahasa Inggris dengan standar TOEFL, tes kesehatan, dan wawancara.

Bagi calon karyawan dari lulusan Strata 1 (S1), Direksi secara khusus melakukan wawancara untuk memastikan agar calon karyawan yang diperoleh benar-benar mampu dan memiliki kualitas terbaik. Pada kegiatan rekrutmen eksternal, PUSRI bekerja sama dengan konsultan rekrutmen independen yang dalam penunjukannya telah melalui seleksi beauty contest.

RECRUITMENT SYSTEM

Implementation of HR recruitment within PUSRI refers to the manpower planning projection for the current year. The recruitment system also refers to the guidance of the competency standards as stated in the Company's Articles of Association by upholding the Company values. Recruitment is carried out openly in line with the needs and qualifications required. PUSRI continuously take efforts to appoint the right person in the right place so that it generates quality HR that continues to grow in the long run.

The strategy to fulfill the needs for employees is conducted through two main methods, namely external recruitment (based on SK/DIR/195/2011 of 30 June 2011 regarding POB for Recruitment of Prospective Employees) and internal recruitment through promotion/rotation/transfer processes. The recruitment process of PUSRI employees also considered the Manpower Planning and Recruitment for the years 2017-2021, which basically states that the number of employees to be recruited from outside of the Company is at maximum 70% of the total employees retiring in the current year.

The recruitment process must be interest-free and pressurefree. Prospective employees to be recruited have the competencies in accordance with the requirements of PUSRI, because it has been processed through a series of tight selection, starting from administrative selection, aptitude tests, skill tests (for certain majors such as crane operators and welder), psychological tests, Academic Potential Test (TPA), English competency with TOEFL standards, medical tests and interviews.

For prospective employees of Strata 1 (S1) graduate, the Board of Directors specifically conducts interviews to ensure that prospective employees are truly capable and of the best quality. On external recruitment, PUSRI collaborates with an independent recruitment consultant whose appointment has been processed through a beauty contest selection.

Pemenuhan kebutuhan karyawan melalui sumber internal maupun sumber eksternal, dilakukan dengan program atau jalur sebagai berikut:

1. Rekrutmen Umum merupakan rekrutmen yang dilakukan secara terbuka melalui media massa dan online.
2. Rekrutmen Roadshow adalah rekrutmen yang dilakukan langsung ke universitas dan sekolah yang memiliki kualifikasi khusus, misalnya Sekolah Analisis Kimia, Sekolah STM Pembangunan.
3. Rekrutmen bersama PT Pupuk Indonesia (Persero) Group, yaitu rekrutmen yang dilakukan bersama-sama dengan anggota holding di PT Pupuk Indonesia (Persero) lainnya.

PUSRI juga memiliki kebijakan untuk menerima tenaga kerja lokal untuk jenis jabatan tertentu dengan tetap melalui proses seleksi agar ada kesamaan dalam kualifikasi dan kompetensi. Tenaga kerja lokal didefinisikan sebagai tenaga kerja yang berasal dari wilayah-wilayah operasional Perusahaan. Dalam rangka memberdayakan putra daerah, khusus untuk tingkat pendidikan SLTA yang direkrut melalui jalur rekrutmen umum, peserta dibatasi hanya berasal dari Sumatera Selatan. Upaya ini diharapkan dapat mendukung program pemberdayaan masyarakat yang selama ini telah dilaksanakan oleh PUSRI.

PENGEMBANGAN KARIER

Kebijakan mengenai pengembangan karier di PUSRI diatur dalam SK/DIR/156/2016 tanggal 27 April 2016 tentang Peraturan Rotasi, Mutasi, dan Promosi Karyawan, serta Komite Jabatan dan Komite PSDM, dan SK/DIR/222/2017 tanggal 19 Juli 2017 tentang Manajemen Karier Karyawan.

Dalam rangka promosi untuk mengisi jabatan tertentu dan sebagai bagian dari proses kaderisasi karyawan, Perusahaan menyelenggarakan pelatihan khusus setiap tahun. Program pengembangan karier juga ditujukan untuk mengembangkan kompetensi

Fulfillment of employee requirements through internal and external sources is carried out through the following programs or paths:

1. General Recruitment is the process of recruiting openly through mass media and online.
2. Roadshow Recruitment is the process of recruiting directly from universities and schools with special qualifications, such as the School of Chemical Analysis, STM Development School.
3. Joint Recruitment of PT Pupuk Indonesia (Persero) Group, is the process of recruiting carried out jointly with other members of PT Pupuk Indonesia (Persero).

PUSRI also has the policy to accept local workers for certain types of job positions, also through a selection process so that there remains equality in the qualifications and competencies. Local workers are defined as workers originating from areas/ regions where the Company operates. In the context of empowering local residents, specifically for recruits of senior high school graduates processed through the general recruitment program, participants are limited only to those from South Sumatera. This effort hopefully supports the community empowerment program which has been carried out by PUSRI.

CAREER DEVELOPMENT

Policies regarding career development at PUSRI are regulated in SK/DIR/156/2016 dated April 27, 2016 concerning the Regulations for Rotation, Transfer and Promotion of Employees, as well as the Position Committee and HRD Committee, and SK/DIR/222/2017 dated July 19, 2017 concerning Management Employee Career.

On promotion to fill certain positions and as part of employee regeneration process, the Company organizes special training every year. The career development program is also aimed at developing employees' competencies and motivates employees



karyawan dan memotivasi karyawan untuk meningkatkan kinerja yang sejalan dengan kebutuhan bisnis dan pemenuhan target kinerja Perusahaan.

Pada tahap awal, karyawan yang telah diterima di Perusahaan akan mengikuti program on boarding berupa management trainee. Karyawan dikenalkan dengan seluruh proses bisnis Perusahaan, terutama pada pembentukan tata nilai dan budaya Perusahaan. Kompetensinya akan dinilai melalui kegiatan assessment kompetensi untuk mengetahui potensi intelektual, kepemimpinan, serta soft competency yang dibutuhkan untuk mencapai kinerja yang diharapkan.

Pengembangan karier dan kompetensi karyawan juga dilakukan melalui program talent management yang telah dimulai tahun 2014. Prosedur tersebut ditetapkan melalui penerbitan No. SK/DIR/433/2014 tanggal 18 Desember 2014 tentang Talent Management, serta petunjuk pelaksanaan pendukungnya.

Pada tahun 2021, PUSRI memiliki 118 karyawan kategori talent (eselon II, III, IV, dan V) atau sekitar 6,32% dari total karyawan Perusahaan. Program talent management yang digagas PUSRI serta sistem pendukungnya yaitu Human Capital Management System, telah diadopsi dan menjadi referensi dalam menyusun Panduan Talent Management PT Pupuk Indonesia (Persero) Group serta digunakan di seluruh anggota holding.

Adapun jumlah karyawan yang melaksanakan program promosi pada tahun 2021, sebanyak 561 karyawan atau (30%) dari total karyawan Perusahaan 1868. Berikut disampaikan data perkembangan promosi tahun 2020-2021.

to improve their performance in line with business requirements and achievement of the Company's performance targets.

At the initial stage, employees accepted into the Company will go through the on-boarding program as management trainees. Employees are introduced with all of the Company's business processes, especially on the establishment of the Corporate values and culture. Their competencies are assessed through competency assessment activities to identify their intellectual and leadership potentials, as well as their soft competency needed to achieve the performance as expected.

Employee career and competency development is also carried out through the talent management program which started in 2014. This procedure is established through the issuance of Decree No. SK/DIR/433/2014 of 18 December 2014 on Talent Management and its supporting implementation instructions.

In the year 2021, PUSRI has 118 employees with talent category (echelon II, III, IV, and V) or about xxx % of the Company's total employees. The talent management program initiated by PUSRI and its supporting system, namely the Human Capital Management System, was adopted and became a reference in formulating the Talent Management Guidance of PT Pupuk Indonesia (Persero) Group and is used by all holding members.

The total number of employees who implemented the promotion program during 2021 was 561 employees or 30% of the Company's total employees. Following are details of the promotion development details in 2020-2021.

Promosi Karyawan

EMPLOYEE PROMOTION

| Hasil Review | 2021 | 2020 | Review Result |
|--------------|------|------|---------------|
| Promosi | 561 | 636 | Promotion |

TINGKAT TURNOVER KARYAWAN

Salah satu produktivitas kinerja Perusahaan ditunjukkan melalui rasio employee turnover. 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 2021, tingkat turnover karyawan mencapai 3,75%, karena beragam alasan. Baik karena telah memasuki masa pensiun, berakhirnya kontrak bagi karyawan paruh waktu, serta alasan lainnya.

Perkembangan Turnover Karyawan

| Penyebab | 2021 | 2020 | The Cause |
|--|--------------|--------------|---|
| Pensiun Normal | 41 | 71 | Normal Retirement |
| Pensiun Dini/Percepat | - | - | Percepat/Early Retirement |
| Meninggal | 6 | 4 | Death |
| Mengundurkan Diri | 3 | 4 | Resignation |
| Diberhentikan karena Melakukan Pelanggaran | - | - | Dismissal Due to Committing Violation |
| Selesai PKWT | - | - | Completion of PKWT Term |
| Ditahan oleh Pihak Berwajib | - | 1 | Detained by Authorities |
| PHK APS Mutasi Antar Karyawan | 20 | 2 | Discharge (PHK APS)/Inter-Employee Transfer |
| Jumlah | 70 | 82 | Total |
| Tingkat Turnover | 3,75% | 4.20% | Turnover Rate |

EMPLOYEE TURNOVER RATE

One of the Company's performance productivity is shown through the employee turnover ratio. 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 2021, the employee turnover rate will reach 3.75%, for various reasons. Good because it has entered retirement, the end of the contract for part-time employees, and other reasons.

Employee Turnover Development



RENCANA STRATEGIS TAHUN 2022

PUSRI telah menyiapkan rencanapengelolaan/ pengembangan SDM untuk tahun 2022 yang terdiri dari:

1. Implementasi Nilai-nilai Akhlak
2. Membentuk *Change Leader, Change Champion, Change Agent*
3. Restrukturisasi organisasi dan pedoman kerja sesuai program Sentralisasi PI
4. Implementasi program *talent pool*
5. Implementasi konsep pengembangan SDM 70-20-10
6. Implementasi Manajemen Pengetahuan dan Budaya Belajar
7. *Talent & Leadership Development Eselon 1 & 2*
8. ACHI minimal kategori Cukup Sehat (50,01)
9. *Community of Practices*
10. Tugas Belajar (S2)
11. Peningkatan Komptensi Tenaga Penjualan
12. Pemberdayaan karyawan/ti Millenial untuk pengembangan perusahaan

RENCANA PENGEMBANGAN KOMPETENSI 2022

Perseroan melakukan *mapping* atau pemetaan kompetensi guna mengidentifikasi kesenjangan kompetensi yang dimiliki karyawan saat ini dan kompetensi yang diharapkan di masa yang akan datang. PUSRI telah merencanakan program pelatihan dan pengembangan untuk tahun 2022, diantaranya :

1. Managerial & Leadership Eselon III
2. Talent Leadership Development Program Grade Eselon III
3. Managerial & Leadership Eselon IV
4. Managerial & Leadership Eselon V
5. Talent Leadership Development Program Grade Eselon V

2021 STRATEGIC PLAN

PUSRI has prepared a HR management/development plan for 2022 which consists of:

1. Implementation of Moral Values
2. Forming *Change Leader, Change Champion, Change Agent*
3. Organizational restructuring and work guidelines according to the PI Centralization program
4. Implementation of talent pool program
5. Implementation of HR development concept 70-20-10
6. Implementation of Knowledge Management and Learning Culture
7. *Talent & Leadership Development Echelon 1 & 2*
8. Minimum ACHI category is Fairly Healthy (50.01)
9. *Community of Practices*
10. Study Tasks (S2)
11. Increased Sales Force Competence
12. Millennial employee/team empowerment for company development

COMPETENCE DEVELOPMENT PLAN 2022

The Company conducts competency mapping to identify competency gaps owned by current employees and competencies expected in the future. In addition, PUSRI well-planned and well-planned training and development programs for 2022 :

1. Managerial & Leadership Eselon III
2. Talent Leadership Development Program Grade Eselon III
3. Managerial & Leadership Eselon IV
4. Managerial & Leadership Eselon V
5. Talent Leadership Development Program Grade Eselon V

TEKNOLOGI INFORMASI

INFORMATION TECHNOLOGY



Tata kelola teknologi informasi merupakan tanggungjawab pihak manajemen didalam Perusahaan, sehingga Teknologi Informasi dapat menjadi lebih efektif dan efisien dalam mendukung proses bisnis yang dijalankan tersebut.

Information technology governance is the responsibility of the management within the Company, so that Information Technology can be more effective and efficient in supporting the business processes being carried out.

Tata Kelola Teknologi Informasi bertujuan untuk mengontrol penggunaannya dalam memastikan bahwa kinerja teknologi informasi memenuhi dan sesuai dengan tujuan, sebagai berikut:

1. Menyelaraskan teknologi informasi dengan strategi Perusahaan serta realisasi dari keuntungan-keuntungan yang telah dijanjikan dari penerapan teknologi informasi
2. Penggunaan teknologi informasi memungkinkan perusahaan mengambil peluang-peluang yang ada, serta memaksimalkan pemanfaatan IT dalam memaksimalkan keuntungan dari penerapan IT tersebut.
3. Bertanggungjawab terhadap penggunaan sumber daya IT.
4. Manajemen risiko-risiko yang ada terkait teknologi informasi secara tepat.

KEBIJAKAN DAN TATA KELOLA TEKNOLOGI INFORMASI

Pengelolaan TI yang andal harus ditunjang dengan struktur dan fungsi yang jelas. Bidang Teknologi Informasi merupakan suborganisasi PUSRI yang mengelola sistem teknologi informasi di Perusahaan sebagaimana tercantum dalam Surat Keputusan Direksi PT Pupuk Indonesia (Persero) No. SK/

Information Technology Governance aims to control its use in ensuring that information technology performance meets and is in accordance with the following objectives:

1. Aligning information technology with the Company's strategy and realizing the promised benefits from the application of information technology
2. The use of information technology allows companies to take existing opportunities, and maximize the use of IT in maximizing the benefits of implementing IT.
3. Responsible for the use of IT resources.
4. Management of existing risks related to information technology appropriately.

INFORMATION TECHNOLOGY POLICY AND GOVERNANCE

Reliable IT management must be supported by a clear structure and function. Information Technology is a sub-organization of PUSRI that manages information technology systems in the Company as stated in the Decree of the Board of Directors of PT Pupuk Indonesia (Persero) No. SK/DIR/003/2018 regarding



DIR/003/2018 tentang penyempurnaan kedua Surat Direksi No. SK/DIR/011/2016 tentang struktur organisasi PT Pupuk Indonesia (Persero).

Surat Keputusan Direksi tersebut menetapkan perubahan struktur organisasi Kompartemen Teknologi Informasi PT Pupuk Indonesia (Persero). Keputusan itu berdampak pada sentralisasi pengelolaan Teknologi Informasi pada setiap anak perusahaan PT Pupuk Indonesia (Persero).

Selain itu, guna menindaklanjuti Surat Keputusan Direksi No. SK/DIR/003/2018, maka diterbitkan Surat Edaran No. SE006/III/2018 perihal Kebijakan Struktur Organisasi Teknologi Informasi PT Pupuk Indonesia (Persero) dan Anak Perusahaan. Kemudian, pada tanggal 28 Desember 2020 sesuai No. SK/DIR/435/2020 tentang Penyempurnaan Struktur Organisasi PT Pupuk Sriwidjaja Palembang maka organisasi TI berubah menjadi Departemen IT Services & Business Partner PSP. Berikut adalah struktur organisasi TI di PUSRI.

the completion of the two Directors' Letters No. SK/DIR/011/2016 regarding the organizational structure of PT Pupuk Indonesia (Persero).

The Decree of the Board of Directors stipulates changes to the organizational structure of the Information Technology Compartment of PT Pupuk Indonesia (Persero). The decision has an impact on the centralization of Information Technology management in each subsidiary of PT Pupuk Indonesia (Persero).

In addition, in order to follow up the Decree of the Board of Directors No. SK/DIR/003/2018, Circular Letter No. SE006/III/2018 regarding Information Technology Organization Structure Policy of PT Pupuk Indonesia (Persero) and Subsidiaries. Then, on December 28, 2020 according to No. SK/DIR/435/2020 concerning Completion of the Organizational Structure of PT Pupuk Sriwidjaja Palembang, the IT organization changed to the PSP IT Services & Business Partner Department. The following is the IT organizational structure at PUSRI.

Bagan Organisasi Divisi Teknik & Rantai Pasok Direktorat Operasi & Produksi PT Pupuk Sriwidjaja Palembang

Departemen IT Services & Business Partner PSP dikepalai oleh VP IT Services & Business Partner PSP, dengan tanggung jawab utama sebagai berikut:

1. Menjadi point of contact untuk kebutuhan teknologi informasi di PT Pupuk Sriwidjaja Palembang.
2. Mendefinisikan, menyusun, dan mengelola business requirement pengembangan TI berdasarkan masukan dari fungsi bisnis di PT Pupuk Sriwidjaja Palembang.
3. Melaksanakan, memonitor dan memastikan keberlangsungan operasional layanan TI dan membantu menyelesaikan isu user group di PT Pupuk Sriwidjaja Palembang.
4. Melakukan pengembangan solusi TI untuk kebutuhan PI Group (pengembangan bersama) dan pengembangan yang terkait inovasi di PT Pupuk Sriwidjaja Palembang.
5. Mendukung dan memastikan keberhasilan implementasi sistem aplikasi, baik aplikasi terpusat, aplikasi bersama, maupun aplikasi spesifik anak perusahaan yang diimplementasikan di anak perusahaan.
6. Memberikan usulan anggaran dan investasi RKAP TI anak perusahaan, pengelolaan operasional anggaran dan aset TI anak perusahaan termasuk administrasi pengadaannya.
7. Bertanggung jawab atas pengelolaan aktiva tetap, inventaris dan peralatan kerja yang berada di bawah tanggung jawabnya sehingga tetap terjaga dengan baik.
8. Bertanggung jawab terhadap pembinaan dan peningkatan kompetensi dan kemampuan serta sikap kerja karyawan di unit kerjanya berdasarkan peraturan perusahaan, Perjanjian Kerja Bersama (PKB) dan job description sehingga menghasilkan SDM yang berkualitas.

Organizational Chart of the Engineering & Supply Chain Division of the Operations & Production Directorate of PT Pupuk Sriwidjaja Palembang

The IT Services & Business Partner PSP Department is headed by the IT Services & Business Partner PSP VP, with the following main responsibilities:

1. To be the point of contact for information technology needs in PT Pupuk Sriwidjaja Palembang.
2. To define, set up and manage the business requirements of IT development based on feedback from the business function in PT Pupuk Sriwidjaja Palembang.
3. To conduct, monitor and ensures the operations of IT services and assists in solving user group issues in PT Pupuk Sriwidjaja Palembang.
4. To conduct IT solution development for PI Group (joint development) needs and development related to innovation in PT Pupuk Sriwidjaja Palembang.
5. To support and ensures the success of application system implementation, both centralized application, joint application as well as subsidiary-specific applications implemented in subsidiaries.
6. To provide recommendations on budget and IT RKAP investment of subsidiaries, operational management of IT budget and assets of subsidiaries including its procurement administration.
7. Responsible for the management of fixed asset, inventory and work equipment available under his responsibility so that they are well maintained.
8. Responsible for the training and improvement of competency and capability as well as work attitude of employees in the work unit based on the company policy, Collective Labor Agreement (PKB) and job description so as to generate quality human resources.



9. Turut serta secara aktif dalam pelaksanaan sistem manajemen Keselamatan dan Kesehatan Kerja (K3), Sistem Manajemen Risiko, Kepatuhan Anti Penyusunan, GCG (Good Corporate Governance), TQM (Total Quality Management), dan CSR (Corporate Social Responsibility) di area unit kerjanya untuk mencapai standar K3 dan standar mutu dalam rangka melakukan perbaikan yang berkelanjutan.

9. Take active part in implementing Occupational Health and Safety (OHS/K3) management system, Risk Management System, Good Corporate Governance (GCG), Total Quality Management (TQM), and CSR (Corporate Social Responsibility) within the work unit area in order to achieve the standard OHS and standard quality in conducting sustainable improvement.

PROGRAM PENGEMBANGAN TEKNOLOGI INFORMASI 2021

Dalam rangka mendukung kelancaran proses bisnis perusahaan, PUSRI terus mengembangkan aplikasi dan perangkat teknologi informasi yang dikelola oleh Infrastructure Business Unit, pengembangan yang dilakukan diantaranya :

INFORMATION TECHNOLOGY DEVELOPMENT PROGRAM 2021

In order to support the smooth running of the company's business processes, PUSRI continues to develop applications and information technology tools managed by the Infrastructure Business Unit, the developments carried out include:

Pengembangan Dan Inovasi TI Pada Tahun 2021

IT Development and Innovation in 2021

| No | Program Kegiatan Activity Program | Realisasi s.d Desember 2021 Realization until December 2021 |
|----|---|--|
| 1 | Penyelesaian <i>outstanding</i> aplikasi non SAP usulan internal tahun 2020. Completion of outstanding non-SAP internal applications for 2020. | Aplikasi yang sedang dikembangkan antara lain SILPA, SISKKA, SIAP, Safety Permit, Dashboard Pusri, TAMS, Web Jasa Teknik, Digitalisasi Kartu Stok, Invoice Tracking, Web Asset Applications being developed include SILPA, SISKKA, SIAP, Safety Permit, Pusri Dashboard, TAMS, Technical Services Web, Stock Card Digitization, Invoice Tracking, Web Asset |
| 2 | Penyelesaian <i>outstanding</i> aplikasi non SAP PI Group lingkup Pusri untuk tahun 2020. Completion of outstanding non-SAP PI Group applications for the scope of Pusri for 2020. | Implementasi aplikasi E-Proc. |
| 3 | Pengembangan aplikasi non SAP tahun 2021 usulan unit kerja dan PI Group yang mempengaruhi proses bisnis utama perusahaan sesuai skala prioritas Non-SAP application development in 2021 proposed by work units and PI Group that affects the company's main business processes according to the priority scale | Aplikasi yang sedang dikembangkan antara lain SI Digitalisasi Kartu Stok, Web Aset, Dashboard Performance Pusri-IIB, Dashboard Pertagas, SI Monitoring RKAP, Implementasi CEMS, & Sispek, SI LINDA, SI Suppermen (Invoice Tracking), Web Portal SDM, SI Panco, SI PPK, SI Pajak, SI Inspeksi Teknik, SI Dapensri, Web Utilitasi Aset, Web Profile Jasa Teknik, SI Kerja Praktek, dan SI TKNO, Teman Pusri, SI Inovasi, WBS, Siska, BOT SDM, Dashboard STG, Catalog System, Website Pusri IV, Aplikasi Prediksi Alat, Aplikasi Portal Resiko, Redesain Web Pusri, SI Stock Opname, Maintenance Excellence Applications being developed include SI Digitalization of Stock Cards, Web Assets, Performance Dashboard Pusri-IIB, Pertagas Dashboard, SI Monitoring RKAP, Implementation of CEMS & Sispek, SI LINDA, SI Suppermen (Invoice Tracking), HR Web Portal, SI Panco, SI PPK, SI Tax, SI Technical Inspection, SI Dapensri, Asset Utility Web, Technical Services Web Profile, SI Job Training, and SI TKNO, Friends Pusri, SI Innovation, WBS, Siska, HR BOT, STG Dashboard, Catalog System, Website Pusri IV, Prediction Tool Application, Risk Portal Application, Pusri Web Redesign, SI Stock Taking, Maintenance Excellence |

| No | Program Kegiatan Activity Program | Realisasi s.d Desember 2021 Realization until December 2021 |
|----|--|--|
| 4 | Optimalisasi DriveX (fitur dan capacity). DriveX optimization (features and capacity). | <ul style="list-style-type: none"> - Sudah dilakukan instalasi fitur <i>online office</i> pada aplikasi DriveX dengan lisensi 100 <i>concurrent user</i> sehingga user bisa melakukan editing <i>file office</i> dengan kapasitas maksimum 100 koneksi user. - Sudah dilakukan migrasi VM DriveX ke server baru yang sudah dikonfigurasi agar dapat menambah kapasitas penyimpanan server secara fleksibel. - An online office feature has been installed on the DriveX application with a 100 concurrent user license so that users can edit office files with a maximum capacity of 100 user connections. - VM DriveX has been migrated to a new server that has been configured to increase server storage capacity flexibly. |
| 5 | Pemanfaatan bersama akun Zoom perusahaan <i>unlimited</i> sesuai kebutuhan perusahaan. Shared use of unlimited corporate Zoom accounts according to company needs. | Terdapat 14 akun Zoom lisensi <i>unlimited</i> dengan jumlah partisipan lebih dari 1000 orang (1) dan jumlah partisipan lebih dari 300 orang (13). There are 14 unlimited licensed Zoom accounts with more than 1000 participants (1) and more than 300 participants (13). |
| 6 | Pemasangan jaringan <i>wireless seamless</i> dan <i>fiber optic</i> di kantor pusat dan area pabrik. Installation of seamless wireless and fiber optic networks in the head office and factory areas. | <i>Upgrade</i> dari koneksi ADSL/ telpon menjadi koneksi fiber FTTH, dan menambah 1 jalur fiber FTTH ke <i>shelter</i> utilitas Pusri 4 sehingga total ada 2 jalur fiber <i>optic</i> baru dan <i>wireless</i> . Upgrade from ADSL/telephone connection to fiber FTTH connection, and add 1 fiber FTTH line to the Pusri 4 utility shelter so that in total there are 2 new fiber optic and wireless lines. |

SERTIFIKASI TEKNOLOGI INFORMASI

Sepanjang tahun 2021, Teknologi Informasi PUSRI memiliki dua sertifikasi, yaitu:

- Chief Information Officer
- EXIN Information Security Foundation based on ISO/IEC 27001

CETAK BIRU TEKNOLOGI INFORMASI

Visi yang telah ditetapkan oleh PUSRI ialah menjadi perusahaan agroindustri yang unggul di Asia. Selaras dengan visi tersebut, Perusahaan telah menyusun cetak biru Teknologi Informasi yang diurai sebagai berikut.

INFORMATION TECHNOLOGY CERTIFICATION

Throughout 2021, PUSRI Information Technology has two certifications, namely:

- Certified Network Defender V1 – by EC-Council
- Big Data Analyst with TUV Rheinland Certified Q

INFORMATION TECHNOLOGY BLUEPRINT

The vision that has been set by PUSRI is to become a leading agro-industrial company in Asia. In line with this vision, the Company has compiled an Information Technology blueprint which is described as follows.

| Pilar Strategis Perusahaan Company Strategic Pillar | Fondasi Perusahaan Company Foundation |
|--|---|
| <ul style="list-style-type: none"> • Customer Centric Model • R&D and Innovation Driven • Excellence in Operation and Supply Chain • Feedstock Security and Optimization | <ul style="list-style-type: none"> • Digital and Advanced Analytic Capability • World Class Human Capital • Strong Governance dan Subsidiary Management • Activist holding role (Marketing, Production, Supply Chaing, R&D, Human • Resource, Finance & Audit) |



Dalam rangka mendukung pilar strategis dan fondasi Perusahaan tersebut, Entitas Induk yakni Pupuk Indonesia (PI) dan PUSRI akan mengembangkan aplikasi/sistem informasi sebagai bentuk keselarasan dan dukungan TI terhadap Strategic House PUSRI-PI.

Pillar Strategis Perusahaan

- a. Customer Centric Model
 - Implementasi agrosolusi.id
 - Point of Sales/Merchant App/Retail Management System
 - Kartu Tani PI Group
 - Impelemntasi Salesman App/pengembangan sistem penjualan non subsidi (B2B)
 - Implementasi Customer Relationship Management (CRM)
- b. R&D and Innovation Driven
 - Implementasi Precision Farming
 - Implementasi Data Science
 - Manufacturing footprint tools
 - Data Science, Port, Trucking Management System
 - Monitoring aktivitas dermaga (seperti PetroPort)
 - DPCS
- c. Excellence in Operation and Supply Chain
 - TAMS (rencana penambahan fitur SDM TA, pendaftaran, meal, absensi)
 - SI Maintenance Excellence untuk merencanakan pekerjaan dan melaksanakan pekerjaan
 - Dashboard Pemeliharaan (APM), penambahan fitur status equipment secara keseluruhan
 - SSKA
 - Web Komersialisasi Asset
- d. Feedstock Security and Optimization
 - Pencatatan Stok di gudang NPK
 - Implementasi dashboard pemakaian dan trouble gas via API PERTAGAS

In the context of supporting the company's strategic pillar and foundation, the Parent Entities, namely Pupuk Indonesia (PI) and PUSRI will develop information application/system as a form of IT alignment and support towards PUSRI-PI Strategic House.

Corporate Strategic Pillar

- a. Customer Centric Model
 - Implementation of agrosolution.id
 - Point of Sales/Merchant App/Retail Management System
 - PI Group Farmer Card
 - Salesman App implementation/non-subsidized sales system development (B2B)
 - Implementation of Customer Relationship Management (CRM)
- b. R&D and Innovation Driven
 - Implementation of Precision Farming
 - Data Science Implementation
 - Manufacturing footprint tools
 - Data Science, Port, Trucking Management System
 - Monitoring dock activity (such as PetroPort)
 - DPCS
- c. Excellence in Operation and Supply Chain
 - TAMS (planned addition of TA HR features, registration, meal, attendance)
 - SI Maintenance Excellence to plan work and carry out work
 - Maintenance Dashboard (APM), added overall equipment status features
 - SSKA
 - Asset Commercialization Web
- d. Feedstock Security and Optimization
 - Stock Recording in NPK's warehouse
 - Implementation of dashboard usage and gas trouble via PERTAGAS API

Fondasi Perusahaan

- a. Digital and Advanced Analytic Capability
 - Pengembangan aplikasi agrosolusi.id dan e-PAS
 - Penyiapan digital fertilizer untuk pabrik P-IB maupun P-III/P-IV (STG BB)
 - Pengembangan aplikasi dan sistem aplikasi yang menunjang proses bisnis Perusahaan
- b. World Class Human Capital
 - DCAC
 - HCMS
 - PIJAR
 - LMS & KMS (Integrasi)
- c. Strong Governance dan Subsidiary Management
 - Catalog System
 - Portal GCG
 - Aplikasi tindak lanjut atas rekomendasi asesmen GCG
 - WBS
 - SIMRISK
 - SI INDRI
- d. Activist holding role (Marketing, Production, Supply Chain, R&D, Human Resource, Finance & Audit).

Company Foundation

- a. Digital and Advanced Analytic Capability
 - Development of agrosolution.id and e-PAS applications
 - Preparation of digital fertilizers for P-IB and P-III/P-IV (STG BB) factories
 - Development of applications and application systems that support the Company's business processes
- b. World Class Human Capital
 - DCAC
 - HCMS
 - FLASH
 - LMS & KMS (Integration)
- c. Strong Governance and Subsidiary Management
 - System Catalog
 - GCG Portal
 - Follow-up application on GCG assessment recommendations
 - WBS
 - SIMRISK
 - SI INDRI
- d. Activist holding role (Marketing, Production, Supply Chain, R&D, Human Resource, Finance & Audit).

INVESTASI TEKNOLOGI INFORMASI

Perusahaan secara berkala melakukan investasi rutin dan biaya rutin Departemen Teknologi Informasi. Berikut adalah uraiannya sepanjang tahun 2021 dan perbandingannya dengan tahun 2020.

INFORMATION TECHNOLOGY INVESTMENT

The Company periodically makes routine investment and incurred routine costs in the Information Technology Department. The following are details that describe this matter in 2021 comparative to 2020.

| No | Akun | Item Investasi Investment Item | Account |
|----|--------------------------|---|-------------------|
| 1 | Perlengkapan & Peralatan | Webcame Video Conference | Equipment & Tools |
| 2 | Perlengkapan & Peralatan | Notebook mobile and desktop development | Equipment & Tools |
| 3 | Perlengkapan & Peralatan | Server Email | Equipment & Tools |
| 4 | Aset Tak Berwujud | lisensi Cloud Office | Intangible Assets |
| 5 | Aset Tak Berwujud | Desktop Management License | Intangible Assets |
| 6 | Perlengkapan & Peralatan | Core Switch Data center | Equipment & Tools |



| Uraian Uraian | 2021 | 2020 | Kenaikan (Penurunan) Increase (Decrease) | |
|---|---------------|---------------|---|----------------------------------|
| | | | Selisih Difference | Persentase (%) Percentage (%) |
| Investasi Rutin (Capex) Routine Investment (Capex) | 1.807.458.000 | 223.803.00 | 1.785.077.700 | 7976,11% |
| Biaya Rutin (Opex) Routine Cost (Opex) | 17981.254.388 | 17402.124.613 | 579.129.775 | 3,33% |

RENCANA KERJA DEPARTEMEN TI TAHUN 2022

PUSRI telah menyusun rencana kerja Departemen TI untuk tahun 2022 yang diurai dalam tabel berikut ini.

2022 IT DEPARTMENT WORK PLANS

PUSRI has established IT Department's work plans for the year 2022 as described in the following table.

| No. | Sasaran Objective | Strategi Strategi | Program Kegiatan | Activity programs |
|-----|---|---|---|---|
| 1 | Terlaksananya operasional SAP di PT Pusri Palembang dengan baik <i>Good implementation of SAP operations at PT Pusri Palembang</i> | Optimalisasi penggunaan lisensi user dan pengadaan lisensi bersama, Tersedianya Key User Modul SAP di Unit Kerja terkait, Zero Complaints. <i>Optimizing the use of user licenses and procuring joint licenses, Availability of SAP Key User Modules in related Work Units, Zero Complaints.</i> | <ol style="list-style-type: none"> Melakukan review bersama Departemen PSDM & Organisasi untuk mendapatkan proyeksi perubahan lisensi berdasarkan informasi rotasi/mutasi/pensiun dan rencana perubahan organisasi Pengadaan Bersama Operasional SAP: - Lisensi SAP - Manage Service DC di Sentul - Manage Service DRC di Serpong - Infrastruktur Network VPN Koordinasi dengan PI terkait pengadaan lisensi bersama Melakukan himbauan rutin dan sharing knowledge modul SAP Sosialisasi helpdesk internal PT Pusri ke unit kerja serta pemanfaatan helpdesk PT Pupuk Indonesia untuk eskalasi isu ke PI. Pelaksanaan pemantauan dan pelaporan SLA dengan memanfaatkan tools/ fitur pelaporan di aplikasi Helpdesk Melaksanakan survey kepuasan user secara periodik. Melaksanakan evaluasi dan tindak lanjut terhadap hasil survey kepuasan pelanggan Memberikan reward kepada karyawan yang telah berpartisipasi dalam pengisian survey Memfasilitasi knowledge repository/file share untuk dokumen-dokumen seperti user manual atau FAQ Meningkatkan kehandalan tools IT Service | <ol style="list-style-type: none"> Conduct a review with the HR & Organization Department to obtain a projected license change based on rotation/mutation/retirement information and organizational change plans SAP Operational Joint Procurement: - SAP license - Managed Service DC in Sentul - Managed Service DRC in Serpong - VPN Network Infrastructure Coordination with PI regarding joint licensing Conduct routine calls and share knowledge on SAP modules Socialization of PT Pusri's internal helpdesk to work units and utilization of PT Pupuk Indonesia's helpdesk to escalate issues to PI. Implementation of SLA monitoring and reporting by utilizing reporting tools/features in the Helpdesk application Carry out periodic user satisfaction surveys. Carry out evaluation and follow-up on customer satisfaction survey results Give rewards to employees who have participated in filling out surveys Facilitate knowledge repository/file share for documents such as user manual or FAQ Improve the reliability of IT Service tools |

| No. | Sasaran Objective | Strategi Strategi | Program Kegiatan | Activity programs |
|-----|---|--|--|--|
| 2 | Penguatan Sumber Daya TI dengan SDM yang kompeten | Tersedianya SDM TI baik dari internal dan eksternal dengan hard competency yang up to date, SDM PSP yang bekerja berbasis teknologi - digital workers, dan dengan mindset data driven yang baik Availability of IT HR both internally and externally with up to date hard competencies, PSP HR who work based on technology - digital workers, and with a good data driven mindset | <ol style="list-style-type: none"> 1. Sharing Knowledge dengan Praktisi IT Nasional. 2. Bermitra dengan pihak eksternal untuk technical support jaringan, server dan pengembangan aplikasi. 3. Sertifikasi keahlian Teknologi Informasi 4. Optimalisasi aktifitas Community of Practices (CoP) bidang Teknologi Informasi 5. Aktifitas membangun Budaya Digital dengan kelas digital workers dan data-driven mindset 6. Pengembangan hard competency digital analytics 7. Bekerja sama dengan konsultan untuk penerapan ISO 27001 | <ol style="list-style-type: none"> 1. Sharing Knowledge with National IT Practitioners. 2. Partnering with external parties for network, server and application development technical support. 3. Information Technology expertise certification 4. Optimizing Community of Practices (CoP) activities in the field of Information Technology 5. Activities to build Digital Culture with digital workers class and data-driven mindset 6. Development of digital analytics hard competency 7. Cooperate with consultants for the implementation of ISO 27001 |
| 3 | Office Automation serta pengembangan aplikasi non-SAP yang menunjang cara bekerja di era The New Normal (Online Storage-Personnel Info-Collaboration Tools) Office Automation and development of non-SAP applications that support the way of working in the era of The New Normal (Online Storage-Personnel Info-Collaboration Tools) | Melanjutkan pengembangan secara selektif aplikasi non-SAP dan aplikasi bersama PI Group (eks 2019-2020), Mendukung program pengembangan aplikasi yang mendukung Strategic House PI, Memanfaatkan Cloud Storage untuk tukar menukar data di perusahaan, Mengefektifkan videoconference, Memonitor aktifitas kerja karyawan individu ataupun kelompok Continuing selective development of non-SAP applications and applications with PI Group (ex 2019-2020), Supporting application development programs that support PI's Strategic House, Utilizing Cloud Storage to exchange data in the company, make video conferencing effective, Monitor the work activities of individual or group employees | <ol style="list-style-type: none"> 1. Back up system untuk meningkatkan kehandalan DriveX (URGENT untuk back up) 2. Optimalisasi Tuleap, Visualisasi tools dan aplikasi lainnya untuk kolaborasi dan monitor aktifitas kerja individu dan kelompok 3. Implementasi aplikasi bersama dari Strategic House PI. 4. Penyediaan akun zoom untuk layanan video conference 5. API Cloud service 6. Lisensi Adobe creative sebagai pendukung content creation KM dan humas 7. Mendukung aktifitas WFH, service VPN cloud 8. Kehandalan layanan video conference ruang rapat sedang dan kecil | <ol style="list-style-type: none"> 1. Back up system to improve DriveX reliability (URGENT for back up) 2. Optimization of Tuleap, Visualization tools and other applications for collaboration and monitoring of individual and group work activities 3. Implementation of joint application from Strategic House PI. 4. Provision of zoom accounts for video conferencing services 5. Cloud service API 6. Adobe Creative license to support KM content creation and Public Relations 7. Supports WFH activities, cloud VPN service 8. Reliability of video conference services for medium and small meeting rooms |



| No. | Sasaran Objective | Strategi Strategi | Program Kegiatan | Activity programs |
|-----|--|--|--|---|
| 4 | <p>Peningkatan daya jangkau layanan infrastruktur TI dari hulu ke hilir proses bisnis</p> <p>Increasing the reach of IT infrastructure services from upstream to downstream business processes</p> | <p>Peningkatan kehandalan Data Centre dan infrastruktur jaringan, Ketersediaan dan keamanan pada operasional aplikasi dan akses data, Tersedianya jaringan komunikasi data di kantor Pusat & Daerah di tingkat Gudang kabupaten, Dukungan operasional bisnis berbasis digital secara terpusat.</p> <p>Improved reliability of Data Center and network infrastructure, Availability and security of application operations and data access, Availability of data communication network at Central & Regional offices at district warehouse level, Centralized digital-based business operational support.</p> | <ol style="list-style-type: none"> 1. Perluasan jangkauan jaringan komputer di kantor pusat & area pabrik 2. Pengembangan jaringan komunikasi di kantor daerah melalui internet (18 ppd) 3. Kehandalan data cloud dengan Mirroring server storage (URGENT untuk back up) 4. Relokasi bengkel pemeliharaan komputer ke gedung lain 5. Perbaikan (1)perangkat komputer,(2) video conference, (3)genset data center dan dboc 6. Jasa IT Technical Support lapangan 7. Peningkatan kapasitas UPS server 8. Sewa 300 PC Desktop 9. Kehandalan internet kantor pusat 10. Kehandalan cyber security 11. Peningkatan keamanan layanan email (antispam) 12. Peremajaan perangkat komputer (PC, printer) 13. Peremajaan proyektor 14. Peremajaan perangkat PC TI 15. Pemasangan TVDisplay untuk DBOC 16. Penyediaan software Pelaksanaan pemantauan dan pelaporan capacity dan performance infrastruktur TI 17. Lisensi windows Server 2019 Datacenter 18. Lisensi Vmware | <ol style="list-style-type: none"> 1. Expansion of computer network coverage in head office & factory area 2. Development of communication networks in regional offices via the internet (18 ppd) 3. Reliability of cloud data with Mirroring server storage (URGENT for backing up) 4. Relocation of computer maintenance workshop to another building 5. Repair of (1) computer equipment, (2) video conferencing, (3) data center generator and dboc 6. Field IT Technical Support Services 7. Increased UPS server capacity 8. Rent 300 Desktop PCs 9. Central office internet reliability 10. Reliability of cyber security 11. Improved email service security (antispam) 12. Rejuvenation of computer equipment (PC, printer) 13. Projector upgrade 14. IT PC device upgrade 15. TV Display Installation for DBOC 16. Provision of software Implementation of monitoring and reporting of IT infrastructure capacity and performance 17. Windows Server 2019 Datacenter license 18. Vmware License |
| 5 | <p>Pengembangan aplikasi</p> <p>Application development</p> | <p>Pengembangan Selektif daam rangka support RKAP Unit Kerja</p> <p>Selective Development to support Work Unit RKAP</p> | <p>Pengembangan Aplikasi sesuai kebutuhan roadmap ITMP Pusri</p> | <p>Application Development according to the needs of the ITMP Pusri roadmap</p> |

TATAKELOLA IT PUSRI

Pelaksanaan Tatakelola IT PUSRI dilaksanakan untuk tujuan-tujuan sebagai berikut:

1. Membuat kerangka kerja IT yang sejalan dengan tata kelola perusahaan. Ini dilakukan dengan menjaga keselarasan antara tata kelola IT dengan peraturan dan regulasi yang ada.
2. Membangun pemahaman Pengelola Perusahaan agar memahami pentingnya masalah-masalah strategis IT. Ini dilakukan dengan memperkenalkan potensi-potensi yang dimiliki IT untuk berkontribusi bagi kemajuan perusahaan.
3. Membuat pencapaian kinerja dan nilai tambah yang maksimum. Pengelola IT harus mampu menyediakan nilai tambah maksimum bagi proses bisnis perusahaan dan meyakinkan bahwa usaha yang maksimum telah dilakukan untuk memungkinkan hal tersebut. Hal ini dapat dilakukan dengan pendekatan-pendekatan yang tertib pada manajemen proyek dan program kerja yang baik.
4. Membuat manajemen sumber daya dan manajemen risiko yang baik. Pengelola IT harus dapat melakukan alokasi sumber daya yang baik dan manajemen risiko yang memperhitungkan risiko dalam menjalankan fungsi-fungsi IT. Ini dapat dicapai dengan bantuan Risk Assessor.

PUSRI IT GOVERNANCE

The implementation of PUSRI's IT Governance is carried out for the following purposes:

1. Create an IT framework that is in line with corporate governance. This is done by maintaining alignment between IT governance and existing rules and regulations.
2. Build understanding of the Company's Managers in order to understand the importance of IT strategic issues. This is done by introducing the potentials of IT to contribute to the progress of the company.
3. Achieve maximum performance and added value. IT managers must be able to provide maximum added value to the company's business processes and ensure that maximum effort has been put into making this possible. This can be done with orderly approaches to project management and good work programs.
4. Make resource management and risk management good. IT managers must be able to do good resource allocation and risk management that takes into account the risks in carrying out IT functions. This can be achieved with the help of a Risk Assessor.



ANALISIS DAN PEMBAHASAN MANAJEMEN

Management Discussion and Analysis







TINJAUAN KINERJA PER SEGMENT USAHA

Performance Review per Business Segment



PUSRI memahami bahwa Sumber Daya Manusia (SDM) merupakan salah satu elemen penting dari proses bisnis yang terintegrasi. Oleh sebab itu, diperlukan sistem maupun standar pengelolaan SDM yang matang serta mampu mengakomodasi segala kebutuhan Perusahaan di bidang Human Capital Management System, guna mewujudkan visi PUSRI.

PUSRI understands that Human Resources (HR) is one of the important elements of an integrated business process. Therefore, a mature HR management system and standard is needed and able to accommodate all the needs of the Company in the field of Human Capital Management System, in order to realize PUSRI's vision.

TINJAUAN EKONOMI DAN INDUSTRI

Perkembangan Perekonomian

Perekonomian global sepanjang tahun 2021 mengalami kenaikan pertumbuhan seiring dengan proses pemulihan global akibat pandemi Corona Virus Disease 2019 (COVID-19), meskipun perbaikannya tidak merata antarnegara di tengah ketidakpastian pasar keuangan global yang kembali meningkat seiring penyebaran varian delta dan Omicron di sejumlah negara. Perkembangan tersebut terutama didorong oleh perbaikan ekonomi Amerika Serikat (AS) dan Tiongkok yang berlangsung lebih cepat dibandingkan negara lainnya. Di AS, perbaikan ekonomi diprakirakan semakin kuat, sejalan dengan proses vaksinasi yang berjalan lancar dan tambahan stimulus fiskal yang lebih besar. Di Tiongkok, pemulihan ekonomi yang lebih tinggi ditopang oleh perbaikan permintaan domestik dan global.

Pemulihan ekonomi global yang lebih tinggi dapat tercapai diantara sejumlah tantangan antara lain (a) kenaikan kasus infeksi COVID-19 global pasca

ECONOMIC AND INDUSTRY OVERVIEW

Economic Development

Throughout 2021, global economy experienced increase in growth in line with the global recovery process due to the Corona Virus Disease 2019 (COVID-19) pandemic, although the improvement was uneven among countries amidst global financial market uncertainty which was increasing again along with the spread of delta and Omicron variants in several countries. This development was mainly driven by the economic recovery of the United States (US) and China which took place faster than other countries. In the US, economic recovery is predicted to be even stronger, in line with the smooth vaccination process and the addition of greater fiscal stimulus. In China, the higher economic recovery was supported by improvement in domestic and global demand.

More elevated global economic recovery can be achieved among number of challenges, including (a) the increase in global COVID-19 infection cases



reopening aktivitas ekonomi dan sosial yang dilakukan oleh berbagai negara, (b) dampak penyebaran varian Delta, (c) munculnya varian Omicron sebagai variant of concern (VOC) baru, dan (d) disrupsi yang terjadi pada rantai pasok global. Kondisi ini dikonfirmasi oleh beberapa leading indicator ekonomi di sejumlah negara utama seperti Purchasing Managers' Index (PMI) dan penjualan ritel yang melandai meski masih berada di zona pertumbuhan positif. Secara umum, hal ini mencerminkan aktivitas investasi dan konsumsi masih cukup ekspansif sehingga mendukung perbaikan kinerja ekspor negara berkembang yang lebih tinggi, termasuk Indonesia.

Dengan perkembangan tersebut, IMF melalui World Economic Outlook (WEO) pada Oktober 2021, memproyeksikan pertumbuhan ekonomi dunia pada tahun 2021 akan tumbuh 5,9% year-on-year/yoy (revisi ke bawah sebesar 0,1% dari proyeksi IMF yang dirilis pada WEO Juli 2021).

after the reopening of economic and social activities carried out by various countries, (b) the impact of the spread of the Delta variant, (c) the emergence of the Omicron variant as a new variant of concern (VOC), and (d) disruptions that occur in global supply chains. This condition is confirmed by several leading economic indicators in some major countries, such as the Purchasing Managers' Index (PMI) and retail sales, which are sloping even though they are still in the positive growth zone. In general, this reflects that investment and consumption activities are still quite expansive, thus supporting higher export performance of developing countries, including Indonesia.

With these developments, the IMF through the World Economic Outlook (WEO) in October 2021, projects that world economic growth in 2021 will grow 5.9% year-on-year/yoy (a downward revision of 0.1% from the IMF projection released at WEO July 2021).



Harga Rata-rata Komoditas di Pasar Internasional

Average Commodity Prices in International Markets

| Uraian | 2021 | 2020 | 2019 | Description |
|-----------------------------|-------|-------|-------|-----------------------------|
| Crude Oil WTI (USD/barel) | 68 | 39.3 | 57.0 | Crude Oil WTI (USD/barel) |
| Crude Oil Brent (USD/barel) | 70.8 | 42.3 | 64.0 | Crude Oil Brent (USD/barel) |
| Rubber TSR 20 (USD/kg) | 1.88 | 1.33 | 1.41 | Rubber TSR 20 (USD/kg) |
| Gold (USD/tray ounce) | 1.799 | 1.770 | 1.392 | Gold (USD/tray ounce) |
| Natural Gas U.S (USD/mmbtu) | 2.80 | 2.01 | 2.57 | Natural Gas U.S (USD/mmbtu) |

Seiring dengan perbaikan ekonomi global, ekonomi Indonesia juga turut mengalami kenaikan pertumbuhan. Aktivitas Produksi dan Konsumsi di hampir seluruh negara tujuan ekspor utama terpantau masih mampu mempertahankan kinerjanya di level positif meskipun ada kekhawatiran akan varian baru Omicron yang lebih menular. Perkembangan tersebut mampu membawa ekonomi domestik tumbuh sebesar 3,69% di tahun 2021.

In line with the improvement of global economy, Indonesia's economy also experienced an increase in growth. Production and consumption activities in almost all major export destination countries were observed to be able to maintain their performance at a positive level despite concerns over the new, more infectious Omicron variant. These developments were able to bring the domestic economy to grow by 3.69% in 2021.

Sementara inflasi berada di titik yang sangat rendah, yaitu 1,87%. Indikator tersebut mengisyaratkan adanya perbaikan daya beli masyarakat walau belum sepenuhnya pulih. Inflasi yang rendah pada tahun 2021 selain dipengaruhi oleh permintaan domestik yang belum kuat juga dipengaruhi oleh pasokan yang memadai, dan sinergi kebijakan Bank Indonesia dan Pemerintah baik di tingkat pusat maupun daerah dalam menjaga kestabilan harga. Hal itu tercermin dari data pertumbuhan pengeluaran konsumsi rumah tangga pada tahun 2021 yang tumbuh 2,02%.

While inflation was at very low point of 1.87%. Such indicator signifies an improvement in public's purchasing power, although has not fully recovered. Low inflation in 2021 will not only be influenced by weak domestic demand, but also on adequate supply, and the synergy between Bank Indonesia and the Government's policies at the central and regional levels in maintaining price stability. This is reflected in data on the growth of household consumption expenditure in 2021 which grew 2.02%.

| Uraian | 2021 | 2020 | 2019 | Description |
|-------------------------------|------|------|------|-----------------------------|
| Pertumbuhan Ekonomi Indonesia | 3.69 | 2.07 | 5.02 | Indonesia's Economic Growth |
| Inflasi | 1.87 | 1.68 | 2.72 | Inflation |
| 7-day (Reverse) Repo Rate | 3.50 | 3.75 | 5.00 | 7-day (Reverse) Repo Rate |

Sumber BPS dan Bank Indonesia

Source: BPS and Bank Indonesia

Peningkatan terhadap konsumsi rumah tangga ikut berpengaruh terhadap permintaan pupuk, terutama dari pasar ritel akibat daya beli petani. Pembatasan kegiatan distribusi dan operasional kios yang perlahan sudah mulai dibuka juga ikut memberikan dorongan bagi industri pupuk.

Increase in household consumption has also affected the demand for fertilizer, especially from retail market as farmers' purchasing power dropped. Limitation in distribution activities and kiosk operations, which are slowly starting to open, have also contributed to the impetus for the fertilizer industry.

Memasuki semester II-2020, perekonomian global mulai membaik, meskipun pertumbuhan ekonomi di banyak negara maju dan berkembang masih berkontraksi. Membaiknya penanggulangan pandemi COVID-19 membuat berkurangnya pembatasan kegiatan masyarakat. Di samping itu, kebijakan pemerintah di berbagai negara dalam menekan dampak negative dari pandemi COVID-19 terhadap perekonomian membuat kontraksi perekonomian global tidak sedalam pada triwulan I-2020. Hal ini mendorong meningkatnya aktivitas ekonomi masyarakat di berbagai negara yang selanjutnya meningkatkan perekonomian global yang selanjutnya meningkatkan harga komoditas global.

Negeri Tiongkok menunjukkan sektor manufaktur mempercepat ekspansi yang meredakan kecemasan akan pelambatan ekonomi China. Ekspansi sektor manufaktur China tentunya memberikan sentimen positif, sebab merupakan mitra dagang utama Indonesia. Perekonomian China yang berputar lebih cepat akan meningkatkan impor dari Indonesia. Apalagi, China merupakan salah satu konsumen terbesar komoditas ekspor andalan Indonesia, yakni minyak sawit mentah (crude palm oil/CPO) dan batu bara.

Perekonomian Indonesia turut mengalami kenaikan pertumbuhan imbas perbaikan ekonomi global. Pada Triwulan IV Tahun 2021, perekonomian diperkirakan akan kembali tumbuh positif. Leading indicator ekonomi domestik dari sisi produksi seperti indikator PMI Manufaktur masih berada pada zona ekspansi. Sementara dari sisi konsumsi, indikator Keyakinan Konsumen dan penjualan ritel terus membaik. Kinerja ekspor dan impor juga mencatatkan pertumbuhan double digit yaitu 42,62% pada November 2021. Perkembangan tersebut diperkirakan mampu membawa ekonomi domestik tumbuh sebesar 3,69% di tahun 2021.

Sementara nilai tukar Rupiah sukses mencatat penguatan di perdagangan terakhir 2021 melawan dolar Amerika Serikat (AS). Di penutupan

Entering semester II of 2020, the global economy began to slowly recover, although economic growth in many developed and developing countries remained contracted. Improvement in the handling of the COVID-19 pandemic has reduced restrictions on community activities. Moreover, government's policies in various countries have helped pressed the negative impact of the COVID-19 pandemic on the economy that contractions on the global economy were not as tight as they were in the first quarter of 2020. This has helped increase the community's economic activities in various countries which further boosted the global economy that in turn increased global commodity prices.

China's domestic show that manufacturing sector was accelerate the expansion which eased the anxiety of China's economy slowdown. The expansion of China's manufacturing sector certainly gives positive sentiment as Indonesia's main trading partner. China's economy, which is spinning faster, will increase imports from Indonesia. Moreover, China is one of the largest consumers of Indonesia's mainstay export commodities, namely crude palm oil (CPO) and coal.

Indonesian economy also experienced increase in growth due to the improvement in global economy. In the fourth quarter of 2021, the economy is expected to return to positive growth. Leading indicators of the domestic economy from the production side, such as the Manufacturing PMI indicator, are still in the expansion zone. On the consumption side, indicators for Consumer Confidence and retail sales continued to improve. Export and import performance also recorded double-digit growth of 42.62% in November 2021. This development is estimated to be able to bring the domestic economy to grow by 3.69% in 2021.

Meanwhile, the Rupiah exchange rate successfully recorded a strengthening in the last trade in 2021 against the United States (US) dollar. At the close of



perdagangan, rupiah berada di level Rp 14.250/US\$, menguat 0,11% di pasar spot. Sementara sepanjang tahun 2021, rupiah hanya melemah 1,36% melawan dolar AS.

Perkembangan Industri Pupuk dan Agro

Pelemahan kondisi perekonomian global memberikan dampak negatif bagi berbagai industri termasuk industri ammonia dan urea. Upaya yang dilakukan berbagai negara untuk menanggulangi pandemi COVID-19 telah menurunkan aktivitas ekonomi global. Hal ini berdampak kepada menurunnya permintaan dan harga berbagai komoditas global tidak terkecuali ammonia dan urea.

Pandemi COVID-19 yang berawal dari Cina dan menyebar ke berbagai negara termasuk pasar utama ammonia global, seperti Cina, India, dan Taiwan, memberikan tekanan yang kuat terhadap harga ammonia pada 2020. Pembatasan aktivitas masyarakat termasuk di antaranya lockdown telah menimbulkan gangguan operasional pada industri yang menggunakan ammonia sebagai bahan bakunya. Di samping itu, menurunnya permintaan pada ammonia, khususnya pada pasar utama Asia, yaitu Cina, Korea Selatan, dan Taiwan.

Penurunan permintaan ammonia global menyebabkan daya serap pasar melemah. Hal ini mendorong pemasok ammonia di berbagai regional menurunkan harga untuk mendapatkan pasar. Harga ammonia global untuk pasar regional Asia Timur serta India menurun signifikan sejak awal 2020 serta mencapai harga terendah pada Mei 2020 selaras dengan penurunan harga ammonia dari regional pemasok.

Harga ammonia di regional Asia Timur serta India pada awal 2020 masing-masing sebesar USD295-307 cfr dan USD252-290 cfr per ton, turun sampai Mei 2020 dengan masing-masing menjadi USD210-240 cfr dan USD204-248 cfr per ton. Adapun harga ammonia dari

trading, the rupiah was at the level of Rp14,250/US\$, strengthening by 0.11% in the spot market. Meanwhile, throughout 2021, the rupiah only weakened 1.36% against the US dollar.

Fertilizer and Agro Industry Development

The flagging global economic conditions have surged negative impact on various industries, including the ammonia and urea industries. Efforts carried out by various countries in overcoming the COVID-19 pandemic have reduced global economic activities. This has impacted on the declining demand for and the price of various global commodities, ammonia and urea were no exception.

COVID-19 pandemic which started in China and spread to various countries including the global main markets for ammonia, such as China, India and Taiwan, have strongly pressed the price of ammonia in 2020. Public activity restrictions, such as with lockdown, have triggered operational disruptions in industries that use ammonia as raw material. In addition, the demand for ammonia declined, especially in the Asian main markets, namely China, South Korea, and Taiwan.

The decline in global demand for ammonia has caused market absorption to weakened. This encouraged ammonia suppliers in some regions to reduce the price in order to grab the market. The global price of ammonia for the East Asian regional market and India significantly dropped since the beginning of 2020, reaching its lowest price in May of 2020 in line with the decline in the price of ammonia from regional suppliers.

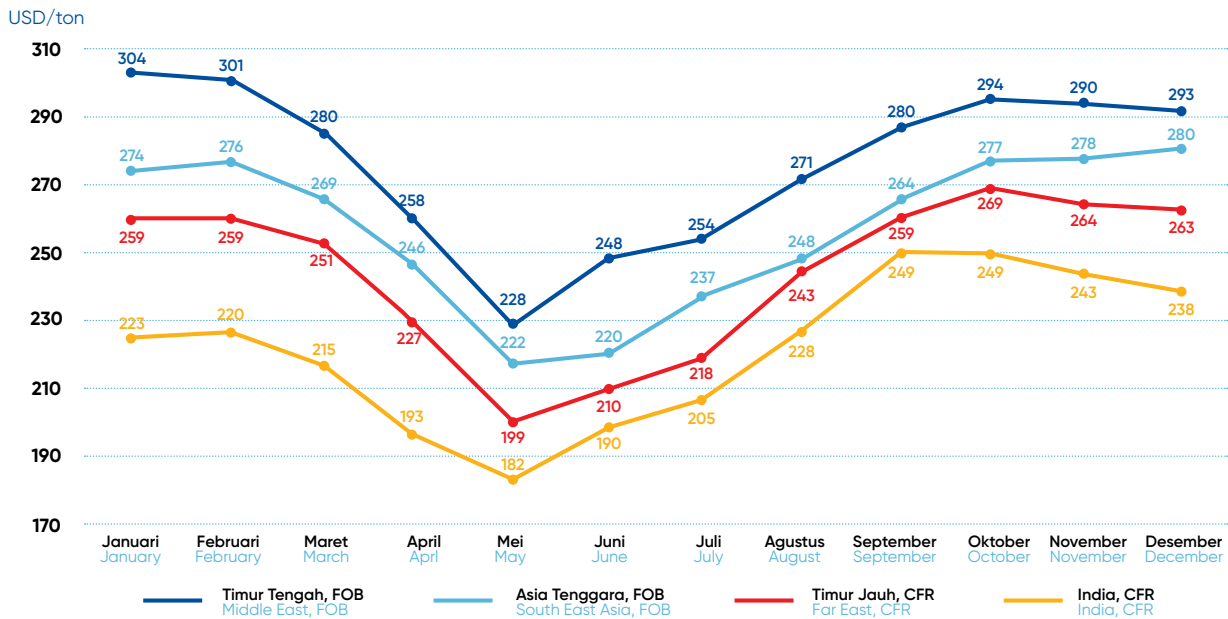
The price of ammonia in the East Asian regions and India at the beginning of 2020 was noted at USD295-307 cfr and USD252-290 cfr per ton respectively and continued to drop until May 2020 to USD210-240 cfr and USD204-248 cfr per ton respectively. The price of

regional pemasok, baik dari Asia Tenggara maupun Timur Tengah pada awal 2020 masing-masing sebesar USD215-245 fob dan USD250-269 fob turun sampai Mei 2020 dengan masing-masing menjadi USD160-195 fob dan USD185-210 fob.

ammonia from regional suppliers from Southeast Asia and the Middle East at the beginning of 2020 was each recorded at USD215-245 fob and USD250-269 fob, and continued to drop until May 2020 respectively to USD160-195 fob and USD185-210 fob.

Harga Amonia Internasional 2021

Ammonia International Prices in 2021



Memasuki semester II-2020, seiring dengan membaiknya penanggulangan pandemi COVID-19, kebijakan pembatasan sosial mulai dilonggarkan, sehingga mendorong aktivitas ekonomi yang berdampak terhadap pemulihan ekonomi global. Di Asia Timur, khususnya Cina dan Taiwan, industri yang menggunakan amonia sebagai bahan baku mulai meningkatkan operasional produksi, sehingga permintaan amonia tumbuh. Di samping itu, tingginya permintaan amonia India untuk kebutuhan industri pupuk juga mendukung kenaikan permintaan amonia global, sehingga mendorong kenaikan harga.

Entering the second semester of 2020, in line with the improvement in the handling of the COVID-19 pandemic, social restriction policies began to be relaxed, thereby encouraging economic activity that had an impact on global economic recovery. In East Asia, particularly China and Taiwan, industries that use ammonia as a raw material have begun to increase production operations, so that demand for ammonia is growing. In addition, India's high demand for ammonia for the fertilizer industry has also supported the increase in global demand for ammonia, thus pushing prices up.

Permintaan amonia untuk industri pupuk tinggi seiring dengan kebijakan berbagai negara guna mendukung pasokan pangan di era pandemi COVID-19 dan masa transisi kenormalan baru. Selain itu, kondisi cuaca di

Ammonia demand for the fertilizer industry is high in line with the policies of various countries to support food supply in the era of the COVID-19 pandemic and the transition to a new normal. In addition, good



negara-negara dengan tingkat pemakaian pupuk tinggi seperti Amerika Serikat, Cina, dan India yang bagus ikut mendorong tingginya pemakaian pupuk. Hal ini mendorong tingginya pemakaian amonia sebagai bahan baku industri pupuk.

Harga amonia di regional Asia Timur dan India di akhir tahun 2020 menjadi USD280-305 cfr dan USD266-295 cfr per ton dari posisi terendahnya pada Mei. Harga dari pemasok ammonia regional, yaitu Asia Tenggara dan Timur Tengah juga ikut meningkat pada akhir tahun, masing-masing menjadi USD250-275 fob dan USD225-250 fob per ton.

Dinamika pasar juga terjadi akibat harga urea domestik Cina lebih tinggi dari harga urea internasional. Dalam kondisi seperti itu, produsen urea Cina lebih memilih memasok pasar dalam negerinya, sehingga mendorong harga urea asal negara tersebut meningkat dari awal 2020 yang sebesar USD243- 245 fob menjadi USD245-250 fob per ton. Adapun harga urea Asia Tenggara juga meningkat dari awal 2020 yang sebesar USD243-248 fob menjadi USD256-257 fob per ton pada akhir triwulan ke-1 2020.

Dalam kondisi pasar yang dinamis tersebut, para pelaku pasar lebih bersikap hati-hati dan menghindari risiko yang tampak dari menurunnya permintaan dari pasar utama. Penurunan harga minyak bumi serta perlambatan ekonomi Cina karena pandemi COVID-19 mendorong penurunan harga gas bumi dan batu bara yang merupakan bahan baku produksi ammonia dan urea. Kondisi ini membuat harga urea mulai menurun sejak akhir kuartal I-2020 dan mencapai harga terendah pada Mei 2020. Harga urea Asia Tenggara dan Cina pada akhir Mei masing-masing sebesar USD230-233 dan USD230-234 fob per ton.

weather conditions in countries with high levels of fertilizer use, such as the United States, China, and India, have contributed to the high use of fertilizers. This encourages the high use of ammonia as a raw material for the fertilizer industry.

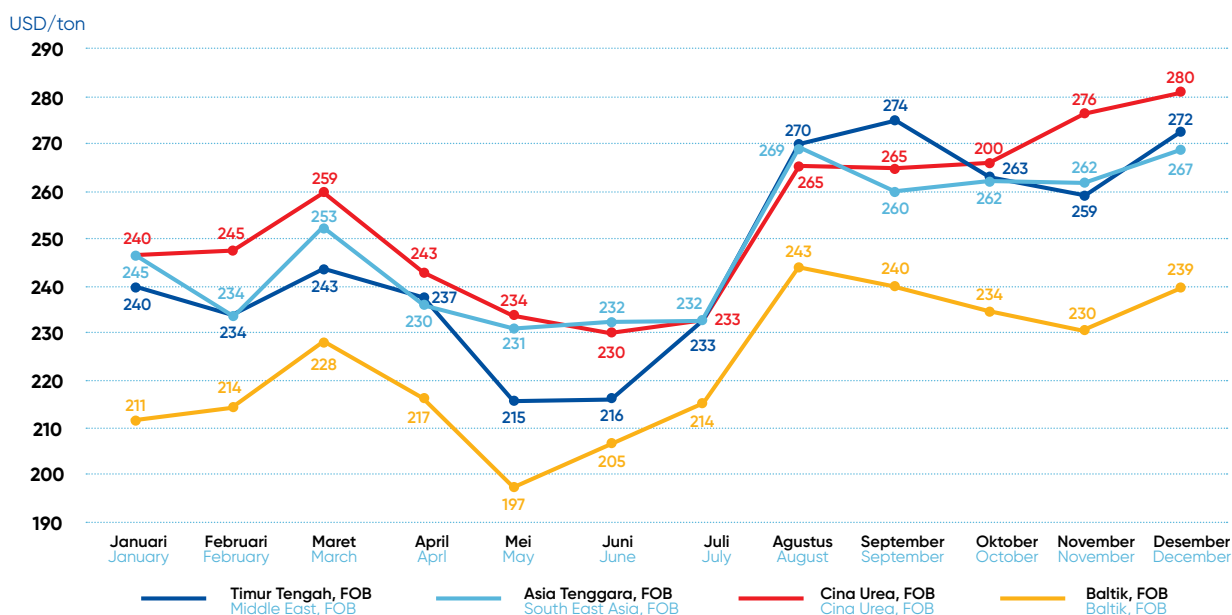
Ammonia prices in the East Asia and India regions at the end of 2020 became USD280-305 cfr and USD266-295 cfr per tonne from their lows in May. Prices from regional ammonia suppliers, namely Southeast Asia and the Middle East, also increased at the end of the year, to USD250-275 fob and USD225-250 fob per tonne, respectively.

Market dynamics also occurred due to China's domestic urea price being higher than the international urea price. Under such conditions, Chinese urea producers prefer to supply their domestic market, thus pushing the price of urea from that country to increase from early 2020 which amounted to USD243-245 fob to USD245-250 fob per ton. The Southeast Asian urea price also increased from early 2020 which amounted to USD243-248 fob to USD256-257 fob per tonne at the end of the first quarter of 2020.

In this dynamic market condition, market participants are more cautious and avoid the risks seen in the declining demand from the main market. The decline in oil prices and the slowdown in China's economy due to the COVID-19 pandemic pushed down prices for natural gas and coal, which are the raw materials for ammonia and urea production. This condition has caused the price of urea to begin to decline since the end of the first quarter of 2020 and reached the lowest price in May 2020. The urea prices of Southeast Asia and China at the end of May were USD230-233 and USD230-234 fob per tonne, respectively.

Harga Urea Internasional 2021

Urea International Prices in 2021



Kondisi perekonomian nasional pada semester II-2020 juga membaik seiring dengan membaiknya penanganan pandemi COVID-19. Pertumbuhan ekonomi pada triwulan ketiga dan keempat mengalami kontraksi lebih kecil dibandingkan triwulan sebelumnya, yaitu menjadi -3,49% dan -2,19% (year on year).

Selain itu, berdasarkan data dari Badan Pusat Statistik, sektor pertanian pada awal pandemi COVID-19 mencatat pertumbuhan 0,02% (year on year). Cuaca ekstrem pada awal 2020 mengakibatkan pergeseran musim tanam padi, sehingga terjadi kontraksi pertumbuhan ekonomi pada tanaman pangan. Meningkatnya produksi beberapa komoditas perkebunan serta meningkatnya permintaan domestik dan ekspor, khususnya komoditas buah-buahan memberikan dukungan terhadap pertumbuhan ekonomi pertanian.

Memasuki triwulan II-2020, dampak pandemi COVID-19 mulai memberikan tekanan terhadap sektor perekonomian Indonesia. Namun, di saat ekonomi nasional mengalami kontraksi, sektor tetap tumbuh positif, yaitu 2,20% (year on year). Hal itu terjadi karena puncak panen padi terjadi pada triwulan dua serta

The condition of the national economy in the second semester of 2020 have also improved as the handling of COVID-19 pandemic progressed. Economic growth during the third and fourth quarters experienced contractions in smaller scale compared to the previous quarters, namely to -3.49% and -2.19% (year on year) respectively.

Furthermore, based on data from the Central Bureau of Statistics, the agriculture sector at the beginning of the COVID-19 pandemic recorded a growth of 0.02% (year on year). Extreme climate in early 2020 has caused a shift in the harvesting season, that contractions in the economic growth of food crops occurred. Increase in production of several plantation commodities as well as the demand increase in domestic and export markets, especially for fruit commodities have ignited growth in agriculture economy.

Going into the second quarter of 2020, impact of the COVID-19 pandemic began to put pressure on Indonesia's economic sector. However, when national economy contracted, the sector grew positively, at 2.20% (year on year). This occurred due to the peak of rice harvest which took place in the second quarter as



peningkatan produksi kelapa sawit, kopi, dan tebu di beberapa sentra produksi. Selain itu, ada peningkatan permintaan luar negeri untuk CPO, sehingga ikut mendukung pencapaian sector pertanian.

Pertumbuhan sektor ekonomi pertanian terus berlanjut pada triwulan III dan IV dengan masing-masing tumbuh sebesar 2,16% dan 2,59% (year on year). Cuaca yang baik mendukung meningkatnya luas panen dan produksi padi, jagung, dan ubi kayu. Kenaikan permintaan buah-buahan dan sayur-sayuran selama pandemi COVID-19 serta peningkatan produksi kelapa sawit ikut mendukung pencapaian pertumbuhan ekonomi sektor pertanian.

Kinerja sektor pertanian yang positif selama 2020 serta kebijakan pemerintah yang menjaga ketersediaan bahan pangan pokok bagi masyarakat, ikut menopang pencapaian kinerja Perusahaan melalui penyediaan sarana produksi pertanian untuk mendukung ketahanan pangan nasional. Volume penjualan pupuk perusahaan, baik subsidi maupun non subsidi meningkat dari 2019 yang sebesar 2.003.577 ton menjadi 2.356.071 ton atau meningkat 17,59%. Peningkatan volume penjualan pupuk juga diikuti dengan meningkatnya nilai penjualannya dari 2019 yang sebesar Rp9,16 triliun menjadi Rp10,35 triliun.

Kebijakan Strategis 2022

Perusahaan senantiasa melakukan antisipasi dalam menghadapi perubahan eksternal yang bergerak cepat. Terkait dengan hal itu, pada tahun 2021, Perusahaan telah melakukan program efisiensi, yang antara lain direalisasikan melalui upgrading fasilitas shipping in/out di dermaga existing, implementasi konsep energy mix dengan mengoptimalkan operasional STG Batu Bara dan pabrik P-IIB, digitalisasi proses bisnis melalui tahap lanjutan pengembangan Digital Plant Fertilizer, pengembangan electronic Pusri Agro Solution (e-PAS) dan pengembangan aplikasi non SAP untuk menunjang kelancaran, efektivitas serta efisiensi proses bisnis.

well as the increase in the production of palm oil, coffee and sugar cane in a number of production centers. In addition, there was an upsurge in foreign demand for crude palm oil (CPO) which also contributed to the achievements of the agricultural sector.

Growth in the agricultural economy sector continued in the third and fourth quarters of 2020 with 2.16% and 2.59% (year on year) respectively. Suitable weather conditions were conducive to the expansion of the harvest area and production of rice, corn and cassava. Increase in demand for fruits and vegetables during the COVID-19 pandemic as well as the increase in palm oil production have also endorsed achievements in economic growth of the agricultural sector.

The positive performance of the agriculture sector throughout the year 2021 as well as government policies that maintained essential food supply for the community have supported the Company's performance achievements through the provision of agricultural production facilities that endorsed national food resilience. Sales volume of the company's fertilizers, both subsidized and non-subsidized, increased from 2,003,577 tons in 2019 to 2,356,071 tons in 2020, or an increase of 17.59%. The rise in fertilizer sales volume was also followed by a rise in sales value from Rp9.16 trillion in 2019 to Rp10.35 trillion in 2020.

2022 Strategic Policy

The Company is always on the alert to anticipate all possibilities in facing the rapid changing external conditions. In this context, during the year 2021, the Company has exerted an efficiency program, of which among others is actualized through upgrading the in/out shipping facilities of the existing ports, implementation of the energy mix by optimizing the operations of STG Coal and P-IIB plants, digitalization of business process through the follow-up development stage of the Fertilizer Digital Plant, development of the electronic Pusri Agro Solution (e-PAS) and development of the non-SAP application to support the smooth run, effectiveness and efficiency of the business process.

Selain itu, Perusahaan mulai melaksanakan program revitalisasi pabrik Amonia-Urea existing secara bertahap. Hal itu dilakukan untuk meningkatkan efisiensi dan meningkatkan daya saing produk dengan melaksanakan persiapan pembangunan pabrik PUSRI-IIIIB di alternatif lokasi yang lebih fleksibel untuk shipping in/out.

Perusahaan juga berupaya melakukan diversifikasi produk dengan mendorong percepatan penyelesaian pabrik pupuk NPK Fusion II dan mengoperasikan pabrik NPK Fusion II dengan rate maksimal untuk memenuhi kebutuhan konsumen. Pada tahun 2020, untuk menambah lini produk, Perusahaan membangun pabrik NPK Compact di Lampung, mengoptimalkan pilot plant Pupuk Hayati dan Pupuk Mikro, riset produk agrokimia prospektif sektor perkebunan serta melakukan studi bisnis oleokimia dan metanol.

Di level internal, Perusahaan berkomitmen membangun transformasi korporasi melalui program transformasi budaya, implementasi Human Capital Management System (HCMS) secara komprehensif dan implementasi sistem manajemen pada lini Perusahaan untuk mewujudkan tahapan Perusahaan unggul tingkat Asia dan jaya di tahun 2030.

Berikut ringkasan strategi utama yang dilakukan perusahaan pada tahun 2021.

| No. | Strategi Strategy | Tujuan Objective |
|-----|--|---|
| 1 | Melakukan improvement, pengadaan investasi rutin dan modifikasi peralatan/proses untuk meningkatkan kehandalan pabrik dan efisiensi Making improvements, procuring routine investments and modifying equipment/processes to increase factory reliability and efficiency | Tercapainya target produksi urea sebesar 2.245.000 ton, produksi amoniak sebesar 1.392.600 ton, produksi NPK sebesar 300.000 ton di tahun 2021 Achieved the urea production target of 2,245,000 tons, ammonia production of 1,392,600 tons, NPK production of 301,500 tons in 2021 |
| 2 | Pelaksanaan program-program K3 untuk menjamin lingkungan kerja yang aman dan sehat bagi seluruh pekerja Implementation of OHS programs to ensure a safe and healthy work environment for all workers | Tercapainya target produksi dan laba RKAP tahun 2021 Achieved the production target and RKAP profit in 2021 |

In addition, the Company began to gradually implement revitalization program of existing Ammoniac-Urea plants. This was done to increase the efficiency and competitiveness of the products by conducting preparations for the construction of the PUSRI-IIIIB plant in alternative locations that are more flexible for in/out shipping.

The Company also took efforts on product diversification by pushing acceleration for the completion and operation of the NPK Fusion II fertilizer plant at maximum rate in order to fulfill consumer requirements. In the year 2021, to increase product lines, the Company developed the NPK Compact plant in Lampung, optimized the pilot factory for Organic Fertilizer and Micro Fertilizer, researched on prospective agrochemical products in the plantation sector and carried out business studies on oleochemicals and methanol.

Internally, the Company was committed to develop corporate transformation through culture transformation program, comprehensively implemented Human Capital Management System (HCMS) and implemented a management system at the corporate line in order to manifest its position as Asia's leading company and reaching triumph by the year 2030.

Following is summary of the main strategies implemented by the Company during the year 2021.



| No. | Strategi Strategy | Tujuan Objective |
|-----|--|--|
| 3 | Meningkatkan market share penjualan <i>Increase sales market share</i> | Tercapainya target penjualan urea komersil sebesar 451.500 ton dan NPK komersil sebesar 13.500 ton di tahun 2021 |
| 4 | Melakukan pendekatan yang lebih intens kepada customer (distributor /kios / end user) pengguna Urea & NPK Komersil <i>Take a more intense approach to customers (distributors/kiosks/end users) Urea & Commercial NPK users</i> | <i>Achieved the commercial urea sales target of 451,500 tons and commercial NPK of 13,500 tons in 2021</i> |
| 5 | Melakukan perluasan market di Wilayah Indonesia Timur <i>Expanding the market in the Eastern Indonesia Region</i> | Tercapainya target penjualan urea komersil sebesar 451.500 ton di tahun 2021 <i>Achieved the commercial urea sales target of 451,500 tons in 2021</i> |
| 6 | Meningkatkan pangsa pasar ekspor <i>Increase export market share</i> | |
| 7 | Menerapkan Forward Integration Strategy di beberapa wilayah <i>Implementing the Forward Integration Strategy in several areas</i> | Tercapainya target penjualan NPK komersil sebesar 13.500 ton di tahun 2021 <i>Achieved the commercial NPK sales target of 13,500 tons in 2021</i> |
| 8 | Melakukan langkah-langkah efisiensi untuk mendapatkan HPP yang kompetitif dengan cara intensif <i>Take efficiency measures to get competitive HPP in an intensive way</i> | Tercapainya target penjualan amoniak sebesar 45.600 ton di tahun 2021 <i>Achieved the ammonia sales target of 45,600 tons in 2021</i> |
| 9 | Melakukan koordinasi dengan unit kerja terkait <i>Coordinate with related work units</i> | |
| 10 | Mencari pasar amoniak potensial <i>Searching for potential ammonia market</i> | |
| 11 | Intens melakukan penagihan piutang usaha kepada pihak ketiga <i>Intensely collect accounts receivable from third parties</i> | Tercapainya target laba RKAP tahun 2021 <i>Achieved the RKAP profit target in 2021</i> |
| 12 | Melakukan kegiatan lindung nilai tukar valuta asing <i>Perform foreign exchange hedging activities</i> | Tercapainya target laba RKAP tahun 2021 <i>Achieved the RKAP profit target in 2021</i> |

PUSRI juga telah menyusun dan merumuskan rencana kerja strategis dan capaian yang ingin diraih Perusahaan untuk 1 (satu) tahun ke depan atau Rencana Kerja dan Anggaran Perusahaan (RKAP). Pengesahan RKAP dilakukan melalui mekanisme RUPS dan menjadi target yang akan dicapai Perusahaan untuk dapat mengukur kinerjanya.

Rencana Kerja dan Anggaran Perusahaan Tahun 2021 disusun dalam 2 (dua) kegiatan, yaitu kegiatan yang merupakan penugasan dari pemerintah (PSO) untuk menyalurkan pupuk ke sektor pangan dan kegiatan komersil dengan ringkasan sebagai berikut:

1. Dari kegiatan PSO, anggaran perusahaan sebagai berikut:
 - a. Jumlah pupuk yang dijual :

PUSRI has also established and formulated its strategic work plans and achievement targets for 1 (one) year ahead, namely the Company Work Plan and Budget (RKAP). Ratification of the RKAP is conducted through the General Meeting of Shareholders mechanism and became the Company's targets to achieve in order to measure its performance.

The 2022 Company Work Plan and Budget was set under 2 (two) activities, namely activities assigned by the Government (PSO) to distribute fertilizers to the food sectors and activities that are commercial-based as listed below:

1. From PSO activities, the company's budget is as follows:
 - a. Amount of fertilizer sold:

- | | |
|--|--|
| <ul style="list-style-type: none"> i. Urea 1.664.198 Ton ii. NPK 277.425 Ton <ul style="list-style-type: none"> b. Pendapatan PSO 9,55 Triliun c. Laba PSO Sebelum Pajak 525,09 Miliar | <ul style="list-style-type: none"> i. Urea 1,664,198 Tons ii. NPK 277,425 Tons <ul style="list-style-type: none"> b. PSO Revenue 9.55 Trillion c. PSO Profit Before Tax 525.09 Billion |
|--|--|
-
- | | |
|--|---|
| <ul style="list-style-type: none"> 2. Dari kegiatan komersil, anggaran perusahaan sebagai berikut: <ul style="list-style-type: none"> a. Jumlah pupuk yang dijual : <ul style="list-style-type: none"> i. Urea 451.500 Ton ii. NPK 13.500 Ton iii. Amonia 45.600 Ton b. Pendapatan Komersil 2,33 Triliun c. Laba Komersil Sebelum Pajak 109,47 Miliar | <ul style="list-style-type: none"> 2. From commercial activities, the company's budget is as follows: <ul style="list-style-type: none"> a. Amount of fertilizer sold: <ul style="list-style-type: none"> i. Urea 451,500 Tons ii. NPK 13,500 Tons iii. Ammonia 45,600 Tons b. Commercial Revenue 2.33 Trillion c. Commercial Profit Before Tax 109.47 Billion |
|--|---|
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- | | |
|---|--|
| <ul style="list-style-type: none"> 3. Proyeksi Keuangan Setelah Konsolidasi tahun 2021 sebagai berikut: <ul style="list-style-type: none"> a. Laba Sebelum Pajak 634,56 Miliar b. Laba Setelah Pajak 525,16 Miliar c. Nilai Investasi Rutin 123,76 Miliar d. Nilai Investasi Pengembangan 10,00 Miliar e. Nilai Investasi Penyertaan – Miliar f. Total Aset 25,12 Triliun | <ul style="list-style-type: none"> 3. Financial Projections After Consolidation in 2021 as follows: <ul style="list-style-type: none"> a. Profit Before Tax 634.56 Billion b. Profit After Tax 525.16 Billion c. Routine Investment Value 123.76 Billion d. Development Investment Value 10.00 Billion e. Investment Value of Participation – Billion f. Total Assets 25.12 Trillion |
|---|--|
-
- | | |
|--|---|
| <ul style="list-style-type: none"> 4. Target Program Kemitraan Bina Lingkungan tahun 2021 sebagai berikut: <ul style="list-style-type: none"> a. Program Kemitraan <ul style="list-style-type: none"> i. Penyaluran 21,31 Miliar ii. Efektivitas Penyaluran 96,43 % iii. Pengembalian 44,21 Miliar iv. Efektivitas Pengembalian 70,07 % b. Bina Lingkungan 10,00 Miliar | <ul style="list-style-type: none"> 4. The target of the Community Development Partnership Program in 2021 is as follows: <ul style="list-style-type: none"> a. Partnership Program <ul style="list-style-type: none"> i. Distribution of 21.31 Billion ii. Distribution Effectiveness 96.43% iii. Return of 44.21 Billion iv. Return Effectiveness 70.07% b. Community Development 10.00 Billion |
|--|---|
-
- | | |
|---|--|
| <ul style="list-style-type: none"> 5. Tingkat Kesehatan Perusahaan tahun 2021 diproyeksikan memperoleh skor 73,50 dengan kategori "Sehat A". | <ul style="list-style-type: none"> 5. The Company's Soundness Level in 2021 is projected to get 73.50 score of with "Healthy A" category. |
|---|--|

Selain itu, di tengah kondisi pasar amonia dan urea yang dinamis serta upaya merespons pasar, Perusahaan telah melakukan sejumlah langkah strategis. Di antaranya, Perusahaan meningkatkan keandalan fasilitas produksi, peremajaan fasilitas produksi, meningkatkan pangsa pasar dalam negeri,

Moreover, in the midst of dynamic ammonia and urea market conditions and efforts to respond to the market, the Company took a number of strategic steps. Among others, the Company increased its reliability in production facilities, revitalized production facilities, increased its domestic market share, diversified



diversifikasi produk, meningkatkan kualitas sumber daya manusia, dan melakukan efisiensi di seluruh fungsi bisnis Perusahaan.

Keandalan fasilitas produksi melalui perawatan, perbaikan, serta turnaround fasilitas produksi secara terjadwal. Program tersebut dijalankan dalam rangka menjamin kemampuan produksi secara efisien dan menjamin pelestarian lingkungan serta keselamatan kerja karyawan. Perusahaan juga akan melakukan revitalisasi pabrik PUSRI-III/IV yang memerlukan bahan baku gas bumi yang tinggi melalui pembangunan pabrik PUSRI-IIIB yang menggunakan bahan baku lebih efisien.

Guna meningkatkan pangsa pasar dalam negeri, Perusahaan mengupayakannya melalui pemenuhan kebutuhan pupuk subsidi maupun pupuk non subsidi untuk pelanggan perkebunan besar, menengah, rakyat serta hortikultura. Perusahaan ikut mengedukasi petani mengenai pemakaian pupuk yang efektif dan efisien untuk meningkatkan produktivitas berbagai jenis tanaman melalui demplot di area pemasaran Perusahaan.

Selain fokus meningkatkan pangsa pasar dalam negeri, PUSRI juga berupaya mendukung pencapaian kinerja ekspor. Upaya-upaya yang dilakukan di antaranya menawarkan harga amonia dan urea untuk berbasis fob dan cfr, termasuk pengiriman dengan ship to ship. Di samping itu, Perusahaan juga memanfaatkan competitive advantage urea low biuret dengan tujuan ekspor ke Afrika Selatan, Australia, Chili, dan Korea Selatan.

PUSRI telah mengoperasikan pabrik NPK Fusion II sejak Februari 2020 untuk mendukung kebutuhan pupuk dalam negeri sekaligus memanfaatkan peluang meningkatnya permintaan pupuk berimbang. Dengan beroperasinya pabrik NPK Fusion II juga akan mendukung Perusahaan dalam memproduksi pupuk NPK hasil dari riset pengembangan produk yang sudah dilakukan.

products, improved its human resource quality, and implemented efficiency at all levels of the Company's business functions.

Reliability of production facilities was sustained through maintenance, improvement, as well as scheduled production facility turnaround. The program was carried out to ensure efficient production capabilities, environmental preservation and employee work safety. The Company will also carry out revitalization of the PUSRI-III/IV that require high natural gas raw material through the development of PUSRI-IIIB plant that utilizes more efficient raw materials.

In order to increase domestic market share, the Company undertook efforts through fulfilling the needs for subsidized and non-subsidized fertilizers for large-medium-small scale and horticultural plantation customers. The Company took part in educating farmers on how to effectively and efficiently use fertilizers in order to increase productivity of various types of plants through demo-plots in the Company's marketing areas.

Aside from focusing to increase domestic market share, PUSRI also took up efforts to support export performance achievements. Efforts undertaken, among others, included offering ammonia and urea prices to be based on fob and cfr, including ship to ship delivery. In addition, the Company also utilized competitive advantage of the low biuret urea with export destination to South Africa, Australia, Chile, and South Korea.

PUSRI operated the NPK Fusion II plant since February 2020 to support domestic fertilizer needs while taking advantage of opportunities from the increasing demand for balanced fertilizers. The operation of the NPK Fusion II plant will also support the Company in producing NPK fertilizer as a result of product development research which has been carried out.

Perusahaan terus meningkatkan kompetensi sumber daya manusia PUSRI supaya mampu menghadapi perubahan pada industri pupuk, seperti persaingan pada pasar dalam negeri dan internasional termasuk kebijakan pemerintah dalam sektor pertanian. Penerapan pengembangan karyawan, seperti pelatihan, sharing knowledge, counselling, coaching, mentoring, sertifikasi kompetensi, serta mempersiapkan tenaga ahli S2 diharapkan dapat menghasilkan sumber daya manusia yang dapat membantu perusahaan menghadapi perubahan pada industri pupuk.

The Company continuously strived to improve PUSRI's human resource competency in preparation to face changes occurring in the fertilizer industry, such as competition in domestic and international markets including government policies in the agricultural sector. Implementation of employee development, such as training, sharing knowledge, counselling, coaching, mentoring, competency certification, as well as preparing postgraduate (S2) experts who are expected to generate human resources that can support the company manage changes occurring in the fertilizer industry.

TINJAUAN OPERASIONAL

PT Pupuk Sriwidjaja Palembang (PUSRI) mengoperasikan 4 (empat) unit pabrik dengan masing-masing pabrik terdiri atas beberapa bagian, yang dijelaskan dalam tabel berikut ini.

OPERATIONAL REVIEW

PT Pupuk Sriwidjaja Palembang (PUSRI) operates 4 (four) plant/factory units with each plant consisting of several sections described in the table below.

| No | Pabrik Factory | Uraian | Description |
|----|--------------------------------|--|---|
| 1 | Pabrik Amonia Ammonia Plant | <p>Pabrik amonia PUSRI menghasilkan amonia dengan kapasitas produksi mencapai 1,83 juta ton per tahun. Bahan baku pembuatan amonia adalah gas alam, uap air (steam), dan udara. Secara garis besar, proses di pabrik amonia dibagi menjadi 4 (empat) unit dengan urutan sebagai berikut:</p> <ol style="list-style-type: none"> 1. Unit Feed Treating Gas alam yang masih mengandung kotoran (impurities) harus dibersihkan dahulu di unit ini, agar tidak menimbulkan keracunan pada katalis di unit reforming. 2. Unit Reforming Gas alam yang sudah bersih direaksikan dengan steam di primary reformer kemudian dengan udara di secondary reformer pada temperatur tinggi. Hasil reaksi berupa gas hidrogen dengan hasil samping gas karbon dioksida dan nitrogen. 3. Unit Purifikasi & Metanasi Karbon dioksida hasil reaksi yang terbawa dalam gas proses, dipisahkan di unit ini karena berpotensi membentuk karbamat dan meracuni katalis di reactor amonia. 4. Unit Compression Synloop & Refrigerasi Gas proses direaksikan dengan tekanan tinggi di reactor amonia sehingga terbentuk gas amonia. Gas amonia ini kemudian masuk ke unit refrigerasi sehingga diperoleh amonia dalam fasa cair | <p>PUSRI's ammonia plant produces ammonia with a production capacity reaching 1.83 million tons per year. Raw materials used in ammonia production are natural gas, steam and air. In general, the processing conducted at the ammonia plant are divided into 4 (four) units as listed in sequence as follows:</p> <ol style="list-style-type: none"> 1. Feed Treating Unit Natural gas containing impurities must first be cleaned in this unit so as not to generate poisoning on the catalysts in the next reforming unit. 2. Reforming Unit The cleaned natural gas is oxidized with steam in the primary reformer and then with air in the secondary reformer at high temperature. Results of the reaction are in the forms of hydrogen gas with side products in the forms of carbon dioxide and nitrogen gas. 3. Purification & Methanator Unit Carbon dioxide produced by the above reaction and carried by the gas process is then separated in this unit as it can potentially form carbamate and poison the catalysts in the ammonia plant. 4. Compression Synloop & Refrigeration Unit The gas process is reacted with high pressure in the ammonia reactor that it forms ammonia gas. Ammonia gas then enters the refrigeration unit and then generates ammonia in liquid phase. |



| No | Pabrik Factory | Uraian | Description |
|----|----------------------------------|---|---|
| 2 | Pabrik Urea Urea Plant | <p>Kapasitas pabrik urea PUSRI mencapai 2,62 juta ton per tahun. Proses pembuatan urea menggunakan bahan baku amoniak cair dan gas karbon dioksida yang disuplai dari pabrik amoniak. Proses pembuatan urea ini terbagi menjadi enam unit, yaitu:</p> <ol style="list-style-type: none"> 1. Unit Sintesa Unit ini berfungsi membentuk larutan urea dengan mereaksikan amonia cair dan gas karbon dioksida pada tekanan 175 kg/cm G. Hasil samping dari reaksi ini adalah ammonium karbamat. 2. Unit Purifikasi Ammonium karbamat yang tidak terkonversi dan kelebihan amoniak di unit Sintesa diuraikan dan dipisahkan dengan cara penurunan tekanan dan pemanasan. 3. Unit Kristaliser Larutan urea dari unit purifikasi dikristalkan dibagian ini secara vacuum dengan pemanasan, kemudian Kristal ureanya dipisahkan di centrifuge. 4. Unit Prilling Kristal urea keluaran centrifuge dikeringkan sampai kandungan air 0,2% berat dan dikirimkan ke bagian atas prilling tower untuk dilelehkan dan didistribusikan merata ke seluruh distributor. Dari distributor, lelehan urea dijatuhkan ke bawah sambil didinginkan oleh udara dari bawah tower sehingga menghasilkan produk urea butiran (prill). 5. Unit Recovery Gas amoniak dan gas karbon dioksida yang dipisahkan di bagian purifikasi diambil kembali dengan dua langkah absorbs kemudian di-recycle kembali ke unit sintesa. 6. Unit Process Kondensat Treatment Sejumlah kecil urea, amoniak, dan karbon dioksida yang terbawa kondensat di crystallizer diolah dan dipisahkan di stripper dan hydrolizer. Gas karbon dioksida dan gas amonia tersebut dikirim kembali ke bagian purifikasi untuk di-recovery, sedangkan air kondensatnya dikirim ke utilitas. | <p>The capacity of PUSRI's urea plant reaches 2.62 million tons per year. The urea production process uses liquid ammonia and carbon dioxide gas as raw materials supplied by the ammonia plant. Urea production process is divided into six units, namely as follows:</p> <ol style="list-style-type: none"> 1. Synthesis Unit This unit functions to form liquid urea through the reaction of liquid ammonia and carbon dioxide gas at 175 kg/cm G pressure. The side product generated by this reaction is in the form of ammonium carbamate. 2. Purification Unit Ammonium carbamate that is not converted and excessive ammonia in the Synthesis unit are decomposed and separated by reducing pressure and heating process. 3. Crystallizer Unit The liquid urea from the purification unit is crystallized in this unit by means of vacuum using heating process, followed by separating crystallized urea at the centrifuge. 4. Prilling Unit The crystallized urea produced at the centrifuge is dried to 0.2% water-weighted and sent to the upper section of the prilling tower to be melted and evenly distributed to all distributors. From the distributors, the melted urea is dropped downwards while being cooled by the air from below the tower that eventually produced into urea prills. 5. Recovery Unit Ammonia gas and carbon dioxide gas which are separated in the purification unit are transferred back through 2-absorption steps and recycled back to the synthesis unit. 6. Condensate Process Treatment Unit Small parts of urea, ammonia and carbon dioxide carried through condensate process at the crystallizer is processed and separated at the stripper and hydrolizer. The carbon dioxide gas and ammonia gas are sent back to the purification unit for recovery, while condensate water is sent to the utility. |
| 3 | Pabrik Utilitas Utility Plant | <p>Merupakan pabrik yang menghasilkan bahan-bahan pembantu maupun energi yang dibutuhkan oleh pabrik amoniak dan pabrik urea PUSRI. Produk yang dihasilkan dan diolah dari pabrik utilitas ini antara lain sebagai berikut:</p> <ul style="list-style-type: none"> • Air bersih • Air pendingin • Air demin • Udara pabrik dan instrumen • Listrik • Steam • Tenaga listrik • Uap air | <p>Is the plant that produces supporting materials and energy required by PUSRI's ammonia plant and urea plant. Products generated and processed from the utility plant, among others, include the following:</p> <ul style="list-style-type: none"> • Clean water • Cooling water • Demin water • Plant air and instrument • Electricity • Steam • Power plant • Water steam |

| No | Pabrik Factory | Uraian | Description |
|----|-------------------------|---|---|
| 4 | Pabrik NPK NPK Plant | Pabrik NPK fusi PUSRI menggunakan teknologi steam fused granulation dengan kapasitas produksi sebesar 100.000 ton per tahun. Bahan baku utama yang digunakan adalah urea produksi Pusri, Diammonium Phosphate (DAP), dan Kalium Clorida (KCl). Pengoperasian pabrik NPK dilakukan secara kontinyu. Bahan baku diumpukan menggunakan weigh feeder untuk kemudian digranulasi, dikeringkan, didinginkan dan diayak sesuai ukuran produk. Selanjutnya, produk NPK dilapisi coating oil sebelum dikantongi. | Pusri's NPK Fusion plant utilizes steam fused granulation technology with production capacity of 100,000 tons per year. The main raw materials used are Pusri's urea product, Diammonium Phosphate (DAP), and Calcium Chloride (KCl). NPK plant is continuously in operation. Raw materials are supplied by use of weigh feeder and later granulated, dried, cooled and sifted in accordance to product measurement. Next step is for the NPK product to be coated by coating oil prior to bagging. |

Kapasitas Terpasang Pabrik PUSRI

Installed Capacity of PUSRI Plants

| No | Pabrik PUSRI PUSRI Factory | Kapasitas Terpasang Urea (ton/tahun) Urea Installed Capacity (ton/year) | Kapasitas Terpasang Amonia (ton/tahun) Ammonia Installed Capacity (ton/year) | Kapasitas Terpasang NPK (ton/tahun) NPK Installed Capacity (ton/year) | Nilai Pabrik Factory Value | Mulai Beroperasi Produksi Start of Production |
|----|-------------------------------|---|--|---|-------------------------------|---|
| 1 | PUSRI I* | 100.000 | 59.400 | - | USD34.363.511 | Oktober October |
| 2 | PUSRI II** | 552.000 | 262.000 | - | Rp3.651.063.140 | Agustus August |
| 3 | PUSRI II*** | 570.000 | 396.000 | - | USD85.734.452 | Desember December |
| 4 | PUSRI IV**** | 570.000 | 396.000 | - | USD192.000.000 | Oktober October |
| 5 | PUSRI IB | 570.000 | 445.000 | - | USD326.883.626 | Maret March |
| 6 | PUSRI IB***** | 907.000 | 660.000 | - | USD657.091.278 | Oktober October |
| 7 | PUSRI NPK | - | - | 100.000 | Rp169.691.059.202 | Februari February |
| 8 | PUSRI NPK II | | | 200.000 | | Desember December |

Keterangan:

- * PUSRI-I diganti dengan PUSRI-IB karena usia pabrik telah tua dan tidak efisien
- ** Telah dilakukan Proyek Optimalisasi Pabrik Urea (UOP) dan Amonia (AOP)
- *** Telah dilakukan optimalisasi khusus pabrik Amonia (AOP)
- **** Nilai estimasi pada tahun 1994 kecuali P-IIB
- ***** Produksi Commissioning

Description:

- * PUSRI-I was replaced with PUSRI-IB due to factory old age and inefficiency
- ** Urea (UOP) and Ammonia (AOP) Plant Optimization Project conducted
- *** Ammonia Plant (AOP) Special Optimization Project conducted
- **** Estimate Value in 1994 with the exception of P-IIB
- ***** Commissioning Production

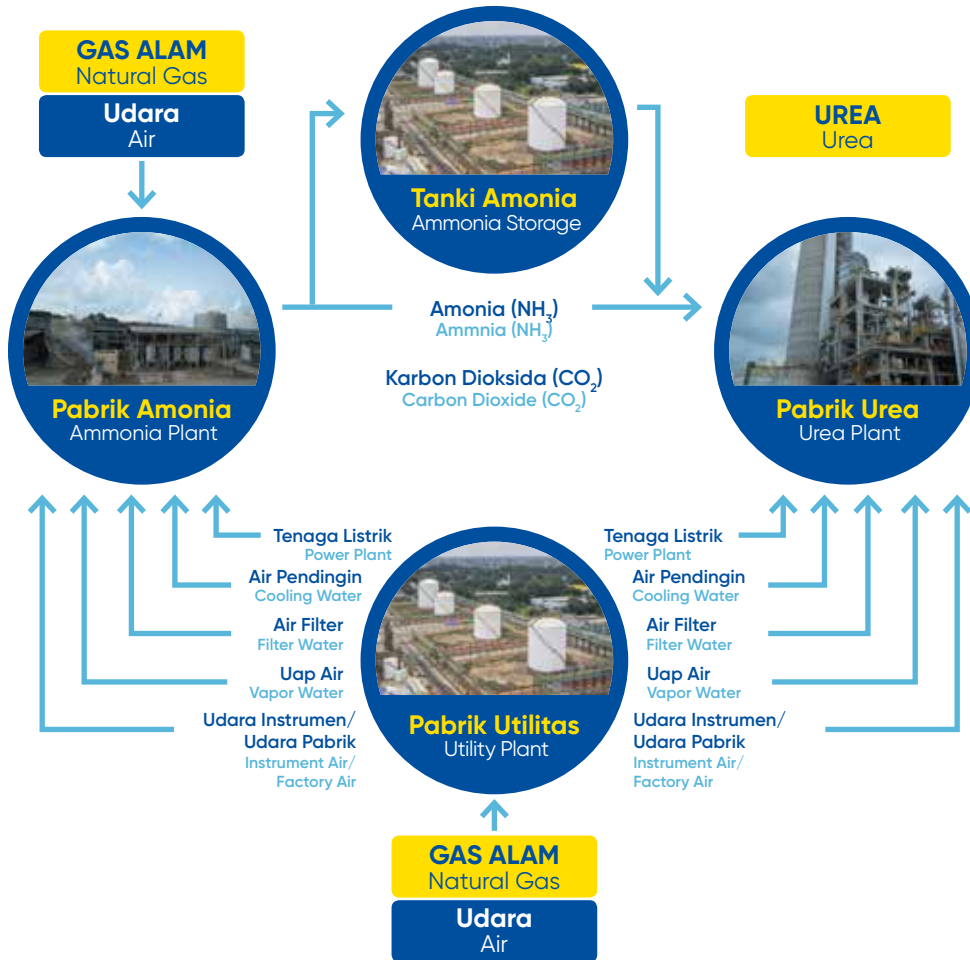
Adapun proses produksi pupuk di PUSRI tergambar dalam bagan berikut ini.

The fertilizer production process at PUSRI is illustrated in the following chart.



Proses Produksi Pupuk di PUSRI

Fertilizer Production Process at PUSRI



PUSRI memiliki perangkat dan sarana untuk menyalurkan pupuk hingga ke pelanggan. Rantai pasokan tersebut terdiri dari kantor perwakilan, dermaga/pelabuhan, unit pengantongan, gudang lini I/II, serta distributor dan pengecer.

1. Kantor Perwakilan

PUSRI memiliki kantor perwakilan di setiap ibu kota provinsi di wilayah Sumatera, Jawa, Kalimantan Barat, dan Kalimantan Selatan, yang disebut dengan Kantor PUSRI Penjualan Daerah (PPD). Kantor perwakilan berfungsi sebagai pelaksana teknis dalam penjualan produk dan mewakili kepentingan perusahaan di daerah.

Facilities and infrastructures at PUSRI carry out fertilizer distribution all the way to the hands of the customers. This supply chain consists of representative offices, harbors/ports, bagging units, line I/II warehouses, as well as distributors and retailers.

1. Representative Office

PUSRI has representative office in every provincial capital of Sumatera, Java, West Kalimantan, and South Kalimantan, known as PUSRI Regional Sales Office (PPD). Representative Office functions as technical executor of product sales and represents the company's interests at regional level.

2. Dermaga/Pelabuhan

Untuk mendukung proses pendistribusian produk baik domestik maupun ekspor, PUSRI memiliki 7 (tujuh) dermaga yang digunakan untuk kepentingan sendiri guna mengeluarkan hasil produksi di lini I pabrik selain menggunakan jalur darat (via truk). Dermaga tersebut juga dapat digunakan sebagai pelabuhan bongkar untuk bahan baku, maupun batu bara apabila dibutuhkan. Adapun dermaga dan kapasitas muat adalah sebagai berikut:

| | | |
|--------------------------------------|---|---|
| Dermaga 1 Port 1 | Pupuk in bag <1.000 ton & NH ₃ | In-bag fertilizer <1,000 tons & NH ₃ |
| Dermaga 2 Port 2 | Pupuk curah | Bulk fertilizer |
| Dermaga 3 Port 3 | Pupuk in bag >1.000 ton | In-bag fertilizer >1,000 tons |
| Dermaga 4 Port 4 | Pupuk in bag >1.000 ton | In-bag fertilizer >1,000 tons |
| Dermaga 5 Port 5 | Pupuk curah | Bulk fertilizer |
| Dermaga 6 Port 6 | Bongkar muat STG batu bara | STG coal loading and unloading |
| Dermaga 7 Port 7/ Jetty Construction | Pupuk in bag <1.000 ton | In-bag fertilizer <1,000 tons |

3. Unit Pengantongan

Sebagai upaya menjaga kualitas produk, PUSRI melakukan pengiriman pupuk curah dari Palembang yang selanjutnya akan disuplai ke unit pengantongan yang ada di beberapa daerah dengan rincian:

| | | |
|--|---|--|
| Lini I (2D, BS 2 & BS 3/4) | Kapasitas 1.460.000 ton/tahun Capacity 1,460,000 tons/year | Line I (2D, BS 2 & BS 3/4) |
| Lini II (UPP Semarang, UPP Cilacap, UPP Belawan, UPP Meneng) | Kapasitas 1.900.000 ton/tahun Capacity 1,900,000 tons/year | Line II (UPP Semarang, UPP Cilacap, UPP Belawan, UPP Meneng) |

4. Gudang Lini II/III

Dalam rangka menjalankan Peraturan Menteri Perdagangan No. 15/2013, PT Pupuk Indonesia (Persero) mengatur pengadaan dan pendistribusian pupuk bersubsidi di dalam negeri untuk sektor pertanian secara nasional mulai dari lini I sampai dengan lini IV sesuai dengan prinsip '6 (enam) Tepat' yaitu Tepat Waktu, Tepat Harga, Tepat Jenis, Tepat Jumlah, Tepat Tempat, dan Tepat Mutu.

2. Harbor/Port

To support product distribution process, both for domestic and export markets, PUSRI has 7 (seven) harbors/ports utilized for its own interests in order to generate production output in the factory's line I in addition to using land route (via trucks). The ports can also be used as loading docks for raw materials as well as coal when necessary. The ports and their loading capacity are as follows:

3. Bagging Unit

As an effort to maintain product quality, PUSRI conducts bulk fertilizer deliveries from Palembang to supply bagging units located in several regions with details as follows:

4. Line II/III Warehouse

To implement Minister of Trade Regulation No. 15/2013, PT Pupuk Indonesia (Persero) regulates the procurement and distribution of subsidized fertilizer domestically for the agricultural sector nation-wide, starting from line I up to line IV, in accordance with the '6 (six) Rights' principle, namely Right Time, Right Price, Right Type, Right Amount, Right Place, and Right Quality.



Selain itu, produsen wajib menjamin kelancaran penyaluran pupuk bersubsidi dengan memiliki/menguasai gudang lini III pada wilayah tanggung jawabnya. Berdasarkan kondisi tersebut, saat ini gudang yang dioperasikan oleh PUSRI untuk wilayah subsidi dan non subsidi, baik gudang milik maupun sewa adalah sebagai berikut:

In addition, producers are obligated to ensure the smooth distribution of subsidized fertilizers by owning/controlling line III warehouses in areas under their responsibility. Based on such condition, warehouses currently being operated by PUSRI for subsidized and non-subsidized regions, both owned and leased warehouses are as listed below:

| | | |
|---|--|--|
| Milik (35 gudang yang digunakan oleh PUSRI) <i>Owned (35 warehouses used by PUSRI)</i> | Stockholder oleh PUSRI Pengelola TKBM oleh pihak ketiga | Stockholder by PUSRI TKBM management by third party |
| Sewa (39 gudang) <i>Leased (39 warehouses)</i> | Stockholder dan pengelola TKBM oleh pihak ketiga | Stockholder and TKBM management by third party |

5. Distributor dan Pengecer

Perseroan juga memanfaatkan distributor dan pengecer dalam rantai pasokan produknya sehingga dapat mencapai petani maupun pengguna akhir produk lainnya, khususnya untuk pupuk bersubsidi yang ada di wilayah rayon.

5. Distributors and Retailers

The Company also takes advantage of distributors and retailers in its product supply chain so as to reach farmers and end users of other products, especially the subsidized fertilizers available in the cluster area.

| Wilayah | Distributor Distributor | Pengecer Retailer | Region |
|---------------------|----------------------------|----------------------|-----------------|
| Bangka Belitung | 4 | 241 | Bangka Belitung |
| Bengkulu | 5 | 417 | Bengkulu |
| Sumatera Selatan | 42 | 631 | South Sumatra |
| Lampung | 60 | 1.481 | Lampung |
| Jawa Tengah | 151 | 4.542 | Central Java |
| DI Yogyakarta | 13 | 182 | DI Yogyakarta |
| Bali | 7 | 157 | Bali |
| Jawa Timur | 48 | 2.410 | East Java |
| Nusa Tenggara Barat | 29 | 1.359 | Total |

TINJAUAN KINERJA PER SEGMENT USAHA

PUSRI membagi kinerja segmen usahanya menjadi 3 (tiga) bagian, yakni pupuk, non pupuk, dan lain-lain. Dua dari tiga produk tersebut, yakni pupuk dan non pupuk dilakukan segmentasi berdasarkan pasar, yakni dalam negeri dan ekspor serta berdasarkan hubungan dengan pelanggan yakni sector subsidi dan non-subsidi. Informasi lebih lanjut mengenai kinerja masing-masing segmen usaha dibahas sebagai berikut.

PERFORMANCE REVIEW PER BUSINESS SEGMENT

PUSRI categorized its business segment performance into 3 (three) sections, namely fertilizer, non-fertilizer and others. Two of these three products, namely fertilizer and non-fertilizer, are segmented based on domestic and export markets, as well as based on relations with customers, namely subsidized and non-subsidized sectors. Further information on the performance of each of the business segments is discussed below.

PUPUK

Segmen usaha pupuk mencakup kegiatan produksi, distribusi dan penjualan produk, yaitu urea dan NPK. Produk pupuk tersebut merupakan hasil dari produksi pabrik Perusahaan yang dijual ke sektor Public Service Obligation (PSO) dan non PSO (dalam negeri dan ekspor). Selain urea dan NPK, Perusahaan juga menjual pupuk organik hasil produksi dari mitra.

Produk urea dihasilkan dari Pabrik P-IB, Pabrik P-II, Pabrik P-III, Pabrik P-IV dan Pabrik P-IIB. Pabrik-pabrik tersebut memiliki penilaian dan tingkat kesehatan pabrik bidang produksi. Sedangkan produk NPK dihasilkan dari Pabrik NPK Fusion yang dimiliki dan dikelola oleh PUSRI.

Strategi Segmen Usaha Pupuk dan Non Pupuk 2021

Dalam rangka meningkatkan produktivitas kinerja segmen usaha pupuk dan non pupuk, PUSRI melakukan sejumlah strategi pada tahun 2021, yaitu:

- a. Implementasi digital fertilizer Pabrik P-IIB dengan penerapan performance monitoring Pabrik P-IIB, pengembangan aset monitoring, integrasi SAP dengan maintenance excellence dan digitalisasi dokumen pabrik.
- b. Program digitalisasi pabrik existing P-IB, P-III, dan P-IV dengan penyediaan tools untuk pengambilan data, pembuatan dashboard performance dengan mengacu dashboard performance P-IIB, create master data condition base monitoring pabrik/digital daily patrol dan heat map bidang listrik, instrumen, mekanikal dan statik Pabrik P-IB, P-III, dan P-IV serta implementasi pelaksanaannya dan integrasi data ke sistem digital fertilizer.
- c. Peningkatan reliability melalui maintenance excellence dengan melakukan updating tingkat kekritisan peralatan, melakukan evaluasi reliability centered maintenance (RCM), menjaga ketersediaan sparepart peralatan kritis, melakukan maturity mapping sebagai langkah awal penerapan ISO 55000-Management Pengelolaan Aset Pabrik P-IB, P- IIB, P-III,P-IV, NPK, dan STG serta mengimplementasikan proses kerja PK-Har (work management) secara benar.

FERTILIZER

The fertilizer business segment covers such activities as production, distribution and sales of products, namely urea and NPK. These fertilizers are products of the Company's factories sold to the Public Service Obligation (PSO) and non-PSO (domestic and export) sectors. Aside from urea and NPK, the Company also sells organic fertilizers produced by partners.

Urea products are produced by P-IB Plant, P-II Plant, P-III Plant, P-IV Plant and P-IIB Plant. These plants have factory assessment and sound-rating for production. While NPK products are produced by NPK Fusion Plant, owned and managed by PUSRI.

2021 Strategies for Fertilizer and Non-Fertilizer Business Segments

To increase performance productivity of the fertilizer and nonfertilizer business segments, PUSRI carried out a number of strategies in 2020 as described below:

- a. Implementation of P-IIB Plant digital fertilizer by applying factory performance monitoring, asset development monitoring, SAP integration with maintenance excellence and factory document digitalization.
- b. Factory digitalization program of existing P-IB, P-III, and P-IV with providing tools for data collection, establish performance dashboard with reference to P-IIB performance dashboard, create master data condition-base monitoring of factory/digital daily patrol and electricity heat map, mechanical and static instruments for P-IB, P-III and P-IV as well as their implementation and data integration into the digital fertilizer system.
- c. Improvement of reliability through maintenance excellence by updating the critical point of instruments, conduct evaluation of reliability-centered maintenance (RCM), maintain availability of spareparts for critical instruments, conduct maturity mapping as initial step to implement ISO 55000-Asset Management in P-IB, P-IIB, P-III, P-IV, NPK, and STG as well as proper implementation of PK-Har (work management) work process.



- d. Program peningkatan efisiensi dengan penurunan rasio konsumsi bahan baku Pabrik NPK dan penggantian katalis Pabrik Amonia.
- e. Implementasi life saving rules dan behaviour based safety pada seluruh proses bisnis produksi dan korporasi.
- f. Implementasi program monitoring online terhadap pengawasan limbah cair melalui SPARING dan udara melalui CEMS yang terkoneksi ke user dan KLHK RI.

Penyaluran Pupuk Bersubsidi/Pupuk PSO

Pemerintah memberikan penugasan atau Public Service Obligation (PSO) kepada produsen pupuk untuk melakukan pengadaan dan penyaluran pupuk sampai ke tangan petani dengan prinsip "6 (enam) Tepat: Tepat Waktu, Tepat Harga, Tepat Jenis, Tepat Jumlah, Tepat Tempat dan Tepat Mutu.

PT Pupuk Indonesia (Persero) menerima penugasan dari Pemerintah mengenai pengadaan dan pendistribusian pupuk PSO melalui Peraturan Menteri Perdagangan No. 15/M-DAG/PER/4/2013 tanggal 1 April 2013 tentang Pengadaan dan Penyaluran Pupuk Bersubsidi untuk Sektor Pertanian. Sebagai bagian dari rantai pasok pupuk, PUSRI bertanggung jawab untuk menjamin ketersediaan stok pupuk bersubsidi di setiap lini distribusi. Oleh karena itu, PUSRI melakukan perencanaan untuk pengadaan yang dimulai dari ketersediaan stok di lini I, kesiapan armada kapal dan truk, bongkar muat di pelabuhan tujuan, sampai dengan kesiapan sarana pergudangan.

Perencanaan tersebut dilakukan guna memenuhi ketentuan stok minimum di lini III untuk kebutuhan 2 (dua) dan 3 (tiga) minggu mendatang pada puncak musim tanam bulan November sampai dengan Januari. Perencanaan ini dilakukan sesuai Pasal 10 Peraturan Menteri Perdagangan No. 15/M-DAG/PER/4/2013.

- d. Efficiency improvement program by reducing consumption ratio of NPK Plant raw materials and catalyst replacement in Ammonia Plant.
- e. Implementation of life-saving rules and behavior-based safety in all production and corporate business processes.
- f. Implementation of online monitoring program on liquid waste monitoring through SPARING and air through CEMS which are connected to users and the Ministry of Environment and Forestry of the Republic of Indonesia

Distribution of Subsidized Fertilizer/PSO Fertilizer

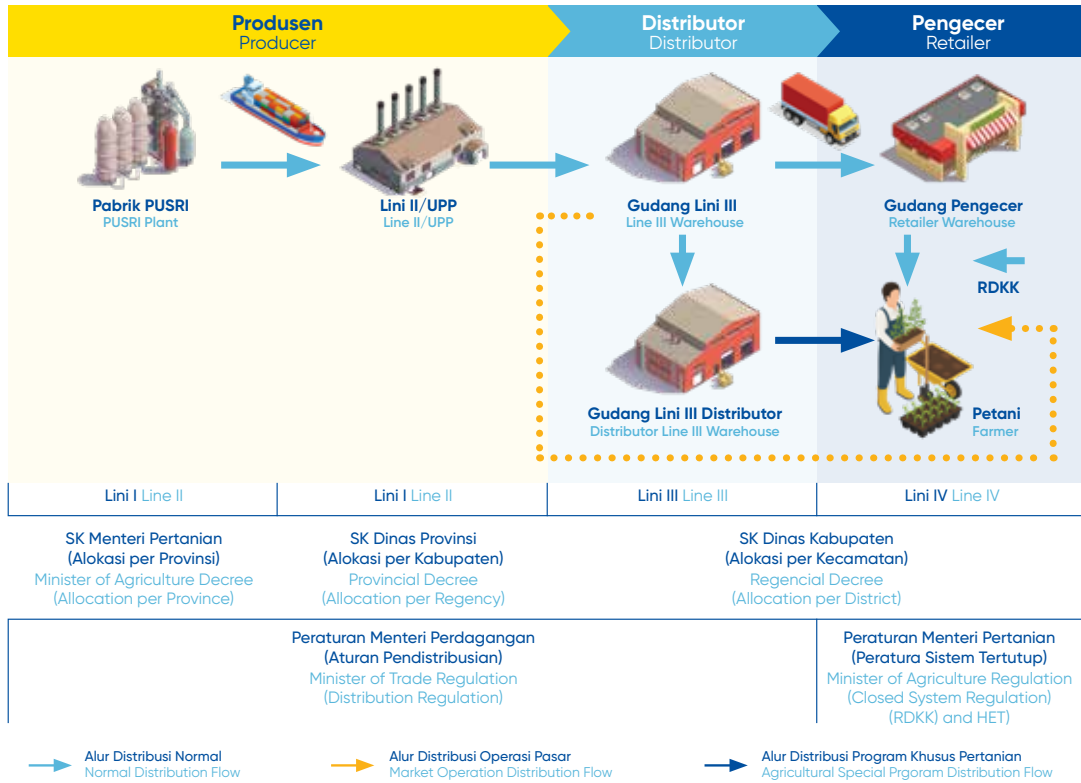
The government extended the assignment referred to as Public Service Obligation (PSO) to fertilizer producers to conduct procurement and distribution of fertilizers up to the hands of the farmers by applying the principle of "6 (six) Rights": Right Time, Right Price, Right Type, Right Amount, Right Place and Right Quality.

PT Pupuk Indonesia (Persero) received the assignment from the Government regarding the procurement and distribution of PSO fertilizers through the Minister of Trade Regulation No. 15/M-DAG/PER/4/2013 dated 1 April 2013 on Procurement and Distribution of Subsidized Fertilizers for Agricultural Sector. As part of the fertilizer supply chain, PUSRI is responsible for ensuring the stock supply of subsidized fertilizers in each distribution line. For that purpose, PUSRI conducts procurement planning which starts from the stock supply in line I, prepare the readiness of the shipping fleet and truck vehicles, loading and unloading in destination ports, up to the readiness of warehouse facilities.

Such planning is conducted in order to fulfill the minimum stock provision in line III requirements for the next 2 (two) and 3 (three) weeks at the peak of the harvest season in November to January. This plan is carried out in accordance with Article 10 of Trade Minister Regulation No. 15/M-DAG/PER/4/2013.

Skema Alur Distribusi Pupuk Bersubsidi

Fertilizer Distribution Flow Scheme subsidized



Sesuai dengan gambar di atas, PUSRI memiliki skema alur distribusi pupuk yang menjadi panduan bagi Perseroan. Adapun penjelasannya adalah sebagai berikut.

Sesuai Peraturan Menteri Perdagangan No. 15/M-DAG/PER/4/2013 tentang Pengadaan dan Penyaluran Pupuk Bersubsidi untuk Sektor Pertanian, PT Pupuk Indonesia (Persero) mengatur pengadaan dan pendistribusian pupuk bersubsidi di dalam negeri untuk sektor pertanian secara nasional mulai dari lini I hingga IV sesuai dengan prinsip '6 (enam) Tepat'. Produsen wajib menjamin kelancaran penyaluran pupuk bersubsidi berdasarkan prinsip tersebut dan memiliki/menguasai gudang di lini III pada wilayah tanggung jawabnya.

- Distributor melaksanakan penyaluran pupuk bersubsidi dari lini III sampai ke lini IV.
- Pengecer melaksanakan penyaluran pupuk bersubsidi berdasarkan prinsip '6 (enam)

As per above diagram, PUSRI established its fertilizer distribution flow scheme as the Company's guidelines. Description of the flow is as follows:

In accordance with the Trade Minister Regulation No. 15/M-DAG/PER/4/2013 on Procurement and Distribution of Subsidized Fertilizers for the Agricultural Sector, PT Pupuk Indonesia (Persero) regulates the procurement and distribution of subsidized fertilizers domestically for the agriculture sector at national level, starting from line I up to line IV in line with the principle of '6 (six) Rights'. Producers are obligated to ensure the smooth implementation of subsidized fertilizer distribution based on the above principle in line III in its areas of responsibility.

- Distributors carry out distribution of subsidized fertilizer from line III to line IV.
- Retailers carry out distribution of subsidized fertilizers based on the '6 (six) Rights' principle to



Tepat' kepada petani dan atau kelompok petani berdasarkan Rencana Definitif Kebutuhan Kelompok (RDKK).

- Penyaluran pupuk kepada petani/kelompok tani dimulai dari pengajuan secara berjenjang mulai dari Pengecer sampai ke Produsen.

Guna menjamin distribusi pupuk urea bersubsidi dan mencegah terjadinya penyimpangan penyaluran di lapangan, PUSRI menerapkan sistem penyaluran tertutup dalam mendistribusikan pupuk bersubsidi menggunakan RDKK yang disusun oleh kelompok tani di lini empat pengecer. Adapun manfaat dari sistem distribusi tertutup tersebut adalah:

- Mempermudah pengawasan distribusi pupuk bersubsidi.
- Memenuhi kebutuhan dan ketersediaan pupuk bagi petani sesuai kebutuhannya.
- Menciptakan penyaluran pupuk yang lebih efektif.

Dengan sistem distribusi tertutup, para petani sebagai konsumen pupuk bersubsidi diharuskan membuat kelompokkelompok serta menyusun rencana kebutuhan pupuk bagi kelompoknya. Rencana tersebut dituangkan dalam form RDKK yang diketahui oleh petugas Dinas Pertanian setempat. Dari RDKK inilah penyaluran pupuk PSO dilakukan. Kelengkapan dan keakuratan data menjadi kunci keberhasilan aplikasi sistem RDKK.

Sistem Penebusan Pupuk Bersubsidi

Salah satu aspek penting dalam hal peningkatan kualitas pelayanan kepada distributor mitra ialah ketepatan dan kecepatan waktu penyaluran pupuk bersubsidi. PUSRI memenuhi tantangan tersebut dengan menyempurnakan mekanisme penebusan melalui sistem dalam jaringan (daring) atau online.

Melalui sistem tersebut, PUSRI bekerja sama dengan bank-bank mitra secara host to host untuk sistem transaksi di bank dengan sistem penebusan pupuk bersubsidi di PUSRI. Pada penebusan pupuk bersubsidi, delivery order (DO) pupuk disatukan dengan faktur pajak, sehingga lebih menyederhanakan alur

farmers and/or farmer groups based on Group Requirements Definite Plan (RDKK).

- Distribution of fertilizers to farmers/farmer groups begins with request submissions in stages from Retailers up to Producers.

To ensure the distribution of subsidized urea fertilizers and prevent the occurrence of distribution deviations in the field, PUSRI applies the closed distribution system in delivering subsidized fertilizers by use of RDKK established by the farmer groups in line IV of retailers. Benefits of the closed distribution system are as follows:

- To ease monitoring of subsidized fertilizer distribution.
- To fulfill the needs and availability of fertilizers for farmers as required.
- To create a more effective distribution of fertilizers.

With the closed distribution system, farmers as subsidized fertilizer customers are required to form groups as well as establish the groups' needs for fertilizers. Such plans are delivered through the RDKK form acknowledged by the officials at the local Agriculture Office. From this RDKK the PSO fertilizer distribution is carried out. Completion and accuracy of the data are the key to the success of the RDKK system application.

Subsidized Fertilizer Redemption System

One of the important aspects in improving the quality of service provided to partner distributors is accuracy and speed of time of distribution of subsidized fertilizers. PUSRI meets such challenges by refining the redemption mechanism through online system.

Through such system, PUSRI works together with partner banks on host-to-host basis for bank transaction system by means of redemption system of subsidized fertilizers at PUSRI. In redeeming subsidized fertilizer, delivery order (DO) of fertilizer is attached with tax invoice so that the flow of submitting subsidized

penyerahan dokumen penebusan pupuk bersubsidi kepada distributor.

Rayonisasi dan Alokasi Pupuk Subsidi

PUSRI menyalurkan dua jenis pupuk bersubsidi, yakni urea dan NPK. Untuk urea, yaitu Rayon Subsidi yang mencakup Bengkulu, Sumatera Selatan, Kep.Bangka Belitung, Lampung, Jawa Tengah, DI Yogyakarta, Jawa Timur, Bali, dan Nusa Tenggara Barat. Sedangkan untuk NPK ialah Sumatera Selatan, Jambi dan Lampung.

fertilizer redemption documents to distributors is simplified.

Clustering and Allocation of Subsidized Fertilizers

PUSRI distributes two types of subsidized fertilizer, namely urea and NPK. The clusters for urea are found in South Sumatera, Bengkulu, Bangka Belitung, Lampung, Central Java, DI Yogyakarta, West Kalimantan, South Kalimantan and Central Kalimantan, while for NPK are found in South Sumatra and Jambi.

Rayonisasi Pupuk Urea Bersubsidi

Clustering of Subsidized Urea Fertilizer



Rayonisasi Pupuk NPK Bersubsidi

Clustering of Subsidized NPK Fertilizer





Pada tahun 2020, PUSRI mengalokasikan 1.238.571 juta ton pupuk urea bersubsidi dan 109.362,9 juta ton NPK bersubsidi. Dibandingkan dengan tahun lalu, alokasi pupuk urea bersubsidi dan NPK bersubsidi mengalami kenaikan masing-masing sebesar 8,16% dan 51,64% karena adanya tambahan alokasi SK Dirjen PSP No.30 Tahun 2020. Adapun rincian alokasi tahun 2020 adalah sebagai berikut.

In the year 2020, PUSRI allocated some 1,238,571 million tons of subsidized urea fertilizer and 109,362.9 million tons of subsidized NPK. Compared to the previous year, allocation for subsidized urea fertilizer and NPK increased each by 8.16% and 51.64% respectively due to additional allocation as per PSP Director General Decision Letter No. 30 of 2020. Details of 2020 allocations are as listed below.

| Provinsi | Urea | NPK | Province |
|--------------------|------------------|----------------|--------------------|
| Bangka Belitung | 25.058 | - | Bangka Belitung |
| Bengkulu | 24.847 | - | Bengkulu |
| Sumatera Selatan | 152.103 | - | South Sumatra |
| Lampung | 265.796 | - | Lampung |
| Jawa Tengah | 642.162 | - | Central Java |
| DI Yogyakarta | 37.717 | - | DI Yogyakarta |
| Kalimantan Barat | 35.159 | - | West Kalimantan |
| Kalimantan Selatan | 38.882 | - | South Kalimantan |
| Kalimantan Tengah | 16.847 | - | Central Kalimantan |
| Jambi | - | 259.579 | Jambi |
| Jumlah | 1.238.571 | 259.579 | Total |

Kinerja Tahun 2021

Aspek Produksi

Pada tahun 2021, produksi pupuk PUSRI sebanyak 2.349.712 ton, meningkat 4% dari realisasi tahun 2020 yang sebesar 2.249.069 ton. Peningkatan itu, terutama disebabkan oleh on stream days pabrik yang lebih baik.

Produksi urea sepanjang tahun buku tercatat 2.065.626 ton, naik 1% dari realisasi produksi tahun 2020 yang sebesar 2.051.701 ton. Sedangkan produksi NPK meningkat 44% dari posisi tahun 2020 yang sebesar 197.368 ton, sehingga menjadi 284.086 ton per 31 Desember 2021. Peningkatan itu didukung oleh telah optimalnya operasi pabrik NPK II tahun 2021.

2021 Performance

Production Aspect

In 2021, PUSRI's fertilizer production totaled 2,349,712 tons, declined 8% from 2,249,069 tons realization in 2020. The decline was mainly due to the slowdown in urea production due to several factory disturbances, most of which were due to reactor repairs, the shutdown following the shutdown of the ammonia plant.

Urea production during the fiscal year was recorded at 2,065,626 tons, increased by 1% from 2,051,701 tons realization in 2020. Meanwhile, NPK production increased by 44% from 197,368 tons in 2020 which, to 284,086 tons as of December 31, 2021. This increase was supported by the operation of the NPK II factory in 2020.

Target dan Realisasi Produksi Pupuk

Target and Realization of Fertilizer Production

| Produksi Pupuk Fertilizer Production | Realisasi 2021 | Target RKAP 2021 | Realisasi 2020 | Target RKAP 2020 | Kenaikan/ Penurunan Increase/Decrease | | Pencapaian Achievement |
|---|---------------------|---------------------|---------------------|---------------------|--|--------|---------------------------|
| | 2021 Realization | 2021 RKAP Target | 2020 Realization | 2020 RKAP Target | Nominal Amount | % | % |
| Urea | | | | | | | |
| Urea | | | | | | | |
| Pabrik PUSRI-IB PUSRI-IB Plant | 490.760 | 537.800 | 475.349 | 370.315 | 15.411 | 3,24% | 91,25% |
| Pabrik PUSRI-IIB PUSRI-IIB Plant | 927.347 | 927.200 | 966.868 | 915.462 | -39.521 | -4,09% | 100,02% |
| Pabrik PUSRI-III PUSRI-III Plant | 290.538 | 311.700 | 265.353 | 119.681 | 25.185 | 9,49% | 93,21% |
| Pabrik PUSRI-IV PUSRI-IV Plant | 356.981 | 468.300 | 344.131 | 185.442 | 12.850 | 3,73% | 76,23% |
| Jumlah Tonase Produksi Total Production Tonnage | 2.065.626 | 2.245.000 | 2.051.701 | 1.590.900 | 13.925 | 0,68% | 92,01% |
| Kapasitas Produksi Production Capacity | 2.618.000 | 2.618.000 | 2.618.000 | 2.618.000 | | | |
| Rasio Gas Bumi (MMBTU/ton) Natural Gas Ratio (MMBTU/ton) | 29,28 | 28,48 | 27,86 | 27,44 | 1 | 5,10% | 102,81% |
| Biaya Produksi (Rp/ton) Production Cost (Rp/ton) | 3.624.589 | 3.259.159 | 3.448.045 | 3.443.562 | 176.544 | 5,12% | 111,21% |
| NPK | | | | | | | |
| NPK | | | | | | | |
| Jumlah Tonase Produksi Total Production Tonnage | 284.086 | 300.000 | 197.368 | 163.000 | 86.718 | 43,94% | 94,70% |
| Kapasitas Produksi (ton/tahun) Production Capacity (ton/year) | 300.000 | 300.000 | 300.000 | 300.000 | | | |
| Rasio Konsumsi Bahan Baku (Bahan Baku/ton) Raw Material Consumption (Raw Material/ton) | 1.022 | 1,023 | 1.025 | 1.028 | -3 | -0,29% | 100,00% |
| Biaya Produksi (Rp/ton) Production Cost (Rp/ton) | 5.052.723 | 4.019.190 | 4.225.908 | 5.022.022 | 826.815 | 19,57% | 125,71% |
| Jumlah Tonase Produksi Pupuk Total Fertilizer Production Tonnage | 2.349.712 | 2.545.000 | 2.249.069 | 1.753.900 | 100.643 | 4,47% | 92,33% |

Aspek Penjualan

Sepanjang tahun 2021, secara volume, PUSRI berhasil menjual pupuk sebanyak 2.342.005 ton, turun 0,55% dari realisasi penjualan tahun sebelumnya yang sebesar 2.355.019 ton.

Sales Aspect

In terms of volume, throughout 2021 PUSRI managed to sell 2,342,005 tons of fertilizer, decreased by 0.55% from 2,355,019 tons sold in the previous year.



Meskipun terjadi sedikit penurunan tonase penjualan, dari sisi nilai penjualan mengalami kenaikan menjadi Rp11,39 triliun, meningkat 10% dari realisasi tahun 2020 yang sebesar Rp10,36 triliun. Hal ini didukung oleh peningkatan harga jual di tahun 2021.

Although there was a slight decrease in sales tonnage, in terms of sales value, it increased to Rp14.13 trillion, increase by 36.46% from Rp10.36 trillion realization in 2020. The highest sales increase in value was experienced by non-subsidized fertilizers, which amounted to 63.48%. This was due to the implementation of an optimal sales strategy and the operation of the NPK II factory.

Target dan Realisasi Penjualan Pupuk

Target and Realization of Fertilizer Sales

| Penjualan Pupuk Fertilizer Sales | Realisasi 2021 2021 Realization | Target RKAP 2021 2021 RKAP Target | Realisasi 2020 2020 Realization | Target RKAP 2020 2020 RKAP Target | Kenaikan/Penurunan Increase/Decrease | | Pencapaian Achievement |
|---|--|--|--|--|---|---------|---------------------------|
| | | | | | Nominal Amount | % | % |
| Tonase Penjualan Sales Tonnage | | | | | | | |
| Pupuk Subsidi Subsidized Fertilizer | 1.507.197 | 1.941.623 | 1.313.744 | 1.124.517 | 193.453 | 14,73% | 77,63% |
| Pupuk Non Subsidi Non-Subsidized Fertilizer | 834.808 | 465.000 | 1.041.275 | 811.077 | -206.467 | -19,83% | 179,53% |
| Jumlah Total | 2.342.005 | 2.406.623 | 2.355.019 | 1.935.594 | -13.014 | -0,55% | 97,31% |
| Nilai Penjualan (Rp juta) Sales Value (Rp million) | | | | | | | |
| Pupuk Subsidi (PSO) Subsidized Fertilizer (PSO) | 2.737.296 | 3.517.053 | 1.896.835 | 1.623.275 | 840.461 | 44,31% | 77,83% |
| Nilai Subsidi Pupuk Value of Subsidized Fertilizer | 4.748.654 | 6.029.883 | 4.394.534 | 4.136.409 | 354.120 | 8,06% | 78,75% |
| Pupuk Non Subsidi Non-Subsidized Fertilizer | 3.906.355 | 1.988.127 | 4.063.929 | 3.392.411 | -157.574 | -3,88% | 196,48% |
| Jumlah Total | 11.392.306 | 11.535.063 | 10.355.299 | 9.152.095 | 1.037.007 | 10,01% | 98,76% |

Penjualan berdasarkan Sektor

Penjualan pupuk berdasarkan sektor didominasi oleh sektor pangan yang bersubsidi dengan kontribusi sebesar 64,35% atau 1.507.197 ton. Angka tersebut naik 14,73% jika dibandingkan dengan realisasi tahun sebelumnya yakni 1.313.744 ton. Hal tersebut disebabkan oleh adanya tambahan alokasi penyaluran pupuk subsidi di wilayah baru.

Sales by Sector

Fertilizer sales by sector were dominated by the subsidized food sector with contribution of 64.35% or 1,507,197 tons. This figure increased by 14.73% compared to 1,313,744 tons realization in the previous year. This is due to the additional allocation of subsidized fertilizer distribution as stipulated in the Decree of the Director General of PSP No. 30 of 2020 which was successfully fulfilled by the company optimally.

Pada sektor pangan tersebut, produk NPK mengalami kenaikan paling tinggi. Dibandingkan dengan tahun 2020 yang sebesar 107.362 ton, terjadi kenaikan 108,83% hingga menjadi 224.209 ton pada tahun 2021.

In the food sector, NPK products experienced the highest increase of 108.83% from 107,362 tons in 2020 to 224,209 tons in 2021.

Sektor komersial menyumbang 35,65% atau sebesar 834.809 ton terhadap total penjualan pupuk PUSRI pada tahun 2021 yaitu sebesar 2.342.005 ton dan jika total penjualan pupuk di tahun 2021 dibandingkan dengan realisasi tahun 2020 sebesar 2.355.019 ton, telah terjadi penurunan 0,55%.

The commercial sector contributed 35.65% or 834,809 tons to PUSRI's total fertilizer sales in 2021, which was booked at 2,342,005 tons, and if total fertilizer sales in 2021 compared to 2,355,019 tons realization in 2020, there has been a decrease of 0.55 %.

Target dan Realisasi Penjualan Pupuk berdasarkan Sektor

Target and Realization of Fertilizer Sales by Sector

| Sektor Sector | Realisasi 2021 2021 Realization | Target RKAP 2021 2021 RKAP Target | Realisasi 2020 2020 Realization | Target RKAP 2020 2020 RKAP Target | Kenaikan/Penurunan Increase/Decrease | | Pencapaian Achievement |
|--|--|--|--|--|---|---------|---------------------------|
| | | | | | Nominal Amount | % | |
| Sektor Pangan Food Sector | | | | | | | |
| Urea Urea | 1.282.988 | 1.664.198 | 1.206.381 | 1.016.654 | 76.607 | 6,35% | 77,09% |
| NPK NPK | 224.209 | 277.425 | 107.362 | 107.863 | 116.847 | 108,83% | 80,82% |
| Jumlah Penjualan Sektor Pangan Total Sales in Food Sector | 1.507.197 | 1.941.623 | 1.313.744 | 1.124.517 | 193.453 | 14,73% | 77,63% |
| Sektor Komersil Commercial Sector | | | | | | | |
| Urea Urea | | | | | | | |
| Kebun Plantation | 369.719 | 218.500 | 317.887 | 289.062 | 51.832 | 16,31% | 169,21% |
| Industri & Ritel Industry & Retail | 219.821 | 180.000 | 318.520 | 188.551 | -98.698 | -30,99% | 122,12% |
| Ekspor Export | 189.877 | 53.000 | 329.920 | 261.327 | -140.043 | -42,45% | 358,26% |
| Jumlah Penjualan Urea Komersial (ton) Total Sales of Commercial Urea (tons) | 779.418 | 451.500 | 966.327 | 738.940 | -186.909 | -19,34% | 172,63% |
| NPK NPK | 55.391 | 13.500 | 74.948 | 72.137 | -19.557 | -26,09% | 410,30% |
| Jumlah Penjualan Sektor Komersil Total Sales in Commercial Sector | 834.809 | 465.000 | 1.041.275 | 811.077 | -206.466 | -19,83% | 179,53% |
| Jumlah Penjualan Total Sales | 2.342.005 | 2.406.623 | 2.355.019 | 1.935.594 | -13.014 | -0,55% | 97,31% |

Penjualan berdasarkan Pasar

PUSRI juga membagi penjualan pupuk berdasarkan pasar, yakni domestik dan ekspor. Secara volume, penjualan pupuk domestik tahun 2021 naik sebesar 6,27% menjadi 2.152.128 ton dari tahun sebelumnya 2.025.098 ton. Kenaikan itu akibat dari adanya tambahan alokasi subsidi dan penerapan strategi penjualan yang optimal.

Sales by Market

PUSRI also categorized its fertilizer sales by market, namely domestic and export. In terms of volume, domestic fertilizer sales in 2021 increased by 6.27% to 2,152,128 tons from 2,025,098 tons in the previous year. The increase was a result of the implementation of an optimal sales strategy and the operation of the NPK II factory.



Sementara penjualan ke pasar ekspor sepanjang tahun 2021 menurun 42,45%, dari 329.920 ton pada tahun 2020 menjadi 189.877 ton pada tahun 2021. Hal tersebut dikarenakan perusahaan lebih fokus untuk pemenuhan alokasi subsidi seiring dengan adanya tambahan alokasi subsidi dari Pemerintah.

Secara nilai, penjualan di dalam negeri tercatat Rp10,50 triliun, tumbuh 14,03% dari tahun 2020 yang sebesar Rp9,2 triliun. Adapun nilai penjualan untuk ekspor pada tahun 2021 adalah Rp891,87 miliar, menurun 22,15% dari capaian tahun sebelumnya Rp1,14 triliun, akibat penurunan tonase penjualan.

Meanwhile, sales to the export market throughout 2021 decreased by 42.45%, from 329,920 tons in 2019 to 189,877 tons. This was due to a number of conditions that decreased purchase demand due to the impact of the COVID-19 pandemic, such as the decline in sales prices and the lockdown policies in various countries.

In terms of value, domestic sales was recorded at Rp10.50 trillion, increased by 14.03% from Rp9.2 trillion in 2020. Exports's sales value was booked at Rp891.87 billion in 2021, decreased by 22.15% from Rp1.14 trillion in the previous year, due to a decrease in sales tonnage.

Target dan Realisasi Penjualan Pupuk berdasarkan Pasar

Target and Realization of Fertilizer Sales by Market

| Sektor Sector | Realisasi 2021 2021 Realization | Target RKAP 2021 2021 RKAP Target | Realisasi 2020 2020 Realization | Target RKAP 2020 2020 RKAP Target | Kenaikan/Penurunan Increase/Decrease | | Pencapaian Achievement |
|---|--|--|--|--|---|---------|---------------------------|
| | | | | | Nominal Amount | % | % |
| Tonase Tonnage | | | | | | | |
| Domestik Domestic | 2.152.128 | 2.353.623 | 2.025.098 | 1.674.267 | 127.030 | 6,27% | 91,44% |
| Subsidi Subsidized | 1.507.197 | 1.941.623 | 1.313.744 | 1.124.517 | 193.453 | 14,73% | 77,63% |
| Non Subsidi Non-Subsidized | 644.931 | 412.000 | 711.355 | 549.750 | -66.424 | -9,34% | 156,54% |
| Ekspor Export | 189.877 | 53.000 | 329.920 | 261.327 | -140.043 | -42,45% | 358,26% |
| Nilai (Rp Juta) Value (Rp million) | | | | | | | |
| Domestik Domestic | 10.500.437 | 11.330.006 | 9.209.681 | 8.186.732 | 1.290.756 | 14,02% | 92,68% |
| Subsidi Subsidized | 7.485.951 | 9.546.936 | 6.291.369 | 5.759.684 | 1.194.581 | 18,99% | 78,41% |
| Non Subsidi Non-Subsidized | 3.014.486 | 1.783.070 | 2.918.312 | 2.427.048 | 96.174 | 3,30% | 169,06% |
| Ekspor Export | 891.869 | 205.057 | 1.145.617 | 965.363 | -253.748 | -22,15% | 434,94% |

Penjualan berdasarkan Segmentasi Pelanggan

Produk Perusahaan diserap oleh 3 (tiga) jenis pelanggan, yaitu Pemerintah Republik Indonesia, Pihak-pihak Berelasi (sesuai PSAK 7 tentang Pihak-pihak Berelasi) yang terdiri dari Kementerian Badan Usaha Milik Negara (BUMN) dan entitas dalam kelompok usahanya, serta Pihak Ketiga baik distributor sebagai mitra Perusahaan dalam memasarkan produk yang dimiliki Perusahaan, maupun pelanggan pengguna akhir.

- Pemerintah
PT Pupuk Indonesia (Persero) dan kelompok usahanya di mana Perusahaan menjadi salah satu entitas mendapatkan penugasan dari Pemerintah Indonesia untuk bertanggung jawab melakukan pemenuhan kebutuhan pupuk bersubsidi di seluruh Indonesia. Perusahaan mendapatkan wilayah tanggung jawab pupuk subsidi untuk daerah Sumatera Selatan, Bangka Belitung, Bengkulu, Lampung, Jawa Tengah, DI Yogyakarta, Kalimantan Barat, Kalimantan Selatan, dan Kalimantan Tengah dengan alokasi tahun 2021 sebanyak 1.941.623 ton.
- Pihak Berelasi
Untuk memenuhi kebutuhan pupuk subsidi maupun non subsidi di sektor Nasional dilakukan sinergi antar anak usaha dari Pupuk Indonesia Group dengan tujuan pemenuhan sektor pupuk untuk kebutuhan Nasional. Di tahun 2021 Perusahaan berperan penting melakukan sinergi antar anak usaha Pupuk Indonesia Group khususnya di sektor penjual.
- Pihak Ketiga
Selain dari Pemerintah Indonesia dan Pihak Berelasi, proses penyerapan produk Perusahaan juga bekerja sama dengan distributor. Saat ini distributor Perusahaan berperan aktif dalam mewujudkan terlaksananya proses penyaluran

Sales by Customer Segmentation

The Company's products are absorbed by 3 (three) types of customers, namely the Government of the Republic of Indonesia, Related Parties (in accordance with PSAK 7 on Related Parties) which consist of the State-Owned Enterprises (SOE/BUMN) and entities within the business groups, as well as Third Parties of both distributors as the Company's partners in the marketing of the products owned by the Company and end-user customers.

- Government
PT Pupuk Indonesia (Persero) and its business group where the Company is one of the entities that received the assignment from the Government of Indonesia to be responsible to fulfill the needs of subsidized fertilizer throughout Indonesia. The Company was assigned to be responsible to manage the supply of subsidized fertilizers for South Sumatra, Bangka Belitung, Bengkulu, Lampung, Central Java, DI Yogyakarta, West Kalimantan, South Kalimantan, and Central Kalimantan with a total allocation for the year 2021 of 1,941,623 tons.
- Related Parties
To meet the needs for subsidized and non-subsidized fertilizers in the National sector, a synergy was established among the subsidiaries of Pupuk Indonesia Group with the objective to fulfill the fertilizer sector for National needs. In the year 2021, the Company played an important role in synergizing with the other subsidiaries of Pupuk Indonesia Group, specifically regarding sales.
- Third Parties
Aside from the Government of Indonesia and Related Parties, the absorption process of the Company's products is also carried out in cooperation with the distributors. At this time the Company's distributors take active role in manifesting the implementation



produk Perusahaan, baik pupuk subsidi maupun non subsidi. Perusahaan juga melayani proses pembelian langsung dari end user atau pengguna akhir produk PUSRI.

of the Company's product distribution, for both subsidized and non-subsidized fertilizers. The Company also served direct purchasing process from the end users of PUSRI's products.

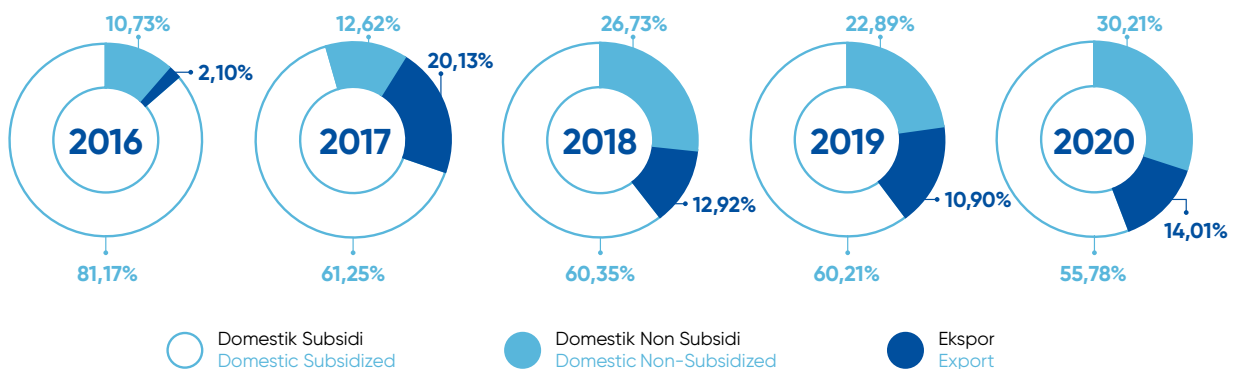
Target dan Realisasi Penjualan Pupuk berdasarkan Kategori Pelanggan

Target and Realization of Fertilizer Sales by Customer Category

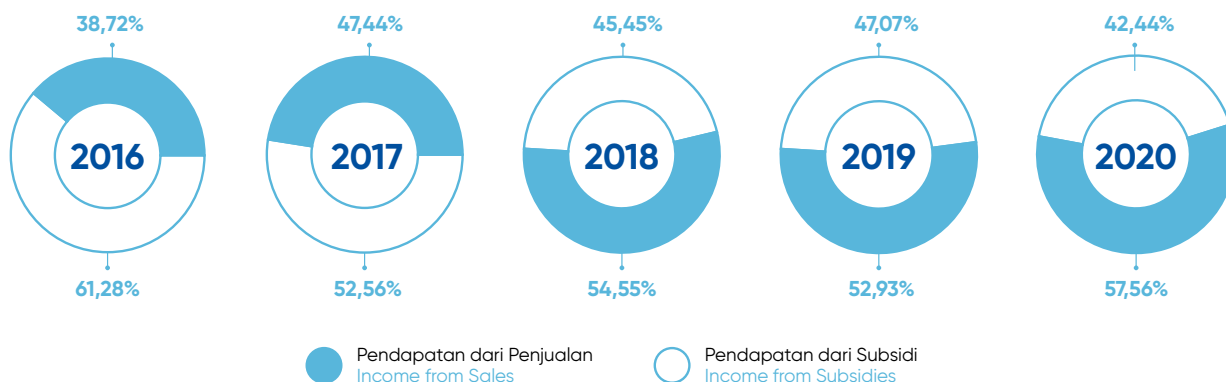
| Sektor Sector | Realisasi 2021 2021 Realization | Target RKAP 2021 2021 RKAP Target | Realisasi 2020 2020 Realization | Target RKAP 2020 2020 RKAP Target | Kenaikan/Penurunan Increase/Decrease | | Pencapaian Achievement |
|--|--|--|--|--|---|---------|---------------------------|
| | | | | | Nominal Amount | % | % |
| Pemerintah Government | | | | | | | |
| • Urea • Urea | 1.282.988 | 1.664.198 | 1.206.381 | 1.016.654 | 76.607 | 6,35% | 77,09% |
| • NPK • NPK | 224.209 | 277.425 | 107.362 | 107.863 | 116.847 | 108,83% | 80,82% |
| Jumlah Penjualan Sektor Pangan Total Sales in Food Sector | 1.507.197 | 1.941.623 | 1.313.744 | 1.124.517 | 193.453 | 14,73% | 77,63% |
| Pihak Berelasi Affiliation Party | 458.870 | 308.500 | 581.313 | 438.753 | -122.443 | -21,06% | 148,74% |
| Pihak Ketiga Third Party | 375.939 | 156.500 | 459.962 | 372.324 | -84.023 | -18,27% | 240,22% |

Komposisi Volume Penjualan Pupuk dalam 5 Tahun Terakhir

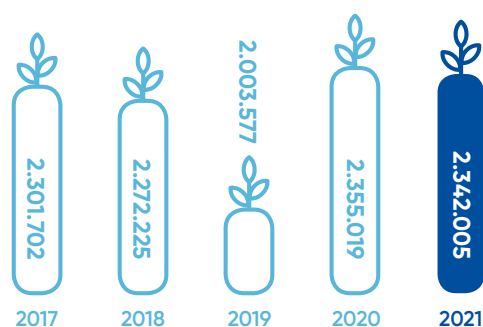
Composition of Fertilizer Sales Volume in the Last 5 Years



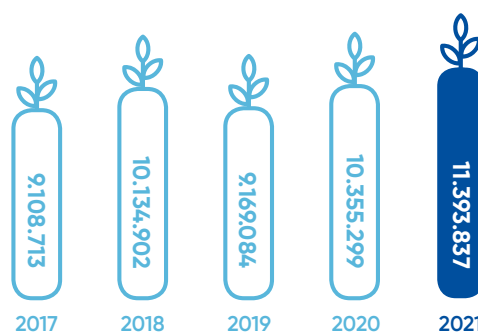
Komposisi Pendapatan Pupuk dalam 5 Tahun Terakhir



Volume dan Nilai Penjualan Pupuk dalam 5 Tahun Terakhir



Fertilizer Sales Volume and Value in the Last 5 Years



Pendapatan dari segmen usaha pupuk menyumbang 91,30% terhadap total pendapatan Perusahaan pada tahun 2021. Kontribusi tersebut menurun 5,51% dari realisasi tahun sebelumnya yang sebesar 96,62%. Penurunan proporsi pendapatan didorong oleh meningkatnya kontribusi pupuk subsidi terhadap penjualan pupuk, karena mengalami kenaikan kontribusi menjadi 24,02% dibandingkan tahun 2020 sebesar 18,32%.

Income from the fertilizer business segment contributed some 91.30% to the Company's total income in the year 2021. Such contribution decreased by 5.51% from 96.62% realized in the previous year. The decrease in the proportion of income was due to the increase in contribution of subsidized fertilizers to fertilizer sales, because the contribution increased to 24.02% compared to 18.32% in 2020.



Target dan Realisasi Pendapatan Segmen Usaha Pupuk dan Kontribusinya terhadap Pendapatan Perusahaan

Revenue Target and Realization of Fertilizer Business Segment and Its Contribution to Company Revenue

| Keterangan Description | Realisasi 2021 Realization | Target RKAP 2021 2021 RKAP Target | Realisasi 2020 Realization | Target RKAP 2020 2020 RKAP Target | Kenaikan/Penurunan Increase/Decrease | | Pencapaian Achievement |
|---|----------------------------------|--|----------------------------------|--|---|--------|---------------------------|
| | | | | | Nominal Amount | % | % |
| Pendapatan Income | 11.392.306 | 11.535.063 | 10.355.299 | 9.152.095 | 1.038.539 | 10,03% | 98,78% |
| Harga Pokok Penjualan Cost of Goods Sold | (9.620.982) | (9.634.222) | (8.853.210) | (7.597.536) | -759.654 | 8,58% | 99,78% |
| Kontribusi terhadap Pendapatan (%) Contribution to Income (%) | 91,30 | 97,12 | 96,62 | 95,52 | -5 | -5,51% | 94,01% |
| Subsidi Subsidized | 38,06 | 50,77 | 41,00 | 43,17 | -3 | -7,17% | 74,97% |
| Non Subsidi Non-Subsidized | 53,23 | 46,35 | 55,61 | 52,35 | -2 | -4,28% | 114,84% |

Adapun realisasi penjualan pupuk urea dan bersubsidi serta pupuk NPK bersubsidi pada 2021 adalah 1.282.988 ton dan 224.209 ton atau masing-masing sebesar 89,1% dan 99,7% dari target penyaluran yang ditetapkan oleh Kementerian Pertanian.

Realization of subsidized urea fertilizers and subsidized NPK fertilizers in 2021 was achieved 1,282,988 million tons and 224,209 million tons or 97% and 98% respectively of the distribution target set by the Ministry of Agriculture.

Target dan Realisasi Penjualan Urea Bersubsidi

Sales Target and Realization of Subsidized Urea Fertilizer

| Provinsi Province | 2021 | | | 2020 | | |
|---|---|--|---|---|--|---|
| | Target Menteri Pertanian Agriculture Ministry Target | Realisasi PUSRI PUSRI Realization | Pencapaian (%) Achievement (%) | Target Menteri Pertanian Agriculture Ministry Target | Realisasi PUSRI PUSRI Realization | Pencapaian (%) Achievement (%) |
| Lampung | 282.614 | 281.141 | 99% | 265.796 | 265.847,50 | 100% |
| Sumatera Selatan South Sumatra | 139.279 | 125.841 | 90% | 152.103 | 150.793,00 | 99% |
| Bangka Belitung | 31.060 | 30.840 | 99% | 25.058 | 24.900,00 | 99% |
| Jambi | - | - | - | - | - | - |
| Bengkulu | 29.812 | 26.128 | 88% | 24.847 | 23.924,00 | 96% |
| Jawa Tengah Central Java | 615.619 | 504.058 | 82% | 642.162 | 625.229,50 | 97% |
| DI Yogyakarta | 40.147 | 29.644 | 74% | 37.717 | 33.770,95 | 90% |
| Kalimantan Barat West Kalimantan | 9.045 | 9.045 | 100% | 35.159 | 33.778,90 | 96% |
| Kalimantan Selatan South Kalimantan | 7.118 | 7.118 | 100% | 38.882 | 34.137,80 | 88% |
| Kalimantan Tengah Central Kalimantan | 4.146 | 4.146 | 100% | 16.847 | 13.795,85 | 82% |

| Provinsi Province | 2021 | | | 2020 | | |
|---|---|--------------------------------------|-----------------------------------|---|--------------------------------------|-----------------------------------|
| | Target Menteri Pertanian Agriculture Ministry Target | Realisasi PUSRI PUSRI Realization | Pencapaian (%) Achievement (%) | Target Menteri Pertanian Agriculture Ministry Target | Realisasi PUSRI PUSRI Realization | Pencapaian (%) Achievement (%) |
| Bali | 22.525 | 17.724 | 79% | - | - | - |
| Jawa Timur East Java | 177.602 | 170.181 | 96% | - | - | - |
| Nusa Tenggara Barat West Nusa Tenggara | 81.215 | 77.122 | 95% | - | - | - |
| Jumlah Total | 1.440.183 | 1.282.988 | 89% | 1.238.571 | 1.206.117,50 | 97% |

Target dan Realisasi Penjualan NPK Bersubsidi

Sales Target and Realization of Subsidized NPK

| Provinsi Province | 2021 | | | 2020 | | |
|-----------------------------------|---|--------------------------------------|-----------------------------------|---|--------------------------------------|-----------------------------------|
| | Target Menteri Pertanian Agriculture Ministry Target | Realisasi PUSRI PUSRI Realization | Pencapaian (%) Achievement (%) | Target Menteri Pertanian Agriculture Ministry Target | Realisasi PUSRI PUSRI Realization | Pencapaian (%) Achievement (%) |
| Jambi | 11.444 | 11.444 | 100% | 25.957,90 | 25.891,90 | 100% |
| Sumatera Selatan South Sumatra | 90.089 | 89.668 | 99% | 109.362,90 | 107.404,15 | 98% |
| Lampung | 123.273 | 123.098 | 99,8% | - | - | - |
| Jumlah Total | 224.806 | 224.210 | 99,7% | - | - | - |

Profitabilitas

Laba bruto pupuk pada tahun 2021 sebesar Rp1,78 triliun, meningkat 18,55% dari capaian tahun 2020 yang sebesar Rp1,50 triliun. Peningkatan tersebut disebabkan oleh penjualan yang meningkat sebesar 10,03% sepanjang tahun 2021.

Profitability

Gross profit from fertilizer in 2021 was logged at Rp1.78 trillion, 18.55% higher than achievement of Rp1.50 trillion in 2020. This increase was driven by sales increased of 10.03% throughout 2021.

Target dan Realisasi Profitabilitas Segmen Usaha Pupuk

Target and Realization of Profitability in Fertilizer Business Segment

| Sektor Sector | Realisasi 2021 2021 Realization | Target RKAP 2021 2021 RKAP Target | Realisasi 2020 2020 Realization | Target RKAP 2020 2020 RKAP Target | Kenaikan/Penurunan Increase/Decrease | | Pencapaian Achievement |
|--|------------------------------------|--------------------------------------|------------------------------------|--------------------------------------|---|--------|---------------------------|
| | | | | | Nominal Amount | % | % |
| Laba Bruto Gross Profit | 1.771.324 | 1.900.841 | 1.502.276 | 1.554.559 | 269.235 | 17,92% | 93,19% |
| Margin Laba Kotor (%) Gross Profit Margin (%) | 15,55% | 16,48% | 14,51 | 16,99 | 1,04% | 7,17% | 94,35% |



NON PUPUK: AMONIA

Segmen usaha non pupuk adalah produksi amonia. Kegiatan pada segmen ini mencakup kegiatan produksi, distribusi dan penjualan produk. Produk amonia yang merupakan bahan baku urea. Kelebihan produksi amonia setelah digunakan untuk internal, dijual di pasar dalam negeri (dalam bentuk botol dan tangki) dan ekspor.

Kinerja Tahun 2021 Aspek Produksi

Sepanjang tahun 2021, produksi amonia PUSRI sebanyak 1.372.139 ton, meningkat 6,74% dari realisasi tahun 2020 yang sebesar 1.285.502 ton dan tercapai 98,53% dari target RKAP. Realisasi produksi amonia belum tercapai dari target dikarenakan shutdown yang disebabkan beberapa gangguan pabrik.

Target dan Realisasi Produksi Amonia

| Produksi Pupuk Fertilizer Production | Realisasi 2021 | Target RKAP 2021 | Realisasi 2020 | Target RKAP 2020 | Kenaikan/Penurunan Increase/Decrease | | Pencapaian Achievement |
|---|---------------------|---------------------|---------------------|---------------------|---|---------|---------------------------|
| | 2021 Realization | 2021 RKAP Target | 2020 Realization | 2020 RKAP Target | Nominal Amount | % | % |
| Pabrik PUSRI-IB PUSRI-IB Plant | 372.160 | 413.000 | 360.448 | 280.884 | 11.712 | 3,25% | 90,11% |
| Pabrik PUSRI-IIB PUSRI-IIB Plant | 687.638 | 672.500 | 699.191 | 600.237 | -11.553 | -1,65% | 102,25% |
| Pabrik PUSRI-III PUSRI-III Plant | - | - | 162.426 | 133.879 | N/A | N/A | - |
| Pabrik PUSRI-IV PUSRI-IV Plant | 312.341 | 307.100 | 63.437 | - | 248.904 | 392,36% | 101,71% |
| Jumlah Tonase Produksi Total Production Tonnage | 1.372.139 | 1.392.600 | 1.285.502 | 1.015.000 | 86.637 | 6,74% | 98,53% |
| Kapasitas Produksi Production Capacity | 1.898.000 | 1.898.000 | 1.898.000 | 1.898.000 | | | |
| Rasio Gas Bumi (MMBTU/ton) Natural Gas Ratio (MMBTU/ton) | 36,36 | 35,61 | 35,52 | 35,14 | 1 | 2,36% | 102,11% |
| Biaya Produksi (Rp/ton) Production Cost (Rp/ton) | 4.332.530 | 4.082.412 | 4.295.161 | 4.344.325 | 37.369 | 0,87% | 106,13% |

Aspek Penjualan

Volume penjualan amonia di dalam negeri pada tahun 2021 mencapai 52.655 ton, naik 265,05% dibandingkan tahun 2020 yang sebesar 14.424 ton.

NON FERTILIZER: AMMONIA

The non-fertilizer business segment is the ammonia production. Activities in this segment are inclusive of production, distribution and product sales. Ammonia product is raw material to urea. Excessive production of ammonia, after its internal use, is sold to the domestic market (in the form of bottles and tanks) and export market.

2021 Performance Production Aspect

Throughout 2021, PUSRI's ammonia production was 1,372,139 tons, increased by 6.74% from the realization in 2020 which was 1,285,502 tons and achieved 98.53% of the RKAP target. The realization of ammonia production has not been achieved due to the shutdown caused by the repair of the tube bundle 102-C at the P-IB ammonia plant.

Target and Realization of Ammonia Production

Sales Aspect

Domestic ammonia sales volume in 2021 reached 52,655 tons, an increase of 265.05% compared to 14,424 tons in 2020.

Sejalan dengan pasar dalam negeri, ekspor amonia sepanjang tahun buku juga meningkat 64,13%, menjadi 79.183 ton dari realisasi tahun sebelumnya yang sebesar 48.245 ton. Peningkatan tersebut merupakan akibat dari peningkatan demand dan meningkatnya harga jual internasional.

Dari kinerja tersebut, nilai penjualan amonia di pasar dalam negeri tercatat Rp435,98 miliar, tumbuh 600,81% dari pembukuan tahun 2020 yang sebesar Rp62,21 miliar. Di pasar ekspor, nilai penjualan tumbuh 189,63% menjadi Rp553,38 miliar dari realisasi tahun 2020 sebesar Rp191,07 miliar.

In line with the domestic market, ammonia exports during the fiscal year also increased by 64.13%, to 79,183 tons from 48,245 tons in the previous year. This increase was the result of increased demand and increased international selling prices due to the impact of the COVID-19 pandemic.

From this performance, the value of ammonia sales in the domestic market was recorded at Rp435.98 billion, grew by 600.81% from Rp62.21 billion in 2020. In the export market, sales value grew by 189.63% to Rp553.38 billion from Rp191.07 billion in 2020.

Target dan Realisasi Penjualan Amonia berdasarkan Pasar

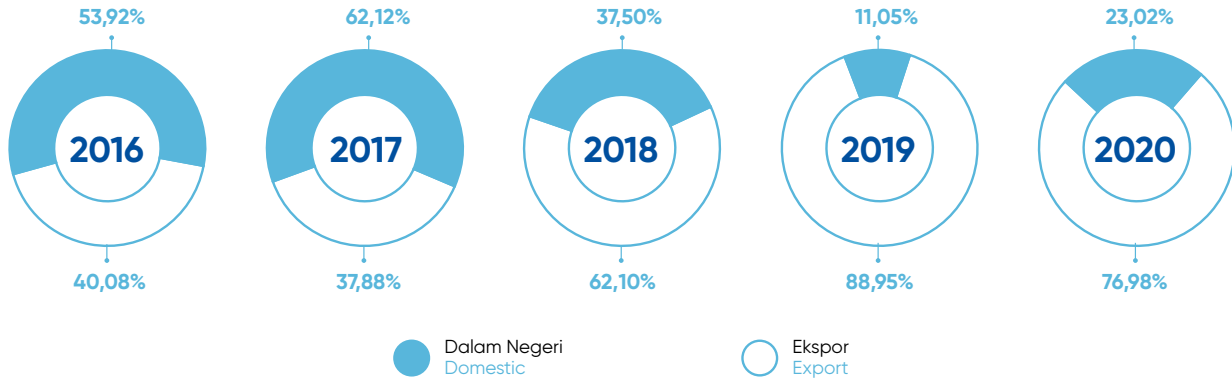
Target and Realization of Ammonia Sales by Market

| Produksi Pupuk Fertilizer Production | Realisasi 2021 2021 Realization | Target RKAP 2021 2021 RKAP Target | Realisasi 2020 2020 Realization | Target RKAP 2020 2020 RKAP Target | Kenaikan/Penurunan Increase/Decrease | | Pencapaian Achievement |
|---|--|--|--|--|---|---------|---------------------------|
| | | | | | Nominal Amount | % | % |
| Tonase Penjualan Sales Tonnage | | | | | | | |
| Dalam Negeri Domestic | 52.655 | 600 | 14.424 | 33.000 | 38.231 | 265,05% | 8775,83% |
| Ekspor Export | 79.183 | 45.000 | 48.245 | 43.100 | 30.938 | 64,13% | 175,96% |
| Jumlah Total | 131.839 | 45.600 | 62.669 | 76.100 | 69.170 | 110,37% | 289,12% |
| Nilai Penjualan (Rp Juta) Sales Value (Rp Million) | | | | | | | |
| Dalam Negeri Domestic | 435.982 | 2.690 | 62.211 | 141.156 | 373.771 | 600,81% | 16207,51% |
| Ekspor Export | 553.381 | 178.047 | 191.067 | 164.929 | 362.314 | 189,63% | 310,81% |
| Jumlah Total | 989.363 | 180.737 | 253.278 | 306.085 | 736.085 | 290,62% | 547,40% |



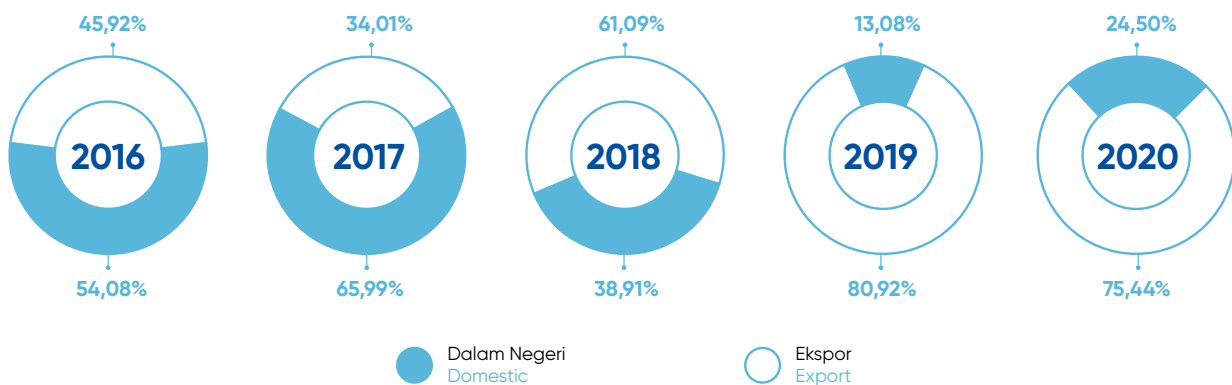
Komposisi Volume Penjualan Amonia dalam 5 Tahun Terakhir

Composition of Ammonia Sales Volume in the Last 5 Years



Komposisi Nilai Penjualan Amonia dalam 5 Tahun Terakhir

Composition of Ammonia Sales Value in the Last 5 Years

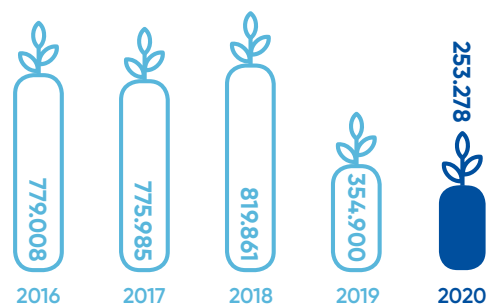
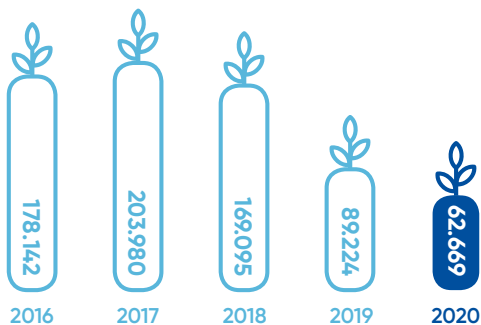


Volume dan Nilai Penjualan Amonia dalam 5 Tahun Terakhir

Ammonia Sales Volume and Value in the Last 5 Years

Volume Penjualan Amonia (dalam ton)
Ammonia Sales Volume (in ton)

Nilai Penjualan Amonia (dalam juta)
Ammonia Sales Value (Rp million)



Kontribusi penjualan amonia terhadap total pendapatan Perusahaan sepanjang tahun 2021 sebesar 7,93%, meningkat dibandingkan kontribusi tahun 2020 sebesar 2,36%. Hal tersebut sejalan dengan meningkatnya pendapatan non pupuk pada tahun buku.

Contribution of ammonia sales to the Company's total revenue throughout 2021 was 7.93%, an increase compared to the contribution in 2020 of 2.36%. This is in line with the increase in non-fertilizer income during the fiscal year.

Target dan Realisasi Pendapatan Segmen Usaha Non Pupuk serta Kontribusinya terhadap Pendapatan Perusahaan

Target and Realization of Income from Non-Fertilizer Business Segment and Its Contribution to Company Income

| Keterangan Description | Realisasi 2021 | Target RKAP 2021 | Realisasi 2020 | Target RKAP 2020 | Kenaikan/Penurunan Increase/Decrease | | Pencapaian Achievement |
|--|---------------------|---------------------|---------------------|---------------------|---|---------|---------------------------|
| | 2021 Realization | 2021 RKAP Target | 2020 Realization | 2020 RKAP Target | Nominal Amount | % | % |
| Pendapatan Non Pupuk <i>Non-Fertilizer Income</i> | 989.363 | 180.737 | 253.278 | 306.085 | 736.085 | 290,62% | 547,40% |
| Harga Pokok Penjualan <i>Cost of Goods Sold</i> | (544.211) | (185.192) | (313.617) | (326.839) | -230.594 | 73,53% | 293,86% |
| Kontribusi terhadap Pendapatan (%) <i>Contribution to Income (%)</i> | 7,93 | 1,52 | 2,36 | 3,19 | -2 | -96,64% | 520,95% |

Profitabilitas

Laba bruto non pupuk pada tahun 2021 meningkat signifikan yakni 837,75% dari posisi tahun 2020 yang sebesar rugi Rp60,33 miliar menjadi laba Rp445,15 miliar. Hal tersebut sejalan dengan peningkatan penjualan produk non pupuk sepanjang 2021.

Profitability

Non-fertilizer gross profit in 2021 increased significantly, namely 837.75% from a loss of Rp60.33 billion in 2020 to a profit of Rp445.15 billion. This is in line with the increase in sales of non-fertilizer products throughout 2021.

Target dan Realisasi Profitabilitas Segmen Usaha Non Pupuk

Target and Realization of Profitability of Non-Fertilizer Business Segment

| Keterangan Description | Realisasi 2021 | Target RKAP 2021 | Realisasi 2020 | Target RKAP 2020 | Kenaikan/Penurunan Increase/Decrease | | Pencapaian Achievement |
|---|---------------------|---------------------|---------------------|---------------------|---|---------|---------------------------|
| | 2021 Realization | 2021 RKAP Target | 2020 Realization | 2020 RKAP Target | Nominal Amount | % | % |
| Laba Bruto <i>Gross Profit</i> | 445.152 | (4.455) | (60.339) | (20.753) | 505.491 | 837,75% | 9992,19% |
| Margin Laba Kotor (%) <i>Gross Profit Margin (%)</i> | 44,99 | -2,46 | (23,82) | (6,78) | 24 | 101,89% | 1825,37% |



LAIN-LAIN

Pendapatan lain-lain diperoleh dari penjualan dan pendapatan Perusahaan yang tidak dapat dikategorikan pada pendapatan dari penjualan pupuk dan non pupuk.

Strategi 2021

Dalam rangka meningkatkan kinerja usaha, Perusahaan telah merealisasikan sejumlah strategi, antara lain:

1. Meningkatkan market share penjualan
2. Melakukan pendekatan yang lebih intens kepada customer (distributor / kios / end user) pengguna Urea & NPK Komersil
3. Melakukan perluasan market di Wilayah Indonesia Timur

Kinerja Tahun 2021

Penjualan lain-lain terdiri atas pendapatan jasa, sewa, denda dan klaim, penjualan produk utilitas. Pada tahun 2021, pendapatan lain-lain Perusahaan mencapai Rp98,91miliar, lebih rendah 9,64% dibandingkan tahun 2020 yang sebesar Rp109,46 miliar. Penurunan ini disebabkan oleh terutama oleh penurunan pendapatan dari anak perusahaan.

Kontribusi pendapatan dari segmen usaha lain-lain mencapai 0,79% dari total pendapatan Perusahaan. Rincian pendapatan pada tahun 2021 tersebut berasal dari:

1. Pendapatan jasa non EPC yang didapatkan dari jasa pengantongan, jasa laboratorium, jasa keahlian, dan jasa engineering dengan nilai sebesar Rp5,194 miliar.
2. Pendapatan sewa dari sewa properti, sewa alat berat, dan pabrikasi dengan nilai sebesar Rp53,38 miliar.
3. Pendapatan jasa umum yang berupa tagihan join cost antar Anak Perusahaan Pupuk Indonesia grup dengan nilai sebesar Rp8,71 miliar.

OTHERS

Other income derived from sales and Company income which are not categorized on income from sales of fertilizer and nonfertilizer.

2021 Strategy

In order to improve business performance, the Company has realized a number of strategies, including:

1. Increase sales market share
2. Take a more intense approach to customers (distributors/kiosks/end users) Urea & Commercial NPK users
3. Expanding the market in Eastern Indonesia

2021 Performance

Other sales consist of service income, rent, fines and claims, sales of utility products. In 2021, the Company's other income reached Rp96.67 billion, 11.69% lower than in 2020 which was Rp109.46 billion. This decrease was mainly due to a decrease in fines and claims revenue.

Revenue contribution from other business segments reached 0.79% of the Company's total revenue. The breakdown of revenue in 2021 comes from:

1. Revenue from non-EPC services obtained from bagging services, laboratory services, expertise services, and engineering services with a value of Rp5.194 billion.
2. Rental income from property rental, heavy equipment rental, and manufacturing with a value of Rp53.38 billion.
3. General service income in the form of joint cost claims between Subsidiaries of the Pupuk Indonesia group with a value of Rp8.71 billion.

4. Penjualan dari anak perusahaan PT Pusri Agro Lestari sebesar Rp15,56 miliar.
5. Penjualan utilitas yaitu listrik dan air sebesar Rp13,28 miliar.
6. Pendapatan dividen sebesar Rp2,55 miliar.

4. Sales from subsidiary PT Pusri Agro Lestari amounted to Rp15.56 billion.
5. Sales of utilities, electricity and water, amounted to Rp13.28 billion.
6. Dividend income of Rp2.55 billion..

Target dan Realisasi Pendapatan Segmen Lain-lain serta Kontribusinya terhadap Pendapatan Perusahaan

Target and Realization of Income from Other Segments and Its Contribution to Company's Income

| Keterangan Description | Realisasi 2021 Realization | Target RKAP 2021 2021 RKAP Target | Realisasi 2020 Realization | Target RKAP 2020 2020 RKAP Target | Kenaikan/Penurunan Increase/Decrease | | Pencapaian Achievement |
|---|----------------------------------|--|----------------------------------|--|---|---------|---------------------------|
| | | | | | Nominal Amount | % | % |
| Pendapatan lain-lain Other Income | 98.906 | 160.917 | 109.455 | 123.168 | -10.549 | -9,64% | 61,46% |
| Kontribusi terhadap Pendapatan Contribution to Income | 0,79 | 1,35 | 1,02 | 1,29 | -0,23 | -22,55% | 58,52% |

Profitabilitas

Labanya bruto pendapatan lain-lain pada tahun 2021 sebesar Rp36,85 miliar menurun 64,93% dari posisi tahun 2020 yang sebesar Rp105,07 miliar. Penurunan ini seiring dengan meningkatnya beban pokok lain-lain.

Profitability

Gross profit on other income in 2021 amounted to Rp34.78 billion, decreased by 66.90% from Rp105.07 billion in 2020. This decrease was in line with the increase in other cost of goods.

Target dan Realisasi Profitabilitas Segmen Usaha Lain-lain

Target and Realization of Profitability of Other Business Segments

| Keterangan Gross Profit | Realisasi 2021 Realization | Target RKAP 2021 2021 RKAP Target | Realisasi 2020 Realization | Target RKAP 2020 2020 RKAP Target | Kenaikan/Penurunan Increase/Decrease | | Pencapaian Achievement |
|--|----------------------------------|--|----------------------------------|--|---|---------|---------------------------|
| | | | | | Nominal Amount | % | % |
| Labanya Bruto Gross Profit | 36.845 | 77.492 | 105.071 | 74.471 | -68.225 | -64,93% | 47,55% |
| Margin Laba Kotor (%) Gross Profit Margin (%) | 37,25 | 48,16 | 95,99 | 60,46 | -58,74 | -61,19 | 77,35 |



TINJAUAN KINERJA KEUANGAN

Performance Financial Review



PUSRI memahami bahwa Sumber Daya Manusia (SDM) merupakan salah satu elemen penting dari proses bisnis yang terintegrasi. Oleh sebab itu, diperlukan sistem maupun standar pengelolaan SDM yang matang serta mampu mengakomodasi segala kebutuhan Perusahaan di bidang Human Capital Management System, guna mewujudkan visi PUSRI.

PUSRI understands that Human Resources (HR) is one of the important elements of an integrated business process. Therefore, a mature HR management system and standard is needed and able to accommodate all the needs of the Company in the field of Human Capital Management System, in order to realize PUSRI's vision.

TINJAUAN KEUANGAN

Laporan keuangan PT Pupuk Sriwidjaja Palembang ("PUSRI"), ("Perusahaan") berdasarkan Laporan Keuangan Konsolidasian Perusahaan yang disajikan sesuai dengan Standar Akuntansi Keuangan ("SAK") di Indonesia, yang termasuk Pernyataan Standar Akuntansi Keuangan ("PSAK") yang berakhir pada tanggal 31 Desember 2021. Laporan keuangan tersebut telah diaudit oleh KAP Tanudiredja, Wibisana, Rintis, dan Rekan dengan opini wajar tanpa pengecualian.

ASET

Total aset yang dibukukan oleh Perusahaan pada tahun buku 2021 mencapai Rp23,92 triliun, menurun 2,57% dibandingkan dengan tahun buku sebelumnya yang sebesar Rp24,55 triliun. Hal itu antara lain disebabkan terutama adanya lebih rendahnya aset tetap dan piutang usaha 2021.

FINANCIAL REVIEW

PT Pupuk Sriwidjaja Palembang ("PUSRI"), ("the Company") financial statement refers to the Company's Consolidated Financial Statements presented according to the Indonesian Financial Accounting Standards ("SAK"), which includes the Statement of Financial Accounting Standards ("PSAK") which ended as of December 31, 2021. The financial statements has been audited by KAP Tanudiredja, Wibisana, Rintis, and Partners with an unqualified opinion.

ASSETS

Total assets booked by the Company in 2021 fiscal year reached Rp23.92 trillion, decreased by 2.57% compared to Rp24.55 trillion in the previous fiscal year. This was partly due to the lower fixed assets and accounts receivable in 2021.



Tabel Perkembangan Aset

Table Asset Development

| Uraian | 2021 | 2020 | Kenaikan/ Penurunan Increase/Decrease | | 2019 | Description |
|---|------------|------------|--|----------------------------------|------------|--|
| | | | Nominal Amount | Persentase (%) Percentage (%) | | |
| Jumlah Aset Lancar | 4.399.555 | 4.519.747 | -120.192 | -2,66% | 6.382.184 | Total Current Assets |
| Kas dan Setara Kas | 1.431.017 | 1.005.702 | 425.315 | 42,29% | 2.002.420 | Cash and Cash Equivalents |
| Piutang Usaha | | | | | | Trade Receivables |
| Pihak Berelasi | 72.801 | 516.932 | -444.131 | -85,92% | 168.951 | Related Parties |
| Pihak Ketiga | 23.840 | 132.477 | -108.637 | -82,00% | 114.949 | Third Parties |
| Piutang Subsidi dari Pemerintah Indonesia | 552.937 | 277.293 | 275.644 | 99,41% | 795.311 | Subsidy Receivables from the Government of Indonesia |
| Piutang Subsidi yang Belum Ditagih | 241.517 | 88.284 | 153.233 | 173,57% | 188.357 | Unbilled Subsidy Receivables |
| Persediaan | 1.737.222 | 1.994.751 | -257.529 | -12,91% | 2.383.463 | Inventories |
| Uang Muka dan Biaya Dibayar di Muka | 135.796 | 186.073 | -50.277 | -27,02% | 374.271 | Advances and Prepaid Expenses |
| Piutang lain-lain: | | | | | | Other receivables: |
| Pihak Berelasi | 193.496 | 310.100 | -116.604 | -37,60% | 319.449 | Related Parties |
| Pihak Ketiga | 6.237 | 4.975 | 1.262 | 25,37% | 14.076 | Third party |
| Pajak Dibayar di Muka | 4.692 | 3.160 | 1.532 | 48,48% | 20.937 | Prepaid Taxes |
| Jumlah Aset Tidak Lancar | 19.523.201 | 20.033.896 | -510.695 | -2,55% | 20.666.227 | Total Non-current Assets |



| Uraian | 2021 | 2020 | Kenaikan/ Penurunan Increase/Decrease | | 2019 | Description |
|------------------------------------|------------|------------|--|----------------------------------|------------|------------------------------------|
| | | | Nominal Amount | Persentase (%) Percentage (%) | | |
| Aset pajak tangguhan | 3.154 | - | 3.154 | 100,00% | - | Deferred Tax Assets |
| Investasi pada Entitas Asosiasi | 140.008 | 146.900 | -6.892 | -4,69% | 158.727 | Investment in Associate Entities |
| Piutang Subsidi Jangka Panjang | 167.285 | 89.355 | 77.930 | 87,21% | 277.293 | Long-Term Subsidy Receivable |
| Aset Keuangan Tidak Lancar Lainnya | 86.315 | 120.053 | -33.738 | -28,10% | 93.764 | Other Non-Current Financial Assets |
| Pajak Dibayar Dimuka Tidak Lancar | 275.718 | 233.075 | 42.643 | 18,30% | 108.598 | Not Current Prepaid Taxes |
| Uang Muka | 7.777 | 64 | 7.713 | 12051,56% | 2185 | Advances |
| Properti Investasi | 18.059 | 18.276 | -217 | -1,19% | 18.493 | Investment in Properties |
| Aset Tetap | 18.788.017 | 19.382.109 | -594.092 | -3,07% | 19.958.317 | Fixed Assets |
| Aset Tidak Lancar Lainnya | 36.868 | 44.064 | -7.196 | -16,33% | 48.850 | Other Non-current Assets |
| Jumlah Aset | 23.922.756 | 24.553.643 | -630.887 | -2,57% | 27.048.411 | Total Assets |

Aset Lancar

Aset lancar adalah aset yang diharapkan dapat digunakan dalam jangka waktu kurang dari 1 (satu) tahun. Kinerja aset lancar dipengaruhi oleh kas dan setara kas, piutang usaha, piutang subsidi kepada pemerintah Indonesia, piutang subsidi yang belum ditagih, persediaan, uang muka, biaya dibayar di muka, aset keuangan lancar lainnya, serta pajak dibayar di muka. Hingga 31 Desember 2021, Perusahaan mencatatkan aset lancar sebesar Rp4,40 triliun, turun 2,66% dari periode yang sama tahun sebelumnya yang tercatat sebesar Rp4,52 triliun. Penurunan tersebut sebagian besar disebabkan oleh penurunan piutang usaha, persediaan, biaya dibayar di muka, dan penurunan piutang lain-lain.

Kas dan Setara Kas

Kas dan setara kas Perusahaan terdiri atas kas kecil, kas di bank dan deposito berjangka kurang dari 3 (tiga) bulan. Posisi kas dan setara kas PUSRI pada tahun 2021 mencapai Rp1,43 triliun. Apabila dibandingkan dengan realisasi tahun sebelumnya yang sebesar Rp1,00 triliun, saldo kas akhir tahun mengalami peningkatan 42,29%. Peningkatan tersebut terutama dikarenakan meningkatnya penerimaan dari pelanggan dan lebih rendahnya aktivitas pendanaan.

Current Assets

Current Assets are assets which are expected to be used within a period of less than 1 (one) year. Current asset performance is influenced by cash and cash equivalents, trade receivables, subsidy receivables to the Government of Indonesia, unbilled subsidy receivables, inventories, advances, prepayments, other current financial assets, as well as prepaid taxes. As of December 31, 2021, the Company booked current assets of Rp4.40 trillion, decreased by 2.66% from Rp4.52 trillion on the same period the previous year. The decrease was mostly due to a decrease in trade receivables, inventories, prepaid expenses, and a decrease in other receivables.

Cash and Cash Equivalents

The Company's cash and cash equivalents consist of petty cash, cash in banks and time deposits of less than 3 (three) months. The position of PUSRI's cash and cash equivalents in 2021 reached Rp1.43 trillion. Increased by 42.29% compared to Rp1.00 trillion realization in the previous year. The increase was mainly due to increased receipts from customers and lower funding activities.

Piutang Usaha

Piutang usaha ialah klaim atau tagihan kepada pihak pelanggan atas transaksi kegiatan operasional utama Perusahaan yaitu penjualan produk Pupuk dan Amonia dan terdiri atas piutang kepada pihak ketiga dan berelasi. Perusahaan berhasil membukukan piutang usaha pada 2021 turun sebesar 85,12% menjadi Rp96,64 miliar dari pembukuan tahun 2020 yang sebesar Rp649,41 miliar. Turunnya saldo piutang tersebut didukung oleh menurunnya term pembayaran atas penjualan pupuk di tahun 2021.

Piutang Subsidi dari Pemerintah

Piutang subsidi merupakan tagihan kepada Pemerintah Republik Indonesia atas penyaluran pupuk Urea, NPK dan organik bersubsidi oleh Perusahaan. Pada tahun 2021, saldo piutang subsidi sebesar Rp720,22 miliar, meningkat 99,41% dari periode yang sama tahun sebelumnya yang tercatat sebesar Rp366,65 miliar. Berikut rincian saldo piutang subsidi kepada Pemerintah Indonesia per 31 Desember 2021.

| Uraian | 2021 | 2020 | Kenaikan/Penurunan Increase/Decrease | | 2019 | Description |
|----------------------------|----------|----------|---|----------------------------------|-----------|-----------------------------|
| | | | Nominal Amount | Persentase (%) Percentage (%) | | |
| Piutang Subsidi Tahun 2019 | - | 305.023 | N/A | N/A | 438.816 | Subsidy Receivables in 2019 |
| Piutang Subsidi Tahun 2020 | 13.063 | 98.290 | -85.227 | -86,71% | - | Subsidy Receivables in 2020 |
| Piutang Subsidi Tahun 2021 | 779.181 | - | 779.181 | N/A | 438.816 | Subsidy Receivables in 2021 |
| Sub Total | 792.244 | 403.313 | 388.931 | 96,43% | 1.179.864 | Sub Total |
| PPN Subsidi | (72.022) | (36.665) | -35.357 | 96,43% | (107.260) | Subsidy VAT |
| Jumlah Piutang Subsidi | 720.222 | 366.648 | 353.574 | 96,43% | 1.072.604 | Total Subsidy Receivables |

Piutang Subsidi yang Belum Ditagih

Piutang subsidi yang belum ditagih merupakan pendapatan atas penjualan pupuk bersubsidi ke distributor, namun belum tersalur ke petani. Saldo piutang subsidi yang belum ditagih pada tahun 2021 senilai Rp241,52 miliar, meningkat 173,57% dari tahun 2020 yang senilai Rp88,24 miliar.

Trade Receivables

Trade receivables are claims or bills to customers for transactions of the Company's main operational activities, namely the sales of Fertilizer and Ammonia products, which consisted of receivables from third and related parties. The company managed to book trade receivables of Rp96.64 billion in 2021, decreased by 85.12% from Rp649.41 billion booked in 2020. The decline in the balance of receivables was due to a decrease in the payment terms for fertilizer sales in 2021.

Subsidy Receivables from the Government

Subsidy receivables are bills to the Government of the Republic of Indonesia for the distribution of subsidized Urea, NPK and organic fertilizers by the Company. In the year 2021, the balance of subsidy receivables was at the amount of Rp720.22 billion, increased by 99.41% from Rp366.65 billion of the same period in 2020. Following are details of the balance of subsidy receivables from the Government of Indonesia as of December 31, 2020.

Unearned Subsidy Receivable

Unearned subsidy receivables are income from sales of subsidized fertilizers to distributors which have not been distributed to farmers. The balance of unearned subsidy receivables in 2021 was Rp241.52 billion, increased by 173.57% from Rp88.24 billion in 2020.



Persediaan

Persediaan yang dimiliki Perusahaan terdiri dari persediaan barang jadi, barang setengah jadi, suku cadang dan persediaan lainnya. PUSRI membukukan persediaan pada 2021 turun 12,91% menjadi Rp1,74 triliun dari pembukuan tahun 2020 yang sebesar Rp1,99 triliun. Penurunan tersebut didorong oleh peningkatan penjualan di tahun 2021.

Uang Muka dan Beban Dibayar di Muka

Uang muka terdiri atas uang muka kontraktor, uang muka pembelian, uang muka operasional, dan uang muka non operasional. Sementara rincian beban dibayar dimuka ialah beban dibayar dimuka asuransi, sewa, dan kontrak dibayar dimuka. Pada tahun 2021, uang muka dan beban dibayar dimuka Perusahaan senilai Rp186,1 miliar, menurun 27,02% dari tahun 2020 yang senilai Rp186,07 miliar. Perubahan tersebut akibat dari menurunnya beban di bayar dimuka di tahun 2021.

Piutang Lain-lain

Piutang lainnya terdiri atas piutang lain-lain kepada pihak ketiga dan pihak berelasi. Saldo piutang lain-lain Perusahaan pada tahun 2021 tercatat turun 36,61% menjadi Rp199,73 miliar dari pembukuan tahun 2020 yang sebesar Rp315,08 miliar. Hal ini, antara lain disebabkan oleh menurunnya piutang pihak berelasi.

Pajak Dibayar di Muka

Pajak dibayar dimuka ialah pajak penghasilan (pph) dan pajak pertambahan nilai (PPN). Posisi pajak dibayar di muka Perusahaan pada tahun 2021 mencapai Rp4,69 miliar. Dibandingkan dengan realisasi tahun sebelumnya yang sebesar Rp3,16 miliar, saldo pajak dibayar di muka meningkat sebesar 48,48%.

Aset Tidak Lancar

Aset tidak lancar adalah aset yang diharapkan dapat digunakan dalam jangka waktu lebih dari 1 (satu) tahun. Kinerja aset tidak lancar dipengaruhi oleh aset pajak tangguhan, investasi pada entitas asosiasi,

Inventories

The Company's inventories consist of inventories in the forms of finished goods, semi-finished goods, spare parts and other inventories. PUSRI recorded inventories in 2021 decreased by 12.91% to Rp1.74 trillion from the 2020 book of Rp1.99 trillion. The decline was driven by increased sales in 2021.

Advances and Prepayments

Advances consist of advances from contractors and purchases, as well as operational and non-operational advances. While details of prepayments are prepaid expenses for insurance, lease, and contracts. In 2021, the Company's advances and prepaid expenses amounted Rp186.1 billion, decreased by 27.02% from 2020 which was Rp.186.07 billion. This change was the result of a decrease in prepaid expenses in 2021.

Other Receivables

Other receivables consist of other receivables to third parties and related parties. The balance of the Company's other receivables in 2021 decreased by 36.61% to Rp199.73 billion from the 2020 bookkeeping of Rp315.08 billion. This was partly due to a decrease in receivables from related parties.

Prepaid Taxes

Prepaid taxes consist of income tax (PPH) and value added tax (VAT/PPN). The Company's prepaid tax position in 2021 reached Rp4.69 billion. Increased by 48.48% compared to the previous year's realization of Rp3.16 billion.

Non-Current Assets

Non-current assets are assets which are expected to be used within the period of more than 1 (one) year. Non-current assets performance is influenced by deferred tax assets, investment in associates, other

aset keuangan tidak lancar lainnya, uang muka, properti investasi, aset tetap, serta aset tidak lancar lainnya. Perusahaan membukukan aset tidak lancar pada tahun 2021 sebesar Rp19,52 triliun, melambat 2,55% dari tahun buku 2020 yang sebesar Rp20,03 triliun. Penurunan tersebut terutama dikarenakan lebih rendahnya aset tetap 2021

Investasi pada Entitas Asosiasi

Investasi pada entitas asosiasi adalah investasi pada entitas di mana Perusahaan memiliki pengaruh signifikan namun tidak mengendalikan. PUSRI memiliki investasi pada PT Pupuk Indonesia Logistik ("PILOG") dengan kepemilikan sebesar 44,23%. Pada tahun 2021 investasi pada PILOG menurun sebesar 4,69%, dari Rp146,90 miliar pada tahun 2020 menjadi Rp140,01 miliar per 31 Desember 2021. Perubahan nilai investasi tersebut akibat adanya penyesuaian atas penyajian kembali laporan keuangan PT PILOG 2020 sebesar Rp8,75 miliar.

Aset Keuangan Tidak Lancar Lainnya

Aset keuangan tidak lancar lainnya merupakan piutang non usaha jangka panjang kepada pihak ketiga dan penyertaan jangka panjang pada entitas anak dan entitas asosiasi berupa kepemilikan saham. Perusahaan membukukan aset keuangan tidak lancar lainnya pada 2021 menurun sebesar 28,10% menjadi Rp86,32 miliar dari pembukuan tahun 2020 yang sebesar Rp120,05 miliar. Penurunan ini disebabkan oleh menurunnya saldo penyertaan jangka panjang pada entitas anak.

Uang Muka

Uang muka adalah pembayaran uang kepada pihak lain yang belum memberikan prestasi atau memenuhi kewajiban, yang terdiri dari uang muka kontraktor, uang muka pembelian, uang muka operasional dan uang muka non operasional. Uang muka PUSRI tahun 2021 senilai Rp7,77 miliar, meningkat sebesar 12,051% dari posisi tahun 2020 yang senilai Rp64 juta. Hal ini dikarenakan adanya reklasifikasi dari bagian lancar ke tidak lancar atas uang muka pembelian aset.

non-current financial assets, advances, investment properties, fixed assets, and other non-current assets. The company recorded non-current assets in 2021 amounting to Rp19.52 trillion, slowing by 2.55% from the 2020 financial year which was Rp20.03 trillion. The decline was mainly due to lower fixed assets in 2021.

Investment in Associate Entities

Investment in associates are investments in entities where the Company has significant but not controlling influence. PUSRI has investment in PT Pupuk Indonesia Logistik ("PILOG") with ownership of 44.23%. In 2021 investment in PILOG decreased by 4.69%, from Rp146.90 billion in 2020 to Rp140.01 billion as of December 31, 2021. The change in investment value was due to an adjustment to the restatement of PT PILOG's 2020 financial statements of Rp.8.75 billion.

Other Non-Current Financial Assets

Other non-current financial assets are long-term non-trade receivables to third parties and long-term investments in subsidiaries and associate entities in the form of share ownership. The company booked other non-current financial assets amounting to Rp86.32 billion in 2021, decreased by 28.10% from Rp120.05 billion booked in 2020. This decrease was due to a decrease in the balance of long-term investments in subsidiaries.

Advances

Advances are money payments to other parties that have not generated achievements nor fulfilled obligations, which consisted of advances to contractors and for purchases as well as operational and non-operational advances. PUSRI's 2021 advances amounted to Rp7.77 billion, increased by 12.051% from Rp64 million in 2020. This is due to the reclassification from current to non-current portion of advances for asset purchases.



Properti Investasi

Properti investasi adalah properti berupa tanah atau bangunan untuk menghasilkan sewa dan/atau kenaikan nilai. Pada tahun 2021, PUSRI membukukan properti investasi turun 1,19% dari Rp18,3 miliar pada tahun 2020 menjadi Rp18,01 miliar.

Aset Tetap

Aset tetap PUSRI terdiri dari tanah, bangunan, mesin dan peralatan pabrik, kapal dan sarana, kendaraan dan alat berat, perlengkapan kantor, aset penyangga, serta aset dalam penyelesaian. Sepanjang tahun 2021, Perusahaan mencatatkan aset tetap Rp18,79 triliun. Dibandingkan dengan tahun 2020 yang sebesar Rp19,38 triliun, telah terjadi penurunan 3,07%. Hal itu, antara lain disebabkan oleh adanya penyesuaian penyusutan di tahun 2021.

Tabel Perkembangan Aset Tetap

| Uraian | 2021 | 2020 | Kenaikan/Penurunan Increase/Decrease | | 2019 | Description |
|----------------------------|------------|------------|---|----------------------------------|------------|-------------------------------|
| | | | Nominal Amount | Persentase (%) Percentage (%) | | |
| Tanah | 7.499.495 | 7.499.495 | 0 | 0,00% | 7.485.178 | Land |
| Bangunan | 674.671 | 682.227 | -7.556 | -1,11% | 532.598 | Building |
| Mesin dan Peralatan Pabrik | 10.395.079 | 10.879.554 | -484.475 | -4,45% | 11.266.422 | Plant Machinery and Equipment |
| Kapal dan Sarana | 1.054 | 1.119 | -65 | -5,81% | 1.185 | Ships and Facilities |
| Kendaraan dan Alat Berat | 7.250 | 6.141 | 1.109 | 18,06% | 5.918 | Vehicles and Heavy Equipment |
| Perlengkapan Kantor | 39.550 | 40.990 | -1.440 | -3,51% | 46.911 | Office Supplies |
| Aset Penyangga | 114.415 | 27.232 | 87.183 | 320,15% | - | Supporting Assets |
| Aset Hak Guna | 29.632 | 99.998 | -70.366 | -70,37% | 11.519 | Rights-of-use Assets |
| Aset dalam Penyelesaian | 26.870 | 145.353 | -118.483 | -81,51% | 608.586 | Assets in Completion Progress |
| Jumlah Aset Tetap | 18.788.017 | 19.382.109 | -594.092 | -3,07% | 19.958.317 | Total Fixed Assets |

Aset Tidak Lancar Lainnya

Aset tidak lancar lainnya adalah aset tidak lancar lainnya yang diharapkan dapat digunakan dalam jangka waktu lebih dari 1 (satu) tahun, yang terdiri dari aset pajak tangguhan, investasi pada entitas asosiasi, aset keuangan tidak lancar lainnya, uang muka, properti investasi, aset tetap, serta aset tidak lancar lainnya.

Investment Properties

Investment property is property in the form of land or buildings to generate rent and/or increase in value. In 2021, PUSRI posted a 1.19% decline in investment properties from Rp18.3 billion in 2020 to Rp18.01 billion.

Fixed Assets

PUSRI's fixed assets consist of land, building, plant machinery and equipment, ships and facilities, vehicles and heavy equipment, office equipment, supporting assets as well as assets in completion progress. Throughout 2021, the Company booked fixed assets of Rp18.79 trillion. Decreased by 3.07% compared to Rp19.38 trillion fixed assets in 2020. This was partly due to the depreciation adjustment in 2021.

Table Growth of Fixed Assets

Other Non-Current Assets

Other non-current assets are assets which are expected to be used within more than 1 (one) year maturity, consisting of tax-deferred assets, investment in associate entities, other non-current financial assets, advances, investment properties, fixed assets, as well as other non-current assets.

Hingga berakhirnya tahun buku 2021, aset tidak lancar lainnya tercatat senilai Rp36,87 miliar, menurun 16,33% dari tahun 2020 yang senilai Rp44,06 miliar. Penyebab utama dari perubahan tersebut ialah peningkatan amortisasi aset tidak berwujud dan lainnya di tahun 2021.

As end of fiscal year 2021, other non-current assets were recorded at Rp36.87 billion decreased by 16.33% from Rp44.06 billion in 2020. The main cause of the change is the increase in the amortization of intangible and other assets in 2021.

LIABILITAS

Total liabilitas PUSRI sampai dengan 31 Desember 2021 sebesar Rp9,2 triliun. Dibandingkan dengan periode yang sama tahun sebelumnya yang sebesar Rp10,7 triliun, atau menurun 14%. Penurunan tersebut terutama disebabkan oleh adanya pelunasan pinjaman di tahun 2021.

LIABILITIES

PUSRI's total liabilities as of December 31, 2021 amounted Rp9.2 trillion. Decreased by 14% Compared to Rp10.7 trillion in the previous year. The decrease was mainly due to the loans repayment in 2021.

Tabel Perkembangan Liabilitas

Table Growth of Liabilities

| Uraian | 2021 | 2020 | Kenaikan/Penurunan Increase/Decrease | | 2019 | Description |
|--|-----------|------------|---|----------------------------------|------------|--|
| | | | Nominal Amount | Persentase (%) Percentage (%) | | |
| Liabilitas Jangka Pendek | 2.862.031 | 2.263.859 | 598.172 | 26,42% | 8.081.644 | Current Liabilities |
| Utang Bank | 395.000 | - | 395.000 | N/A | 15.000 | Bank Loans |
| Utang Usaha | | | | | | Trade Payables |
| Pihak Berelasi | 12.639 | 20.296 | -7.657 | -37,73% | 6.579 | Related Parties |
| Pihak Ketiga | 80.754 | 41.920 | 38.834 | 92,64% | 27.318 | Third Parties |
| Utang lain-lain | 192.062 | 218.295 | -26.233 | -12,02% | 236.311 | Other Payables |
| Liabilitas Sewa Jangka Pendek | 2.760 | 6.086 | -3.326 | -54,65% | 0 | Short-term Lease Liabilities |
| Utang Pajak | 50.305 | 24.741 | 25.564 | 103,33% | 9.758 | Tax Liabilities |
| Liabilitas yang masih harus dibayar | 1.036.291 | 935.986 | 100.305 | 10,72% | 1.031.406 | Accrued Liabilities |
| Liabilitas Imbalan Kerja Jangka Pendek | 260.388 | 243.654 | 16.734 | 6,87% | 297.146 | Short-term Employee Benefits Liabilities |
| Bagian Lancar atas Pinjaman Jangka Panjang | 831.832 | 772.881 | 58.951 | 7,63% | 6.458.126 | Current Maturity of Long-term Loans |
| Liabilitas Jangka Panjang | 6.341.979 | 8.391.372 | -2.049.393 | -24,42% | 5.110.125 | Non-current Liabilities |
| Pinjaman Jangka Panjang (Setelah Dikurangi Bagian yang Jatuh Tempo dalam Satu Tahun) | 5.225.163 | 7.563.040 | -2.337.877 | -30,91% | 4.445.916 | Long-term Loans (After Subtracting the Parts Maturing within One Year) |
| Liabilitas Pajak Tangguhan | 189.195 | 57.104 | 132.091 | 231,32% | 60.534 | Deferred Tax Liabilities |
| Liabilitas Sewa Jangka Panjang | 3.428 | 4.221 | -793 | -18,79% | - | Non-current Portion of Lease Liabilities |
| Utang Retensi | 23.468 | 23.468 | 0 | 0,00% | 43.831 | Retention Payables |
| Liabilitas Imbalan Pascakerja | 900.725 | 743.539 | 157.186 | 21,14% | 559.844 | Post-employment Benefits Liabilities |
| Jumlah Liabilitas | 9.204.010 | 10.655.231 | -1.451.221 | -13,62% | 13.191.769 | Total Liabilities |



Liabilitas Jangka Pendek

Liabilitas jangka pendek adalah kewajiban Perusahaan yang diharapkan dapat diselesaikan dalam jangka waktu kurang dari 1 (satu) tahun. Kinerja liabilitas jangka pendek dipengaruhi oleh utang bank, utang usaha, utang subsidi kepada Pemerintah Indonesia, liabilitas keuangan lainnya, utang pajak, beban akrual, liabilitas imbalan kerja jangka pendek, serta bagian lancar atas pinjaman jangka panjang. Hingga berakhirnya tahun buku 2021, liabilitas jangka pendek Perusahaan senilai Rp2,86 triliun, meningkat 26,42% dibandingkan tahun buku 2020 yang sebesar Rp2,26 triliun. Peningkatan tersebut, antara lain akibat adanya reklasifikasi pinjaman KMK jangka panjang ke pinjaman jangka pendek sebesar Rp395 miliar di tahun 2021.

Utang Bank

Utang bank ialah pinjaman atas kredit modal kerja (KMK) dari pihak bank. Pada tahun 2021, saldo utang bank jangka pendek PUSRI sebesar Rp395 miliar. Per 2020 PUSRI tidak memiliki utang Bank. Tahun 2021 adanya reklasifikasi pinjaman KMK jangka panjang ke pinjaman jangka pendek.

Utang Usaha

Utang usaha merupakan utang terhadap pihak ketiga dan pihak berelasi. Sepanjang 2021, utang usaha tercatat Rp93,39 miliar, meningkat 50,11% dari tahun 2020 yang sebesar Rp62,22 miliar. Hal tersebut sejalan dengan peningkatan kegiatan penjualan di tahun 2021.

Utang Lain-lain

Utang lain-lain terdiri atas utang kepada pihak ketiga dan utang kepada pihak berelasi di luar kegiatan operasional utama Perusahaan. Posisi utang lain-lain tahun 2021 sebesar Rp192,06 miliar, turun 12,02% dari posisi tahun sebelumnya yakni Rp218,30 miliar. Perubahan tersebut terutama akibat menurunnya uang muka dari pelanggan dikarenakan telah diserahterimkannya barang atas penjualan pupuk.

Current Liabilities

Current liabilities are liabilities or obligations of the Company which are expected to be settled within the period of less than 1 (one) year. The performance of current liabilities is influenced by banks loans, trade payables, subsidy payables to the Government of Indonesia, other financial liabilities, tax payables, accrued expenses, short-term employee benefits liabilities, as well as current maturity of long-term loans. Until the end of fiscal year 2021, the Company's short-term liabilities amounted to Rp2.86 trillion, increased by 26.42% compared to Rp2.26 trillion in fiscal year 2020. This increase was partly due to the reclassification of long-term KMK loans to short-term loans of Rp395 billion in 2021.

Bank Loans

Bank loans are loans for working capital (KMK) obtained from banks. In 2021, PUSRI's short-term bank loan balance amounted to Rp395 billion. As of 2020 PUSRI has no bank debt. In 2021, there will be a reclassification of long-term KMK loans to short-term loans.

Trade Payables

Trade payables represent payables to third parties and related parties. Throughout 2021, trade payables were recorded at Rp93.39 billion, increased by 50.11% from Rp62.22 billion in 2020. This is in line with the increase in sales activities in 2021.

Other Payables

Other payables consist of payables to third parties and payables to related parties outside of the Company's main operational activities. The position of other payables in 2021 amounted to Rp192.06 billion, decreased by 12.02% from the previous year's position of Rp218.30 billion. The change was mainly due to a decrease in advances from customers due to the handover of goods for the sale of fertilizers.

Utang Pajak

Utang pajak terdiri dari PPh Badan Perusahaan dan atas pajak lainnya. Utang pajak Perusahaan pada tahun 2021 sebesar Rp50,31 miliar, meningkat 103,33% dari posisi tahun lalu yang sebesar Rp24,74 miliar. Komponen pajak yang mengalami pertumbuhan tertinggi adalah PPh 29 atas penghasilan badan, bila dibandingkan dengan tahun sebelumnya.

Liabilitas yang Masih Harus Dibayar

Liabilitas yang masih harus dibayar merupakan beban yang masih harus dibayar yang terdiri atas akrual gas bumi, akrual proyek, distribusi, bunga pinjaman, dan lain-lain. Beban akrual tahun 2021 meningkat 10,72% dari posisi 2020 sebesar Rp935,99 miliar menjadi Rp1,04 triliun yang disebabkan oleh peningkatan beban distribusi dan bahan baku NPK di tahun 2021.

Liabilitas Imbalan Kerja Jangka Pendek

Liabilitas imbalan kerja jangka pendek merupakan provisi jasa operasi dan tunjangan insentif prestasi akan dibayarkan setelah finalisasi laporan keuangan auditan. Liabilitas imbalan kerja jangka pendek tahun 2021 senilai Rp260,39 miliar, meningkat 6,87% dibandingkan dengan tahun 2020 yang senilai Rp243,65 miliar. Hal dikarenakan adanya peningkatan nilai bagian lancar liabilitas imbalan pasca kerja atas bonus di tahun 2021.

Bagian Lancar atas Pinjaman Jangka Panjang

Bagian lancar atas pinjaman jangka panjang adalah bagian dari pinjaman kredit investasi yang akan jatuh tempo di tahun 2022. Bagian lancar atas pinjaman jangka panjang tahun 2021 senilai Rp831,83 miliar, meningkat 7,63% dibandingkan dengan tahun 2020 yang senilai Rp772,88 triliun, yang disebabkan adanya reklasifikasi pinjaman dari jangka panjang ke jangka pendek.

Liabilitas Jangka Panjang

Liabilitas jangka panjang adalah kewajiban Perusahaan yang diharapkan dapat diselesaikan dalam jangka waktu lebih dari 1 (satu) tahun. Kinerja liabilitas jangka panjang dipengaruhi oleh pinjaman jangka panjang, liabilitas pajak tangguhan,

Tax Payable

Taxes payable consist of corporate income tax and other taxes. The Company's tax payable in 2021 amounted to Rp50.31 billion, increased by 103.33% from Rp24.74 billion in the previous year. The tax component that experienced the highest growth was PPh 29 on corporate income, compared to the previous year.

Accrued Liabilities

Accrued liabilities represent accrued expenses which consist of natural gas accruals, project accruals, distributions, loan interest, and others. Accrued expenses in 2021 increased by 10.72% from Rp935.99 billion in 2020 position of to Rp1.04 trillion due to an increase in distribution expenses and NPK raw materials in 2021.

Short-term Employee Benefit Liabilities

Short-term employee benefit liabilities are the provision of operational services and achievement incentive benefits payable upon finalization of the audited financial statements. Short-term employee benefits liabilities in 2021 amounted to Rp260.39 billion, increased by 6.87% compared to Rp243.65 billion in 2020. This was due to an increase in the value of the current portion of the post-employment benefit liability for bonuses in 2021.

Current Maturity of Long-Term Loans

The current maturity of long-term loans is the portion of investment credit loans that matured in 2022. The current maturity of long-term loans in 2021 totalled Rp831.83 billion, increased by 7.63% compared to Rp772.88 trillion in 2020, due to the reclassification of loans from long-term to short-term.

Non-Current Liabilities

Non-current liabilities are Company's obligations which are expected to be settled within the period of more than 1 (one) year. Performance of long-term liabilities is influenced by long-term loans, deferred tax liabilities, retention payables, and post-employment



utang retensi, serta liabilitas imbalan pascakerja. Perusahaan mencatatkan liabilitas jangka panjang per 31 Desember 2021 sebesar Rp6,34 triliun, menurun 24,42% dari periode yang sama tahun 2020 yang sebesar Rp8,39 triliun. Hal tersebut dikarenakan adanya pembayaran pokok pinjaman jangka panjang jatuh tempo di tahun 2022 dan adanya reklasifikasi pinjaman ke jangka pendek..

Pinjaman Jangka Panjang

Pinjaman jangka panjang Perusahaan (setelah dikurangi bagian yang jatuh tempo dalam satu tahun) terdiri atas pinjaman atas kredit investasi (KI), pinjaman kredit modal kerja (KMK) jangka panjang, dan pinjaman dari entitas induk. PT Pupuk Indonesia (Persero). Pinjaman jangka panjang Perusahaan menurun 30,91% dari posisi 2020 sebesar Rp7,56 triliun menjadi Rp5,23 triliun pada 2021 dikarenakan adanya pembayaran pokok pinjaman jangka panjang yang jatuh tempo di tahun 2022 dan adanya reklasifikasi pinjaman ke jangka pendek

Liabilitas Pajak Tangguhan

Liabilitas pajak tangguhan adalah jumlah pajak penghasilan terutang (payable) untuk periode mendatang sebagai akibat adanya perbedaan temporer kena pajak. Hingga berakhirnya tahun buku 2021, liabilitas pajak tangguhan senilai Rp189,20 miliar, meningkat 231,32% dibandingkan tahun 2020 yang sebesar Rp57,10 miliar. Perubahan tersebut dikarenakan adanya penyesuaian akibat perubahan tarif pajak.

Utang Retensi

Utang retensi ialah utang dalam rangka proyek Pabrik PUSRI-IIB dan STG Boiler Batu Bara kepada kontraktor yang ditahan sebesar 5% dari setiap tagihan sebagai jaminan atas pelaksanaan proyek. Utang retensi pada tahun 2021 sebesar Rp23,47 miliar, tidak berubah dari posisi tahun lalu.

Liabilitas Imbalan Pascakerja

Liabilitas imbalan pascakerja jangka panjang terdiri atas provisi imbalan kerja untuk program pensiun, manfaat kesehatan pascakerja, program pesangon,

benefit liabilities. The company recorded long-term liabilities as of December 31, 2021, amounting to Rp6.34 trillion, decreased by 24.42% from the same period in 2020 which amounted to Rp8.39 trillion. This was due to the payment of principal on long-term loans maturing in 2022 and the reclassification of loans to short-term.

Long-Term Loans

The Company's long-term loans (deducted by the yearly current maturity portion) consisted of loans from investment credit (KI), long-term working capital credit (KMK) loans, and loans from parent entity PT Pupuk Indonesia (Persero). The Company's long-term loans decreased by 30.91% from 2020 position of Rp7.56 trillion to Rp5.23 trillion in 2021 due to the payment of the principal of long-term loans maturing in 2022 and the reclassification of loans to short-term.

Deferred Tax Liabilities

Deferred Tax Liabilities are income tax payables for forthcoming periods as a result from taxable temporary differences. By end of fiscal year 2021, deferred tax liabilities amounted to Rp189.20 billion, increased by 231.32% compared to Rp57.10 billion in 2020. The change was due to an adjustment due to changes in tax rates.

Retention Payables

Retention payables are liabilities in PUSRI-IIB Plant and STG Coal Boiler projects to contractors which were retained at 5% of each bill as collateral for the implementation of the projects. Retention payable in 2021 amounted to Rp23.47 billion, remained the same as last year's position.

Post-Employment Benefit Liabilities

Long-term post-employment benefit liabilities consist of benefits provision for such programs as pension, postemployment health benefits, severance

dan program lainnya. Pada 2021, Perusahaan membukukan liabilitas imbalan pascakerja sebesar Rp900,73 miliar. Dibandingkan dengan posisi tahun 2020 yang sebesar Rp743,54 miliar, angka tersebut naik 21,14%. Kenaikan itu akibat dari penyesuaian nilai wajar aset program imbalan pascakerja di tahun 2021.

EKUITAS

Ekuitas adalah hak residual atas aset perusahaan setelah dikurangi semua kewajiban. Kinerja ekuitas dipengaruhi oleh ekuitas yang dapat diatribusikan kepada pemilik entitas induk, yang terdiri dari modal saham, penyertaan modal dalam proses penerbitan saham, tambahan modal disetor, saldo laba, dan laba komprehensif lain serta ekuitas yang diatribusikan kepada kepentingan non-pengendali.

Total ekuitas Perusahaan sampai dengan berakhirnya tahun buku 2021 sebesar Rp14,72 triliun, mengalami peningkatan sebesar 5,90% dibandingkan dengan tahun buku 2020 sebesar Rp13,89 triliun. Perubahan itu karena adanya peningkatan saldo laba di tahun 2021.

Tabel Perkembangan Ekuitas

| Uraian | 2021 | 2020 | Kenaikan/Penurunan Increase/Decrease | | 2019 | Description |
|--|------------|------------|---|----------------------------------|------------|--|
| | | | Nominal Amount | Persentase (%) Percentage (%) | | |
| Modal Saham | 5.800.000 | 5.800.000 | 0 | 0,00% | 5.800.000 | Authorized Share Capital |
| Tambahan Modal Disetor | (333.876) | -333.876 | 0 | 0,00% | -333.876 | Additional Paid-in Capital |
| Saldo Laba | | | | | | Retained Earning |
| Dicadangkan | 1.876.363 | 1.798.132 | 78.231 | 4,35% | 1.444.655 | Appropriated |
| Belum Dicapangkan | 912.664 | 78.231 | 834.433 | 1066,63% | 299.297 | Unappropriated |
| Laba Komprehensif Lain | 6.441.829 | 6.533.827 | -91.998 | -1,41% | 6.623.609 | Other Comprehensive Income |
| Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk | 14.696.980 | 13.876.314 | 820.666 | 5,91% | 13.833.685 | Equity Attributable to Owners of the Parent Entity |
| Ekuitas yang Dapat Diatribusikan kepada Kepentingan Non Pengendali | 21.766 | 22.098 | -332 | -1,50% | 22.957 | Equity Attributable to Non-controlling Interest |
| Jumlah Ekuitas | 14.718.746 | 13.898.412 | 820.666 | 5,91% | 13.856.642 | Total Equity |

pay, and other programs. In 2021, the Company recorded post-employment benefits liabilities of Rp900.73 billion. Increased by 21.14% compared to Rp743.54 billion in 2020. The increase was the result of an adjustment to the fair value of the post-employment benefit plan assets in 2021.

EQUITY

Equity is the residual rights of company assets after deduction of all obligations. Performance of equity is influenced by equity that are attributable to the owners of the parent entity, which consists of share capital, equity in share issuance, additional paid-in capital, retain earnings, and other comprehensive earnings as well as equity attributable to non-controlling interests.

The Company's total equity up until the end of fiscal year 2021 amounted to Rp14.72 trillion, increased by 5.90% compared to Rp13.89 trillion in fiscal year 2020. This change was caused by the increasing profit balance achieved in 2021.

Table Equity Development



Modal Saham

Modal saham merupakan modal ditempatkan dan disetor penuh sebagai saham biasa yang memberikan hak untuk membawa 1 (satu) suara per saham dan berpartisipasi dalam dividen. Posisi modal saham Perusahaan pada 2021 masih sama dengan posisi tahun 2020 yakni sebesar Rp5,8 triliun.

Tambahan Modal Disetor

Perusahaan mencatatkan tambahan modal disetor per 31 Desember 2021 sama dengan posisi periode yang sama tahun 2020 yang sebesar Rp333,88 miliar.

Saldo Laba

Saldo laba terdiri atas saldo laba yang telah dicadangkan dan yang belum dicadangkan. Saldo laba yang telah dicadangkan tahun 2021 senilai Rp1,88 triliun, meningkat 4,35% dari posisi tahun 2020 yang senilai Rp1,80 triliun. Perubahan tersebut akibat dari peningkatan saldo laba yang dicadangkan di tahun 2021 sebesar Rp78,23 miliar.

Sementara itu, saldo laba yang belum dicadangkan berasal dari kontribusi laba per 31 Desember 2021 tercatat sebesar Rp912,66 miliar, meningkat Rp834,44 miliar dari posisi tahun 2020 seiring dengan meningkatnya laba tahun 2021

Penghasilan Komprehensif Lain

Penghasilan komprehensif lain PUSRI terdiri atas cadangan revaluasi aset tanah dan pengukuran kembali imbalan pasca kerja. Laba komprehensif lain tahun 2021 senilai Rp6,44 triliun, menurun 1,41% dibandingkan dengan tahun 2020 yang senilai Rp6,53 triliun. Penurunan tersebut terutama dikarenakan pengukuran kembali imbalan pascakerja di tahun 2021.

Ekuitas yang Dapat Diatribusikan kepada Kepentingan Non Pengendali

Ekuitas yang diatribusikan kepada kepentingan non-pengendali adalah nilai kepentingan non pengendali (minoritas) dari pemegang saham entitas. Hingga 31 Desember 2021, Perusahaan mencatatkan ekuitas yang diatribusikan kepada kepentingan non-pengendali sebesar Rp21,77 miliar, turun 1,50%

Share Capital

Share capital is issued and fully paid capital as ordinary shares that entitle the right to carry 1 (one) vote per share and participate in dividends. The position of the Company's share capital in 2021 remained the same as in 2020's position, namely at the amount of Rp5.8 trillion.

Additional Paid-In Capital

The Company recorded its additional paid-in capital as per December 31, 2021 the same as the position in the same period of 2020, noted at the amount of Rp333.88 billion.

Retained Earnings

Retained earnings consist of reserved and unreserved retained earnings. The balance of profit that has been reserved for 2021 amounted to Rp1.88 trillion, increased by 4.35% from Rp1.80 trillion in 2020. This change was the result of an increase in the retained earnings reserved in 2021 by Rp78.23 billion.

Meanwhile, the retained earnings that have not been reserved from profit contributions as of December 31, 2021, were recorded at Rp912.66 billion, increased by Rp834.44 billion from the position in 2020 in line with the increase in profit in 2021.

Other Comprehensive Income

PUSRI's other comprehensive income consists of revaluation of land assets and re-measurement of post-employment benefits. Other comprehensive income in 2021 was at Rp6.44 trillion, decreased by 1.41% compared to Rp6.53 trillion in 2020. The decrease was mainly due to the remeasurement of post-employment benefits in 2021.

Equity Attributable to Non-Controlling Interests

Equity attributable to non-controlling interests is the value on non-controlling interests (minority) from entity's shareholders. As of December 31, 2021, the Company recorded equity attributable to non-controlling interests of Rp21.77 billion, decreased by 1.50% from the same period the previous year which

dari periode yang sama tahun sebelumnya yang tercatat sebesar Rp22,10 miliar. Penurunan tersebut disebabkan oleh pengaruh kinerja anak perusahaan PT PAL di tahun 2021.

was recorded at Rp22.10 billion. The decrease was due to the influence of the performance of PT PAL's subsidiary in 2021.

LABA RUGI

Tabel Perkembangan Laba Rugi

| Uraian | 2021 | 2020 | Kenaikan/ Penurunan Increase/Decrease | | 2019 | Description |
|--|--------------|-------------|--|----------------------------------|-------------|--|
| | | | Nominal Amount | Persentase (%) Percentage (%) | | |
| Pendapatan | 12.480.575 | 10.718.032 | 1.762.543 | 16,44% | 9.600.132 | Revenue |
| Beban Pokok Pendapatan | (10.227.254) | (9.171.211) | -1.056.043 | 11,51% | (7.734.844) | Cost of Revenue |
| Laba Bruto | 2.253.321 | 1.546.821 | 706.500 | 45,67% | 1.865.288 | Gross Profit |
| Beban Penjualan | (315.126) | (284.410) | -30.716 | 10,80% | (251.318) | Selling Expenses |
| Beban Umum dan Administrasi | (344.339) | (350.523) | 6.184 | -1,76% | (356.900) | General and Administration Expenses |
| Pendapatan (Beban) Lainnya, Neto | 56.721 | 79.232 | -22.511 | -28,41% | 202.666 | Other Income(Expenses), Net |
| Laba Usaha | 1.650.577 | 991.120 | 659.457 | 66,54% | 1.459.736 | Operating Income |
| Pendapatan Bunga | 23.190 | 62.134 | -38.944 | -62,68% | 64.153 | Interest Income |
| Beban Bunga | (517.315) | (755.698) | 238.383 | -31,54% | (900.021) | Interest Expenses |
| Bagian Laba dari Entitas Asosiasi | (6.892) | (11.827) | 4.935 | -41,73% | 11.503 | Share in Net Profit/(Loss) of Associates |
| Laba sebelum Pajak | 1.149.560 | 285.729 | 863.831 | 302,33% | 635.371 | Profit before Tax |
| Beban Pajak | -237.228 | 6.789 | -244.017 | -3594,30% | (132.229) | Tax Expenses |
| Laba Tahun Berjalan | 912.332 | 292.518 | 619.814 | 211,89% | 503.142 | Profit for the Year |
| Penghasilan Komprehensif Lain Tahun Berjalan | -91.998 | (108.877) | 16.879 | -15,50% | 286.849 | Other Comprehensive Income for the Year |
| Jumlah Penghasilan Komprehensif Tahun Berjalan | 820.334 | 183.641 | 636.693 | 346,71% | 789.991 | Total Comprehensive Income for the Year |
| Laba Tahun Berjalan yang Dapat Diatribusikan kepada | 912.332 | 292.518 | 619.814 | 211,89% | 503.142 | Profit for the Year Attributable to: |
| Pemilik Entitas Induk | 912.664 | 293.377 | 619.287 | 211,09% | 504.895 | Owners of the Parent Entity |
| Kepentingan Non Pengendali | -332 | (859) | 527 | -61,35% | (1.753) | Non-controlling Interest |
| Jumlah Penghasilan Komprehensif Periode Berjalan yang Dapat Diatribusikan kepada | 820.334 | 183.641 | 636.693 | 346,71% | 789.991 | Total Comprehensive Income for the Year Attributable to: |
| Pemilik Entitas Induk | 820.666 | 184.500 | 636.166 | 344,81% | 791.744 | Owners of the Parent Entity |
| Kepentingan Non Pengendali | (332) | (859) | 527 | -61,35% | (1.753) | Non-controlling Interest |
| Laba Tahun Berjalan per Saham (rupiah penuh) | 157.760 | 50.582 | 107.178 | 211,89% | 87.051 | Profit for the Year per Share (full rupiah) |

PROFIT AND LOSS

Table Development of Profit and Loss



Pendapatan

Perusahaan berhasil membukukan total pendapatan pada tahun buku yang berakhir 31 Desember 2021 sebesar Rp12,48 triliun, naik 16,44% dari posisi tahun buku 2020 yang mencapai Rp10,72 triliun. Kondisi tersebut didukung oleh meningkatkan penjualan dan diiringi dengan meningkatnya harga jual internasional serta optimalisasi Cost Reduction Program (CRP).

Tabel Perkembangan Pendapatan

| Uraian | 2021 | | 2020 | | Kenaikan/Penurunan Increase/Decrease | | Description |
|--|-----------------|------------------------------------|-----------------|------------------------------------|---|------------------------------------|----------------------------------|
| | Jumlah Total | Kontribusi (%) Contribution (%) | Jumlah Total | Kontribusi (%) Contribution (%) | Jumlah Total | Kontribusi (%) Contribution (%) | |
| Pendapatan Pupuk | | | | | | | Fertilizer Revenue |
| Subsidi | 7.485.951 | 66 | 6.291.369 | 61 | 1.194.582 | 113 | Subsidized |
| Non Subsidi | 3.922.092 | 34 | 4.063.929 | 39 | -141.837 | -13 | Non-Subsidized |
| Jumlah Pendapatan dari Pupuk | 11.408.043 | 91 | 10.355.299 | 97 | 1.052.744 | 60 | Total Fertilizer Revenue |
| Pendapatan Non Pupuk | | | | | | | Non-Fertilizer Revenue |
| Amonia | 989.363 | 92 | 253.278 | 70 | 736.085 | 104 | Ammonia |
| Lain-lain | 83.169 | 8 | 109.455 | 30 | -26.286 | -4 | Others |
| Jumlah Pendapatan dari Non Pupuk | 1.072.532 | 9 | 362.733 | 3 | 709.799 | 40 | Total Non- Fertilizer Revenue |
| Jumlah Pendapatan | 12.480.575 | 100 | 10.718.032 | 100 | 1.762.543 | 100 | Total Revenue |

Beban Pokok Pendapatan

Beban pokok pendapatan terdiri atas beban produksi, bahan baku dan bahan pembantu, biaya penyusutan, gaji dan upah, biaya pemindahan pupuk, biaya pemeliharaan, lain-lain dan persediaan. Sepanjang tahun 2021, beban pokok pendapatan PUSRI tercatat Rp10,23 triliun, meningkat 11,51% dibandingkan dengan posisi tahun 2020 yang sebesar Rp9,17 triliun. Peningkatan dikarenakan biaya bahan baku tahun 2021 lebih tinggi dibandingkan tahun 2020.

Adapun komponen beban pokok pendapatan yang mengalami kenaikan paling tinggi ialah bahan baku dan bahan pembantu dengan pertumbuhan sebesar 16,25%.

Revenue

The company managed to record total revenue for the fiscal year that ended on December 31, 2021, amounting to Rp12.48 trillion, increased by 16.44% from Rp10.72 trillion booked in 2020. This condition was supported by increased sales accompanied by rising international selling prices and optimization of the Cost Reduction Program (CRP).

Table Development of Revenue

Cost of Revenues

Cost of revenues consists of costs for production, raw materials and supporting materials, costs of depreciation, salaries and wages, fertilizer transfer handling costs, maintenance costs, others and inventories. Throughout 2021, PUSRI's cost of revenue was recorded at Rp10.23 trillion, increased by 11.51% compared to Rp9.17 trillion in 2020. The increase was due to the cost of raw materials in 2021 being higher than in 2020.

The components of the cost of revenue that experienced the highest increase were raw materials and auxiliary materials with a growth of 16.25%.

Tabel Perkembangan Beban Pokok Pendapatan
Table Development of Cost of Revenues

| Uraian | 2021 | 2020 | Kenaikan/Penurunan Increase/Decrease | | 2019 | Description |
|---|-------------|-------------|---|----------------------------------|-------------|---|
| | | | Nominal Amount | Persentase (%) Percentage (%) | | |
| Beban Produksi | | | | | | Cost of Production |
| Bahan Baku dan Bahan Pembantu | 7.548.088 | 6.493.201 | 1.054.887 | 16,25% | 6.618.410 | Raw Materials and Supporting Materials |
| Penyusutan | 810.081 | 890.987 | -80.906 | -9,08% | 727.088 | Depreciation |
| Gaji, Upah dan Kesejahteraan Karyawan | 738.216 | 656.957 | 81.259 | 12,37% | 654.820 | Wages, Salaries, and Employee Welfare |
| Biaya Pemindahan Pupuk | 552.572 | 443.129 | 109.443 | 24,70% | 417.402 | Fertilizer Handling Expense |
| Pemeliharaan | 213.474 | 169.069 | 44.405 | 26,26% | 157.595 | Maintenance |
| Lain-lain (di bawah Rp150 miliar) | 170.935 | 38.009 | 132.926 | 349,72% | 83.605 | Others (below Rp150 billion) |
| Persediaan Barang Jadi dan Setengah Jadi Awal Tahun | 1.516.294 | 1.996.153 | -479.859 | -24,04% | 1.072.077 | Inventory of Finished and Semi-Finished Goods at Beginning of the Year |
| Dikurangi: Persediaan Barang Jadi dan Setengah Jadi Akhir Tahun | (1.322.406) | (1.516.294) | 193.888 | -12,79% | (1.996.153) | Deducted by: Inventory of Finished and Semi-Finished Goods at End of Year |
| Jumlah Beban Pokok Pendapatan | 10.227.254 | 9.171.211 | 1.056.043 | 11,51% | 7.734.844 | Total Cost of Revenue |

Lab a Bruto

Lab a bruto didapat dari akun pendapatan yang diakumulasikan dengan beban pokok pendapatan. Lab a bruto tahun 2021 senilai Rp2,25 triliun, meningkat 45,67% dibandingkan dengan tahun 2020 yang senilai Rp1,55 triliun. Hal tersebut dikarenakan pendapatan tahun 2021 lebih tinggi dibandingkan dengan tahun 2020.

Gross Profit

Gross profit is obtained from the accumulation of revenue account with cost of revenues. Gross profit in 2021 is worth Rp.2.25 trillion, increased by 45.67% compared to Rp1.55 trillion gross profit in 2020. This is because revenue in 2021 is higher than in 2020.

Tabel Perkembangan Lab a Bruto
Table Development of Gross Profits

| Uraian | 2021 | 2020 | Kenaikan/Penurunan Increase/Decrease | | 2019 | Description |
|------------------------|--------------|-------------|---|----------------------------------|-------------|-----------------|
| | | | Nominal Amount | Persentase (%) Percentage (%) | | |
| Pendapatan | 12.480.575 | 10.718.032 | 1.762.543 | 16,44% | 9.600.132 | Revenue |
| Beban Pokok Pendapatan | (10.227.254) | (9.171.211) | -1.056.043 | 11,51% | (7.734.844) | Cost of Revenue |
| Lab a Bruto | 2.253.321 | 1.546.821 | 706.500 | 45,67% | 1.865.288 | Gross Profit |



Beban Penjualan

Beban penjualan terdiri atas beban distribusi, gaji dan kesejahteraan, beban sewa, beban jasa, beban pemeliharaan, perjalanan dinas, penyusutan, serta beban lain-lain dengan nilai di bawah Rp2,5 miliar. Sepanjang tahun 2021, beban penjualan PUSRI tercatat Rp315,13 miliar, tumbuh 10,80% dibandingkan dengan posisi tahun 2020 yang sebesar Rp284,41 miliar. Pertumbuhan ini, antara lain karena peningkatan biaya penyusutan di tahun 2021.

Adapun komponen beban penjualan yang mengalami kenaikan paling tinggi ialah biaya penyusutan dengan peningkatan sebesar Rp30,68 miliar.

Tabel Perkembangan Beban Penjualan

| Uraian | 2021 | 2020 | Kenaikan/Penurunan Increase/Decrease | | 2019 | Description |
|------------------------------|---------|---------|---|----------------------------------|---------|------------------------|
| | | | Nominal Amount | Persentase (%) Percentage (%) | | |
| Gaji dan Kesejahteraan | 83.748 | 95.177 | -11.429 | -12,01% | 103.482 | Salary and Welfare |
| Distribusi | 104.507 | 105.040 | -533 | -0,51% | 45.579 | Distribution |
| Sewa | 4.012 | 13.699 | -9.687 | -70,71% | 14.698 | Rental |
| Pemeliharaan | 4.313 | 8.938 | -4.625 | -51,75% | 9.945 | Maintenance |
| Pelayanan | 16.257 | 8.054 | 8.203 | 101,85% | 9.639 | Services |
| Perjalanan Dinas | 3.054 | 3.407 | -353 | -10,36% | 4.614 | Business Trip |
| Penyusutan | 32.388 | 1.713 | 30.675 | 1.790,72% | 1.939 | Depreciation |
| Lain-lain (di bawah Rp2.500) | 66.847 | 48.382 | 18.465 | 38,17% | 61.422 | Others (below Rp2,500) |
| Jumlah Beban Penjualan | 315.126 | 284.410 | 30.716 | 10,80% | 251.318 | Total Selling Expenses |

Beban Umum dan Administrasi

Beban umum dan administrasi terdiri atas gaji dan kesejahteraan, jasa konsultan dan profesi, listrik, air, dan utilitas, beban pemeliharaan, beban penyusutan, pajak, perjalanan dinas, asuransi, dan beban lain-lain. Hingga berakhirnya tahun buku 2021, beban umum dan administrasi PUSRI tercatat Rp344,34 miliar, turun 1,76% dari posisi yang sama tahun 2020 yang sebesar Rp350,52 miliar. Penurunan ini, antara lain karena penurunan beban penyusutan di tahun 2021.

Selling Expenses

Selling expenses consist of costs of distribution, salaries and welfare, rental expenses, service expenses, maintenance expenses, business trips, depreciation, and other expenses with value below Rp2.5 billion. Throughout 2021, PUSRI's selling expenses were recorded at Rp315.13 billion, grew by 10.80% compared to the position in 2020 which was Rp284.41 billion. This growth is partly due to an increase in depreciation costs in 2021.

The component of selling expenses that experienced the highest increase was depreciation expense with increased by Rp30.68 billion.

Tabel Development of Selling Expenses

General and Administrative Expenses

General and administrative expenses consist of salaries and welfare, consulting and professional services, electricity, water, and utilities, maintenance costs, depreciation expenses, taxes, business trips, insurance and other expenses. Until the end of fiscal year 2021, PUSRI's general and administrative expenses were booked at Rp344.34 billion, decreased by 1.76% from the same position in 2020 which was at Rp350.52 billion. This decrease was partly due to a decrease in depreciation expense in 2021.

Adapun komponen beban umum dan administrasi yang mengalami penurunan paling signifikan ialah beban penyusutan dengan penurunan sebesar 54,75%.

The components of general and administrative expenses that experienced the most significant decrease were depreciation expenses with decreased by 54.75%.

Tabel Perkembangan Beban Umum dan Administrasi

Table Development of General and Administrative Expenses

| Uraian | 2021 | 2020 | Kenaikan/ Penurunan Increase/Decrease | | 2019 | Description |
|------------------------------------|---------|---------|--|----------------------------------|---------|---|
| | | | Nominal Amount | Persentase (%) Percentage (%) | | |
| Gaji dan Kesejahteraan | 189.282 | 182.162 | 7.120 | 3,91% | 182.909 | Salary and Welfare |
| Listrik, Air, dan Utilitas | 39.516 | 37.897 | 1.619 | 4,27% | 52.977 | Electricity, Water, and Utilities |
| Beban Pajak | 16.740 | 13.007 | 3.733 | 28,70% | 22.197 | Tax Expenses |
| Jasa Konsultan dan Profesi | 25.128 | 19.422 | 5.706 | 29,38% | 20.804 | Consulting and Professional Services |
| Beban penyuluhan | 24.908 | 18.716 | 24.889 | 132983,99% | 0 | Counseling Expenses |
| Penyusutan (Catatan 11) | 12.045 | 26.620 | -14.575 | -54,75% | 12.335 | Depreciation (Note 11) |
| Pemeliharaan | 6.196 | 7.193 | -997 | -13,86% | 9.381 | Maintenance |
| Beban Perjalanan Dinas | 4.337 | 4.146 | 191 | 4,61% | 7.894 | Business Trip Expenses |
| Beban Asuransi | 436 | 795 | -359 | -45,16% | 331 | Insurance Exxpenses |
| Lain-lain (di bawah Rp500) | 25.751 | 40.565 | 25.710 | 63380,83% | 48.072 | Others (below Rp500) |
| Jumlah Beban Umum dan Administrasi | 344.339 | 350.523 | -6.184 | -1,76% | 356.900 | Total General and Administrative Expenses |

Pendapatan (Beban) Lainnya-Neto

Pendapatan (beban) lainnya-neto terdiri dari pendapatan dan beban selisih kurs dan pendapatan dan/atau beban lain-lain. Pada tahun buku 2021, Perusahaan membukukan pendapatan sebesar Rp56,72 miliar. Dibandingkan dengan tahun 2020, dimana Perusahaan membukukan pendapatan lainnya-neto sebesar Rp79,23 miliar, mengalami penurunan sebesar 28,41%. Perubahan tersebut akibat dari penurunan selisih kurs bersih.

Other Income (Expenses)-Net

Other income (expenses)-net consist of income and expenses of foreign exchange differences and other income and/or expenses. In fiscal year 2021, the Company posted revenue of Rp56.72 billion. Decreased by 28.41% compared to Rp79.23 billion in 2020. This change was the result of a decrease in net foreign exchange differences.

Tabel Perkembangan Beban Lainnya-Neto

Table Development of Other Income/Expenses-Net

| Uraian | 2021 | 2020 | Kenaikan/ Penurunan Increase/Decrease | | 2019 | Description |
|---|---------|--------|--|----------------------------------|---------|---------------------------------------|
| | | | Nominal Amount | Persentase (%) Percentage (%) | | |
| Denda dan klaim | 16.379 | 27.960 | -11.581 | -41,42% | 0 | Fines and claims |
| (Rugi)/Laba Penjualan Aset Tetap | (457) | 122 | -579 | -474,59% | 2.885 | (Loss)/Profit on Sale of Fixed Assets |
| Lain-lain Bersih | 42.526 | 20.794 | 21.732 | 104,51% | 197.610 | Other-Net |
| Selisih Kurs Bersih | (1.727) | 30.356 | -32.083 | -105,69% | 2.171 | Foreign Exchange Difference-Net |
| Jumlah Pendapatan/ (Beban) Lainnya-Neto | 56.721 | 79.232 | -22.511 | -28,41% | 202.666 | Total Income/(Expenses)-Net |



Laba Usaha

Laba usaha didapatkan dari akun laba bruto yang diakumulasikan dengan beban penjualan, beban umum dan administrasi, serta pendapatan/(beban) lainnya-neto. PUSRI membukukan laba usaha tahun 2021 sebesar Rp1,5 triliun. Dibandingkan kinerja tahun 2020 yang sebesar Rp991,12 miliar, pencapaian tersebut meningkat 66,54%. Hal tersebut dikarenakan kenaikan laba bruto di tahun 2021.

Tabel Perkembangan Laba Usaha

| Uraian | 2021 | 2020 | Kenaikan/Penurunan Increase/Decrease | | 2019 | Description |
|---|-----------|-----------|---|----------------------------------|-----------|--|
| | | | Nominal Amount | Persentase (%) Percentage (%) | | |
| Laba Bruto | 2.253.321 | 1.546.821 | 706.500 | 45,67% | 1.865.288 | Gross Profit |
| Beban Penjualan, Beban Umum dan Administrasi, serta Pendapatan (Beban) Lainnya-Neto | (602.744) | (555.701) | 47.043 | 7,80% | (405.552) | Sales Expenses, General and Administrative Expenses, and Other Income/(Expenses)-Net |
| Jumlah Perkembangan Usaha-Neto | 1.650.577 | 991.120 | 659.457 | 66,54% | 1.459.736 | Total Development of Operating Profit -Net |

Pendapatan Bunga

Pendapatan bunga merupakan pendapatan dari bunga atas jasa giro dan deposito atas penempatan dana pada bank Pemerintah atau swasta, serta bunga atas pinjaman yang diberikan kepada entitas lain dalam satu grup. Sepanjang 2021, Perusahaan mencatatkan pendapatan bunga melambat 62,68% dari pembukuan tahun 2020 yang mencapai Rp62,13 miliar menjadi Rp23,19 miliar. Penurunan tersebut dikarenakan nilai deposito dan rate rata-rata deposito tahun 2021 lebih rendah dibandingkan dengan tahun 2020.

Beban Bunga

Beban bunga adalah beban bunga terkait aktivitas perbankan dan pinjaman dalam rangka menunjang kelancaran operasi entitas. PUSRI membukukan beban bunga tahun 2021 sebesar Rp517,32 miliar. Dibandingkan pembukuan tahun 2020 yang sebesar Rp755,70 miliar, realisasi tersebut turun 31,54%. Hal tersebut dikarenakan nilai utang tahun 2021 lebih rendah dari tahun 2020.

Operating Profit

Operating profit is obtained from gross profit account accumulated with sales expenses, general and administrative expenses, as well as other income/(expenses)-net. PUSRI posted an operating profit of Rp1.5 trillion in 2021. Increased by 66.54% compared to Rp.991.12 billion achievement in 2020. This is due to the increase in gross profit in 2021.

Table Development of Operating Profit

Interest Income

Interest income is income from interest on current accounts and time deposits on fund placement in government or private banks, as well as interest on loans given to other entities within the group. Throughout 2021, the Company recorded interest income slowing down by 62.68% from the 2020 books which reached Rp62.13 billion to Rp23.19 billion. This decrease was due to the lower value of deposits and the average deposit rate in 2021 compared to 2020.

Interest Expenses

Interest expenses are expenses related to banking activities and loans that maintain the smooth run of the entity's operations.. PUSRI recorded its interest expenses in 2021 at a total amount of Rp517.32 billion, decreased by 31.54% from Rp755.70 billion booked in 2020. This occurred as total value of payables in 2021 was lower than in 2020.

Bagian Laba dari Entitas Asosiasi

Bagian laba dari entitas asosiasi adalah pendapatan atas penyertaan Perusahaan pada entitas asosiasi. Sepanjang 2021, Perusahaan mencatatkan bagian rugi dari entitas asosiasi menurun 41,73% dari kinerja tahun 2020 yang mencapai Rp11,82 miliar menjadi negatif Rp6,89miliar. Penurunan tersebut dikarenakan adanya penyesuaian nilai kembali atas dampak penyajian kembali laporan keuangan PT Pupuk Indonesia Logistik tahun 2020.

Laba sebelum Pajak

Laba sebelum pajak didapatkan dari akun laba usaha yang diakumulasikan dengan pendapatan dan beban bunga, serta bagian laba dari entitas asosiasi. Laba sebelum pajak Perusahaan untuk tahun buku yang berakhir pada 31 Desember 2021 sebesar Rp1,15 triliun. Dibandingkan dengan periode yang sama pada tahun sebelumnya yakni Rp285,73 miliar, mengalami peningkatan sebesar 302,33%. Peningkatan itu dikarenakan tingginya laba usaha tahun 2021 seiring dengan meningkatnya penjualan dan didukung dengan peningkatan harga jual.

Tabel Perkembangan Laba sebelum Pajak

| Uraian | 2021 | 2020 | Kenaikan/Penurunan Increase/Decrease | | 2019 | Description |
|--|-----------|-----------|---|----------------------------------|-----------|--|
| | | | Nominal Amount | Persentase (%) Percentage (%) | | |
| Laba Usaha | 1.650.577 | 991.120 | 659.457 | 66,54% | 1.459.736 | Operating Profit |
| Pendapatan dan Beban Bunga serta Bagian Laba dari Entitas Asosiasi | (501.017) | (705.391) | (204.374) | -28,97% | (824.365) | Interest Income and Expenses, and Shares of Net Earnings of Associates |
| Laba sebelum Pajak | 1.149.560 | 285.729 | 863.831 | 302,33% | 635.371 | Profit before Tax |

Beban Pajak

Beban pajak adalah perhitungan akhir atas pajak penghasilan (PPH) pada akhir periode pembukuan. Beban pajak Perusahaan pada tahun buku 2021 sebesar Rp237,23 miliar, meningkat Rp244,02 miliar dari tahun buku 2020 yang mendapat manfaat pajak tangguhan Rp6,79 miliar. Peningkatan beban pajak sejalan dengan meningkatnya perolehan laba perusahaan di tahun 2021.

Shares of Net Earnings of Associate Entities

Shares of net earnings of associates are earnings from the Company's participation in associate entities. Throughout the year 2021, the Company recorded its shares in net earnings from associates in a decline by 41.73% from its performance in 2020 with Rp11.82 billion to negative Rp6.89 billion in 2021. The decrease was due to a re-adjustment of the impact of the restatement of the financial statements of PT Pupuk Indonesia Logistik in 2020.

Profit before Tax

Profit before tax is obtained from the operating profit account accumulated with interest income and expenses, as well as shares in net earnings from associate entities. The Company's profit before tax for the fiscal year that ended on December 31, 2021, amounted to Rp1.15 trillion. Compared to Rp285.73 billion in the same period of the previous year, the Company posted an increase by 302.33% driven by the high operating profit in 2021 in line with increased sales and supported by an increase in selling prices.

Table Development of Profit before Tax

Tax Expenses

Tax expenses are the final calculation of income tax (PPH) at the end of the accounting period. The Company's tax expense in fiscal year 2021 was at Rp237.23 billion, increased by Rp244.02 billion from fiscal year 2020 which received a deferred tax benefit of Rp.6.79 billion. The increase in tax expense is in line with the increase in the company's profit in 2021.



Laba Tahun Berjalan

Laba tahun berjalan merupakan laba bersih Perusahaan yang didapatkan dari akun laba sebelum pajak yang diakumulasi dengan beban pajak. Sepanjang tahun 2021, Perusahaan membukukan laba tahun berjalan sebesar Rp912,33 miliar. Dibandingkan dengan tahun buku sebelumnya yakni Rp292,52 miliar, mengalami peningkatan sebesar 211,89%. Peningkatan dikarenakan naiknya pendapatan di tahun 2021.

Tabel Perkembangan Laba Tahun Berjalan

| Uraian | 2021 | 2020 | Kenaikan/Penurunan Increase/Decrease | | 2019 | Description |
|---------------------|-----------|---------|---|----------------------------------|-----------|---------------------|
| | | | Nominal Amount | Persentase (%) Percentage (%) | | |
| Laba sebelum Pajak | 1.149.560 | 285.729 | 863.831 | 302,33% | 635.371 | Profit before Tax |
| Beban Pajak | -237.228 | 6.789 | -244.017 | -3.594,30% | (132.229) | Tax Expenses |
| Laba Tahun Berjalan | 912.332 | 292.518 | 619.814 | 211,89% | 503.142 | Profit for the Year |

Profit for the Year

Profit for the year is the company's net profit obtained from the profit before tax account accumulated with tax expenses. During the year 2021, the Company recorded its profit for the year at the amount of Rp912.33 billion. Increased by 211.89% compared to Rp292.52 billion in the previous fiscal year. The increase is due to the increase in revenue in 2021.

Table Development of Profit for the Year

Penghasilan Komprehensif Lain Tahun Berjalan

Penghasilan komprehensif lain tahun berjalan adalah kenaikan aset Perusahaan yang dipengaruhi oleh hal-hal yang tidak berhubungan dengan operasional normal perusahaan. Penghasilan komprehensif lain tahun berjalan Perusahaan pada tahun buku 2021 sebesar negatif Rp92,00 miliar, meningkat 15,05% dari tahun buku 2020 yang sebesar negatif Rp108,88 miliar. Perubahan tersebut disebabkan oleh pengukuran kembali imbalan pasca kerja yang lebih rendah di tahun 2021.

Tabel Perkembangan Penghasilan Komprehensif Lain Tahun Berjalan

| Uraian | 2021 | 2020 | Kenaikan/Penurunan Increase/Decrease | | 2019 | Description |
|--|----------|-----------|---|----------------------------------|----------|--|
| | | | Nominal Amount | Persentase (%) Percentage (%) | | |
| Surplus Revaluasi Aset Tetap | - | - | - | - | 346.519 | Fixed Asset Revaluation Surplus |
| Pengukuran Kembali Imbalan Pascakerja | (97.388) | (138.000) | 40.612 | -29,43% | (79.560) | Re-measurement of Post-Employment Benefits |
| Pengukuran Kembali Aset Keuangan Tersedia untuk Dijual | (33.387) | 38.001 | -71.388 | -187,86% | - | Re-measurement of Financial Asset Available for Sale |

Other Comprehensive Income for the Year

Other comprehensive income for the year is the increase in the Company's assets affected by matters that are not related to the company's normal operations. The Company's other comprehensive income for the year in 2021 was at negative Rp92.00 billion, increased by 15.05% from negative Rp108.88 billion of 2020 fiscal year. The change was due to a lower remeasurement of post-employment benefits in 2021.

Table Development of Other Comprehensive Income for the Year

| Uraian | 2021 | 2020 | Kenaikan/Penurunan Increase/Decrease | | 2019 | Description |
|--|----------|-----------|---|----------------------------------|---------|--|
| | | | Nominal Amount | Persentase (%) Percentage (%) | | |
| Pajak Penghasilan Terkait Pos yang Tidak Akan Direklasifikasi ke Laba Rugi | 38.777 | (8.878) | -47.655 | -536,78% | 19.890 | Income Tax Related to Items that will Not Be Reclassified to Profit and Loss |
| Jumlah Penghasilan Komprehensif Lain Tahun Berjalan | (91.998) | (108.877) | -16.879 | -15,50% | 286.849 | Total Other Comprehensive Income for the Year |

Jumlah Penghasilan Komprehensif Tahun Berjalan

Jumlah penghasilan komprehensif tahun berjalan didapatkan dari akun laba tahun berjalan yang diakumulasikan dengan penghasilan komprehensif lain tahun berjalan. Sepanjang tahun 2021, Perusahaan membukukan jumlah penghasilan komprehensif tahun berjalan sebesar Rp820,33 miliar. Dibandingkan dengan kinerja tahun buku sebelumnya yakni Rp183,64 miliar, mengalami peningkatan sebesar 346,71%. Kondisi itu diakibatkan oleh penyesuaian penghasilan komprehensif lain dan peningkatan laba tahun berjalan di tahun 2021.

Total Comprehensive Income for the Year

Total comprehensive income for the year is obtained from the current year's profit account which is accumulated with other comprehensive income for the year. Throughout 2021, the Company posted total comprehensive income for the year amounting to Rp820.33 billion. Increased by 346.71% compared to the previous financial year's performance of Rp183.64 billion. This condition was caused by adjustments to other comprehensive income and an increase in profit for the year in 2021.

Tabel Perkembangan Penghasilan Komprehensif Tahun Berjalan

Table Development of Comprehensive Income for the Year

| Uraian | 2021 | 2020 | Kenaikan/Penurunan Increase/Decrease | | 2019 | Description |
|--|----------|-----------|---|----------------------------------|---------|---|
| | | | Nominal Amount | Persentase (%) Percentage (%) | | |
| Laba Tahun Berjalan | 912.332 | 292.518 | 619.814 | 211,89% | 503.142 | Profit for the Year |
| Penghasilan Komprehensif Lain Tahun Berjalan | (91.998) | (108.877) | 16.879 | 15,50% | 286.849 | Other Comprehensive Income for the Year |
| Jumlah Penghasilan Komprehensif Tahun Berjalan | 820.334 | 183.641 | 636.693 | 346,71% | 789.991 | Total Comprehensive Income for the Year |

Laba Tahun Berjalan yang Dapat Diatribusikan kepada Pemilik Entitas Induk dan Kepentingan NonPengendali

- Pemilik Entitas Induk
Laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk Perusahaan pada tahun buku 2021 sebesar Rp912,66 miliar, meningkat 211,09% dari tahun buku 2020 sebesar Rp293,38 miliar. Perubahan tersebut sejalan dengan peningkatan laba tahun berjalan tahun 2021.

Profit for the Year Attributable to Owners of the Parent Entity and Non-Controlling Interests

- Owners of Parent Entity
Profit for the year attributable to owners of the Company's parent company in the 2021 financial year amounted to Rp912.66 billion, increased by 211.09% from Rp293.38 billion of fiscal year 2020 of. This change is in line with the increase in profit for the year 2021.



- **Kepentingan Non Pengendali**
Pada tahun 2021, laba tahun berjalan yang dapat diatribusikan kepada kepentingan non-pengendali sebesar rugi Rp332 juta. Dibandingkan dengan periode yang sama pada tahun sebelumnya yakni rugi Rp859 juta, mengalami kenaikan sebesar 61,35%.

Jumlah Penghasilan Komprehensif Tahun Berjalan yang Dapat Diatribusikan kepada Pemilik Entitas Induk dan Kepentingan Non-Pengendali

- **Pemilik Entitas Induk**
Hingga 31 Desember 2021, jumlah penghasilan komprehensif tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk Perusahaan sebesar Rp820,67 miliar. Dibandingkan dengan periode yang sama pada tahun sebelumnya yakni Rp184,50 miliar, mengalami peningkatan sebesar 344,81%. Kenaikan tersebut sejalan dengan nilai penghasilan komprehensif lainnya di tahun 2021.
- **Kepentingan Non Pengendali**
Jumlah penghasilan komprehensif tahun berjalan yang dapat diatribusikan kepada kepentingan non-pengendali sebesar rugi Rp332 juta, naik 61,35% dari tahun buku 2020 yang rugi Rp859 juta.

Laba per Saham

Laporan keuangan audited PUSRI tidak menyajikan akun laba per saham karena Perusahaan bukan merupakan perusahaan terbuka. Perseroan memberikan informasi ini sebagai bagian dari keterbukaan informasi. Laba per saham dihitung dari pembagian antara laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk dengan jumlah saham Perusahaan.

Hingga berakhirnya tahun buku 2021, laba per saham PUSRI tercatat sebesar Rp50.582 per saham. Dibandingkan dengan tahun buku sebelumnya yakni Rp157.356 per lembar saham, mengalami peningkatan sebesar 211,09%. Kondisi itu diakibatkan oleh kenaikan laba tahun berjalan di tahun 2021.

- **Non-controlling interests**
In 2021, profit for the year attributable to non-controlling interests amounted to a loss of Rp332 million. Increased by 61.35% compared to Rp859 million in the same period of the previous year.

Total Comprehensive Income for the Year Attributable to Owners of the Parent Entity and Non-Controlling Interests

- **Owners of Parent Entity**
As of December 31, 2021, total comprehensive income for the year attributable to owners of the Company's parent entity was at Rp820.67 billion. Increased by 344.81% compared to Rp184.50 billion in the same period of the previous year. This increase was in line with the value of other comprehensive income in 2021.
- **Non-controlling interests**
Total comprehensive income for the year attributable to non-controlling interests amounted to a loss of Rp332 million, increased by 61.35% from the 2020 financial year which lost Rp859 million.

Earnings per Share

PUSRI's audited financial statements do not present the earnings per share account as the Company is not a public company. The Company provides this information as part of disclosure of information. Earnings per share is calculated by dividing income for the year attributable to owners of the parent entity with the number of shares of the Company.

As of the end of fiscal year 2021, PUSRI's earnings per share were recorded at Rp50,582 per share. Increased by 211.09% compared to Rp157,356 per share in the previous financial year. This condition was caused by the increase in profit for the year in 2021.

Tabel Perkembangan Laba per Saham

Table Development of Earnings per Share

| Uraian | 2021 | 2020 | Kenaikan/Penurunan Increase/Decrease | | 2019 | Description |
|--|-----------|-----------|---|----------------------------------|-----------|---|
| | | | Nominal Amount | Persentase (%) Percentage (%) | | |
| Labanya Tahun Berjalan yang Dapat Diatribusikan kepada Pemilik Entitas Induk | 912.664 | 293.377 | 619.287 | 211,09% | 504.895 | Profit for the Current Year Attributable to Owners of the Parent Entity |
| Jumlah Saham (lembar) | 5.800.000 | 5.800.000 | 0 | 0,00% | 5.800.000 | Number of Shares (sheets) |
| Jumlah Laba Rugi per Saham (rupiah penuh/lembar saham) | 157.356 | 50.582 | 106.774 | 211,09% | 87.051 | Total Earnings per Share (full rupiah/share) |

ARUS KAS

Perusahaan membukukan kas dan setara kas pada akhir tahun buku 2021 sebesar Rp1,43 triliun meningkat 42,29% dibandingkan tahun buku 2020 yang sebesar Rp1,01 triliun. Perubahan tersebut dikarenakan penurunan arus kas yang digunakan untuk aktivitas pendanaan di tahun 2021.

CASH FLOW

The company recorded cash and cash equivalents as of the end of fiscal year 2021 at Rp1.43 trillion, increased by 42.29% compared to fiscal year 2020 which at Rp1.01 trillion. This change was due to a decrease in cash flows used for financing activities in 2021.

Tabel Perkembangan Arus Kas

Table Development of Cash Flow

| Uraian | 2021 | 2020 | Kenaikan/Penurunan Increase/Decrease | | 2019 | Description |
|---|-------------|-------------|---|----------------------------------|-------------|--|
| | | | Nominal Amount | Persentase (%) Percentage (%) | | |
| Arus kas dari Aktivitas Operasi | 2.442.729 | 2.046.061 | 396.668 | 19,39% | 2.033.967 | Cash Flow from Operating Activities |
| Arus Kas dari Aktivitas Investasi | (129.325) | (285.334) | 156.009 | 54,68% | 387.040 | Cash Flow from Investment Activities |
| Arus Kas dari Aktivitas Pendanaan | (1.889.515) | (2.758.139) | 868.624 | 31,49% | (1.668.879) | Cash Flow from Funding Activities |
| Kenaikan/(Penurunan) kas dan setara kas bersih | 423.889 | (997.412) | 1.421.301 | 142,50% | (21.952) | Increase/(Decrease) in Cash and Cash Equivalents |
| Dampak Perubahan Nilai Kurs Terhadap Kas dan Setara Kas | 1.426 | 694 | 732 | 105,48% | (3.417) | Impact of Exchange Rate Changes on Cash and Cash Equivalents |
| Kas dan setara kas awal tahun | 1.005.702 | 2.002.420 | -996.718 | -49,78% | 2.027.789 | Cash and Cash Equivalents at the Beginning of the Year |
| Kas dan setara kas akhir tahun | 1.431.017 | 1.005.702 | 425.315 | 42,29% | 2.002.420 | Cash and Cash Equivalents at the End of the Year |



Arus Kas dari Aktivitas Operasi

Arus kas dari aktivitas operasi dipengaruhi oleh penerimaan dari pelanggan, penerimaan dari subsidi, pembayaran kepada pemasok, pembayaran kepada karyawan, penerimaan bunga, pembayaran beban keuangan, pembayaran pajak penghasilan, serta penerimaan restitusi pajak penghasilan.

Kas bersih dari aktivitas operasi pada tahun buku 2021 mencapai Rp2,44 triliun, mengalami peningkatan sebesar 19,39% dibandingkan tahun buku 2020 yang sebesar Rp2,05 triliun. Perubahan tersebut sejalan dengan meningkatnya penjualan di tahun 2021.

Tabel Perkembangan Arus Kas dari Aktivitas Operasi

| Uraian | 2021 | 2020 | Kenaikan/Penurunan Increase/Decrease | | 2019 | Description |
|--|-------------|-------------|---|----------------------------------|-------------|---|
| | | | Nominal Amount | Persentase (%) Percentage (%) | | |
| Penerimaan Kas dari Pelanggan | 8.187.193 | 6.045.961 | 2.141.232 | 35,42% | 5.775.887 | Cash Receipts from Customers |
| Penerimaan dari Subsidi | 4.241.847 | 5.204.258 | -962.411 | -18,49% | 6.202.039 | Subsidy Receipts |
| Pembayaran kepada Pemasok | (8.318.486) | (7.528.679) | -789.807 | 10,49% | (8.157.713) | Cash Paid to Suppliers |
| Pembayaran kepada Karyawan | (1.054.195) | (942.093) | -112.102 | 11,90% | (947.950) | Cash Paid to Employees |
| Penerimaan Bunga | 23.190 | 62.134 | -38.944 | -62,68% | 62.578 | Interest Receipts |
| Pembayaran Beban Keuangan | (512.731) | (730.479) | 217.748 | -29,81% | (979.775) | Payment of Financial Costs |
| Pembayaran Pajak Penghasilan | (124.089) | (65.041) | -59.048 | 90,79% | (50.951) | Payment of Income Taxes |
| Penerimaan Restitusi Pajak | - | - | - | - | 129.852 | Receipts of Income Tax Refunds |
| Arus Kas Bersih Diperoleh dari Aktivitas Operasi | 2.442.729 | 2.046.061 | 396.668 | 19,39% | 2.033.967 | Net Cash Flow from Operating Activities |

Penerimaan dari Pelanggan

Penerimaan dari pelanggan adalah penerimaan kas atas transaksi penjualan pupuk dan nonpupuk atau pemberian jasa kepada pelanggan. Perusahaan membukukan penerimaan dari pelanggan pada tahun 2021 sebesar Rp8,19 triliun, tumbuh 35,42% dari tahun buku 2020 yang sebesar Rp6,05 triliun. Peningkatan tersebut sejalan dengan peningkatan penjualan di tahun 2021.

Cash Flows from Operating Activities

Cash flows from operating activities is affected by the cash receipts from customers, subsidy receipts, cash paid to suppliers, cash paid to employees, interest receipts, payments of financial costs, payments of income taxes, and receipts of income tax refunds.

Net cash from operating activities in the 2021 financial year reached Rp2.44 trillion, increased by 19.39% compared to the 2020 financial year which was Rp2.05 trillion. This change is in line with the increase in sales in 2021.

Table Development of Cash Flows from Operating Activities

Cash Receipts from Customers

Cash receipts from customers are cash receipts from fertilizer and non-fertilizer sales transactions or for services provided to customers. The Company booked its cash receipts from customers in 2021 amounting to Rp8.19 trillion, growing 35.42% from Rp6.05 trillion in fiscal year 2020. This increase is in line with the increase in sales in 2021.

Penerimaan dari Subsidi

Penerimaan dari subsidi merupakan penerimaan kas atas penjualan pupuk subsidi yang diterima dari Pemerintah Republik Indonesia. Hingga 31 Desember 2021, PUSRI mencatatkan penerimaan dari subsidi Rp4,24 triliun, turun 18,49% dari periode yang sama tahun sebelumnya yang tercatat sebesar Rp5,20 triliun.

Pembayaran kepada Pemasok

Pembayaran kepada pemasok adalah pembayaran kas kepada pihak berelasi maupun pihak ketiga atas transaksi pembelian barang atau jasa yang digunakan oleh Perusahaan. Hingga berakhirnya tahun buku 2021, pembayaran kepada pemasok senilai Rp8,32 triliun, meningkat 10,49% dibandingkan tahun buku 2020 yang sebesar Rp7,53 triliun. Peningkatan tersebut dikarenakan naiknya biaya bahan baku untuk keperluan produksi produk utama di tahun 2021.

Pembayaran kepada Karyawan

Pembayaran kepada karyawan adalah pembayaran kas kepada dan untuk kepentingan karyawan. Pembayaran kepada karyawan pada tahun buku 2021 sebesar Rp1,05 triliun, meningkat 11,90% dari tahun buku 2020 yang Rp942,09 miliar. Kenaikan tersebut dikarenakan adanya kenaikan penghasilandi tahun 2021.

Penerimaan Bunga

Penerimaan bunga adalah penerimaan kas atas pendapatan bunga atas jasa giro dan deposito atas penempatan dana pada bank Pemerintah atau swasta serta bunga atas pinjaman yang diberikan kepada entitas lain dalam satu grup. Penerimaan bunga sampai dengan berakhirnya tahun buku 2021 sebesar Rp23,19 miliar, mengalami penurunan sebesar 62,68% dibandingkan dengan tahun buku 2020 yang sebesar Rp62,13 miliar. Penurunan tersebut dikarenakan nilai deposito dan rate rata-rata deposito tahun 2021 lebih rendah dibandingkan dengan tahun 2020.

Subsidy Receipts

Receipts from subsidy are cash receipts from sales of subsidized fertilizers from the Government of Indonesia. As of December 31, 2021, PUSRI recorded revenues from subsidies of Rp4.24 trillion, decreased by 18.49% from Rp5.20 trillion in the same period of previous year.

Cash Paid to Suppliers

Payments to suppliers are cash payments to related and third parties for sales transactions of goods or services used by the Company. Until the end of fiscal year 2021, payments to suppliers was recorded at Rp8.32 trillion, increased by 10.49% compared to Rp7.53 trillion in fiscal year 2020. The increase was due to the increase in the cost of raw materials for the production of main products in 2021.

Cash Paid to Employees

Cash paid to employees are cash payments to and for the benefit of employees. Cash paid to employees in fiscal year 2021 amounted to Rp1.05 trillion, increased by 11.90% from Rp942.09 billion in fiscal year 2020. The increase was due to an increase in income in 2021.

Interest Receipts

Interest receipts are cash receipts from interest income on current account services and time deposits for placement of funds in government or private banks as well as interest on loans granted to other entities in the same group. Interest receipts until the end of fiscal year 2021 amounted to Rp23.19 billion, decreased by 62.68% compared to Rp62.13 billion in fiscal year 2020. This decrease was due to the lower value of deposits and the average deposit rate in 2021 compared to 2020.



Pembayaran Beban Keuangan

Pembayaran beban keuangan merupakan pembayaran kas atas pendapatan bunga jasa giro dan deposito atas penempatan dana pada bank pemerintah maupun swasta serta bunga pinjaman yang diberikan kepada entitas lain dalam satu grup. Pembayaran beban keuangan pada 2021 tercatat sebesar Rp512,73 miliar, menurun 29,81%, dari perolehan periode 2020 yang sebesar Rp730,48 miliar karena ada pokok pinjaman yang jatuh tempo pada tahun 2021.

Pembayaran Pajak Penghasilan

Pembayaran pajak penghasilan ialah pembayaran atas beban pajak penghasilan (pph). Pada tahun 2021, pembayaran pajak penghasilan mengalami kenaikan sebesar 90,79% menjadi Rp124,09 miliar dari Rp65,04 miliar dari tahun 2020. Kenaikan tersebut sejalan dengan hasil usaha yang meningkat di tahun 2021.

Penerimaan Restitusi Pajak Penghasilan

Penerimaan restitusi pajak penghasilan adalah penerimaan kas atas kelebihan pembayaran pajak penghasilan (PPh) yang telah dilakukan. Sepanjang tahun 2021 juga pada tahun sebelumnya, Perusahaan tidak membukukan penerimaan restitusi pajak penghasilan.

Arus Kas dari Aktivitas Investasi

Arus kas dari aktivitas investasi dipengaruhi oleh penerimaan dari penjualan aset tetap dan properti investasi, perolehan aset tak berwujud, serta perolehan aset tetap, serta penerimaan dividen kas.

Kas bersih yang digunakan untuk aktivitas investasi hingga 31 Desember 2021 adalah sebesar Rp129,33 miliar, menurun 54,68% dari periode yang sama tahun sebelumnya yang sebesar Rp285,33 miliar. Hal tersebut dikarenakan perolehan aset tetap tahun 2021 yang lebih rendah dibandingkan dengan tahun 2020.

Payment of Finance Costs

Payments of finance costs are cash payments for interest income for current account and deposits of funds placement in government or private banks as well as interest from loans granted to other entities within one group. Payment of finance costs in 2021 was recorded at Rp512.73 billion, decreased by 29.81%, from Rp730.48 billion in 2020 period because there is a principal loan maturing in 2021.

Payment of Income Taxes

Payments of income taxes are payments for income tax (PPh) expenses. In 2021, income tax payments increased by 90.79% to Rp124.09 billion from Rp65.04 billion in 2020. The increase was in line with the increased operating results in 2021.

Receipts of Income Tax Refund

Receipts of income tax refund are cash receipts for overpayment of income tax (PPh). Throughout 2021 as well as in the previous year, the Company did not record income tax refund receipts.

Cash Flows from Investing Activities

Cash flow from investing activities is affected by receipts from sales of fixed assets and investment properties, acquisition of intangible assets as well acquisition of fixed assets and receipts of cash dividends.

Net cash used for investing activities until December 31, 2021 was Rp129.33 billion, decreased by 54.68% from Rp285.33 billion in the same period of the previous year. This was due to the acquisition of fixed assets in 2021 which was lower than in 2020.

Tabel Perkembangan Arus Kas dari Aktivitas Investasi**Table Development of Cash Flows from Investing Activities**

| Uraian | 2021 | 2020 | Kenaikan/ Penurunan Increase/Decrease | | 2019 | Description |
|---|-----------|-----------|--|----------------------------------|-----------|---|
| | | | Nominal Amount | Persentase (%) Percentage (%) | | |
| Penjualan Aset Tetap | 0 | 224 | -224 | -100,00% | 49.713 | Sales of Fixed Assets |
| Perolehan Aset Tidak Berwujud | (3.965) | (1.511) | -2.454 | 162,41% | (121) | Acquisition of Intangible Assets |
| Perolehan Aset Tetap | (125.360) | (284.047) | 158.687 | -55,87% | (437.072) | Acquisition of Fixed Assets |
| Arus Kas Bersih Digunakan untuk Aktivitas Investasi | (129.325) | (285.334) | 156.009 | -54,68% | (387.040) | Net Cash Flows Used in Investing Activities |

Penerimaan dari Penjualan Aset Tetap dan Properti Investasi

Penerimaan dari penjualan aset tetap dan properti investasi adalah penerimaan kas atas transaksi penjualan aset tetap dan properti investasi. Pada tahun 2021, Perusahaan tidak membukukan penerimaan transaksi penjualan aset tetap dan property investasi dimana pada tahun 2020, Perusahaan membukukan penerimaan sebesar Rp224 juta.

Perolehan Aset Tak Berwujud

Perolehan aset tak berwujud adalah pengeluaran kas untuk memperoleh aset tak berwujud seperti software, paten, lisensi dan pengembangan proyek. Perusahaan mencatatkan perolehan aset tak berwujud pada akhir tahun buku 2021 sebesar Rp3,96 miliar, naik 162% dari posisi tahun buku 2020 yang sebesar Rp1,5 miliar. Kenaikan tersebut dikarenakan penambahan aset tak berwujud di tahun 2021.

Perolehan Aset Tetap

Perolehan aset tetap adalah pengeluaran kas untuk memperoleh aset tetap. Sepanjang tahun 2021, perolehan aset tetap PUSRI sebesar Rp125,36 miliar. Dibandingkan dengan kinerja 2020 yang sebesar Rp284,05miliar menurun 55,87%. Penurunan tersebut dikarenakan kegiatan perolehan aset tetap lebih sedikit di tahun 2021.

Receipts from Sales of Fixed Assets and Investment Properties

Receipts from Sales of Fixed Assets and Investment Properties are cash receipts from the sale of property, plant and equipment and investment properties. In 2021, the Company did not record receipts from the sale of property, plant and equipment and investment properties whereas in 2020, the Company recorded receipts of Rp224 million.

Acquisition of Intangible Assets

Acquisition of intangible assets is cash disbursements to obtain such intangible assets as software, patents, licenses and project developments. The company recorded the acquisition of intangible assets at the end of fiscal year 2021 waas at Rp3.96 billion, increased by 162% from Rp1.5 billion in fiscal year 2020. The increase was due to the addition of intangible assets in 2021.

Acquisition of Fixed Assets

Acquisition of fixed assets is cash disbursements to obtain fixed assets. Throughout 2021, the acquisition of PUSRI's fixed assets amounted to Rp125.36 billion. Decreased by 55.87% compared to the 2020 performance of Rp.284.05 billion,. The decrease was due to fewer fixed asset acquisition activities in 2021.



Arus Kas dari Aktivitas Pendanaan

Arus kas dari aktivitas pendanaan dipengaruhi oleh penerimaan utang bank jangka pendek, penerimaan pinjaman jangka panjang, pembayaran utang bank jangka pendek, pembayaran pinjaman jangka panjang, tambahan modal disetor pada entitas asosiasi, serta pembayaran dividen kas.

Sepanjang tahun 2021, kas bersih yang digunakan untuk aktivitas pendanaan adalah sebesar negatif Rp1,89 triliun, menurun sebesar 31,49% periode tahun sebelumnya yang sebesar negatif Rp2,76 triliun. Penurunan tersebut dikarenakan adanya penurunan penerimaan dan pembayaran utang bank jangka pendek di tahun 2021.

Tabel Perkembangan Arus Kas Aktivitas Pendanaan

| Uraian | 2021 | 2020 | Kenaikan/Penurunan Increase/Decrease | | 2019 | Description |
|---|-------------|--------------|---|----------------------------------|--------------|---|
| | | | Nominal Amount | Persentase (%) Percentage (%) | | |
| Penerimaan Utang Bank Jangka Pendek | 3.495.000 | 8.822.000 | -5.327.000 | -60,38% | 36.761.500 | Receipts of Short-term Bank Loans |
| Penerimaan Dividen | 2.552 | 1.338 | 1.214 | 90,73% | - | Receipts of Dividends |
| Penerimaan Pinjaman Bank Jangka Panjang | 495.000 | 5.028.053 | -4.533.053 | -90,16% | 3.614.000 | Receipts of Long-term Bank Loans |
| Pembayaran Utang Bank Jangka Pendek | (3.100.000) | (12.932.000) | 9.832.000 | -76,03% | (38.760.000) | Receipts of Short-term Bank Loans |
| Pembayaran Pinjaman Jangka Panjang | (2.772.877) | (1.764.678) | -1.008.199 | 57,13% | (3.118.405) | Payment of Long-term Loans |
| Pembayaran dari Pinjaman Pemegang Saham | 0 | (1.738.500) | 1.738.500 | -100,00% | - | Payment from Shareholders Loans |
| Pembayaran Sewa Pembiayaan | (9.190) | (22.935) | 13.745 | -59,93% | - | Payment of Finance Lease |
| Pembayaran Dividen Kas | 0 | (151.417) | 151.417 | -100,00% | (165.974) | Payment of Cash Dividend |
| Arus Kas Bersih Digunakan untuk Aktivitas Pendanaan | (1.889.515) | (2.758.139) | 868.624 | -31,49% | (1.668.879) | Net Cash Flows Used in Financing Activities |

Penerimaan Utang Bank Jangka Pendek

Penerimaan utang bank jangka pendek adalah penerimaan kas dari pinjaman bank jangka pendek. Perusahaan membukukan penerimaan pinjaman jangka pendek pada akhir tahun buku 2021 sebesar

Cash Flows from Financing Activities

Cash flows from financing activities are influenced by receipts of short-term bank loans, receipts of long-term loans, payments of short-term bank loans, payments of long-term loans, additional paid-in capital to associates, and cash dividend payments.

Throughout 2021, net cash used for financing activities was negative Rp1.89 trillion, decreased by 31.49% from Rp2.76 trillion in the previous year. The decrease was due to a decrease in receipts and payments of short-term bank loans in 2021.

Table Development of Cash Flows in Financing Activities

Receipts of Short-Term Bank Loans

Receipts of short-term bank loans are cash receipts from short-term bank loans. As of end of fiscal year 2021, the company booked short-term loan receipts at Rp3.50 trillion, decreased by 60.38% compared to

Rp3,50 triliun, turun sebesar 60,38% dibandingkan tahun buku 2020 sebesar Rp8,82 triliun. Penurunan tersebut dikarenakan penarikan kredit modal kerja yang lebih sedikit di tahun 2021.

Penerimaan Dividen Kas

Penerimaan dividen kas adalah penerimaan dividen dari entitas dimana porsi kepemilikan sebagian dimiliki oleh Perusahaan. Pada tahun 2021, penerimaan dividen kas sebesar Rp2,55 miliar, meningkat 90,73% dari tahun 2020 sebesar Rp1,34 miliar. Penerimaan dividen kas sejalan dengan pembagian dividen atas kinerja laba PT PIU di tahun berjalan.

Penerimaan Pinjaman Bank Jangka Panjang

Penerimaan pinjaman jangka panjang adalah penerimaan kas dari pinjaman bank jangka panjang. Perusahaan membukukan penerimaan pinjaman jangka panjang pada akhir tahun buku 2021 sebesar Rp495 miliar, turun sebesar 90,16% dibandingkan tahun buku 2020 yang sebesar Rp5,03 triliun. Penurunan tersebut dikarenakan tidak adanya kebutuhan pinjaman Kredit Investasi untuk kegiatan proyek.

Pembayaran Utang Bank Jangka Pendek

Pembayaran utang bank jangka pendek adalah pelunasan pinjaman jangka pendek kepada bank. Total pembayaran utang bank jangka pendek PUSRI sampai dengan berakhirnya tahun buku 2021 sebesar Rp3,10 triliun, mengalami penurunan sebesar 76,03% dibandingkan dengan tahun buku 2020 yang sebesar Rp12,93 triliun. Penurunan tersebut dikarenakan adanya pelunasan utang KMK Perusahaan.

Pembayaran Pinjaman Jangka Panjang

Pembayaran pinjaman jangka panjang adalah pelunasan pinjaman jangka panjang kepada bank. Perusahaan membukukan pembayaran pinjaman jangka panjang pada tahun buku yang berakhir 31 Desember 2021 sebesar Rp2,77 triliun, meningkat 57,13% dari posisi tahun buku 2020 yang mencapai Rp1,74 triliun. Peningkatan tersebut dikarenakan adanya pelunasan utang jangka panjang Perusahaan.

Rp8.82 trillion in fiscal year 2020. The decrease was due to the withdrawal of fewer working capital loans in 2021.

Receipts of Cash Dividend

Receipts of cash dividend are dividend receipts from entities where the portion of ownership is partially owned by the Company. In 2021, receipts of cash dividend amounted to Rp2.55 billion, increased by 90.73% from Rp1.34 billion in 2020. Receipts of cash dividend is in line with the distribution of dividends on PT PIU's profit performance in the current year.

Receipts of Long-Term Bank Loans

Receipts of long-term bank loans are cash receipts from long-term bank loans. At the end of fiscal year 2021, the company booked receipts of long-term loans of Rp495 billion, decreased by 90.16% compared to Rp5.03 trillion in fiscal year 2020. The decrease was due to the absence of need for Investment Credit loans for project activities.

Repayment of Short-Term Bank Loans

Repayment of short-term bank loans is the repayment of short-term loans to the banks. Total repayment of PUSRI's short-term bank loans until the end of the fiscal year 2021 was Rp3.10 trillion, decreased by 76.03% compared to Rp12.93 trillion in fiscal year 2020. This decrease was due to the repayment of the Company's KMK loans.

Repayment of Long-Term Bank Loans

Repayment of long-term bank loans is the repayment of long-term loans to the banks. The company booked long-term loan repayments for fiscal year ended December 31, 2021, amounting to Rp2.77 trillion, increased by 57.13% from the position for the fiscal year 2020 which reached Rp1.74 trillion. The increase was due to the repayment of the Company's long-term loans.



Pembayaran Sewa Pembiayaan

Pembayaran sewa pembiayaan merupakan pembayaran sewa atas biaya pembiayaan-pembiayaan yang menjadi fasilitas Perusahaan. Pada tahun 2021 pembayaran sewa pembiayaan sebesar Rp9,19 miliar, turun 59,93% dari tahun 2020 sebesar Rp22,94 miliar.

Pembayaran Dividen Kas

Pembayaran dividen kas adalah pembayaran dividen yang dilakukan Perusahaan kepada pemegang saham sesuai keputusan RUPS. Pada tahun buku 2021, tidak ada pembayaran dividen kas kepada pemegang saham. Sementara pada tahun buku 2020, pembayaran dividen kas tercatat Rp151,42 miliar.

Kenaikan/(Penurunan) Kas dan Setara Kas Bersih Hingga berakhirnya 31 Desember 2021, kenaikan bersih kas dan setara kas Bank tercatat Rp423,89 miliar, meningkat 142,50% dari posisi yang sama tahun sebelumnya penurunan sebesar Rp997,41 miliar. Hal tersebut, terutama karena kenaikan penerimaan dari aktivitas operasi Perusahaan.

KEMAMPUAN PERUSAHAAN DALAM MENGHASILKAN KEUNTUNGAN

Kemampuan Perusahaan dalam menghasilkan laba dapat diukur dengan menggunakan rasio profitabilitas yaitu melalui rasio margin laba bruto atau gross profit margin (GPM), margin laba usaha atau operating profit margin (OPM), margin laba bersih atau net profit margin (NPM), tingkat pengembalian aset atau return on asset (ROA), tingkat imbalan kepada pemegang saham atau return on equity (ROE), dan tingkat imbalan investasi atau return on investment (ROI).

Berikut adalah rasio-rasio yang menunjukkan kemampuan PUSRI dalam menghasilkan keuntungan pada tahun 2021.

Payment of Finance Lease

Payment of finance lease is lease payment for the costs of financing of which are the Company's facilities. In 2021, finance lease payments amounted to Rp9.19 billion, decreased by 59.93% from 2020 of Rp22.94 billion.

Payment of Cash Dividends

Payment of cash dividends is payment of dividend conducted by the Company to the shareholders as per the General Meeting of Shareholders (GMS) resolutions. In fiscal year 2021, there was no cash dividend payments to shareholders. Meanwhile, in fiscal year 2020, cash dividend payments were recorded at Rp151.42 billion.

Increase/(Decrease) in Net Cash and Cash Equivalents As of December 31, 2021, the Bank's net increase in cash and cash equivalents was recorded at Rp423.89 billion, increased by 142.50% from the same position in the previous year, decreased by Rp.997.41 billion. This was mainly due to an increase in revenues from the Company's operating activities.

COMPANY ABILITY TO GENERATE PROFIT

The Company's ability to generate profit may be measured by use of profitability ratio, namely through ratio of gross profit margin (GPM), operating profit margin (OPM), net profit margin (NPM), return on asset (ROA), return on equity (ROE) and return on investment (ROI).

Following are ratios that show PUSRI's capability to generate profit for the year 2021.

Tabel Rasio Kemampuan Menghasilkan Keuntungan**Table Ratio of Capability to Generate Profit**

| Uraian | 2021 | 2020 | Kenaikan/Penurunan Increase/Decrease | | 2019 | Description |
|---|-------|-------|---|----------------------------------|-------|--------------------------------------|
| | | | Nominal Amount | Persentase (%) Percentage (%) | | |
| Margin Laba Bruto | 18,05 | 14,43 | 3,62 | 25,12% | 19,43 | Gross Profit Margin |
| Margin Laba Usaha | 13,23 | 9,25 | 3,98 | 42,97% | 15,21 | Operating Profit Margin |
| Margin Laba Bersih | 7,31 | 2,73 | 4,58 | 167,77% | 5,24 | Net Profit Margin |
| Tingkat Pengembalian Aset (ROA) | 3,81 | 1,19 | 2,62 | 220,48% | 1,86 | Return on Assets (ROA) |
| Tingkat Imbalan kepada Pemegang Saham (ROE) | 6,63 | 2,19 | -2,16 | 75% | 3,63 | Rate of Return to Shareholders (ROE) |
| Tingkat Imbalan Investasi (ROI) | 10,58 | 8,09 | 2,49 | 131% | 8,79 | Return on Investment (ROI) |

KEMAMPUAN MEMBAYAR UTANG

Kemampuan membayar utang, antara lain dapat direpresentasikan melalui pendekatan Debt to Equity Ratio (DER). Pada tahun 2021, DER Perusahaan berada pada posisi 62,53% atau masih di bawah 100%. Hal ini mengindikasikan kemampuan membayar utang bagi Perusahaan masih sangat baik, karena kemampuan modal masih kuat untuk memenuhi kewajiban tersebut.

Kolektibilitas Piutang

Tingkat kolektibilitas Perusahaan berdasarkan rasio Receivable Turn Over untuk periode tahun 2021 adalah selama 14,01 kali.

Tabel Perkembangan Kolektibilitas

| Uraian | 2021 | 2020 | Kenaikan/Penurunan Increase/Decrease | | 2019 | Description |
|--------------------------|----------|----------|---|----------------------------------|----------|--------------------------|
| | | | Nominal Amount | Persentase (%) Percentage (%) | | |
| Belum Jatuh Tempo | 31.978 | 461.627 | (429.649) | -93,07% | 180.544 | Not Yet Due |
| 1-3 Bulan | 13.525 | 142.637 | (129.112) | -90,52% | 52.859 | 1-3 Months |
| 3-6 Bulan | 71 | 40.379 | (40.308) | -99,82% | 41.593 | 3-6 Months |
| 6-12 Bulan | 4.299 | 7.812 | (3.513) | -44,97% | 6.817 | 6-12 Months |
| > 1 Tahun | 135.765 | 93.365 | 42.400 | 45,41% | 90.853 | > 1 Year |
| Cadangan Penurunan Nilai | (88.997) | (96.411) | 7.414 | -7,69% | (88.766) | Allowance for Impairment |
| Jumlah | 96.641 | 649.409 | (552.768) | -85,12% | 283.900 | Total |

SOLVENCY

The ability to pay debt, among others, may be represented through Debt to Equity Ratio (DER). In the year 2020, the Company's DER was at the position of 62.53% or remained below 100%. This indicated that the Company's ability to pay debt remained very high, as its capital's ability remained strong to fulfill such obligations.

Receivable Collectibility

The collectibility rate of the Company based on the Receivable Turn Over ratio for the period 2021 is 14.01 times.

Table of Development of Collectibility



STRUKTUR MODAL

Dasar dan Kebijakan Struktur Modal Struktur modal merupakan perimbangan atau perbandingan antara liabilitas dan ekuitas. Liabilitas ada yang bersifat jangka panjang dan jangka pendek, sedangkan ekuitas terdiri dari saham disetor dan laba ditahan.

Perusahaan senantiasa mempertahankan kelangsungan usaha serta memaksimalkan manfaat bagi Pemegang Saham dan pemangku kepentingan lainnya dalam mengelola permodalan. Untuk itu, Perusahaan secara aktif dan rutin menelaah serta mengelola permodalan. Dalam mengelola modal tersebut, Perusahaan mempertimbangkan efisiensi penggunaannya berdasarkan arus kas operasi dan belanja modal, serta mempertimbangkan kebutuhan modal di masa yang akan datang. Kebijakan itu bertujuan untuk memastikan struktur modal yang kuat serta pengembalian optimal bagi Pemegang Saham.

Selain itu, Perusahaan juga berusaha mempertahankan keseimbangan antara tingkat pinjaman dan posisi ekuitas untuk memastikan struktur modal dan pengembalian yang optimal. Pada tahun 2021 tidak ada perubahan pada pendekatan dalam kelompok usaha dalam mengelola permodalannya.

Rincian Struktur Modal

Komposisi struktur modal tahun 2021 yang dimiliki oleh PUSRI adalah 38,47% berasal dari liabilitas dan 61,53% berupa ekuitas atau permodalan sendiri. Komposisi struktur modal yang berasal dari liabilitas mengalami penurunan dibandingkan dengan tahun sebelumnya. Dengan demikian, posisi ekuitas Perusahaan pada tahun 2021 semakin kuat.

Tabel Perkembangan Struktur Modal

| Uraian | 2021 | | 2020 | | Kenaikan/Penurunan Increase/Decrease | | Description |
|---------------------------|-----------------|--|-----------------|--|---|--|------------------|
| | Jumlah Total | Kontribusi (%) Contribution (%) | Jumlah Total | Kontribusi (%) Contribution (%) | Jumlah Total | Kontribusi (%) Contribution (%) | |
| Kewajiban Berbunga | | | | | | | Interest-Bearing |
| Pinjaman Jangka Pendek | 395.000 | 4,29% | - | - | N/A | N/A | Short-term Loans |

CAPITAL STRUCTURE

Fundamentals and Policies of Capital Structure

Capital structure is the balance or comparison between liabilities and equity. There are long-term and short-term liabilities, while equity consists of paid-in shares and retained earnings.

The Company continuously maintain business continuity and maximize benefits for the Shareholders and other stakeholders in managing capital. For this reason, the Company actively and regularly reviews as well as manages capital. In managing this capital, the Company takes into account its efficient use based on operating cash flow and capital expenditure, as well as considering future capital requirements. This policy is intended to ensure strong capital structure and optimal returns for the Shareholders.

In addition, the Company also strives to maintain balance between the level of loans and equity position to ensure optimal capital structure and returns. In the year 2020, there was no change in approach of the business group in managing its capital.

Details of Capital Structure

PUSRI's composition of the capital structure in 2021 was 38.47% from liabilities and 61.53% in the forms of equity or own capital. The capital structure composition deriving from liabilities experienced a decline if compared with the previous year. Thus, the position of the Company's equity in the year 2021 was increasingly stronger.

Table Development of Capital Structure

| Uraian | 2021 | | 2020 | | Kenaikan/Penurunan Increase/Decrease | | Description |
|--|-----------------|--|-----------------|--|---|--|-------------------------------------|
| | Jumlah Total | Kontribusi (%) Contribution (%) | Jumlah Total | Kontribusi (%) Contribution (%) | Jumlah Total | Kontribusi (%) Contribution (%) | |
| Pinjaman Jangka Panjang | 5.225.163 | 56,77% | 7.563.040 | 70,98 | (2.337.877) | -14,21% | Long-term Loans |
| Bagian Lancar atas pinjaman jangka panjang | 831.832 | 9,04% | 772.881 | 7,25 | 58.951 | 1,79% | Current Maturity of Long-Term Loans |
| Kewajiban Tidak Berbunga | 2.752.015 | 29,90% | 2.319.310 | 21,77 | 432.705 | 8,13% | Non-Interest Liabilities |
| Jumlah Kewajiban | 9.204.010 | 38,47% | 10.655.231 | 43,40 | (1.451.221) | -4,93% | Total Liabilities |
| Jumlah Ekuitas | 14.718.746 | 61,53% | 13.898.412 | 56,60 | 820.334 | 4,93% | Total Equity |
| Jumlah Kewajiban dan Ekuitas | 23.922.756 | 100,00% | 24.553.643 | 100,00 | (630.887) | 0,00% | Total Liabilities and Equity |

INFORMASI DAN FAKTA MATERIAL YANG TERJADI SETELAH TANGGAL AKUNTAN

Pada tahun 2022, PUSRI melakukan pembayaran atas pinjaman bank BCA sebesar Rp100 miliar.

Dampak Terhadap Kinerja dan Risiko Usaha di Masa Mendatang

Dengan adanya pembayaran atas pinjaman tersebut tidak memberikan dampak buruk bagi keberlangsungan usaha dan kondisi keuangan PUSRI ke depannya.

INFORMASI KEUANGAN YANG MENGANDUNG KEJADIAN YANG BERSIFAT LUAR BIASA DAN JARANG TERJADI

Pandemi COVID 19

Sejak awal tahun 2020, pandemi COVID-19 telah menyebar ke berbagai negara termasuk Indonesia dan juga berimbas pada bisnis dan kegiatan operasional Perusahaan di beberapa aspek hingga tahun 2021. Perusahaan telah menilai dampak potensial COVID-19 terhadap kegiatan bisnis dan

MATERIAL INFORMATION AFTER THE ACCOUNTANT DATE

In 2022, PUSRI made payments on BCA bank loans of Rp100 billion.

Impact on Future Business Performance and Risk

The payment of this loan will not have an adverse impact on PUSRI's future business continuity and financial condition.

EXTRAORDINARY AND RARE FINANCIAL INFORMATION CONTAINING EXTRAORDINARY AND RARE EVENTS

COVID-19 pandemic

Since early 2020, the COVID-19 pandemic has spread to various countries including Indonesia and has also affected the Company's business and operational activities in several aspects until 2021. The Company has assessed the potential impact of COVID-19 on its business activities and operations. Based on this, the



operasionalnya. Berdasarkan hal ini, Perusahaan tidak melihat adanya ketidakpastian yang dapat berdampak buruk secara signifikan dalam mempertahankan kelangsungan usahanya dan akan secara berkelanjutan memantau perkembangan pandemi COVID-19 dan mengevaluasi dampaknya.

Undang-undang Cipta Kerja

Undang-undang Cipta Kerja ("RUU Cipta Kerja") atau yang biasa dikenal dengan "Undang-Undang Omnibus", telah disahkan Presiden pada 2 November 2020. Undang-Undang ini berfokus pada peningkatan kemudahan proses usaha di Indonesia diantaranya menyederhanakan proses perizinan, menyederhanakan proses pengadaan tanah, memformalkan zona ekonomi, memberikan lebih banyak insentif untuk zona perdagangan bebas dan mengubah undang-undang ketenagakerjaan.

Perusahaan telah mengikuti pembaruan yang ada pada Undang-undang No. 11 Tahun 2020 Tentang Cipta Kerja Klaster Perpajakan sesuai PMK No. 18/PMK.03/2021 sesuai dengan kondisi transaksi internal terutama dalam menentukan perhitungan kewajiban imbalan kerja karyawan.

PENINGKATAN/PENURUNAN YANG MATERIAL DARI PENDAPATAN BERSIH

Perusahaan mencatat peningkatan perolehan pendapatan pada tahun 2021 dengan pencapaian peningkatan 16,44% dibandingkan tahun 2020 atau sebesar Rp1,76 triliun. Kondisi tersebut didukung oleh meningkatnya pendapatan penjualan pupuk subsidi Berdasarkan asesmen Perusahaan terhadap proyeksi pendapatan di tahun-tahun mendatang, tidak ada faktor material yang berpotensi signifikan menghambat pertumbuhan pendapatan Perusahaan di tahun-tahun mendatang.

Company does not see any uncertainty that could have a significant negative impact on maintaining its business continuity and will continuously monitor the development of the COVID-19 pandemic and evaluate its impact.

Employment Copyright Act

The Job Creation Law ("UU Cipta Kerja") or commonly known as the "Omnibus Law", was ratified by the President on November 2, 2020. This law focuses on improving the ease of business processes in Indonesia, including simplifying the licensing process, simplifying land acquisition processes, formalizing economic zones, providing more incentives for free trade zones and changing labor laws.

The company has followed the existing updates on Law no. 11 of 2020 concerning Tax Cluster Job Creation in accordance with PMK No. 18/PMK.03/2021 in accordance with the conditions of internal transactions, especially in determining the calculation of employee benefits obligations.

MATERIAL INCREASE/ DECREASE OF NET INCOME

The company recorded an increase in revenue in 2021 with an increase of 16.44% compared to 2020 or Rp. 1.76 trillion. This condition was supported by the increase in sales of subsidized fertilizers. Based on the Company's assessment of projected revenues in the coming years, there are no material factors that have the potential to significantly hamper the Company's revenue growth in the coming years.

KOMPONEN SUBSTANSIAL ATAS PENDAPATAN DAN BEBAN LAIN-LAIN

Pendapatan dan beban lain-lain terdiri atas pendapatan denda dan klaim, rugi/laba penjualan asset tetap, selisih kurs, pendapatan keuangan, biaya keuangan, dan bagian atas rugi bersih entitas asosiasi. Komponen substansial atas pendapatan lain-lain yaitu pendapatan keuangan dan pendapatan denda dan klaim.

Pendapatan keuangan tercatat sebesar Rp23,19 miliar, turun 62,68% atau Rp38,94 miliar dari periode sebelumnya sebesar Rp62,13 miliar. Pendapatan denda dan klaim tercatat sebesar Rp16,38 miliar, menurun 41,42% atau sebesar Rp11,58 miliar dari tahun 2020 sebesar Rp27,96 miliar. Sementara itu, biaya keuangan juga mencatatkan penurunan sebesar 31,54% atau Rp238,38 miliar dari Rp755,69 miliar menjadi Rp517,32 miliar seiring dengan penurunan pinjaman.

IKATAN YANG MATERIAL UNTUK INVESTASI BARANG MODAL

Berikut disampaikan ikatan yang material yang dilakukan Perusahaan untuk investasi barang modal yang bukan merupakan permodalan.

Perikatan Material untuk Pengadaan Gas Bumi #01

| Pihak 1 1st Party | PUSRI | PUSRI |
|---|--|---|
| Pihak 2 2nd Party | PT Pertamina EP ("PEP") | PT Pertamina EP ("PEP") |
| Investasi dan Tujuan Ikatan: Purpose of Investment and Commitment: | Pada tahun 2018, Perusahaan melakukan perpanjangan perjanjian jual beli gas bumi dengan PEP. Berdasarkan perjanjian tersebut, PEP berkewajiban menyuplai gas alam yang digunakan untuk semua pabrik Perusahaan mulai tahun 2018 sampai dengan tahun 2023. Harga jual kontrak disesuaikan dengan ketetapan Pemerintah melalui Keputusan Menteri ESDM. | In 2018, the Company extended the natural gas sale and purchase agreement with PEP. Based on the agreement, PEP is required to supply natural gas used for all of the Company's plants from 2018 to 2023. The selling price of the contract is adjusted to the Government's stipulation through the Decree of the Minister of Energy and Mineral Resources. |

SUBSTANTIAL COMPONENTS OF OTHER INCOME AND EXPENSES

Other income and expenses consist of income from penalties and claims, loss/gain on sale of property, plant and equipment, foreign exchange differences, finance income, finance costs, and share of the net loss of associates. Substantial components of other income are financial income and income from penalties and claims.

Financial income was recorded at Rp23.19 billion, down 62.68% or Rp38.94 billion from the previous period of Rp62.13 billion. Fines and claims income was recorded at Rp16.38 billion, a decrease of 41.42% or Rp11.58 billion from Rp27.96 billion in 2020. Meanwhile, finance costs also recorded a decrease of 31.54% or Rp.238.38 billion from Rp755.69 billion to Rp517.32 billion in line with the decrease in loans.

MATERIAL BOND FOR CAPITAL GOODS INVESTMENT

Material commitment done by the Company for capital expenditure that is not classified as equity.

Material commitment for Natural Gas Procurement #01



| | | |
|---|---|--|
| Sumber Dana Sources of Funds | Modal sendiri (100% internal) | Internal Equity (100%) Internal |
| Mata Uang Currency | Dolar Amerika Serikat | United States Dollar |
| Proteksi Risiko Mata Uang Asing Foreign Currency Risk Protection/Hedging | Pencadangan dana dan monitoring isu-isu global. | Funds reserve and global issues monitoring |

Perikatan Material untuk Pengadaan Gas Bumi #02

Material commitment for Natural Gas Procurement #02

| Pihak 1 1st Party | PUSRI | PUSRI |
|---|--|---|
| Pihak 2 2nd Party | PT Tropik Energi Pandan ("TEP") | PT Tropik Energi Pandan ("TEP") |
| Investasi dan Tujuan Ikatan: Purpose of Investment and Commitment: | Pada tahun 2018, Perusahaan melakukan penandatanganan perjanjian jual beli gas dengan TEP. Berdasarkan perjanjian tersebut, TEP berkewajiban menyuplai gas alam yang digunakan untuk semua pabrik Perusahaan mulai tahun 2019 sampai dengan tahun 2027. Harga jual kontrak disesuaikan dengan ketetapan Pemerintah melalui Keputusan Menteri ESDM. | In 2018, the Company extended the natural gas sale and purchase agreement with PEP. Based on the agreement, PEP is required to supply natural gas used for all of the Company's plants from 2018 to 2023. The selling price of the contract is adjusted to the Government's stipulation through the Decree of the Minister of Energy and Mineral Resources. |
| Sumber Dana Sources of Funds | Modal sendiri (100% internal) | Internal Equity (100%) Internal |
| Mata Uang Currency | Dolar Amerika Serikat | United States Dollar |
| Proteksi Risiko Mata Uang Asing Foreign Currency Risk Protection/Hedging | Pencadangan dana dan monitoring isu-isu global. | Funds reserve and global issues monitoring |

Perikatan Material untuk Pengadaan Gas Bumi #03

Material commitment for Natural Gas Procurement #03

| Pihak 1 1st Party | PUSRI | PUSRI |
|---|---|--|
| Pihak 2 2nd Party | Conoco Phillips (Grissik) Ltd. ("CPGL") | Conoco Phillips (Grissik) Ltd. ("CPGL") |
| Investasi dan Tujuan Ikatan: Purpose of Investment and Commitment: | Pada tahun 2016, Perusahaan melakukan penandatanganan perjanjian jual beli gas bumi dengan CPGL. Berdasarkan perjanjian tersebut, CPGL berkewajiban menyuplai gas alam yang digunakan untuk semua pabrik Perusahaan mulai tahun 2018 sampai dengan tahun 2023. Harga jual kontrak disesuaikan dengan ketetapan Pemerintah melalui Keputusan Menteri ESDM. | In 2016, the Company signed a natural gas sale and purchase agreement with CPGL. Based on the agreement, CPGL is obliged to supply natural gas used for all of the Company's plants from 2018 to 2023. The selling price of the contract is adjusted to the Government's stipulation through the Decree of the Minister of Energy and Mineral Resources. |
| Sumber Dana Sources of Funds | Modal sendiri (100% internal) | Internal Equity (100%) Internal |
| Mata Uang Currency | Dolar Amerika Serikat | United States Dollar |
| Proteksi Risiko Mata Uang Asing Foreign Currency Risk Protection/Hedging | Pencadangan dana dan monitoring isu-isu global. | Funds reserve and global issues monitoring |

Perikatan Material untuk Pengadaan Gas Bumi #04

Material commitment for Natural Gas Procurement #04

| Pihak 1 1st Party | PUSRI | PUSRI |
|---|---|---|
| Pihak 2 2nd Party | PT Medco E&P Indonesia ("Medco") | PT Medco E&P Indonesia ("Medco") |
| Investasi dan Tujuan Ikatan: Purpose of Investment and Commitment: | Pada tahun 2021, Perusahaan melakukan penandatanganan perjanjian jual beli gas bumi dengan Medco. Berdasarkan perjanjian tersebut, Medco berkewajiban menyuplai gas alam yang digunakan untuk semua pabrik Perusahaan mulai tahun 2021 sampai dengan tahun 2033. Harga jual kontrak disesuaikan dengan ketetapan Pemerintah melalui Keputusan Menteri ESDM. | In 2021, the Company signed a natural gas sale and purchase agreement with Medco. Based on the agreement, Medco is obliged to supply natural gas used for all of the Company's plants from 2021 to 2033. The selling price of the contract is adjusted to the Government's decision through the Decree of the Minister of Energy and Mineral Resources. |
| Sumber Dana Sources of Funds | Modal sendiri (100% internal) | Internal Equity (100%) Internal |
| Mata Uang Currency | Dolar Amerika Serikat | United States Dollar |
| Proteksi Risiko Mata Uang Asing Foreign Currency Risk Protection/Hedging | Pencadangan dana dan monitoring isu-isu global. | Funds reserve and global issues monitoring |

REALISASI INVESTASI BARANG MODAL

Sepanjang tahun 2021, Perusahaan melakukan pembelanjaan barang modal untuk investasi rutin sebesar Rp75,68 miliar dan investasi pengembangan sebesar Rp12,57 miliar, termasuk di antaranya digunakan untuk bangunan dan prasarana, peralatan pabrik, hingga suku cadang penyangga. Realisasi total investasi tersebut lebih rendah sebesar 18,62% dari tahun sebelumnya yang sebesar Rp108,50 miliar.

REALIZATION OF CAPITAL INVESTMENT

Throughout 2021, the Company made capital expenditures for routine investments of Rp75.68 billion and development investments of Rp12.57 billion, including those used for buildings and infrastructure, factory equipment, and supporting spare parts. The realization of the total investment was 18.62% lower than the previous year which was Rp108.50 billion.

Tabel Realisasi Investasi Barang Modal

Table of Capital Goods Investment Realization

| Jenis Investasi | Nilai Investasi Investment Value | Type of Investment |
|---------------------------|-------------------------------------|---------------------------|
| Investasi Rutin | 75.682 | Routine Investment |
| Investasi Pengembangan | 12.571 | Investment Development |
| Investasi Penyertaan | 0 | Participation Investment |
| Total Realisasi Investasi | 88.253 | Total Realized Investment |



DAMPAK NILAI MATA UANG ASING BAGI KINERJA PERUSAHAAN

PUSRI telah dan memperkirakan perubahan nilai tukaran akan terus memberikan pengaruh terhadap usaha dan arus kas Perusahaan. Pembelian bahan baku berupa gas alam diproyeksikan akan terus didenominasi dengan mata uang dolar Amerika Serikat.

Perusahaan mempunyai kebijakan untuk melakukan lindung nilai dalam bentuk Prosedur Operasional Baku (POB) transaksi lindung nilai melalui transaksi derivatif meliputi transaksi spot, forward, option, dan swap. Transaksi lindung nilai dilaksanakan dengan maksud untuk memitigasi risiko ketidakpastian pergerakan nilai tukar, melindungi aset/kewajiban Perusahaan serta tidak diperuntukkan untuk kegiatan spekulasi atau mencari keuntungan dari pergerakan nilai tukar.

DAMPAK PERUBAHAN HARGA TERHADAP PENJUALAN DAN LABA OPERASI

Penjualan

Nilai penjualan pada tahun 2021 tercatat senilai Rp12,48 triliun atau 16,44% lebih tinggi dibandingkan tahun 2020 yang sebesar Rp10,72 triliun. Kenaikan tersebut dipengaruhi oleh dampak harga urea dan amonia yang meningkat. Kondisi ini memberikan dampak positif bagi Perusahaan dengan terjualnya produk komersil tahun 2021 yang lebih tinggi dibandingkan tahun 2020.

Laba Operasi

Harga urea dan amonia yang meningkat berdampak pada peningkatan laba operasi. Laba operasi tahun 2021 terealisasi sebesar Rp1,65 triliun atau 66,54% lebih tinggi dibandingkan tahun 2020 sebesar Rp991,12 miliar dikarenakan kenaikan pendapatantahun 2021.

IMPACT OF FOREIGN CURRENCY EXCHANGE RATE ON COMPANY PERFORMANCE

PUSRI has and estimates that changes in exchange rates will continue to have an impact on the Company's business and cash flows. Purchases of raw materials in the form of natural gas are projected to continue to be denominated in US dollars.

The Company has the policy to conduct hedging in the form of Standard Operational Procedures (POB) of hedging transactions through such derivative transactions as spot, forward, option and swap. Hedging transactions are carried out with the purpose to mitigate risks of uncertain exchange rate movements, protecting the Company's assets/liabilities and not intended for speculative activities or seeking profit from exchange rate movements.

IMPACT OF PRICE CHANGE ON SALES AND OPERATING PROFIT

Sales

Sales value in 2021 was recorded at Rp12.48 trillion or 16.44% higher compared to Rp10.72 trillion in 2020. The increase was influenced by the impact of rising urea and ammonia prices. This condition has a positive impact on the Company with the sale of commercial products in 2021 which is higher than in 2020.

Operating Profit

The increase in urea and ammonia prices resulted in an increase in operating profit. Operating profit in 2021 was recorded at Rp1.65 trillion or 66.54% higher than Rp991.12 billion in 2020 due to an increase in revenue in 2021.

PERBANDINGAN ANTARA TARGET DAN REALISASI SERTA PROYEKSI 1 (SATU) TAHUN MENDATANG

COMPARISON BETWEEN TARGET AND REALIZATION AS WELL AS PROJECTION FOR 1 (ONE) YEAR AHEAD

Tabel Perbandingan Target dan Realisasi

Table of Target and Realization Comparison

| Uraian | Realisasi 2021 2021 Realization | Target 2021 2021 Target | Pencapaian (%) Achievement (%) | Description |
|----------------------------|------------------------------------|----------------------------|-----------------------------------|-----------------------------------|
| Tonase Produksi Pupuk | 2.349.712 | 2.545.000 | 92,33% | Fertilizer Production Tonnage |
| Tonase Produksi Non Pupuk | 1.372.139 | 1.392.600 | 98,53% | Non Fertilizer Production Tonnage |
| Tonase Penjualan Pupuk | 2.342.005 | 2.406.623 | 97,31% | Fertilizer Sales Tonnage |
| Tonase Penjualan Non Pupuk | 131.839 | 45.600 | 289,12% | Non Fertilizer Sales Tonnage |
| Nilai Penjualan Pupuk | 11.392.306 | 11.535.064 | 98,76% | Fertilizer Sales Value |
| Nilai Penjualan Non Pupuk | 989.363 | 180.737 | 547,40% | Non Fertilizer Sales Value |
| Pendapatan | 12.480.575 | 11.876.717 | 105,08% | Revenue |
| Laba Tahun Berjalan | 912.332 | 525.160 | 173,72% | Profit for the Year |
| Aset | 23.922.756 | 25.122.920 | 95,22% | Asset |
| Liabilitas | 9.204.010 | 9.706.787 | 94,82% | Liabilities |
| Ekuitas | 14.718.746 | 15.416.133 | 95,48% | Equity |

Operasi dan Produksi

Pencapaian operasi dan produksi PUSRI sepanjang tahun 2021 melebihi dari target yang telah ditentukan meskipun tahun 2021 merupakan tahun yang penuh dengan tantangan. Pencapaian produksi pupuk pada tahun 2021 terealisasi di bawah target yaitu sebesar 2.349.712 ton atau 92,33% dari target sebesar 2.545.000 ton. Pencapaian produksi non pupuk sebesar 1.372.139 ton atau 98,53% dari target sebesar 1.392.600 ton.

Pemasaran

Pada tahun 2021, PUSRI menyalurkan pupuk sebanyak 2.342.005 ton atau 97,31% dari target RKAP. Adapun penyebab tidak tercapainya penjualan produk pupuk karena adanya tambahan alokasi rayon baru namun belum terealisasi secara penuh dikarenakan menghabiskan stok dari produsen lama.

Operations and Production

The achievement of PUSRI's operations and production throughout 2021 exceeded the predetermined target even though 2021 was a challenging year. The achievement of fertilizer production in 2021 was realized 2,349,712 tons or 92.33% below of 2,545,000 tons target. The achievement of non-fertilizer production was 1,372,139 tons or 98.53% of 1,392,600 tons target.

Marketing

In 2021, PUSRI distributed 2,342,005 tons of fertilizer or 97.31% of the RKAP target. The cause of the failure to achieve sales of fertilizer products was due to the additional allocation of new rayon, however, the realization was below the plan due to depletion of stock from old producers.



Sementara itu, jumlah tonase penjualan produk non pupuk pada tahun 2021 terealisasi sebesar 131.839 ton, melebihi target RKAP yaitu 45.600 ton atau tercapai 289,12%.

Laba (Rugi) Konsolidasian

Pencapaian laba tahun berjalan 2021 sebesar Rp912,33 miliar atau 177,47% dari target sebesar Rp525,16 miliar. Pencapaian ini terutama disebabkan oleh pencapaian target penjualan dan tingginya harga jual serta optimalisasi Cost Reduction Program (CRP).

Posisi Keuangan Konsolidasian

Aset PUSRI tahun 2021 sebesar Rp23,92 triliun, atau 95,22% dari target yang telah ditetapkan yakni Rp25,12 triliun. Kemudian, liabilitas PUSRI hingga berakhirnya tahun buku 2021 sebesar Rp9,20 triliun atau 94,82% dari target yang telah ditetapkan yakni Rp9,71 triliun. Pencapaian ekuitas pada tahun 2021 juga di bawah target yakni sebesar 95,48% dari target atau Rp14,72 triliun dari target sebesar Rp15,42 triliun.

Proyeksi Tahun Buku 2022

Proyeksi yang ditetapkan oleh Perusahaan telah memperhitungkan kondisi yang akan datang serta realisasi pada masa sebelumnya. Rinciannya disampaikan dalam tabel di bawah ini.

Tabel Proyeksi, Realisasi, dan Perubahan

| Uraian | Proyeksi 2022 2022 Projection | Realisasi 2021 2021 Realization | Perubahan (%) Changes (%) | Description |
|---|----------------------------------|------------------------------------|------------------------------|--|
| Volume Produksi dan Rasio Gas Bumi | | | | |
| Jumlah Tonase Produksi Urea (ton) | 2.195.000 | 2.065.626 | 106% | Urea Production Tonnage (ton) |
| Jumlah Tonase Produksi NPK (ton) | 290.000 | 284.086 | 102% | NPK Production Tonnage (ton) |
| Jumlah Tonase Produksi Pupuk (ton) | 2.485.000 | 2.349.712 | 106% | Fertilizer Production Tonnage (ton) |
| Jumlah Tonase Produksi Amoniak (ton) | 1.395.000 | 1.372.139 | 102% | Ammonia Production Tonnage (ton) |
| Rasio Gas Bumi Urea (MMBTU/ton) | 28,96 | 29,28 | 99% | Urea Natural Gas (MMBTU/ton) |
| Rasio Gas Bumi Amoniak (MMBTU/ton) | 36,29 | 36,36 | 100% | Ammonia Natural Gas (MMBTU/ton) |
| Pemasaran | | | | |
| Jumlah Tonase Penjualan Pupuk Bersubsidi (ton) | 1.956.587 | 1.507.197 | 130% | Sales of Subsidized Fertilizer Tonnage (ton) |
| Jumlah Tonase Penjualan Pupuk Non Subsidi (ton) | 347.857 | 834.809 | 42% | Sales of Non-Subsidized Fertilizer Tonnage (ton) |

Meanwhile, the total sales tonnage of non-fertilizer products in 2021 was realized at 131,839 tons, exceeding the RKAP target of 45,600 tons or achieved 289.12%.

Consolidated Profit (Loss)

The achievement of profit for the year 2021 was at Rp912.33 billion or 177.47% of Rp525.16 billion target. This achievement was mainly due to the achievement of sales targets and high selling prices as well as optimization of the Cost Reduction Program (CRP).

Consolidated Financial Position

PUSRI's assets in 2021 was at Rp23.92 trillion, or 95.22% of Rp25.12 trillion set target. Then, PUSRI's liability until the end of fiscal year 2021 is Rp9.20 trillion or 94.82% of Rp9.71 trillion set target. The achievement of equity in 2021 is also below the target, which was at Rp14.72 trillion or 95.48% of Rp15.42 trillion target.

Fiscal Year 2022 Projection

The projections set by the Company have considering future conditions as well as past realizations. The details are presented in the table below.

Table Projection, Realization, and Changes

| Uraian | Proyeksi 2022 2022 Projection | Realisasi 2021 2021 Realization | Perubahan (%) Changes (%) | Description |
|---|----------------------------------|------------------------------------|------------------------------|---|
| Jumlah Tonase Penjualan Amoniak (ton) | 68.601 | 131.839 | 52% | Sales of Ammonia Tonnage (ton) |
| Jumlah Tonase Penjualan (ton) | 2.373.045 | 2.473.844 | 96% | Total Sales Tonnage (ton) |
| Sumber Daya Manusia | | | | Human Resources |
| Jumlah Karyawan | 1.830 | 1.850 | 99% | Total Employees |
| Biaya Pelatihan dan Pendidikan | 27.951 | 10.603 | 264% | Cost of Training and Education |
| Laba (Rugi) dan Penghasilan Komprehensif Lain Konsolidasian | | | | Consolidated Profit (Loss) and Other Comprehensive Income |
| Pendapatan | 12.432.180 | 12.480.575 | 202% | Revenue |
| Beban Pokok Pendapatan | -10.489.968 | -10.227.254 | 103% | Cost of Revenue |
| Laba Bruto | 1.942.211 | 2.253.321 | 86% | Gross Profit |
| Beban Penjualan | -320.904 | -315.126 | 102% | Selling Expenses |
| Beban Umum dan Administrasi | -303.033 | -344.339 | 112% | General and Administrative Expenses |
| Pendapatan /(Beban) Lainnya, Neto | -3.071 | 56.721 | -5% | Other Income/(Expenses), Net |
| Laba Usaha | 1.315.204 | 1.650.577 | 80% | Operating Profit |
| Pendapatan Bunga | 32.898 | 23.190 | 142% | Interest Income |
| Beban Bunga | -480.477 | -517.315 | 57% | Interest Expense |
| Bagian Laba dari Entitas Asosiasi | 8.600 | -6.892 | -125% | Net Earning from Associated Entities |
| Laba Sebelum Pajak | 876.225 | 1.149.560 | 76% | Profit before Tax |
| Beban Pajak | -175.200 | -237.228 | 74% | Tax Expenses |
| Laba Tahun Berjalan | 701.026 | 912.332 | 77% | Profit for the Year |
| Penghasilan Komprehensif Lain Tahun Berjalan | 0 | -91.998 | 0% | Other Comprehensive Income for the Year |
| Jumlah Penghasilan Komprehensif Tahun Berjalan | 701.026 | 820.334 | 125% | Total Comprehensive Income for the Year |
| Laba Tahun Berjalan yang Dapat Diatribusikan kepada: | | | | Profit for the Year Attributable to: |
| • Pemilik Entitas Induk | 700.188 | 912.664 | 77% | • Owneres of the Parent Entity |
| • Kepentingan Non Pengendali | 838 | -332 | -252% | • Non-Controlling Interests |
| Jumlah Penghasilan Komprehensif Periode Berjalan yang Dapat Diatribusikan kepada: | | | | Total Comprehensive Income for the Year attributable to: |
| • Pemilik Entitas Induk | 700.188 | 820.666 | 85% | • Owneres of the Parent Entity |
| • Kepentingan Non Pengendali | 838 | -332 | -252% | • Non-Controlling Interests |
| Posisi Keuangan Konsolidasian | | | | Consolidated Financial Position |
| Aset | | | | Asset |
| Jumlah Aset Lancar | 5.502.446 | 4.399.555 | 125% | Total Current Assets |
| Jumlah Aset Tidak Lancar | 19.975.568 | 19.523.201 | 102% | Total Non-Current Assets |
| Jumlah Aset | 25.478.014 | 23.922.756 | 107% | Total Assets |
| Liabilitas | | | | Liabilities |
| Jumlah Liabilitas Jangka Pendek | 3.013.711 | 2.862.031 | 57% | Total Short-term Liabilities |
| Jumlah Liabilitas Jangka Panjang | 6.934.088 | 6.341.979 | 88% | Total Long-term Liabilities |
| Jumlah Liabilitas | 9.947.800 | 9.204.010 | 108% | Total Liabilities |



| Uraian | Proyeksi 2022 2022 Projection | Realisasi 2021 2021 Realization | Perubahan (%) Changes (%) | Description |
|-------------------------------|----------------------------------|------------------------------------|------------------------------|------------------------------|
| Ekuitas | | | | Equity |
| Jumlah Ekuitas | 15.530.214 | 14.718.746 | 106% | Total Equity |
| Jumlah Liabilitas dan Ekuitas | 25.478.014 | 23.922.756 | 107% | Total Liabilities and Equity |

PROSPEK USAHA

Pada tahun 2022, kinerja perekonomian global diperkirakan akan mengalami pemulihan seiring mulai meredanya pandemic COVID-19. Kondisi ini juga terjadi di dalam negeri. Kebijakan pemerintah yang tampak untuk memulihkan ekonomi, antara lain tetap mendorong pembangunan infrastruktur dan kemudahan iklim berinvestasi. Melalui strategi itu, diharapkan dapat mendorong percepatan laju pertumbuhan ekonomi yang lebih tinggi dari tahun 2021.

Konsumsi domestik diharapkan dapat menjadi motor penggerak pertumbuhan ekonomi nasional pada tahun 2022. Selain penguatan di sektor domestik, penguatan sisi eksternal (ekspor) juga diupayakan melalui perdagangan bilateral seperti dengan Timur Tengah, Asia Tenggara, Asia Tengah, dan negara lainnya. Sementara itu, kegiatan impor diarahkan pada pemenuhan kebutuhan domestik sesuai dengan prioritas nasional.

Sedangkan untuk industri pupuk, Argus Urea Analytic Report yang dikeluarkan bulan Juni 2020 memperkirakan akan terjadi peningkatan kapasitas baru pabrik urea sekitar 4 juta ton/tahun secara pro rata (di luar Cina) pada tahun 2021. Tren penambahan tersebut tetap terjadi sampai tahun 2024.

BUSINESS OUTLOOK

In 2022, global economic performance is expected to recover as COVID-19 pandemic begins to subside. This condition also occurs domestically. Government policies that appear to restore the economy, among others, continue to encourage infrastructure development and facilitate the investment climate. Through this strategy, it is hoped that it will accelerate the pace of economic growth which is higher than in 2021.

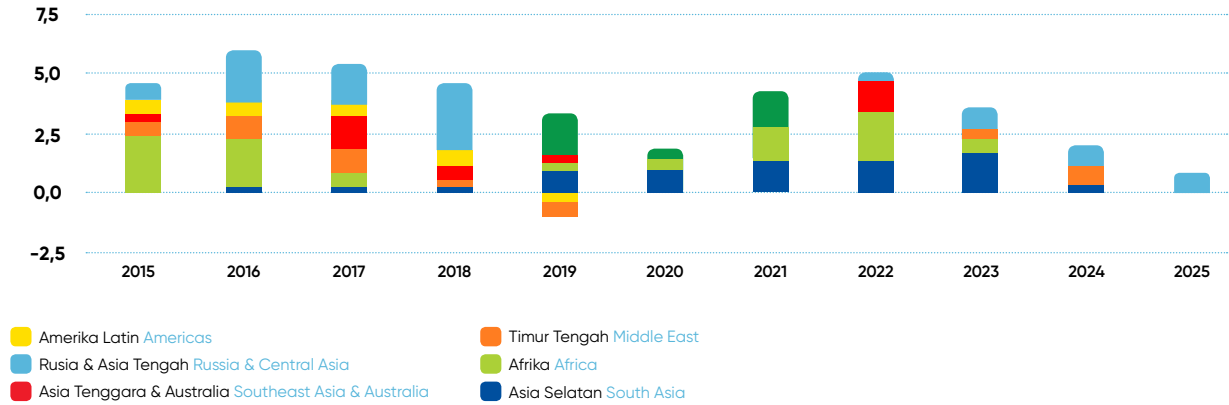
Domestic consumption is expected to become driving force for national economic growth in 2022. Apart from domestic sector strengthening, external side (exports) strengthening is also pursued through bilateral trade, such as with the Middle East, Southeast Asia, Central Asia, and other countries. Meanwhile, import activities are directed at meeting domestic needs according to national priorities.

As for fertilizer industry, Argus Urea Analytic Report issued in June 2020 estimates that there will be an increase in the new capacity of urea plants by around 4 million tons/year on a pro rata basis (outside China) in 2021. The trend of additions will continue until 2024.

Tren Kapasitas Pabrik Urea di Dunia – Pro Rata

Trends in World's Urea Plant Capacity – Pro Rate

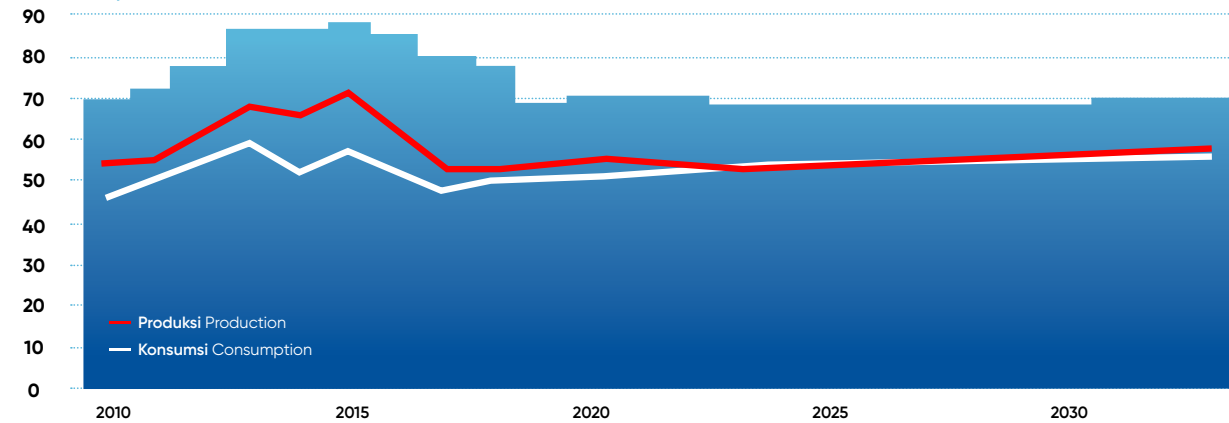
Juta ton per tahun
million tons/year



Tren Kapasitas Pabrik Urea di Cina Tahun 2010-2033

Trends in China's Urea Plant Capacity 2010 – 2033

Juta ton per tahun
million tons/year



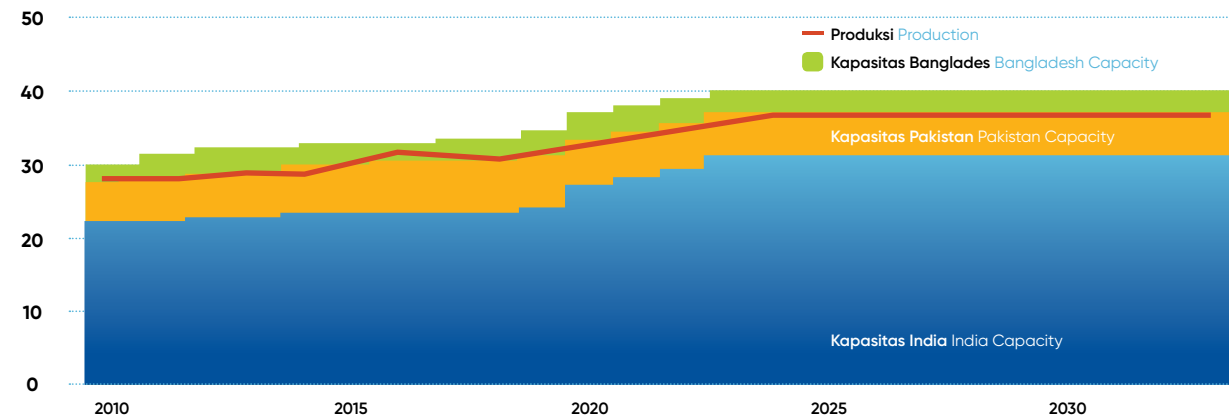
Berdasarkan grafik di atas, dapat dilihat bahwa Cina tidak akan mengalami kenaikan kapasitas pabrik Urea (maupun konsumsi urea) secara signifikan untuk 14 tahun ke depan. Hal ini juga hampir serupa dengan kondisi di Asia Selatan (Pakistan, Bangladesh, dan India). Kendati demikian, di kawasan tersebut diperkirakan akan terjadi peningkatan konsumsi urea, sehingga harus dipenuhi dari kegiatan impor.

Based on the above graphics, it is visible that China will not experience significant increase in urea plant capacity (as well as urea consumption) for 14 years ahead. This is also similar to the conditions in South Asia (Pakistan, Bangladesh and India). Nevertheless, these regions will experience increase in urea consumption that must be fulfilled through import.

Tren Kapasitas Pabrik Urea di Asia Selatan Tahun 2010- 2033

Trends in South Asia's Urea Plant Capacity 2010 – 2033

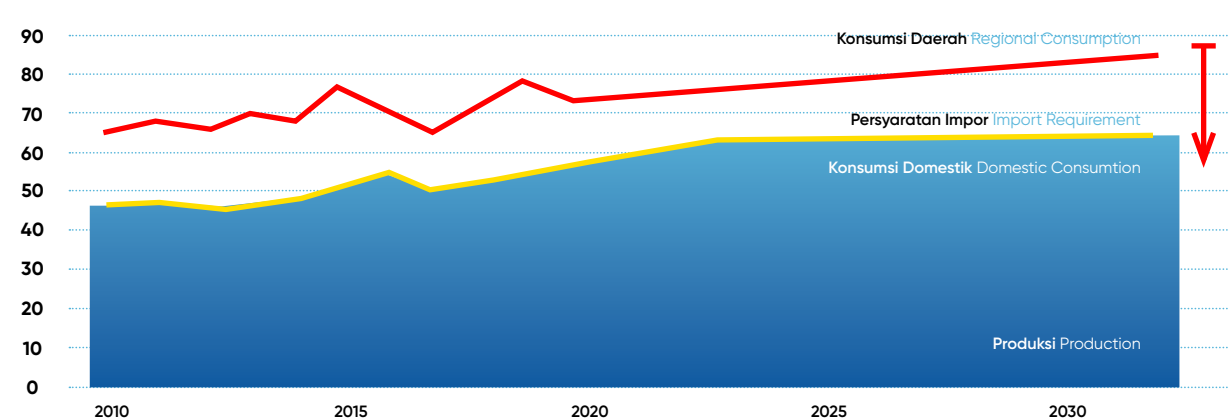
Juta ton per tahun
million tons/year



Tren Konsumsi Pupuk Urea di Asia Selatan Tahun 2010- 2033

Trends in South Asia's Urea Fertilizer Consumption 2010 – 2033

Juta ton per tahun
million tons/year

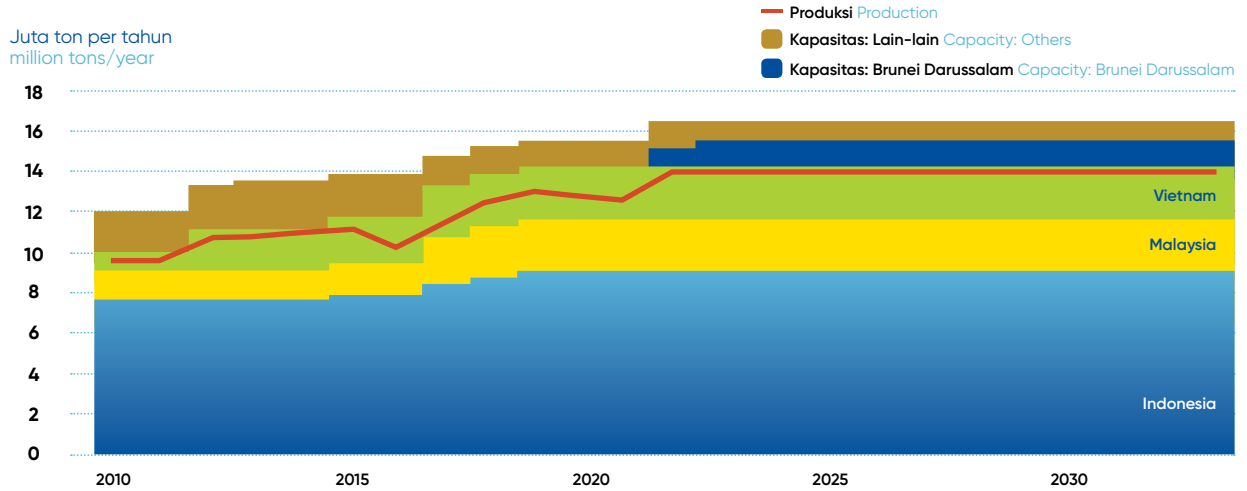


Sementara untuk wilayah Asia Tenggara, diperkirakan tidak terjadi peningkatan kapasitas pabrik urea dari tahun 2021 hingga 2033. Jumlah konsumsi urea di wilayah tersebut masih relatif cukup tinggi jika dibandingkan kapasitas produksinya. Dengan demikian, pemenuhan kekurangan dari tingkat permintaan urea tersebut harus dipenuhi dari impor.

Meanwhile in Southeast Asia, the increase in urea plant capacity is projected will not occur between the years 2021 until 2033. Total urea consumption in this region remains relatively quite high if compared to its production. However, fulfillment of deficiency in the demand for urea must be fulfilled by import.

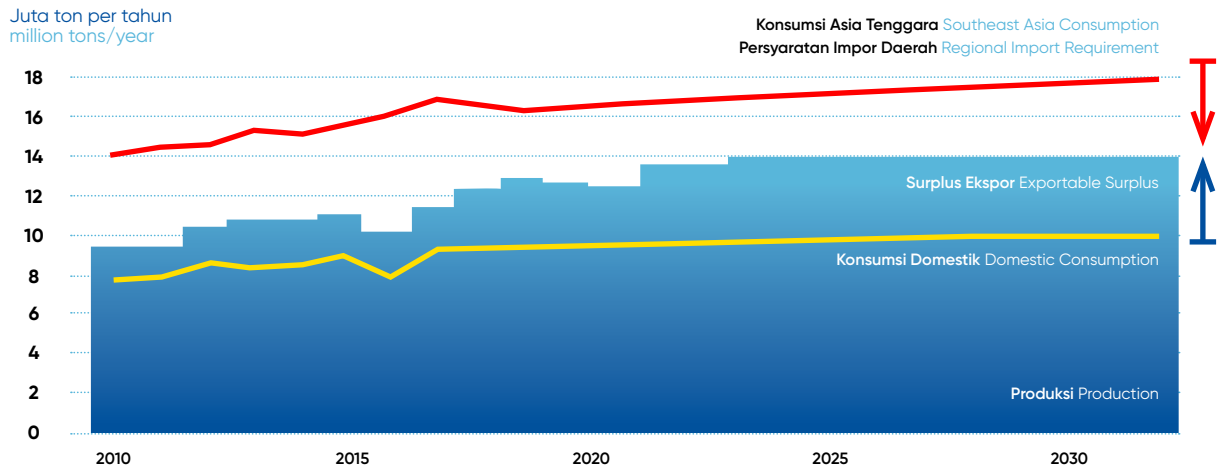
Tren Kapasitas Pabrik Urea di Asia Tenggara Tahun 2010- 2033

Trends in Urea Plant Capacity in Southeast Asia 2010 – 2033



Tren Konsumsi Pupuk Urea di Asia Tenggara Tahun 2010- 2033

Trends in Southeast Asia's Urea Fertilier Consumption 2010 – 2033



Tren Suplai Pupuk Urea di Asia Tenggara Hingga 2025

Trends in Southeast Asia's Urea Fertilizer Supply until 2025

| Aset | 2015 | 2019 | 2020 | 2025 | Mn t/y Δ' 2019-2025 | Asset |
|-------------------|------|------|------|------|---------------------|-------------------|
| Indonesia | 7.8 | 9.0 | 9.0 | 9.0 | - | Indonesia |
| Malaysia | 1.4 | 2.6 | 2.6 | 2.6 | - | Malaysia |
| Vietnam | 2.4 | 2.6 | 2.6 | 2.6 | - | Vietnam |
| Brunei | - | - | - | 1.3 | 1.3 | Brunei |
| Others | 1.3 | 1.3 | 1.3 | 1.3 | - | Others |
| SE Asian Capacity | 13.0 | 15.5 | 15.5 | 16.8 | 1.3 | SE Asian Capacity |
| Technical Surplus | 2.9 | 5.1 | 5.2 | 6.0 | 0.9 | Technical Surplus |

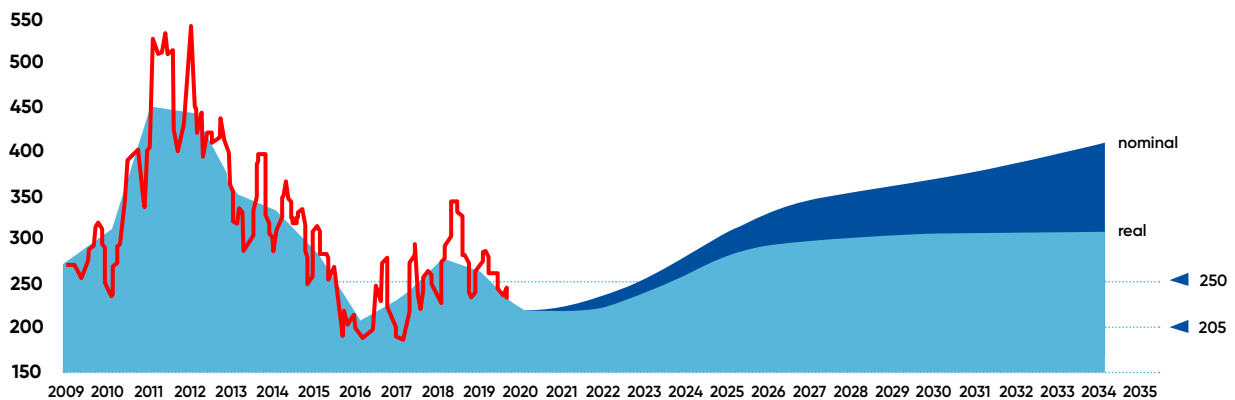


| Aset | 2015 | 2019 | 2020 | 2025 | Mn t/y Δ' 2019-2025 | Asset |
|----------------------|-------|-------|-------|-------|------------------------|----------------------|
| SE Asian Production | 11.0 | 13.0 | 12.3 | 13.5 | 0.6 | SE Asian Production |
| SE Asian Op. Rate | 77pc | 77pc | 73pc | 75pc | (2pc) | SE Asian Op. Rate |
| SE Asian S/D Balance | (5.4) | (3.9) | (4.9) | (4.6) | (0.6) | SE Asian S/D Balance |

Tren Harga Urea di Dunia hingga Tahun 2033

Trends in World's Urea Prices until 2033

dalam US\$ per tahun
in US\$/year



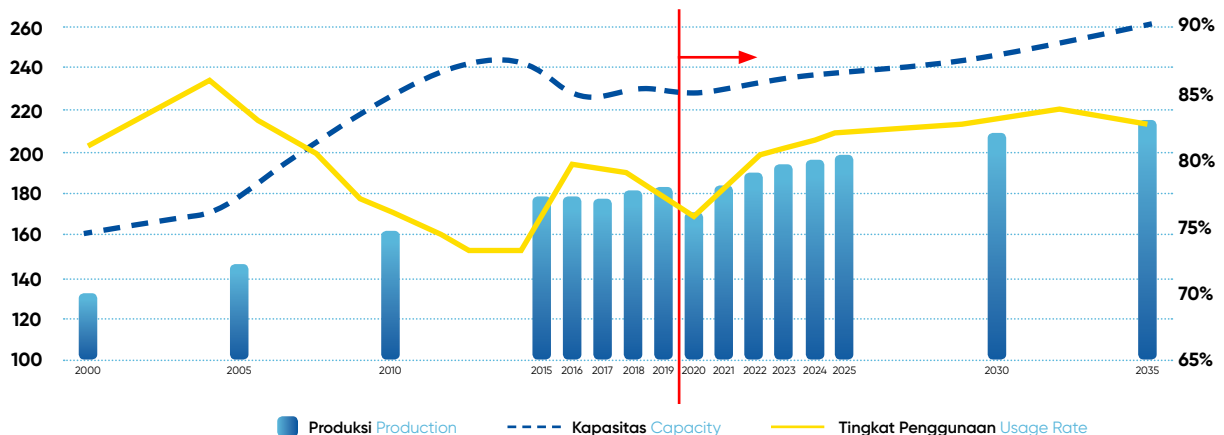
Di sisi lain, proyeksi usaha amonia diperkirakan terjadi peningkatan produksi yang relatif konstan dari tahun 2021 hingga tahun 2035, yaitu sebesar 15% atau mencapai sekitar 260 juta ton di akhir tahun 2035. Konsumsi terbesar amoniak mayoritas berasal dari wilayah Asia Timur dan digunakan untuk kebutuhan produksi urea (tahun 2019-2021).

On the other hand, ammonia business prospects are estimated to experience relatively constant increase in production between the years 2021 until 2035, namely at 15% or reaching around 260 million tons at the end of 2035. The highest consumption of ammonia mostly originated from the East Asia region and to be used for urea production requirements (2019-2021).

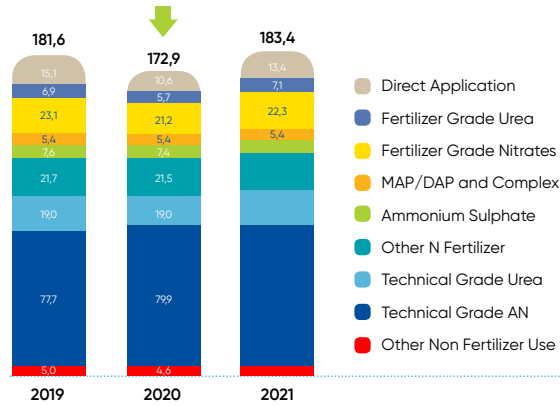
Tren Produksi Amonia hingga Tahun 2033

Trends in Ammonia Production until 2033

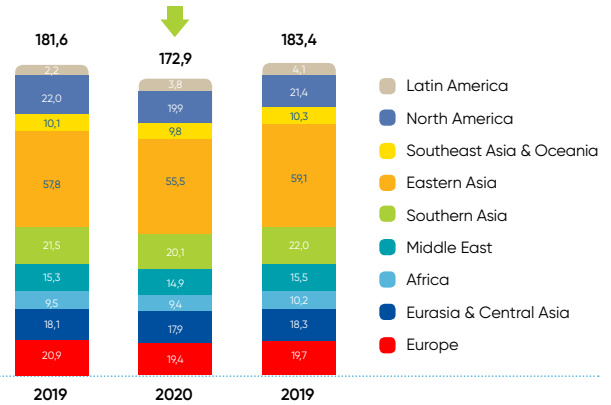
Juta ton
million tons



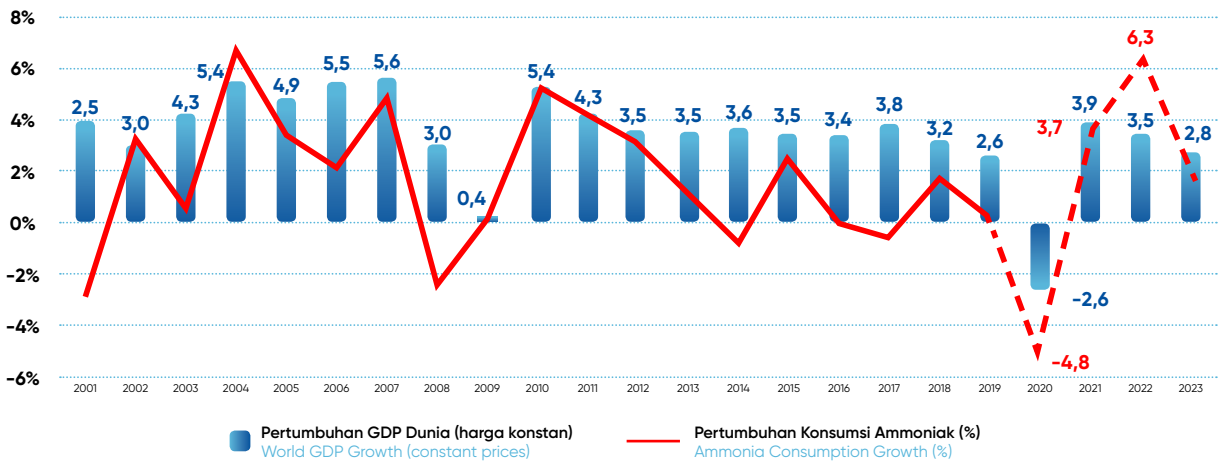
Permintaan Amonia dan Peruntukannya di Tahun 2019- 2021



Demand for Ammonia and Its Use 2019 – 2021



Perbandingan Pertumbuhan GDP dan Permintaan Amonia



Comparison: GDP Growth and Demand for Ammonia

Dari sisi harga amonia, untuk kuartal I-2021 akan mengalami peningkatan, yakni dari USD232/ton per akhir tahun 2020 menjadi USD247/ton untuk FOB Southeast Asia. Sedangkan secara rata-rata dunia, harga amonia diperkirakan akan terus mengalami peningkatan sampai dengan tahun 2035.

In terms of ammonia prices, the first quarter of 2021, was said to experience an increase, from USD232/ton by the end of 2020 to USD247/ton for Southeast Asia FOB. While the world's average ammonia price was estimated to continue to increase until the year 2035.



Proyeksi Harga Amonia Dunia hingga Kuartal I Tahun 2022

Projection of World's Ammonia Prices until 1st Quarter of 2022

USD/ton

| | History | | | | | | | | Forecast | | | |
|-------------------|---------|-------|-------|-------|-------|-------|-------|-------|----------|-------|-------|-------|
| | Q1-18 | Q2-18 | Q3-18 | Q4-18 | Q1-19 | Q2-19 | Q4-19 | Q1-20 | Q2-20 | Q3-20 | Q4-20 | Q1-21 |
| Benchmark | | | | | | | | | | | | |
| FOB Yuzhny | 286 | 232 | 303 | 333 | 271 | 218 | 221 | 222 | 197 | 194 | 209 | 225 |
| FOB Carribbean | 292 | 234 | 278 | 311 | 243 | 198 | 216 | 208 | 209 | 199 | 215 | 234 |
| FOB Middle East | 313 | 267 | 330 | 334 | 266 | 223 | 231 | 217 | 204 | 201 | 216 | 237 |
| FOB SE Asia | 313 | 297 | 342 | 346 | 266 | 241 | 249 | 255 | 220 | 217 | 232 | 247 |
| CFR NW Europe ddp | 350 | 297 | 369 | 403 | 334 | 283 | 283 | 283 | 268 | 260 | 277 | 294 |
| CFR Tampa/USG | 333 | 269 | 313 | 346 | 278 | 233 | 254 | 253 | 246 | 231 | 248 | 265 |
| CFR Far East | 353 | 331 | 379 | 385 | 306 | 276 | 293 | 295 | 258 | 255 | 270 | 285 |
| CFR India | 345 | 299 | 361 | 369 | 309 | 264 | 266 | 268 | 241 | 238 | 254 | 274 |

Proyeksi Rata-rata Harga Tahunan Amonia 2021-2035

Projection of Ammonia Average Annual Prices 2020 – 2035

| | FOB Yuzhny | FOB Caribbean | FOB Middle East | FOB SE Asia | CFR NW Europe ddp | CFR Tampa/USG | CFR Far East | CFR India |
|------|------------|---------------|-----------------|-------------|-------------------|---------------|--------------|-----------|
| 2021 | 220 | 222 | 237 | 241 | 287 | 246 | 280 | 260 |
| 2022 | 290 | 292 | 308 | 312 | 363 | 319 | 355 | 333 |
| 2023 | 375 | 377 | 394 | 398 | 449 | 404 | 442 | 419 |
| 2024 | 405 | 407 | 424 | 429 | 481 | 435 | 472 | 450 |
| 2025 | 370 | 372 | 390 | 394 | 448 | 401 | 441 | 416 |
| 2026 | 290 | 292 | 310 | 315 | 370 | 322 | 362 | 338 |
| 2027 | 275 | 277 | 296 | 301 | 357 | 308 | 349 | 324 |
| 2028 | 310 | 312 | 331 | 336 | 394 | 343 | 386 | 360 |
| 2029 | 350 | 352 | 372 | 377 | 436 | 384 | 428 | 401 |
| 2030 | 420 | 422 | 442 | 447 | 508 | 455 | 500 | 472 |
| 2031 | 500 | 503 | 523 | 528 | 590 | 536 | 581 | 553 |
| 2032 | 540 | 543 | 563 | 568 | 632 | 576 | 623 | 594 |
| 2033 | 530 | 533 | 554 | 559 | 624 | 567 | 614 | 585 |
| 2034 | 400 | 403 | 424 | 430 | 495 | 438 | 486 | 456 |
| 2035 | 412 | 415 | 437 | 442 | 509 | 450 | 500 | 469 |

ASPEK PEMASARAN

MARKETING ASPECT

Kebijakan Pemasaran

Perusahaan mengelompokkan kebijakan pemasaran yang terbagi ke dalam 4 (empat) strategi: orientasi terhadap pelanggan, program Mantri Tani, kegiatan pelayanan pelanggan, dan pemasaran untuk meningkatkan volume penjualan.

Marketing Policies

The Company categorized its marketing policies into 4 (four) strategies: customer orientation, Mantri Tani program, customer service activities, and marketing to increase sales volume.

Strategi Pemasaran

Perusahaan mengembangkan kegiatan pemasaran melalui berbagai strategi dan kegiatan sebagai berikut :

1. Customer Centric Model
Melalui Customer Centric Model, perusahaan memperkuat hubungan Kerjasama dengan Distributor dan Retailer, mengadakan pendekatan serta memberikan solusi kepada petani dengan menerapkan Key Account Management dengan penetapan harga yang terkoordinasi
2. Program Makmur
Program Makmur merupakan program khusus untuk pendampingan intensif kepada para petani dalam budidaya pertanian yang berkelanjutan dengan melibatkan rantai pasok yang didukung teknologi berbasis *Triple Bottom-Line* 3P (People, Planet, Profit) untuk memakmurkan Petani Indonesia.
Adapun manfaat yang ditawarkan kepada para petani dengan bergabung didalam program Makmur antara lain :
 - a. Dapat meningkatkan produktifitas pertanian
 - b. Membantu peningkatan keuntungan petani
 - c. Penggunaan teknologi pertanian
 - d. Memiliki kepastian keaslian dan kualitas terjaga produk komersil
3. Program Peningkatan Produktivitas Pangan
Metode edukasi berupa pendampingan dan kawalan teknologi budidaya pertanian kepada petani atau kelompok tani yang bekerjasama dengna Dinas Pertanian Kabupaten dan Penyuluh Pertanian tingkat kecamatan dalam upaya peningkatan produktivitas pertanian
4. Pemasaran untuk Meningkatkan Volume Penjualan
 - a. Mengembangkan produk-produk yang dapat memenuhi kebutuhan nutrisi tanaman.
 - b. Mengembangkan agrisolution services untuk memastikan customer stickiness.
 - c. Mengembangkan riset institute dan melakukan riset pasar serta advokasi policy development.
 - d. Melakukan market intelligent terhadap kebutuhan pupuk oleh pihak perkebunan dan industry.

Marketing Strategies

From such policies, the Company setforth marketing strategies according to the goals to achieve. Details are as follows:

1. Customer Centric Model
Through the Customer Centric Model, the company strengthens partnerships with distributors and retailers, approaches and provides solutions to farmers by implementing Key Account Management with coordinated pricing.
2. Prosperous Program
The Prosperous Program is a special program for intensive assistance to farmers in sustainable agricultural cultivation by involving supply chains that are supported by technology based on *Triple Bottom-Line* 3P (People, Planet, Profit) to prosper Indonesian farmers.

The benefits offered to farmers by joining the Makmur program include:
 - a. Can increase agricultural productivity
 - b. Help increase farmer profits
 - c. Use of agricultural technology
 - d. Have certainty of authenticity and quality of commercial products
3. Food Productivity Improvement Program
The educational method is in the form of assistance and control of agricultural cultivation technology to farmers or farmer groups in collaboration with the District Agriculture Office and Agricultural Extension Officers at the sub-district level in an effort to increase agricultural productivity
4. Marketing to Increase Sales Volume
 - a. Develop products that can meet the nutritional needs of plants.
 - b. Develop agrisolution services to ensure customer stickiness.
 - c. Develop research institutes and conduct market research and policy development advocacy.
 - d. Conduct market intelligent on fertilizer needs by plantation and industry parties.



- e. Memanfaatkan jaringan distributor dan pengecer eksisting dalam mencapai target penjualan sektor pangan, hortikultura dan perkebunan rakyat.
- f. Aktif melakukan penawaran kepada pembeli baru, baik dalam negeri maupun ekspor dengan jaminan supply.
- g. Melakukan rekrutmen tenaga penjualan (asisten lapangan) yang berkompeten dalam bidang penjualan maupun agronomis.
- h. Pelatihan untuk meningkatkan kemampuan kompetensi dan pengetahuan dibidang penjualan.
- i. Peningkatan layanan dalam penjualan.
- j. Menghilangkan penggunaan gancu baik di lini I, II dan III.
- k. Survey dan Pemetaan terhadap kebutuhan pupuk.

- e. Utilizing the existing network of distributors and retailers in achieving sales targets for the food, horticulture and smallholder plantation sectors.
- f. Actively make offers to new buyers, both domestic and export with guaranteed supply.
- g. Recruiting sales force (field assistants) who are competent in the field of sales and agronomy.
- h. Training to improve competence and knowledge in the field of sales.
- i. Service improvement in sales.
- j. Eliminate the use of cannabis in both lines I, II and III.
- k. Survey and Mapping of fertilizer needs.

PANGSA PASAR

Hingga saat ini, kebutuhan pupuk subsidi secara nasional sekitar 24 juta ton. Sedangkan kebutuhan non subsidi juga terus berkembang, baik untuk persawahan, perkebunan maupun industri.

Pupuk Sriwidjaja sebagai anak perusahaan PT Pupuk Indonesia (Persero) yang fokus pada bisnis pupuk, memiliki peran strategis untuk memenuhi kebutuhan pasar tersebut. Khususnya di wilayah yang menjadi area bisnis Perusahaan, sehingga pangsa pasarnya menjadi dominan.

KEBIJAKAN DIVIDEN

Kebijakan Dividen

Perusahaan telah mengatur kebijakan pembagian dividen yakni seluruh laba bersih setelah dikurangi penyisihan untuk cadangan kerugian dibagikan kepada Pemegang Saham sebagai dividen kecuali ditentukan lain oleh Rapat Umum Pemegang Saham. Dividen hanya boleh dibagikan apabila saldo laba Perusahaan tercatat positif.

MARKET SHARE

Until now, national's demand for subsidized fertilizer is around 24 million tons. Meanwhile, non-subsidized demands are also continuing to grow, for rice fields, plantations as well as for industrial needs.

As a subsidiary of PT Pupuk Indonesia (Persero) that focuses on the fertilizer business, Pupuk Sriwidjaja plays a strategic role in meeting the market demands, especially in the Company's business areas, which led to its dominance in market share.

DIVIDEND POLICY

Dividend Policy

The Company's policy regulates dividend distribution, namely that all net profit after deduction of allowance for losses is distributed to the Shareholders as dividend unless otherwise determined by the General Meeting of Shareholders. Dividend is only allowed to be distributed if the Company posts a positive profit balance.

Dividen yang Dibagikan

Sesuai dengan RUPS Tahunan yang diselenggarakan pada tanggal 30 Juni 2021 dengan agenda pertanggungjawaban manajemen atas kinerja Perusahaan untuk tahun 2020, Pemegang Saham menyetujui dan menetapkan penggunaan laba tahun berjalan konsolidasi seluruhnya digunakan sebagai cadangan sehingga tidak ada pembagian dividen di tahun 2021 untuk tahun dividen 2020.

Adapun riwayat pembagian dividen PUSRI dalam lima tahun terakhir adalah sebagai berikut.

Tabel Riwayat Pembagian Dividen

| Tahun Dividen Year | Tahun Dibagikan Dividen Year of Dividend Distribution | Tanggal Pengumuman Date of Announcement | Tanggal Pembayaran Date of Payment | Jumlah Dividen (Rp Miliar) Total Dividend (Rp billion) | Dividen per Saham (Rp) Dividend per Share (Rp) | Payout Ratio (%) Payout Ratio (%) |
|--------------------|---|---|--|--|--|-----------------------------------|
| 2020 | 2021 | 30 Juni 2021 June 30, 2021 | - | - | - | - |
| 2019 | 2020 | 6 Agustus 2020 August 6, 2020 | Tahap I: 1 September 2020 dan 27 Oktober 2020 Tahap II: 1 Oktober 2020 Tahap III: 27 Oktober 2020 Phase I: September 1, 2020 and October 27, 2020 Phase II: October 1, 2020 Phase III: October 27, 2020 | 151 | 26.106 | 30 |
| 2018 | 2019 | 21 Mei 2019 May 21, 2019 | Tahap I: 13 Juni 2019 dan 8 Agustus 2019 Tahap II: 12 Juli 2019 Tahap III: 14 Agustus 2019 Phase I: June 13, 2019 and August 8, 2019 Phase II: July 12, 2019 Phase III: August 14, 2019 | 166 | 28.616 | 30 |
| 2017 | 2018 | 9 Mei 2018 May 9, 2019 | Tahap I: 6 dan 8 Juni 2018 Tahap II: 4 Juli 2018 Tahap III: 6 Agustus 2018 Phase I: June 6 and 8, 2018 Phase II: July 4, 2018 Phase III: August 6, 2018 | 203 | 48.059 | 39 |
| 2016 | 2017 | 16 Mei 2017 May 16, 2017 | Tahap I: 12 Juni 2017 Tahap II: 10 Juli 2017 Tahap III: 10 Agustus 2017 Phase I: June 12, 2017 Phase II: July 10, 2017 Phase III: August 10, 2017 | 349 | 82.592 | 59 |
| 2015 | 2016 | 30 Juni 2016 June 30, 2016 | Tahap I: 12 Juli 2016 Tahap II: 10 Agustus 2016 Tahap III: 9 September 2016 Phase I: July 12, 2016 Phase II: August 10, 2016 Phase III: September 9, 2016 | 300 | 71.051 | 60 |

Dividend Distribution

According to the Annual GMS held on June 30, 2021 with the agenda of management's accountability on the Company's performance for 2020, the Shareholders approved and stipulated the use of the consolidated current year's profit was entirely used as a reserve so that there would be no distribution of dividends in 2021 for the 2020 dividend year.

The history of PUSRI's dividend distribution in the last five years is as follows.

Chronology of Dividend Distribution



KONTRIBUSI TERHADAP NEGARA

PUSRI berkomitmen penuh untuk mematuhi seluruh peraturan dan perundang-undangan yang berlaku. Salah satunya adalah kepatuhan terhadap peraturan terkait perpajakan. Hingga 31 Desember 2021, PUSRI berkontribusi terhadap negara melalui pemenuhan kewajiban pajak dan dividen sebesar Rp1,315 triliun dengan rincian sebagai berikut.

Tabel Pemenuhan Kewajiban Pajak

| KETERANGAN Description | TAHUN 2021 Year 2021 | TAHUN 2020 Year 2020 | % |
|---|-------------------------|-------------------------|-------|
| | 1 | 2 | 3=1:2 |
| A. PAJAK TAXES | | | |
| 1. Pajak Bumi dan Bangunan (PBB) Land & Building Tax | 26.967 | 28.889 | 93 |
| 2. Pajak dan Retribusi Daerah Local Taxes and Reimbursements | 5.378 | 5.436 | 99 |
| - Retribusi Air Water Reimbursement | - | - | - |
| - Pajak Kendaraan diatas air On-Water Vehicle Tax | - | 15 | - |
| - Pajak Kendaraan Bermotor Vehicle Tax | 449 | 445 | 101 |
| - Penerangan listrik jalan Street Lighting Tax | 3.729 | 3.729 | 100 |
| - Retribusi kebersihan Hygiene Reimbursement | 20 | 20 | 100 |
| - Pajak Pembangunan I (Hotel & Rumah Makan) Development Tax I (Hotel & Restaurant) | 7 | 9 | 76 |
| - Pajak Sumur Bor & Air Permukaan Drilling & Surface Water Tax | 1.132 | 1.143 | 99 |
| - Pajak alat berat Heavy Equipment Tax | 1 | 57 | 2 |
| - Retribusi Parkir dan Tol Parking and Toll Reimbursement | 40 | 18 | 218 |
| 3. Wajib Pungut Withholding Tax | 170.433 | 161.951 | 105 |
| - PPh Pasal 21 (Karyawan) Income Tax article 21 (employee) | 123.012 | 121.408 | 101 |
| - PPh Pasal 22 (WPDN) Income Tax article 22 (Domestic Taxpayer) | 14.604 | 11.413 | 128 |
| - PPh Pasal 23 (WPDN) Income Tax article 23 (Domestic Taxpayer) | 24.722 | 18.783 | 132 |
| - PPh Pasal 26 (WPLN) Income Tax article 26 (Domestic Taxpayer) | 2 | 49 | 4 |
| - PPh Pasal 4 (2) dan Pasal 15 Income Tax article 4 (2) and article 15 | 8.093 | 10.299 | 79 |

CONTRIBUTION TO THE NATION

PUSRI is fully committed to abide all prevailing laws and regulations. One of them is compliance with regulations related to taxation. As of December 31, 2021, PUSRI has contributed to the country through the fulfillment of tax obligations and dividends of IDR 1.315 trillion with the following details.

Table of Compliance to Tax Obligations

| KETERANGAN Description | TAHUN 2021 Year 2021 | TAHUN 2020 Year 2020 | % |
|---|-------------------------|-------------------------|-----------|
| | 1 | 2 | 3=1:2 |
| 4. Wajib Bayar Mandatory Tax | 63.049 | 70.967 | 89 |
| - PPh Pasal 22 Income Tax article 22 | 50.929 | 50.612 | 101 |
| - PPh Pasal 22 dipungut oleh WAPU Income Tax article 22 collected by Withholding Tax | - | - | - |
| - PPh Pasal 22 dipungut oleh Bendaharawan Subsidi Income Tax article 22 collected by Subsidy Treasurer | - | - | - |
| - PPh Pasal 23 Income Tax article 23 | 131 | 448 | 29 |
| - PPh Pasal 25 Income Tax article 25 | - | - | - |
| - PPh Pasal 26 (Fiskal) Income Tax article 26 (Fiscal) | 1.243 | - | - |
| - PPh Pasal 29 Income Tax article 29 | - | - | - |
| - Pendapatan Bunga Deposito Deposit Interest Income | 3.010 | 13.986 | 22 |
| - Pendapatan Bunga Jasa Giro Current Account Interest Income | 2.010 | 1.811 | 111 |
| - Pendapatan Sewa Tanah/Bangunan Land/Building Rental Revenue | 5.726 | 4.111 | 139 |
| - Pengalihan Hak Tanah/Bangunan Transfer of land/Building Rights | - | - | - |
| - PPh Final Revaluasi Aset Final Income Tax Asset Revaluation | - | - | - |
| 5. Pajak Pertambahan Nilai (PPN) - Netto Value Added Tax (VAT) - Net | 349.111 | 234.801 | 149 |
| 6. Bea Masuk Import Duty | 522 | 2.020 | 26 |
| 7. PPN WAPU VAT Withholding Tax | 618.979 | 770.299 | 80 |
| 8. Bea Perolehan Hak atas Tanah dan Bangunan Fees for Building Land Rights Acquisition (BPHTB) | - | - | - |
| 9. Pajak Lainnya Other Taxes | 80.654 | 84.324 | 96 |
| - PPN Masukan tidak dpt dikreditkan Non-creditable Tax Invoice | 1.244 | 463 | 269 |
| - Surat Tagihan/Ketetapan Pajak Collection Letter/Tax Assessment | 79.410 | 83.862 | 95 |
| TOTAL PAJAK Total Taxes | 1.315.093 | 1.358.688 | 97 |
| B. DIVIDEN DIVIDEND | | | |



| KETERANGAN Description | TAHUN 2021 Year 2021 | TAHUN 2020 Year 2020 | % |
|---|-------------------------|-------------------------|-------|
| | 1 | 2 | 3=1:2 |
| Dividen yang dibayarkan Dividend Payout | - | 151.416 | - |
| C. PAJAK DAN DIVIDEN DIVIDEND AND TAXES | 1.315.093 | 1.510.104 | 87 |

PROGRAM KEPEMILIKAN SAHAM KARYAWAN DAN/ATAU MANAJEMEN (ESOP/MSOP)

Hingga berakhirnya tahun buku 2021, PUSRI tidak memiliki program kepemilikan saham oleh karyawan dan atau manajemen (ESOP/MSOP). PUSRI merupakan entitas anak dari Badan Usaha Milik Negara (BUMN) PT Pupuk Indonesia (Persero), dengan kepemilikan saham 99,9998% oleh PT Pupuk Indonesia (Persero) dan Yayasan Kesejahteraan Karyawan PUSRI sebesar 0,0002%. Perusahaan juga tidak memperdagangkan sahamnya kepada masyarakat sehingga tidak terdapat kepemilikan publik pada saham PUSRI.

REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM

Sampai dengan 31 Desember 2021, PUSRI tidak melakukan Initial Public Offering (IPO) maupun penawaran efek dalam bentuk apapun. Dengan demikian, informasi mengenai realisasi penggunaan dana hasil penawaran umum tidak dapat disampaikan.

INFORMASI MATERIAL TERKAIT DENGAN INVESTASI, EKSPANSI, DIVESTASI, AKUISISI, DAN RESTRUKTURISASI

Investasi

Perusahaan melakukan investasi selama tahun 2021 sebesar Rp88,25 miliar terdiri atas investasi rutin sebesar Rp75,68 miliar dan investasi pengembangan sebesar Rp12,57 miliar.

EMPLOYEE AND/OR MANAGEMENT SHARE OWNERSHIP PROGRAM (ESOP/MSOP)

As of the end of fiscal year 2021, PUSRI did not have employee and/or management share ownership program (ESOP/MSOP). PUSRI is a subsidiary of the State-Owned Enterprise (SOE/BUMN) PT Pupuk Indonesia (Persero), with share ownership of 99.9998% by PT Pupuk Indonesia (Persero) and 0.0002% by Yayasan Kesejahteraan Karyawan PUSRI. The Company does not trade its shares to the public, thus there is no public ownership of PUSRI's shares.

REALIZATION OF THE USE OF PUBLIC OFFERING PROCEEDS

As of December 31, 2021, PUSRI has not conducted Initial Public Offering (IPO) or securities trading in any form. Thus, there is no information presented concerning the realization of the use of proceeds from public offering.

MATERIAL INFORMATION REGARDING INVESTMENT, EXPANSION, DIVESTMENT, ACQUISITION, AND RESTRUCTURING

Investment

During 2021 the Company invested Rp88.25 billion, consists of Rp75.68 billion routine investment and Rp12.57 billion development investment.

Ekspansi

PUSRI tidak melakukan ekspansi selama tahun 2021, sehingga informasi mengenai hal ini tidak dapat diungkapkan.

Divestasi

Perusahaan tidak melakukan divestasi selama tahun 2021, karena itu rincian informasi tidak dapat disampaikan.

Akuisisi

PUSRI tidak melakukan akuisisi selama tahun 2021, sehingga informasi mengenai hal ini tidak dapat diungkapkan.

Restrukturisasi

Perusahaan tidak melakukan restrukturisasi selama tahun 2021. Dengan demikian informasi mengenai hal ini tidak dapat disampaikan.

TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ATAU TRANSAKSI DENGAN PIHAK AFILIASI/BERELASI

Transaksi dengan Pihak Afiliasi atau Berelasi

Alasan Transaksi Pihak Berelasi

Dalam kegiatan normal usaha transaksi-transaksi tersebut terutama berhubungan dengan pemberian beberapa pekerjaan konstruksi, penjualan dan pembelian, sewa-menyewa lahan dan pinjam meminjam dana operasional.

Kewajaran dan 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 mengenai Pengungkapan Pihak-Pihak Berelasi.

Expansion

PUSRI did not conduct any expansion during the year 2021, thus information on this matter is not available for disclosure.

Divestment

The Company did not conduct any divestment during the year 2021, therefore information details are not available for disclosure.

Acquisition

PUSRI did not conduct any acquisition during the year 2021, therefore information on this matter is not available for disclosure.

Restructuring

The Company did not implement any restructuring during the year 2021. Thus information on this matter is not available for disclosure.

MATERIAL TRANSACTIONS CONTAINING CONFLICT OF INTEREST AND/OR TRANSACTIONS WITH AFFILIATED/RELATED PARTIES

Transactions with Affiliated or Related Parties

Reasons for Transactions with Related Parties

In normal business activities, these transactions are mainly related to providing construction works, selling and buying, land lease as well as lending and borrowing of operational funds.

Fairness and Mechanism on Reviewing Transactions

Fairness of transactions and complying with regulations on related party transactions have been passed through reviews and audits by both internal and external auditors. The Company carried out transactions with related parties according to PSAK No. 7 on Disclosure of Related Parties.



Pemenuhan Peraturan dan Ketentuan

Pemenuhan peraturan dan ketentuan terkait, yaitu Standar Akuntansi Keuangan (SAK) di Indonesia dilakukan melalui upaya pengungkapan PSAK 7 (revisi 2014) tentang "Pengungkapan Pihak-pihak Berelasi" dalam laporan keuangan Perusahaan tahun 2019 yang telah diaudit oleh Kantor Akuntan Publik Amir Abadi Jusuf, Aryanti, Mawar & Rekan.

Tabel Perkembangan Saldo Transaksi Pihak Berelasi

| Aset | 2021 | 2020 | Persentase dari Jumlah Aset (%) Percentage of Total Asset (%) | | Kenaikan/Penurunan Increase/Decrease | | Aset |
|------------------------------------|------------|------------|--|---------|---|----------------------------------|---------------------------------|
| | | | 2021 | 2020 | Nominal Amount | Persentase (%) Percentage (%) | |
| Jumlah Kas di Bank | 144.800 | 184.661 | 0,61% | 0,75% | -39.861 | -21,59% | Total Cash in Banks |
| Jumlah Deposito Berjangka | 893.894 | 734.000 | 3,74% | 2,99% | 159.894 | 21,78% | Total Time Deposits |
| Piutang Usaha | 72.988 | 523.056 | 0,31% | 2,13% | -450.068 | -86,05% | Trade Receivables |
| Piutang Subsidi | 720.222 | 366.648 | 3,01% | 1,49% | 353.574 | 96,43% | Subsidy Receivables |
| Piutang Subsidi yang Belum Ditagih | 241.517 | 88.284 | 1,01% | 0,36% | 153.233 | 173,57% | Unbilled Subsidy Receivables |
| Piutang Lainnya | 195.178 | 314.271 | 0,82% | 1,28% | -119.093 | -37,90% | Other Receivables |
| Jumlah Aset dari Pihak Berelasi | 2.268.599 | 2.202.749 | 9,48% | 8,97% | 65.850 | 2,99% | Total Assets of Related Parties |
| Jumlah Aset | 23.922.756 | 24.553.643 | 100,00% | 100,00% | -630.887 | -2,57% | Total Assets |

Compliance to Regulations and Provisions

Compliance to related regulations and provisions, namely by the Financial Accounting Standards (SAK) in Indonesia, is carried out through efforts to disclose PSAK 7 (revised 2014) on "Related Party Disclosures" in the Company's 2019 financial statements, audited by the Public Accounting Firm of Amir Abadi Jusuf, Aryanti, Mawar & Partners.

Table Development of Related Party Transaction Balance

| Liabilitas | 2021 | 2020 | Persentase dari Jumlah Aset (%) Percentage of Total Asset (%) | | Kenaikan/Penurunan Increase/Decrease | | Liabilities |
|--------------------------------------|-----------|------------|--|---------|---|----------------------------------|--|
| | | | 2021 | 2020 | Nominal Amount | Persentase (%) Percentage (%) | |
| Pinjaman Pemegang Saham | 2.085.000 | 2.085.000 | 22,65% | 19,57% | 0 | 0,00% | Shareholders Loans |
| Utang Usaha | 12.639 | 20.296 | 0,14% | 0,19% | -7.657 | -37,73% | Trade Payables |
| Utang Lain-lain | 50.167 | 54.438 | 0,55% | 0,51% | -4.271 | -7,85% | Other Payables |
| Utang Retensi | 23.468 | 23.468 | 0,25% | 0,22% | 0 | 0,00% | Retention Payables |
| Pinjaman Jangka Panjang | 3.193.326 | 3.801.872 | 34,69% | 35,68% | -608.546 | -16,01% | Long-term Loans |
| Jumlah Liabilitas dan Pihak Berelasi | 5.364.600 | 5.985.074 | 58,29% | 56,17% | -620.474 | -10,37% | Total Liabilities from Related Parties |
| Jumlah Liabilitas | 9.204.010 | 10.655.231 | 100,00% | 100,00% | -1.451.221 | -13,62% | Total Liabilities |

| Pendapatan | 2021 | 2020 | Persentase dari Jumlah Aset (%) Percentage of Total Asset (%) | | Kenaikan/Penurunan Increase/Decrease | | Revenue |
|---------------------------------------|------------|------------|--|---------|---|----------------------------------|------------------------------------|
| | | | 2021 | 2020 | Nominal Amount | Persentase (%) Percentage (%) | |
| Jumlah Pendapatan dari Pihak Berelasi | 5.846.602 | 5.141.896 | 46,85% | 47,97% | 704.706 | 13,71% | Total Revenue from Related Parties |
| Jumlah Pendapatan | 12.480.575 | 10.718.032 | 100,00% | 100,00% | 1.762.543 | 16,44% | Total Revenue |

| Beban Pokok Pendapatan | 2021 | 2020 | Persentase dari Jumlah Aset (%) Percentage of Total Asset (%) | | Kenaikan/Penurunan Increase/Decrease | | Cost of Revenue |
|--------------------------------------|------------|-----------|--|---------|---|----------------------------------|-------------------------------------|
| | | | 2021 | 2020 | Nominal Amount | Persentase (%) Percentage (%) | |
| Jumlah Pembelian dari Pihak Berelasi | 4.666.966 | 3.711.509 | 45,63% | 40,47% | 955.457 | 25,74% | Total Purchase from Related Parties |
| Jumlah Beban Pokok Pendapatan | 10.227.254 | 9.171.211 | 100,00% | 100,00% | 1.056.043 | 11,51% | Total Cost of Revenue |

| Beban Umum dan Administrasi | 2021 | 2020 | Persentase dari Jumlah Aset (%) Percentage of Total Asset (%) | | Kenaikan/Penurunan Increase/Decrease | | General and Administrative Expenses |
|------------------------------------|---------|---------|--|---------|---|----------------------------------|---|
| | | | 2021 | 2020 | Nominal Amount | Persentase (%) Percentage (%) | |
| Kompensasi Manajemen Kunci | 27.579 | 29.317 | 8,01% | 4,62% | -1.738 | -5,93% | Key Management Compensation |
| Jumlah Beban Umum dan Administrasi | 344.339 | 634.933 | 100,00% | 100,00% | -290.594 | -45,77% | Total General and Administrative Expenses |

Piutang Usaha

Account Receivable

| No | Nama Pihak | Sifat Hubungan Nature of Relationship | Objek Transaksi Object of Transaction | Nilai (Rp Juta) Value (Rp million) | Party's Name |
|----|----------------------|--|--|---------------------------------------|----------------------|
| 1 | PT Mega Eltra | Pupuk Indonesia Grup | Pupuk Fertilizer | 41.201 | PT Mega Eltra |
| 2 | PT Petrokimia Gresik | Pupuk Indonesia Grup | Non Pupuk Non- Fertilizer | 31.370 | PT Petrokimia Gresik |
| 3 | PT Pupuk Kujang | Pupuk Indonesia Grup | Pupuk Fertilizer | 53 | PT Pupuk Kujang |
| 4 | Lain-lain | | | 364 | Others |
| | Jumlah | | | 72.988 | Total |



Piutang Subsidi

Subsidy Receivables

| No | Nama Pihak | Sifat Hubungan Nature of Relationship | Objek Transaksi Object of Transaction | Nilai (Rp Juta) Value (Rp million) | Party's Name |
|--------|-------------------------------|--|--|---------------------------------------|------------------------------------|
| 1 | Pemerintah Republik Indonesia | Pemerintah | Pupuk | 720.222 | Republic of Indonesia's Government |
| Jumlah | | | | 720.222 | Total |

Piutang Subsidi yang belum ditagih

Unbilled Subsidy Receivables

| No | Nama Pihak | Sifat Hubungan Nature of Relationship | Objek Transaksi Object of Transaction | Nilai (Rp Juta) Value (Rp million) | Party's Name |
|--------|-------------------------------|--|--|---------------------------------------|------------------------------------|
| 1 | Pemerintah Republik Indonesia | Pemerintah | Pupuk | 241.517 | Republic of Indonesia's Government |
| Jumlah | | | | 241.517 | Total |

Piutang Lain-lain

Other Receivables

| No | Nama Pihak | Sifat Hubungan Nature of Relationship | Objek Transaksi Object of Transaction | Nilai (Rp Juta) Value (Rp million) | Party's Name |
|--------|------------------------------|--|--|---------------------------------------|------------------------------|
| 1 | PT Rekayasa Industri | Pupuk Indonesia Grup | Klaim denda Fines Claim | 128.332 | PT Rekayasa Industri |
| 2 | PT Pupuk Indonesia (Persero) | Pupuk Indonesia Grup | Sewa Gedung Building Rent | 19.659 | PT Pupuk Indonesia (Persero) |
| 3 | PT Adhi Karya (Persero) Tbk | BUMN | Klaim denda Fines Claim | 13.657 | PT Adhi Karya (Persero) Tbk |
| 4 | PT Pupuk Kujang | Pupuk Indonesia Grup | Sparepart | 49.928 | PT Pupuk Kujang |
| 5 | PT Pupuk Indonesia Logistik | Pupuk Indonesia Grup | Sparepart | 7.412 | PT Pupuk Indonesia Logistik |
| 6 | PT Petrokimia Gresik | Pupuk Indonesia Grup | Sewa Gudang Building Rent | 7.149 | PT Petrokimia Gresik |
| 7 | PT Pupuk Iskandar Muda | Pupuk Indonesia Grup | Sewa Gedung Building Rent | 2.417 | PT Pupuk Iskandar Muda |
| 10 | Lain-lain | | | 6.124 | Others |
| Jumlah | | | | 195.178 | Total |

Pinjaman Pemegang Saham

Shareholder Loan

| No | Nama Pihak | Sifat Hubungan Nature of Relationship | Objek Transaksi Object of Transaction | Nilai (Rp Juta) Value (Rp million) | Party's Name |
|--------|--------------------|--|--|---------------------------------------|--------------------|
| 1 | PT Pupuk Indonesia | Pemegang Saham | Pinjaman Dana | 2.085.000 | PT Pupuk Indonesia |
| Jumlah | | | | 2.085.000 | Total |

PERUBAHAN PERATURAN PERUNDANG-UNDANGAN YANG BERPENGARUH TERHADAP PERUSAHAAN

Sebagai perusahaan yang patuh terhadap peraturan perundang-undangan, PUSRI senantiasa memperhatikan perubahan perundangan-undangan untuk diimplementasikan ke dalam kegiatan usahanya. Adapun perubahan peraturan perundang-undangan yang berpengaruh terhadap perusahaan pada tahun buku 2021 adalah sebagai berikut.

CHANGES IN LEGISLATION WITH IMPACT TO THE COMPANY

As a company that complies with laws and regulations, PUSRI always pays attention to changes in legislation to be implemented in its business activities. The changes to laws and regulations that affect the company in fiscal year 2021 are as follows:

Tabel Perubahan Peraturan Perundang-undangan

Table of Changes in Legislation

| No | Regulasi Regulation | Tanggal Berlaku Effective Date | Ringkasan Summary |
|----|--|---------------------------------------|--|
| 1. | Peraturan Presiden No. 121 Tahun 2020 tentang Perubahan atas Peraturan Presiden No. 40 Tahun 2016 tentang Penetapan Harga Gas Bumi Presidential Regulation No. 121 of 2020 concerning Amendments to Presidential Regulation No. 40 of 2016 concerning Natural Gas Pricing | 29 Desember 2020 December 29, 2020 | <ol style="list-style-type: none"> Menteri Energi dan Sumber Daya Mineral bertanggung jawab dalam menetapkan harga gas bumi untuk industri tertentu di titik serah pengguna gas bumi (plant gates), yang dapat ditentukan sebesar paling tinggi USD 6/MMBTU jika pengguna gas bumi membeli gas bumi (termasuk gas bumi yang berasal dari liquefied natural gas atau compressed natural gas) di plant gates pada harga lebih tinggi dari USD 6/MMBTU. Harga batas atas ini juga dapat berlaku untuk pengguna gas bumi yang menyediakan tenaga listrik bagi kepentingan umum dan memenuhi ketentuan yang disebutkan di atas. Penyesuaian harga ini juga dapat berlaku terhadap: 1) Harga gas bumi yang dibeli dari kontraktor; dan/atau 2) Tarif penyaluran gas bumi (elemen ini sebelumnya tidak termasuk dalam daftar kemungkinan penyesuaian harga). <ol style="list-style-type: none"> The Minister of Energy and Mineral Resources is responsible for determining the price of natural gas for certain industries at the handover point of natural gas users (plant gates), which can be determined at a maximum of USD 6/MMBTU if the natural gas user purchases natural gas (including natural gas originating from from liquefied natural gas or compressed natural gas) at plant gates at prices higher than USD 6/MMBTU. This upper limit price can also applied to natural gas users who provide electricity for public interest and fulfill the conditions stated above. This price adjustment may also apply to: 1) The price of natural gas purchased from contractors; and/or 2) Tariff for natural gas distribution (this element was not previously included in the list of possible price adjustments) |



| No | Regulasi Regulation | Tanggal Berlaku Effective Date | Ringkasan Summary |
|----|--|---|--|
| 2. | Keputusan Menteri Energi dan Sumber Daya Mineral No. 255.L/30/MEM/2020 tentang Pemenuhan Kebutuhan Batubara Dalam Negeri Tahun 2021 Minister of Energy and Mineral Resources Decree No. 255.L/30/MEM/2020 concerning Fulfillment of Domestic Coal Needs in 2021 | 29 Desember 2020 December 29, 2020 | <ol style="list-style-type: none"> Menetapkan persentase minimal penjualan batubara untuk kepentingan dalam negeri (domestic market obligation) kepada pemegang izin penambangan (misal, Izin Usaha Pertambangan [IUP], Izin Usaha Pertambangan Khusus [IUPK] atau Perjanjian Karya) sebesar 25% dari rencana jumlah produksi batubara tahun 2021, sebagaimana yang disetujui oleh pemerintah. Persentase ini harus dipenuhi oleh seluruh pemegang izin penambangan. Selanjutnya, kegagalan pemenuhan persentase minimal penjualan batubara untuk kepentingan dalam negeri, sebagaimana dimaksud di atas, akan membuat pemegang izin terkait berkewajiban melakukan pembayaran kompensasi dengan jumlah sama dengan kekurangan penjualan batubara untuk kepentingan dalam negeri terkait. Menetapkan harga jual batubara untuk penyediaan tenaga listrik untuk kepentingan umum sebesar USD 70/metrik ton Free-on-Board (FOB) Vessel, yang berdasarkan spesifikasi acuan berikut: 1) Kalori 6,322 kcal/kg GAR; 2) Total moisture 8%; 3) Total sulphur 0,8%; dan 4) Total ash 15%. Setiap badan usaha yang terlibat dalam penyediaan tenaga listrik untuk kepentingan umum sekarang diwajibkan untuk membuat perencanaan pemenuhan kebutuhan batubara untuk tahun berikutnya dengan mengutamakan mekanisme kontrak jangka panjang. <ol style="list-style-type: none"> Set a minimum percentage of coal sales for domestic purposes (domestic market obligation) to mining permit holders (for example, Mining Business Permit [IUP], Special Mining Business Permit [IUPK] or Work Agreement) of 25% of the planned total coal production in 2021, as approved by the government. This percentage must be met by all mining permit holders. Furthermore, failure to fulfill the minimum percentage of coal sales for domestic purposes, as referred to above, will make the relevant permit holder obliged to pay compensation in an amount equal to the shortage of coal sales for the relevant domestic interest. Set the selling price of coal for the provision of electricity for the public interest at USD 70/metric ton Free-on-Board (FOB) Vessel, based on the following reference specifications: 1) Calories 6,322 kcal/kg GAR; 2) Total moisture 8%; 3) Total sulfur 0.8%; and 4) Total ash 15%. Every business entity involved in the provision of electricity for the public interest is now required to make plans to meet coal demand for the following year by prioritizing the long-term contract mechanism. |
| 3. | Peraturan Pemerintah No. 44 Tahun 2021 tentang Pelaksanaan Larangan Praktek Monopoli dan Persaingan Usaha Tidak Sehat Government Regulation No. 44 of 2021 concerning the Implementation of the Prohibition of Monopolistic Practices and Unfair Business Competition | 2 Februari 2021 February 2, 2020 | <ol style="list-style-type: none"> Komisi Pengawas Persaingan Usaha ("KPPU") dapat menjatuhkan sanksi berupa tindakan administratif ("Sanksi Administratif") kepada setiap tergugat yang terbukti melakukan pelanggaran berikut ini: 1) Pelanggaran yang dikategorikan sebagai perjanjian yang dilarang (yaitu oligopoli, penetapan harga, pembagian wilayah, pemboikotan); 2) Pelanggaran yang dikategorikan sebagai kegiatan yang dilarang (yaitu monopoli, monopsoni, penguasaan pasar); 3) Pelanggaran yang berkaitan dengan posisi dominan. Berdasarkan berbagai pelanggaran di atas, KPPU berwenang untuk menjatuhkan Sanksi Administratif sebagai berikut: 1) Pembatalan perjanjian; 2) Perintah bagi pelaku usaha untuk menghentikan integrasi vertikal; 3) Perintah bagi pelaku usaha untuk menghentikan setiap kegiatan yang terbukti menimbulkan praktek monopoli, persaingan usaha tidak sehat and/atau merugikan masyarakat luas; 4) Pembatalan penggabungan atau pengambilalihan saham; 5) Pengenaan denda (paling sedikit IDR 1 miliar); dan sebagainya. <ol style="list-style-type: none"> Business Competition Supervisory Commission ("KPPU") may impose sanctions in the form of administrative actions ("Administrative Sanctions") to any defendant who is proven to have committed the following violations: 1) Violations categorized as prohibited agreements (i.e. oligopoly, price fixing, territorial division, boycott) 2) Violations categorized as prohibited activities (ie monopoly, monopsony, market domination); 3) Violations related to dominant position. Based on the various violations above, KPPU has the authority to impose Administrative Sanctions as follows: 1) Cancellation of the agreement; 2) Orders for business actors to stop vertical integration; 3) Orders for business actors to stop any activities that are proven to cause monopolistic practices, unfair business competition and/or harm the wider community; 4) Cancellation of merger or acquisition of shares; 5) Imposition of fines (at least Rp1 billion); etc. |

| No | Regulasi Regulation | Tanggal Berlakunya Effective Date | Ringkasan Summary |
|----|--|--------------------------------------|---|
| 4. | Peraturan Pemerintah No. 5 Tahun 2021 tentang Penyelenggaraan Perizinan Berusaha Berbasis Risiko Government Regulation No. 5 of 2021 concerning Implementation of Risk-Based Business Licensing | 2 Februari 2021 February 2, 2021 | <ol style="list-style-type: none"> 1. Mendefinisikan risiko sebagai potensi terjadinya cedera atau kerugian dari suatu bahaya atau kombinasi kemungkinan dan akibat bahaya. 2. Untuk memulai dan melakukan kegiatan usaha, pelaku usaha wajib memenuhi: 1) Persyaratan dasar perizinan berusaha; dan/atau 2) Perizinan usaha berbasis risiko. Persyaratan dasar perizinan berusaha tersebut meliputi: 1) Kesesuaian kegiatan pemanfaatan ruang; 2) Persetujuan lingkungan; 3) Persetujuan bangunan gedung; dan 4) Sertifikat laik fungsi, serta pelaksanaannya dilakukan sesuai dengan peraturan perundang-undangan yang terkait. 3. Kebijakan perizinan berusaha berbasis risiko ditetapkan oleh pemerintah pusat dan meliputi sektor-sektor berikut ini: 1) Kelautan dan perikanan; 2) Pertanian; 3) Lingkungan hidup dan kehutanan; 4) Energi dan sumber daya mineral; 5) Ketenaganukliran; 6) Perindustrian; 7) Perdagangan; 8) Pekerjaan umum dan perumahan rakyat; 9) Transportasi; 10) Kesehatan, obat dan makanan; 11) Pendidikan dan kebudayaan; 12) Pariwisata; 13) Keagamaan; 14) Pos, telekomunikasi, penyiaran, sistem dan transaksi elektronik; 15) Pertahanan dan keamanan; 16) Ketenagakerjaan. 4. Meski secara umum, ketentuan yang diatur dalam peraturan baru ini menyerupai apa yang diatur dalam Rancangan Peraturan Pemerintah ("RPP") yang terkait, kerangka regulasi yang baru ini tidak memuat ketentuan yang mengatur tentang norma dan kriteria di bidang ketenaganukliran. Sebaliknya, dan berbeda dengan RPP, peraturan ini menetapkan bahwa ketentuan mengenai norma dan kriteria untuk pemanfaatan sumber radiasi pengion, instalasi nuklir dan bahan nuklir, serta pertambangan bahan galian nuklir dan untuk pendukung sektor ketenaganukliran akan diatur dalam Peraturan Kepala Badan Pengawas Tenaga Nuklir yang akan diterbitkan. <p>1. Defines risk as the potential for injury or loss from a hazard or a combination of the likelihood and effect of a hazard.</p> <p>2. To start and carry out business activities, business actors are required to fulfill: 1) Basic requirements for business licensing; and/or 2) Risk-based business licensing. The basic requirements for business licensing include: 1) Suitability of space utilization activities; 2) Environmental approval; 3) Building approval; and 4) Function-worthy certificate, and its implementation is carried out in accordance with the relevant laws and regulations.</p> <p>3. The risk-based business licensing policy is set by the central government and covers the following sectors: 1) Marine and fisheries; 2) Agriculture; 3) Environment and forestry; 4) Energy and mineral resources; 5) Nuclear; 6) Industry; 7) Trade; 8) Public works and public housing; 9) Transportation; 10) Health, medicine and food; 11) Education and culture; 12) Tourism; 13) Religion; 14) Post, telecommunications, broadcasting, electronic systems and transactions; 15) Defense and security; 16) Employment.</p> <p>4. Although in general, the provisions stipulated in this new regulation are similar to those stipulated in the relevant Draft Government Regulation ("RPP"), this new regulatory framework does not contain provisions governing norms and criteria in the nuclear field. On the other hand, and different from the RPP, this regulation stipulates that the provisions regarding the norms and criteria for the utilization of ionizing radiation sources, nuclear installations and nuclear materials, as well as the mining of nuclear minerals and for supporting the nuclear sector will be regulated in a Regulation of the Head of the Nuclear Energy Supervisory Agency to be issued.</p> |



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| 5. | <p>Peraturan Pemerintah No. 35 Tahun 2021 tentang Perjanjian Kerja Waktu Tertentu, Alih Daya, Waktu Kerja dan Waktu Istirahat, dan Pemutusan Hubungan Kerja</p> <p>Government Regulation No. 35 of 2021 concerning Certain Time Work Agreements, Outsourcing, Working Time and Rest Time, and Termination of Employment</p> | <p>2 Februari 2021 February 2, 2021</p> | <ol style="list-style-type: none"> Perjanjian Kerja Waktu Tertentu ("PKWT") kini dapat dibuat untuk jangka waktu paling lama lima tahun dan dapat diperpanjang untuk jangka waktu paling lama lima tahun dalam hal jangka waktu awal PKWT akan berakhir sedangkan pekerjaan yang dilaksanakan belum selesai. Sebagai pembandingan, kerangka hukum Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan yang sebelumnya hanya mengizinkan PKWT dengan jangka waktu dua tahun dan dapat diperpanjang selama satu tahun. Pengusaha wajib memberikan uang kompensasi kepada pekerja berdasarkan PKWT yang telah mempunyai masa kerja paling sedikit satu bulan (kecuali untuk tenaga kerja asing) pada saat berakhirnya PKWT. Besaran uang kompensasi yang wajib diberikan oleh pengusaha dijabarkan sebagai berikut: 1) Untuk pekerja dengan PKWT selama 12 bulan secara terus-menerus, diberikan sebesar satu bulan upah; 2) Untuk pekerja dengan PKWT selama satu bulan atau lebih tetapi kurang dari 12 bulan atau pekerja dengan PKWT selama lebih dari 12 bulan, b or workers with PKWT of more than 12 months, besarnya dihitung secara proporsional dengan rumus berikut: masa kerja/12 x satu bulan upah. Dalam hal pekerja mendapatkan pemutusan hubungan kerja dari pengusaha, maka pekerja tersebut berhak menerima uang pesangon, uang penghargaan masa kerja, dan uang penggantian hak yang seharusnya diterima. Namun, uang pesangon dapat tidak dibayar penuh kepada pekerja jika alasan pemutusan hubungan kerjanya adalah: 1) Pekerja tidak bersedia melanjutkan hubungan kerja dalam hal terjadi pengambilalihan perusahaan; 2) Alasan efisiensi yang disebabkan perusahaan mengalami kerugian; 3) Perusahaan mengalami kerugian paling sedikit selama dua tahun; 4) Penutupan perusahaan akibat keadaan memaksa (force majeure); 5) Perusahaan menunda kewajiban pembayaran utangnya; 6) Perusahaan menyatakan pailit; atau 7) Adanya pelanggaran peraturan perusahaan. <ol style="list-style-type: none"> A Specific Time Work Agreement ("PKWT") can now be made for a maximum period of five years and can be extended for a maximum period of five years in the event that the initial period of the PKWT will expire while the work carried out has not been completed. As a comparison, the legal framework of Law no. 13 of 2003 concerning Manpower which previously only allowed PKWT for a period of two years and could be extended for one year. Employers are required to provide compensation to workers based on PKWT who have worked for at least one month (except for foreign workers) at the end of the PKWT. The amount of compensation that must be given by employers is described as follows: 1) For workers with continuous PKWT for 12 months, the amount of one month's wages is given; 2) For workers with PKWT for one month or more but less than 12 months or workers with PKWT for more than 12 months, b or workers with PKWT of more than 12 months, the amount is calculated proportionally with the following formula: one month's wages. In the event that a worker receives termination of employment from the employer, the worker is entitled to receive severance pay, gratuity for years of service, and compensation for entitlements that should have been received. However, severance pay may not be paid in full to workers if the reasons for termination of employment are: 1) The employee is not willing to continue the employment relationship in the event of a takeover of the company; 2) The reasons for efficiency caused by the company experiencing losses; 3) The company suffers a loss of at least two years; 4) Company closure due to force majeure; 5) The company postpones its debt payment obligations; 6) The company declares bankruptcy; or 7) There is a violation of company regulations. |

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| 6. | Peraturan Pemerintah No. 36 Tahun 2021 tentang Pengupahan Government Regulation No. 36 of 2021 concerning Wages | 2 Februari 2021 February 2, 2021 | <ol style="list-style-type: none"> Upah berdasarkan satuan waktu ditetapkan secara per jam, harian atau bulanan alih-alih secara harian, mingguan atau bulanan sebagaimana diatur sebelumnya. Upah minimum sekarang ditetapkan berdasarkan kondisi ekonomi dan ketenagakerjaan (yang meliputi sejumlah variabel yang berbeda seperti paritas daya beli, tingkat penyerapan tenaga kerja dan median upah) alih-alih berdasarkan kebutuhan hidup layak. Ketentuan tentang upah minimum tersebut tidak berlaku untuk usaha mikro dan usaha kecil, namun upah pekerja pada usaha tersebut wajib memenuhi persyaratan berikut: 1) Upah minimum paling sedikit sebesar 50% dari rata-rata konsumsi masyarakat di tingkat provinsi; dan 2) Nilai upah yang disepakati paling sedikit 25% di atas garis kemiskinan di tingkat provinsi. <ol style="list-style-type: none"> Wages based on time units are set on an hourly, daily or monthly basis instead of on a daily, weekly or monthly basis as previously set. Minimum wages are now set based on economic and employment conditions (which include a number of different variables such as purchasing power parity, employment rate and median wages) rather than on the need for a decent living. The provisions regarding the minimum wage do not apply to micro and small businesses, but the wages of workers in these businesses must meet the following requirements: 1) The minimum wage is at least 50% of the average public consumption at the provincial level; and 2) The agreed wage value is at least 25% above the poverty line at the provincial level. |
| 7. | Peraturan Pemerintah No. 37 Tahun 2021 tentang Penyelenggaraan Program Jaminan Kehilangan Pekerjaan Government Regulation No. 37 of 2021 concerning the Implementation of the Job Loss Guarantee Program | 2 Februari 2021 February 2, 2021 | <ol style="list-style-type: none"> Jaminan Kehilangan Pekerjaan ("JKP") diberikan kepada setiap pekerja/buruh (secara bersama-sama disebut sebagai "Pekerja") yang mengalami pemutusan hubungan kerja dan akan diselenggarakan oleh Badan Penyelenggara Jaminan Sosial Ketenagakerjaan bersama-sama dengan Pemerintah Pusat. Untuk mendaftar menjadi peserta program JKP, Pekerja wajib memenuhi persyaratan utama berikut: 1) Warga negara Indonesia; 2) Belum mencapai usia 54 tahun pada saat mendaftar; 3) Mempunyai hubungan kerja dengan pengusaha yang bersangkutan. Manfaat JKP diberikan kepada Pekerja yang mengalami pemutusan hubungan kerja baik untuk hubungan kerja Perjanjian Kerja Waktu Tertentu (PKWT) atau Perjanjian Kerja Waktu Tidak Tertentu (PKWTT). Manfaat JKP dapat berupa: 1) Uang tunai; 2) Akses informasi pasar kerja; dan 3) Pelatihan kerja. Pengusaha yang melanggar salah satu ketentuan sebagaimana diatur dalam Peraturan ini dapat dikenai sanksi administratif secara bertahap mulai dari penerbitan teguran tertulis dan/atau tidak mendapatkan pelayanan publik tertentu. <ol style="list-style-type: none"> Job Loss Insurance ("JKP") is given to every worker/labor (collectively referred to as "Workers") who experience termination of employment and will be administered by the Employment Social Security Administrative Body together with the Central Government. To register as a participant in the JKP program, Workers must meet the following main requirements: 1) Indonesian citizen; 2) Have not reached the age of 54 at the time of registration; 3) Have a working relationship with the entrepreneur concerned. The JKP benefits are given to Workers who have been terminated, either for a Specific Time Work Agreement (PKWT) or an Indefinite Work Agreement (PKWTT). JKP benefits can be in the form of: 1) Cash; 2) Access to labor market information; and 3) Job training. Entrepreneurs who violate any of the provisions as regulated in this Regulation may be subject to administrative sanctions in stages starting from the issuance of a written warning and/or not receiving certain public services. |



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| 8. | <p>Peraturan Pemerintah No. 22 Tahun 2021 tentang Penyelenggaraan Perlindungan dan Pengelolaan Lingkungan Hidup</p> <p>Government Regulation No. 22 of 2021 concerning the Implementation of Environmental Protection and Management</p> | <p>2 Februari 2021 February 2, 2021</p> | <ol style="list-style-type: none"> 1. Izin Lingkungan, yang wajib diperoleh terkait rencana usaha/kegiatan, dapat diperoleh melalui penyelenggaraan Analisis Mengenai Dampak Lingkungan ("AMDAL") atau Upaya Pengelolaan Lingkungan Hidup dan Upaya Pemantauan Lingkungan Hidup (UPL-UKL). Selain itu, Surat Pernyataan Kesanggupan Pengelolaan dan Pemantauan Lingkungan Hidup (SPPL) juga dapat digunakan oleh pelaku usaha dan/atau kegiatan yang tidak memiliki dampak signifikan terhadap lingkungan dan yang tidak termasuk kriteria wajib UKL-UPL. 2. Proses keseluruhan penyelenggaraan AMDAL dijabarkan sebagai berikut: 1) Penyusunan AMDAL, dimana penanggung jawab wajib melakukan kegiatan berikut: a) Pelaksanaan pelibatan masyarakat terhadap rencana usaha dan/atau kegiatan; b) Pengisian, pengajuan, pemeriksaan dan penerbitan berita acara kesepakatan Formulir Kerangka Acuan; dan c) Penyusunan dan pengajuan dokumen Analisis Dampak Lingkungan ("Andal") dan Rencana Pengelolaan Lingkungan Hidup dan Rencana Pemantauan Lingkungan Hidup ("RKL-RPL"); 2) Penilaian AMDAL, dimana dokumen Andal dan RKL-RPL wajib lolos berbagai penilaian administratif, substantif dan kelayakan; dan 3) Penerbitan Keputusan Kelayakan Lingkungan Hidup dalam 10 hari kerja setelah rekomendasi uji kelayakan diterima. <ol style="list-style-type: none"> 1. Environmental Permits, which must be obtained related to business/activity plans, can be obtained through the implementation of an Environmental Impact Analysis ("AMDAL") or Environmental Management Efforts and Environmental Monitoring Efforts (UPL-UKL). In addition, the Statement of Ability to Manage and Monitor the Environment (SPPL) can also be used by business actors and/or activities that do not have a significant impact on the environment and which do not include the mandatory UKL-UPL criteria. 2. The overall process of administering the AMDAL is described as follows: 1) Preparation of the AMDAL, in which the person in charge is obliged to carry out the following activities: a) Implementation of community involvement in business plans and/or activities; b) Completion, submission, examination and issuance of minutes of agreement on the Terms of Reference Form; and c) Preparation and submission of Environmental Impact Analysis ("Andal") documents and Environmental Management Plan and Environmental Monitoring Plan ("RKL-RPL"); 2) AMDAL assessment, where the Andal and RKL-RPL documents must pass various administrative, substantive and feasibility assessments; and 3) Issuance of Environmental Feasibility Decisions within 10 working days after the feasibility test recommendation is received. |
| 9. | <p>Peraturan Menteri Ketenagakerjaan No. 5 Tahun 2021 tentang Tata Cara Penyelenggaraan Program Jaminan Kecelakaan Kerja, Jaminan Kematian, dan Jaminan Hari Tua</p> <p>Minister of Manpower Regulation No. 5 of 2021 concerning Procedures for Implementing Work Accident Insurance, Death Benefits, and Old Age Security Programs</p> | <p>1 April 2021 April 1, 2021</p> | <ol style="list-style-type: none"> 1. Setiap pemberi kerja diwajibkan mendaftarkan karyawannya di bawah program Jaminan Kecelakaan Kerja ("JKK"), Jaminan Kematian – ("JKM") dan Jaminan Hari Tua ("JHT") yang dijalankan oleh Badan Penyelenggara Jaminan Sosial Ketenagakerjaan ("BPJS Ketenagakerjaan"). 2. Prosedur pendaftaran meliputi langkah-langkah sebagai berikut: 1) Penyelesaian dan penyerahan formulir yang diperlukan kepada BPJS Ketenagakerjaan; 2) Penerbitan nomor keanggotaan; 3) Penerbitan sertifikat keanggotaan program dan kartu keanggotaan kepada seluruh karyawan yang didaftarkan oleh pemberi kerja; dan 4) Penerbitan kartu keanggotaan BPJS Ketenagakerjaan kepada karyawan. 3. Perlu dicatat bahwa keanggotaan pegawai program JKK, JKM dan JHT menjadi efektif sejak tanggal yang relevan di mana nomor keanggotaan diterbitkan, yang seharusnya merupakan tanggal yang sama di mana formulir pendaftaran yang lengkap dan benar diserahkan dan iuran pertama dibayar lunas kepada BPJS Ketenagakerjaan. <ol style="list-style-type: none"> 1. Every employer is required to register their employees under the Occupational Accident Insurance ("JKK"), Death Benefit – ("JKM") and Old Age Security ("JHT") programs run by the Employment Social Security Administration ("BPJS Ketenagakerjaan"). 2. The registration procedure includes the following steps: 1) Completion and submission of the required forms to BPJS Ketenagakerjaan; 2) Issuance of membership number; 3) Issuance of program membership certificates and membership cards to all employees registered by the employer; and 4) Issuance of BPJS Employment membership cards to employees. 3. It should be noted that membership of the JKK, JKM and JHT program employees becomes effective from the relevant date on which the membership number is issued, which should be the same date on which a complete and correct registration form is submitted and the first contribution is paid in full to BPJS Ketenagakerjaan. |

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| 10. | Peraturan Menteri Badan Usaha Milik Negara No. PER-05/MBU/04/2021 tentang Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara Regulation of the Minister of State-Owned Enterprises No. PER-05/MBU/04/2021 concerning Social and Environmental Responsibility Programs for State-Owned Enterprises | 20 April 2021 April 20, 2021 | <ol style="list-style-type: none"> 1. Badan Usaha Milik Negara ("BUMN") wajib melaksanakan program Tanggung Jawab Sosial dan Lingkungan ("TJSL") secara sistematis dan terpadu dengan tahapan sebagai berikut: 1) Perencanaan; 2) Pelaksanaan; 3) Pengawasan; dan 4) Monitoring dan evaluasi. 2. Pelaksanaan program TJSL dilakukan dengan melakukan tindakan-tindakan berikut: 1) Pembiayaan dan pembinaan Usaha Mikro, Kecil ("UMK") dalam bentuk pemberian pinjaman/pinjaman syariah modal kerja sejumlah paling tidak IDR 250 juta, serta pinjaman tambahan sejumlah IDR 100 juta untuk membiayai kebutuhan jangka pendek; dan 2) Bantuan dan kegiatan lainnya. 3. Prosedur pemberian pinjaman/pinjaman syariah dalam Program Pendanaan UMK adalah sebagai berikut: 1) Calon UMK menyerahkan rencana usaha kepada BUMN; 2) Seleksi dan evaluasi rencana usaha oleh BUMN; 3) UMK wajib menyelesaikan proses administrasi pemberian modal kerja oleh BUMN yang bersangkutan; 4) Penyusunan perjanjian terkait modal kerja. 4. Pinjaman dapat diberikan kepada UMK dengan kategori kualitas pinjaman kurang lancar, diragukan atau macet dengan melakukan penjadwalan kembali (rescheduling) atau penyesuaian persyaratan (reconditioning), jika UMK tersebut memenuhi kriteria berikut: 1) UMK beritikad baik atau kooperatif terhadap upaya penyelamatan yang akan dilakukan; 2) UMK masih menjalankan kegiatan sehari-harinya dan mempunyai prospek usaha; dan 3) UMK masih mempunyai kemampuan untuk membayar angsuran. <ol style="list-style-type: none"> 1. State-Owned Enterprises ("BUMN") are required to implement the Social and Environmental Responsibility ("TJSL") program in a systematic and integrated manner with the following stages: 1) Planning; 2) Implementation; 3) Supervision; and 4) Monitoring and evaluation. 2. The implementation of the TJSL program is carried out by taking the following actions: 1) Financing and fostering Micro, Small Enterprises ("UMK") in the form of providing a working capital sharia loan/loan of at least IDR 250 million, as well as an additional loan of IDR 100 million to finance short term needs; and 2) Assistance and other activities. 3. Procedures for granting sharia loans/loans in the MSE Funding Program are as follows: 1) MSE candidates submit their business plans to SOEs; 2) Selection and evaluation of business plans by SOEs; 3) MSEs are required to complete the administrative process of providing working capital by the SOE concerned; 4) Preparation of agreements related to working capital. 4. Loans can be given to MSEs in the category of substandard, doubtful or bad loan quality by rescheduling or reconditioning, if the MSEs meet the following criteria: 1) MSEs have good intentions or are cooperative towards the rescue efforts to be carried out; 2) MSEs still carry out their daily activities and have business prospects; and 3) MSEs still have the ability to pay installments. |



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| 11. | <p>Surat Edaran Menteri Investasi/Kepala Badan Koordinasi Penanaman Modal No. 14 Tahun 2021 tentang Peralihan Penyelenggaraan Perizinan Berusaha Menjadi Penyelenggaraan Perizinan Berusaha Berbasis Risiko Melalui Sistem OSS</p> <p>Circular of the Minister of Investment/Head of the Investment Coordinating Board No. 14 of 2021 concerning the Transition of Implementing Business Licensing to Implementing Risk-Based Business Licensing Through the OSS System</p> | <p>31 Mei 2021 May 31, 2021</p> | <ol style="list-style-type: none"> 1. Penyelenggaraan perizinan berusaha berbasis risiko diharapkan secara penuh dan efektif akan dimulai pada 2 Juli 2021, Surat Edaran 14/2021 mengamankan pelaku usaha untuk mempercepat proses pemenuhan komitmen atas perizinan berusaha yang belum efektif dan menyampaikan pemenuhan komitmen melalui sistem OSS paling lambat tanggal 25 Juni 2021 agar izin usaha yang bersangkutan dapat berlaku efektif dan diterbitkan oleh sistem OSS sebelum tanggal 30 Juni 2021. 2. Sedangkan untuk pemenuhan komitmen dan permohonan izin usaha baru oleh pelaku usaha yang diajukan ke sistem OSS setelah tanggal 25 Juni 2021 dan izin usaha yang belum diterbitkan oleh sistem OSS sampai dengan tanggal 30 Juni 2021, akan diproses melalui sistem perizinan berusaha berbasis risiko, sebagaimana diatur dalam Peraturan Pemerintah No. 5 Tahun 2021 dan Peraturan Kepala Badan Koordinasi Penanaman Modal No. 4 Tahun 2021. 3. Per 2 Juni 2021, subsistem layanan informasi dan subsistem perizinan berusaha berbasis risiko dalam sistem OSS berbasis risiko telah tersedia untuk umum dan dapat diakses melalui tautan berikut: http://www.ujicoba-uuck.oss.go.id. Pelaku usaha dapat melakukan uji coba pada tautan terkait dan memberikan masukan untuk meningkatkan kinerja subsistem perizinan berusaha berbasis risiko. <ol style="list-style-type: none"> 1. The implementation of risk-based business licensing is expected to be fully and effectively started on July 2, 2021, Circular Letter 14/2021 mandates business actors to accelerate the process of fulfilling commitments for business licenses that have not been effective and submit fulfillment of commitments through the OSS system no later than June 25, 2021 so that the relevant business license can be effective and issued by the OSS system before 30 June 2021. 2. Meanwhile, for the fulfillment of commitments and applications for new business licenses by business actors submitted to the OSS system after 25 June 2021 and business licenses that have not been issued by the OSS system until 30 June 2021, they will be processed through a risk-based business licensing system, as stipulated in Government Regulation No. 5 of 2021 and Regulation of the Head of the Investment Coordinating Board No. 4 Year 2021. 3. As of June 2, 2021, the information services subsystem and the risk-based business licensing subsystem in the risk-based OSS system are publicly available and can be accessed via the following link: http://www.ujicoba-uuck.oss.go.id. Business actors can conduct trials on related links and provide input to improve the performance of the risk-based business licensing subsystem. |
| 12. | <p>Peraturan Menteri Lingkungan Hidup dan Kehutanan No. 4 Tahun 2021 tentang Daftar Usaha dan/atau Kegiatan yang Wajib Memiliki Analisis Mengenai Dampak Lingkungan Hidup, Upaya Pengelolaan Lingkungan Hidup dan Upaya Pemantauan Lingkungan Hidup atau Surat Pernyataan Kesanggupan Pengelolaan dan Pemantauan Lingkungan Hidup</p> <p>Minister of Environment and Forestry Regulation No. 4 of 2021 concerning List of Businesses and/or Activities Required to Have an Environmental Impact Analysis, Environmental Management Efforts and Environmental Monitoring Efforts or a Statement of Ability to Manage and Monitor the Environment</p> | <p>1 April 2021 April 1, 2021</p> | <ol style="list-style-type: none"> 1. Peraturan baru ini menetapkan daftar lengkap usaha dan kegiatan yang mewajibkan kepemilikan izin-izin lingkungan berikut: 1) AMDAL; 2) Upaya Pengelolaan Lingkungan Hidup dan Upaya Pemantauan Lingkungan Hidup ("UKL-UPL"); dan 3) Surat Pernyataan Kesanggupan Pengelolaan dan Pemantauan Lingkungan Hidup ("SPPL") 2. Daftar usaha dan kegiatan secara lengkap ini dijelaskan secara komprehensif dalam beberapa kategori sektoral dalam Lampiran I – II peraturan baru ini, yang terdiri dari jenis usaha dan kegiatan yang wajib mendapatkan AMDAL, UKL-UPL dan SPPL, baik yang diklasifikasikan dalam Klasifikasi Baku Lapangan Usaha Indonesia ("KBLI") tertentu maupun non-KBLI. 3. Berbagai jenis usaha dan/atau kegiatan yang dijelaskan dalam daftar ini dapat dilakukan perubahan, termasuk: 1) Dari wajib AMDAL menjadi wajib UKL-UPL atau SPPL; 2) Dari wajib UKL-UPL menjadi wajib AMDAL atau SPPL; 3) Dari wajib SPPL menjadi wajib AMDAL atau UKL-UPL. <ol style="list-style-type: none"> 1. This new regulation stipulates a complete list of businesses and activities that require the possession of the following environmental permits: 1) AMDAL; 2) Environmental Management Efforts and Environmental Monitoring Efforts ("UKL-UPL"); and 3) Statement of Ability to Manage and Monitor the Environment ("SPPL") 2. This complete list of businesses and activities is described comprehensively in several sectoral categories in Appendix I – II of this new regulation, which consists of types of businesses and activities that are required to obtain AMDAL, UKL-UPL and SPPL, both classified in the Indonesian Standard Classification of Business Fields. ("KBLI") certain or non-KBLI. 3. Changes can be made to the various types of businesses and/or activities described in this list, including: 1) From mandatory AMDAL to mandatory UKL-UPL or SPPL; 2) From mandatory UKL-UPL to mandatory AMDAL or SPPL; 3) From mandatory SPPL to mandatory AMDAL or UKL-UPL. |

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| 13. | Surat Edaran Menteri Investasi/Kepala Badan Koordinasi Penanaman Modal No. 17 Tahun 2021 tentang Peralihan Penyelenggaraan Perizinan Berusaha Menjadi Penyelenggaraan Perizinan Berusaha Berbasis Risiko Melalui Sistem OSS Minister of Manpower Regulation No. 15 of 2021 concerning Procedures for Providing Job Loss Guarantee Benefits | 27 Juli 2021 July 27, 2021 | <p>Surat edaran ini menyatakan bahwa pelaksanaan penyelenggaraan perizinan berusaha berbasis risiko melalui sistem OSS akan dimulai pada 2 Agustus 2021 dan juga termasuk ketentuan berikut: 1) Untuk melakukan migrasi data ke sistem OSS berbasis risiko yang baru, sistem OSS versi 1.1 akan <i>offline</i> pada pukul 18.00 WIB pada 30 Juli 2021. Oleh karena itu, pelaku usaha hanya akan dapat mengajukan permohonan berusaha melalui sistem OSS versi 1.1 sampai batas waktu pada pukul 24.00 WIB pada 29 Juli 2021; 2) Pelaku usaha diharapkan untuk mempercepat proses pemenuhan komitmen dan mengajukan dokumen terakik ke sistem OSS paling lambat pukul 24.00 WIB pada 29 Juli 2021; dan 3) Dari total 1702 kegiatan usaha, sebanyak 1349 KBLI akan dapat menggunakan <i>soft launching</i> perizinan berusaha berbasis risiko pada 2 Agustus 2021, sementara itu sisa 353 KBLI ditargetkan untuk diperkenalkan pada akhir Agustus 2021.</p> <p><i>This circular states that the implementation of risk-based business licensing through the OSS system will begin on August 2, 2021 and also includes the following provisions: 1) To migrate data to a new risk-based OSS system, the version OSS system 1.1 will be offline at 18.00 WIB on July 30, 2021. Therefore, business actors will only be able to apply for business through the OSS system version 1.1 until the deadline is at 24.00 WIB on July 29, 2021; 2) Business actors are expected to speed up the process of fulfilling commitments and submitting the assembled documents to the OSS system no later than 24.00 WIB on July 29, 2021; and 3) From a total of 1702 business activities, as many as 1349 KBLI will be able to use the soft launching of risk-based business licensing on August 2, 2021, while the remaining 353 KBLI are targeted to be introduced by the end of August 2021.</i></p> |
| 14. | Peraturan Menteri Ketenagakerjaan No. 15 Tahun 2021 tentang Tata Cara Pemberian Manfaat Jaminan Kehilangan Pekerjaan Minister of Manpower Regulation No. 15 of 2021 concerning Procedures for Providing Job Loss Guarantee Benefits | 28 Juli 2021 July 28, 2021 | <ol style="list-style-type: none"> 1. Manfaat Jaminan Kehilangan Pekerjaan ("JKP") akan diberikan dalam bentuk pembayaran uang tunai, akses informasi pasar kerja dan pelatihan kerja. Manfaat JKP dalam bentuk pembayaran uang tunai diselenggarakan oleh Badan Penyelenggara Jaminan Sosial Ketenagakerjaan ("BPJS Ketenagakerjaan"), sedangkan dua manfaat lainnya di atas diselenggarakan oleh Kementerian Ketenagakerjaan. 2. Manfaat JKP diberikan kepada peserta yang mengalami pemutusan hubungan kerja, termasuk hubungan kerja berdasarkan perjanjian kerja waktu tertentu (PKWT) dan perjanjian kerja waktu tidak tertentu (PKWTT). Peserta tersebut juga harus bersedia bekerja kembali. 3. Pelatihan kerja akan diberikan melalui lembaga pelatihan kerja milik pemerintah, swasta atau perusahaan yang memenuhi persyaratan berikut: 1) Harus memberikan program pelatihan kerja yang didasarkan pada standar kompetensi kerja sesuai dengan kebutuhan pasar kerja dengan memperhatikan standar kompetensi kerja nasional, internasional atau khusus; 2) Harus telah terdaftar dan diverifikasi oleh Sistem Informasi Ketenagakerjaan; 3) Harus telah terakreditasi dari lembaga akreditasi lembaga pelatihan kerja, yang dibuktikan dengan kepemilikan sertifikat akreditasi; dan 4) Harus mendapat persetujuan Menteri. <ol style="list-style-type: none"> 1. Job Loss Insurance ("JKP") benefits will be provided in the form of cash payments, access to job market information and job training. The JKP benefits in the form of cash payments are provided by the Employment Social Security Administration ("BPJS Ketenagakerjaan"), while the other two benefits above are provided by the Ministry of Manpower. 2. The JKP benefits are given to participants who experience termination of employment, including employment based on a certain time work agreement (PKWT) and an indefinite time work agreement (PKWTT). The participant must also be willing to work again. 3. Job training will be provided through job training institutions owned by the government, private sector or companies that meet the following requirements: 1) Must provide job training programs based on job competency standards in accordance with the needs of the labor market by taking into account national, international or special job competency standards; 2) Must have been registered and verified by the Employment Information System; 3) Must have been accredited by an accrediting agency for job training institutions, as evidenced by the possession of an accreditation certificate; and 4) Must be approved by the Minister. |



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| 15. | Keputusan Menteri Ketenagakerjaan No. 104 Tahun 2021 tentang Pedoman Pelaksanaan Hubungan Kerja Selama Masa Pandemi COVID-19 Minister of Manpower Decree No. 104 of 2021 concerning Guidelines for Implementing Work Relations During the COVID-19 Pandemic | 13 Agustus 2021 August 13, 2021 | <ol style="list-style-type: none"> Pedoman baru yang ditetapkan dalam Kepmenaker 104/2021 terdiri dari hal-hal berikut: 1) Pelaksanaan skema kerja dari rumah (work from home - "WFH") dan kerja dari kantor/tempat kerja (work from office/workplace - "WFO"); 2) Pembayaran gaji dan hak-hak pekerja/buruh lainnya; dan 3) Langkah-langkah yang ditunjukkan untuk menghindari pemutusan hubungan kerja. Skema WFO harus dilaksanakan melalui kegiatan berikut: 1) Penetapan persentase pekerja/buruh yang bekerja dengan skema WFO sesuai dengan peraturan yang mengatur pemberlakuan pembatasan kegiatan masyarakat, yang ditetapkan oleh pemerintah; 2) Pembagian haro kerja bulanan secara bergilir untuk memberikan kesempatan kepada seluruh pekerja/buruh untuk bekerja dengan tetap memperhatikan kapasitas maksimum yang ditetapkan oleh pemerintah; 3) Pengurangan jam kerja. Pekerja/buruh yang bekerja dalam skema WFO atau WFH atau gabungan dari keduanya tetap berhak untuk menerima upah yang layak. Namun, pemberi kerja yang tidak mampu secara finansial untuk membayar upah normal yang diterima oleh pekerja/buruh akibat dampak pandemi COVID-19 yang tengah berlangsung diizinkan untuk membuat penyesuaian upah berdasarkan perjanjian antara pemberi kerja tersebut dan pekerja/buruh. Pemberi kerja, pekerja/buruh, serikat pekerja/buruh dan pemerintah wajib memprioritaskan proses dialog yang bertujuan untuk mencari solusi terbaik dalam hal menjaga kelangsungan usaha dan bekerja. Dalam hal ini, pemutusan hubungan kerja sebaiknya hanya digunakan sebagai upaya terakhir dari seluruh upaya yang telah habis yang bertujuan untuk mengatasi hubungan industrial yang diakibatkan oleh pandemi COVID-19. Setiap perusahaan yang mengalami dampak nyata dalam hal kelangsungan usaha dan bekerja sebagai akibat dari pandemi COVID-19 harus melakukan upaya berikut untuk menghindari pemutusan hubungan kerja: 1) Penyesuaian tempat kerja; 2) Penyesuaian waktu kerja; 3) Merumahkan pekerja/buruh secara bergilir; 4) Melakukan penyesuaian besaran dan cara pembayaran upah; 5) Mengurangi fasilitas dan/atau tunjangan pekerja/buruh; 6) Tidak melakukan perpanjangan jangka waktu terhadap perjanjian kerja waktu tertentu, yang dilakukan secara selektif; dan/atau 7) Melakukan pensiun bagi pekerja/buruh yang sudah memenuhi syarat dan/atau menawarkan pensiun dini. <ol style="list-style-type: none"> The new guidelines stipulated in Kepmenaker 104/2021 consist of the following: 1) Implementation of work from home (WFH) and work from office/workplace (WFO) schemes ; 2) Payment of salaries and rights of other workers/laborers; and 3) Measures aimed at avoiding termination of employment. The WFO scheme must be implemented through the following activities: 1) Determination of the percentage of workers/laborers who work under the WFO scheme in accordance with the regulations governing the implementation of restrictions on community activities, which are determined by the government; 2) Division of monthly working days in rotation to provide opportunities for all workers/laborers to work while taking into account the maximum capacity set by the government; 3) Reduction of working hours. Workers/laborers who work under WFO or WFH schemes or a combination of the two are still entitled to receive a decent wage. However, employers who are financially incapable of paying the normal wages received by workers/laborers due to the impact of the ongoing COVID-19 pandemic are permitted to make wage adjustments based on the agreement between the employer and the worker/labor. Employers, workers/ laborers, trade unions/ laborers and the government must prioritize the dialogue process aimed at finding the best solution in terms of maintaining business continuity and work. In this case, termination of employment should only be used as a last resort of all exhausted efforts aimed at overcoming industrial relations caused by the COVID-19 pandemic. Every company experiencing a real impact in terms of business continuity and work as a result of the COVID-19 pandemic must make the following efforts to avoid termination of employment: 1) Adjustment of the workplace; 2) Adjustment of working time; 3) Lay off workers/ laborers in rotation; 4) Adjusting the amount and method of payment of wages; 5) Reducing worker/labor facilities and/or allowances; 6) Not extending the term of the work agreement for a certain time, which is carried out selectively; and/or 7) Retirement for workers/laborers who have met the requirements and/or offer early retirement. |

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| 16. | Peraturan Menteri Perhubungan No. 52 Tahun 2021 tentang Terminal Khusus dan Terminal untuk Kepentingan Sendiri Minister of Transportation Regulation No. 52 of 2021 concerning Special Terminals and Terminals for Self-interest | 16 Juni 2021 June 16, 2021 | <ol style="list-style-type: none"> 1. Terminal khusus dan terminal untuk kepentingan sendiri harus dikelola oleh pemerintah pusat, pemerintah provinsi, pemerintah kabupaten/kota atau badan usaha. Sementara itu, terminal khusus dan terminal untuk kepentingan sendiri hanya dapat dibangun sesuai dengan pertimbangan teknis dan ekonomi, atau jika pelabuhan terdekat yang tersedia tidak dapat mengakomodir beberapa kegiatan usaha pokok, termasuk: 1) Pertanian; 2) Kehutanan; 3) Perikanan; 4) Pertambangan dan penggalian; 5) Industri pengolahan; 6) Pengadaan listrik, gas, uap air panas, dan udara dingin; 7) Pengelolaan air, pengelolaan air limbah dan daur ulang; 8) Konstruksi; 9) Perdagangan besar; 10) Penyediaan akomodasi; 11) Kawasan pariwisata, taman wisata alam dan taman nasional; dan 12) Kegiatan tertentu yang memerlukan fasilitas dermaga. 2. Terminal khusus dan terminal untuk kepentingan sendiri hanya dapat dioperasikan sejalan dengan kegiatan berikut: 1) Kegiatan lalu lintas kapal, turun naik penumpang, dan bongkar muat barang berupa bahan baku, hasil produksi dan/atau peralatan penunjang produksi untuk kepentingan sendiri; dan 2) Kegiatan pemerintahan, penelitian, pendidikan dan pelatihan serta sosial. 3. Perizinan berusaha untuk pembangunan terminal khusus dapat diberikan maksimum selama lima tahun, yang dapat diperpanjang maksimum selama dua tahun, sementara izin usaha pengoperasian terminal khusus tersebut dapat diberikan maksimum selama lima tahun, yang juga dapat diperpanjang. 4. Pengelolaan terminal untuk kepentingan sendiri hanya dapat dilakukan setelah memperoleh izin usaha dari: 1) Menteri: untuk terminal khusus yang berlokasi di daerah lingkungan kerja dan daerah lingkungan kepentingan pelabuhan utama dan pengumpul; 2) Gubernur: untuk terminal untuk kepentingan sendiri yang berlokasi di daerah lingkungan kerja dan daerah lingkungan kepentingan pelabuhan pengumpan regional; dan 3) Bupati/walikota: untuk terminal untuk kepentingan sendiri yang berlokasi di daerah lingkungan kerja dan daerah lingkungan kepentingan untuk pelabuhan pengumpan lokal. <ol style="list-style-type: none"> 1. Dedicated terminals and terminals for self-interest must be managed by the central government, provincial governments, district/city governments or business entities. Meanwhile, special terminals and terminals for self-interest can only be built according to technical and economic considerations, or if the nearest available port cannot accommodate several main business activities, including: 1) Agriculture; 2) Forestry; 3) Fishery; 4) Mining and quarrying; 5) Processing industry; 6) Procurement of electricity, gas, hot water steam, and cold air; 7) Water management, waste water management and recycling; 8) Construction; 9) Wholesale trade; 10) Provision of accommodation; 11) Tourism areas, natural tourism parks and national parks; and 12) Certain activities that require dock facilities. 2. Dedicated terminals and terminals for self-interest can only be operated in line with the following activities: 1) Ship traffic activities, boarding and disembarking passengers, and loading and unloading of goods in the form of raw materials, production products and/or production support equipment for own use; and 2) Government, research, education and training and social activities. 3. A business permit for the construction of a special terminal can be granted for a maximum of five years, which can be extended for a maximum of two years, while a business license to operate a special terminal can be granted for a maximum of five years, which can also be extended. 4. Terminal management for self-interest can only be carried out after obtaining a business permit from: 1) the Minister: for special terminals located in the working environment and in the area of interest for the main and collecting ports; 2) Governor: for self-interest terminals located in the work environment area and the regional feeder port area of interest; and 3) Regent/mayor: for self-interest terminals located in the work area and in the area of interest for local feeder ports. |



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| 17. | Keputusan Menteri Energi dan Sumber Daya Mineral No. 206.K/HK.02/MEM.B/2021 tentang Harga Jual Batubara untuk Pemenuhan Kebutuhan Bahan Baku/Bahan Bakar Industri Semen dan Pupuk di Dalam Negeri Minister of Energy and Mineral Resources Decree No. 206.K/HK.02/MEM.B/2021 concerning the Selling Price of Coal to Fulfill the Domestic Demand for Raw Materials/Fuels for the Cement and Fertilizer Industry | 1 November 2021 November 1, 2021 | Keputusan ini menetapkan harga jual baru batubara untuk pemenuhan kebutuhan bahan baku/bahan bakar industri semen dan pupuk dalam negeri ("Harga Jual") sebesar USD 90/metrik ton Free on Board (FOB) Vessel, yang didasarkan atas spesifikasi acuan pada kalori 6.322 kkal/kg, total moisture 8% dan ash 15% sesuai dengan ketentuan yang diatur dalam Lampiran Keputusan 206/2021. This decision determines the new selling price of coal to meet the needs of raw materials/fuel for the domestic cement and fertilizer industry ("Selling Price") of USD 90/metric ton Free on Board (FOB) Vessel, which is based on a reference specification of 6,322 kcal calories. /kg, total moisture 8% and ash 15% in accordance with the provisions stipulated in the Appendix to Decision 206/2021. |
| 18. | Undang-Undang No. 7 Tahun 2021 tentang Harmonisasi Peraturan Perpajakan Law No. 7 of 2021 concerning Harmonization of Tax Regulations | 29 Oktober 2021 October 29, 2021 | <ol style="list-style-type: none"> Menetapkan seperangkat ketentuan yang ditujukan untuk pelaksanaan kebijakan strategis sebagai berikut: 1) Perubahan atas ketentuan yang diatur dalam Undang-Undang No. 6 tahun 1983 tentang Ketentuan Umum dan Tata Cara Perpajakan (dan perubahannya), Undang-Undang No. 7 tahun 1983 tentang Pajak Penghasilan (dan perubahannya), Undang-undang No. 8 tahun 1983 tentang Pajak Pertambahan Nilai Barang dan Jasa dan Pajak Penjualan atas Barang Mewah (dan perubahannya), serta Undang-Undang No. 11 tahun 1995 tentang Cukai (dan perubahannya); 2) Pelaksanaan Program Keterbukaan Informasi Sukarela Wajib Pajak; 3) Pengenalan pajak karbon. Mulai tahun pajak 2022, tarif pajak penghasilan (PPH) bagi wajib pajak korporasi dan bentuk usaha tetap dalam negeri ditetapkan sebesar 22%. Sedangkan tarif pajak pertambahan nilai (PPN) akan dinaikkan menjadi: 1) 11% terhitung mulai tanggal 1 April 2022; dan 2) 12% paling lambat 1 Januari 2025. Pada tanggal 1 April 2022, pajak karbon akan dikenakan kepada perseorangan atau badan yang membeli barang yang mengandung karbon dan/atau yang menjalankan kegiatan yang menghasilkan emisi karbon. Pajak baru ini akan dibayarkan: 1) Pada saat pembelian barang-barang yang mengandung karbon; 2) Pada akhir tahun kalender, untuk kegiatan yang menghasilkan emisi karbon dalam jumlah tertentu; 3) Pada waktu-waktu lain yang akan diatur lebih lanjut oleh Pemerintah atau berdasarkan Peraturan Pemerintah. <ol style="list-style-type: none"> Establish a set of provisions aimed at implementing strategic policies as follows: 1) Amendments to the provisions stipulated in Law no. 6 of 1983 concerning General Provisions and Tax Procedures (and its amendments), Law no. 7 of 1983 concerning Income Tax (and its amendments), Law no. 8 of 1983 concerning Value Added Tax on Goods and Services and Sales Tax on Luxury Goods (and its amendments), as well as Law no. 11 of 1995 concerning Excise (and its amendments); 2) Implementation of the Taxpayer's Voluntary Information Disclosure Program; 3) Imposition of carbon tax. Starting from the 2022 tax year, the income tax rate (PPH) for corporate taxpayers and domestic permanent establishments is set at 22%. Meanwhile, the rate of value added tax (VAT) will be increased to: 1) 11% starting April 1, 2022; and 2) 12% no later than January 1, 2025. On April 1, 2022, a carbon tax will be imposed on individuals or entities that purchase carbon-containing goods and/or engage in activities that produce carbon emissions. This new tax will be paid: 1) At the time of purchase of carbon-containing goods; 2) At the end of the calendar year, for activities that produce a certain amount of carbon emissions; 3) At other times to be further regulated by the Government or based on a Government Regulation. |

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| 19. | Peraturan Menteri Perdagangan Nomor 18 Tahun 2021 tentang Barang Dilarang Ekspor dan Barang Dilarang Impor Minister of Trade Number 18 of 2021 concerning Goods Prohibited from Exporting and Goods Prohibited from Importing | 19 November 2021 November 19, 2021 | <ol style="list-style-type: none"> 1. Dalam kerangka peraturan ini, terdapat 149 barang dalam 10 kategori komoditas yang dilarang untuk diimpor. Sementara itu, terdapat 275 barang dalam enam kategori komoditas yang dilarang untuk diekspor. 2. Jenis gula, beras, perkakas tangan, limbah bahan berbahaya dan beracun ("Limbah B3") dan non-Limbah B3 terdaftar tertentu telah ditambahkan ke dalam kategori komoditas/barang yang dilarang untuk diimpor. Sementara itu, pupuk subsidi serta sisa dan skrap logam telah ditambahkan dalam kategori komoditas yang dilarang untuk diekspor. 3. Ketentuan yang mengatur jenis barang yang dilarang impor dan ekspor juga berlaku bagi pemasukan dan pengeluaran barang ke dan dari Kawasan Perdagangan Bebas dan Pelabuhan Bebas (KPBPB), Kawasan Ekonomi Khusus (KEK), Tempat Penimbunan Berikat (TPB) dan di luar daerah pabean. <ol style="list-style-type: none"> 1. Within this regulatory framework, there are 149 goods in 10 commodity categories that are prohibited from being imported. Meanwhile, there are 275 goods in six commodity categories that are prohibited from being exported. 2. Types of sugar, rice, hand tools, hazardous and toxic waste ("B3 Waste") and certain registered non-B3 Waste have been added to the category of commodities/goods that are prohibited to be imported. Meanwhile, subsidized fertilizers as well as metal waste and scrap have been added to the category of commodities that are prohibited from being exported. 3. The provisions governing the types of goods that are prohibited from importing and exporting also apply to the entry and exit of goods to and from the Free Trade Zone and Free Port (KPBPB), Special Economic Zones (KEK), Bonded Storage Places (TPB) and outside the customs area. |
| 20. | Peraturan Menteri Perdagangan Nomor 19 Tahun 2021 Kebijakan dan Pengaturan Ekspor Minister of Trade Regulation Number 19 of 2021 Export Policy and Regulation | 19 November 2021 November 19, 2021 | <ol style="list-style-type: none"> 1. Eksportir diwajibkan untuk: 1) Memiliki NIB dan/atau dokumen perizinan berusaha dalam bentuk sertifikat eksportir terdaftar atau persetujuan ekspor; 2) Menyerahkan dokumen persyaratan lain; dan/atau 3) Melewati verifikasi dan penelusuran teknis (untuk barang yang dikategorikan berpotensi mengganggu keamanan, kesehatan, keselamatan, dan lingkungan, barang dengan kriteria atau spesifikasi tertentu yang perlu dipastikan kesesuaiannya, barang yang merupakan produk tidak terbarukan). 2. Eksportir dapat dikecualikan dari kewajiban di atas apabila: 1) Mengekspor barang bukan untuk tujuan usaha; atau 2) Mengekspor barang tertentu yang tercantum pada Lampiran V peraturan ini. Sebelum dapat menikmati pengecualian, eksportir harus terlebih dahulu memiliki pernyataan dari Dirjen Perdagangan Luar Negeri atas nama Menteri Perdagangan. 3. Produk pertambangan tertentu yang merupakan hasil pengolahan dan/atau pemurnian sebagaimana tercantum pada Lampiran I peraturan ini, hanya dapat diekspor sampai tanggal 10 Juni 2023. <ol style="list-style-type: none"> 1. Exporters are required to: 1) Have NIB and/or business licensing documents in the form of registered exporter certificates or export approvals; 2) Submit other required documents; and/or 3) Passing verification and technical investigation (for goods categorized as potentially disturbing security, health, safety, and the environment, goods with certain criteria or specifications that need to be ensured conformity, goods which are non-renewable products). 2. Exporters can be exempted from the above obligations if: 1) Exporting goods not for business purposes; or 2) Exporting certain goods listed in Attachment V of this regulation. Before being able to enjoy exemptions, exporters must first have a statement from the Director General of Foreign Trade on behalf of the Minister of Trade. 3. Certain mining products which are the result of processing and/or refining as listed in Attachment I to this regulation, can only be exported until June 10, 2023. |
| 21. | Surat Edaran Menteri Badan Usaha Milik Negara No.SE-16/MBU/11/2021 tentang Peningkatan Mutu Pelayanan Fasilitas Umum dan Fasilitas Sosial BUMN Minister of State-Owned Enterprises Circular No. SE-16/MBU/11/2021 concerning Quality Improvement of Public Facilities and SOE Social Facilities | 24 November 2021 November 24, 2021 | <ol style="list-style-type: none"> 1. Badan usaha milik negara (BUMN) yang menyediakan layanan berupa fasilitas umum dan fasilitas sosial harus memelihara dan mengelola fasilitas tersebut secara optimal dan tidak boleh membebankan biaya terkait kepada masyarakat umum. 2. Direksi dan Dewan Komisaris BUMN tersebut wajib melakukan pengawasan terhadap pemenuhan persyaratan di atas. <ol style="list-style-type: none"> 1. State-owned enterprises (BUMN) that provide services in the form of public facilities and social facilities must maintain and manage these facilities optimally and must not impose related costs to the general public. 2. The Board of Directors and Board of Commissioners of the SOE are required to supervise the fulfillment of the above requirements. |



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| 22. | Surat Edaran Menteri Dalam Negeri No.440/7183/SJ tentang Pencegahan dan Penanggulangan Corona Virus Disease 2019 Varian Omicron serta Penegakan Penggunaan Aplikasi PeduliLindungi Minister of Home Affairs Circular No. 440/7183/SJ regarding the Prevention and Control of the 2019 Omicron Variant of Coronavirus Disease and Enforcement of the Use of PeduliLindungi Applications | 21 Desember 2021 December 21, 2021 | <ol style="list-style-type: none"> Dalam rangka pencegahan dan penanggulangan COVID-19 varian omicron, pemerintah daerah harus menerapkan langkah-langkah sebagai berikut: 1) Mengintensifkan pemberlakuan pembatasan kegiatan masyarakat (PPKM) dan pengujian dan penelusuran COVID-19; 2) Menerapkan protokol kesehatan yang lebih ketat; 3) Berkoordinasi dengan pemangku kepentingan terkait; 4) Memperkuat kapasitas rumah sakit rujukan COVID-19 untuk mengantisipasi lonjakan kasus COVID-19; 6) Mempercepat pemenuhan target angka vaksinasi; 7) Melakukan vaksinasi untuk anak; dan 8) Berkoordinasi dengan Kementerian Kesehatan, melengkapi PCR – S Gene Test Failure (SGTF), dan memastikan sampel kemungkinan omicron telah menjalani genomic sequencing di laboratorium daerah. Selanjutnya untuk mengoptimalkan pemanfaatan Aplikasi PeduliLindungi ketentuan sebagai berikut berlaku: 1) Penerapan protokol kesehatan di tempat-tempat umum akan diperketat dan dipantau dengan mengoptimalkan fitur scan aplikasi PeduliLindungi; 2) Tempat-tempat umum, termasuk tempat hiburan, pusat perbelanjaan, restoran, dan fasilitas lain yang berpotensi ramai, wajib menggunakan aplikasi PeduliLindungi di fasilitas umum; dan 3) penggunaan aplikasi PeduliLindungi secara terus-menerus harus ditegakkan dan peraturan daerah harus diterbitkan untuk mengatur kewajiban penggunaan aplikasi tersebut dan sanksi atas pelanggaran terhadapnya. <ol style="list-style-type: none"> In the context of preventing and overcoming the COVID-19 variant of Omicron, local governments must implement the following steps: 1) Intensify the implementation of community activity restrictions (PPKM) and testing and tracing of COVID-19; 2) Implement stricter health protocols; 3) Coordinate with relevant stakeholders; 4) Strengthening the capacity of COVID-19 referral hospitals to anticipate a spike in COVID-19 cases; 6) Accelerate the fulfillment of the target of vaccination rates; 7) Vaccination for children; and 8) Coordinate with the Ministry of Health, complete the PCR – S Gene Test Failure (SGTF), and ensure samples of possible omicron have undergone genomic sequencing in regional laboratories. Furthermore, to optimize the utilization of the Cares for Protect Application, the following provisions apply: 1) The application of health protocols in public places will be tightened and monitored by optimizing the scan feature of the Cares Protect application; 2) Public places, including entertainment venues, shopping centers, restaurants, and other facilities that have the potential to be crowded, must use the PeduliLindungi application in public facilities; and 3) the continuous use of the PeduliLindungi application must be enforced and local regulations must be issued to regulate the mandatory use of the application and sanctions for violations against it. |
| 23. | Peraturan Menteri Lingkungan Hidup dan Kehutanan No. 19 Tahun 2021 tentang Tata Cara Pengelolaan Limbah Non-Bahan Berbahaya dan Beracun Minister of Environment and Forestry Regulation No. 19 of 2021 concerning Procedures for Management of Non-Hazardous and Toxic Waste | 29 Oktober 2021 October 29, 2021 | <ol style="list-style-type: none"> Pengelolaan Limbah Non Bahan Berbahaya dan Beracun ("Limbah Non-B3") terdiri dari kegiatan: 1) Pengurangan; 2) Penyimpanan; 3) Pemanfaatan; 4) Penimbunan; 5) Pengangkutan; 6) Perpindahan lintas batas; serta 5) Pemantauan dan pelaporan. Kegiatan-kegiatan tersebut harus dilaporkan kepada Menteri Lingkungan Hidup dan Kehutanan, gubernur dan walikota/bupati paling tidak satu kali dalam setahun. Limbah Non-B3 dapat disimpan dalam fasilitas berbentuk: 1) Bangunan; 2) Silo; 3) Waste piles; 4) Waste impoundment; dan/atau 5) Fasilitas lainnya. Selain itu, pelaku usaha yang berniat untuk memanfaatkan Limbah Non-B3 dapat menggunakan limbah tersebut: 1) Sebagai substitusi bahan baku atau sumber energi; 2) Sebagai bahan baku; atau 3) Sebagai produk samping. Pelaku usaha yang bermaksud untuk menghentikan kegiatan penimbunan Limbah Non-B3 wajib melakukan kegiatan berikut terhadap fasilitas Limbah Non-B3-nya: 1) Penutupan; 2) Pemeliharaan; dan 3) Pemantauan. <ol style="list-style-type: none"> Management of Non-Hazardous and Toxic Waste ("Non-B3 Waste") consists of the following activities: 1) Reduction; 2) Storage; 3) Utilization; 4) Hoarding; 5) Transportation; 6) Cross-border movement; and 5) Monitoring and reporting. These activities must be reported to the Minister of Environment and Forestry, governors and mayors/regents at least once a year. Non-B3 waste can be stored in facilities in the form of: 1) Buildings; 2) Silos; 3) Waste piles; 4) Waste impoundment; and/or 5) Other facilities. In addition, business actors who intend to utilize Non-B3 Waste can use such waste: 1) As a substitute for raw materials or energy sources; 2) As raw material; or 3) As a by-product. Business actors who intend to stop the activities of landfilling Non-B3 Waste are obliged to carry out the following activities on their Non-B3 Waste facilities: 1) Closure; 2) Maintenance; and 3) Monitori |

PERUBAHAN KEBIJAKAN AKUNTANSI

Pada tahun 2021, terjadi perubahan kebijakan akuntansi yang rinciannya dijelaskan pada tabel di bawah ini

CHANGES IN ACCOUNTING POLICY

In 2021, there have been a number of changes in the accounting policies as described in details in the table below.

| Perubahan Kebijakan Changes in Policy | Alasan Perubahan Reasons for Changes | Dampak Terhadap Laporan Keuangan Impact on Financial Statements |
|--|---|---|
| Amandemen PSAK 22: Kombinasi Bisnis – Definisi Bisnis Amendment to PSAK 22: Business Combinations – Definition of Business | Untuk membantu entitas dalam menentukan apakah suatu transaksi seharusnya dicatat sebagai kombinasi bisnis atau akuisisi aset. <i>To assist an entity in determining whether a transaction should be accounted for as business combination or asset acquisition.</i> | Tidak terdapat dampak material terhadap jumlah yang dilaporkan di tahun berjalan atau tahun sebelumnya <i>There is no material impact on the amounts reported in the current year or the previous year</i> |
| Amandemen PSAK 71: Instrumen Keuangan, PSAK 55: Instrumen Keuangan: Pengakuan dan Pengukuran, PSAK 60: Instrumen Keuangan – Pengungkapan dan PSAK 73: Sewa tentang Reformasi Acuan Suku Bunga (Bagian 2) Amendments to PSAK 71: Financial Instruments, PSAK 55: Financial Instruments: Recognition and Measurement, PSAK 60: Financial Instruments – Disclosures and PSAK 73: Leases on Interest Rate Reference Reform (Part 2) | Mengatur bahwa aset keuangan dengan fitur percepatan pelunasan yang dapat menghasilkan kompensasi negatif memenuhi kualifikasi sebagai arus kas kontraktual yang berasal semata dari pembayaran pokok dan bunga dari jumlah pokok terutang. <i>Regulates that financial assets with accelerated repayment features that can result in negative compensation qualify as contractual cash flows originating solely from payments of principal and interest on the principal amount owed.</i> | Tidak terdapat dampak material terhadap jumlah yang dilaporkan di tahun berjalan atau tahun sebelumnya <i>There is no material impact on the amounts reported in the current year or the previous year</i> |
| Amandemen PSAK 73: Sewa tentang Jasa Konsesi Sewa terkait Corona Virus Disease 2019 ("COVID-19") Amendment to PSAK 73: Leases on Lease Concession Services related to Corona Virus Disease 2019 ("COVID-19") | Sebagai cara praktis agar penyewa dapat memilih untuk tidak menilai apakah konsesi sewa terkait covid-19 merupakan suatu modifikasi sewa. <i>As a practical way for tenants to choose not to judge whether the Covid-19-related lease concession is a lease modification.</i> | Tidak terdapat dampak material terhadap jumlah yang dilaporkan di tahun berjalan atau tahun sebelumnya <i>There is no material impact on the amounts reported in the current year or the previous year</i> |

TINGKAT KESEHATAN PERUSAHAAN

Sebagai entitas anak dari PT Pupuk Indonesia (Persero) yang merupakan BUMN, Perusahaan memiliki laporan evaluasi kinerja sebagai bagian dari pengukuran terhadap kelangsungan usaha Perusahaan. Laporan evaluasi kinerja Perusahaan disusun berdasarkan Keputusan Menteri BUMN No. KEP100/MBU/2002 tertanggal 4 Juni 2002 dan Surat PT Pupuk Indonesia (Persero) No. U-0406/A00.UM/2018 tertanggal 28 Februari 2018 tentang Pedoman Penilaian Tingkat Kesehatan Perusahaan.

COMPANY SOUNDNESS INDEX

As subsidiary of PT Pupuk Indonesia (Persero) as an SOE, the Company has a performance evaluation report as part of measuring the Company's business continuity. The Company performance evaluation report refers to SOE/BUMN Minister's Decision No. KEP100/MBU/2002 dated June 4, 2002 and PT Pupuk Indonesia (Persero) Letter No. U-0406/A00.UM/2018 dated 28 February 2018 on Evaluation Guidelines of Company Soundness Index.



Tingkat kesehatan Perusahaan pada tahun 2021 berkategori "A", tingkat penggolongan "SEHAT" dengan jumlah skor "78,00". Rincian bobot dan skor masing-masing aspek adalah sebagai berikut:

Company soundness index for the year 2020 was categorized as "A" defined as "HEALTHY" with a score of "70.00". Details of the weight and score of each aspect is provided in table below:

| Indikator Penilaian | Bobot (%) Weight (%) | Skor/Score | | % | Evaluation Indicator |
|---------------------|-------------------------|------------------------|------------------------------------|------------------------|--------------------------|
| | | RKAP 2021 2021 RKAP | Realisasi 2021 2021 Realization | Capaian Achievement | |
| Aspek Keuangan | 70,00 | 43,50 | 50,00 | 114,94 | Financial Aspect |
| Aspek Operasional | 15,00 | 15,00 | 14,00 | 93,33 | Operational Aspect |
| Aspek Administrasi | 15,00 | 15,00 | 14,00 | 93,33 | Administration Aspect |
| Jumlah | 100,00 | 73,50 | 78,00 | 106,12 | Total |

Penilaian terhadap Aspek Keuangan

Penilaian aspek keuangan didasarkan atas nilai dan skor delapan indikator keuangan dengan memperhitungkan unsur-unsur yang berkaitan. Hasil penilaian aspek keuangan adalah sebagai berikut:

Evaluation on Financial Aspect

Evaluation of the financial aspect is based on the value and score of eight financial indicators by considering all related elements. Results of this financial aspect evaluation are as follows:

| No | Penilaian | RKAP 2021 2021 RKAP | | Realisasi 2021 2021 Realization | | % | Evaluation | |
|----|---|-------------------------|---------------|------------------------------------|-------------------------|---------------|------------|--|
| | | Hasil (%) Result (%) | Skor Score | Bobot Weight | Hasil (%) Result (%) | Skor Score | | Capaian Achievement |
| 1 | Imbalan kepada Pemegang Saham/ Return on Equity ("ROE") | 3,54 | 5,50 | 20,00 | 6,63 | 10,00 | 181,82 | Return on Equity ("ROE") |
| 2 | Imbalan Investasi/Return on Investment ("ROI") | 9,94 | 7,50 | 15,00 | 10,58 | 9,00 | 120,00 | Return on Investment ("ROI") |
| 3 | Rasio Kas | 49,54 | 5,00 | 5,00 | 50,00 | 5,00 | 100,00 | Cash Ratio |
| 4 | Rasio Lancar | 209,25 | 5,00 | 5,00 | 153,72 | 5,00 | 100,00 | Current Ratio |
| 5 | Collection Periods | 14,80 | 5,00 | 5,00 | 4,56 | 5,00 | 100,00 | Collection Periods |
| 6 | Perputaran Persediaan | 52,32 | 5,00 | 5,00 | 38,67 | 5,00 | 100,00 | Inventory Turnover |
| 7 | Perputaran Jumlah Aset/Total Asset Turnover ("TATO") | 48,51 | 2,50 | 5,00 | 52,56 | 2,50 | 100,00 | Total Asset Turnover ("TATO") |
| 8 | Rasio Total Modal Sendiri Terhadap Total Aset ("TMS Terhadap TA") | 61,01 | 8,00 | 10,00 | 59,91 | 8,50 | 106,25 | Ratio of Total Own Capital to Total Assets ("TMS to TA") |
| | Jumlah | | 43,50 | 70,00 | | 50,00 | 114,94 | Total |

Penilaian terhadap Aspek Operasional

Hasil penilaian terhadap aspek operasional tahun 2021 meliputi unsur-unsur kegiatan yang paling dominan dalam rangka menunjang keberhasilan

Evaluation on Operational Aspect

Results of operational aspect evaluation for the year 2021 consisted of activity elements which are most dominant in supporting operational achievements in

operasional sesuai dengan visi dan misi Perusahaan. Indikator dalam aspek operasional sesuai dengan RUPS atau Buku RKAP yang telah disahkan oleh Pemegang Saham. Penilaian untuk aspek operasional adalah sebagai berikut:

line with Company vision and mission. Indicators in this operational aspect are according to the GMS or RKAP Book ratified by the Shareholders. Details of the evaluation on operational aspect are as follows:

| No | Penilaian | Bobot Weight | RKAP 2021 2021 RKAP | | Realisasi 2021 2021 Realization | | | % | Evaluation |
|----|---|--------------|-------------------------|---------------|------------------------------------|----------------|-----------------------|--------|--|
| | | | Hasil (%) Result (%) | Skor Score | Hasil (%) Result (%) | Nilai Value | Skor (%) Score (%) | | |
| 1 | Pencapaian Produksi (PP) | 5.00 | 113,99 | 5,00 | 102,07 | Baik Sekali | 5,00 | 100,00 | Production Achievement (PP) |
| 2 | Pencapaian Efisiensi Pemakaian Bahan Baku Gas Bumi (PE) | 5.00 | 99,50 | 5,00 | 102,38 | Baik | 4,00 | 80,00 | Achievement in Efficient Use of Natural Gas (PE) |
| 3 | Produktivitas Tenaga Kerja (PTK) | 5.00 | 110,47 | 5,00 | 107,83 | Baik Sekali | 5,00 | 100,00 | Manpower Productivity (PTK) |
| | Jumlah | 15.00 | | 15,00 | | | 14,00 | 93,33 | Total |

Penilaian terhadap Aspek Administrasi

Hasil penilaian terhadap aspek administrasi tahun 2021 yang meliputi unsur-unsur kegiatan yang paling dominan dalam rangka menunjang kinerja Perusahaan adalah sebagai berikut:

Evaluation on Administrative Aspect

Results on evaluation on the administrative aspect for the year 2021 consisted on activity elements that are most dominant in supporting Company performance as listed below:

| No | Penilaian | RKAP 2021 2021 RKAP | Realisasi 2021 2021 Realization | | Evaluation |
|----|--|------------------------|------------------------------------|---------------|---|
| | | | Hasil (%) Result (%) | Skor Score | |
| 1 | Laporan Perhitungan Tahunan Audited | Tepat Waktu On time | Terlambat Behind Time | 2,00 | Audited Annual Calculation Report |
| 2 | Rancangan Rencana Kerja dan Anggaran Perusahaan ("RKAP") | Tepat Waktu On time | Tepat Waktu On time | 3,00 | Draft of Corporate Work Plan and Budget ("RKAP") |
| 3 | Laporan Periodik | Tepat Waktu On time | Tepat Waktu On time | 3,00 | Periodic Reports |
| 4 | Kinerja Program Kemitraan dan Bina Lingkungan (PKLB) | | | | Performance of Partnership and Community Development Program (PKLB) |
| | a. Efektivitas Penyaluran Dana | 96,43 | 97,51 | 3,00 | Effectiveness of Fund Distribution |
| | b. Tingkat Kolektibilitas Pengembalian Pinjaman | 70,07 | 73,10 | 3,00 | Collectability Rate of Loan Repayments |
| | Jumlah | | | 14,00 | Total |



INFORMASI KELANGSUNGAN USAHA

Assessment Manajemen atas Hal-hal yang Berpotensi Berpengaruh Signifikan terhadap Kelangsungan Usaha Perusahaan

Perusahaan melakukan analisis Strengths, Weaknesses, Opportunities, and Threats (SWOT) sebagai alat untuk menentukan posisi Perusahaan melalui pendekatan analisis faktor internal, yaitu mengidentifikasi kekuatan dan kelemahan yang terdapat dalam Perusahaan serta analisis faktor eksternal, yaitu dengan mengidentifikasi peluang dan ancaman yang dapat mempengaruhi kelangsungan hidup perusahaan. Analisis ini dilakukan berkesinambungan.

Faktor yang telah ditetapkan dalam Rencana Jangka Panjang (RJP) secara tahunan dievaluasi untuk mengukur efektivitas pencapaian dan kesesuaian arah jangka panjang yang akan dituju oleh Perusahaan. Penentuan nilai dilakukan pada masing-masing faktor dengan cara brainstorming oleh Komite RKAP bersama Direksi.

Asumsi yang Digunakan Manajemen dalam Melakukan Assessment atas Hal-hal yang Berpotensi Berpengaruh Signifikan terhadap Kelangsungan Usaha Perusahaan

Asumsi yang digunakan manajemen dalam melakukan assessment adalah pencapaian kinerja tahun 2021 sebagai bagian dari analisis SWOT yang dilakukan.

INFORMATION ON BUSINESS CONTINUITY

Management Assessment of Potential Matters with Significant Impact on Company's Business Continuity

The Company carries out the Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis as tool to determine the Company's position through internal factor analysis approach, namely identification of the strengths and weaknesses existing within the Company as well as external factors analysis, namely identification of the opportunities and threats that may influence the Company's endurance. This analysis is carried out continuously.

Factors established in the Long-Term Planning (RJP) are evaluated annually in order to measure the effectiveness of achievements and suitability of the long-term directions to be pursued by the Company. Determining the value on each of the factor are done through brainstorming by the RKAP Committee and the Board of Directors.

Assumptions Used by the Management in the Assessment of Potential Matters with Significant Impact on Company's Business Continuity

Assumptions used by the management in conducting the assessment are performance achievements in the year 2021 as part of the implemented SWOT analysis.

Hal-hal yang Berpotensi Berpengaruh Signifikan terhadap Kelangsungan Usaha Perusahaan pada Tahun 2021 dan Strategi Perbaikan

Berikut disampaikan hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha Perusahaan pada tahun 2021.

Potential Matters with Significant Impact on Company Business Continuity for the Year 2021 and Improvement Strategies

Following is list of matters with potential significant impact on the Company's business continuity in the year 2021.

| No | Faktor Internal | Internal Factors |
|------------------|---|--|
| FAKTOR INTERNAL | | INTERNAL FACTORS |
| Kekuatan | | Strengths |
| 1 | Memiliki salah satu pabrik urea terbesar di Indonesia dan ASEAN | Owning one of the largest urea plants in Indonesia and ASEAN |
| 2 | Berpengalaman dalam pengoperasian pabrik amonia dan urea | Experienced in operating ammonia and urea plants |
| 3 | Memiliki jejaring distribusi yang kuat di area rayon sektor perkebunan | Retaining strong distribution level in the cluster areas of the plantation sector |
| 4 | Nilai aset yang besar | High asset value |
| 5 | Tingkat Kesehatan minimal pada kategori "Sehat" | Minimal Soundness Index categorized as "Healthy" |
| 6 | Implementasi Tata Kelola Perusahaan pada kategori minimal "Baik" | Implementation of Corporate Governance categorized at minimum as "Good" |
| 7 | Skor KPKU berada pada band "Emerging Industry Leader" | KPKU score categorized as "Emerging Industry Leader" |
| Kelemahan | | Weakness |
| 1 | Memiliki rerata rasio konsumsi gas produk urea lebih tinggi dari PI Group | Having the average consumption ratio of urea gas higher than PI Group |
| 2 | Portofolio produk non urea yang diproduksi massal masih terbatas | Non-urea product portfolio of mass production remains limited |
| 3 | Tonase penjualan produk non urea sektor komersil masih rendah | Non-urea product sales tonnage for commercial sector remains low |
| 4 | Indeks kesehatan budaya AKHLAK di Perusahaan pada level "Kurang Sehat" | Soundness index of AKHLAK culture in the Company remains "Less Healthy" |
| 5 | Keterbatasan dana untuk operasional dan pengembangan | Limited funds for operations and development |
| 6 | Keterbatasan lahan pengembangan | Limited land for development |
| FAKTOR EKSTERNAL | | EXTERNAL FACTORS |
| Peluang | | Opportunities |
| 1 | Program Kementerian Pertanian "Indonesia menjadi Lumbung Pangan Dunia Tahun 2045" | The Ministry of Agriculture program "Program Kementerian Pertanian "Indonesia to become World's Food Barn in 2045" |
| 2 | Program Pengembangan pertanian oleh pemerintah di lahan yang kurang ideal (misalnya rawa dan kebutuhan produk spesifik) | Agricultural development program by the government on less than ideal land (eg swamps and specific product needs) |
| 3 | Instruksi Presiden Republik Indonesia No. 2 tahun 2010 tentang Revitalisasi Industri Pupuk | The President of the Republic of Indonesia Instruction No. 2 of 2010 on Revitalization of the Fertilizer Industry |
| 4 | Program Kementerian Perindustrian "Making Indonesia 4.0" | The Ministry of Industry's program "Making Indonesia 4.0" |
| 5 | Temuan sumber gas baru dengan cadangan gas besar di blok Sakakemang-Corridor | Finding of new gas source with enormous gas reserves in block Sakakemang-Corridor |



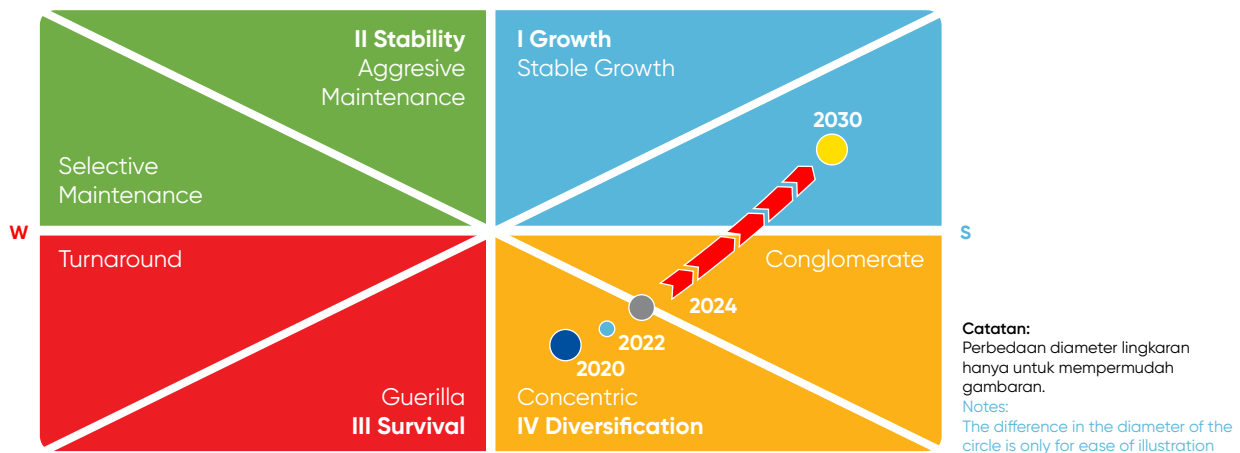
| No | Faktor Internal | Internal Factors |
|---------|--|---|
| 6 | Kepmen ESDM No. 89K/10/MEM/2020 tentang Penggunaan dan Harga Gas Bumi Tertentu di Bidang Industri | Minister of Energy and Mineral Resources (ESDM) Decision No. 89K/10/MEM/2020 on Certain Use and Price of Natural Gas in the Industrial Sector |
| 7 | Program sinergi dan circular economy Kementerian BUMN | Synergy and Circular Economy program of the SOE/ BUMN Ministry |
| 8 | Perkembangan Smart Farming & Precision Agriculture | Development of Smart Farming & Precision Agriculture |
| 9 | Rencana pengembangan Kawasan Strategis & Industri di Sumbagsel (Tanjung Enim, Tanjung Api-Api, dan lain-lain) | Development plan of the Strategic & Industrial Estate in South Sumatra (Tanjung Enim, Tanjung Api-Api, etc) |
| 10 | Provinsi Sumatera Selatan sebagai salah satu wilayah dengan cadangan energi non gas yang melimpah dan perkebunan yang luas | South Sumatra Province as one of the regions with abundant non-gas energy reserves and extensive plantations |
| Ancaman | | Threats |
| 1 | Rencana pengalihan subsidi pupuk menjadi langsung ke petani | Transfer plan of subsidized fertilizer directly to farmers |
| 2 | Penurunan harga jual produk utama perusahaan | Reduction of selling prices of company main products |
| 3 | Penurunan harga jual komoditas pertanian | Reduction of selling prices of agricultural commodities |
| 4 | Fluktuasi nilai tukar sebagai dampak perubahan kondisi perekonomian | Fluctuation of exchange rates as impact of changes in economic conditions |
| 5 | Penurunan daya beli masyarakat pasca wabah COVID-19 | Reduction of public's purchasing power post Covid-19 pandemic |
| 6 | Adanya penambahan pabrik pupuk baru di level Nasional dan Asia | Additional new fertilizer plants at national and Asia levels |
| 7 | Isu kesehatan & keselamatan kerja, lingkungan hidup dan pendangkalan | Issues of occupational health & safety, environment and siltation |

Berdasarkan analisis SWOT, Perusahaan digambarkan berada pada kuadran Diversification sub Concentric dan diproyeksikan bergerak menuju sub Conglomerate dengan fokus pada program efisiensi, diversifikasi dan digitalisasi. Untuk tahun 2021, sesuai arahan Pemegang Saham di akhir tahun 2020 terkait sentralisasi fungsi-fungsi strategis, maka fokus utama Perusahaan adalah mendukung implementasi berbagai program sentralisasi Pupuk Indonesia Group. Hal itu termasuk seluruh hal yang dibutuhkan di level anak perusahaan untuk dapat menunjang kelancaran masa transisi, terutama transformasi bisnis dan transformasi budaya secara bertahap.

Based on the SWOT analysis, the Company is portrayed to be in the position within the Diversification quadrant sub-Concentric towards sub-Conglomerate with a focus on efficiency, diversification, and digitalization programs. For the year 2022, in line with directives of the Shareholders at the end of 2021 related to the centralization of strategic functions, therefore the Company main focus is to support the implementation of various centralization program of Pupuk Indonesia Group. This includes all required matters at the subsidiary level in order to support the smooth transition phase, especially the gradual transformation of business and culture.

SWOT Positioning Perusahaan

SWOT Company Positioning



Berikut adalah strategi utama yang dilakukan Perusahaan tahun 2021:

1. Operasional pabrik NPK Fusion II dengan kapasitas 2 x 100.000 ton/tahun
2. Persiapan revitalisasi pabrik P-III dan IV menjadi pabrik P-IIIB sesuai lingkup dari Pupuk Indonesia
3. Implementasi program Agro Solution, Customer Centric Model dan Kartu Tani untuk skala ritel serta Service Level Agreement untuk produk skala korporasi
4. Implementasi program Single Branding NPK dan Urea sesuai dengan arahan Pupuk Indonesia
5. Melaksanakan penugasan riset sektor perkebunan dan bidang prospektif lainnya dari hulu ke hilir
6. Penyiapan lahan, perizinan lokasi dan utilitas (*tie-in*) secara bertahap proyek Demo Plant Green Diesel
7. Implementasi bertahap Digital Plant Fertilizer dan Maintenance Excellence.
8. Program branding dan upgrading GPP Nganjuk dan Pati
9. Implementasi program Transformasi Budaya, Sistem Organisasi PI Group dan Sistem Manajemen secara bertahap
10. Melanjutkan program *cost reduction* di seluruh lini dan *risk based budgeting*

The following are the main strategies carried out by the Company in 2021 2022:

1. Operation of the NPK Fusion II plant with a capacity of 2 x 100,000 tons/year
2. Preparation for revitalization of P-III and IV factories into P-IIIB factories according to the scope of Pupuk Indonesia
3. Implementation of Agro Solution, Customer Centric Model and Kartu Tani programs for retail scale as well as Service Level Agreement for corporate scale products
4. Implementation of the NPK and Urea Single Branding program in accordance with the direction of Pupuk Indonesia
5. Carry out research assignments in the plantation sector and other prospective fields from upstream to downstream
6. Land preparation, location and utility permits (*tie-in*) in stages for the Green Diesel Demo Plant project
7. Gradual implementation of Digital Plant Fertilizer and Maintenance Excellence.
8. Nganjuk and Pati GPP branding and upgrading program
9. Implementation of the Cultural Transformation program, PI Group Organizational System and Management System in stages
10. Continuing the cost reduction program in all lines and risk based budgeting



RENCANA JANGKA PANJANG

PUSRI memiliki Rencana Jangka Panjang (RJP) 2020–2024 sebagai arah pelaksanaan program strategis 5 (lima) tahun ke depan serta mendukung pencapaian visi Perusahaan, yaitu “Menjadi Perusahaan Agroindustri Unggul di Asia”. RJP tersebut mengacu rencana strategis PT Pupuk Indonesia (Persero) 2020 – 2024 sebagai induk perusahaan yang telah disahkan oleh Kementerian Badan Usaha Milik Negara serta program strategis nasional yang relevan untuk proses *shifting* ke usaha agroindustri.

Program strategis pada RJP mempertimbangkan potensi isu dan tantangan usaha pada periode 2020–2024 yang diantaranya sebagai berikut:

1. Rencana perubahan kebijakan subsidi pupuk yang diproyeksikan pada tahun 2024.
2. Isu efisiensi produksi pada fasilitas produksi yang berusia di atas 25 tahun.

LONG-TERM PLAN

PUSRI established its 2020–2024 Long-Term Plan (RJP) since the year 2020 serving as the direction for the implementation of its strategic programs 5 (five) years ahead. The plan refers to the 2020–2024 strategic plan of PT Pupuk Indonesia (Persero) as the parent entity, ratified by the Ministry of State-Owned Enterprise as well as the national strategic programs relevant to the shifting process towards agroindustrial business. Establishing the RJP aims at supporting efforts to achieve the vision “To Become Asia’s Leading Agroindustry Company”. Such strategic plan serves also as implementation guidelines to reach long-term goals.

Established RJP programs were based on considerations of potential business issues and challenges during the period of 2020–2024, including the following:

1. Plans on changes in subsidized fertilizer policies projected in 2024.
2. Issues on production efficiency in existing facilities that are on the average of above 25 years.

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|--|--|
| <ol style="list-style-type: none"> 3. Harga urea dan amonia relatif dinamis dengan harga gas industri nasional kurang kompetitif untuk persaingan tingkat Asia 4. Keterbatasan kinerja fasilitas <i>shipping out</i> di dermaga eksisting 5. Belum optimalnya utilisasi asset perusahaan 6. Belum optimalnya penjualan produk non urea sektor komersil 7. Program transformasi bisnis Pupuk Indonesia Group 8. Temuan cadangan gas baru di area Sumbagsel 9. Proyek Strategis Nasional Pengembangan Bahan Bakar Nabati Kementerian ESDM 10. Perkembangan <i>precision agriculture</i> dan <i>smart farming</i> 11. Isu pendangkalan Sungai Musi yang menjadi jalur utama <i>shipping</i> produk Pusri | <ol style="list-style-type: none"> 3. Prices of urea and ammonia are relatively dynamic with national industrial gas prices less competitive for Asian level competition 4. Limited performance of the shipping out facility at the existing wharf 5. Not optimal utilization of company assets 6. Not yet optimal sales of non-urea products in the commercial sector 7. Pupuk Indonesia Group's business transformation program 8. The discovery of new gas reserves in the Sumbagsel area 9. National Strategic Project for Biofuel Development of the Ministry of Energy and Mineral Resources 10. Development of precision agriculture and smart farming 11. The issue of silting up the Musi River, which is the main route for shipping Pusri products |
|--|--|

Untuk mengantisipasi berbagai isu internal, tantangan dan peningkatan daya saing Perusahaan, pada periode 2020–2024, PUSRI akan fokus melaksanakan program strategis dalam mendukung efisiensi dan diversifikasi produk serta program Transformasi Bisnis Pupuk Indonesia Group.

To anticipate various internal issues, challenges and increase the Company's competitiveness, in 2020–2024 period, PUSRI will focus on implementing strategic programs to support efficiency and product diversification as well as the Pupuk Indonesia Group Business Transformation program.

Program strategi dalam mendukung efisiensi antara lain revitalisasi Pabri Pusri-III/IV menjadi pabrik Pusri-III B serta melaksanakan perbaikan kinerja fasilitas *shipping out* produk di dermaga fasilitas produksi dan peremajaan fasilitas gudang distribusi.

The strategic program to support efficiency includes the revitalization of the Pusri-III/IV factory to become the Pusri-III B factory as well as improving the performance of the product shipping out facility at the wharf of the production facility and rejuvenating the distribution warehouse facility.

Pembangunan pabrik Pusri-III B perlu dilakukan mengingat Perusahaan saat ini masih mengoperasikan pabrik Pusri-III/IV yang menggunakan teknologi produksi tahun 1970-an sehingga efisiensi produksinya lebih rendah dibandingkan pabrik berteknologi terbaru yang dimiliki oleh pesaing. Disamping itu, memperhatikan pergerakan harga amonia dan urea internasional beberapa tahun terakhir yang telah memberikan tekanan terhadap keberlangsungan usaha Perusahaan pada industri pupuk, semakin

The construction of Pusri-III B factory needs to be carried out considering that the Company is currently still operating the Pusri-III/IV factory which uses the production technology of the 1970s so that its production efficiency is lower than the latest technological factories owned by competitors. In addition, taking into account the international price movements of ammonia and urea in recent years which have put pressure on the sustainability of the Company's business in the fertilizer industry, it is



mendesak Perusahaan untuk segera membangun pabrik Pusri-III B. Dengan adanya pabrik Pusri-III B diharapkan akan memberikan keunggulan bagi Perusahaan dalam memproduksi amonia dan urea lebih efisien dan dapat bersaing dengan pesaing yang memiliki teknologi produksi terbaru dan keunggulan biaya bahan baku.

Dalam diversifikasi produk, sejak tahun 2020 Pusri telah mengoperasikan pabrik NPK Fusion II serta pengembangan produk non urea spesifik lokasi dan komoditas. Perusahaan mengimplementasikan Program Transformasi Pupuk Indonesia Group dalam bentuk program transformasi penjualan untukantisipasi perubahan kebijakan subsidi, yaitu Program Makmur, Customer Centric Model, Kartu Tani, dan Service Level Agreement (SLA) untuk konsumen korporasi besar. Disamping mengantisipasi perubahan kebijakan subsidi, Program Makmur juga bertujuan memberikan dukungan kepada petani Indonesia melalui terjaminnya penyediaan sarana produksi pertanian termasuk kawalan teknologi pertanian hingga terjaminnya permintaan serta harga jual produk pertanian. Program strategis ini pada akhirnya diharapkan dapat meningkatkan kesejahteraan petani.

Digitalisasi pada seluruh lini usaha merupakan fondasi dalam mendukung efisiensi dengan fokus pada bidang produksi, penjualan dan rantai pasok juga telah dijalankan. Hal itu diwujudkan melalui implementasi *Digital Plant Fertilizer*, pengembangan retail management system, digitalisasi pergudangan, monitoring proses distribusi produk dan kondisi stok di wilayah distribusi guna menunjang S&OP konsolidasi Pupuk Indonesia Group.

increasingly pressing the Company to immediately build the Pusri-III B factory. The existence of the Pusri-III B factory is expected to provide an advantage for the Company in producing ammonia and urea more efficiently and to be able to compete with competitors who have the latest production technology and superior raw material costs.

In product diversification, since 2020 Pusri has been operating the NPK Fusion II plant as well as developing site- and commodity-specific non-urea products. The company implemented the Pupuk Indonesia Group Transformation Program in the form of a sales transformation program to anticipate changes in subsidy policies, namely the Prosperous Program, Customer Centric Model, Farmer's Card, and Service Level Agreement (SLA) for large corporate consumers. In addition to anticipating changes in subsidy policies, the Prosperous Program also aims to provide support to Indonesian farmers through ensuring the provision of agricultural production facilities including agricultural technology control to ensure demand and selling prices of agricultural products. This strategic program is ultimately expected to improve the welfare of farmers.

Digitalization in all business lines is the foundation in supporting efficiency with a focus on production, sales and supply chain sectors. This is realized through the implementation of the Digital Plant Fertilizer, development of a retail management system, digitization of warehousing, monitoring of product distribution processes and stock conditions in distribution areas to support the S&OP consolidation of the Pupuk Indonesia Group.

Implementasi program strategis dilaksanakan menyesuaikan dengan aktual kondisi lingkungan usaha dan dinamika arahan Pemegang Saham. Sebagai contoh, pada tahun 2020 ada dinamika pandemi COVID-19 dan harga jual internasional yang cenderung menurun, sehingga berdampak pada kondisi keuangan. Dengan demikian, dilakukan penundaan eksekusi proyek dermaga dan dialihkan dengan pemeliharaan rutin.

Program strategis lainnya, yaitu terkait dengan implementasi program TOP Talent. Program ini bertujuan menyiapkan kaderisasi pemimpin, implementasi manajemen kinerja unggul, budaya inovasi serta implementasi program Transformasi Budaya AKHLAK.

Berbagai program yang dirancang diharapkan menunjang target "PUSRI Maju di tahun 2025" yang menjadi milestone pencapaian visi Perusahaan, perbaikan berkelanjutan Perusahaan dan mengakselerasi kinerja usaha.

The implementation of strategic programs is carried out in accordance with the actual conditions of the business environment and the dynamics of the direction of the Shareholders. For example, in 2020 there were dynamics of the COVID-19 pandemic and international selling prices tended to decline, thus having an impact on financial conditions. Thus, the dock project execution was postponed and replaced with routine maintenance.

Another strategic program, which is related to the implementation of the TOP Talent program. This program aims to prepare leader regeneration, implementation of superior performance management, culture of innovation and implementation of the Transformation program AKHLAK culture.

Various programs designed are expected to support the target of "PUSRI Maju in 2025" which is a milestone in achieving the Company's vision, continuous improvement of the Company and accelerating business performance.



TATA KELOLA PERUSAHAAN

Good Corporate
Governance







TATA KELOLA PERUSAHAAN YANG BAIK

GOOD CORPORATE GOVERNANCE



Good Corporate Governance (GCG) adalah salah satu indikator penting yang kemudian dijadikan panduan oleh investor di dunia untuk menilai kinerja perusahaan guna mengamankan investasinya. Dalam perusahaan yang tata kelolanya baik, kepercayaan dan rasa aman atas investasi menjadi modal dasar yang penting dalam era ekonomi global yang tanpa batas. Oleh karena itu, penerapan prinsip-prinsip Tata Kelola Perusahaan yang baik, tercermin dalam suatu mekanisme *corporate governance* yang dapat diandalkan, diharapkan dapat meminimalisir *agency problem* sehingga tercipta kinerja perusahaan yang baik.

Good Corporate Governance (GCG) is one of the important indicators which is then used as a guide by investors in the world to assess the company's performance for their investment. In a company with good governance, trust, and a sense of security for investment become an important basic capital in the era of a borderless global economy. Therefore, the application of the principles of Good Corporate Governance, in a reliable corporate governance mechanism, is expected to minimize agency problems to create good corporate performance.

PT Pupuk Sriwidjaja Palembang ("PUSRI" atau "Perusahaan") berkomitmen secara penuh untuk menerapkan prinsip-prinsip GCG sebagai landasan dalam menciptakan nilai tambah yang berkelanjutan bagi kepentingan para pemegang saham, masyarakat secara luas, dan berbagai pemangku kepentingan lainnya (pegawai, konsumen, regulator, mitra kerja, dan lain-lain) baik dalam jangka pendek maupun jangka panjang.

Ketentuan-ketentuan yang menjadi acuan penerapan GCG, yakni:

1. Undang-Undang RI No. 40 Tahun 2007 Tentang Perseroan Terbatas

PT Pupuk Sriwidjaja Palembang ("PUSRI" or the "Company") is fully committed to implementing GCG principles as the foundation in creating sustainable added value for shareholders, the wider community, and other stakeholders (employees, consumers, regulators, business partners, and other parties) both in short and long term.

The provisions that become the reference for the implementation of GCG, namely:

1. RI Law No. 40 of 2007 concerning Limited Liability Companies



2. Peraturan Menteri Negara Badan Usaha Milik Negara No.PER-05/MBU/2006 tentang Komite Audit bagi Badan Usaha Milik Negara.
3. Peraturan Menteri Negara Badan Usaha Milik Negara No.PER-05/MBU/2008 tentang Pengadaan Barang dan Jasa di Badan Usaha Milik Negara, dengan perubahan terakhirnya yaitu No.PER-15/MBU/2012 tanggal 25 September 2012.
4. Peraturan Menteri Negara BUMN No.PER-02/MBU/02/2015 tentang Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Dewan Komisaris Badan Usaha Milik Negara.
5. Peraturan Menteri Negara Badan Usaha Milik Negara No.PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara.
6. Peraturan Menteri Negara BUMN No.PER-02/MBU/02/2015 tentang Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Dewan Komisaris Badan Usaha Milik Negara.
2. Minister of State for State-Owned Enterprises Regulation No. PER-05/MBU/2006 concerning Audit Committee for State-Owned Enterprises.
3. Minister of State for State-Owned Enterprises Regulation No. PER-05/MBU/2008 concerning the Goods and Services Procurement in State-Owned Enterprises, with the latest amendment No. PER-15/MBU/2012 dated September 25, 2012.
4. Minister of State-Owned Enterprises Regulation No. PER-02/MBU/02/2015 concerning Requirements and Procedures for Appointment and Dismissal of Members of the Board of Commissioners of State-Owned Enterprises.
5. Minister of State for State-Owned Enterprises Regulation No. PER-12/MBU/2012 concerning Supporting Organs for the Board of Commissioners/ Supervisory Board of State-Owned Enterprises.
6. Minister of State-Owned Enterprises Regulation No. PER-02/MBU/02/2015 concerning Requirements and Procedures for Appointment and Dismissal of Members of the Board of Commissioners of State-Owned Enterprises.



7. Peraturan Menteri Negara BUMN No.PER-03/MBU/02/2015 tentang Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Direksi Badan Usaha Milik Negara.
8. Peraturan Menteri Negara Badan Usaha Milik Negara No.PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan Yang Baik (Good Corporate Governance) Pada Badan Usaha Milik Negara dengan perubahan terakhirnya yaitu Peraturan Menteri Negara Badan Usaha Milik Negara No.PER-09/MBU/2012 tentang Perubahan Atas Peraturan Menteri Negara Badan Usaha Milik Negara No.PER-01/MBU/2011 Tentang Penerapan Tata Kelola Perusahaan Yang Baik (Good Corporate Governance) Pada Badan Usaha Milik Negara.
9. Peraturan Menteri Negara Badan Usaha Milik Negara No.PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara.

Ketentuan lain yang menjadi acuan kepatuhan praktik-praktik terbaik GCG:

1. Ketentuan umum dari Komite Nasional Kebijakan Governance (KNKG)
2. *Principles of Corporate Governance* oleh *Organization for Economic Co-Operation and Development* (OECD).
3. Anggaran Dasar PUSRI.
4. *Board Manual*
5. Buku Pedoman Etika Perusahaan (*Code of Conduct*)

TUJUAN PENERAPAN GCG

- a. Memaksimalkan nilai perusahaan dengan cara meningkatkan penerapan prinsip-prinsip transparansi, kemandirian, akuntabilitas, pertanggungjawaban, dan kewajaran dalam pelaksanaan kegiatan perusahaan
- b. Terlaksananya pengelolaan perusahaan secara profesional dan mandiri
- c. Terciptanya pengambilan keputusan oleh seluruh organ perusahaan yang didasarkan pada nilai

7. Minister of State-Owned Enterprises Regulation No. PER-03/MBU/02/2015 concerning Requirements and Procedures for Appointment and Dismissal of Board of Directors members in State-Owned Enterprises.
8. Regulation of the Minister of State for State-Owned Enterprises No. PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises with the latest amendment referred the Minister of State for State-Owned Enterprises Regulation No. 09/MBU/2012 concerning Amendments to the Regulation of the Minister of State for State-Owned Enterprises No. PER-01/MBU/2011 concerning Good Corporate Governance implementation in State-Owned Enterprises.
9. Regulation of the Minister of State for State-Owned Enterprises No. PER-04/MBU/2014 concerning Guidelines for Stipulation the Income of the Board of Directors, Board of Commissioners, and Supervisory Board of State-Owned Enterprises.

Other provisions as reference for compliance with GCG best practices:

1. General Provisions of the National Committee on Governance Policy (KNKG)
2. Principles of Corporate Governance by the Organization for Economic Co-Operation and Development (OECD).
3. PUSRI's Articles of Association.
4. Board Guide
5. Code of Conduct (Code of Conduct)

GCG Implementation Objectives

- a. Maximizing the value of the company by increasing the application of the principles of transparency, independency, accountability, responsibility, and fairness in the implementation of company activities
- b. The implementation of professional and independent company management
- c. The creation of decision making by all company organs based on high moral values and compliance with prevailing laws and regulations

moral yang tinggi dan kepatuhan terhadap peraturan perundang-undangan yang berlaku

- d. Terlaksananya tanggung jawab sosial perusahaan terhadap pemangku kepentingan
- e. Meningkatkan iklim investasi nasional yang kondusif khususnya di industri Pupuk.

RUANG LINGKUP KEBIJAKAN TATA KELOLA PERUSAHAAN

Ruang lingkup kebijakan ini adalah untuk memberikan arahan kepada segenap jajaran Perusahaan dalam menjalankan aktivitas bisnis Perusahaan. Beberapa hal yang diatur dalam kebijakan ini meliputi:

1. Hubungan antara Perusahaan dengan Pemegang Saham;
2. Fungsi serta peran Dewan Komisaris dan Direksi;
3. Hubungan antara Perusahaan dengan Pemangku Kepentingan seperti karyawan, pemasok serta masyarakat; dan
4. Prinsip-prinsip mengenai kebijakan Perusahaan seperti kebijakan Pengawasan dan Pengendalian Internal, Manajemen Risiko, Manajemen Strategis Perusahaan, serta prinsip-prinsip kebijakan Perusahaan lainnya.

STRUKTUR TATA KELOLA

Sesuai dengan Undang-undang No. 40 tahun 2007 Bab I mengenai Ketentuan Umum Pasal 1, Organ Perusahaan terdiri dari Rapat Umum Pemegang Saham, Direksi, dan Dewan Komisaris.

1. 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.
2. Direksi adalah Organ Perusahaan yang berwenang dan bertanggung jawab penuh atas 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.

d. Implementation of corporate social responsibility to stakeholders

e. Improving a conducive national investment climate, especially in the fertilizer industry.

CORPORATE GOVERNANCE POLICY SCOPE

The scope of this policy is to provide direction to all levels of the Company in carrying out the Company's business activities. Some of the things regulated in this policy include:

1. Relations between the Company and Shareholders;
2. Functions and roles of the Board of Commissioners and the Board of Directors;
3. Relations between the Company and Stakeholders such as employees, suppliers, and the society; and
4. The principles regarding the Company's policies such as the policies of Internal Supervision and Control, Risk Management, Strategic Management of the Company, as well as the principles of other Company policies.

GOVERNANCE STRUCTURE

In accordance with Law No. 40 of 2007 Chapter I concerning General Provisions Article 1, the Company's organs consist of the General Meeting of Shareholders, the Board of Directors, and the Board of Commissioners.

1. General Meeting of Shareholders (GMS) is a Company Organ that has authority that is not given to the Board of Directors or the Board of Commissioners within the limits specified in the Law and/or Articles of Association.
2. Board of Directors is a Company Organ that is authorized and fully responsible for the management of the Company for the benefit of the Company, in accordance with the purposes and objectives of the Company and represents the Company, both inside and outside the court in accordance with the provisions of the Articles of Association.



3. Dewan Komisaris adalah Organ Perusahaan yang bertugas melakukan pengawasan secara umum dan/atau khusus sesuai dengan Anggaran Dasar serta memberi nasihat kepada Direksi.

PUSRI telah memiliki Struktur Tata Kelola yang lengkap khususnya dalam penerapan prinsip-prinsip GCG. Dalam pelaksanaannya, PUSRI memiliki berbagai kebijakan/pedoman dalam menjalankan fungsi dan tugasnya yang disebut dengan soft structure GCG. Tujuan membangun soft structure GCG, antara lain sebagai berikut:

1. Melengkapi kebijakan pendukung dalam penerapan GCG
2. Menjadi pedoman bagi PUSRI dalam menjalankan aktivitas sehari-hari sesuai dengan budaya (corporate culture) yang diharapkan
3. Merupakan bentuk komitmen tertulis bagi seluruh jajaran dan tingkatan organisasi PUSRI dalam rangka meningkatkan disiplin dan tanggung jawab organ perusahaan dalam rangka menjaga kepentingan pemangku kepentingan sesuai dengan tanggung jawab masing-masing.

Soft structure GCG yang telah dimiliki oleh PUSRI antara lain:

1. Anggaran Dasar Perusahaan
2. Kode Etik
3. Pedoman Tata Tertib Kerja Dewan Komisaris (Board Manual)
4. Pedoman Tata Tertib Kerja Direksi
5. Piagam Komite Audit
6. Pedoman Perusahaan terkait Prosedur Pengadaan
7. Pedoman Manajemen Risiko
8. Kebijakan Whistleblowing System
9. Pedoman aktivitas pemantauan GCG dan Laporan Penilaian Sendiri
10. Pedoman Penyusunan Rencana Jangka Panjang Perusahaan
11. Pedoman Penyusunan Rencana Kerja dan Anggaran Perusahaan

3. Board of Commissioners is the Company's Organ in charge of conducting general and/or specific supervision in accordance with the Articles of Association and providing advice to the Board of Directors.

PUSRI already has complete Governance Structure, especially in the application of GCG principles. In its implementation, PUSRI has various policies/guidelines in carrying out its functions and duties which are called the GCG soft structure. The objectives of building the GCG soft structure are as follows:

1. Completing supporting policies in the implementation of GCG
2. Become a guideline for PUSRI in carrying out daily activities in accordance with the expected corporate culture
3. It is a form of written commitment for all levels and levels of the PUSRI organization in order to improve the discipline and responsibility of the company's organs in order to protect the interests of stakeholders in accordance with their respective responsibilities.

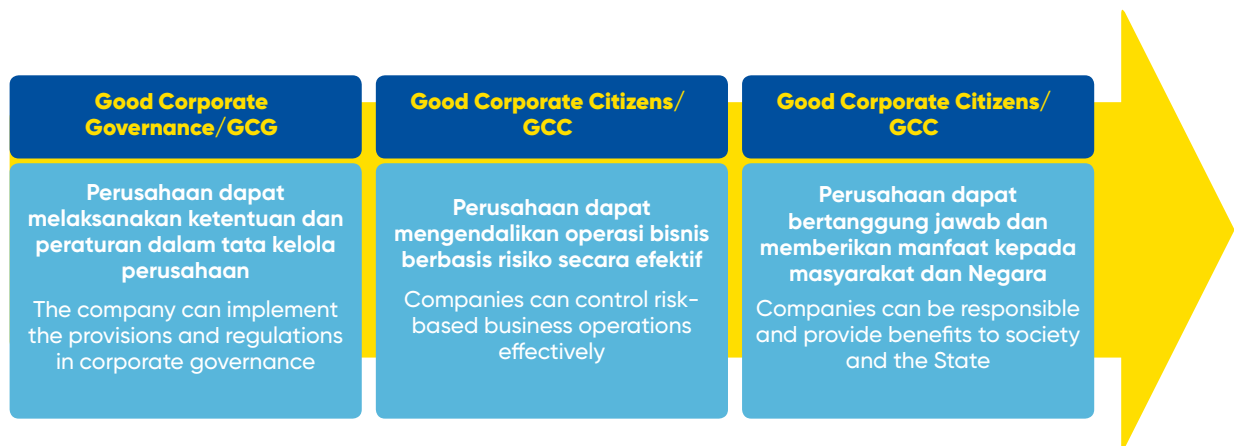
PUSRI's GCG soft structures include:

1. Company Articles of Association
2. Code of Conduct
3. Board of Commissioners' Work Manual (Board Manual)
4. Board of Directors' Code of Conduct
5. Audit Committee Charter
6. Company Guidelines regarding Procurement Procedures
7. Risk Management Guidelines
8. Whistleblowing System Policy
9. Guidelines for GCG monitoring activities and Self-Assessment Report
10. Guidelines for the Preparation of the Company's Long-Term Plan
11. Preparation of Company Work Plans and Budgets Guideline

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| <p>12. Pedoman Pengelolaan Kebijakan Akuntansi</p> <p>13. Pedoman Pengelolaan Anak Perusahaan dan Joint Venture PUSRI</p> <p>14. Pedoman Kepegawaian tentang Penilaian Kinerja</p> <p>15. Pedoman Kepegawaian tentang Tata Tertib Pegawai</p> <p>16. Implementasi SNI ISO 37001 tentang Sistem Manajemen Anti Penyuapan (SMAP).</p> | <p>12. Management of Accounting Policies Guideline</p> <p>13. Guidelines for the Management of PUSRI Subsidiaries and Joint Ventures</p> <p>14. Staffing Guidelines on Performance Appraisal</p> <p>15. Employment Guidelines on Employee Code of Conduct</p> <p>16. Implementation of SNI ISO 37001 regarding Anti-Bribery Management System (SMAP).</p> |
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ROADMAP PENERAPAN DAN INTERNALISASI TATA KELOLA PERUSAHAAN

ROADMAP OF CORPORATE GOVERNANCE IMPLEMENTATION & INTERNALIZATION



| Peningkatan Penerapan GCG GCG Implementation Improvement | | | |
|---|---|--|--|
| | 2010-2015 | 2015-2020 | 2020-2025 |
| Sasaran Target | Tahap perencanaan dan pembangunan sistem GCG GCG system planning and development stage | Tahap implementasi dan evaluasi sistem GCG GCG system implementation and evaluation stage | Membangun budaya GCG dalam setiap kegiatan usaha Perusahaan Building a GCG culture in every business activity of the Company |
| Kegiatan Activity | <ul style="list-style-type: none"> Menyusun struktur organisasi GCG Pemetaan praktik GCG Komitmen Direksi dan Dewan Komisaris untuk pengelolaan GCG Menyusun dokumen pedoman-pedoman GCG Develop the organizational structure of GCG Mapping of GCG practices Commitment of the Board of Directors and Board of Commissioners to the management of GCG Prepare documents for GCG guidelines | <ul style="list-style-type: none"> Menyusun GCG Champion Pemutakhiran pedoman-pedoman GCG Melaksanakan sosialisasi, diseminasi, dan pelatihan mengenai GCG Perusahaan Develop GCG Champion Updating of GCG guidelines Carry out socialization, dissemination, and training regarding the Company's GCG | <ul style="list-style-type: none"> Melaksanakan sistem kerja yang mengacu pada praktik GCG Mengimplementasikan sistem GCG berbasis IT Implement a work system that refers to GCG practices Implementing an IT-based GCG system |

SOSIALISASI KEBIJAKAN TATA KELOLA PERUSAHAAN

PUSRI melakukan sosialisasi Tata Kelola Perusahaan dengan tujuan memberikan pemahaman yang mendalam mengenai Implementasi GCG, softstructure dan Infrastructure GCG, Whistleblowing System, Pencegahan Gratifikasi serta pelaporan LHKPN.

Sosialisasi atas komitmen penerapan GCG dilaksanakan dalam beberapa kegiatan sebagai berikut :

1. Sosialisasi terkait pengendalian Gratifikasi telah disampaikan melalui *sharing knowledge*, dengan pemateri dari KPK RI melalui acara Hari Anti Korupsi Sedunia (HAKORDIA) dan juga melalui media sosial (instagram) perusahaan
2. Sosialisai mengenai LHKPN. Departemen Tata Kelola & Manajemen Risiko sebagai unit kerja Pengelola LHKPN Perusahaan telah melakukan sosialisasi kepada seluruh Pejabat Wajib Laporan LHKPN melalui email internal maupun paging di perusahaan, berkoordinasi dengan Dept. Diklat dalam melakukan asistensi e-LHKPN sebanyak 4 kali dengan mengundang seluruh wajib lapor yang belum menyampaikan dan melakukan asistensi secara individu sesuai permintaan Pejabat Wajib Laporan.
3. Sosialisasi tentang kebijakan dan aturan Perusahaan terkait *Whistleblowing System* melalui Workshop GCG sebanyak 6 kali.
4. Sosialisasi kebijakan dan himbauan terkait penandatanganan pakta integritas online yang dilakukan menggunakan media jaringan email internal, website perusahaan, dan PA System
5. Sosialisasi Kebijakan Penanganan Benturan Kepentingan yang di laksanakan dalam kegiatan sosialisasi GCG dengan materi terkait Whistleblowing System, Anti Fraud SNI ISO 37001:2016, Pedoman Pengendalian Gratifikasi dan Pedoman Penanganan Banturan Kepentingan.

CORPORATE GOVERNANCE POLICY SOCIALIZATION

PUSRI conducts socialization of Corporate Governance with the aim of providing an in-depth understanding of GCG Implementation, GCG Softstructure and Infrastructure, Whistleblowing System, Gratification Prevention and LHKPN reporting.

The socialization of the commitment to implementing GCG is carried out in the following activities:

1. Socialization related to Gratification control has been conveyed through knowledge sharing, with speakers from the Indonesian KPK through the World Anti-Corruption Day (HAKORDIA) event and also through the Company's social media (instagram).
2. Socialization regarding LHKPN. The Governance & Risk Management Department as the Company's LHKPN Management work unit has conducted socialization to all LHKPN Compulsory Reporting Officials via internal email and company paging, in coordination with the Dept. Training and education in providing e-LHKPN assistance 4 times by inviting all reporting obligations who had not submitted and providing individual assistance according to the request of the Compulsory Reporting Officer.
3. Dissemination of Company policies and rules related to the Whistleblowing System through GCG Workshops 6 times.
4. Dissemination of policies and advice regarding the signing of an online integrity pact using the internal email network media, the company website, and the PA System.
5. Dissemination of Conflict of Interest Handling Policies carried out in the GCG socialization activities with materials related to the Whistleblowing System, Anti-Fraud SNI ISO 37001:2016, Gratification Control Guidelines and Guidelines for Handling Interest Assistance.

6. Pelaksanaan Audit Surveillance Sistem Manajemen Anti Penyuapan (SMAP) SNI ISO 37001:2016 oleh lembaga Sertifikasi TUV Nord Indonesia yang di selenggarakan pada tanggal 17-18 Juni 2021.

6. Implementation of the Anti-Bribery Management System Surveillance Audit (SMAP) SNI ISO 37001:2016 by the TUV Nord Indonesia Certification Agency which will be held on 17-18 June 2021.

PENINGKATAN PENERAPAN GCG

Penilaian GCG

Secara berkala PUSRI melakukan pengukuran kinerja (assessment) penerapan GCG yaitu program untuk mengidentifikasi pelaksanaan GCG di Perusahaan melalui pengukuran pelaksanaan dan penerapan GCG secara berkala setiap 2 (dua) tahun. Assessment terakhir PUSRI dilakukan pada tahun 2021 oleh Badan Pengawasan Keuangan dan Pembangunan (BPKP) Perwakilan Provinsi Sumatera Selatan pelaksana dengan lingkup penilaian terkait implementasi GCG di Perusahaan.

Penilaian GCG mengacu pada Keputusan Sekretaris Menteri BUMN Nomor SK-16/S.MBU/2012 tertanggal 6 Juni 2012. Penilaian mencakup enam aspek pokok, 43 indikator, dan 153 parameter. Keenam aspek pokok dimaksud adalah:

- Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik
- Pemegang Saham dan RUPS
- Dewan Komisaris
- Direksi
- Pengungkapan Informasi
- Aspek Lain

IMPROVED GCG IMPLEMENTATION

GCG Rating

PUSRI periodically conducts performance measurement (assessment) on the implementation of GCG, namely a program to identify the implementation of GCG in the Company through measuring the implementation and implementation of GCG periodically every 2 (two) years. The last PUSRI assessment was carried out in 2021 by the Executing Financial and Development Supervisory Agency (BPKP) for the South Sumatra Province with the scope of assessment related to the implementation of GCG in the Company.

The GCG assessment refers to the Decree of the Secretary to the Minister of SOEs Number SK-16/S.MBU/2012 dated June 6, 2012. The assessment includes six main aspects, 43 indicators, and 153 parameters. The six main aspects are:

- Commitment to the Implementation of Good Corporate Governance
- Shareholders and GMS
- Board of Commissioners
- Directors
- Information Disclosure
- Other Aspects

Skor Penilaian Masing-masing Kriteria

Pada tahun 2021, kondisi penerapan GCG Perusahaan mencapai predikat kategori "Sangat Baik" dengan skor 92,05 Adapun capaian skor untuk masing-masing aspek pengujian terinci sebagai berikut:

Assessment Score of Each Criterion

In 2021, the condition of the Company's GCG implementation reached the category "Very Good" with a score of 92.05 The scores for each aspect of the detailed test are as follows:

| Aspek Pengujian | Bobot Weight | Pencapaian Tahun Buku 2021 Achievement in Fiscal Year 2021 | | Predikat Predicate | Aspect of Examination |
|---|--------------|---|--------------------------------|--------------------|---|
| | | Aktual Actual | Pencapaian (%) Achievement (%) | | |
| Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan | 7.00 | 7,000 | 100 | SANGAT BAIK | Commitment to Sustainable Implementation of Good Corporate Governance |
| Pemegang Saham dan RUPS/Pemilik Modal | 9.00 | 6,858 | 76,20 | SANGAT BAIK | Shareholders and GMS/ Capital Owners |
| Dewan Komisaris/Dewan Pengawas | 35.00 | 33,332 | 95,23 | SANGAT BAIK | Board of Commissioners/ Supervisory Board |
| Direksi | 35.00 | 33,054 | 94,44 | SANGAT BAIK | Board of Directors |
| Pengungkapan Informasi dan Transparansi | 9.00 | 8,055 | 89,50 | SANGAT BAIK | Information Disclosure and Transparency |
| Aspek Lainnya | 5.00 | 3,750 | | SANGAT BAIK | Other Aspects |
| Jumlah | 100.00 | 92,049 | 92,05 | SANGAT BAIK | Total |

PUSRI berkomitmen penuh untuk dapat terus melakukan pemantauan terhadap penerapan GCG. Hal tersebut salah satunya diwujudkan melalui assessment terhadap penerapan GCG secara periodik sebagai bentuk kepatuhan Perusahaan terhadap implementasi GCG di lingkungan Perusahaan.

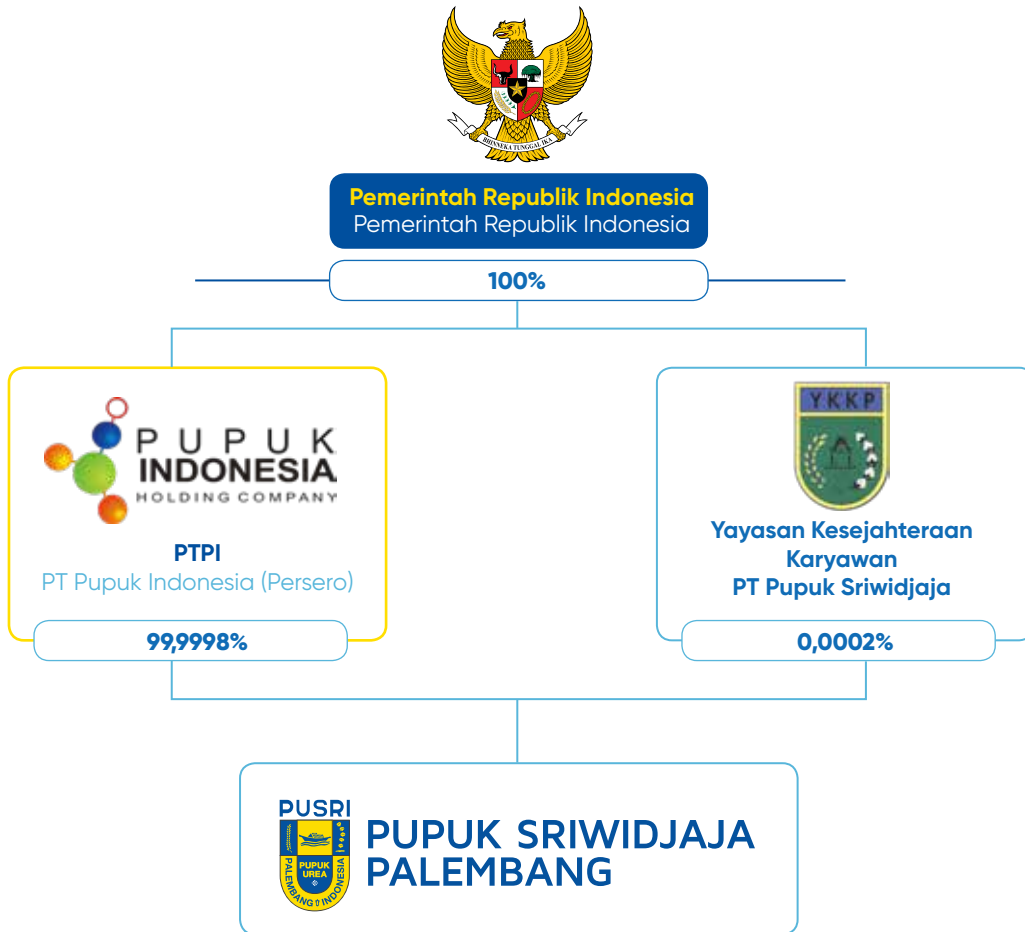
PUSRI is fully committed to continuously monitor the implementation of GCG. One of these is realized through periodic assessments of the implementation of GCG as a form of the Company's compliance with the implementation of GCG within the Company.

| ASPEK PENILAIAN | Hasil Assessment Penerapan GCG GCG Implementation Assessment Results | | | | ASSESSMENT ASPECT |
|---|---|--------|-------|-------|--|
| | Nilai Maksimal Maximum Score | 2021 | 2020 | 2019 | |
| Komitmen terhadap Penerapan Tata Kelola Berkelanjutan | 7 | 7,000 | 6,77 | 7,00 | Commitment to the Implementation of Sustainable Governance |
| Pemegang Saham dan RUPS | 9 | 6,858 | 8,28 | 6,77 | Shareholders and GMS |
| Dewan Komisaris | 35 | 33,332 | 32,77 | 33,30 | Board of Commissioners |
| Direksi | 35 | 33,054 | 33,12 | 32,94 | Board of Directors |
| Pengungkapan Informasi dan Transparansi | 9 | 8,055 | 8,73 | 8,24 | Information Disclosure and Transparency |

| ASPEK PENILAIAN | Hasil Assessment Penerapan GCG GCG Implementation Assessment Results | | | | ASSESSMENT ASPECT |
|-----------------|---|-------|-------|-------|-------------------|
| | Nilai Maksimal Maximum Score | 2021 | 2020 | 2019 | |
| Aspek Lainnya | 5 | 3,750 | 3,93 | 7,00 | Other Aspects |
| Jumlah | 100 | 92,05 | 93,53 | 91,99 | Total |

Struktur Kepemilikan PUSRI Mencakup Pemegang Saham Utama/Pengendali hingga Entitas Pemilik Akhir per 31 Desember 2021.

PUSRI Ownership Structure includes Major/Controlling Shareholders to Ultimate Owner Entity as of 31 December 2021





RAPAT UMUM PEMEGANG SAHAM

GENERAL MEETING OF SHAREHOLDERS



Rapat Umum Pemegang Saham (RUPS), baik RUPS Tahunan maupun RUPS Luar Biasa merupakan instansi tertinggi dalam tata kelola perusahaan dan mempunyai wewenang yang tidak diberikan kepada Dewan Komisaris atau Direksi dalam batas yang ditentukan dalam Anggaran Dasar dan peraturan perundang-undangan yang berlaku. Wewenang tersebut mencakup permintaan pertanggungjawaban Dewan Komisaris dan Direksi terkait dengan pengelolaan Perusahaan, mengubah Anggaran Dasar, mengangkat dan memberhentikan Direktur dan anggota Dewan Komisaris, dan lain-lain. RUPS juga merupakan forum bagi pemegang saham dalam menggunakan hak dan wewenangnya terhadap manajemen Perusahaan.

The General Meeting of Shareholders (GMS), both the Annual GMS and Extraordinary GMS, is the highest agency in corporate governance and has authority that is not given to the Board of Commissioners or the Board of Directors within the limits specified in the Articles of Association and applicable laws and regulations. This authority includes requests for accountability of the Board of Commissioners and the Board of Directors related to the management of the Company, amending the Articles of Association, appointing, and dismissing Directors and members of the Board of Commissioners, and others. The GMS is also a forum for shareholders to exercise their rights and authority over the management of the Company.

Dalam melaksanakan wewenangnya, RUPS memperhatikan kepentingan pengembangan dan kesehatan Perusahaan, kepentingan para pemangku kepentingan serta hak-hak Perusahaan.

In exercising its authority, GMS considers interests of the development and health of the Company, the interests of stakeholders and the rights of the Company.

Penyelenggaraan RUPS adalah sebagai berikut:

- Rapat Umum Pemegang Saham Tahunan yang diselenggarakan setiap tahun buku selambat-lambatnya 6 (enam) bulan setelah tahun buku Perusahaan berakhir.
- Rapat Umum Pemegang Saham Luar Biasa yaitu Rapat Umum Pemegang Saham yang diadakan sewaktu-waktu berdasarkan kebutuhan.

The GMS Implementation is as follows:

- Annual General Meeting of Shareholders which is held every financial year no later than 6 (six) months after the Company's financial year ends.
- Extraordinary General Meeting of Shareholders, namely General Meeting of Shareholders which is held from time to time based on need.

HAK DAN TANGGUNG JAWAB PEMEGANG SAHAM DALAM RUPS

Dalam RUPS, Pemegang Saham berhak memperoleh perlakuan yang sama dalam menyuarakan pendapatnya dan berkontribusi dalam proses pengambilan keputusan penting dan strategis Perusahaan, di antaranya terkait hal-hal sebagai berikut:

- Pengangkatan dan pemberhentian Dewan Komisaris dan Direksi
- Penetapan jumlah remunerasi dan tunjangan Dewan Komisaris dan Direksi
- Penilaian kinerja Perusahaan untuk tahun buku yang bersangkutan
- Persetujuan penggunaan laba bersih Perusahaan, termasuk di antaranya terkait dividen
- Perubahan Anggaran Dasar Perusahaan
- Seluruh aksi korporasi yang membutuhkan keputusan RUPS sebagaimana tertuang di dalam Anggaran Dasar Perusahaan

RUPS Tahunan berwenang untuk mengesahkan Laporan Keuangan dan Laporan Tahunan. PT Pupuk Indonesia (Persero) sebagai Pemegang Saham Pengendali wajib memperhatikan tanggung jawabnya dalam menggunakan haknya, baik saat menggunakan hak suara maupun dalam hal lain.

Dalam RUPS Tahunan, Dewan Komisaris dan Direksi memaparkan Laporan Tahunan, rekomendasi penggunaan laba bersih, serta hal-hal lain yang memerlukan persetujuan pemegang saham dalam RUPS.

Sebagai anak usaha BUMN, PUSRI tunduk pada Undang-undang No. 19 tahun 2003 tentang Badan Usaha Milik Negara dan Undang-undang No. 40 tahun 2007 tentang Perseroan Terbatas yang mewajibkan Perusahaan untuk melaporkan kinerjanya kepada

RIGHTS AND RESPONSIBILITIES OF SHAREHOLDERS IN GMS

In the GMS, Shareholders are entitled to equal treatment in voicing their opinions and contributing to the Company's important and strategic decision-making processes, including those related to the following:

- Appointment and dismissal of the Board of Commissioners and the Board of Directors
- Determination of the amount of remuneration and allowances for the Board of Commissioners and the Board of Directors
- Company performance appraisal for the relevant financial year
- Approval for the use of the Company's net profit, including related to dividends
- Amendments to the Company's Articles of Association
- All corporate actions that require a GMS decision as stated in the Company's Articles of Association

The Annual GMS is authorized to ratify the Financial Statements and Annual Reports. PT Pupuk Indonesia (Persero) as the Controlling Shareholder is required to pay attention to its responsibilities in exercising its rights, both when exercising voting rights and in other matters.

In the Annual GMS, the Board of Commissioners and the Board of Directors present the Annual Report, recommendations for the use of net profit, and other matters that require shareholder approval at the GMS.

As a subsidiary of SOE, PUSRI is subject to Law No. 19 of 2003 concerning State-Owned Enterprises and Law No. 40 of 2007 concerning Limited Liability Companies which requires the Company to report its performance to the Shareholders as outlined in the Annual Report

Pemegang Saham yang dituangkan dalam Laporan Tahunan untuk mendapatkan pengesahan RUPS, paling lambat lima bulan setelah akhir tahun buku.

Di tahun 2021 Pusri menyelenggarakan 2 (dua) kali RUPS, yang terdiri dari 1 (satu) kali RUPS Pengesahan RKAP yakni tanggal 31 Januari 2021 dan 1 (satu) kali RUPS Tahunan tahun buku 2020 yang dilaksanakan pada tanggal 30 Juni 2021, serta 3 (tiga) kali RUPS Luar Biasa.

RUPS PENGESAHAN RKAP

Agenda :

1. Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2021 PT Pupuk Sriwidjaja Palembang dan Rencana Kerja dan Anggaran Perusahaan dan Rencana Kerja Program Tanggung Jawab Sosial dan Lingkungan (RKA TJSL) Tahun 2021
2. Penetapan Indikator Aspek Operasional untuk Pengukuran Tingkat Kesehatan PT Pupuk Sriwidjaja Palembang Tahun 2021
3. Persetujuan dan Pengesahan Kontrak Manajemen (Key Performance Indicator) antara Direksi dan Dewan Komisaris dengan Pemegang Saham Tahun 2021
4. Persetujuan dan Pengesahan Kontrak Manajemen (Key Performance Indicator) antara Dewan Komisaris dengan Pemegang Saham Tahun 2021

Keputusan:

1. Mengesahkan dan menyetujui Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2021 dan Rencana Kerja dan Anggaran (RKA) Program Tanggung Jawab Sosial dan Lingkungan (TJSL) yang telah disampaikan oleh Direksi Anak Perusahaan
2. Menetapkan Indikator aspek operasional pada tingkat kesehatan perusahaan

for approval of the GMS, no later than five months after the end of the fiscal year.

In 2021 Pusri held 2 (two) GMS, consisting of 1 (one) GMS Ratification of the RKAP on January 31, 2021 and 1 (one) Annual GMS for the fiscal year 2020 which was held on June 30, 2021, and 3 (three)) times Extraordinary GMS.

GMS RATIFICATION OF RKAP

Agenda:

1. Ratification of the 2021 Company Work Plan and Budget (RKAP) of PT Pupuk Sriwidjaja Palembang and the Company's Work Plan and Budget and the 2021 Social and Environmental Responsibility Program Work Plan (RKA TJSL)
2. Determination of Operational Aspect Indicators for Measurement of Health Level of PT Pupuk Sriwidjaja Palembang in 2021
3. Approval and Ratification of Management Contracts (Key Performance Indicators) between the Board of Directors and the Board of Commissioners with Shareholders in 2021
4. Approval and Ratification of Management Contracts (Key Performance Indicators) between the Board of Commissioners and Shareholders in 2021

Resolution:

1. Approve and approve the Company's Work Plan and Budget (RKAP) 2021 and the Work Plan and Budget (RKA) of the Social and Environmental Responsibility Program (TJSL) which have been submitted by the Directors of the Subsidiaries
2. Establish indicators of operational aspects at the company's health level

- | | |
|--|--|
| <p>3. Menyetujui dan Mengesahkan Kontrak Manajemen (<i>Key Performance Indicator</i>) Direksi dan Dewan Komisaris dengan Pemegang Saham Tahun 2021</p> <p>4. Menetapkan Key Performance Indicator (KPI) Dewan Komisaris dalam melakukan pengawasan terhadap Direksi atas pelaksanaan Rencana Kerja dan Anggaran Perusahaan (RKAP) PT Pupuk Sriwidjaja Palembang Tahun 2021</p> | <p>3. Approve and ratify the Management Contract (<i>Key Performance Indicator</i>) of the Board of Directors and the Board of Commissioners with the Shareholders in 2021</p> <p>4. Establish Key Performance Indicators (KPI) for the Board of Commissioners in supervising the Board of Directors on the implementation of the Company's Work Plan and Budget (RKAP) of PT Pupuk Sriwidjaja Palembang in 2021</p> |
|--|--|

Kehadiran Dewan Komisaris, Direksi, Dan Pemegang Saham

Board of Commissioners, Board of Directors and Shareholders Attendance

| Dewan Komisaris Board of Commissioners | | Direksi Board of Directors | | Kementerian BUMN Ministry of SOEs | |
|---|---|-------------------------------|---|--------------------------------------|---------------------|
| Nama Name | Jabatan Position | Nama Name | Jabatan Position | Nama Name | Jabatan Position |
| Imam Apriyanto Putro | Komisaris Utama President Commissioner | Tri Wahyudi Saleh | Direktur Utama dan Pelaksana Tugas Direktur Operasi dan Produksi President Director and Acting Director of Operations and Production | | |
| Prahoru Yulijanto Nurtjahyo | Komisaris Commissioner | Saifullah Lasindrang | Direktur Keuangan & Umum Director of Finance and General Affair | | |
| Sarwo Edhy | Komisaris Commissioner | Filius Yuliandi | Direktur Operasi & Produksi Operations & Production Director | | |
| Muhammad Najib Matjan | Komisaris Independen Independent Commissioner | | | | |
| Bambang Supriyambodo | Komisaris Independen Independent Commissioner | | | | |



RUPS TAHUNAN TAHUN BUKU 2020

Pada hari Rabu, tanggal 30 Juni 2021 melalui video konferensi telah dilakukan RUPS Persetujuan Laporan Tahunan, Pengesahan Laporan Keuangan dan Laporan Program Tanggung Jawab Sosial & Lingkungan (TJSL) Tahun Buku 2020, dengan agenda dan hasil sebagai berikut:

ANNUAL GMS FOR FISCAL YEAR 2020

On Wednesday, June 30, 2021, through a video conference, the GMS for Approval of the Annual Report, Ratification of the Financial Statements and the Report on the Partnership and Community Development Program (TJSL) for Fiscal Year 2020 was held, with the following agenda and results:

| RUPS Tahun Buku 2020 GMS for Fiscal Year 2020 | | | |
|--|--|---|---|
| TANGGAL Date | JUDUL Title | KEPUTUSAN Resolution | REALISASI Relization |
| 30 Juni 2021 | Persetujuan Laporan Tahunan Direksi mengenai keadaan dan jalannya Perseroan selama Tahun Buku 2020 termasuk di dalamnya Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris dan Pengesahan Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2020, serta Pengesahan Penyajian Kembali Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2019 dan 2018, sekaligus pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (volleding acquit t de charge) kepada Direksi Dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang telah dijalankan selama Tahun Buku 2020. <i>Approval of the Board of Directors' Annual Report regarding the condition and operation of the Company during the 2020 Fiscal Year, including the Report on the Implementation of the Supervisory Duties of the Board of Commissioners and the Ratification of the Company's Consolidated Financial Statements for Fiscal Year 2020, as well as the Ratification of the restatement of the Company's Consolidated Financial Statements for the 2019 and 2018 Financial Years, as well as the provision of settlement and full acquittal (volleding acquit de charge) to the Board of Directors and the Board of Commissioners of the Company for the management and supervisory actions that have been carried out during Fiscal Year 2020.</i> | Menyetujui dan mengesahkan Laporan Tahunan Perseroan mengenai keadaan dan jalannya Perseroan selama Tahun Buku 2020 dan Laporan Tugas Pengawasan Dewan Komisaris untuk Tahun Buku 2020 dan Mengesahkan Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2020, termasuk mengesahkan penyajian kembali Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2019 dan 2018, sekaligus memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (volleding acquit t de charge) kepada Direksi Dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang telah dijalankan selama Tahun Buku 2020. <i>Approve and ratify the Company's Annual Report regarding the condition and operation of the Company during Fiscal Year 2020 and the Supervisory Report of the Board of Commissioners for Fiscal Year 2020 and Ratify the Company's Consolidated Financial Statements for Fiscal Year 2020, including ratifying the restatement of the Company's Consolidated Financial Statements for the 2019 and 2018 Fiscal Years and give full repayment and discharge of responsibilities (volleding acquit de charge) to the Board of Directors and the Board of Commissioners of the Company for the management and supervisory actions that have been carried out during Fiscal Year 2020.</i> | Realisasi 100% <i>Realization 100%</i> |

| RUPS Tahun Buku 2020 GMS for Fiscal Year 2020 | | | |
|--|---|---|--|
| TANGGAL Date | JUDUL Title | KEPUTUSAN Resolution | REALISASI Relization |
| | <p>Persetujuan Laporan Tahunan Program Tanggung Jawab Sosial & Lingkungan (TJSL) Tahun Buku 2020 serta Pengesahan Laporan Keuangan TJSL Tahun Buku 2020, sekaligus pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (volledig acquit et de charge) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan Program Kemitraan dan Bina Lingkungan yang telah dijalankan selama Tahun Buku 2020.</p> <p>Approval of the Annual Report of the Partnership and Community Development Program (TJSL) for Fiscal Year 2020 and Ratification of the Financial Statements of TJSL for Fiscal Year 2020, as well as granting full settlement and release of responsibility (volledig acquit et de charge) to the Board of Directors and Board of Commissioners of the Company for the actions of managing and supervising the Program Partnership and Community Development that have been carried out during Fiscal Year 2020.</p> | <p>Menyetujui dan mengesahkan Laporan Tahunan TJSL Tahun Buku 2020 termasuk Laporan Keuangan, Program Kemitraan dan Bina Lingkungan yang telah diaudit oleh Tanudiredja, Wibisana, Rintis & Rekan sesuai, serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (volledig acquit et de charge) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan Program Kemitraan dan Bina Lingkungan yang telah dijalankan selama Tahun Buku 2020.</p> <p>Approved and ratified the TJSL Annual Report for the Financial Year of 2020 including the Financial Statements, Partnership Program and Community Development which had been audited by Tanudiredja, Wibisana, Rintis & Partners as appropriate, and provided full discharge and release of responsibilities (volledig acquit et de charge) to the Board of Directors and the Board Commissioner of the Company for the management and supervision of the Partnership and Community Development Program that has been carried out during Fiscal Year 2020.</p> | <p>Realisasi 100% Realization 100%</p> |
| | <p>Penetapan Penggunaan Laba Bersih Konsolidasian Perseroan Tahun Buku 2020.</p> <p>Determination of the use of the Company's Consolidated Net Profit for Fiscal Year 2020.</p> | <p>Menyetujui dan menetapkan penggunaan laba tahun berjalan konsolidasian yang dapat diatribusikan kepada pemilik entitas induk Perseroan untuk Tahun Buku 2020</p> <p>Approved and determined the use of the consolidated current year profit attributable to owners of the Company's parent entity for Fiscal Year 2020.</p> | <p>Realisasi 100% Realization 100%</p> |
| | <p>Penetapan Gaji/Honorarium berikut fasilitas dan tunjangan lainnya untuk Direksi dan Dewan Komisaris Perseroan Tahun Buku 2021, Tantiem/Insentif untuk Direksi dan Dewan Komisaris Perseroan Atas Kinerja Tahun Buku 2020 Serta Jasa Operasi Karyawan Tahun Buku 2020.</p> <p>Determination of Salary/Honorarium along with other facilities and allowances for the Board of Directors and Board of Commissioners of the Company for Financial Year 2021, Bonuses/Incentives for Directors and Board of Commissioners of the Company for Performance for Financial Year 2020 and Employee Operational Services for Financial Year 2020.</p> | <p>Menyetujui dan menetapkan Gaji/Honorarium beserta fasilitas dan tunjangan lainnya untuk Direksi dan Dewan Komisaris Perseroan Tahun Buku 2021, Tantiem/Insentif untuk Direksi dan Dewan Komisaris Perseroan Atas Kinerja Tahun Buku 2020 Serta Jasa Operasi Karyawan Tahun Buku 2020.</p> <p>Approve and determine the Salary/Honorarium along with other facilities and benefits for the Board of Directors and Board of Commissioners of the Company for Financial Year 2021, Bonuses/Incentives for Directors and Board of Commissioners of the Company for Performance for Financial Year 2020 and Employee Operational Services for Financial Year 2020.</p> | <p>Realisasi 100% Realization 100%</p> |



RUPS Tahun Buku 2020
GMS for Fiscal Year 2020

| TANGGAL Date | JUDUL Title | KEPUTUSAN Resolution | REALISASI Relization |
|-----------------|---|---|---|
| | <p>Penetapan Kantor Akuntan Public (KAP) untuk mengaudit Laporan Keuangan Konsolidasian Perseroan dan Laporan Keuangan Program Pendanaan UMK Perseroan untuk Tahun Buku 2021</p> <p>Appointment of Public Accounting Firm (KAP) to audit the Company's Consolidated Financial Statements and the Company's UMK Funding Program Financial Statements for Fiscal Year 2021.</p> | <p>Menyetujui kembali Kantor Akuntan Publik (KAP) Tanudiredja, Wibisana, Rintis & Rekan sebagai Kantor Akuntan Publik yang akan mengaudit Laporan Keuangan Konsolidasian Perseroan dan Laporan Keuangan Pelaksanaan Program Pendanaan Usaha Mikro dan Kecil (UMK) untuk Tahun Buku 2021</p> <p>Reapproved the Public Accounting Firm (KAP) of Tanudiredja, Wibisana, Rintis & Partners as the Public Accounting Firm that will audit the Company's Consolidated Financial Statements and Financial Statements of the Implementation of the Micro and Small Business Funding Program (UMK) for Fiscal Year 2021.</p> | <p>Realisasi 100%</p> <p>Realization 100%</p> |

Kehadiran Dewan Komisaris, Direksi, Dan Perwakilan Pemegang Saham

Board of Commissioners, Board of Directors, and Shareholder Representatives Attendance

| Dewan Komisaris Board of Commissioners | | Direksi Board of Directors | | Kementerian BUMN Ministry of SOEs | |
|---|--|-------------------------------|--|--------------------------------------|---------------------|
| Nama Name | Jabatan Position | Nama Name | Jabatan Position | Nama Name | Jabatan Position |
| Imam Apriyanto Putro | Komisaris Utama President Commissioner | Tri Wahyudi Saleh | Direktur Utama President Director | | |
| Sally Salamah | Komisaris Commissioner | Filius Yuliandi | Direktur Operasi & Produksi Director of Operation and Production | | |
| Setya Utama | Komisaris Commissioner | Saifullah Lasindrang | Direktur Keuangan & Umum Director of Finance and General Affair | | |
| Sarwo Edhy | Komisaris Commissioner | | | | |
| Prahoru Yulijanto Nurtjahyo | Komisaris Commissioner | | | | |
| Bambang Supriyambodo | Komisaris Independen Independent Commissioner | | | | |

DEWAN KOMISARIS DAN KOMISARIS INDEPENDEN

BOARD OF COMMISSIONERS AND INDEPENDENT COMMISSIONER



Sesuai Anggaran Dasar Perusahaan, Dewan Komisaris bertugas melakukan pengawasan atas proses penerapan kebijakan, jalannya operasi Perusahaan, serta pemberian nasihat kepada Direksi. Setiap anggota Dewan Komisaris juga ikut bertanggung jawab secara tanggung renteng atas kerugian Perusahaan apabila yang bersangkutan salah atau lalai menjalankan tugasnya.

In accordance with the Company's Articles of Association, the Board of Commissioners is in charge of supervising the process of implementing policies, running the Company's operations, as well as providing advice to the Board of Directors. Each member of the Board of Commissioners is also jointly and severally responsible for the loss of the Company if the person concerned is wrong or negligent in carrying out his duties.



PEDOMAN KERJA DEWAN KOMISARIS

Dewan Komisaris memiliki Pedoman Kerja Dewan Komisaris dan Direksi (*Board Manual*) yang telah disahkan melalui pernyataan komitmen bersama antara Dewan Komisaris dan Direksi yang ditandatangani pada tanggal 1 Oktober 2020 yang merupakan kesepakatan bersama Dewan Komisaris dan Direksi PUSRI di dalam menjalankan fungsi dan peran jabatannya sebagai pengembal amanat Perusahaan sesuai dengan peraturan dan perundang-undangan yang berlaku.

Dewan Komisaris berpedoman pada Pedoman Kerja Dewan Komisaris dan Direksi (*Board Manual*). *Board Manual* berisi tentang petunjuk tata laksana kerja Dewan Komisaris dan Direksi serta menjelaskan tahapan aktivitas secara terstruktur, sistematis, mudah dipahami dan dapat dijalankan dengan konsisten, serta menjadi acuan bagi Dewan Komisaris dan Direksi dalam melaksanakan tugas masing-masing untuk mencapai Visi dan Misi Perusahaan, sehingga diharapkan akan tercapai standar kerja yang selaras dengan prinsip-prinsip GCG.

Board Manual disusun berdasarkan prinsip-prinsip hukum korporasi, ketentuan Anggaran Dasar, peraturan dan ketentuan perundang-undangan yang berlaku, arahan induk perusahaan serta praktik-praktik terbaik (*best practices*) *Good Corporate Governance*.

Ruang lingkup hal yang diatur dalam *Board Manual* ini secara umum mencakup hal-hal seperti peran dan fungsi masing-masing organ, pembagian tugas, hubungan kerja antar organ, rapat organ dan mekanisme pengambilan keputusan, dan lain-lain. Perusahaan juga menekankan dokumen tersebut merupakan dokumen yang hidup sehingga senantiasa dilakukan penyesuaian dengan dinamika perusahaan dan lingkungan usaha serta dikaji secara berkelanjutan.

BOARD OF COMMISSIONERS BOARD MANUAL

The Board of Commissioners has a Board Manual that has been ratified through a joint commitment statement between the Board of Commissioners and the Board of Directors signed on October 1, 2020 which is a joint agreement between the Board of Commissioners and the Board of Directors of PUSRI in carrying out their functions and roles as bearer of the Company's mandate in accordance with the applicable laws and regulations.

The Board of Commissioners is guided by the Board Manual for the Board of Commissioners and the Board of Directors. The Board Manual contains instructions for the work management of the Board of Commissioners and the Board of Directors and explains the stages of activities in a structured, systematic, easy to understand and consistent manner, as well as being a reference for the Board of Commissioners and the Board of Directors in carrying out their respective duties to achieve the Company's Vision and Mission. so that it is hoped that work standards that are in line with GCG principles will be achieved.

The Board Manual is prepared based on the principles of corporate law, provisions of the Articles of Association, applicable laws and regulations, directives from the parent company and best practices of Good Corporate Governance.

The scope of matters regulated in this Board Manual generally includes matters such as the roles and functions of each organ, division of tasks, working relations between organs, organ meetings and decision-making mechanisms, and others. The company also emphasizes that the document is a living document so that adjustments are always made to the dynamics of the company and the business environment and are reviewed on an ongoing basis.

TANGGUNG JAWAB DEWAN KOMISARIS

Dalam melaksanakan tanggung jawabnya, Dewan Komisaris mengacu beberapa ketentuan, yakni:

- a. UU No. 40 Tahun 2007 tentang Perseroan Terbatas
- b. UU No. 19 Tahun 2003 tentang BUMN
- c. Peraturan Menteri BUMN No. PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik pada Badan Usaha Milik Negara, sebagaimana telah diubah dengan Peraturan Menteri BUMN No. Per-09/MBU/2012 tanggal 6 Juli 2012.
- d. Anggaran Dasar Perusahaan.

TUGAS DAN TANGGUNG JAWAB DEWAN KOMISARIS

Pedoman Direksi dan Dewan Komisaris PUSRI mengamanatkan Dewan Komisaris bertugas melakukan pengawasan terhadap kebijakan pengurusan, jalannya pengurusan pada umumnya, baik mengenai perusahaan maupun usaha Perusahaan yang dilakukan oleh Direksi serta memberikan nasihat kepada Direksi termasuk pengawasan terhadap pelaksanaan Rencana Jangka Panjang Perusahaan, Rencana Kerja dan Anggaran Perusahaan serta ketentuan Anggaran Dasar dan keputusan Rapat Umum Pemegang Saham, serta peraturan perundang-undangan yang berlaku, untuk kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perusahaan.

Dalam melaksanakan tugasnya setiap anggota Dewan Komisaris harus:

1. Mematuhi Anggaran Dasar dan peraturan perundang-undangan serta prinsip-prinsip profesionalisme, efisiensi, transparansi, kemandirian, akuntabilitas, pertanggungjawaban, serta kewajaran.
2. Beritikad baik, penuh kehati-hatian dan bertanggungjawab dalam menjalankan tugas pengawasan dan pemberian nasihat kepada

RESPONSIBILITIES OF THE BOARD OF COMMISSIONERS

In carrying out its responsibilities, the Board of Commissioners refers to several provisions, namely:

- a. UU No. 40 of 2007 concerning Limited Liability Companies
- b. UU No. 19 of 2003 concerning BUMN
- c. Minister of SOEs Regulation No. PER-01/MBU/2011 dated August 1, 2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises, as amended by Regulation of the Minister of SOEs No. Per-09/MBU/2012 dated July 6, 2012.
- d. Company's Articles of Association.

DUTIES & RESPONSIBILITIES OF THE BOARD OF COMMISSIONERS

Guidelines for the Board of Directors and Board of Commissioners PUSRI mandates that the Board of Commissioners is tasked with 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 including supervision of the implementation of the Company's Long Term Plan, Work Plan and Company Budget. as well as the provisions of the Articles of Association and the decisions of the General Meeting of Shareholders, as well as the prevailing laws and regulations, for the benefit of the Company and in accordance with the purposes and objectives of the Company.

In carrying out their duties each member of the Board of Commissioners must:

1. Comply with the Articles of Association and laws and regulations as well as the principles of professionalism, efficiency, transparency, independence, accountability, responsibility, and fairness.
2. Having good intentions, being careful and responsible in carrying out supervisory duties and providing advice to the Board of Directors for the



Direksi untuk kepentingan perusahaan dan sesuai dengan maksud dan tujuan perusahaan.

3. Bertanggung jawab secara tanggung renteng bagi setiap anggota Dewan Komisaris.

KOMPOSISI DAN KEANGGOTAAN DEWAN KOMISARIS

Pengangkatan dan pemberhentian anggota Dewan Komisaris, menjadi kewenangan Pemegang Saham yang kemudian ditetapkan dalam RUPS. Selama kurun waktu periode pelaporan, Pemegang Saham telah mengangkat dan memberhentikan anggota Dewan Komisaris.

Sampai dengan akhir periode pelaporan, Dewan Komisaris beranggotakan lima orang di mana satu orang diantaranya adalah perempuan. Dewan Komisaris diketuai oleh Komisaris Utama.

benefit of the company and in accordance with the aims and objectives of the company.

3. Responsible jointly and severally for each member of the Board of Commissioners.

COMPOSITION AND MEMBERSHIP OF THE BOARD OF COMMISSIONERS

The appointment and dismissal of members of the Board of Commissioners becomes the authority of the Shareholders which are then determined at the GMS. During the reporting period, the Shareholders have appointed and dismissed members of the Board of Commissioners.

As of the end of reporting period, the Board of Commissioners consists of five people, one of whom is a woman. The Board of Commissioners is chaired by the President Commissioner.

| Komposisi Dewan Komisaris Per 31 Desember 2021 Board of Commissioners Composition as of December 31, 2021 | | | |
|--|---|---|------------------------------------|
| Komisaris Board of Commissioners | Jabatan Position | Dasar Pengangkatan Legal Basis Appointment | Periode Menjabat Serving Period |
| Imam Apriyanto Putro | Komisaris Utama President Commissioner | Akta No. 08 tanggal Agustus 2020 yang dibuat di hadapan Lumassia, S.H., Notaris di Jakarta Deed No. 08 dated August 2020 made before Lumassia, S.H., Notary in Jakarta | Pertama First |
| Ali Jamil | Komisaris Commissioner | Akta No. 13 tanggal 27 Desember 2021 yang dibuat dihadapan Lumassia, S.H., Notaris di Jakarta Deed No. 01 dated 20 April 2020 made before Lumassia, S.H., Notary in Jakarta | Pertama First |
| Prahoru Yulijanto Nurtjahyo | Komisaris Commissioner | Akta No. 01 tanggal 20 April 2020 yang dibuat dihadapan Lumassia, S.H., Notaris di Jakarta Deed No. 01 dated 20 April 2020 made before Lumassia, S.H., Notary in Jakarta | Pertama First |
| Setya Utama | Komisaris Commissioner | Akta No. 08 tanggal 25 Agustus 2020 yang dibuat di hadapan Lumassia, S.H., Notaris di Jakarta Deed No. 08 dated 25 August 2020 made before Lumassia, S.H., Notary in Jakarta | Pertama First |
| Bambang Supriyambodo | Komisaris Commissioner | Akta No. 08 tanggal 25 Agustus 2020 yang dibuat di hadapan Lumassia, S.H., Notaris di Jakarta Deed No. 08 dated 25 August 2020 made before Lumassia, S.H., Notary in Jakarta | Pertama First |
| Sally Salamah | Komisaris Commissioner | Akta No.11 tanggal 12 Juni 2021 yang dibuat dihadapan Lumassia, S.H., Notaris di Jakarta Deed No. 11 dated 12 June 2021 made before Lumassia, S.H., Notary in Jakarta | Pertama First |

PEMBAGIAN TUGAS DEWAN KOMISARIS

Pembagian tugas Dewan Komisaris ditetapkan berdasarkan peran masing-masing anggota Dewan Komisaris sebagai Ketua dan Wakil Ketua dari Komite di bawah Dewan Komisaris. Pembagian tugas juga memperhatikan kemampuan, ilmu pengetahuan dan pengalaman.

DIVISION OF DUTIES OF THE BOARD OF COMMISSIONERS

Division of duties of the Board of Commissioners is determined based on the role of each member of the Board of Commissioners as Chair and Deputy Chair of the Committees under the Board of Commissioners. The division of tasks also pays attention to abilities, knowledge and experience.

| NAMA Name | BIDANG TUGAS | Scope of Duties |
|--------------------------------|---|--|
| Imam Apriyanto Putro | Merangkap selaku Ketua Komite Nominasi dan Remunerasi, dan Mengkoordinir seluruh tugas dan fungsi anggota-anggota Dewan Komisaris. | Concurrently as Nomination and Remuneration Committee Chairman and coordinate all duties and functions of the members of the Board of Commissioners. |
| Ali Jamil | Membidangi segala aspek yang berkaitan dengan Bidang Penjualan Produk PSO, Produk Komersil, Distribusi dan Pemasaran. | In charge of all aspects related to sales, PSO Products, Commercial Products, Distribution and Marketing. |
| Setya Utama | Membidangi segala aspek yang berkaitan dengan Bidang Umum, Pengadaan dan Sumber Daya Manusia. | In charge of all aspects related to the General Affair, Procurement and Human Resources. |
| Prahoru Yulijanto Nurtjahyo | Membidangi segala aspek yang berkaitan dengan Teknik dan Sistem Informasi, Riset dan Pengembangan, serta Proyek Pembangunan Pabrik Push III-B. | In charge of all aspects related to Engineering and Information Systems, Research and Development as well as the PUSRI III-B Factory Construction Project. |
| Bambang Supriyambodo | Merangkap selaku Ketua Komite Investasi dan Manajemen Risiko serta segala aspek yang berkaitan dengan Bidang Operasi, Teknologi dan Pemeliharaan, Investasi dan Manajemen Risiko. | Concurrently as Investment and Risk Management Committee Chairman as well as all aspects related to Operation, Technology and Maintenance, Investment and Risk Management. |
| Sally Salamah | Merangkap selaku Ketua Komite Audit serta segala aspek yang berkaitan dengan Bidang Keuangan, Pengawasan Internal, dan Tata Kelola. | Concurrently as Audit Committee Chairman and all aspects related to Finance, Internal Control, and Governance. |

PERTEMUAN/RAPAT DEWAN KOMISARIS

Pelaksanaan tugas dan tanggung jawab Dewan Komisaris antara lain dilaksanakan dalam bentuk pertemuan atau rapat, baik antar anggota Dewan Komisaris maupun dengan mengundang Direksi dan Komite. Pelaksanaan pertemuan juga menjadi salah satu mekanisme evaluasi pelaksanaan tugas, kewenangan dan tanggung jawab Dewan Komisaris, termasuk dalam hal pemenuhan tanggung jawab sosial dan lingkungan.

Selama tahun 2021, Dewan Komisaris telah menyelenggarakan pertemuan atau rapat sebanyak 12 kali rapat internal kali, dan 18 kali rapat gabungan, berikut rinciannya:

BOARD OF COMMISSIONERS MEETING

The implementation of the duties and responsibilities of the Board of Commissioners, among others, is carried out in the form of meetings or meetings, both between members of the Board of Commissioners and by inviting the Directors and Committees. The meeting is also a mechanism for evaluating the implementation of the duties, authorities and responsibilities of the Board of Commissioners, including in terms of fulfilling social and environmental responsibilities.

Throughout 2021, the Board of Commissioners has held 12 internal meetings and 18 joint meetings, with details as follows:

| Tingkat Kehadiran rapat Gabungan Dewan Komisaris Direksi Tahun 2021 Board of Commissioners and Directors 2021 Joint Meetings Attendance | | | |
|--|-------------------------------|---------------------------------------|---|
| Jenis Rapat | Jumlah Rapat Total Meeting | Tingkat Kehadiran Attendance Level | Type of Meeting |
| Rapat Internal Dewan Komisaris | 12 kali | 100 % | Board of Commissioners Internal Meeting |
| Rapat Dewan Komisaris - Direksi | 18kali | 100 % | Board of Commissioners - Board of Directors Meeting |

RAPAT GABUNGAN DEWAN KOMISARIS DAN DIREKSI

Board Manual Dewan Komisaris PUSRI menyebutkan bahwa Rapat Dewan Komisaris dapat diperluas dengan mengundang Direksi, komite-komite, atau undangan lainnya. Direksi diperkenankan mengikutsertakan/ menugaskan staf Perusahaan. Rapat Gabungan Dewan Komisaris dan Direksi dilaksanakan pada akhir bulan atau sesuai kesepakatan Dewan Komisaris dan Direksi dalam rangka pembahasan kinerja Perusahaan serta hal-hal yang strategis dan aktual.

Komisaris Utama atau anggota Dewan Komisaris yang ditunjuk oleh Komisaris Utama melakukan panggilan rapat secara tertulis dan disampaikan kepada anggota Dewan Komisaris maupun Direksi dalam jangka waktu 3 (tiga) hari sebelum rapat diadakan atau dalam waktu yang lebih singkat jika dalam keadaan mendesak sesuai Anggaran Dasar Perusahaan.

Dalam setiap rapat gabungan Dewan Komisaris dengan Direksi telah disusun risalah serta dinamika rapat yang berisi hal-hal yang dibicarakan (termasuk pendapat berbeda/*dissenting opinion* anggota Dewan Komisaris, jika ada) dan hal-hal yang diputuskan oleh Sekretaris Dewan Komisaris dan Sekretaris Perusahaan. Risalah rapat tersebut ditandatangani oleh semua anggota Dewan Komisaris dan Direksi yang hadir dan didistribusikan kepada seluruh anggota Dewan Komisaris dan Direksi.

Anggota Dewan Komisaris dan Direksi yang tidak hadir dalam rapat internal Dewan Komisaris memberikan surat kuasa kepada anggota Dewan Komisaris atau

BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS JOINT MEETING

PUSRI's Board of Commissioners Board Manual states that the Board of Commissioners' Meeting can be expanded by inviting the Board of Directors, committees, or other invitations. The Board of Directors is allowed to include/ assign Company staff. The Joint Meeting of the Board of Commissioners and the Board of Directors is held at the end of the month or according to the agreement of the Board of Commissioners and the Board of Directors in the context of discussing the Company's performance as well as strategic and actual matters.

The President Commissioner or member of the Board of Commissioners appointed by the President Commissioner shall make a written summons for the meeting and be submitted to the members of the Board of Commissioners and the Board of Directors within 3 (three) days before the meeting is held or in a shorter time if in an urgent situation according to the Company's Articles of Association.

In each joint meeting of the Board of Commissioners and the Board of Directors, minutes and dynamics of the meeting have been prepared which contain the matters discussed (including dissenting opinions of members of the Board of Commissioners, if any) and matters decided by the Secretary to the Board of Commissioners and the Corporate Secretary. The minutes of the meeting were signed by all members of the Board of Commissioners and Board of Directors who were present and distributed to all members of the Board of Commissioners and Board of Directors.

Members of the BOC and BOD's who are absent during the internal meeting of the Board of Commissioners submit power of attorney to other members of the Board

Direksi lainnya agar penerima kuasa dapat bertindak sesuai dengan yang dikuasakan kepadanya.

of Commissioners or Board of Directors so that the recipient of the power of attorney can act in accordance with what has been authorized to them.

| No. | Tanggal dan Tempat Date and Venue | Agenda Agenda | Peserta Participant |
|-----|---|---|--|
| 1 | Tanggal 29 Januari 2021 Tempat Ruang rapat lantai 7 gedung utama dan Video Konferensi Zoom Date January 29, 2021 Venue 7th floor meeting room of the main building and Zoom Video Conference | <ol style="list-style-type: none"> Pembahasan Laporan Manajemen Bulan Desember 2020 dan s.d. Desember 2020. Pembahasan tindak lanjut rapat Dewan Komisaris dan Direksi sebelumnya. Pembahasan rancangan RKAP tahun 2021 dalam rangka persiapan RUPS RKAP tahun 2021 Hal-hal terkait lainnya <ol style="list-style-type: none"> Discussion on the Management Report for December 2020 and up to December 2020. Discussion of the follow-up to the previous meetings of the Board of Commissioners and the Board of Directors. Discussion of the 2021 RKAP draft in preparation for the 2021 RKAP GMS Other related matters | <p>Dewan Komisaris Board of Commissioners</p> <ol style="list-style-type: none"> Iman Apriyanto Putro (Komisaris Utama) H.M. Najib Matjan (Komisaris Independen) Bambang Supriyambodo (Komisaris Independen) Hartono Laras (Komisaris) Sarwo Edhy (Komisaris) <ol style="list-style-type: none"> Iman Apriyanto Putro (President Commissioner) H.M. Najib Matjan (Independent Commissioner) Bambang Supriyambodo (Independent Commissioner) Hartono Laras (Commissioner) Sarwo Edhy (Commissioner) <p>Direksi Board of Directors</p> <ol style="list-style-type: none"> Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) <ol style="list-style-type: none"> Tri Wahyudi Saleh (President Director) Saifullah Lasindrang (Director of Finance & General Affair) <p>Komisaris atau Direksi yang tidak hadir:</p> <ol style="list-style-type: none"> Prahoro Yulijanto Nurtjahyo (Komisaris) : karena pada saat bersamaan harus menghadiri rapat di Kementerian ESDM Direktur Operasi & Produksi : belum terbit SK perpanjangan masa jabatan oleh Pemegang Saham <p>Commissioners or Directors who are not present:</p> <ol style="list-style-type: none"> Prahoro Yulijanto Nurtjahyo (Commissioner): Due to another meeting at Ministry of Energy and Mineral Resources at the same time Director of Operations & Production : The Decree of the term of office extension has not been issued yet by the Shareholders |
| 2 | Tanggal 25 Februari 2021 Tempat Ruang rapat lantai 4 Kantor perwakilan Jakarta dan Video konferensi Zoom Date February 25, 2021 Venue 4th floor meeting room Jakarta representative office and Zoom video conference | <ol style="list-style-type: none"> Pembahasan Laporan Manajemen Bulan Januari 2021 Program pengenalan Perusahaan Kepada Dewan Komisaris Baru Pembahasan tindak lanjut rapat Dewan Komisaris dan Direksi sebelumnya. Hal-hal terkait lainnya <ol style="list-style-type: none"> Discussion of the January 2021 Management Report Company introduction program to the new Board of Commissioners Discussion of the follow-up to the previous meetings of the Board of Commissioners and the Board of Directors. Other related matters | <p>Dewan Komisaris Board of Commissioners</p> <ol style="list-style-type: none"> Iman Apriyanto Putro (Komisaris Utama) H.M. Najib Matjan (Komisaris Independen) Bambang Supriyambodo (Komisaris Independen) Sarwo Edhy (Komisaris) Prahoro Yulijanto Nurtjahyo (Komisaris) Setya Utama (Komisaris) <ol style="list-style-type: none"> Iman Apriyanto Putro (President Commissioner) H.M. Najib Matjan (Independent Commissioner) Bambang Supriyambodo (Independent Commissioner) Sarwo Edhy (Commissioner) Prahoro Yulijanto Nurtjahyo (Commissioner) Setya Utama (Commissioner) <p>Direksi Board of Directors</p> <ol style="list-style-type: none"> Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) <ol style="list-style-type: none"> Tri Wahyudi Saleh (President Director) Saifullah Lasindrang (Director of Finance & General Affair) <p>Komisaris atau Direksi yang tidak hadir:</p> <ol style="list-style-type: none"> Direktur Operasi & Produksi : belum terbit SK perpanjangan masa jabatan oleh Pemegang Saham <p>Commissioners or Directors who are not present:</p> <ol style="list-style-type: none"> Director of Operations & Production: The Decree of the term of office extension has not been issued yet by the Shareholders |



| No. | Tanggal dan Tempat Date and Venue | Agenda Agenda | Peserta Participant |
|-----|--|--|---|
| 3 | <p>Tanggal 26 Maret 2021</p> <p>Tempat Ruang rapat lantai 7 gedung utama, ruang rapat lantai 4 kantor perwakilan Jakarta dan video konferensi Zoom</p> <p>Date March 26, 2021</p> <p>Venue 7th floor meeting room of the main building, 4th floor meeting room for Jakarta representative office and video conference Zoom</p> | <ol style="list-style-type: none"> Pembahasan laporan manajemen bulan Februari 2021 Pembahasan tindak lanjut rapat dewan komisaris dan Direksi sebelumnya Hal-hal terkait lainnya <ol style="list-style-type: none"> Management report discussion for February 2021 Discussion on the follow-up to the previous meetings of the board of commissioners and directors Other related matters | <p>Dewan Komisaris Board of Commissioners</p> <ol style="list-style-type: none"> Iman Apriyanto Putro (Komisaris Utama) H.M. Najib Matjan (Komisaris Independen) Bambang Supriyambodo (Komisaris Independen) Sarwo Edhy (Komisaris) Prahoro Yulijanto Nurtjahyo (Komisaris) Setya Utama (Komisaris) <p>Direksi Board of Directors</p> <ol style="list-style-type: none"> Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yulianti <ol style="list-style-type: none"> Tri Wahyudi Saleh (President Director) Saifullah Lasindrang (Director of Finance & General Affair) Filius Yulianti <p>Komisaris atau Direksi yang tidak hadir: - Commissioners or Directors who are not present: -</p> |
| 4 | <p>Tanggal 08 April 2021</p> <p>Tempat Ruang rapat lantai 7 gedung utama dan video konferensi zoom</p> <p>Date 08 April 2021</p> <p>Venue 7th floor meeting room of the main building and video conference zoom</p> | <ol style="list-style-type: none"> Pembahasan progress pembangunan Pusri IIIB Hal-hal terkait lainnya <ol style="list-style-type: none"> Discussion on the progress of Pusri IIIB development Other related matters | <p>Dewan Komisaris Board of Commissioners</p> <ol style="list-style-type: none"> Iman Apriyanto Putro (Komisaris Utama) H.M. Najib Matjan (Komisaris Independen) Bambang Supriyambodo (Komisaris Independen) Prahoro Yulijanto Nurtjahyo (Komisaris) <ol style="list-style-type: none"> Iman Apriyanto Putro (President Commissioner) H.M. Najib Matjan (Independent Commissioner) Bambang Supriyambodo (Independent Commissioner) Prahoro Yulijanto Nurtjahyo (Commissioner) <p>Direksi Board of Directors</p> <ol style="list-style-type: none"> Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yulianti <ol style="list-style-type: none"> Tri Wahyudi Saleh (President Director) Saifullah Lasindrang (Director of Finance & General Affair) Filius Yulianti <p>Komisaris atau Direksi yang tidak hadir: - Commissioners or Directors who are not present: -</p> <ol style="list-style-type: none"> Setya Utama (Komisaris) : karena mendapat tugas dari Menteri Sekretaris Negara Sarwo Edhy (Komisaris) : karena pada saat bersamaan terdapat rapat kerja dengan DPR RI dan kunjungan lapangan <p>Commissioners or Directors who are not present:</p> <ol style="list-style-type: none"> Setya Utama (Commissioner): Due to another assignment from the Minister of State Secretary Sarwo Edhy (Commissioner): Due to a working meeting with the DPR RI at the same time and site visits |

| No. | Tanggal dan Tempat Date and Venue | Agenda Agenda | Peserta Participant |
|-----|--|---|---|
| 5 | <p>Tanggal 29 April 2021</p> <p>Tempat Ruang rapat lantai 4 kantor perwakilan Jakarta, ruang rapat lantai 7 gedung utama dan video konferensi Zoom</p> <p>Date April 29, 2021</p> <p>Venue 4th floor meeting room for Jakarta representative office, 7th floor meeting room in main building and video conference Zoom</p> | <ol style="list-style-type: none"> Pembahasan laporan manajemen bulan Maret 2021 Pembahasan isu-isu strategis PT Pusri Palembang Pembahasan tindak lanjut rapat dewan komisaris dan direksi sebelumnya <ol style="list-style-type: none"> Discussion of the management report for March 2021 Discussion of strategic issues of PT Pusri Palembang Discussion on the follow-up to the previous meeting of the board of commissioners and directors | <p>Dewan Komisaris Board of Commissioners</p> <ol style="list-style-type: none"> Iman Apriyanto Putro (Komisaris Utama) Bambang Supriyambodo (Komisaris Independen) Prahoru Yulijanto Nurtjahyo (Komisaris) Sarwo Edhy (Komisaris) Setya Utama (Komisaris) <ol style="list-style-type: none"> Iman Apriyanto Putro (President Commissioner) Bambang Supriyambodo (Independent Commissioner) Sarwo Edhy (Commissioner) Prahoru Yulijanto Nurtjahyo (Commissioner) Setya Utama (Commissioner) <p>Direksi Board of Directors</p> <ol style="list-style-type: none"> Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliani <ol style="list-style-type: none"> Tri Wahyudi Saleh (President Director) Saifullah Lasindrang (Director of Finance & General Affair) Filius Yuliani <p>Komisaris atau Direksi yang tidak hadir: - Commissioners or Directors who are not present: -</p> |
| 6 | <p>Tanggal 28 Mei 2021</p> <p>Tempat Ruang rapat lantai 4 kantor perwakilan Jakarta, ruang rapat lantai 7 gedung utama dan video konferensi zoom</p> <p>Date May 28, 2021</p> <p>Venue 4th floor meeting room for Jakarta representative office, 7th floor meeting room in main building and video conference zoom</p> | <ol style="list-style-type: none"> Pembahasan laporan manajemen bulan April 2021 dan s.d. April 2021 Pembahasan scheduled shutdown pabrik Pusri s.d. April 2021 Pembahasan tindak lanjut rapat dewan komisaris dan direksi sebelumnya hal-hal terkait lainnya <ol style="list-style-type: none"> Discussion of the management report for April 2021 and up to April 2021 Discussion on the scheduled shutdown of the Pusri factory until April 2021 Discussion on the follow-up to the previous meeting of the board of commissioners and directors Other related matters | <p>Dewan Komisaris Board of Commissioners</p> <ol style="list-style-type: none"> Iman Apriyanto Putro (Komisaris Utama) Bambang Supriyambodo (Komisaris Independen) Prahoru Yulijanto Nurtjahyo (Komisaris) Sarwo Edhy (Komisaris) Setya Utama (Komisaris) <ol style="list-style-type: none"> Iman Apriyanto Putro (President Commissioner) Bambang Supriyambodo (Independent Commissioner) Sarwo Edhy (Commissioner) Prahoru Yulijanto Nurtjahyo (Commissioner) Setya Utama (Commissioner) <p>Direksi Board of Directors</p> <ol style="list-style-type: none"> Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliani <ol style="list-style-type: none"> Tri Wahyudi Saleh (President Director) Saifullah Lasindrang (Director of Finance & General Affair) Filius Yuliani <p>Komisaris atau Direksi yang tidak hadir: - Commissioners or Directors who are not present: -</p> |



| No. | Tanggal dan Tempat Date and Venue | Agenda Agenda | Peserta Participant |
|-----|---|---|---|
| 7 | <p>Tanggal 17 Juni 2021</p> <p>Tempat Ruang rapat lantai 4 kantor perwakilan Jakarta, ruang rapat lantai 7 gedung utama dan video konferensi zoom</p> <p>Date June 17, 2021</p> <p>Venue 4th floor meeting room Jakarta representative office, 7th floor meeting room main building and video conference zoom</p> | <ol style="list-style-type: none"> Pembahasan usulan remunerasi Direksi dan Dewan Komisaris tahun 2021 Pembahasan persetujuan dan tanggapan tertulis atas ratifikasi biaya operasional yang melebihi pagu anggaran tahun 2020 Pembahasan usulan calon Direktur Utama PT Pusri Agro Lestari <ol style="list-style-type: none"> Discussion on the proposed remuneration for the Board of Directors and the Board of Commissioners in 2021 Discussion on written approval and response to the ratification of operational costs that exceed the 2020 budget ceiling Discussion on the proposed candidate for President Director of PT Pusri Agro Lestari | <p>Dewan Komisaris Board of Commissioners</p> <ol style="list-style-type: none"> Iman Apriyanto Putro (Komisaris Utama) Bambang Supriyambodo (Komisaris Independen) Prahoru Yulijanto Nurtjahyo (Komisaris) Sarwo Edhy (Komisaris) Setya Utama (Komisaris) Sally Salamah (Komisaris) <p>Direksi Board of Directors</p> <ol style="list-style-type: none"> Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yulianti (Direktur Operasi & Produksi) <p>Komisaris atau Direksi yang tidak hadir: - Commissioners or Directors who are not present: -</p> |
| 8 | <p>Tanggal 28 Juni 2021</p> <p>Tempat Ruang rapat lantai 4 kantor perwakilan Jakarta, ruang rapat lantai 7 gedung utama dan video konferensi zoom</p> <p>Date June 28, 2021</p> <p>Venue 4th floor meeting room Jakarta representative office, 7th floor meeting room main building and video conference zoom</p> | <ol style="list-style-type: none"> Pembahasan Laporan manajemen bulan Mei 2021 dan s.d. Mei 2021 Pembahasan persiapan RUPS kinerja tahun 2020 Pembahasan pendanaan proyek Pusri IIIB Pembahasan Aset di Kenten <ol style="list-style-type: none"> Discussion of the management report for the month of May 2021 and up to May 2021 Discussion on the preparation of the 2020 performance GMS Discussion on funding for the Pusri IIIB project Discussion on Asset at Kenten | <p>Dewan Komisaris Board of Commissioners</p> <ol style="list-style-type: none"> Iman Apriyanto Putro (Komisaris Utama) Bambang Supriyambodo (Komisaris Independen) Sarwo Edhy (Komisaris) Prahoru Yulijanto Nurtjahyo (Komisaris) Setya Utama (Komisaris) Sally Salamah (Komisaris) <p>Direksi Board of Directors</p> <ol style="list-style-type: none"> Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yulianti (Direktur Operasi & Produksi) <p>Komisaris atau Direksi yang tidak hadir: - Commissioners or Directors who are not present: -</p> |

| No. | Tanggal dan Tempat Date and Venue | Agenda Agenda | Peserta Participant |
|-----|---|---|--|
| 9 | Tanggal 13 Juli 2021 Tempat Video Konferensi Zoom Date July 13, 2021 Venue Zoom Video Conference | <ol style="list-style-type: none"> Pembahasan talent management PT Pusri Palembang termasuk proses pemilihan jabatan SVP SPI dan SVP Sekretariat Perusahaan & Tata Kelola yang harus mendapatkan persetujuan Dewan Komisaris Pembahasan persetujuan pembayaran past service liability (PSL) dan kenaikan iuran normal Dapensri <ol style="list-style-type: none"> Discussion on the talent management of PT Pusri Palembang including the process of selecting the positions of SVP SPI and SVP Corporate & Governance Secretariat which must be approved by the Board of Commissioners Discussion on past service liability (PSL) payment approvals and the increase in the normal contribution of the National Defense Agency | <p>Dewan Komisaris Board of Commissioners</p> <ol style="list-style-type: none"> Iman Apriyanto Putro (Komisaris Utama) Bambang Supriyambodo (Komisaris Independen) Sarwo Edhy (Komisaris) Prahoru Yulijanto Nurtjahyo (Komisaris) Setya Utama (Komisaris) Sally Salamah (Komisaris) <ol style="list-style-type: none"> Iman Apriyanto Putro (President Commissioner) Bambang Supriyambodo (Independent Commissioner) Sarwo Edhy (Commissioner) Prahoru Yulijanto Nurtjahyo (Commissioner) Setya Utama (Commissioner) Sally Salamah (Commissioner) <p>Direksi Board of Directors</p> <ol style="list-style-type: none"> Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi) <ol style="list-style-type: none"> Tri Wahyudi Saleh (President Director) Saifullah Lasindrang (Director of Finance & General Affair) Filius Yuliandi (Director of Operations & Production) <p>Komisaris atau Direksi yang tidak hadir: - Commissioners or Directors who are not present: -</p> |
| 10 | Tanggal 30 Juli 2021 Tempat Video Konferensi Zoom Date July 30, 2021 Venue Zoom Video Conference | <ol style="list-style-type: none"> Evaluasi tindak lanjut hasil rapat gabungan kinerja bulan Mei dan s.d. Mei 2021 Pembahasan laporan manajemen semester I tahun 2021 Hal-hal terkait lainnya <ol style="list-style-type: none"> Evaluation of the follow-up to the results of the joint performance meeting in May and s.d. May 2021 Discussion of the first semester of 2021 management report Other related matters | <p>Dewan Komisaris Board of Commissioners</p> <ol style="list-style-type: none"> Iman Apriyanto Putro (Komisaris Utama) Bambang Supriyambodo (Komisaris Independen) Sarwo Edhy (Komisaris) Prahoru Yulijanto Nurtjahyo (Komisaris) Setya Utama (Komisaris) Sally Salamah (Komisaris) <ol style="list-style-type: none"> Iman Apriyanto Putro (President Commissioner) Bambang Supriyambodo (Independent Commissioner) Sarwo Edhy (Commissioner) Prahoru Yulijanto Nurtjahyo (Commissioner) Setya Utama (Commissioner) Sally Salamah (Commissioner) <p>Direksi Board of Directors</p> <ol style="list-style-type: none"> Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi) <ol style="list-style-type: none"> Tri Wahyudi Saleh (President Director) Saifullah Lasindrang (Director of Finance & General Affair) Filius Yuliandi (Director of Operations & Production) <p>Komisaris atau Direksi yang tidak hadir: - Commissioners or Directors who are not present: -</p> |



| No. | Tanggal dan Tempat Date and Venue | Agenda Agenda | Peserta Participant |
|-----|--|--|---|
| 11 | <p>Tanggal 31 Agustus 2021</p> <p>Tempat Ruang rapat lantai 4 kantor perwakilan jakarta, ruang rapat lantai 7 gedung utama dan video konferensi zoom</p> <p>Date August 31, 2021</p> <p>Venue 4th floor meeting room Jakarta representative office, 7th floor meeting room main building and video conference zoom</p> | <ol style="list-style-type: none"> Pembahasan laporan manajemen bulan Juli 2021 dan s.d. Juli 2021 Pembahasan update proyek Pusri IIIB Pembahasan tindak lanjut rapat dewan komisaris dan Direksi sebelumnya Hal-hal terkait lainnya <ol style="list-style-type: none"> Discussion of the management report for July 2021 and up to July 2021 Discussion on updating the Pusri IIIB project Discussion on the follow-up to the previous meetings of the board of commissioners and directors Other related matters | <p>Dewan Komisaris Board of Commissioners</p> <ol style="list-style-type: none"> Iman Apriyanto Putro (Komisaris Utama) Bambang Supriyambodo (Komisaris Independen) Sarwo Edhy (Komisaris) Prahoro Yulijanto Nurtjahyo (Komisaris) Setya Utama (Komisaris) Sally Salamah (Komisaris) <p>Direksi Board of Directors</p> <ol style="list-style-type: none"> Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yulianti (Direktur Operasi & Produksi) <p>Komisaris atau Direksi yang tidak hadir: - Commissioners or Directors who are not present: -</p> |
| 12 | <p>Tanggal 10 September 2021</p> <p>Tempat Ruang rapat lantai 7 gedung utama dan video konferensi Zoom</p> <p>Date September 10, 2021</p> <p>Venue 7th floor meeting room of the main building and Zoom video conference</p> | <ol style="list-style-type: none"> Pembahasan usulan perubahan struktur organisasi Mitra Bisnis Pemasaran Pembahasan rencana pembentukan proyek-proyek <ol style="list-style-type: none"> Discussion of the proposed changes to the organizational structure of Marketing Business Partners Discussion of plans for establishing projects | <p>Dewan Komisaris Board of Commissioners</p> <ol style="list-style-type: none"> Iman Apriyanto Putro (Komisaris Utama) Bambang Supriyambodo (Komisaris Independen) Sarwo Edhy (Komisaris) Prahoro Yulijanto Nurtjahyo (Komisaris) Setya Utama (Komisaris) Sally Salamah (Komisaris) <p>Direksi Board of Directors</p> <ol style="list-style-type: none"> Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yulianti (Direktur Operasi & Produksi) <p>Komisaris atau Direksi yang tidak hadir: - Commissioners or Directors who are not present: -</p> |

| No. | Tanggal dan Tempat Date and Venue | Agenda Agenda | Peserta Participant |
|-----|---|---|--|
| 13 | <p>Tanggal 28 September 2021</p> <p>Tempat Ruang rapat lantai 4 kantor perwakilan jakarta, ruang rapat lantai 7 gedung utama dan video konferensi zoom</p> <p>Date September 28, 2021</p> <p>Venue 4th floor meeting room Jakarta representative office, 7th floor meeting room main building and video conference zoom</p> | <ol style="list-style-type: none"> Pembahasan laporan manajemen bulan Agustus 2021 dan s.d. Agustus 2021 Pembahasan tindak lanjut rapat dewan komisaris dan Direksi sebelumnya Pembahasan RKAP tahun 2022 Hal-hal terkait lainnya <ol style="list-style-type: none"> Discussion of the management report for August 2021 and up to August 2021 Discussion on the follow-up to the previous meetings of the board of commissioners and directors Discussion of the 2022 RKAP Other related matters | <p>Dewan Komisaris Board of Commissioners</p> <ol style="list-style-type: none"> Iman Apriyanto Putro (Komisaris Utama) Bambang Supriyambodo (Komisaris Independen) Sarwo Edhy (Komisaris) Prahoru Yulijanto Nurtjahyo (Komisaris) Setya Utama (Komisaris) Sally Salamah (Komisaris) <p>Direksi Board of Directors</p> <ol style="list-style-type: none"> Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliani (Direktur Operasi & Produksi) <p>Komisaris atau Direksi yang tidak hadir: - Commissioners or Directors who are not present: -</p> |
| 14 | <p>Tanggal 04 Oktober 2021</p> <p>Tempat Ruang rapat lantai 7 gedung utama dan video konferensi Zoom</p> <p>Date October 04, 2021</p> <p>Venue 7th floor meeting room of the main building and Zoom video conference</p> | <ol style="list-style-type: none"> Pembahasan RKAP tahun 2022 Pembahasan revisi KPI Direksi tahun 2021 Update progress proyek Pusri IIIB <ol style="list-style-type: none"> Discussion on the 2022 RKAP Discussion on the 2021 Board of Directors KPI revision Update on the progress of the Pusri IIIB project | <p>Dewan Komisaris Board of Commissioners</p> <ol style="list-style-type: none"> Iman Apriyanto Putro (Komisaris Utama) Bambang Supriyambodo (Komisaris Independen) Sarwo Edhy (Komisaris) Prahoru Yulijanto Nurtjahyo (Komisaris) Setya Utama (Komisaris) Sally Salamah (Komisaris) <p>Direksi Board of Directors</p> <ol style="list-style-type: none"> Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliani (Direktur Operasi & Produksi) <p>Komisaris atau Direksi yang tidak hadir: - Commissioners or Directors who are not present: -</p> |



| No. | Tanggal dan Tempat Date and Venue | Agenda Agenda | Peserta Participant |
|-----|--|---|--|
| 15 | <p>Tanggal 27 Oktober 2021</p> <p>Tempat Ruang rapat lantai 4 gedung utama dan Video konferensi Zoom</p> <p>Date October 27, 2021</p> <p>Venue Meeting room on the 4th floor of the main building and Video conference Zoom</p> | <ol style="list-style-type: none"> Pembahasan laporan manajemen kinerja bulan September 2021 dan s.d. September 2021 Pembahasan implementasi Kepmen ESDM 134 Pembahasan KPI Individu Direksi Pembahasan update proyek pengembangan pabrik Pusri IIIB Pembahasan tindak lanjut rapat Dewan Komisaris dan Direksi sebelumnya Hal-hal terkait lainnya <ol style="list-style-type: none"> Discussion of the performance management report for September 2021 and up to. September 2021 Discussion on the implementation of the Minister of Energy and Mineral Resources Decree 134 Discussion on the Individual KPI of the Board of Directors Discussion on updates to the Pusri IIIB factory development project Discussion on the follow-up to the previous meetings of the Board of Commissioners and the Board of Directors Other related matters | <p>Dewan Komisaris Board of Commissioners</p> <ol style="list-style-type: none"> Iman Apriyanto Putro (Komisaris Utama) Bambang Supriyambodo (Komisaris Independen) Sarwo Edhy (Komisaris) Prahoro Yulijanto Nurtjahyo (Komisaris) Sally Salamah (Komisaris) <p>1. Iman Apriyanto Putro (President Commissioner)</p> <p>2. Bambang Supriyambodo (Independent Commissioner)</p> <p>3. Sarwo Edhy (Commissioner)</p> <p>4. Prahoro Yulijanto Nurtjahyo (Commissioner)</p> <p>5. Sally Salamah (Commissioner)</p> <p>Direksi Board of Directors</p> <ol style="list-style-type: none"> Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yulianti (Direktur Operasi & Produksi) <p>1. Tri Wahyudi Saleh (President Director)</p> <p>2. Saifullah Lasindrang (Director of Finance & General Affair)</p> <p>3. Filius Yulianti (Director of Operations & Production)</p> <p>Komisaris atau Direksi yang tidak hadir:</p> <ol style="list-style-type: none"> Setya Utama (Komisaris) : karena terdapat penugasan yang lain dari Menteri Sekretaris Negara <p>Commissioners or Directors who are not present:</p> <ol style="list-style-type: none"> Setya Utama (Commissioner): because there is another assignment from the Minister of State Secretary |
| 16 | <p>Tanggal 30 November 2021</p> <p>Tempat Ruang rapat lantai 4 kantor perwakilan Jakarta dan Video konferensi Zoom</p> <p>Date November 30, 2021</p> <p>Venue 4th floor meeting room for Jakarta representative office and Zoom video conference</p> | <ol style="list-style-type: none"> Pembahasan laporan manajemen kinerja bulan Oktober 2021 dan s.d. Oktober 2021 Pembahasan tindak lanjut rapat Dewan Komisaris dan Direksi sebelumnya Hal-hal terkait lainnya <ol style="list-style-type: none"> Discussion of the performance management report for October 2021 and up to. October 2021 Discussion on the follow-up to the previous meetings of the Board of Commissioners and the Board of Directors Other related matters | <p>Dewan Komisaris Board of Commissioners</p> <ol style="list-style-type: none"> Iman Apriyanto Putro (Komisaris Utama) Bambang Supriyambodo (Komisaris Independen) Sarwo Edhy (Komisaris) Prahoro Yulijanto Nurtjahyo (Komisaris) Setya Utama (Komisaris) Sally Salamah (Komisaris) <p>1. Iman Apriyanto Putro (President Commissioner)</p> <p>2. Bambang Supriyambodo (Independent Commissioner)</p> <p>3. Sarwo Edhy (Commissioner)</p> <p>4. Prahoro Yulijanto Nurtjahyo (Commissioner)</p> <p>5. Setya Utama (Commissioner)</p> <p>6. Sally Salamah (Commissioner)</p> <p>Direksi Board of Directors</p> <ol style="list-style-type: none"> Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yulianti (Direktur Operasi & Produksi) <p>1. Tri Wahyudi Saleh (President Director)</p> <p>2. Saifullah Lasindrang (Director of Finance & General Affair)</p> <p>3. Filius Yulianti (Director of Operations & Production)</p> <p>Komisaris atau Direksi yang tidak hadir: -</p> <p>Commissioners or Directors who are not present: -</p> |

| No. | Tanggal dan Tempat Date and Venue | Agenda Agenda | Peserta Participant |
|-----|---|---|---|
| 17 | Tanggal 24 Desember 2021 Tempat Ruang rapat lantai 7 gedung utama dan video konferensi Zoom December 24, 2021 Venue 7th floor meeting room of the main building and Zoom video conference | <ol style="list-style-type: none"> Pembahasan usulan penyesuaian asumsi dan penurunan manfaat pensiun berkala Dapensri Discussion on the proposed adjustment of assumptions and reduction in the periodic pension benefits of Dapensri | <p>Dewan Komisaris Board of Commissioners</p> <ol style="list-style-type: none"> Iman Apriyanto Putro (Komisaris Utama) Bambang Supriyambodo (Komisaris Independen) Sarwo Edhy (Komisaris) Prahoro Yulijanto Nurtjahyo (Komisaris) Setya Utama (Komisaris) Sally Salamah (Komisaris) <p>Direksi Board of Directors</p> <ol style="list-style-type: none"> Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi) <p>Komisaris atau Direksi yang tidak hadir: - Commissioners or Directors who are not present: -</p> |
| 18 | Tanggal 28 Desember 2021 Tempat Fairmont Hotel Jakarta dan Video Konferensi Zoom December 28, 2021 The place Fairmont Hotel Jakarta and Zoom Video Conference | <ol style="list-style-type: none"> Pembahasan laporan manajemen kinerja bulan November 2021 dan s.d. November 2021 Pembahasan RKAP tahun 2022 PT Pupuk Sriwidjaja Palembang Pembahasan tindak lanjut rapat Dewan komisaris dan Direksi sebelumnya Hal-hal terkait lainnya Discussion of the performance management report for November 2021 and up to. November 2021 Discussion on the 2022 RKAP of PT Pupuk Sriwidjaja Palembang Discussion on the follow-up to the previous Board of Commissioners and Board of Directors meeting Other related matters | <p>Dewan Komisaris Board of Commissioners</p> <ol style="list-style-type: none"> Iman Apriyanto Putro (Komisaris Utama) Bambang Supriyambodo (Komisaris Independen) Prahoro Yulijanto Nurtjahyo (Komisaris) Setya Utama (Komisaris) Sally Salamah (Komisaris) <p>Direksi</p> <ol style="list-style-type: none"> Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi) <p>Komisaris atau Direksi yang tidak hadir: 1. Ali Jamil (Komisaris) : pada saat yang bersamaan harus rapat dengan Menteri Pertanian</p> <p>Commissioners or Directors who are not present: 1. Ali Jamil (Commissioner): at the same time must have a meeting with the Minister of Agriculture</p> |

Frekuensi dan Kehadiran Rapat

Sepanjang tahun 2021, rapat gabungan digelar sebanyak 18 kali. Frekuensi dan tingkat kehadiran Dewan Komisaris dan Direksi Perusahaan adalah sebagai berikut:

Meeting Frequency and Attendance

Throughout 2021, 18 joint meetings were held. The frequency and level of attendance of the Company's Board of Commissioners and Board of Directors are as follows:



Rekapitulasi Kehadiran Dewan Komisaris dan Direksi pada Rapat Gabungan

Joint Meeting Attendance Recapitulation of the Board of Commissioners and Board of Directors

| Nama Name | Jabatan Position | Jumlah Wajib Rapat Total Mandatory Meeting | Jumlah Kehadiran Total Attendance | Jumlah Tidak Hadir Total Absenteeism | Kehadiran (%) Attendance (%) |
|---|--|--|--|---|------------------------------------|
| Dewan Komisaris Board of Commissioners | | | | | |
| Imam Apriyanto Putro | Komisaris Utama President Commissioner | 18 | 18 | - | 100 |
| Bambang Supriyambodo | Komisaris Independen Independent Commissioner | 18 | 18 | - | 100 |
| H.M. Najib Matjan ¹⁾ | Komisaris Independen Independent Commissioner | 4 | 4 | - | 100 |
| Hartono Laras ²⁾ | Komisaris Commissioner | 1 | 1 | - | 100 |
| Sarwo Edhy ³⁾ | Komisaris Commissioner | 17 | 15 | 2 | 88 |
| Prahoru Yulijanto Nurtjahyo | Komisaris Commissioner | 18 | 17 | 1 | 94 |
| Setya Utama ⁴⁾ | Komisaris Commissioner | 17 | 15 | 2 | 88 |
| Sally Salamah ⁵⁾ | Komisaris Commissioner | 12 | 12 | - | 100 |
| Ali Jamil ⁶⁾ | Komisaris Commissioner | 1 | - | 1 | 0 |
| Direksi Board of Directors | | | | | |
| Tri Wahyudi Saleh | Direktur Utama President Director | 18 | 18 | - | 100 |
| Saifullah Lasindrang | Direktur Keuangan & Umum Director of Finance and General Affair | 18 | 18 | - | 100 |
| Filius Yuliandi ⁷⁾ | Direktur Operasi & Produksi Director of Operation and Production | 16 | 16 | - | 100 |
| Rata-rata <i>Average</i> | | | | | 96 |

Keterangan: *Description:*

¹⁾ : Menjabat sampai tanggal 20 April 2021 *Served until April 20, 2021*

²⁾ : Menjabat sampai tanggal 16 Februari 2021 *Served until February 16, 2021*

³⁾ : Menjabat sampai tanggal 27 Desember 2021 *Served until December 27, 2021*

⁴⁾ : Menjabat sejak tanggal 16 Februari 2021 *Serving since February 16, 2021*

⁵⁾ : Menjabat sejak tanggal 12 Juni 2021 *Serving since June 12, 2021*

⁶⁾ : Menjabat sejak tanggal 27 Desember 2021 *Serving since December 27, 2021*

⁷⁾ : Belum terbit SK perpanjangan masa jabatan oleh Pemegang Saham

The decree for the term of office extension has not yet issued by the Shareholders

Rapat Internal

Internal Meeting

| No | Tempat dan Waktu Date and Venue | Agenda Pembahasan | Agenda for Discussion |
|----|--|---|---|
| 1 | 28 Januari 2021 Ruang rapat Lt. 4 Gedung Pusri | <ul style="list-style-type: none"> - Evaluasi Tindaklanjut Hasil Rapat Kinerja bulan November dan s.d. November 2020 - Laporan Manajemen bulan Desember dan s.d. Desember 2020 (Un audited) - Hal-hal terkait lainnya | <ul style="list-style-type: none"> - Follow-up evaluation of the results of the November Performance Meeting and until November 2020 - Management Report for the month of December and until December 2020 (Un audited) - Other related matters |
| 2 | 25 Februari 2021 Ruang rapat Lt. 4 Gedung Pusri | <ul style="list-style-type: none"> - Evaluasi Tindaklanjut Hasil Rapat Kinerja bulan Desember dan s.d. Desember 2020 - Laporan Manajemen bulan Januari 2021 - Hal-hal terkait lainnya | <ul style="list-style-type: none"> - Follow-up evaluation of the results of the performance meeting in December and until December 2020 - January 2021 Management Report - Other related matters |
| 3 | 26 Maret 2021 Ruang rapat Lt. 4 Gedung Pusri | <ul style="list-style-type: none"> - Evaluasi Tindaklanjut Hasil Rapat Kinerja bulan Januari 2021 - Laporan Manajemen bulan Februari dan s.d Februari 2021 - Rencana Sewa Menyewa Lahan Gudang Lik Tondo di Palu - Tindaklanjut Hasil Assesmenet GCG - Hal-hal terkait lainnya | <ul style="list-style-type: none"> - Follow-up Evaluation of Performance Meeting Results for January 2021 - Management Report for February and until February 2021 - Lik Tondo Warehouse Rental Plans in Palu - Follow up on GCG Assessment Results - Other related matters |
| 4 | 29 April 2021 Ruang rapat Lt. 4 Gedung Pusri | <ul style="list-style-type: none"> - Evaluasi Tindaklanjut Hasil Rapat Kinerja bulan Februari dan s.d Februari 2021 - Laporan Manajemen Triwulan I Tahun 2021 - Hal-hal terkait lainnya | <ul style="list-style-type: none"> - Evaluasi Tindaklanjut Hasil Rapat Kinerja bulan Februari dan s.d Februari 2021 - Laporan Manajemen Triwulan I Tahun 2021 - Hal-hal terkait lainnya |
| 5 | Jumat, 28 Mei 2021 Ruang rapat Lt. 4 Gedung Pusri | <ul style="list-style-type: none"> - Evaluasi Tindaklanjut Hasil Rapat Kinerja Triwulan I Tahun 2021 - Laporan Manajemen bulan April dan s.d April 2021 - Hal-hal terkait lainnya | <ul style="list-style-type: none"> - Follow-up Evaluation of Performance Meeting Results for February and February 2021 - Quarter I Management Report 2021 - Other related matters |
| 6 | Senin, 28 Juni 2021 Ruang rapat Lt. 4 Gedung Pusri | <ul style="list-style-type: none"> - Evaluasi Tindaklanjut Hasil Rapat Kinerja bulan April dan s.d April 2021 - Laporan Manajemen bulan Mei dan s.d Mei 2021 - Laporan Manajemen Audited Tahun 2020 dan Persiapan RUPS Audit Tahun Buku 2020 - Hal-hal terkait lainnya | <ul style="list-style-type: none"> - Follow-up Evaluation of Performance Meeting Results in April and until April 2021 - May Management Report and until May 2021 - 2020 Audited Management Report and Preparation of the 2020 Fiscal Year Audit GMS - Other related matters |
| 7 | Jumat, 30 Juli 2021 Ruang rapat Lt. 4 Gedung Pusri | <ul style="list-style-type: none"> - Evaluasi Tindaklanjut Hasil Rapat Kinerja bulan Mei dan s.d Mei 2021 - Laporan Manajemen Semester I Tahun 2021 - Laporan Komite Audit, Komite Investasi & Manajemen Risiko - Komite Nominasi dan Remunerasi Dekom Semester I 2021 - Hal-hal terkait lainnya | <ul style="list-style-type: none"> - Follow-up evaluation of the results of the performance meeting in May and until May 2021 - First Semester Management Report 2021 - Report of the Audit Committee, Investment & Risk Management Committee - Nomination and Remuneration Committee for the First Semester of 2021 - Other related matters |
| 8 | Selasa, 31 Agustus 2021 Ruang rapat Lt. 4 Gedung Pusri | <ul style="list-style-type: none"> - Evaluasi Tindaklanjut Hasil Rapat Kinerja Semester I 2021 - Laporan Manajemen bulan Juli dan s.d Juli 2021 - Evaluasi Komite dan Pembahasan Atas Usulan Investasi Proyek Pembangunan Pabrik Pusri III-B sesuai Surat Dirut Pusri - Hal-hal terkait lainnya | <ul style="list-style-type: none"> - Follow-up evaluation of the results of the 2021 I Semester Performance Meeting - Management Report for July and until July 2021 - Evaluation of the Committee and Discussion on the Proposed Investment for the Pusri III-B Plant Development Project in accordance with Pusri's President Directors' Letter - Other related matters |



| No | Tempat dan Waktu Date and Venue | Agenda Pembahasan | Agenda for Discussion |
|----|--|---|--|
| 9 | 28 September 2021 Ruang rapat Lt. 4 Gedung Pusri | <ul style="list-style-type: none"> - Evaluasi Tindaklanjut Hasil Rapat Kinerja bulan Juli dan s.d. bulan Juli 2021 - Laporan Manajemen bulan Agustus dan s.d Agustus 2021 - Hal-hal terkait lainnya | <ul style="list-style-type: none"> - Follow-up evaluation of the results of the July Performance Meeting and until July 2021 - Management Report for August and August 2021 - Other related matters |
| 10 | 27 Oktober 2021 Ruang rapat Lt. 4 Gedung Pusri | <ul style="list-style-type: none"> - Evaluasi Tindaklanjut Hasil Rapat Kinerja bulan Agustus dan s.d. bulan Agustus 2021 - Laporan Manajemen Triwulan III Tahun 2021 - Pembahasan KPI Individu Tahun 2021 - Hal-hal terkait lainnya | <ul style="list-style-type: none"> - Follow-up evaluation of the results of the August Performance Meeting and until August 2021 - Quarter III Management Report 2021 - 2021 Individual KPI discussion - Other related matters |
| 11 | 30 November 2021 Ruang rapat Lt. 4 Gedung Pusri | <ul style="list-style-type: none"> - Evaluasi Tindaklanjut Hasil Rapat Kinerja Triwulan III 2021 - Laporan Manajemen bulan Oktober dan s.d Oktober 2021 - Hal-hal terkait lainnya | <ul style="list-style-type: none"> - Follow-up evaluation of the results of the 2021 III Quarter Performance Meeting - Management Report for October and October 2021 - Other related matters |
| 12 | 28 Desember 2021 Ruang rapat Lt. 4 Gedung Pusri | <ul style="list-style-type: none"> - Evaluasi Tindaklanjut Hasil Rapat Kinerja bulan Oktober dan s.d. Oktober 2021 - Laporan Manajemen bulan November dan s.d November 2021 - Hal-hal terkait lainnya | <ul style="list-style-type: none"> - Follow-up evaluation of the results of the performance meeting in October and up to. October 2021 - Management Report for November and November 2021 - Other related matters |

Daftar Kehadiran Rapat Internal

Internal Meeting Attendance List

| Nama Name | Jabatan Position | Jumlah Wajib Rapat Total Mandatory Meeting | Jumlah Kehadiran Total Attendance | Jumlah Tidak Hadir Total Absenteeism | Kehadiran (%) Attendance (%) |
|---|--|--|--|---|------------------------------------|
| Dewan Komisaris Board of Commissioners | | | | | |
| Imam Apriyanto Putro | Komisaris Utama President Commissioner | 12 | 12 | - | 100 |
| Bambang Supriyambodo | Komisaris Independen Independent Commissioner | 12 | 12 | - | 100 |
| H.M. Najib Matjan*) | Komisaris Independen Independent Commissioner | 4 | 4 | - | 100 |
| Hartono Laras**) | Komisaris Commissioner | 1 | 1 | - | 100 |
| Sarwo Edhy ***) | Komisaris Commissioner | 11 | 11 | - | 100 |
| Prahoru Yulijanto Nurtjahyo | Komisaris Commissioner | 12 | 12 | - | 100 |
| Setya Utama****) | Komisaris Commissioner | 11 | 11 | - | 100 |
| Sally Salamah*****) | Komisaris Commissioner | 7 | 7 | - | 100 |
| Ali Jamil*****) | Komisaris Commissioner | 1 | - | 1 | 0 |

Keterangan Description:

*) : Menjabat sampai tanggal 20 April 2021/Served until April 20, 2021

**) : Menjabat sampai tanggal 16 Februari 2021/Served until February 16, 2021

***) : Menjabat sampai tanggal 27 Desember 2021/Served until December 27, 2021

****) : Menjabat sejak tanggal 16 Februari 2021/Serving since February 16, 2021

*****) : Menjabat sejak tanggal 12 Juni 2021/Serving since June 12, 2021

*****) : Menjabat sejak tanggal 27 Desember 2021/Serving since December 27, 2021

*****) : Belum terbit SK perpanjangan masa jabatan oleh Pemegang Saham/The decree for the term of office extension has not yet issued by the Shareholders

PELAKSANAAN TUGAS PENGAWASAN DAN KUNJUNGAN KE LAPANGAN

Selama tahun 2021, Dewan Komisaris telah melaksanakan beberapa hal terkait pelaksanaan tanggung jawab pengawasan dalam beberapa aspek seperti pertemuan atau Rapat Dewan Komisaris – Direksi dalam rangka evaluasi kinerja dan pelaksanaan Rencana Kerja dan Anggaran Perusahaan (RKAP) 2021, sebanyak 18 kali serta rapat internal Dewan Komisaris sebanyak 12 kali.

Selain itu, dalam kurun waktu periode pelaporan, Dewan Komisaris juga telah melakukan kunjungan area kerja Perusahaan. Kunjungan dilakukan untuk melihat perkembangan pelaksanaan pekerjaan sesuai Rencana Kerja, serta mengawasi kegiatan operasi Perusahaan secara faktual. Kunjungan kerja dilakukan oleh Anggota Dewan Komisaris sebagai berikut :

IMPLEMENTATION OF SUPERVISORY DUTIES AND SITE VISITS

Throughout 2021, the Board of Commissioners has carried out several matters related to the implementation of supervisory responsibilities in several aspects such as meetings or Joint Meetings of the Board of Commissioners – Board of Directors in the context of performance evaluation and implementation of the 2021 Company Work Plan and Budget (RKAP) 18 times and 12 times Board of Commissioners internal meetings.

In addition, during the reporting period, the Board of Commissioners has also visited the Company's work area. The visit was carried out to see the progress of the implementation of work according to the Work Plan, as well as to supervise the Company's operational activities factually. Working visits are carried out by Members of the Board of Commissioners as follows:

| NO | TANGGAL Date | TUJUAN Destination | AGENDA | AGENDA |
|----|------------------------|---------------------------|--|--|
| 1 | 1 s.d. 2 Februari 2021 | Banyuwangi | Peninjaun aset PT Pusri Palembang | PT Pusri Palembang's asset review |
| | 3 s.d. 4 Februari 2021 | Yogyakarta | Pemberian Reward Distributor | Rewards for Distributor |
| 2 | 21 & 23 Mei 2021 | Yogyakarta | Peninjaun aset PT Pusri Palembang | PT Pusri Palembang's asset review |
| | 22 Mei 2021 | Cilacap | Peninjaun aset PT Pusri Palembang | PT Pusri Palembang's asset review |
| 3 | 2 Juni 2021 | - Boyolali | Peninjaun aset PT Pusri Palembang | PT Pusri Palembang's asset review |
| | | - Sragen | | |
| | | - Klaten | | |
| | | - Sukoharjo | | |
| | | - Karang Anyar | | |
| | 3 Juni 2021 | Semarang | Acara Temu Pelanggan PT Pusri Palembang | PT Pusri Palembang Customer Meeting |
| 4 | 2 September | Banyuwangi | Peninjaun aset dan Pertemuan dengan para Distributor | Asset review and Meeting with Distributors |
| 5 | 23 September 2021 | Bandung | Pertemuan dengan para Distributor | Meeting with Distributors |
| 6 | 17 November 2021 | - Banda Aceh - Belawan | Meninjau Aset di UPP | UPP Asset Review |
| 7 | 7 Desember 2021 | Lampung | Raper Kerja Tahun 2022 | 2022 Work Meeting |
| 8 | 16 Desember 2021 | Tegal | Menghadiri MoU PT Pusri Palembang dengan JATMAN | Attend the MoU of PT Pusri Palembang with JATMAN |

PROGRAM PENGENALAN UNTUK ANGGOTA DEWAN KOMISARIS BARU

PUSRI melaksanakan program pengenalan bagi anggota Dewan Komisaris yang baru dengan tujuan memberikan gambaran atas aktivitas bisnis, rencana perusahaan ke depan, panduan kerja dan lainnya yang menjadi tanggung jawab Dewan Komisaris. SVP Sekretariat Perusahaan & Tata Kelola bertanggung jawab untuk memberikan materi kepada anggota Dewan Komisaris yang baru, sesuai dengan Pedoman Dewan Komisaris dan Direksi.

Program pengenalan tersebut meliputi:

1. Pelaksanaan prinsip-prinsip GCG oleh perusahaan
2. Gambaran mengenai perusahaan berkaitan dengan tujuan, sifat, dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha 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 Dewan Komisaris dan Direksi serta hal-hal yang tidak diperbolehkan.

Pada tahun 2021, materi pengenalan diberikan kepada anggota Dewan Komisaris PUSRI yang baru. Program pengenalan perusahaan dilakukan pada tanggal:

INTRODUCTORY PROGRAM FOR NEW MEMBERS OF THE BOARD OF COMMISSIONERS

PUSRI carries out an introduction program for new members of the Board of Commissioners with the aim of providing an overview of business activities, future company plans, work guidelines and others that are the responsibility of the Board of Commissioners. The GM Corporate & Governance Secretariat is responsible for providing materials to new members of the Board of Commissioners, in accordance with the Guidelines for the Board of Commissioners and the Board of Directors.

The introduction program includes:

1. Implementation of GCG principles by the company
2. Description of the company in terms of objectives, nature and scope of activities, financial and operating performance, strategy, short-term and long-term business plans, competitive position, risks and other strategic issues.
3. Information relating to delegated authority, internal and external audits, internal control systems and policies including the Audit Committee.
4. Information regarding the duties and responsibilities of the Board of Commissioners and the Board of Directors as well as things that are not allowed.

In 2021, introduction materials will be given to the new members of the PUSRI Board of Commissioners. The company introduction program is carried out on:

| Program pengenalan perusahaan Company Introductory Program | | |
|---|-------------------|--------------------------------|
| Anggota Dewan Komisaris | Tanggal Date | Board of Commissioner's Member |
| Ali Jamil | * | Ali Jamil |
| Setya Utama | 25 Maret 2021 | Setya Utama |
| Sally Salamah | 21 September 2021 | Sally Salamah |

* Akan dilaksanakan pada tahun 2022

* Will be implemented in 2022

KOMISARIS INDEPENDEN

Sampai dengan akhir periode pelaporan, PUSRI menempatkan dua orang Komisaris Independen dalam Dewan Komisaris. Sesuai ketentuan bahwa komposisi Dewan Komisaris harus memiliki Komisaris Independen sekurang-kurangnya 20%. PUSRI memiliki dua orang Komisaris Independen, atau 40% dari jumlah seluruh anggota Dewan Komisaris.

Komisaris Independen merupakan anggota Dewan Komisaris yang bersifat independen dan tidak memiliki keterkaitan dengan Perusahaan. Penugasannya sesuai dengan ketentuan Anggaran Dasar Perusahaan yang mewakili kepentingan pemegang saham minoritas.

Persyaratan Komisaris Independen

Komisaris Independen wajib memenuhi persyaratan sebagai berikut:

- Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perusahaan dalam waktu 6 (enam) bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen pada periode berikutnya;
- Tidak mempunyai saham baik langsung maupun tidak langsung pada Perusahaan;
- Tidak mempunyai hubungan afiliasi dengan Perusahaan, anggota Dewan Komisaris, anggota Direksi atau Pemegang Saham Utama Perusahaan; dan
- Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perusahaan. Komisaris Independen yang telah menjabat selama 2 (dua) periode masa jabatan dapat diangkat kembali pada periode selanjutnya sepanjang Komisaris Independen tersebut menyatakan dirinya tetap independen kepada RUPS.

INDEPENDENT COMMISSIONER

Until the end of the reporting period, PUSRI has placed two Independent Commissioners on the Board of Commissioners. In accordance with the provisions that the composition of the Board of Commissioners must have at least 20% Independent Commissioners. PUSRI has two Independent Commissioners, or 40% of the total members of the Board of Commissioners.

The Independent Commissioner is a member of the Board of Commissioners who is independent and has no relationship with the Company. His duties are in accordance with the provisions of the Company's Articles of Association representing the interests of minority shareholders.

Independent Commissioner Requirements

The Independent Commissioner must meet the following requirements:

- Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the Company's activities within the last 6 (six) months, except for reappointment as Independent Commissioner in the following period;
- Do not own shares either directly or indirectly in the Company;
- Has no affiliation with the Company, members of the Board of Commissioners, members of the Board of Directors or the Company's Major Shareholders; and
- Has no business relationship, either directly or indirectly, related to the Company's business activities. Independent Commissioners who have served for 2 (two) terms of office may be reappointed in the next period as long as the Independent Commissioner declares himself to be independent at the GMS.

Pernyataan Independensi Anggota Komisaris Independen

Komisaris Independen Perusahaan tidak memiliki saham Perusahaan, serta tidak ada hubungan dengan anggota Direksi dan Dewan Komisaris lainnya.

Seluruh anggota Dewan Komisaris disyaratkan untuk menandatangani pernyataan untuk bersikap independen dan bebas benturan kepentingan dalam menjalankan fungsi dan tugasnya.

Declaration of Independence of Independent Commissioners

The Independent Commissioner of the Company does not own the Company's shares, and has no relationship with other members of the Board of Directors and Board of Commissioners.

All members of the Board of Commissioners are required to sign a statement to be independent and free from conflicts of interest in carrying out their functions and duties.

| Nama Name | Pernyataan Sikap Bebas benturan Kepentingan | Statement of Conflict of Interest Free Behaviour |
|--------------------------------|--|---|
| Imam Apriyanto Putro | Bebas benturan kepentingan (Pernyataan telah ditandatangani pada 2 Januari 2021) | Free of conflict of interest (Statement signed on January 2, 2021) |
| Ali Jamil | Bebas benturan kepentingan (Pernyataan telah ditandatangani pada tahun 2022) | Free of conflict of interest (Statement signed on 2021) |
| Prahoru Yulijanto Nurtjahyo | Bebas benturan kepentingan (Pernyataan telah ditandatangani pada 2 Januari 2021) | Free of conflict of interest (Statement signed on January 2, 2021) |
| Setya Utama | Bebas benturan kepentingan (Pernyataan telah ditandatangani pada 2 Maret 2021) | Free of conflict of interest (Statement signed on March 2, 2021) |
| Bambang Supriyambodo | Bebas benturan kepentingan (Pernyataan telah ditandatangani pada 2 Januari 2021) | Free of conflict of interest (Statement signed on January 2, 2021) |
| Sally Salamah | Bebas benturan kepentingan (Pernyataan telah ditandatangani pada 2 Juli 2021) | Free of conflict of interest (Statement signed on July 2, 2021) |

KOMISARIS INDEPENDEN

Anggota Dewan Komisaris PUSRI saat ini berjumlah 6 (enam) orang, dan 1 (satu) orang atau lebih dari 30% diantaranya merupakan anggota Dewan Komisaris yang tidak terafiliasi dengan pemegang saham, meskipun tidak dinyatakan sebagai Komisaris Independen yaitu Bambang Supriyambodo

Hubungan Afiliasi dan Kepengurusan di Perusahaan Lain

Antar anggota Dewan Komisaris dan antara anggota Dewan Komisaris dengan anggota Direksi tidak ada hubungan keluarga sedarah sampai dengan derajat ketiga, baik menurut garis lurus maupun garis ke samping atau hubungan semenda.

INDEPENDENT COMMISSIONER

Currently, there are 6 (six) members of PUSRI's Board of Commissioners, and 1 (one) person or more than 30% of them are members of the Board of Commissioners who are not affiliated with shareholders, even though they are not declared as Independent Commissioners, namely Bambang Supriyambodo.

Affiliated Relations and Concurrent Position in Other Companies

Among the Board of Commissioners and the Board of Directors members do not have any blood affiliation up to the third degree, either vertically or horizontally or by marriage.

Hubungan keluarga anggota Dewan Komisaris dengan sesama anggota Dewan Komisaris dan/atau anggota Direksi serta Pemegang Saham dapat dilihat di bagian Hubungan Dewan Komisaris dan Direksi.

Family affiliation of members of the Board of Commissioners with fellow members of the Board of Commissioners and/or members of the Board of Directors and Shareholders can be seen in Board of and the Board of Directors Relationships section.

Kepengurusan perusahaan lain anggota Dewan Komisaris dapat dilihat pada tabel sebagai berikut:

Board of Commissioners members' concurrent position in other companies can be seen in the following table:

| Kepengurusan di Perusahaan Lain Concurrent Position in Other Company | | | |
|---|--|---|---|
| Nama Name | Sebagai Dewan Komisaris As Board of Commissioners | Sebagai Direksi/Jabatan lain As Board of Directors/Other Position | Sebagai Pemegang Saham As Shareholders |
| Imam Apriyanto Putro | - | - | - |
| Ali Jamil | - | Dirjen Prasarana dan Sarana Pertanian, Kementerian Pertanian Director General of Agricultural Infrastructure and Facilities, Ministry of Agriculture | - |
| Prahoru Yulijanto Nurtjahyo | - | Kepala BPSDM, Kementerian ESDM Head of BPSDM, Ministry of Energy and Mineral Resources | - |
| Setya Utama | - | Sekretaris Kementerian Sekretariat Negara Secretary of the Ministry of State Secretariat | - |
| Bambang Supriyambodo | - | - | - |
| Sally Salamah | - | Deputi Bidang Akuntan Negara, BPKP Deputy for State Accountants, BPKP | - |

Rangkap Jabatan dan Benturan Kepentingan

Berdasarkan ketentuan Anggaran Dasar Perusahaan, anggota Dewan Komisaris dilarang merangkap jabatan sebagai:

- Anggota Direksi pada Badan Usaha Milik Daerah, Badan Usaha Milik Swasta.
- Pengurus partai politik dan/atau anggota legislatif.
- Jabatan lainnya sesuai dengan ketentuan dalam peraturan perundang-undangan; atau
- Jabatan lainnya yang dapat menimbulkan benturan kepentingan secara langsung atau tidak langsung dengan Perseroan sesuai dengan ketentuan peraturan perundang-undangan yang berlaku.

Concurrent Position and Conflicts of Interest

Based on the provisions of the Company's Articles of Association, members of the Board of Commissioners are prohibited from holding concurrent positions as:

- Members of the Board of Directors in Regional Owned Enterprises, Private Owned Enterprises.
- Political party administrators and/or members of the legislature.
- Other positions in accordance with the provisions of the legislation; or
- Other positions that may cause a direct or indirect conflict of interest with the Company in accordance with the provisions of the applicable laws and regulations.



Selama tahun 2021, tidak ada anggota Dewan Komisaris yang merangkap jabatan yang bertentangan dengan ketentuan Anggaran Dasar Perusahaan

Penilaian atas Kinerja Komite Penunjang Dewan Komisaris

PUSRI melakukan evaluasi kinerja anggota komite baik secara individual maupun secara kolektif, setiap 1 (satu) tahun secara *self-assessment* dengan menggunakan metode evaluasi dalam suatu sistem yang ditetapkan dalam Keputusan Dewan Komisaris, dan menjadi bahan penilaian perpanjangan masa kerja anggota komite untuk tahun berikutnya. Indikator penilaian kinerja komite terdiri atas indikator umum dan indikator khusus. Indikator umum di antaranya meliputi kehadiran dalam rapat, kemampuan bekerjasama dan berkomunikasi secara aktif dengan sesama anggota komite, integritas, kemampuan memahami visi misi dan rencana strategis PUSRI. Indikator khusus meliputi kualitas atas saran/rekomendasi yang diberikan terkait program kerja masing-masing komite.

Kebijakan terkait Pengunduran Diri Dewan Komisaris apabila Terlibat dalam Kejahatan Keuangan

Apabila dalam menjalankan tugasnya, Dewan Komisaris terlibat dalam kejahatan keuangan, maka tindak lanjut yang dilakukan Perusahaan mengacu pada ketentuan dalam Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku.

During 2021, there are no members of the Board of Commissioners who hold concurrent positions that are contrary to the provisions of the Company's Articles of Association

Performance Assessment of the Supporting Committees of the Board of Commissioners

PUSRI evaluates the performance of committee members, both individually and collectively, every 1 (one) year by self-assessment using the evaluation method in a system stipulated in the Decision of the Board of Commissioners, and becomes the material for evaluating the extension of the tenure of committee members for the following year. The committee's performance appraisal indicators consist of general indicators and specific indicators. General indicators include attendance at meetings, ability to cooperate and communicate actively with fellow committee members, integrity, ability to understand PUSRI's vision and mission and strategic plans. Specific indicators include the quality of the suggestions/recommendations given regarding the work program of each committee.

Policies regarding the Resignation of the Board of Commissioners if Involved in Financial Crimes

If in carrying out its duties, the Board of Commissioners is involved in a financial crime, the follow-up actions taken by the Company shall refer to the provisions of the Company's Articles of Association and the prevailing laws and regulations.

DIREKSI

BOARD OF DIRECTORS



Direksi adalah Organ Utama yang berwenang dan bertanggung jawab penuh atas pengurusan Pertamina Gas, sesuai dengan maksud dan tujuan Perusahaan serta mewakili Perusahaan, baik di dalam maupun di luar pengadilan sesuai dengan ketentuan Anggaran Dasar. Direksi secara umum bertugas menjalankan segala tindakan yang berkaitan dengan pengurusan Perusahaan dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar dan/atau keputusan RUPS serta mempertanggungjawabkannya kepada RUPS.

The Board of Directors is the Main Organ that is authorized and fully responsible for the management of Pertamina Gas, in accordance with the purposes and objectives of the Company and represents the Company, both inside and outside the court in accordance with the provisions of the Articles of Association. In general, the Board of Directors is tasked with carrying out all actions related to the management of the Company with the restrictions as regulated in the laws and regulations, the Articles of Association and/or the resolutions of the GMS and are accountable to the GMS.



Direksi merupakan tokoh sentral sebagai organ eksekutif Perusahaan yang memiliki porsi tanggung jawab terbesar dalam mewujudkan GCG.

KRITERIA DIREKSI

Setiap Direksi PUSRI diwajibkan menandatangani surat pernyataan sebagai pembuktian pemenuhan kriteria yang telah ditentukan oleh Perusahaan. Adapun kriteria yang telah diatur oleh Perusahaan sebagai syarat menjadi Direksi, mencakup:

1. Pengalaman atau rekam jejak yang menunjukkan keberhasilan dalam pengurusan BUMN, anak perusahaan BUMN, dan atau perusahaan lainnya.
2. Keahlian dan pengetahuan yang memadai di bidang usaha perusahaan, pemahaman yang baik terhadap manajemen dan tatakelola perusahaan dan kemampuan untuk memutuskan dan melaksanakan kebijakan strategis dalam rangka pengembangan usaha perusahaan.
3. Integritas, dalam artian calon anggota Direksi tersebut tidak pernah terlibat melakukan perbuatan rekayasa dan praktik-praktik menyimpang pada tempat yang bersangkutan bekerja sebelum pencalonan (berbuat tidak jujur), perbuatan cidera janji yang dapat dikategorikan tidak memenuhi komitmen yang telah disepakati pada tempat yang bersangkutan bekerja sebelum pencalonan, perbuatan yang dikategorikan dapat memberikan keuntungan secara melawan hukum kepada yang bersangkutan dan/atau pihak lain sebelum pencalonan, perbuatan yang dapat dikategorikan sebagai pelanggaran yang dapat dikategorikan sebagai pelanggaran terhadap ketentuanketentuan dengan prinsip-prinsip pengurusan perusahaan yang sehat (berperilaku tidak baik).
4. Kepemimpinan yang diterjemahkan dengan memiliki kemampuan untuk memformulasikan dan mengartikulasikan visi perusahaan, membangkitkan semangat (memberi energi baru) dan memberikan motivasi kepada pejabat dan karyawan agar mampu mewujudkan tujuan perusahaan.

The Board of Directors is the central figure as the executive organ of the Company which has the largest portion of responsibility in realizing GCG.

DIRECTORS CRITERIA

Each PUSRI Board of Directors is required to sign statement letter as proof of compliance with the criteria determined by the Company. The criteria that have been regulated by the Company as a requirement to become a member of the Board of Directors include:

1. Experience or track record showing success in managing SOEs, SOEs subsidiaries, and or other companies.
2. Adequate expertise and knowledge in the company's business field, good understanding of management and corporate governance and the ability to decide and implement strategic policies in the context of company business development.
3. Integrity, in the sense that the prospective member of the Board of Directors has never been involved in committing fraudulent acts and deviant practices at the place concerned before the nomination (behaving dishonestly), acts of breach of contract which can be categorized as not fulfilling the commitments agreed upon at the place concerned. working prior to nomination, actions that are categorized as being able to provide unlawful benefits to the person concerned and/or other parties prior to nomination, actions that can be categorized as violations of the provisions with the principles of healthy company management (bad behavior) .
4. Leadership which is translated by having the ability to formulate and articulate the company's vision, generate enthusiasm (give new energy) and motivate officials and employees to be able to realize company goals.

5. Memiliki kemauan yang kuat (antusias) dan dedikasi yang tinggi untuk memajukan dan mengembangkan perusahaan yang bersangkutan. Persyaratan kepatutan atau syarat formal yang harus dimiliki oleh calon anggota Direksi, yaitu orang perseorangan yang cakap melakukan perbuatan hukum, kecuali dalam waktu 5 (lima) tahun sebelum pengangkatannya pernah:
 - a. Dinyatakan pailit
 - b. Menjadi anggota Direksi atau anggota Dewan Komisaris/Dewan Pengawas yang dinyatakan bersalah menyebabkan suatu BUMN, anak perusahaan dan/atau perusahaan dinyatakan pailit
 - c. Dihukum karena melakukan tindak pidana yang merugikan keuangan negara, BUMN, Anak Perusahaan dan/atau perusahaan lainnya.

PROSEDUR PENGANGKATAN SERTA PEMBERHENTIAN DIREKSI

Mengacu pada Anggaran Dasar Perusahaan, anggota Direksi diangkat dan diberhentikan oleh Rapat Umum Pemegang Saham yang juga mencakup penetapan saat mulai berlakunya pengangkatan dan pemberhentian tersebut. Dalam hal Rapat Umum Pemegang Saham tidak menetapkan, maka pengangkatan dan pemberhentian anggota Direksi tersebut mulai berlaku sejak penutupan Rapat Umum Pemegang Saham.

Apabila pengangkatan dan pemberhentian anggota Direksi dilakukan melalui keputusan Pemegang Saham di luar Rapat Umum Pemegang Saham, maka mulai berlakunya pengangkatan dan pemberhentian tersebut dimuat dalam keputusan Pemegang Saham tersebut. Dalam hal keputusan Pemegang Saham di luar Rapat Umum Pemegang Saham tidak menetapkan, maka pengangkatan dan pemberhentian anggota Direksi tersebut berlaku sejak keputusan Pemegang Saham tersebut ditetapkan. Anggota Direksi diangkat dari calon

5. Have a strong will (enthusiasm) and high dedication to advance and develop the company concerned. Proper requirements or formal requirements that must be possessed by candidates for members of the Board of Directors, namely individuals who are capable of carrying out legal actions, unless within 5 (five) years prior to their appointment:
 - a. Declared bankrupt
 - b. Becoming a member of the Board of Directors or a member of the Board of Commissioners/ Supervisory Board found guilty of causing a state-owned enterprise, subsidiary and/or company to be declared bankrupt
 - c. Sentenced for committing a crime that is detrimental to state finances, BUMN, Subsidiaries and other companies.

PROCEDURE FOR APPOINTMENT & DISMISSAL OF THE BOARD OF DIRECTORS

Referring to the Company's Articles of Association, members of the Board of Directors are appointed and dismissed by the General Meeting of Shareholders which also includes the determination of the effective date of the appointment and dismissal. In the event that the General Meeting of Shareholders does not determine their appointment, the appointment and dismissal of the members of the Board of Directors shall take effect as of the closing of the General Meeting of Shareholders.

If the appointment and dismissal of members of the Board of Directors is made through a decision of the Shareholders outside the General Meeting of Shareholders, then the appointment and dismissal shall come into effect in the decision of the Shareholders. In the event that the decision of the Shareholders outside the General Meeting of Shareholders does not stipulate, the appointment and dismissal of the members of the Board of Directors is effective as of the decision of the Shareholders. Members of the Board of Directors are appointed from the candidates



yang diusulkan oleh para Pemegang Saham dan pencalonan tersebut mengikat bagi Rapat umum Pemegang Saham.

MASA JABATAN DIREKSI

Anggaran Dasar Perusahaan telah mengatur masa jabatan anggota Direksi yakni maksimal 5 (lima) tahun dan dapat diangkat kembali untuk 1 (satu) kali masa jabatan. Apabila masa jabatan anggota Direksi berakhir dan Rapat Umum Pemegang Saham belum dapat menetapkan penggantinya, maka tugas-tugas anggota Direksi yang tidak terisi tersebut dilaksanakan sesuai dengan ketentuan pengisian jabatan anggota Direksi yang tidak terisi.

KOMPOSISI DAN SUSUNAN DIREKSI

Hingga berakhirnya tahun 2020, terdapat perubahan jumlah Direksi yakni menjadi 3 (tiga) dari sebelumnya yang berjumlah 5 (lima). Jumlah anggota Direksi tersebut telah memenuhi ketentuan Peraturan OJK No. 33/POJK.04/2014 mengenai jumlah anggota Direksi Perusahaan, yakni jumlah Direksi minimal 2 (dua) orang.

Berikut susunan anggota Dewan Komisaris PUSRI pada tahun 2021, yang terbagi dalam dua periode karena adanya pergantian Dewan Komisaris pada kuartal kuartal III/2020.

proposed by the Shareholders and the nominations are binding for the General Meeting of Shareholders.

TERM OF OFFICE OF THE BOARD OF DIRECTORS

The Company's Articles of Association stipulates the term of office for members of the Board of Directors, which is a maximum of 5 (five) years and can be reappointed for 1 (one) term of office. If the term of office of a member of the Board of Directors ends and the General Meeting of Shareholders has not been able to determine a replacement, the duties of the unfilled member of the Board of Directors shall be carried out in accordance with the provisions for filling the position of an unfilled member of the Board of Directors.

COMPOSITION OF THE BOARD OF DIRECTORS

Until the end of 2021, there was a change in the number of Directors to 3 (three) from the previous 5 (five). The number of members of the Board of Directors has complied with the provisions of OJK Regulation No. 33/POJK.04/2014 regarding the number of members of the Company's Board of Directors, namely the minimum number of Directors is 2 (two) people.

The following is the composition of the members of the Board of Commissioners of PUSRI in 2021, which is divided into two periods due to the change of the Board of Commissioners in the third quarter of 2021.

| Nama Name | Jabatan Position | Masa Jabatan Serving Period | Periode Menjabat Term of Office | Dasar Pengangkatan Legal Basis Appointment |
|-------------------|--------------------------------------|--|---------------------------------------|---|
| Tri Wahyudi Saleh | Direktur Utama President Director | 25 Agustus 2020- sekarang 25 August 2020- now | Pertama First | Keputusan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) Pupuk Indonesia Grup tanggal 25 Agustus 2020 yang dikuatkan dengan Akta No. 9 tanggal 25 Agustus 2020 yang dibuat di hadapan Lumassia, S.H., Notaris di Jakarta. Resolution of the Extraordinary General Meeting of Shareholders (EGMS) of the Pupuk Indonesia Group on 25 August 2020 which was confirmed by Deed No. 9 dated 25 August 2020 by Lumassia, S.H., Notary in Jakarta |

| Nama Name | Jabatan Position | Masa Jabatan Serving Period | Periode Menjabat Term of Office | Dasar Pengangkatan Legal Basis Appointment |
|-------------------------|---|---|---------------------------------------|---|
| Saifullah Lasindrang | Direktur Keuangan & Umum Finance & General Director | 25 Agustus 2020-sekarang 25 August 2020-now | Pertama First | Keputusan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) Pupuk Indonesia Grup tanggal 25 Agustus 2020 yang dikuatkan dengan Akta No. 9 Tanggal 25 Agustus 2020 yang dibuat di hadapan Lumassia, S.H., Notaris di Jakarta. Resolution of the Extraordinary General Meeting of Shareholders (EGMS) of the Pupuk Indonesia Group on 25 August 2020 which was confirmed by Deed No. 9 dated 25 August 2020 by Lumassia, S.H., Notary in Jakarta |
| Filius Yuliandi | Direktur Operasi & Produksi Operations & Production Director | 13 Januari 2016-Sekarang 13 January 2016-now | Pertama First | <ul style="list-style-type: none"> Menjadi Direktur Produksi berdasarkan Akta No. 05 tanggal 13 Januari 2016 yang dibuat di hadapan Lumassia, S.H., Notaris di Jakarta Menjadi Direktur Operasi dan Produksi berdasarkan keputusan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) Pupuk Indonesia Grup tanggal 25 Agustus 2020 yang dikuatkan dengan Akta No 5 tanggal 25 Februari 2021 Became Director of Production based on Deed No. 05 dated January 13, 2016 made before Lumassia, S.H., Notary in Jakarta Became the Director of Operations and Production based on the decision of the Extraordinary General Meeting of Shareholders (EGMS) of the Pupuk Indonesia Group on August 25, 2020 which was confirmed by Deed No. 5 dated February 25, 2021 |

RANGKAP JABATAN

Perusahaan mengatur mengenai rangkap jabatan Direksi dalam Anggaran Dasar Perusahaan Pasal 10 Ayat 34 yang menyatakan bahwa anggota Direksi dilarang memegang jabatan rangkap sebagaimana tersebut di bawah ini, yaitu:

1. Anggota Direksi pada Badan Usaha Milik Negara, Badan Usaha Milik Daerah, Badan Usaha Milik Swasta;
2. Anggota Dewan Komisaris/Dewan Pengawas pada Badan Usaha Milik Negara;
3. Jabatan struktural dan fungsional lainnya pada instansi/lembaga pemerintah pusat dan atau daerah;
4. Jabatan lainnya sesuai dengan ketentuan dalam peraturan perundangundangan, pengurus partai

CONCURRENT POSITION

The Company regulates concurrent positions of the Board of Directors in the Articles of Association of the Company Article 10 Paragraph 34 which states that members of the Board of Directors are prohibited from holding concurrent positions as mentioned below, namely:

1. Members of the Board of Directors in State-Owned Enterprises, Regional-Owned Enterprises, Private-Owned Enterprises;
2. Member of the Board of Commissioners/Supervisory Board of State-Owned Enterprises;
3. Other structural and functional positions in central and or regional government agencies/institutions;
4. Other positions in accordance with the provisions of laws and regulations, political party administrators



politik dan/atau calon/anggota legislatif dan/atau calon Kepala Daerah/Wakil Kepala Daerah; dan atau

5. Jabatan lain yang dapat menimbulkan benturan kepentingan.

and/ or candidates/legislative members and/or candidates for Regional Head/Deputy Regional Head; and or

5. Other positions that may cause a conflict of interest.

Adapun informasi mengenai rangkap jabatan Direksi PUSRI pada tahun 2021 adalah sebagai berikut.

The information regarding the concurrent positions of the Board of Directors of PUSRI in 2021 is as follows.

| Nama Name | Jabatan Position | Rangkap Jabatan dan Nama Perusahaan/Instansi Concurrent Position and Company Name |
|----------------------|---|--|
| Tri Wahyudi Saleh | Direktur Utama President Director | Tidak memiliki rangkap jabatan Does not serve any concurrent position |
| Saifullah Lasindrang | Direktur Keuangan & Umum Finance & General Director | Tidak memiliki rangkap jabatan Does not serve any concurrent position |
| Filius Yuliandi | Direktur Operasi & Produksi Operations & Production Director | Tidak memiliki rangkap jabatan Does not serve any concurrent position |

BOARD MANUAL: PEDOMAN KERJA DIREKSI

Direksi memiliki Pedoman Kerja Direksi dan Dewan Komisaris (Board Manual) yang telah disahkan melalui pernyataan komitmen bersama antara Dewan Komisaris dan Direksi yang ditandatangani pada tanggal 1 Oktober 2020 yang merupakan kesepakatan bersama Dewan Komisaris dan Direksi PUSRI di dalam menjalankan fungsi dan peran jabatannya sebagai pengemban amanat Perusahaan sesuai dengan peraturan dan perundang-undangan yang berlaku.

Dokumen tersebut menjadi salah satu perangkat Good Corporate Governance (GCG) yang mengacu pada Anggaran Dasar serta dasar-dasar hukum yang berlaku. Penyusunan Board Manual itu bertujuan untuk:

1. Menjadi rujukan/pedoman tentang tugas pokok dan fungsi kerja Direksi dan Dewan Komisaris.
2. Meningkatkan kualitas dan efektivitas hubungan kerja antara Direksi dan Dewan Komisaris.
3. Menerapkan prinsip-prinsip GCG yakni transparansi, akuntabilitas, responsibilitas, independensi, dan kewajaran (fairness) di setiap kegiatan di PUSRI secara konsisten.

BOARD MANUAL: BOARD OF DIRECTORS WORK GUIDELINES

The Board of Directors has a Board Manual which has been ratified through a joint commitment statement between the Board of Commissioners and the Board of Directors signed on October 1, 2020 which is a joint agreement between the Board of Commissioners and the Board of Directors of PUSRI in carrying out their functions and roles as bearers. the Company's mandate in accordance with the prevailing laws and regulations.

The document is one of the tools of Good Corporate Governance (GCG) which refers to the Articles of Association and the applicable legal bases. The preparation of the Board Manual aims to:

1. Become a reference/guideline on the main duties and work functions of the Board of Directors and the Board of Commissioners.
2. Improving the quality and effectiveness of the working relationship between the Board of Directors and the Board of Commissioners.
3. Applying GCG principles, namely transparency, accountability, responsibility, independence, and fairness in every activity at PUSRI consistently.

Ruang lingkup hal yang diatur dalam Board Manual ini secara umum mencakup hal-hal seperti peran dan fungsi masing-masing organ, pembagian tugas, hubungan kerja antar organ, rapat organ dan mekanisme pengambilan keputusan, dan lain-lain. Perusahaan juga menekankan dokumen tersebut meruakan dokumen yang hidup sehingga senantiasa dilakukan penyesuaian dengan dinamika perusahaan dan lingkungan usaha serta dikaji secara berkelanjutan.

TUGAS, WEWENANG DAN KEWAJIBAN DIREKSI

PUSRI telah mengatur tugas, wewenang dan kewajiban Direksi dalam Board Manual. Namun, pada tanggal 27 Oktober 2020, Perusahaan melakukan perubahan Anggaran Dasar Perusahaan pada Pasal 11 mengenai Tugas, Wewenang dan Kewajiban Direksi.

Mengacu pada Anggaran Dasar Perusahaan yang tercantum dalam Akta No. 11 yang dibuat di hadapan Lumassia, S.H. tanggal 27 Oktober 2020, Notaris di Jakarta yang telah mendapat persetujuan Menteri Hukum dan Hak Asasi Manusia RI dengan Surat Keputusan No. AHU-AH.01.03-0405621 tanggal 10 November 2020, 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 Rapat Umum Pemegang Saham.

Dalam menjalankan tugasnya Direksi mempunyai kewenangan antara lain:

1. Menetapkan kebijakan pengurusan Perusahaan dengan ketentuan bahwa Pemegang Saham mayoritas berwenang menetapkan kebijakan untuk bidang-bidang tertentu.

The scope of matters regulated in this Board Manual generally includes matters such as the roles and functions of each organ, division of tasks, working relations between organs, organ meetings and decision-making mechanisms, and others. The company also emphasizes that the document is a living document so that adjustments are always made to the dynamics of the company and the business environment and are reviewed on an ongoing basis.

DUTIES, AUTHORITIES AND OBLIGATIONS OF THE BOARD OF DIRECTORS

PUSRI has regulated the duties, authorities and obligations of the Board of Directors in the Board Manual. However, on October 27, 2020, the Company amended the Articles of Association of the Company in Article 11 regarding Duties, Authorities and Obligations of the Board of Directors.

Referring to the Company's Articles of Association as stated in the Deed No. 11 made in the presence of Lumassia, S.H. dated October 27, 2020, a Notary in Jakarta who has received approval from the Minister of Law and Human Rights of the Republic of Indonesia with Decree No. AHU-AH.01.03-0405621 dated November 10, 2020, 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 regarding all matters and all events with restrictions as stipulated in the laws and regulations, the Articles of Association and/or the Decision of the General Meeting of Shareholders.

In carrying out its duties, the Board of Directors has the authority, among others:

1. To determine the Company's management policy, provided that the majority shareholder is authorized to determine policies for certain fields.



2. Melaksanakan kepengurusan Perusahaan dengan ketentuan bawah terhadap penyelenggaraan bidang-bidang di Perusahaan antara lain:
 - a. Pemasaran dan penjualan
 - b. Penelitian dan pengembangan
 - c. Supply chain management dan cost management
 - d. Pengadaa barang dan atau jasa
 - e. Finance dan audit serta manajemen risiko dan kepatuhan
 - f. Manajemen talenta dan pengembangan sumber daya manusia yang terintegrasi
 - g. Hukum
 - H. Bidang lainnya, diatur dan ditetapkan oleh Pemegang Saham mayoritas.
 3. 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.
 4. Mengatur penyerahan kekuasaan Direksi kepada seorang atau beberapa orang pekerja Perusahaan baik sendiri-sendiri maupun bersama-sama atau kepada orang lain, untuk mewakili perusahaan di dalam dan di luar pengadilan.
 5. Mengatur ketentuan-ketentuan tentang kepegawaian Perusahaan termasuk penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi pekerja Perusahaan berdasarkan peraturan perundang-undangan yang berlaku, dengan ketentuan bahwa terhadap penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi pekerja, wajib mendapatkan persetujuan tertulis terlebih dahulu dari Pemegang Saham mayoritas.
 6. Mengangkat dan memberhentikan pekerja Perusahaan berdasarkan peraturan kepegawaian perusahaan dan peraturan perundang-undangan yang berlaku.
 7. Mengangkat dan memberhentikan Sekretaris Perusahaan serta membentuk Satuan Pengawas Intern.
2. Carry out the management of the Company with the following provisions on the implementation of the fields in the Company, among others:
 - a. Marketing and sales
 - b. Research and development
 - c. Supply chain management and cost management
 - d. Procurement of goods and or services
 - e. Finance and audit and risk management and compliance
 - f. Integrated talent management and human resource development
 - g. Law
 - h. Other fields are regulated and determined by the majority shareholder.
 3. 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 to represent the Company inside and outside the court.
 4. 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.
 5. Regulate the provisions regarding the Company's employment, including the determination of salary, pension or old-age insurance and other income for the Company's employees based on the prevailing laws and regulations, with the stipulation that with respect to the determination of salaries, pensions or old-age benefits and other income for workers, must obtain prior written approval from the majority shareholder.
 6. Appoint and dismiss the Company's employees based on the company's employment regulations and the prevailing laws and regulations.
 7. Appoint and dismiss the Corporate Secretary and establish an Internal Supervisory Unit.

8. 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 Rapat Umum Pemegang Saham.

Di samping itu, Direksi juga memiliki kewajiban yang mencakup:

1. Mengusahakan dan menjamin terlaksananya usaha dan kegiatan Perusahaan sesuai dengan maksud dan tujuan serta kegiatan usahanya.
2. Melaksanakan kebijakan yang ditetapkan oleh Pemegang Saham mayoritas.
3. Menyiapkan pada waktunya Rencana Jangka Panjang Perusahaan, Rencana Kerja dan Anggaran Perusahaan, dan perubahannya serta menyampaikannya kepada Dewan Komisaris dan Pemegang Saham untuk mendapatkan pengesahan Rapat Umum Pemegang Saham.
4. Memberikan penjelasan kepada Rapat Umum Pemegang Saham mengenai Rencana Jangka Panjang Perusahaan dan Rencana Kerja dan Anggaran Perusahaan.
5. Membuat Daftar Pemegang Saham, Daftar Khusus, Risalah Rapat Umum Pemegang Saham, dan Risalah Rapat Direksi.
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 Rapat Umum Pemegang Saham untuk disetujui dan disahkan, serta laporan mengenai hak-hak Perusahaan

8. Perform 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 regarding all matters and all events, with the restrictions as regulated in the laws and regulations, the Articles of Association and/or the General Meeting of Shareholders.

In addition, the Board of Directors also has obligations which include:

1. Strive for and ensure the implementation of the Company's business and activities in accordance with the aims and objectives as well as its business activities.
2. Implement policies determined by the majority shareholder.
3. Prepare on time the Company's Long-term Plan, Work Plan and Budget the Company's guarantee, and its amendments and submit it to the Board of Commissioners and Shareholders for approval at the General Meeting of Shareholders.
4. Provide an explanation to the General Meeting of Shareholders 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 General Meeting of Shareholders, and Minutes of Meeting of the Board of Directors.
6. Prepare an Annual Report as a form of accountability for the management of the Company, as well as 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 to Public Accountants for audit.
8. Submitting the Annual Report including Financial Statements to the General Meeting of Shareholders for approval and ratification, as well as reports on the Company's rights that are not recorded in the



- yang tidak tercatat dalam pembukuan antara lain sebagai akibat penghapusbukuan piutang.
9. Memberikan penjelasan kepada Rapat Umum Pemegang Saham mengenai Laporan Tahunan.
 10. Menyampaikan Neraca dan Laporan Laba Rugi yang telah disahkan oleh Rapat Umum Pemegang Saham kepada Menteri yang membidangi Hukum dan HAM sesuai dengan ketentuan peraturan perundang-undangan.
 11. Menyampaikan laporan perubahan susunan Pemegang Saham, Direksi dan Dewan Komisaris kepada Menteri yang membidangi Hukum dan HAM.
 12. Memelihara Daftar Pemegang Saham, Daftar Khusus, Risalah Rapat Umum Pemegang Saham, Risalah Rapat Dewan Komisaris dan Risalah Rapat Direksi, Laporan Tahunan dan dokumen keuangan perusahaan, dan dokumen perusahaan lainnya.
 13. Menyimpan di tempat kedudukan Perusahaan: Daftar Pemegang Saham, Daftar Khusus, Risalah Rapat Umum Pemegang Saham, Risalah Rapat Dewan Komisaris dan Risalah Rapat Direksi, Laporan Tahunan dan dokumen keuangan perseroan serta dokumen perusahaan lainnya.
 14. Menyusun sistem akuntansi sesuai dengan Standar Akuntansi Keuangan dan berdasarkan prinsip-prinsip pengendalian intern, terutama fungsi pengurusan, pencatatan, penyimpanan, dan pengawasan.
 15. Memberikan laporan berkala menurut cara dan waktu sesuai dengan ketentuan yang berlaku, serta laporan lainnya setiap kali diminta oleh Dewan Komisaris dan/atau Pemegang Saham.
 16. Menyiapkan susunan organisasi Perusahaan lengkap dengan perincian dan tugasnya.
 17. Memberikan penjelasan tentang segala hal yang ditanyakan atau yang diminta anggota Dewan Komisaris dan para Pemegang Saham.
 18. Menyusun dan menetapkan blue print organisasi Perusahaan.
- books, among others as a result of write-off of receivables.
9. Provide an explanation to the General Meeting of Shareholders regarding the Annual Report.
 10. Submitting the Balance Sheet and Profit and Loss Report which has been ratified by the General Meeting of Shareholders to the Minister in charge of Law and Human Rights in accordance with the provisions of the legislation.
 11. Submit a report on changes in the composition of Shareholders, Directors and Board of Commissioners to the Minister in charge of Law and Human Rights.
 12. Maintain the Register of Shareholders, Special Register, Minutes of General Meeting of Shareholders, Minutes of Meeting of the Board of Commissioners and Minutes of Meeting of the Board of Directors, Annual Report and company financial documents, and other company documents.
 13. Keep at the domicile of the Company: Register of Shareholders, Special Register, Minutes of General Meeting of Shareholders, 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.
 14. Develop an accounting system in accordance with Financial Accounting Standards and based on the principles of internal control, especially the functions of management, recording, storage, and supervision.
 15. Provide periodic reports according to the method and time in accordance with applicable regulations, as well as other reports whenever requested by the Board of Commissioners and/or Shareholders.
 16. Prepare the organizational structure of the Company complete with details and duties.
 17. Provide an explanation of all matters asked or requested by members of the Board of Commissioners and the Shareholders.
 18. Develop and determine the blue print of the Company's organization.

19. Menjalankan kewajiban-kewajiban lainnya sesuai dengan ketentuan yang diatur dalam Anggaran Dasar dan yang ditetapkan oleh Rapat Umum Pemegang Saham berdasarkan peraturan perundang-undangan.

19. Carry out other obligations in accordance with the provisions stipulated in the Articles of Association and determined by the General Meeting of Shareholders based on the laws and regulations.

RUANG LINGKUP PEKERJAAN DAN TANGGUNG JAWAB Masing-masing ANGGOTA DIREKSI

Secara umum Direksi bertugas secara kolektif dalam melaksanakan pekerjaan, namun tentunya perlu dilakukan pembagian tugas di antara Anggota Direksi sesuai dengan latar belakang dan keahliannya. Berikut adalah ruang lingkup dan tanggung jawab masing-masing anggota Direksi. **Direksi**

SCOPE OF WORK AND RESPONSIBILITIES OF EACH MEMBER OF THE BOARD OF DIRECTORS

In general, the Board of Directors has a collective duty in carrying out the work, but of course it is necessary to divide the tasks among the members of the Board of Directors according to their background and expertise. The following is the scope and responsibility of each member of the Board of Directors.

| Nama dan Jabatan Name and Position | Ruang Lingkup Tugas dan Tanggung Jawab | Scope of Duties and Responsibilities |
|---------------------------------------|--|---|
| Tri Wahyudi Saleh | <p>Direktur Utama adalah pemimpin tertinggi di perusahaan dalam batas wewenang yang diberikan oleh Rapat Umum Pemegang saham, dan Anggaran Dasar Perusahaan. Agar tujuan jabatan tersebut dapat tercapai, Direktur Utama bertanggungjawab atas pengelolaan perusahaan yang meliputi kegiatan-kegiatan sebagai berikut:</p> <ol style="list-style-type: none"> 1. Memimpin pengurusan perusahaan sesuai dengan maksud, tujuan, dan kegiatan perusahaan, yaitu menunjang kebijaksanaan dan program pemerintah di bidang ekonomi dan pembangunan nasional pada umumnya, khususnya di bidang (1) industri, yaitu industri pupuk urea, petrokimia dan bahan kimia lainnya, (2) perdagangan, yaitu kegiatan distribusi dan perdagangan yang berhubungan dengan produk industri kimia, (3) jasa yaitu kegiatan studi penelitian, pengembangan, engineering design, pengantongan, konstruksi, pengoperasian pabrik, perbaikan dan pemeliharaan pabrik, konsultasi teknis, dan jasa teknis lainnya, dan (4) angkutan, yaitu angkutan perkapalan, ekspedisi lain, dan pergudangan. 2. Menetapkan perencanaan strategis pengembangan perusahaan melalui usaha-usaha pengembangan kreativitas dan inovasi sumberdaya manusia perusahaan, pengembangan manajemen, ekspansi pasar, dan cara-cara lain untuk pengembangan investasi dan kekayaan perusahaan demi kelangsungan hidup ekonomis dan pertumbuhan perusahaan jangka panjang. 3. Membuat dan menetapkan perencanaan strategis perusahaan dan manuver atau langkah-langkah untuk memenuhi sasaran perusahaan, baik untuk dalam pembuatan/penetapan rencana jangka panjang maupun rencana kegiatan dan anggaran perusahaan jangka pendek/tahunan, yang menyangkut; produksi, kedudukan pasar, laba, produktivitas, inovasi, sarana fisik dan finansial, pengembangan organisasi dan sumberdaya manusia, manajemen risiko perusahaan, dan tanggung jawab terhadap masyarakat dan lingkungan. 4. Menetapkan kebijakan-kebijakan perusahaan dalam memimpin pengelolaan perusahaan pada berbagai bidang pokok terutama bidang produksi, distribusi dan pemasaran, perekayasa, konstruksi dan pengadaan, anggaran dan keuangan, risiko, sumberdaya manusia, dan pembinaan usaha kecil dan lingkungan, dan menyebarluaskan kebijakan tersebut agar menjadi nilai-nilai operasional. | <p>The President Director is the highest leader in the company within the limits of authority granted by the General Meeting of Shareholders and the Company's Articles of Association. In order to achieve the objectives of the position, the President Director is responsible for the management of the company which includes the following activities:</p> <ol style="list-style-type: none"> 1. Leading the management of the company in accordance with the aims, objectives and activities of the company, namely to support government policies and programs in the field of economy and national development in general, especially in the fields of (1) industry, namely the urea fertilizer industry, petrochemicals and other chemicals, (2) trading, namely distribution and trading activities related to chemical industrial products, (3) services, namely research study activities, development, engineering design, bagging, construction, factory operation, factory repair and maintenance, technical consultation, and other technical services, and (4) transportation, namely shipping, other expeditions, and warehousing. 2. Determine the strategic planning of the company's development through efforts to develop creativity and innovation of the company's human resources, management development, market expansion, and other ways to develop the company's investment and wealth for the sake of economic survival and long-term growth of the company. 3. Prepare and determine the company's strategic planning and maneuvers or steps to meet the company's goals, both for the preparation/determination of long-term plans as well as short-term/annual activity plans and company budgets, which involve; production, market position, profit, productivity, innovation, physical and financial facilities, organizational and human resource development, corporate risk management, and responsibility to society and the environment. 4. Establish company policies in leading the management of the company in various main product areas, especially in the fields of production, distribution and marketing, engineering, construction and procurement, budgeting and finance, risk, human resources, and small business development and the environment, and disseminate these policies to become operational values. |



| Nama dan Jabatan Name and Position | Ruang Lingkup Tugas dan Tanggung Jawab | Scope of Duties and Responsibilities |
|---------------------------------------|--|---|
| Tri Wahyudi Saleh | <ol style="list-style-type: none"> 5. Menetapkan rancangan rencana jangka panjang yang merupakan rencana strategis perusahaan dalam kurun waktu lima tahun, dan menetapkan rancangan rencana kerja dan anggaran perusahaan yang merupakan penjabaran tahunan dari rencana jangka panjang, dan mengarahkan rencana strategis tersebut ke seluruh unsur organisasi perusahaan. 6. Memimpin proses perubahan, memberikan visi dan arahan-arahan selaras dengan perubahan-perbaikan yang diinginkan, memberikan sumberdaya yang dibutuhkan, dan mendorong organisasi dan karyawannya kearah perubahan yang positif. 7. Menciptakan iklim kerja yang menyenangkan, kooperatif, dan semangat yang tinggi untuk pencapaian misi dan sasaran perusahaan, yaitu dengan menentukan dan atau menyebarluaskan visi perusahaan, etika usaha dan memberikan dorongan dan arahan atas dasar visi yang sama kepada seluruh organisasi perusahaan mengenai jalan yang akan ditempuh perusahaan. 8. Menetapkan dan memelihara sistem pengendalian internal untuk mengamankan investasi dan aktiva perusahaan meliputi pengendalian keuangan, pengendalian operasional, dan mendorong seluruh organisasi untuk memperbaiki proses kerja berdasarkan temuan Satuan Pengawasan Internal dan Komite Audit, termasuk mengendalikan keuangan unit kerja-unit kerja di bawah Direktorat Utama. 9. Menetapkan bagan, struktur dan komposisi organisasi yang efektif, efisien dalam pengambilan keputusan guna menunjang operasional perusahaan, dan perubahan-perubahannya, setelah melakukan pembahasan bersama direksi lainnya, dan mendapatkan persetujuan Dewan Komisaris. 10. Mengarahkan kebijakan pengelolaan limbah produksi, dan pengelolaan lingkungan hidup di sekitar pabrik untuk menciptakan suasana lingkungan yang minimal bebas dari limbah perusahaan dan hubungan yang harmonis dengan masyarakat sekitar. 11. Bersama-sama dengan anggota direksi lainnya menetapkan strategi dan ketentuan-ketentuan mengenai pembinaan dan pengembangan sumberdaya manusia, termasuk ketentuan-ketentuan mengenai pensiun dan jaminan hari tua. 12. Menetapkan besaran penyisihan laba bersih untuk keperluan pembinaan usaha kecil/koperasi dan pembinaan masyarakat lingkungan setelah mendapat laporan analisis keuangan yang wajar untuk penyisihan laba tersebut dari Direktur Keuangan & Umum. 13. Mengawasi pengelolaan keuangan yayasan-yayasan dan anak-anak perusahaan dibawah yayasan-yayasan, agar tercipta pengelolaan keuangan yang sehat, termasuk terhadap Dana Pensiun Karyawan agar tercapai kecukupan dana yang berkelanjutan bagi program pensiun hari tua karyawan. 14. Mewakili perusahaan di dalam dan di luar pengadilan, mewakili perusahaan dalam mengikat perusahaan dengan pihak lain, mengatur penyerahan kekuasaan direksi untuk mewakili perusahaan di perusahaan kerja sama atau patungan, mendelegasikan wewenang direksi kepada karyawan atau pihak lain untuk melakukan perbuatan hukum atas nama perusahaan. | <ol style="list-style-type: none"> 5. Determine the draft long-term plan which is the company's strategic plan for a period of five years, and determine the draft work plan and company budget which is the annual elaboration of the long-term plan, and direct the strategic plan to all elements of the company's organization. 6. Lead the change process, provide vision and directions in line with the desired changes, provide the necessary resources, and encourage the organization and its employees towards positive change. 7. Creating a pleasant, cooperative, and high-spirited work climate for the achievement of the company's mission and goals, namely by determining and or disseminating the company's vision, business ethics and providing encouragement and direction on the basis of the same vision to all company organizations regarding the path to be taken. taken by the company. 8. Establish and maintain an internal control system to secure investment and company assets including financial control, operational control, and encourage the entire organization to improve work processes based on the findings of the Internal Control Unit and the Audit Committee, including controlling the finances of work units under the Main Directorate. 9. Establish an effective, efficient organizational chart, structure and composition in decision making to support the company's operations, and its changes, after discussing with other directors, and obtaining approval from the Board of Commissioners. 10. Directing production waste management policies, and environmental management around factories to create an environmental atmosphere that is minimally free from company waste and harmonious relations with the surrounding community. 11. Together with other members of the board of directors, determine strategies and provisions regarding the development and development of human resources, including provisions regarding pensions and old-age benefits. 12. Determine the amount of allowance for net profit for the purpose of fostering small businesses/cooperatives and fostering the environmental community after receiving a reasonable financial analysis report for the allowance for such profit from the Director of Finance & General Affairs. 13. Supervise the financial management of foundations and subsidiaries under the foundations, in order to create sound financial management, including the Employee Pension Fund in order to achieve sustainable fund adequacy for the employee retirement pension program. 14. Representing the company inside and outside the court, representing the company in binding the company with other parties, arranging the transfer of power of the board of directors to represent the company in a joint or joint venture company, delegating the authority of the board of directors to employees or other parties to carry out legal actions on behalf of the company. |

| Nama dan Jabatan Name and Position | Ruang Lingkup Tugas dan Tanggung Jawab | Scope of Duties and Responsibilities |
|---------------------------------------|---|--|
| Saifullah Lasindrang | <p>Direktur Operasi dan Produksi adalah pembantu utama Direktur Utama dalam bidang operasi & produksi dalam batas wewenang yang diberikan oleh Direktur Utama, Dewan Komisaris, Rapat Umum Pemegang Saham, dan Anggaran Dasar Perusahaan. Agar tujuan jabatan tersebut dapat tercapai, Direktur Produksi bertanggung jawab atas pengelolaan Direktorat Operasi dan Produksi yang meliputi kegiatan sebagai berikut:</p> <ol style="list-style-type: none"> 1. Memimpin pengurusan perusahaan sesuai dengan maksud, tujuan, dan kegiatan perusahaan di bidang operasi & produksi, yaitu mengolah bahan mentah tertentu menjadi bahan pokok yang diperlukan guna pembuatan pupuk urea, dan pembuatan bahan kimia lainnya atau produk lain di bidang petrokimia, termasuk penyimpanan, pengemasan (pengantongan), dan pengeluaran produk dari pusat produksi sebelum dipasarkan. 2. Membuat dan menetapkan perencanaan strategis perusahaan bidang operasi & produksi dan manuver atau langkah-langkah untuk memenuhi sasaran produksi, baik dalam pencapaian sasaran jangka panjang maupun jangka pendek yang menyangkut bahan baku, proses, produk, pemeliharaan pabrik, dan risiko-risiko teknis yang mungkin terjadi melalui pengembangan kreativitas dan inovasi dan pengembangan sistem manajemen, agar tercapai produksi yang berkelanjutan dengan efisiensi yang tinggi. 3. Menyebarkan kebijakan perusahaan pada berbagai bidang hasil pokok terutama di bidang operasi & produksi untuk pencapaian sasaran perusahaan pada bidang hasil pokok yang ditentukan, dan menjadikan kebijakan tersebut menjadi nilai-nilai operasional. 4. Menetapkan rancangan rencana jangka panjang yang merupakan rencana strategis perusahaan di bidang operasi & produksi dalam kurun waktu lima tahun, dan menetapkan rancangan rencana kerja bidang operasi & produksi tahunan, dan mengarahkan rencana strategis tersebut ke seluruh unsur organisasi Direktorat Operasi & Produksi. 5. Memimpin proses perubahan di bidang operasi & produksi, memberikan visi dan arahan-arahan selaras dengan perubahan-perbaikan yang diinginkan, memberikan sumber daya yang dibutuhkan, dan mendorong karyawannya ke arah perubahan yang positif. 6. Menciptakan iklim kerja yang menyenangkan, kooperatif, dan semangat yang tinggi untuk pencapaian misi dan sasaran perusahaan, yaitu dengan menyebarkan visi perusahaan, etika usaha dan memberikan dorongan dan arahan atas dasar visi yang sama kepada seluruh jajaran Direktorat Operasi & Produksi mengenai jalan yang akan ditempuh perusahaan, dan pembinaan dan pengembangan sumberdaya manusia. 7. Mengarahkan sistem pengendalian internal di lingkungan Direktorat Operasi & Produksi sebagai suatu strategi menjaga mutu produk melalui pengendalian kualitas bahan baku dan bahan-bahan penunjang, material dan perawatan peralatan, proses, produk, jaminan kualitas, pabrik dan penunjang pabrik, dan aset-aset lain di bawah, termasuk mengendalikan keuangan unit kerja-unit kerja di bawah Direktorat Operasi & Produksi dan mengarahkan tindak lanjut dari hasil audit, antara lain melalui penetapan ukuran-ukuran (benchmark) proses bisnis atau proses manajemen. | <p>The Director of Operations and Production is the main assistant to the President Director in the field of operations & production within the limits of authority granted by the President Director, Board of Commissioners, General Meeting of Shareholders, and the Company's Articles of Association. In order to achieve the objectives of the position, the Director of Production is responsible for the management of the Directorate of Operations and Production which includes the following activities:</p> <ol style="list-style-type: none"> 1. Leading the management of the company in accordance with the company's aims, objectives, and activities in the field of operations & production, namely processing certain raw materials into basic materials needed for the manufacture of urea fertilizer, and the manufacture of other chemicals or other products in the petrochemical sector, including storage, packaging (bagging), and releasing products from the production center before being marketed. 2. Create and determine the company's strategic planning in the field of operations & production and maneuvers or steps to meet production targets, both in achieving long-term and short-term targets concerning raw materials, processes, products, factory maintenance, and technical risks involved possible through the development of creativity and innovation and the development of management systems, in order to achieve sustainable production with high efficiency. 3. Disseminate company policies in various main product areas, especially in the field of operations & production to achieve company targets in the specified main product areas, and turn these policies into operational values. 4. Establish a draft long-term plan which is the company's strategic plan in the field of operations & production within a period of five years, and stipulate a draft of the annual work plan in the field of operations & production, and direct the strategic plan to all organizational elements of the Operations & Production Directorate. 5. Leading the change process in operations & production, providing vision and directions in line with desired changes, providing needed resources, and encouraging employees towards positive change. 6. Creating a pleasant, cooperative, and high-spirited work climate for the achievement of the company's mission and goals, namely by disseminating the company's vision, business ethics and providing encouragement and direction on the basis of the same vision to all levels of the Operations & Production Directorate regarding the path to be taken. taken by the company, and the guidance and development of human resources. 7. Directing the internal control system within the Directorate of Operations & Production as a strategy to maintain product quality through quality control of raw materials and supporting materials, materials and maintenance of equipment, processes, products, quality assurance, factory and factory support, and assets others below, including controlling the finances of work units under the Directorate of Operations & Production and directing follow-up on audit results, among others through setting business process benchmarks or management processes. |



| Nama dan Jabatan Name and Position | Ruang Lingkup Tugas dan Tanggung Jawab | Scope of Duties and Responsibilities |
|---------------------------------------|---|---|
| Saifullah Lasindrang | <ol style="list-style-type: none"> 8. Mengarahkan kebijakan penyaluran gas alam dan atau bahan baku lainnya sesuai dengan jumlah kebutuhan produksi ke pusat produksi. 9. Menentukan kebijakan perusahaan mengenai pengelolaan limbah produksi, dan pengelolaan lingkungan hidup di sekitar pabrik untuk menciptakan suasana lingkungan yang minimal bebas dari limbah perusahaan. 10. Mewakili perusahaan di dalam dan di luar pengadilan, mewakili perusahaan dalam mengikat perusahaan dengan pihak lain dalam bidang tertentu dan sampai jumlah tertentu yang ditetapkan oleh Direktur Utama dan/atau Pemegang Saham. 11. Memimpin pengurusan perusahaan sesuai dengan maksud, tujuan, dan kegiatan perusahaan di bidang jasa teknik dan perekayasa teknik, baik untuk penunjang produksi perusahaan sendiri maupun untuk pihak luar, yaitu pemeliharaan overhaul pabrik (breakdown maintenance), perbaikan dan pabrikasi peralatan pabrik, kapal, pengantongan, gudang dan pekerjaan sipil, melalui kegiatan-kegiatan perekeyasaan, pengadaan barang teknik, dan manajemen konstruksi. 12. Mengarahkan kebijakan penyaluran gas alam dan atau bahan baku lainnya sesuai dengan jumlah kebutuhan produksi ke pusat produksi. 13. Memimpin pengurusan perusahaan sesuai dengan maksud, tujuan, dan kegiatan perusahaan di bidang jasa teknik dan perekayasa teknik, baik untuk penunjang produksi perusahaan sendiri maupun untuk pihak luar, yaitu pemeliharaan overhaul pabrik (breakdown maintenance), perbaikan dan pabrikasi peralatan pabrik, kapal, pengantongan, gudang dan pekerjaan sipil, melalui kegiatan-kegiatan perekeyasaan, pengadaan barang teknik, dan manajemen konstruksi. 14. Menentukan kebijakan perusahaan mengenai pengelolaan limbah produksi, dan pengelolaan lingkungan hidup di sekitar pabrik untuk menciptakan suasana lingkungan yang minimal bebas dari limbah perusahaan. 15. Mewakili perusahaan di dalam dan di luar pengadilan, mewakili perusahaan dalam mengikat perusahaan dengan pihak lain dalam bidang tertentu dan sampai jumlah tertentu yang ditetapkan oleh Direktur Utama dan/atau Pemegang Saham. 16. perusahaan bidang jasa teknik dan perekayasa teknik dan manuver atau langkah-langkah untuk memenuhi sasaran jasa teknik, baik dalam pencapaian sasaran jangka panjang maupun jangka pendek yang menyangkut perekayasa teknik, pengadaan dan logistik barang teknik, konstruksi, dan risiko-risiko teknis yang mungkin terjadi melalui pengembangan kreativitas dan inovasi dan pengembangan sistem manajemen di Direktorat Operasi & Produksi, agar tercapai keuntungan optimal dan pelayanan memuaskan dalam jasa teknik. 17. Mengarahkan rancangan rencana jangka panjang yang merupakan rencana strategis perusahaan dan pengembangan usaha perusahaan di masa mendatang, baik dalam jangka panjang maupun dalam jangka pendek, dan mengarahkan rencana strategis dan pengembangan usaha perusahaan tersebut ke seluruh unsur perusahaan. | <ol style="list-style-type: none"> 8. Directing policies for distribution of natural gas and or other raw materials in accordance with the amount of production needs to the production center. 9. Determine company policies regarding production waste management, and environmental management around factories to create an environmental atmosphere that is minimally free from company waste. 10. Representing the company inside and outside the court, representing the company in binding the company with other parties in certain fields and up to a certain amount as determined by the President Director and/or Shareholders. 11. Leading the management of the company in accordance with the aims, objectives and activities of the company in the field of engineering services and engineering engineering, both to support the company's own production and for external parties, namely factory overhaul maintenance (breakdown maintenance), repair and fabrication of factory equipment, ships, bagging, warehousing and civil works, through engineering activities, engineering procurement, and construction management. 12. Directing policies for distribution of natural gas and or other raw materials in accordance with the amount of production needs to the production center. 13. Leading the management of the company in accordance with the aims, objectives and activities of the company in the field of engineering services and engineering engineering, both to support the company's own production and for external parties, namely factory overhaul maintenance (breakdown maintenance), repair and manufacture of factory equipment, ships, bagging, warehouse and civil works, through engineering, engineering procurement, and construction management activities. 14. Determine company policies regarding production waste management, and environmental management around factories to create an environmental atmosphere that is minimally free from company waste. 15. Representing the company inside and outside the court, representing the company in binding the company with other parties in certain fields and up to a certain amount as determined by the President Director and/or Shareholders. 16. companies in the field of engineering services and engineering and maneuvering or steps to meet technical service targets, both in achieving long-term and short-term goals concerning engineering, procurement and logistics of engineering goods, construction, and technical risks that may occur through development of creativity and innovation and development of management systems in the Directorate of Operations & Production, in order to achieve optimal profits and satisfactory service in engineering services. 17. Directing the draft of a long-term plan which is the company's strategic plan and the company's business development in the future, both in the long and short term, and directing the strategic plan and business development of the company to all elements of the company. |

| Nama dan Jabatan Name and Position | Ruang Lingkup Tugas dan Tanggung Jawab | Scope of Duties and Responsibilities |
|---------------------------------------|--|---|
| Saifullah Lasindrang | <ol style="list-style-type: none"> 18. Menyebarluaskan kebijakan perusahaan pada berbagai bidang hasil pokok terutama pada bidang perekayasaan teknik, pengadaan barang teknik, konstruksi, dan pengembangan untuk pencapaian sasaran perusahaan pada bidang hasil pokok yang ditentukan, dan menjadikan kebijakan tersebut menjadi nilai-nilai operasional. 19. Memimpin proses perubahan di bidang perekayasaan teknik, pengadaan dan logistik, dan konstruksi teknik, memberikan visi dan arahan-arahan selaras dengan perubahan-perbaikan yang diinginkan, memberikan sumberdaya yang dibutuhkan, dan mendorong karyawannya ke arah perubahan yang positif. 20. Menciptakan iklim kerja yang menyenangkan, kooperatif, dan semangat yang tinggi untuk pencapaian misi dan sasaran perusahaan, yaitu dengan menyebarluaskan visi perusahaan, etika usaha dan memberikan dorongan dan arahan atas dasar visi yang sama kepada seluruh jajaran Direktorat Operasi & Produksi mengenai jalan yang akan ditempuh perusahaan, dan pembinaan dan pengembangan sumberdaya manusia di lingkungan Direktorat Operasi & Produksi. 21. Mengarahkan sistem pengendalian internal di lingkungan Direktorat Operasi & Produksi sebagai suatu strategi menjaga mutu pelayanan teknik di bidang perekayasaan, pengadaan barang teknik dan konstruksi, teknologi informasi, dan di bidang pemeliharaan pabrik, serta memelihara keandalan peralatan dan aset-aset lain dibawah Direktorat Operasi & Produksi, termasuk mengendalikan keuangan unit kerja-unit kerja di bawah Direktorat Operasi & Produksi, antara lain melalui penetapan ukuran-ukuran (benchmark) proses bisnis atau proses manajemen. 22. Mengarahkan sistem pengendalian mutu secara terpadu meliputi pengawasan sistem manajemen mutu dan sistem manajemen lainnya dan pengawasan realisasi rencana kerja guna peningkatan performance perusahaan. 23. Mengarahkan pgunaan teknologi yang tepat untuk mengelola limbah produksi, dan mengelola lingkungan hidup di sekitar pabrik untuk menciptakan suasana lingkungan yang minimal bebas dari limbah perusahaan. 24. Menetapkan kebijakan pengadaan gas alam dan atau bahan baku lainnya, dan melakukan usaha peengadaan gas alam langsung dari sumber utama (pemerintah, BP Migas, PT Pertamina) sesuai kebutuhan jangka pendek dan jangka panjang. 25. Membuat dan menetapkan perencanaan strategis Mewakili perusahaan di dalam dan di luar pengadilan, mewakili perusahaan dalam mengikat perusahaan dengan pihak lain dalam bidang tertentu dan sampai jumlah tertentu yang ditetapkan oleh Direktur Utama dan atau Pemegang Saham. | <ol style="list-style-type: none"> 18. Disseminate company policies in various main product areas, especially in the field of engineering, procurement of engineering goods, construction, and development for the achievement of company goals in the specified main product areas, and turn these policies into operational values. 19. Leading change processes in engineering, procurement and logistics, and engineering construction, providing vision and directions in line with desired changes, providing needed resources, and pushing employees towards positive change. 19. Creating a pleasant, cooperative, and high-spirited work climate for achieving the company's mission and goals, namely by disseminating the company's vision, business ethics and providing encouragement and direction on the basis of the same vision to all levels of the Operations & Production Directorate regarding the path to be taken by the company , and guidance and development of human resources within the Directorate of Operations & Production. 20. Directing the internal control system within the Operations & Production Directorate as a strategy to maintain the quality of technical services in the fields of engineering, procurement of engineering and construction goods, information technology, and in the field of factory maintenance, as well as maintaining the reliability of equipment and other assets under the Directorate of Operations & Production , including controlling the finances of work units under the Directorate of Operations & Production, among others through setting business process benchmarks or management processes. 21. Directing an integrated quality control system includes supervision of the quality management system and other management systems and supervision of the realization of work plans to improve company performance. 22. Directing the use of appropriate technology to manage production waste, and managing the environment around the factory to create an environmental atmosphere that is minimally free from company waste. 23. Establish policies for the procurement of natural gas and or other raw materials, and conduct natural gas procurement business directly from main sources (government, BP Migas, PT Pertamina) according to short-term and long-term needs. 24. Make and determine strategic plans representing the company inside and outside the court, representing the company in binding the company with other parties in certain fields and up to a certain amount as determined by the President Director and or Shareholders. |



| Nama dan Jabatan Name and Position | Ruang Lingkup Tugas dan Tanggung Jawab | Scope of Duties and Responsibilities |
|---------------------------------------|---|---|
| Filius Yuliandi | <p>Direktur Keuangan & Umum adalah pembantu utama Direktur Utama dalam bidang Keuangan & Umum dalam batas wewenang yang diberikan oleh Direktur Utama, Dewan Komisaris, Rapat Umum Pemegang Saham, dan Anggaran Dasar Perusahaan. Agar tujuan jabatan tersebut dapat tercapai, Direktur Keuangan & Umum bertanggungjawab atas pengelolaan Direktorat Keuangan & Umum yang meliputi kegiatan sebagai berikut:</p> <ol style="list-style-type: none"> 1. Memimpin pengurusan perusahaan sesuai dengan maksud, tujuan, dan kegiatan perusahaan di bidang keuangan & umum, yaitu mendistribusikan dan memperdagangkan produk-produk perusahaan (utama dan sampingan) baik produk yang diperdagangkan secara bebas maupun produk pupuk bersubsidi untuk pertanian sampai pada daerah lini pemasaran yang ditetapkan pemerintah, termasuk penyediaan sarana seperti kapal angkut, pengantangan di daerah pemasaran, angkutan perkapalan dan ekspedisi lainnya, dan pergudangan. 2. Membuat dan menetapkan perencanaan strategis perusahaan bidang distribusi dan pemasaran dan manuver atau langkah-langkah untuk memenuhi sasaran distribusi dan pemasaran, baik dalam pencapaian sasaran jangka panjang maupun jangka pendek yang menyangkut pengadaan dan persediaan barang, perkapalan dan angkutan lainnya, pergudangan, penjualan, dan ekspor, dan risiko-risiko teknis yang mungkin terjadi melalui pengembangan kreativitas dan inovasi dan pengembangan sistem manajemen di Direktorat Keuangan & Umum agar tercapai keuntungan yang optimal. 3. Menyebarkan kebijakan perusahaan pada berbagai bidang hasil pokok terutama pada bidang distribusi dan pemasaran untuk pencapaian sasaran perusahaan pada bidang hasil pokok yang ditentukan, dan menjadikan kebijakan tersebut menjadi nilai-nilai operasional. 4. Menetapkan rancangan rencana jangka panjang yang merupakan rencana strategis perusahaan di bidang keuangan & umum dalam kurun waktu lima tahun, dan menetapkan rancangan rencana kerja bidang keuangan & umum tahunan, dan mengarahkan rencana strategis tersebut ke seluruh unsur organisasi Direktorat Keuangan & Umum. 5. Memimpin proses perubahan di bidang keuangan & umum, memberikan visi dan arahan-arahan selaras dengan perubahan-perbaikan yang diinginkan, memberikan sumber daya yang dibutuhkan, dan mendorong karyawannya ke arah perubahan yang positif 6. Menciptakan iklim kerja yang menyenangkan, kooperatif, dan semangat yang tinggi untuk pencapaian misi dan sasaran perusahaan, yaitu dengan menyebarkan visi perusahaan, etika usaha dan memberikan dorongan dan arahan atas dasar visi yang sama kepada seluruh jajaran Direktorat Keuangan & Umum mengenai jalan yang akan ditempuh perusahaan, dan pembinaan dan pengembangan sumberdaya manusia di lingkungan Direktorat Keuangan & Umum. | <p>The Director of Finance & General Affairs is the main assistant to the President Director in the field of Finance & General Affairs within the limits of authority granted by the President Director, Board of Commissioners, General Meeting of Shareholders, and the Company's Articles of Association. In order to achieve the objectives of the position, the Director of Finance & General Affairs is responsible for the management of the Directorate of Finance & General Affairs which includes the following activities:</p> <ol style="list-style-type: none"> 1. Leading the management of the company in accordance with the aims, objectives and activities of the company in the financial & general sector, namely distributing and trading the company's products (main and side) both freely traded products and subsidized fertilizer products for agriculture to the marketing line area determined by the government, including the provision of facilities such as transport ships, bagging in marketing areas, shipping and other expeditions, and warehousing. 2. Make and determine the company's strategic planning in the distribution and marketing sector and maneuvers or steps to meet distribution and marketing targets, both in achieving long-term and short-term targets concerning procurement and inventory of goods, shipping and other transportation, warehousing, sales, and exports, and technical risks that may occur through the development of creativity and innovation and development of management systems in the Directorate of Finance & General Affairs in order to achieve optimal profits. 3. Disseminate company policies in various key product areas, especially distribution and marketing in order to achieve the company's goals in the specified main product areas, and turn these policies into operational values. 4. Establish a draft long-term plan which is the company's strategic plan in the financial & general sector within a period of five years, and determine the annual work plan for finance & general affairs, and direct the strategic plan to all organizational elements of the Directorate of Finance & General Affairs. 5. Leading the change process in the financial & general sector, providing vision and directions in line with the desired changes, providing the required resources, and encouraging employees towards positive changes 6. Creating a pleasant, cooperative, and high-spirited work climate for the achievement of the company's mission and goals, namely by disseminating the company's vision, business ethics and providing encouragement and direction based on the same vision to all levels of the Directorate of Finance & General Affairs regarding the path to be taken. taken by the company, and fostering and developing human resources within the Directorate of Finance & General Affairs. |

| Nama dan Jabatan Name and Position | Ruang Lingkup Tugas dan Tanggung Jawab | Scope of Duties and Responsibilities |
|---------------------------------------|--|--|
| Filius Yulianti | <ol style="list-style-type: none"> 7. Mengarahkan sistem pengendalian internal di lingkungan Direktorat Keuangan & Umum untuk memaksimalkan proses pengadaan, distribusi, pemasaran dan penjualan, pemeliharaan mutu produk, untuk menetapkan strategi pemeliharaan sarana distribusi seperti unit pengantongan pupuk, gudang, kantor-kantor pemasaran, dan untuk pengendalian keuangan (penerimaan dan biaya) unit kerja-unit kerja di bawah Direktorat Keuangan & Umum, antara lain melalui penetapan ukuran-ukuran (benchmark) proses bisnis atau proses manajemen. 8. Mengarahkan dan mendorong pengembangan pemasaran dan penjualan diantara peluang-peluang pemasaran yang ada, diversifikasi usaha pemasaran, dan mengarahkan pengembangan hubungan di antara pihak-pihak yang berkepentingan untuk mendapatkan tingkat kepuasan pelanggan yang tinggi, baik pada produsen lain, distributor, pengecer, pembeli, pemerintah, dan lainnya. 9. Mewakili perusahaan di dalam dan di luar pengadilan, mewakili perusahaan dalam mengikat perusahaan dengan pihak lain dalam bidang tertentu dan sampai jumlah tertentu yang ditetapkan oleh Direktur Utama dan atau Pemegang Saham. 10. Memimpin pengurusan perusahaan untuk menunjang maksud, tujuan, dan kegiatan perusahaan dibidang sumberdaya manusia dan masalah-masalah umum, yaitu penyediaan tenaga kerja, pelatihan dan pengembangan tenaga kerja, sistem remunerasi, keamanan, hubungan ketenagakerjaan seperti penyelesaian perselisihan, organisasi dan kelengkapannya, pelayanan umum untuk kelancaran operasional perusahaan, masalah lingkungan masyarakat sekitar, dan pembinaan industri kecil. 11. Menyebarkan kebijakan perusahaan pada berbagai bidang hasil pokok terutama pada bidang sumberdaya manusia, pelayanan umum, bidang pembinaan industri kecil, dan bidang pembinaan lingkungan untuk pencapaian sasaran perusahaan pada bidang hasil pokok yang ditentukan, dan menjadikan kebijakan tersebut menjadi nilai-nilai operasional. 12. Membuat dan menetapkan perencanaan strategis perusahaan bidang pengembangan sumberdaya manusia, administrasi tenaga kerja, hubungan industrial di dalam dan di luar perusahaan, keamanan dan ketertiban (sekuriti), aset perusahaan (kecuali aset pabrik dan produksi) pelayanan umum, pembinaan lingkungan sekitar, dan pembinaan industri kecil sekitar; dan manuver atau langkah-langkah untuk memenuhi sasaran bidang-bidang tersebut baik dalam jangka panjang maupun dalam jangka pendek melalui pengembangan kreativitas dan inovasi dan pengembangan sistem manajemen di Direktorat Keuangan & Umum. 13. Menetapkan rancangan rencana jangka panjang yang merupakan rencana strategis perusahaan di bidang sumberdaya manusia dalam kurun waktu lima tahun, dan menetapkan rancangan rencana kerja bidang sumberdaya manusia tahunan, dan mengarahkan rencana strategis tersebut ke seluruh unsur organisasi Direktorat Keuangan & Umum. | <ol style="list-style-type: none"> 7. Directing the internal control system within the Directorate of Finance & General Affairs to maximize the process of procurement, distribution, marketing and sales, product quality maintenance, to establish a strategy for maintaining distribution facilities such as fertilizer bagging units, warehouses, marketing offices, and for financial control (revenue and costs) of work units under the Directorate of Finance & General Affairs, among others through the determination of business process benchmarks or management processes. 8. Directing and encouraging the development of marketing and sales among existing marketing opportunities, diversifying marketing efforts, and directing the development of relationships among interested parties to obtain a high level of customer satisfaction, both for other manufacturers, distributors, retailers, buyers , government, and others. 9. Representing the company inside and outside the court, representing the company in binding the company with other parties in certain fields and up to a certain amount as determined by the President Director and or Shareholders. 10. Leading the management of the company to support the aims, objectives and activities of the company in the field of human resources and general issues, namely the provision of manpower, training and development of workers, remuneration system, security, labor relations such as dispute resolution, organization and its accessories, services general for the smooth operation of the company, environmental problems of the surrounding community, and the development of small industries. 11. Disseminate company policies in various main product areas, especially in the field of human resources, public services, small industry development, and environmental development for the achievement of company targets in the specified main product areas, and turn these policies into operational values. 12. Make and determine the company's strategic planning in the fields of human resource development, labor administration, industrial relations inside and outside the company, security and order (security), company assets (except factory and production assets), public services, environmental development, and surrounding small industry development; and maneuvers or steps to meet the targets of these areas both in the long term and in the short term through the development of creativity and innovation and the development of management systems in the Directorate of Finance & General Affairs. 13. Establish a draft long-term plan which is the company's strategic plan in the field of human resources within a period of five years, and determine the draft annual work plan for the field of human resources, and direct the strategic plan to all organizational elements of the Directorate of Finance & General Affairs. |



| Nama dan Jabatan Name and Position | Ruang Lingkup Tugas dan Tanggung Jawab | Scope of Duties and Responsibilities |
|---------------------------------------|---|---|
| Filius Yuliandi | <ol style="list-style-type: none"> 14. Memimpin proses perubahan di lingkungan Direktorat Keuangan & Umum, memberikan visi dan arahan-arahan selaras dengan perubahan-perbaikan yang diinginkan, memberikan sumberdaya yang dibutuhkan, dan mendorong karyawannya ke arah perubahan yang positif. 15. Menciptakan iklim kerja yang menyenangkan, kooperatif, dan semangat yang tinggi untuk pencapaian misi dan sasaran perusahaan, yaitu dengan menyebarluaskan visi perusahaan, etika usaha dan memberikan dorongan dan arahan atas dasar visi yang sama kepada seluruh jajaran Direktorat Keuangan & Umum mengenai jalan yang akan ditempuh perusahaan, dan pembinaan dan pengembangan sumberdaya manusia di lingkungan Direktorat Keuangan & Umum. 16. Mengarahkan sistem pengendalian internal di lingkungan Direktorat Keuangan & Umum sebagai suatu strategi meningkatkan pengembangan dan kesejahteraan sumberdaya manusia, menjaga mutu pelayanan umum, pemeliharaan keamanan, dan pemeliharaan aset-aset dibawah pembinaan Direktorat Keuangan & Umum, termasuk mengendalikan keuangan unit kerja-unit kerja di bawah Direktorat Keuangan & Umum, antara lain melalui penetapan ukuran-ukuran (benchmark) proses bisnis atau proses manajemen. 17. Mengkoordinasikan pembahasan organisasi diantara anggota Direksi pada setiap perubahan bagan, struktur dan komposisi organisasi perusahaan agar terjadi peningkatan efisiensi usaha pada setiap bidang hasil pokok perusahaan dan atau direktorat, sebelum pembahasan terakhir dengan Direktur Utama dan Dewan Komisaris. 18. Mengarahkan kebijakan pengelolaan yayasan-yayasan dan anak-anak perusahaan dibawah yayasan-yayasan agar yayasan-yayasan dan anak-anak perusahaannya mampu menetapkan perencanaan dan sasaran strategis perusahaan masing-masing perusahaan sehingga tercapai keuntungan optimal dengan penggunaan sumberdaya yang efisien. Mengarahkan kebijakan pengelolaan Dana Pensiun Karyawan agar tercapai kecukupan dana yang berkelanjutan bagi program pensiun hari tua karyawan. 19. Mengarahkan besaran penyisihan laba bersih untuk keperluan pembinaan usaha kecil/koperasi dan pembinaan masyarakat lingkungan, dengan mempertimbangkan kebutuhan keuangan perusahaan mendatang dan kebutuhan pembinaan masyarakat lingkungan. 20. Mengarahkan kebijakan perusahaan untuk menciptakan hubungan yang harmonis dengan masyarakat lingkungan, dan mengembangkan perekonomian masyarakat sekitar melalui program kemitraan dengan usaha kecil, mikro dan koperasi. 21. Menetapkan kebijakan perusahaan dalam pembinaan masyarakat sekitar baik sebagai sutau program pembinaan dan pembangunan lingkungan masyarakat sekitar (community development) maupun sebagai akibat dari pengelolaan limbah industri yang menimpa masyarakat. 22. Mewakili perusahaan di dalam dan di luar pengadilan, mewakili perusahaan dalam mengikat perusahaan dengan pihak lain dalam bidang tertentu dan sampai jumlah tertentu yang ditetapkan oleh Direktur Utama dan atau Pemegang Saham. | <ol style="list-style-type: none"> 14. Leading the change process within the Directorate of Finance & General Affairs, providing vision and directions in line with the desired changes, providing needed resources, and encouraging employees towards positive changes. 15. Creating a pleasant, cooperative, and high-spirited work climate for the achievement of the company's mission and goals, namely by disseminating the company's vision, business ethics and providing encouragement and direction based on the same vision to all levels of the Directorate of Finance & General Affairs regarding the path to be taken. taken by the company, and fostering and developing human resources within the Directorate of Finance & General Affairs. 16. Directing the internal control system within the Directorate of Finance & General Affairs as a strategy to improve the development and welfare of human resources, maintaining the quality of public services, maintaining security, and maintaining assets under the guidance of the Directorate of Finance & General Affairs, including controlling the finances of work units under the Directorate of Finance & General Affairs, among others through setting benchmarks for business processes or management processes. 17. Coordinate organizational discussions among members of the Board of Directors on any changes to the chart, structure and composition of the company's organization in order to increase business efficiency in each area of the company's principal results and or directorates, prior to the final discussion with the President Director and the Board of Commissioners. 18. Directing policies for the management of foundations and subsidiaries under the foundations so that foundations and their subsidiaries are able to determine the strategic planning and objectives of each company's business so that optimal profits are achieved with efficient use of resources. Directing employee pension fund management policies in order to achieve sustainable fund adequacy for employee retirement plans. 19. To direct the amount of net profit allowance for the purposes of fostering small businesses/cooperatives and fostering the environmental community, taking into account the future financial needs of the company and the needs of the environmental community. 20. Directing company policies to create harmonious relations with the environmental community, and developing the economy of the surrounding community through partnership programs with small, micro and cooperative businesses. 21. Establish company policies in fostering the surrounding community, either as a program for fostering and developing the surrounding community (community development) or as a result of the management of industrial waste that afflicts the community. 22. Representing the company inside and outside the court, representing the company in binding the company with other parties in certain fields and up to a certain amount as determined by the President Director and or Shareholders. |

PROGRAM ORIENTASI BAGI DIREKSI BARU

Perusahaan memiliki kebijakan program pengenalan bagi anggota Direksi baru yang bertujuan memberikan untuk memberikan pemahaman tentang kondisi terkini perusahaan sehingga anggota Direksi yang baru mendapatkan pemahaman yang komprehensif atas perusahaan baik secara organisasi maupun operasional. Program pengenalan tersebut meliputi:

1. Pelaksanaan prinsip-prinsip GCG oleh perusahaan
2. Gambaran mengenai perusahaan berkaitan dengan tujuan, sifat, dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha 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 Dewan Komisaris dan Direksi serta hal-hal yang tidak diperbolehkan.

SVP Sekretariat Perusahaan & Tata Kelola bertanggung jawab untuk memberikan materi kepada anggota Dewan Komisaris yang baru, sesuai dengan Pedoman Dewan Komisaris dan Direksi. Program pengenalan perusahaan dapat berupa presentasi, pertemuan, kunjungan ke perusahaan dan pengkajian dokumen atau program lainnya yang dianggap sesuai dengan perusahaan. Karena tidak adanya pergantian Direksi pada tahun 2021, pada tahun 2021, PUSRI tidak melaksanakan Program Pengenalan Perusahaan bagi Direksi baru.

ORIENTATION PROGRAM FOR NEW BOARD OF DIRECTORS

The Company has an introduction program for new members of the Board of Directors which aims to provide an understanding of the current conditions of the Company so that new members of the Board of Directors gain a comprehensive understanding of the company both organizationally and operationally. The introduction program includes:

1. Implementation of GCG principles by the Company;
2. An overview of the company related to the objectives, nature and scope of activities, financial and operating performance, strategies, short-term and long-term business plans, competitive position, risks and other strategic issues.
3. Information relating to delegated authority, internal and external audits, internal control systems and policies including the Audit Committee;
4. Information regarding the duties and responsibilities of the Board of Commissioners and the Board of Directors as well as things that are not allowed.

SVP Corporate & Governance Secretariat is responsible for providing materials to new members of the Board of Commissioners, in accordance with the Guidelines for the Board of Commissioners and the Board of Directors. Company introduction programs can be in the form of presentations, meetings, company visits and document review or other programs deemed appropriate to the company. Due to the absence of a change of Directors in 2021, in 2021, PUSRI did not implement the Company Introduction Program for new Directors.

PELATIHAN DAN PENINGKATAN KOMPETENSI DIREKSI

PUSRI memiliki kebijakan untuk terus memberikan pelatihan dan peningkatan kompetensi bagi seluruh sumber daya manusianya, termasuk Direksi. Program pengembangan dimaksudkan sebagai bentuk program untuk menambah wawasan dan pengetahuan Dewan Komisaris dalam rangka peningkatan kemampuan untuk menjalankan tugas, fungsi dan tanggung jawabnya.

Bentuk-bentuk kegiatan yang dijalankan di antaranya ialah diklat dalam negeri dalam bentuk short course, seminar, workshop, dan konferensi. Selain itu, apabila dipandang perlu juga dilakukan studi banding ke luar negeri untuk mengetahui perkembangan industri pupuk dunia.

Pelaksanaan pelatihan dan peningkatan kompetensi diikuti Direksi sepanjang tahun 2021 dapat dilihat pada bab "Profil Perusahaan" dalam laporan tahunan ini.

PELAKSANAAN TUGAS DAN TANGGUNG JAWAB DIREKSI 2021

Sepanjang tahun 2021, Direksi telah mengeluarkan berbagai keputusan baik di bidang operasional, keuangan, maupun beberapa penunjang usaha melalui perangkat kebijakan berupa Surat Keputusan Direksi, Peraturan Direksi, dan Surat Direksi, yang diuraikan sebagai berikut.

| Uraian | Jumlah Total | Description |
|--|--------------|---|
| Surat Keputusan Direksi dan Pedoman | 99 | Board of Directors Decree and Guidelines |
| Peraturan Direksi/Surat Direksi/Prosedur | 32 | Board of Directors Regulation/Director's Letter/Procedure |

BOARD OF DIRECTORS' COMPETENCY TRAINING AND IMPROVEMENT

PUSRI has a policy to continue to provide training and increase competence for all of its human resources, including the Board of Directors. The development program is intended as a form of program to increase the insight and knowledge of the Board of Commissioners in order to increase the ability to carry out their duties, functions and responsibilities.

The forms of activities carried out include domestic training in the form of short courses, seminars, workshops, and conferences. In addition, if deemed necessary, comparative studies abroad are also carried out to find out the development of the world fertilizer industry.

The implementation of training and competency improvement attended by the Board of Directors throughout 2021 can be seen in the "Company Profile" chapter in this annual report.

IMPLEMENTATION OF THE DUTIES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS 2021

Throughout 2021, the Board of Directors has issued various decisions in the fields of operations, finance, as well as several business supports through policy tools in the form of Directors' Decrees, Directors' Regulations, and Directors' Letters, which are described as follows.

Sementara itu, beberapa kebijakan strategis yang diputuskan sepanjang tahun 2021 antara lain:

1. Membentuk tim penanganan piutang macet untuk mengurangi piutang macet yang dimiliki Perusahaan, sehingga dapat meningkatkan arus kas.
2. Melakukan efisiensi pada seluruh fungsi bisnis untuk menjaga arus kas Perusahaan di tengah pandemic COVID-19 yang memberikan tekanan pada perekonomian dan industri pupuk.

PENILAIAN KINERJA ORGAN PENDUKUNG DI BAWAH DIREKSI DAN DASAR PENILAIANNYA

Dalam menjalankan tugas dan tanggung jawabnya, Direksi PUSRI tidak memiliki komite yang berada di bawah Direksi. Meskipun begitu, Direksi memiliki organ pendukung dalam melaksanakan fungsi tata kelola, yaitu SVP Sekretariat Perusahaan & Tata Kelola mencakup kinerja pengelolaan risiko, serta Satuan Pengawasan Internal (SPI) sebagai audit internal Perusahaan.

Dalam menilai kinerja organ pendukung tersebut, Direksi mengacu pada Key Performance Indicator (KPI) yang telah ditetapkan di awal tahun. Atas kinerjanya sepanjang tahun 2021, Direksi memberi nilai untuk masing-masing unit kerja tersebut sebagai berikut:

Meanwhile, several strategic policies decided throughout 2021 include:

1. Establish a bad debt management team to reduce bad debts owned by the Company, so as to increase cash flow.
2. Perform efficiency in all business functions to maintain the Company's cash flow in the midst of the COVID-19 pandemic which puts pressure on the economy and the fertilizer industry.

PERFORMANCE ASSESSMENT OF SUPPORTING ORGANS UNDER THE BOARD OF DIRECTORS AND THE BASIS FOR THE ASSESSMENT

In carrying out its duties and responsibilities, the Board of Directors of PUSRI does not have a committee under the Board of Directors. Even so, the board of directors has supporting organs in carrying out its governance function, namely the GM Corporate & Governance Secretariat covering risk management performance, as well as the Internal Audit Unit (SPI) as the Company's internal audit.

In assessing the performance of these supporting organs, the Board of Directors refers to the Key Performance Indicators (KPI) that have been set at the beginning of the year. For its performance throughout 2021, the Board of Directors has rated each of these work units as follows:

| Unit Kinerja | Nilai Score | Work Unit |
|--|-------------|---------------------------------------|
| SVP Sekretariat Perusahaan & Tata Kelola | 101,63 | GM Corporate Secretariat & Governance |
| Satuan Pengawasan Internal | 102 | Internal Control Unit |



KEBERAGAMAN KOMPOSISI DEWAN KOMISARIS DAN DIREKSI

Salah satu hal yang dianggap penting oleh Perusahaan dalam efektivitas tugas pengawasan Dewan Komisaris dan pengurusan perusahaan oleh Direksi ialah keberagaman keahlian, pengalaman, dan latar belakang pendidikan. Seluruh Anggota Dewan Komisaris memiliki kompetensi yang memadai dan relevan dengan jabatannya untuk menjalankan tugas dan tanggung jawabnya serta memiliki kompetensi yang beragam. Sementara ketentuan tentang keberagaman komposisi Direksi dimuat dalam Pedoman dan Tata Tertib Kerja Direksi Perusahaan.

Hingga akhir tahun 2021, PUSRI belum memiliki kebijakan tertulis yang memuat keberagaman bagi komposisi Dewan Komisaris dan Direksi untuk masing-masing aspek pendidikan (bidang studi), pengalaman kerja, usia, dan jenis kelamin. Pengangkatan Dewan Komisaris dan Direksi sepenuhnya dikelola oleh entitas induk, PT Pupuk Indonesia (Persero).

PUSRI senantiasa berupaya untuk menjaga bauran keahlian dan pengalaman anggota Dewan Komisaris dan Direksi sebagaimana yang diurai dalam tabel berikut.

DIVERSITY IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

One of the things considered important by the Company in the effectiveness of the supervisory duties of the Board of Commissioners and the management of the company by the Board of Directors is the diversity of expertise, experience, and educational background. All members of the Board of Commissioners have adequate and relevant competencies to carry out their duties and responsibilities and have various competencies. Meanwhile, the provisions regarding the diversity of the composition of the Board of Directors are contained in the Guidelines and Work Rules of the Company's Board of Directors.

Until the end of 2021, PUSRI does not yet have a written policy that contains diversity for the composition of the Board of Commissioners and the Board of Directors for each aspect of education (field of study), work experience, age, and gender. The appointment of the Board of Commissioners and Board of Directors is fully managed by the parent entity, PT Pupuk Indonesia (Persero).

PUSRI always strives to maintain the mix of expertise and experience of members of the Board of Commissioners and Board of Directors as described in the following table.

| Nama dan Jabatan Name and Position | Kewarganegaraan Citizenship | Latar Belakang Pendidikan Educational Background | Pengalaman Kerja/Keahlian Work Experience/Expertise | Usia Age | Gender Gender |
|--|--------------------------------|---|---|-------------|-------------------|
| DEWAN KOMISARIS BOARD OF COMMISSIONERS | | | | | |
| Imam Apriyanto Putro (Komisaris Utama) | Indonesia | Magister Manajemen | <p>Memiliki pengalaman yang panjang di Kementerian BUMN dengan keahlian manajemen ekonomi, dengan beragam posisi yang diemban di antaranya Kepala Seksi Analisa Pendanaan dan Sumber Daya Perusahaan Asuransi Kementerian BUMN (1993-2000) dan Sekretaris Kementerian BUMN (2013-2019) serta pengalaman di industri pupuk dengan menjadi Wakil Direktur Utama PT Pupuk Indonesia (Persero) (2019-Agustus 2020).</p> <p>Has long experience in the Ministry of SOEs with economic management expertise, with various positions held including Head of Funding Analysis and Resources for Insurance Companies of the Ministry of SOEs (1993-2000) and Secretary of the Ministry of SOEs (2013-2019) as well as experience in the fertilizer industry with became Deputy President Director of PT Pupuk Indonesia (Persero) (2019-August 2020).</p> | 57 | Laki-laki Male |
| Ali Jamil (Komisaris) | Indonesia | Doktor dibidang Pertanian | <ul style="list-style-type: none"> • Memiliki keahlian dibidang Pertanian, dengan pengalaman panjang sebagai birokrat baik sebagai Kepala Pusat Penelitian dan Pengembangan Tanaman Pangan (Puslitbangtan), Badan Litbang Pertanian (2016) • Direktur Tanaman Tahunan dan Penyegar, Ditjen Perkebunan (2016-2017) • Direktur Serealia, Ditjen Tanaman Pangan (2017-2018) • Direktur Aneka Kacang dan Umbi, Ditjen Tanaman Pangan (2018-2019) • Kepala Badan Karantina Pertanian, Badan Karantina Pertanian (2019-2021) • Has expertise in the field of Agriculture, with long experience as a bureaucrat either as Head of the Center for Research and Development of Food Crops (Puslitbangtan), Agricultural Research and Development Agency (2016) • Director of Perennial Plants and Fresheners, Directorate General of Plantations (2016-2017) • Director of Cereals, Directorate General of Food Crops (2017-2018) • Director of Various Nuts and Bulbs, Directorate General of Food Crops (2018-2019) • Head of Agricultural Quarantine Agency, Agricultural Quarantine Agency (2019-2021) | 56 | Laki-laki Male |



| Nama dan Jabatan Name and Position | Kewarganegaraan Citizenship | Latar Belakang Pendidikan Educational Background | Pengalaman Kerja/Keahlian Work Experience/Expertise | Usia Age | Gender Gender |
|---------------------------------------|--------------------------------|---|---|-------------|-------------------|
| Hartono Laras (Komisaris) | Indonesia | Magister Administrasi Publik | <p>Memiliki keahlian kebijakan publik dan perencanaan pembangunan nasional serta pengalaman yang panjang di Kementerian Sosial sebagai Kasubag Perumusan Program Bagian Program dan Laporan Ditjen Bina Kesejahteraan Sosial Departemen Sosial (1995-2001), Kepala Bagian Program dan Informasi Ditjen Pemberdayaan Sosial (2001-2006), Kepala Subdit Nilai Kepahlawanan, Keberintisan dan Tanda Jasa Ditjen Pemberdayaan Sosial (2006-2007), Direktur Pemberdayaan Komunitas Adat Terpencil (PKAT) Ditjen Pemberdayaan Sosial (2007-2008), Direktur Bantuan Sosial Korban Bencana Sosial, Ditjen Bantuan dan Jaminan Sosial (2008-2009), Sekretaris Ditjen Pemberdayaan Sosial (2009-2012), Direktur Jenderal Pemberdayaan Sosial dan Penanggulangan Kemiskinan (2012-2015), Direktur Jenderal Pemberdayaan Sosial (2015-2017), Plt. Direktur Jenderal Rehabilitasi Sosial (2016-November 2017), Plt. Inspektur Jenderal (November 2017-Mei 2017), Sekretaris Jenderal Kementerian Sosial (2017-sekarang).</p> <p>Has expertise in public policy and national development planning as well as a long experience in the Ministry of Social Affairs as Head of Program Formulation Division of Programs and Reports of the Directorate General of Social Welfare Development, Ministry of Social Affairs (1995-2001), Head of Program and Information Division of the Directorate General of Social Empowerment (2001-2006), Head of Sub-Directorate of Heroism, Pioneering and Merit Values, Directorate General of Social Empowerment (2006-2007), Director of Remote Indigenous Community Empowerment (PKAT) Directorate General of Social Empowerment (2007-2008), Director of Social Assistance for Social Disaster Victims, Directorate General of Social Assistance and Security (2008-2009), Secretary of the Directorate General of Social Empowerment (2009-2012), Director General of Social Empowerment and Poverty Reduction (2012-2015), Director General of Social Empowerment (2015-2017), Plt. Director General of Social Rehabilitation (2016-November 2017), Plt. Inspector General (November 2017-May 2017), Secretary General of the Ministry of Social Affairs (2017-present).</p> | 58 | Laki-laki Male |

| Nama dan Jabatan Name and Position | Kewarganegaraan Citizenship | Latar Belakang Pendidikan Educational Background | Pengalaman Kerja/Keahlian Work Experience/Expertise | Usia Age | Gender Gender |
|--|--------------------------------|---|--|-------------|-------------------|
| Sarwo Edhy (Komisaris) | Indonesia | Doktor Manajemen dan Ekonomi Pertanian | <p>Memiliki keahlian dan pengalaman yang panjang di bidang pertanian melalui jabatannya di Kementerian Pertanian di antaranya Kepala Sub-Bagian Perbendaharaan, Kepala Sub Bagian Keuangan Kementerian Pertanian (2001-2005) dan Direktur Jenderal Prasarana dan Sarana Pertanian Kementerian Pertanian (2019-sekarang).</p> <p>Has long expertise and experience in agriculture through his positions at the Ministry of Agriculture including Head of the Treasury Sub-Section, Head of Finance Sub-Section of the Ministry of Agriculture (2001-2005) and Director General of Agricultural Infrastructure and Facilities at the Ministry of Agriculture (2019-present).</p> | 59 | Laki-laki Male |
| Prahoro Yulijanto Nurtjahyo (Komisaris) | Indonesia | Doktor Ocean Engineering | <p>Memiliki keahlian dan pengalaman yang panjang dalam bidang engineering dengan beragam posisi yang dijalkannya, baik di luar dan dalam negeri, antara lain Principal Lead Engineer SBM Offshore, Inc., Houston, Texas (2006-2013), VP Operations and Managing Consultant Petroneering, LLC, Houston, Texas (2013-2016), Staf Ahli Menteri ESDM (2016), Staf Khusus Teknis Menteri ESDM (2016-2017), Komisaris PT Pertamina Hulu Energi (2017-2020), serta Staf Ahli Menteri ESDM bidang Investasi dan Pengembangan Infrastruktur (2017-sekarang)</p> <p>Has long expertise and experience in engineering with various positions he has held, both overseas and domestically, including Principal Lead Engineer SBM Offshore, Inc., Houston, Texas (2006-2013), VP Operations and Managing Consultant Petroneering, LLC, Houston, Texas (2013-2016), Expert Staff to the Minister of Energy and Mineral Resources (2016), Special Technical Staff to the Minister of Energy and Mineral Resources (2016-2017), Commissioner of PT Pertamina Hulu Energi (2017-2020), and Expert Staff to the Minister of Energy and Mineral Resources in the field of Investment and Infrastructure Development (2017-present).</p> | 51 | Laki-laki Male |



| Nama dan Jabatan Name and Position | Kewarganegaraan Citizenship | Latar Belakang Pendidikan Educational Background | Pengalaman Kerja/Keahlian Work Experience/Expertise | Usia Age | Gender Gender |
|---------------------------------------|--------------------------------|---|---|-------------|-------------------|
| Setya Utama | Indonesia | Sarjana Administrasi Negara | <p>Memiliki keahlian Administrasi Pemerintahan dengan pengalaman Panjang di bidang kesekretariatan di Sekretariat Negara, pengalaman kerja mulai dari Kepala Subbagian Kepangkatan Non Departemen, Sekretariat Kabinet, Kepala Bagian Pengadaan dan Mutasi Kepegawaian (2004-2005), Kepala Bagian Mutasi Kepegawaian, Biro Kepegawaian, Deputy Menteri Sekretaris Negara Bidang Sumber Daya Manusia (2005-2011), Kepala Biro Kepegawaian, Deputy Bidang Sumber Daya Manusia Kementerian Sekretariat Negara (2011-2015), Sekretaris Kementerian Sekretariat Negara (2015-sekarang)</p> <p>Has Government Administration expertise with long experience in the secretarial field at the State Secretariat, work experience ranging from Head of Sub-Division of Non-Departmental Ranking, Cabinet Secretariat, Head of Procurement and Staffing Transfers (2004-2005), Head of Staffing Transfers, Bureau of Personnel, Deputy Minister Secretary State for Human Resources (2005-2011), Head of the Civil Service Bureau, Deputy for Human Resources of the Ministry of State Secretariat (2011-2015), Secretary of the Ministry of State Secretariat (2015-present)</p> | | Laki-laki Male |
| Bambang Supriyambodo (Komisaris) | Indonesia | Sarjana Kehutanan | <p>Berpengalaman dan memiliki keahlian dalam bidang kehutanan melalui sejumlah jabatan yang pernah dijalankannya, di antaranya Manager Pembinaan Hutan Alam (TPTI) PT ITCIKU (1988-1994), Direktur Operasional PT ITCIKU (2008-2009), Komisaris Utama PT Rakabu Sejahtera (2016-sekarang), dan Komisaris PT Pupuk Kalimantan Timur (2016-2020).</p> <p>He has experience and expertise in the forestry sector through a number of positions he has held, including Manager of Natural Forest Development (TPTI) PT ITCIKU (1988-1994), Director of Operations at PT ITCIKU (2008-2009), President Commissioner of PT Rakabu Sejahtera (2016-present), and Commissioner of PT Pupuk Kalimantan Timur (2016-2020).</p> | 60 | Laki-laki Male |

| Nama dan Jabatan Name and Position | Kewarganegaraan Citizenship | Latar Belakang Pendidikan Educational Background | Pengalaman Kerja/Keahlian Work Experience/Expertise | Usia Age | Gender Gender |
|---------------------------------------|--------------------------------|---|---|-------------|---------------------|
| M. Najib Matjan (Komisaris) | Indonesia | Sarjana Ekonomi Perbankan dan Sarjana Hukum | <p>Memiliki pengalaman yang panjang pada organisasi industri khususnya di wilayah Sumatera Selatan dengan keahlian ekonomi perbankan dan hukum. Sempat menjabat Sekretaris Umum Gabungan Pelaksana Konstruksi Indonesia Provinsi Sumatera Selatan (1995-2000), Wakil Ketua Umum Kamar Dagang dan Industri (KADIN) Daerah Sumatera Selatan (1985-1995), Ketua Umum KADIN Sumatera Selatan (1995-2000), Ketua Dewan Pertimbangan-KADIN Sumatera Selatan (2000-sekarang), Wakil Ketua Palang Merah Indonesia (PMI) Provinsi Sumatera Selatan (2009-sekarang), dan sempat dipercaya menjabat sebagai Direksi dan Komisaris pada beberapa perusahaan. Sempat pula menjabat Anggota DPRD Provinsi Sumatera Selatan periode 2009-2014.</p> <p>Has a long experience in industrial organizations, especially in the South Sumatra region with expertise in banking economics and law. He served as General Secretary of the Indonesian Construction Executors Association of South Sumatra Province (1995-2000), Deputy General Chairperson of the South Sumatra Regional Chamber of Commerce and Industry (1985-1995), Chairman of the South Sumatra Chamber of Commerce and Industry (1995-2000), Chairman of the Advisory Council-KADIN South Sumatra (2000-present), Deputy Chairman of the Indonesian Red Cross (PMI) South Sumatra Province (2009-present), and was previously trusted to serve as Directors and Commissioners in several companies. He also served as Member of the DPRD of South Sumatra Province for the 2009-2014 period.</p> | 67 | Laki-laki Male |
| Sally Salamah | Indonesia | Doktor Ekonomi Pembangunan | <p>Memiliki keahlian Akuntansi dan Audit Keuangan, dengan pengalaman Panjang di Badan Pengawasan Pengawasan Keuangan dan Pembangunan (BPKP) dengan jabatan saat ini sebagai Deputi Kepala BPKP Bidang Akuntan Negara, Badan Pengawasan Pengawasan Keuangan dan Pembangunan (2020)</p> <p>Has accounting and financial audit expertise, with long experience in the Financial and Development Supervisory Agency (BPKP) with his current position as Deputy Head of BPKP for State Accountants, Financial and Development Supervisory Agency (2020)</p> | 54 | Perempuan Female |



| Nama dan Jabatan Name and Position | Kewarganegaraan Citizenship | Latar Belakang Pendidikan Educational Background | Pengalaman Kerja/Keahlian Work Experience/Expertise | Usia Age | Gender Gender |
|---|--------------------------------|---|--|-------------|-------------------|
| DIREKSI | | | | | |
| Tri Wahyudi Saleh (Direktur Utama) | Indonesia | Magister Manajemen Agribisnis | <p>Memiliki pengalaman yang panjang di bidang agribisnis dengan keahlian manajemen strategis dan logistik, melalui jabatannya sebagai Direktur Utama PT Jasa Prima Logistik BULOG (2013-2016), Kepala Divisi Pengadaan Beras Direktorat Pengadaan BULOG (2016), Direktur Operasional dan Pelayanan Publik Perum BULOG (2016-2017), Direktur Pengadaan Perum BULOG (2017), Direktur Komersial Perum BULOG (2017-2018), Direktur Operasional dan Pelayanan Publik Perum Bulog (2018-2020).</p> <p>Has long experience in the field of agribusiness with strategic management and logistics expertise, through his positions as President Director of PT Jasa Prima Logistik BULOG (2013-2016), Head of the Rice Procurement Division, BULOG Procurement Directorate (2016), Director of Operations and Public Services at Perum BULOG (2016 -2017), Director of Procurement of Perum BULOG (2017), Director of Commercial of Perum BULOG (2017-2018), Director of Operations and Public Services of Perum Bulog (2018-2020).</p> | 54 | Laki-laki Male |
| Saifullah Lasindrang (Direktur Keuangan & Umum) | Indonesia | Magister Ilmu dan Teknik Material | <p>Memiliki pengalaman yang panjang di bidang industri pupuk dan keahlian metalurgi-high temperatur alloy steel. Sempat menjabat sebagai General Manager SDM PT Pupuk Kaltim (2018), Kepala Pembelajaran dan Management PT Pupuk Indonesia (2019), dan Sekretaris Perusahaan PT Pupuk Indonesia (2019-2020).</p> <p>Has long experience in the fertilizer industry and metallurgical expertise-high temperature alloy steel. Previously served as General Manager of HR at PT Pupuk Kaltim (2018), Head of Learning and Management at PT Pupuk Indonesia (2019), and Corporate Secretary at PT Pupuk Indonesia (2019-2020).</p> | 56 | Laki-laki Male |
| Filius Yuliandi (Direktur Operasi & Produksi) | Indonesia | Magister Manajemen | <p>Memiliki pengalaman yang panjang di bidang industri pupuk dengan keahlian manajemen dan teknik elektro serta telah berkarier di PUSRI sejak lama dengan beragam jabatan, di antaranya Direktur Operasi PUSRI (2016-2020), General Manager Pemeliharaan PUSRI (2013-2016), dan Departemen Produksi PUSRI sejak 1993.</p> <p>Has long experience in the fertilizer industry with management and electrical engineering expertise and has had a long career at PUSRI with various positions, including Director of Operations at PUSRI (2016-2020), General Manager of Maintenance of PUSRI (2013-2016), and PUSRI Production Department since 1993.</p> | 54 | Laki-laki Male |

PELAKSANAAN RAPAT DIREKSI

Rapat Direksi merupakan rapat yang dilakukan oleh Direksi Perusahaan terkait dengan tugas dan fungsinya secara berkala dan sekurang-kurangnya 1 (satu) kali dalam sebulan dan dapat dilakukan sewaktu-waktu sesuai Anggaran Dasar Perusahaan untuk mendiskusikan pembahasan strategis dan menetapkan kebijakan-kebijakan Perusahaan. Selain itu, Direksi juga melakukan rapat koordinasi dengan Dewan Komisaris secara berkala guna membahas kinerja Perusahaan.

Dalam *Board Manual* dan Tata Tertib Direksi dinyatakan bahwa rapat internal Direksi dapat diadakan setiap waktu apabila dipandang perlu oleh seorang atau lebih anggota Direksi. Rapat juga dapat diselenggarakan apabila terdapat permintaan tertulis dari seorang atau lebih Dewan Komisaris atau atas permintaan tertulis dari 1 (satu) atau lebih Pemegang Saham yang bersama-sama mewakili 1/10 (satu per sepuluh) atau lebih dari jumlah seluruh saham dengan hak suara. Selain itu rapat Direksi juga dapat dilakukan apabila terdapat perubahan lingkungan bisnis dan permasalahan yang berdampak signifikan pada usaha dan kinerja perusahaan.

Mengacu pada Anggaran Dasar Perusahaan, panggilan Rapat Direksi dilakukan secara tertulis oleh anggota Direksi yang berhak mewakili Perusahaan dan disampaikan dalam jangka waktu paling lambat 3 (tiga) hari sebelum rapat diadakan atau dalam waktu yang lebih singkat jika dalam keadaan mendesak. Rapat dinyatakan kuorum jika dihadiri oleh lebih dari 50% anggota Direksi. Lebih lanjut mengenai ketentuan kehadiran, mekanisme pengambilan keputusan Direksi, tata tertib rapat Direksi dan lain-lain diatur di dalam *Board Manual* Direksi PUSRI.

AGENDA RAPAT

Sepanjang tahun 2021, Direksi melaksanakan rapat sebanyak 49 kali dengan agenda rapat yang sebagai berikut:

BOARD OF DIRECTORS MEETING

The Board of Directors meeting is a meeting held by the Company's Board of Directors related to its duties and functions on a regular basis and at least 1 (one) time a month and can be held at any time in accordance with the Company's Articles of Association to discuss strategic discussions and determine Company policies. In addition, the Board of Directors also conducts coordination meetings with the Board of Commissioners on a regular basis to discuss the Company's performance.

In the Board Manual and the Board of Directors' Code of Conduct it is stated that an internal meeting of the Board of Directors may be held at any time if deemed necessary by one or more members of the Board of Directors. Meetings can also be held if there is a written request from one or more of the Board of Commissioners or at the written request of 1 (one) or more Shareholders who together represent 1/10 (one tenth) or more of the total shares with voting rights. In addition, the Board of Directors meeting can also be held if there are changes in the business environment and problems that have a significant impact on the company's business and performance.

Referring to the Company's Articles of Association, the invitation to the Board of Directors Meeting is made in writing by a member of the Board of Directors who is entitled to represent the Company and is submitted no later than 3 (three) days before the meeting is held or in a shorter time if in an urgent situation. A meeting is declared a quorum if attended by more than 50% of the members of the Board of Directors. Further provisions regarding attendance, the mechanism for making the decisions of the Board of Directors, the procedures for the Board of Directors meeting and others are regulated in the Board Manual of the Board of Directors of PUSRI.

MEETING AGENDA

Throughout 2021, the Board of Directors held 49 meetings with the following meeting agenda:



| No. | Tanggal dan Tempat Date and Venue | Agenda Agenda | Peserta Participant |
|-----|---|--|--|
| | <p>Tanggal 04 Januari 2021</p> <p>Tempat Video Konferensi Zoom</p> <p>Date 04 January 2021</p> <p>Venue Zoom Video Conference</p> | <p>Pembahasan Rekonstruksi Struktur Upah Tahun 2021</p> <p>Discussion on the 2021 Wage Structure Reconstruction</p> | <p>Tri Wahyudi Saleh (Direktur Utama)</p> <p>Saifullah Lasindrang (Direktur Keuangan & Umum)</p> <p>Filius Yuliandi (Direktur Operasi & Produksi)</p> <p>Direksi yang tidak hadir : -</p> <p>1. Tri Wahyudi Saleh (President Director)</p> <p>2. Saifullah Lasindrang (Director of Finance & General Affairs)</p> <p>3. Filius Yuliandi (Director of Operations & Production)</p> <p>Directors who are not present: -</p> |
| | <p>Tanggal 12 Januari 2021</p> <p>Tempat Video Konferensi Zoom</p> <p>Date January 12, 2021</p> <p>Venue Zoom Video Conference</p> | <p>Pembahasan Kinerja Tahun 2022</p> <p>Discussion on 2022 Performance</p> | <p>Tri Wahyudi Saleh (Direktur Utama)</p> <p>Saifullah Lasindrang (Direktur Keuangan & Umum)</p> <p>Filius Yuliandi (Direktur Operasi & Produksi)</p> <p>Direksi yang tidak hadir : -</p> <p>1. Tri Wahyudi Saleh (President Director)</p> <p>2. Saifullah Lasindrang (Director of Finance & General Affairs)</p> <p>3. Filius Yuliandi (Director of Operations & Production)</p> <p>Directors who are not present: -</p> |
| | <p>Tanggal 26 Januari 2021</p> <p>Tempat Video Konferensi Zoom</p> <p>Date January 26, 2021</p> <p>Venue Zoom Video Conference</p> | <ul style="list-style-type: none"> • Pembahasan Kinerja Tahun 2020 • Pembahasan Hal-hal penting lainnya • Discussion on 2022 Performance • Discussion of other important matters | <p>Tri Wahyudi Saleh (Direktur Utama)</p> <p>Saifullah Lasindrang (Direktur Keuangan & Umum)</p> <p>Direksi yang tidak hadir : -</p> <p>Note : Direktur Operasi & Produksi : belum terbit SK perpanjangan masa jabatan oleh Pemegang Saham</p> <p>1. Tri Wahyudi Saleh (President Director)</p> <p>2. Saifullah Lasindrang (Director of Finance & General Affairs)</p> <p>Directors who are not present: -</p> <p>Note: Director of Operations & Production: The term of office extension decree has not been issued by the shareholders</p> |
| | <p>Tanggal 05 Februari 2021</p> <p>Tempat Video Konferensi Zoom</p> <p>Date 05 February 2021</p> <p>Venue Zoom Video Conference</p> | <p>Pembahasan Evaluasi kinerja Januari 2021</p> <p>Discussion on January 2021 Performance Evaluation</p> | <p>Tri Wahyudi Saleh (Direktur Utama)</p> <p>Saifullah Lasindrang (Direktur Keuangan & Umum)</p> <p>Direksi yang tidak hadir : -</p> <p>Note : Direktur Operasi & Produksi : belum terbit SK Perpanjangan masa jabatan oleh Pemegang Saham</p> <p>1. Tri Wahyudi Saleh (President Director)</p> <p>2. Saifullah Lasindrang (Director of Finance & General Affairs)</p> <p>Directors who are not present: -</p> <p>Note: Director of Operations & Production: The term of office extension decree has not been issued by the shareholders</p> |

| No. | Tanggal dan Tempat Date and Venue | Agenda Agenda | Peserta Participant |
|-----|---|---|--|
| | <p>Tanggal 10 Maret 2021</p> <p>Tempat Ruang Rapat Lantai 8 Gedung Utama, Ruang Rapat Annex Lantai 2 dan Video Konferensi Zoom</p> <p>Date March 10, 2021</p> <p>Venue Main Building 8th Floor Meeting Room, 2nd Floor Annex Meeting Room and Zoom Video Conference</p> | <p>Pembahasan Evaluasi Kinerja Februari 2021</p> <p>Discussion on February 2021 Performance Evaluation</p> | <p>Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi)</p> <p>Direksi yang tidak hadir : -</p> <p>1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs) 3. Filius Yuliandi (Director of Operations & Production)</p> <p>Directors who are not present: -</p> |
| | <p>Tanggal 17 Maret 2021</p> <p>Tempat Ruang rapat lantai 7 gedung utama dan video konferensi Zoom</p> <p>Date March 17, 2021</p> <p>Venue 7th floor meeting room of the main building and Zoom video conference</p> | <p>Penghapusbukuan dan pemindahtanganan sebagian lahan GPP Nagreg</p> <p>Write-off and transfer of part of the land of GPP Nagreg</p> | <p>Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi)</p> <p>Direksi yang tidak hadir : -</p> <p>1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs) 3. Filius Yuliandi (Director of Operations & Production)</p> <p>Directors who are not present: -</p> |
| | <p>Tanggal 19 Maret 2021</p> <p>Tempat Ruang Rapat Lantai 7 Gedung Utama</p> <p>Date March 19, 2021</p> <p>Venue 7th Floor Meeting Room Main Building</p> | <p>Pembahasan progress persiapan Pusri IIIB</p> <p>Discussion on the progress of Pusri IIIB preparations</p> | <p>Tri Wahyudi Saleh (Direktur Utama) Filius Yuliandi (Direktur Operasi & Produksi)</p> <p>Direksi yang tidak hadir : Direktur Keuangan & Umum karena pada saat yang bersamaan harus menghadiri Pokja Pajak Pupuk Indonesia Group di Bogor</p> <p>Tri Wahyudi Saleh (President Director) 2. Filius Yuliandi (Director of Operations & Production)</p> <p>Directors who are not present: Director of Finance & General Affairs because at the same time he has to attend Pupuk Indonesia Group Tax Working Group in Bogor</p> |



| No. | Tanggal dan Tempat Date and Venue | Agenda Agenda | Peserta Participant |
|-----|---|---|--|
| 1. | <p>Tanggal 22 Maret 2021</p> <p>Tempat Ruang Rapat Lantai 7 Gedung Utama</p> <p>Date March 22, 2021</p> <p>Venue 7th Floor Meeting Room Main Building</p> | <ol style="list-style-type: none"> 1. Penyaluran Pupuk 2. Pengganti yang masuk ke Jambi berasal dari Kujang 3. Pengisian Personil untuk di Bali, NTB dan Jatim II 4. Perubahan SK dari Fungsional ke Struktural Divisi Transformasi Bisnis 5. Masalah spartpart 6. Otorisasi Keuangan 7. Personil untuk menjadi staf Direksi atau Tim Asistensi 8. Tulisan di Pelabuhan 9. Tender Tunjuk Langsung 10. TOYO ACCESS 11. Progress Dispute dengan Adhi Karya, Wika dan Rekind <ol style="list-style-type: none"> 1. Fertilizer Distribution 2. Substitutes who entered Jambi came from Kujang 3. Filling of Personnel for Bali, NTB and East Java II 4. Change of SK from Functional to Structural Business Transformation Division 5. Spartan problem 6. Financial Authorization 7. Personnel to become staff of the Board of Directors or the Assistance Team 8. Writing on the Harbor 9. Direct Appointment Tender 10. TOYO ACCESS 11. Dispute Progress with Adhi Karya, Wika and Rekind | <p>Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi)</p> <p>Direksi yang tidak hadir : -</p> <ol style="list-style-type: none"> 1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs) 3. Filius Yuliandi (Director of Operations & Production) <p>Directors who are not present: -</p> |
| 2. | <p>Tanggal 25 Maret 2021</p> <p>Tempat Video Konferensi Zoom</p> <p>Date March 25, 2021</p> <p>Venue Zoom Video Conference</p> | <ol style="list-style-type: none"> 1. Pembahasan evaluasi kinerja s.d. Februari 2021 2. Pembahasan tindak lanjut tanggapan dan saran Dewan Komisaris atas kinerja Januari 2021 3. Pembahasan tindak lanjut surat Dewan Komisaris atas arahan Pemegang Saham pada RUPS pengesahan RKAP tahun 2021 <ol style="list-style-type: none"> 1. Discussion of performance evaluation to d. February 2021 2. Discussion on the follow-up to the Board of Commissioners' responses and suggestions on the performance of January 2021 3. Discussion on the follow-up to the letter from the Board of Commissioners at the direction of the Shareholders at the GMS ratification of the 2021 RKAP | <p>Tri Wahyudi Saleh (Direktur Utama) Filius Yuliandi (Direktur Operasi & Produksi)</p> <p>Direksi yang tidak hadir : Direktur Keuangan & Umum karena sedang melaksanakan tugas luar kota</p> <ol style="list-style-type: none"> 1. Tri Wahyudi Saleh (President Director) 2. Filius Yuliandi (Director of Operations & Production) <p>Directors who are not present: 1. Director of Finance & General Affairs because he is carrying out assignments outside the city</p> |

| No. | Tanggal dan Tempat Date and Venue | Agenda Agenda | Peserta Participant |
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| 3. | Tanggal 27 Maret 0221 Tempat Video Konferensi Zoom Date 27 March 0221 Venue Zoom Video Conference | <ol style="list-style-type: none"> Pembahasan kinerja Februari 2021 Tindak lanjut rapat monitoring dengan pupuk Indonesia Risiko tinggi perusahaan | <p>Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi)</p> <p>Direksi yang tidak hadir : -</p> <p>1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs) 3. Filius Yuliandi (Director of Operations & Production)</p> <p>Directors who are not present: -</p> |
| 4. | Tanggal 13 April 2021 Tempat Ruang Rapat Lantai 7 Gedung Utama, Ruang Rapat Lantai IV KPJ dan Video Konferensi Zoom Date April 13, 2021 Venue 7th Floor Meeting Room Main Building, KPJ Fourth Floor Meeting Room and Zoom Video Conference | Pembahasan Evaluasi Kinerja Maret 2021 Discussion on March 2021 Performance Evaluation | <p>Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi)</p> <p>Direksi yang tidak hadir : -</p> <p>1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs) 3. Filius Yuliandi (Director of Operations & Production)</p> <p>Directors who are not present: -</p> |
| 5. | Tanggal 22 April 2021 Tempat Ruang rapat lantai 7 gedung utama Date April 22, 2021 Venue 7th floor meeting room of the main building | <ol style="list-style-type: none"> Pengadaan dan Organisasi Harga jual Urea komersial dan Mitigasi Risiko Kinerja Maret 2021 PSL Dapensri Permasalahan THT Kenaikan COLA Permasalahan dengan Rekind Gangguan gas dari Pertagas Audit Laporan Keuangan Tanjung Carat | <p>Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi)</p> <p>Direksi yang tidak hadir : -</p> <p>1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs) 3. Filius Yuliandi (Director of Operations & Production)</p> <p>Directors who are not present: -</p> |
| 6. | Tanggal 27 April 2021 Tempat Ruang rapat lantai 7 gedung utama Date 27 April 2021 Venue 7th floor meeting room of the main building | Pembahasan sales & operation planning Discussion on sales & operation planning | <p>Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi)</p> <p>Direksi yang tidak hadir : -</p> <p>1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs) 3. Filius Yuliandi (Director of Operations & Production)</p> <p>Directors who are not present: -</p> |



| No. | Tanggal dan Tempat Date and Venue | Agenda Agenda | Peserta Participant |
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| 7. | Tanggal 04 Mei 2021 Tempat Video Konferensi Zoom Date 04 May 2021 Venue Zoom Video Conference | Pembahasan HPP NPK Discussion on HPP NPK | Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi) Direksi yang tidak hadir : - 1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs) 3. Filius Yuliandi (Director of Operations & Production) Directors who are not present: - |
| 8. | Tanggal 06 Mei 2021 Tempat Ruang rapat Lantai 7 gedung utama Date 06 May 2021 Venue 7th floor meeting room of the main building | 1. Pembahasan perkembangan covid-19 di PT Pusri Palembang 2. Pembahasan realisasi penjualan PSO dan Komersial 3. Pembahasan Alternatif Supply gas terkait force majeure ConocoPhillips 4. Pembahasan Masalah kelengkapan data KAP dan BPK 5. Pembahasan Audit AKN IV 6. Pembahasan SK Menteri BUMN 7. Pembahasan terkait implementasi surat Direktur Utama Pupuk Indonesia tentang penugasan TKO di Anak Perusahaan Yayasan dan Koperasi 1. Discussion on the development of covid-19 at PT Pusri Palembang 2. Discussion on the realization of PSO and Commercial sales 3. Discussion on alternative gas supply related to ConocoPhillips force majeure 4. Discussion of the problem of completeness of KAP and BPK data 5. Discussion on AKN IV Audit 6. Discussion on the Decree of the Minister of SOEs 7. Discussion regarding the implementation of the letter from the President Director of Pupuk Indonesia regarding the assignment of TKO in Subsidiaries, Foundations and Cooperatives | Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi) Direksi yang tidak hadir : - 1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs) 3. Filius Yuliandi (Director of Operations & Production) Directors who are not present: - |
| 9. | Tanggal 11 Mei 2021 Tempat Video Konferensi Zoom Date May 11, 2021 Venue Zoom Video Conference | Pembahasan Evaluasi Kinerja April 2021 Discussion on April 2021 Performance Evaluation | Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi) Direksi yang tidak hadir : - 1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs) 3. Filius Yuliandi (Director of Operations & Production) Directors who are not present: - |

| No. | Tanggal dan Tempat Date and Venue | Agenda Agenda | Peserta Participant |
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| 10. | Tanggal 17 Mei 2021 Tempat Video Konferensi Zoom Date May 24, 2021 Venue Zoom Video Conference | <ol style="list-style-type: none"> Pembahasan wilayah kerja NTB Pembahasan Laporan berita acara hasil pemeriksaan perhitungan subsidi pupuk penyaluran bersubsidi dari AKN IV, AKN VII termasuk HPP Pembahasan koreksi KAP tahun 2018,2019 dan 2020 Pembahasan kantong dan penjualan produk Pembahasan Agro Jabar Pembahasan Jasop dan tantiem <ol style="list-style-type: none"> Discussion of the working area of NTB Discussion on the report on the results of the examination of the calculation of subsidized fertilizer subsidy distribution from AKN IV, AKN VII including HPP Discussion on KAP corrections for 2018,2019 and 2020 Discussion of pockets and product sales Discussion on West Java Agro Discussion of Jasop and tantiem | <p>Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi)</p> <p>Direksi yang tidak hadir : -</p> <ol style="list-style-type: none"> Tri Wahyudi Saleh (President Director) Saifullah Lasinrang (Director of Finance & General Affairs) Filius Yuliandi (Director of Operations & Production) <p>Directors who are not present: -</p> |
| 11. | Tanggal 24 Mei 2021 Tempat Video Konferensi Zoom Date May 24, 2021 Venue Zoom Video Conference | <p>Pembahasan Percepatan Transformasi Bisnis di Pupuk Indonesia Group</p> <p>Discussion on Accelerating Business Transformation at Pupuk Indonesia Group</p> | <p>Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi)</p> <p>Direksi yang tidak hadir : -</p> <ol style="list-style-type: none"> Tri Wahyudi Saleh (President Director) Saifullah Lasinrang (Director of Finance & General Affairs) Filius Yuliandi (Director of Operations & Production) <p>Directors who are not present: -</p> |
| 12. | Tanggal 25 Mei 2021 Tempat Video Konferensi Zoom Date May 25, 2021 Venue Zoom Video Conference | <p>Pembahasan Program Transformasi Bisnis</p> <p>Discussion of the Business Transformation Program</p> | <p>Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi)</p> <p>Direksi yang tidak hadir : -</p> <ol style="list-style-type: none"> Tri Wahyudi Saleh (President Director) Saifullah Lasinrang (Director of Finance & General Affairs) Filius Yuliandi (Director of Operations & Production) <p>Directors who are not present: -</p> |
| 13. | Tanggal 31 Mei 2021 Tempat Video Konferensi Zoom Date May 31, 2021 Venue Zoom Video Conference | <p>Pembahasan Rencana Kerja Operasional (RKO) tahun 2021</p> <p>Discussion on the 2021 Operational Work Plan (RKO)</p> | <p>Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi)</p> <p>Direksi yang tidak hadir : -</p> <ol style="list-style-type: none"> Tri Wahyudi Saleh (President Director) Saifullah Lasinrang (Director of Finance & General Affairs) Filius Yuliandi (Director of Operations & Production) <p>Directors who are not present: -</p> |



| No. | Tanggal dan Tempat Date and Venue | Agenda Agenda | Peserta Participant |
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| 14. | <p>Tanggal 10 Juni 2021</p> <p>Tempat Ruang Rapat Lantai 8 Gedung Utama dan Video Konferensi Zoom</p> <p>Date June 10, 2021</p> <p>Venue 8th Floor Main Building Meeting Room and Zoom Video Conference</p> | <p>Pembahasan Evaluasi Kinerja Mei 2021 Discussion on May 2021 Performance Evaluation</p> | <p>Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi)</p> <p>Direksi yang tidak hadir : -</p> <p>1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs) 3. Filius Yuliandi (Director of Operations & Production)</p> <p>Directors who are not present: -</p> |
| 15. | <p>Tanggal 11 Juni 2021</p> <p>Tempat Ruang rapat lantai 8 gedung utama</p> <p>Date June 11, 2021</p> <p>Venue 8th floor meeting room of the main building</p> | <p>Pembahasan Kajian Proyeksi keuangan Corporate internal atas pembangunan Pusri IIIB Discussion of the Internal Corporate Financial Projection Study on the construction of Pusri IIIB</p> | <p>Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum)</p> <p>Direksi yang tidak hadir : Direktur Operasi & Produksi pada saat bersamaan harus menghadiri rapat pembahasan gas dengan Dirjen Minyak dan Gas Bumi</p> <p>1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs)</p> <p>Directors who are not present: 1. The Director of Operations & Production must attend the gas discussion meeting with the Director General of Oil and Gas at the same time</p> |
| 16. | <p>Tanggal 23 Juni 2021</p> <p>Tempat Video Konferensi Zoom</p> <p>Date June 23, 2021</p> <p>Venue Zoom Video Conference</p> | <p>Persiapan Pra RUPS Kinerja Tahun 2020 Preparation for Pre-GMS Performance in 2020</p> | <p>Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi)</p> <p>Direksi yang tidak hadir : -</p> <p>1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs) 3. Filius Yuliandi (Director of Operations & Production)</p> <p>Directors who are not present: -</p> |
| 17. | <p>Tanggal 25 Juni 2021</p> <p>Tempat Ruang rapat lantai 7 gedung utama dan video konferensi zoom</p> <p>Date June 25, 2021</p> <p>Venue 7th floor meeting room of the main building and Zoom video conference</p> | <p>Pembahasan Refinancing pinjaman KMK BCA Discussion on refinancing KMK BCA loans</p> | <p>Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi)</p> <p>Direksi yang tidak hadir : -</p> <p>1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs) 3. Filius Yuliandi (Director of Operations & Production)</p> <p>Directors who are not present: -</p> |

| No. | Tanggal dan Tempat Date and Venue | Agenda Agenda | Peserta Participant |
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| 18. | Tanggal 25 Juni 2021 Tempat Ruang rapat lantai 7 gedung utama dan video konferensi Zoom Date June 25, 2021 Venue 7th floor meeting room of the main building and Zoom video conference | Pembahasan Past Service Leability (PSL) Dapensri dan rencana konversi program pensiun PPMP ke PPIP Discussion on Dapensri's Past Service Leability (PSL) and the plan to convert the PPMP pension program to PPIP | Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi) Direksi yang tidak hadir : - 1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs) 3. Filius Yuliandi (Director of Operations & Production) Directors who are not present: - |
| 19. | Tanggal 09 Juli 2021 Tempat Video Konfrensi Zoom Date July 09, 2021 Venue Zoom Video Conference | 1. Pembahasan Tindak Lanjut Rapat Direksi-SVP & VP tanggal 10 Juni 2021 dan sebelumnya. 2. Pembahasan Evaluasi Kinerja Juni 2021 1. Discussion on the Follow-up Meeting of the Board of Directors-SVP & VP on June 10, 2021 and earlier. 2. Discussion on June 2021 Performance Evaluation | Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi) Direksi yang tidak hadir : - 1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs) 3. Filius Yuliandi (Director of Operations & Production) Directors who are not present: - |
| 20. | Tanggal 09 Juli 2021 Tempat Ruang rapat lantai 7 gedung utama Date July 09, 2021 Venue 7th floor meeting room of the main building | 1. Pembahasan Penyelesaian piutang usaha Mega Eltra atas transaksi LOC 2. Pembahasan pembayaran iuran tambahan (PSL) dan kenaikan iuran normal atas benefit pendanaan dana pensiun PPMP (dapensri) tahun 2019 dan 2020 1. Discussion on Settlement of Mega Eltra's trade receivables for LOC transactions 2. Discussion on payment of additional contributions (PSL) and increase in normal contributions for the 2019 and 2020 PPMP pension fund funding benefits | Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi) Direksi yang tidak hadir : - 1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs) 3. Filius Yuliandi (Director of Operations & Production) Directors who are not present: - |
| 21. | Tanggal 21 Juli 2021 Tempat Video konferensi Zoom Date July 21, 2021 Venue Zoom Video Conference | Pembahasan Materi Rapat Monitoring Kinerja dengan Pupuk Indonesia Discussion on Performance Monitoring Meeting Materials with Pupuk Indonesia | Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi) Direksi yang tidak hadir : - 1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs) 3. Filius Yuliandi (Director of Operations & Production) Directors who are not present: - |



| No. | Tanggal dan Tempat Date and Venue | Agenda Agenda | Peserta Participant |
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| 22. | Tanggal 21 Juli 2021 Tempat Video Konferensi Zoom Date July 21, 2021 Venue Zoom Video Conference | Sosialisasi hasil keputusan dan arahan RUPS Kinerja tahun 2020 Dissemination of the results of the resolutions and directions of the 2020 Performance GMS | Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi) Direksi yang tidak hadir : - 1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs) 3. Filius Yuliandi (Director of Operations & Production) Directors who are not present: - |
| 23. | Tanggal 22 Juli 2021 Tempat Video Konferensi Zoom Date July 22, 2021 Venue Zoom Video Conference | 1. Rancangan Tim Harga Perkiraan Sendiri (HPS) 2. Vaksinasi Covid 19 di PT Pusri Palembang 1. Design Self Estimated Price Team (HPS) 2. Covid 19 Vaccination at PT Pusri Palembang | Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi) Direksi yang tidak hadir : - 1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs) 3. Filius Yuliandi (Director of Operations & Production) Directors who are not present: - |
| 24. | Tanggal 27 Juli 2021 Tempat Video Konferensi Zoom Date July 27, 2021 Venue Zoom Video Conference | Pembahasan postur RKAP 2022 Discussion on the 2022 RKAP posture | Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi) Direksi yang tidak hadir : - 1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs) 3. Filius Yuliandi (Director of Operations & Production) Directors who are not present: - |
| 25. | Tanggal 10 Agustus 2021 Tempat Video Konferensi Zoom Date August 10, 2021 Venue Zoom Video Conference | Pembahasan Evaluasi Kinerja Juli 2021 Discussion on July 2021 Performance Evaluation | Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi) Direksi yang tidak hadir : - 1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs) 3. Filius Yuliandi (Director of Operations & Production) Directors who are not present: - |

| No. | Tanggal dan Tempat Date and Venue | Agenda Agenda | Peserta Participant |
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| 26. | Tanggal 13 Agustus 2021 Tempat Video konferensi Zoom Date August 13, 2021 Venue Zoom video conference | 1. Pembahasan Rancangan RKAP tahun 2022 2. Pembahasan RJP 2021-2024 1. Discussion on the 2022 RKAP Draft 2. Discussion on RJP 2021-2024 | Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi) Direksi yang tidak hadir : - 1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs) 3. Filius Yuliandi (Director of Operations & Production) Directors who are not present: - |
| 27. | Tanggal 16 Agustus 2021 Tempat Video Konferensi Zoom Date August 16, 2021 Venue Zoom Video Conference | Pembahasan piutang macet dan piutang lainnya Discussion of bad debts and other receivables | Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Direksi yang tidak hadir : Direktur Operasi & Produksi pada saat yang sama harus memimpin rapat di Direktorat Operasi & Produksi 1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs) Directors who are not present: The Director of Operations & Production must chair meetings in the Operations & Production Directorate at the same time |
| 28. | Tanggal 23 Agustus 2021 Tempat Video Konferensi Zoom Date August 23, 2021 Venue Zoom Video Conference | Pembahasan Materi Rapat Monitoring Kinerja dengan Pupuk Indonesia Discussion on Performance Monitoring Meeting Materials with Pupuk Indonesia | Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi) Direksi yang tidak hadir : - 1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs) 3. Filius Yuliandi (Director of Operations & Production) Directors who are not present: - |
| 29. | Tanggal 30 Agustus 2021 Tempat Video Konferensi Zoom Date August 30, 2021 Venue Zoom Video Conference | Pembahasan dispute antara Pusri dengan Rekind terkait dengan proyek STG & Boiler Batubara Discussion of the dispute between Pusri and Rekind related to the STG & Coal Boiler project | Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi) Direksi yang tidak hadir : - 1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs) 3. Filius Yuliandi (Director of Operations & Production) Directors who are not present: - |



| No. | Tanggal dan Tempat Date and Venue | Agenda Agenda | Peserta Participant |
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| 30. | Tanggal 01 September 2021 Tempat Video Konferensi Zoom Date September 01, 2021 The place Zoom Video Conference | <ol style="list-style-type: none"> Jaminan pelaksanaan pengadaan barang S&OP Struktur Organisasi Acara HUT Pusri Pengecatan Gedung Utama UPP Belawan Tim HPS Diskresi Pedoman Pengadaan Barang & Jasa <ol style="list-style-type: none"> Operational bod of goods procurement implementation S&OP Organizational Structure Pusri Anniversary Painting the Main Building UPP Belawan HPS Team Discretion of Guidelines for Procurement of Goods & Services | <p>Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi)</p> <p>Direksi yang tidak hadir : -</p> <ol style="list-style-type: none"> Tri Wahyudi Saleh (President Director) Saifullah Lasinrang (Director of Finance & General Affairs) Filius Yuliandi (Director of Operations & Production) <p>Directors who are not present: -</p> |
| 31. | Tanggal 08 September 2021 Tempat Video Konferensi Zoom Date September 08, 2021 Venue Zoom Video Conference | <p>Pembahasan Rancangan RKAP 2022 versi September 2021</p> <p>Discussion on the September 2021 version of 2022 RKAP Draft</p> | <p>Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi)</p> <p>Direksi yang tidak hadir : -</p> <ol style="list-style-type: none"> Tri Wahyudi Saleh (President Director) Saifullah Lasinrang (Director of Finance & General Affairs) Filius Yuliandi (Director of Operations & Production) <p>Directors who are not present: -</p> |
| 32. | Tanggal 10 September 2021 Tempat Ruang Auditorium Lantai 2 Gedung Annex dan Video Konferensi Zoom Date September 10, 2021 The place Annex Building 2nd Floor Auditorium and Video Conference Zoom | <p>Pembahasan Evaluasi Kinerja Agustus 2021</p> <p>Discussion on August 2021 Performance Evaluation</p> | <p>Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi)</p> <p>Direksi yang tidak hadir : -</p> <ol style="list-style-type: none"> Tri Wahyudi Saleh (President Director) Saifullah Lasinrang (Director of Finance & General Affairs) Filius Yuliandi (Director of Operations & Production) <p>Directors who are not present: -</p> |
| 33. | Tanggal 27 September 2021 Tempat Video Konferensi Zoom Date September 27, 2021 The place Zoom Video Conference | <p>Pembahasan kinerja Agustus 2021 dan s.d. Agustus 2021 dalam rangka persiapan rapat Dewan Komisaris dan rapat monitoring kinerja dengan Pupuk Indonesia</p> <p>Discussion on the performance of August 2021 and until August 2021 in preparation for the Board of Commissioners meeting and performance monitoring meeting with Pupuk Indonesia</p> | <p>Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi)</p> <p>Direksi yang tidak hadir : -</p> <ol style="list-style-type: none"> Tri Wahyudi Saleh (President Director) Saifullah Lasinrang (Director of Finance & General Affairs) Filius Yuliandi (Director of Operations & Production) <p>Directors who are not present: -</p> |

| No. | Tanggal dan Tempat Date and Venue | Agenda Agenda | Peserta Participant |
|-----|---|---|--|
| 34. | Tanggal 27 September 2021 Tempat Video Konferensi Zoom Date September 27, 2021 The place Zoom Video Conference | Pembahasan terkait pemberitaan di Lampung terkait produk NPK Pusri Discussion regarding the news in Lampung regarding Pusri's NPK products | Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi) Direksi yang tidak hadir : - 1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs) 3. Filius Yuliandi (Director of Operations & Production) Directors who are not present: - |
| 35. | Tanggal 14 Oktober 2021 Tempat Video Konferensi Zoom Date October 14, 2021 Venue Zoom Video Conference | Pembahasan Evaluasi Kinerja s.d. September 2021 Discussion on Performance Evaluation up to September 2021 | Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi) Direksi yang tidak hadir : - 1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs) 3. Filius Yuliandi (Director of Operations & Production) Directors who are not present: - |
| 36. | Tanggal 26 Oktober 2021 Tempat Video Konferensi Zoom Date October 26, 2021 Venue Zoom Video Conference | Pembahasan Materi Rapat Dewan Komisaris dengan Direksi Discussion of the Board of Commissioners' with the Board of Directors Meeting Material | Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi) Direksi yang tidak hadir : - 1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs) 3. Filius Yuliandi (Director of Operations & Production) Directors who are not present: - |
| 37. | Tanggal 26 Oktober 2021 Tempat Video Konferensi Zoom Date October 26, 2021 Venue Zoom Video Conference | Pembahasan Update Dispute klaim Rekind pada proyek STG dan Boiler Batubara Discussion on the Dispute Update on Rekind's claims on the STG and Coal Boiler projects | Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi) Direksi yang tidak hadir : - 1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs) 3. Filius Yuliandi (Director of Operations & Production) Directors who are not present: - |



| No. | Tanggal dan Tempat Date and Venue | Agenda Agenda | Peserta Participant |
|-----|--|---|---|
| 38. | <p>Tanggal 29 Oktober 2021</p> <p>Tempat Video Konferensi Zoom</p> <p>Date October 29, 2021</p> <p>Venue Zoom Video Conference</p> | <p>Presentasi Kerjasama KSO atas penggunaan Merk Pusri pada Platform Digital MyPusri</p> <p>Presentation of KSO Cooperation on the use of the Pusri Brand on the MyPusri Digital Platform</p> | <p>Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi)</p> <p>Direksi yang tidak hadir : -</p> <p>1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs) 3. Filius Yuliandi (Director of Operations & Production)</p> <p>Directors who are not present: -</p> |
| 39. | <p>Tanggal 24 November 2021</p> <p>Tempat Video Konferensi Zoom</p> <p>Date November 24, 2021</p> <p>Venue Zoom Video Conference</p> | <p>Pembahasan Kinerja s.d. Oktober 2021</p> <p>Discussion of Performance up to October 2021</p> | <p>Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi)</p> <p>Direksi yang tidak hadir : -</p> <p>1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs) 3. Filius Yuliandi (Director of Operations & Production)</p> <p>Directors who are not present: -</p> |
| 40. | <p>Tanggal 06 Desember 2021</p> <p>Tempat Ruang Rapat lantai 7 gedung utama</p> <p>Date December 06, 2021</p> <p>Venue 7th floor meeting room of the main building</p> | <p>Koordinasi Direksi</p> <p>Board of Directors Coordination</p> | <p>Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi)</p> <p>Direksi yang tidak hadir : -</p> <p>1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs) 3. Filius Yuliandi (Director of Operations & Production)</p> <p>Directors who are not present: -</p> |
| 41. | <p>Tanggal 21 Desember 2021</p> <p>Tempat Ruang rapat lantai 8 gedung utama dan Video Konferensi Zoom</p> <p>Date December 21, 2021</p> <p>Venue 8th floor meeting room of the main building and Zoom Video Conference</p> | <p>Pembahasan RKAP 2022</p> <p>Discussion on RKAP 2022</p> | <p>Tri Wahyudi Saleh (Direktur Utama) Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi)</p> <p>Direksi yang tidak hadir : -</p> <p>1. Tri Wahyudi Saleh (President Director) 2. Saifullah Lasindrang (Director of Finance & General Affairs) 3. Filius Yuliandi (Director of Operations & Production)</p> <p>Directors who are not present: -</p> |

| No. | Tanggal dan Tempat Date and Venue | Agenda Agenda | Peserta Participant |
|-----|---|---|---|
| 42. | Tanggal 21 Desember 2021 Tempat Video Konferensi Zoom Date December 21, 2021 Venue Zoom Video Conference | Pembahasan Kinerja s.d. November 2021 Discussion of Performance to d. November 2021 | Saifullah Lasindrang (Direktur Keuangan & Umum) Filius Yuliandi (Direktur Operasi & Produksi) Direksi yang tidak hadir : Direktur Utama dalam waktu bersamaan ada agenda workshop program Makmur komoditi sawit di Hotel Aston Palembang 1. Saifullah Lasindrang (Director of Finance & General Affairs) 2. Filius Yuliandi (Director of Operations & Production) Directors who are not present: At the same time, the President Director has an workshop on the Prosperity of Palm Oil Commodity Program at the Aston Palembang Hotel |

FREKUENSI DAN KEHADIRAN RAPAT

Direksi menggelar rapat sepanjang tahun 2021 sebanyak 49 kali. Frekuensi dan tingkat kehadiran Direksi Perusahaan adalah sebagai berikut:

REKAPITULASI KEHADIRAN DIREKSI PADA RAPAT DIREKSI

MEETING FREQUENCY AND ATTENDANCE

The Board of Directors held 49 meetings throughout 2021. The frequency and level of attendance of the Company's Directors are as follows:

RECAPITULATION OF ATTENDANCE OF THE BOARD OF DIRECTORS AT THE BOARD OF DIRECTORS MEETING

| Nama Name | Jabatan Position | Jumlah Wajib Rapat Total Mandatory Meetings | Jumlah Kehadiran Total Attendance | Jumlah Tidak Hadir Total Absenteeism | Kehadiran (%) Attendance (%) |
|-------------------------------|---|--|--------------------------------------|---|---------------------------------|
| Tri Wahyudi Saleh | Direktur Utama President Director | 49 | 48 | 1 | 98 |
| Saifullah Lasindrang | Direktur Keuangan & Umum Director of Finance and General Affair | 49 | 47 | 2 | 96 |
| Filius Yuliandi ¹⁾ | Direktur Operasi & Produksi Director of Operation and Production | 47 | 45 | 2 | 96 |
| Rata-rata Average | | | | | 97 |

Keterangan:

¹⁾ : Belum terbit SK perpanjangan masa jabatan oleh Pemegang Saham

Remarks:

^{*)} : Term of Office Extension Decree has not been Issued by Shareholders



PENILAIAN TERHADAP DEWAN KOMISARIS DAN DIREKSI

ASSESSMENT OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS



PUSRI menerapkan dua bentuk penilaian (assessment) terhadap Dewan Komisaris dan Direksi. Pertama, pelaksanaan assessment terhadap Dewan Komisaris dan Direksi yang dilakukan bersamaan dengan assessment penerapan GCG oleh pihak independen. Kedua, dengan penerapan penilaian sendiri atau self-assessment menggunakan pendekatan pemenuhan KPI.

PUSRI applies two forms of assessment (assessment) to the Board of Commissioners and the Board of Directors. First, the implementation of an assessment of the Board of Commissioners and the Board of Directors which is carried out simultaneously with an assessment of the implementation of GCG by an independent party. Second, by applying self-assessment or self-assessment using the KPI compliance approach.

PENILAIAN KINERJA DEWAN KOMISARIS

Secara umum, kinerja Dewan Komisaris ditentukan berdasarkan tugas kewajiban yang tercantum dalam peraturan perundang-undangan yang berlaku dan Anggaran Dasar Perusahaan maupun amanat pemegang saham melalui RUPS.

Hasil evaluasi terhadap kinerja Dewan Komisaris dan kinerja masing-masing Anggota Dewan Komisaris merupakan bagian tak terpisahkan dalam skema kompensasi dan pemberian insentif bagi Anggota Dewan Komisaris. Hasil evaluasi kinerja masing-masing Anggota Dewan Komisaris merupakan salah satu dasar pertimbangan bagi pemegang saham untuk pemberhentian dan/atau menunjuk kembali Anggota Dewan Komisaris yang bersangkutan. Hasil evaluasi kinerja tersebut merupakan sarana penilaian serta peningkatan efektivitas Dewan Komisaris.

BOARD OF COMMISSIONERS PERFORMANCE ASSESSMENT

In general, the performance of the Board of Commissioners is determined based on the duties and obligations contained in the applicable laws and regulations and the Company's Articles of Association as well as the mandate of the shareholders through the GMS.

The results of the evaluation of the performance of the Board of Commissioners and the performance of each member of the Board of Commissioners are an integral part of the compensation and incentive scheme for members of the Board of Commissioners. The results of the performance evaluation of each Member of the Board of Commissioners is one of the basic considerations for shareholders to dismiss and/or reappoint the relevant Member of the Board of Commissioners. The results of the performance evaluation are a means of assessing and increasing the effectiveness of the Board of Commissioners.

Dewan Komisaris juga dapat melakukan *self-assessment* kinerja Dewan Komisaris yang dilakukan secara mandiri sebagai upaya untuk melakukan evaluasi internal Dewan Komisaris mengenai sejauh mana efektivitas pelaksanaan fungsi dan tugas Dewan Komisaris.

Penilaian sendiri dilakukan oleh masing-masing anggota Dewan Komisaris. Penilaian didasarkan pada pencapaian atas target yang ditetapkan dalam indikator-indikator kinerja kunci atau (KPI), termasuk perihal pelaksanaan tanggung jawab sosial dan lingkungan.

KRITERIA EVALUASI KINERJA DEWAN KOMISARIS

Kriteria evaluasi kinerja Dewan Komisaris ditetapkan dalam RUPS. Adapun kriteria evaluasi kinerja bagi Anggota Dewan Komisaris adalah sebagai berikut:

1. Tingkat kehadiran dalam Rapat Dewan Komisaris maupun rapat dengan komite-komite yang ada.
2. Kontribusi dalam proses pengawasan dan pemberian nasihat terhadap jajaran Manajemen.
3. Keterlibatan dalam penugasan-penugasan tertentu.
4. Ketaatan terhadap peraturan perundang-undangan yang berlaku serta kebijakan Perusahaan.
5. Komitmen dalam memajukan kepentingan Perusahaan.

HASIL PENILAIAN KINERJA DEWAN KOMISARIS

Secara berkala, PUSRI melakukan pengukuran kinerja (*assessment*) penerapan GCG. Pelaksanaan *assessment* mengacu pada Peraturan Menteri Negara BUMN Nomor: PER-01/MBU/2011 tanggal 1 Agustus 2011 Tentang Penerapan Tata Kelola Perusahaan yang

The Board of Commissioners can also conduct a self-assessment of the performance of the Board of Commissioners which is carried out independently as an effort to carry out an internal evaluation of the Board of Commissioners regarding the effectiveness of the implementation of the functions and duties of the Board of Commissioners.

The self-assessment is carried out by each member of the Board of Commissioners. The assessment is based on the achievement of the targets set out in the key performance indicators or (KPI), including those regarding the implementation of social and environmental responsibilities.

BOARD OF COMMISSIONERS PERFORMANCE EVALUATION CRITERIA

The criteria for evaluating the performance of the Board of Commissioners are determined in the GMS. The performance evaluation criteria for members of the Board of Commissioners are as follows:

1. Level of attendance at the Board of Commissioners' Meetings and meetings with existing committees.
2. Contribution in the process of monitoring and providing advice to the Management.
3. Involvement in certain assignments.
4. Compliance with applicable laws and regulations and Company policies.
5. Commitment in advancing the interests of the Company.

BOARD OF COMMISSIONERS PERFORMANCE ASSESSMENT RESULTS

Periodically, PUSRI conducts performance measurement (*assessment*) on the implementation of GCG. Implementation of the assessment refers to the Regulation of the Minister of State-Owned Enterprises Number: PER-01/MBU/2011 dated August 1, 2011 concerning the

Baik pada BUMN, lebih jelasnya pada BAB XII terkait Pengukuran terhadap Penerapan GCG Pasal 44 ayat 1 (satu) butir a yang menyatakan bahwa BUMN wajib melakukan pengukuran terhadap penerapan GCG dalam bentuk penilaian (*assessment*) yaitu program untuk mengidentifikasi pelaksanaan GCG di BUMN melalui pengukuran pelaksanaan dan penerapan GCG di BUMN yang dilaksanakan secara berkala setiap 2 (dua) tahun.

ASESMEN GCG DEWAN KOMISARIS

Parameter pelaksanaan tugas Dewan Komisaris pada assesment GCG antara lain meliputi:

1. Pembagian tugas, wewenang, dan tanggung jawab secara jelas serta penetapan faktor-faktor yang dibutuhkan untuk mendukung pelaksanaan tugas Dewan Komisaris;
2. Memberikan persetujuan atas rancangan RJPP dan RKAP yang disampaikan oleh Direksi secara tepat waktu;
3. Kualitas arahan dan pengawasan terhadap implementasi rencana dan kebijakan Perusahaan;
4. Kualitas pengawasan terhadap pelaksanaan kebijakan pengelolaan Anak Perusahaan/Perusahaan Afiliasi;
5. Memantau dan memastikan bahwa praktik Tata Kelola Perusahaan yang baik telah ditetapkan secara efektif dan berkelanjutan;
6. Peran dalam pencalonan anggota Direksi dan Dewan Komisaris Anak Perusahaan dan Perusahaan Afiliasi;
7. Pengusulan tantiem/insentif kinerja sesuai ketentuan yang berlaku dan pertimbangan kinerja Direksi;
8. Pengelolaan potensi benturan kepentingan anggota Direksi dan manajemen di bawah Direksi;
9. Kualitas penyelenggaraan rapat Dewan Komisaris yang efektif dan tingkat kehadiran anggota Dewan Komisaris dalam rapat-rapat tersebut;

Implementation of Good Corporate Governance in SOEs, more details in CHAPTER XII regarding Measurement of the Implementation of GCG Article 44 paragraph 1 (one) point a which states that SOEs are required to measure the implementation of GCG in the form of an assessment, namely a program to identify GCG implementation in SOEs through measuring the implementation and implementation of GCG in SOEs which is carried out periodically every 2 (two) years.

BOARD OF COMMISSIONERS' GCG ASSESSMENT

The parameters for the implementation of the duties of the Board of Commissioners in the GCG assessment include:

1. Clear division of duties, authorities and responsibilities as well as determining the factors needed to support the implementation of the duties of the Board of Commissioners;
2. Approval of the draft RJPP and RKAP submitted by the Board of Directors in a timely manner;
3. Quality of direction and supervision of the implementation of the Company's plans and policies;
4. Quality of supervision on the implementation of policies on the management of Subsidiaries/Affiliate Companies;
5. Monitor and ensure that good corporate governance practices have been established in an effective and sustainable manner;
6. Role in nominating members of the Board of Directors and Board of Commissioners of Subsidiaries and Affiliated Companies;
7. Proposing performance bonuses/incentives in accordance with applicable regulations and consideration of the performance of the Board of Directors;
8. Management of potential conflicts of interest for members of the Board of Directors and management under the Board of Directors;
9. The quality of the effective implementation of the Board of Commissioners' meetings and the level of attendance of the members of the Board of Commissioners in those meetings;

10. Efektivitas organ-organ pendukung Dewan Komisaris, yaitu Sekretariat dan Komite Dewan Komisaris.

Atas parameter-parameter tersebut, hasil assessment GCG terhadap pelaksanaan tugas dan tanggung jawab Dewan Komisaris pada tahun 2021 mencapai skor 33,332 dari skor maksimal 35 yang setara dengan 95,25% atau kategori BAIK/SANGAT BAIK.

Assessment terakhir PUSRI dilakukan pada tahun 2021. Dalam mengukur kinerja Dewan Komisaris, digunakan 9 (sembilan) indikator dengan total bobot nilai kinerja maksimum sebesar 100%. Hasil penilaian kinerja Dewan Komisaris sesuai dengan kesimpulan deskripsi penilaian kinerja tahun 2021 adalah sebagai berikut:

10. The effectiveness of the supporting organs of the Board of Commissioners, namely the Secretariat and the Committee of the Board of Commissioners.

Based on these parameters, the results of the GCG assessment on the implementation of the duties and responsibilities of the Board of Commissioners in 2021 reached a score of 33.332 out of a maximum score of 35 which is equivalent to 95.25% or GOOD/VERY GOOD category.

The last PUSRI assessment was carried out in 2021. In measuring the performance of the Board of Commissioners, 9 (nine) indicators were used with a total weight of maximum performance score of 100%. The results of the performance appraisal of the Board of Commissioners in accordance with the conclusion of the description of the 2021 performance appraisal are as follows:

| No | Kegiatan Activity | Uraian Description | Pelaksanaan Implementation | Frekuensi Frequency | Skor Score |
|---|--|--|--|---|--------------|
| 1 | Rapat Internal Internal Meeting | <ul style="list-style-type: none"> Evaluasi kebijakan laporan manajemen dan masalah khusus Evaluasi usulan mengenai KAP Evaluasi RKAP dan RJP Evaluation of management report policies and special issues Evaluation of proposals regarding KAP Evaluation of RKAP and RJP | Setiap bulan Akhir Triwulan I Awal Triwulan IV | 12 kali times 1 kali times 2 kali times | 10 3 7 |
| Jumlah rapat internal Total Internal Meeting | | | | 15 kali times | 20 |
| 2 | Rapat dengan Direksi dan Manajemen Meeting with the Board of Directors and Management | <ul style="list-style-type: none"> Pembahasan RKAP & RJP Pembahasan laporan manajemen (bulanan, triwulanan, semester, dan tahunan) Pembahasan kebijakan dan masalah khusus Discussion on RKAP and RJP Discussion of management reports (monthly, quarterly, semester, and annual) Discussion of policies and special issues | Awal Triwulan III Setiap bulan | 2 kali times 12 kali times | 10 10 |
| Jumlah rapat dengan Direksi dan Manajemen Total Meeting with the Board of Directors and Management | | | | 16 kali times | 25 |
| 3 | Rapat dengan Pemegang Saham dan Direksi Meeting with Shareholders and Board of Directors | <ul style="list-style-type: none"> Pembahasan dalam rangka pengesahan RKAP dan/atau RJPP yang dilaksanakan dalam forum Pra RUPS dan RUPS Pembahasan dalam rangka pengesahan Laporan Tahunan dan Laporan Keuangan Tahunan (Audited) Discussion for the approval of the RKAP and/or RJPP held in the Pre-GMS and GMS forums Discussion for the ratification of the Annual Report and Annual Financial Report (Audited) | Triwulan IV Triwulan I | 2 kali times 2 kali times | 15 15 |
| Jumlah rapat dengan Pemegang Saham dan Direksi Total Meeting with Shareholders and Board of Directors | | | | 4 kali times | 30 |



| No | Kegiatan Activity | Uraian Description | Pelaksanaan Implementation | Frekuensi Frequency | Skor Score |
|------------------------|--|--|----------------------------|---------------------|------------|
| 4 | Kunjungan kerja Work Visit | • Untuk pemahaman bisnis dilakukan perjalanan dinas ke cabang-cabang atau lokasi-lokasi lain yang dipandang perlu | Enam bulanan | 6 kali times | 3 |
| | | • Untuk meningkatkan kompetensi dilakukan perjalanan dinas kedalam atau keluar negeri untuk menghadiri seminar atau studi banding terkait dengan aspek pengawasan dan/atau manajemen | Enam bulanan | 2 kali times | 2 |
| | | • For business understanding, business trips are carried out to branches or other locations deemed necessary | Every Semester | | |
| | | • To improve competence, business trips are carried out inside or outside the country to attend seminars or comparative studies related to aspects of supervision and/or management | Every Semester | | |
| Jumlah kunjungan kerja | | | | 8 kali times | 5 |
| 5 | Masukan saran (nasihat) kepada Direksi Put suggestions (advice) to the Board of Directors | • Saran lisan yang tertuang dalam notulen rapat atau saran tertulis • Oral suggestions contained in the minutes of the meeting or written suggestions | Setiap bulan Monthly | 12 saran | 20 |
| Total Skor | | | | | 100 |

PENILAIAN KINERJA DIREKSI

Penilaian Kinerja Direksi melalui KPI

Kinerja Direksi dinilai serta dievaluasi oleh Dewan Komisaris. Hasil penilaian dan evaluasi dilaporkan kepada Pemegang Saham. Penilaian dan evaluasi dilaksanakan berdasarkan kriteria target pencapaian KPI yang telah disepakati.

BOARD OF DIRECTORS PERFORMANCE ASSESSMENT

Board of Directors Performance Assessment through KPI

The performance of the Board of Directors is assessed and evaluated by the Board of Commissioners. The results of the assessment and evaluation are reported to the Shareholders. Assessment and evaluation is carried out based on the agreed criteria for achieving KPI targets.

| Perspektif BSC BSC Perspective | No | KPI | Satuan Unit | Target Target | Total Total |
|-----------------------------------|----|---|-------------------------|---------------|-------------|
| Financial | 1 | Gap ROIC to WACC | % | -3.20 | 25 |
| | 2 | Working Capital to Current Asset | % | 85.00 | |
| | 3 | Interest Bearing Debt to EBITDA | Kali (x) Times | 4.00 | |
| | 4 | Cashflow From Opeartion (CFO) | Rp Miliar Rp Billion | 2.620 | |
| | 5 | Kontribusi Laba Bersih Anak dan Afiliasi Perusahaan Net Profit Contribution of Subsidiaries and Company Affiliates | Rp Miliar Rp Billion | 11,69 | |

| Perspektif BSC BSC Perspective | No | KPI | Satuan Unit | Target Target | Total Total |
|-----------------------------------|--|---|---|---------------|-------------|
| Customer | 6 | Pemenuhan Service Level Agreement (SLA) Penjualan Korporasi Service Level Agreement (SLA) Corporate Sales Compliance | | 100.00 | 20 |
| | 7 | Penjualan Pupuk Ritel Program Customer Centric Model Retail Fertilizer Sales Program Customer Centric Model | % | | |
| | a. | Pupuk Urea Urea Fertilizer | Ton | 88.400 | |
| | b. | Pupuk NPK NPK Fertilizer | Tons | 11.100 | |
| | 8 | Penjualan Pupuk Ritel Program Agrosolution Agrosolution Program Retail Fertilizer Sales | | | |
| | a. | Pupuk Urea Urea Fertilizer | Ton | 1.600 | |
| | b. | Pupuk NPK NPK Fertilizer | Tons | 2.400 | |
| | 9 | Pembiayaan UMK (Penyaluran dan Kolektibilitas) MSE Financing (Distribution and Collectibility) | Skor Score | 6.00 | |
| | Internal Business Process | 10 | Pemenuhan Stok di Lini I Stock Fulfillment in Line I | % | |
| 11 | | Implementasi Single Branding Urea dan NPK Komersil Implementation of Commercial Urea and NPK Single Branding | Waktu Time | Des 21 | |
| 12 | | Pra Kualifikasi Kontraktor EPC Proyek Pusri III B Pre-Qualification of Pusri III B Project EPC Contractor | Waktu Time | Mei-21 | |
| 13 | | Penurunan Piutang Usaha umur 6-12 bulan Decrease in Accounts Receivable aged 6-12 months | % | 20.00 | |
| 14 | | Beban Usaha Operating expenses | Rp Miliar Rp Billion | 605 | |
| 15 | | COGM Produk COGM Products | | | |
| a. | | Pupuk Urea Urea Fertilizer | Rp/Ton | 3.414.838 | |
| b. | | Pupuk NPK NPK Fertilizer | | 4.788.898 | |
| 16 | | Pelaksanaan Turn Around Implementation of Turn Around | % | 100.00 | |
| Learning & Growth | 17 | Talenta Unggul Perusahaan Company Superior Talent | | | 10 |
| | a. | Top Talent Top Talent | Jumlah Total Employee | 12 | |
| | b. | Top Talent Milenial Millennial Top Talent | | 1 | |
| | c. | Top Talent Perempuan Female Top Talent | | 1 | |
| | 18 | Pemberdayaan Distributor Lokal Kategori UMKM Program PADI Empowerment of Local Distributors for the PADI Program Category MSMEs | | | |
| | a. | Nilai Pengadaan Internal ke UMKM Program PADI Value of Internal Procurement to PADI Program SMEs | Rp Miliar Rp Billion | 250 | |
| b. | Nilai Transaksi Marketplace (B2B) Program PADI PADI Program Marketplace Transaction Value (B2B) | | 24 | | |
| Total : 100 | | | | | |



PENILAIAN GCG TERHADAP DEWAN KOMISARIS DAN DIREKSI

Selain dilakukan penilaian melalui RUPS, kinerja Dewan Komisaris juga dinilai melalui asesmen GCG. Asesmen tersebut dilakukan khususnya terkait pelaksanaan tugas dan tanggung jawab Dewan Komisaris dalam penerapan GCG termasuk organ-organ pendukung.

Asesmen GCG PUSRI di tahun 2021 dilakukan oleh tim internal. Assessment tersebut dilaksanakan sesuai kerangka acuan pelaksanaan assessment GCG berdasarkan parameter yang diatur dalam SK Sekretaris Menteri BUMN No. 16/S/MBU/2012.

Asesmen GCG Direksi

Selain dinilai melalui KPI, kinerja Direksi juga dinilai melalui asesmen GCG khususnya terkait pelaksanaan tugas dan tanggung jawab dalam menjalankan tata kelola perusahaan termasuk organ pendukung Direksi.

1. Direksi memiliki pengenalan dan pelatihan/pembelajaran serta melaksanakan program tersebut secara berkelanjutan.
2. Direksi melakukan pembagian tugas/fungsi, wewenang dan tanggung jawab secara jelas.
3. Direksi menyusun perencanaan perusahaan.
4. Direksi berperan dalam pemenuhan target kinerja perusahaan.
5. Direksi melaksanakan pengendalian operasional dan keuangan terhadap implementasi rencana dan kebijakan perusahaan.
6. Direksi melaksanakan pengurusan perusahaan sesuai dengan peraturan perundang-undangan yang berlaku dan anggaran dasar.

GCG ASSESSMENT OF THE BOARD OF COMMISSIONERS AND DIRECTORS

In addition to being assessed through the GMS, the performance of the Board of Commissioners is also assessed through a GCG assessment. The assessment is carried out specifically related to the implementation of the duties and responsibilities of the Board of Commissioners in implementing GCG including supporting organs.

PUSRI's GCG assessment in 2021 is carried out by an internal team. The assessment is carried out in accordance with the terms of reference for the implementation of the GCG assessment based on the parameters stipulated in the Decree of the Secretary of the Minister of SOEs No. 16/S/MBU/2012.

Board of Directors' GCG Assessment

In addition to being assessed through KPI, the performance of the Board of Directors is also assessed through a GCG assessment, particularly related to the implementation of duties and responsibilities in carrying out corporate governance, including the supporting organs of the Board of Directors.

1. The Board of Directors has introduction and training/learning and implements the program on an ongoing basis.
2. The Board of Directors performs a clear division of duties/functions, authorities and responsibilities.
3. The Board of Directors prepares a company plan.
4. The Board of Directors plays a role in meeting the company's performance targets.
5. The Board of Directors carries out operational and financial control over the implementation of company plans and policies.
6. The Board of Directors carries out the management of the company in accordance with the prevailing laws and regulations and the articles of association.

- | | |
|--|---|
| <ol style="list-style-type: none"> 7. Direksi melakukan hubungan yang bernilai tambah bagi perusahaan dan stakeholders. 8. Direksi memonitor dan mengelola potensi benturan kepentingan anggota direksi dan manajemen di bawah direksi. 9. Direksi memastikan perusahaan melaksanakan keterbukaan informasi dan komunikasi sesuai peraturan perundang-undangan yang berlaku dan penyampaian informasi kepada dewan komisaris dan Pemegang Saham tepat waktu. 10. Direksi menyelenggarakan rapat direksi dan menghadiri rapat dewan komisaris sesuai dengan ketentuan perundang-undangan. 11. Direksi wajib menyelenggarakan pengawasan intern yang berkualitas dan efektif. 12. Direksi menyelenggarakan fungsi sekretaris perusahaan yang berkualitas dan efektif. 13. Direksi menyelenggarakan RUPS Tahunan dan RUPS lainnya sesuai peraturan perundang-undangan. | <ol style="list-style-type: none"> 7. The Board of Directors conducts value-added relationships for the company and stakeholders. 8. The Board of Directors monitors and manages potential conflicts of interest between the members of the Board of Directors and the management under the Board of Directors. 9. The Board of Directors ensures that the company carries out information and communication disclosure in accordance with the applicable laws and regulations and timely delivery of information to the board of commissioners and shareholders. 10. The Board of Directors holds a meeting of the board of directors and attends the meeting of the board of commissioners in accordance with the provisions of the legislation. 11. The Board of Directors is required to carry out quality and effective internal supervision. 12. The Board of Directors performs the function of a qualified and effective corporate secretary. 13. The Board of Directors holds the Annual GMS and other GMS in accordance with the laws and regulations. |
|--|---|

Hasil penilaian GCG pada aspek pelaksanaan tugas dan tanggung jawab Direksi untuk tahun 2021 mencapai skor 33,054 dari total skor 35, atau setara dengan 94,44% dan kategori "BAIK/SANGAT BAIK".

The results of the GCG assessment on aspects of the implementation of the duties and responsibilities of the Board of Directors for 2021 reached a score of 33.054 out of a total score of 35, or equivalent to 94.44% and the "GOOD/VERY GOOD" category.



REMUNERASI DEWAN KOMISARIS DAN DIREKSI

REMUNERATION OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS



PUSRI memberikan remunerasi kepada Dewan Komisaris maupun Direksi sebagai imbal jasa atas kinerja yang telah diberikan. Sebagai bagian dari kelompok usaha Pupuk Indonesia yang merupakan holding BUMN di sektor pupuk, tata kelola remunerasi bagi Dewan Komisaris dan Direksi Perusahaan mengacu kepada ketentuan yang berlaku di kementerian BUMN.

PUSRI provides remuneration to the Board of Commissioners and Directors as compensation for their performance. As part of the Pupuk Indonesia business group, which is a BUMN holding in the fertilizer sector, the management of remuneration for the Board of Commissioners and Directors of the Company refers to the applicable regulations in the Ministry of BUMN.

Dasar hukum yang menjadi acuan PUSRI dalam menentukan kebijakan remunerasi Dewan Komisaris dan Direksi yakni Peraturan Menteri BUMN No. Per-01/MBU/05/2019 tanggal 31 Mei 2019 tentang Perubahan Keempat atas Peraturan Menteri BUMN No. Per-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas BUMN.

PROSEDUR PENGUSULAN SAMPAI DENGAN PENETAPAN REMUNERASI

PUSRI memiliki kebijakan penetapan remunerasi Dewan Komisaris yang mencakup mulai dari prosedur pengusulan hingga penetapan remunerasi. Proses pengusulan penetapan remunerasi Dewan Komisaris dimulai dengan rekomendasi dari pemegang saham utama yakni PT Pupuk Indonesia (Persero), dengan mengacu pada prinsip-prinsip remunerasi Perusahaan dan hasil penilaian atas pencapaian target (goal setting), peraturan yang berlaku, perbandingan industri dan kinerja perusahaan.

The legal basis for PUSRI's reference in determining the remuneration policy for the Board of Commissioners and the Board of Directors is the Minister of SOE Regulation No. Per01/MBU/05/2019 dated May 31, 2019 regarding the Fourth Amendment to the Regulation of the Minister of SOEs No. Per04/MBU/2014 concerning Guidelines for Determining the Income of Directors, Board of Commissioners, and Supervisory Board of SOEs.

PROCEDURE FROM PROPOSAL TO DETERMINATION OF REMUNERATION

PUSRI has a policy for determining the remuneration for the Board of Commissioners, which includes the procedure for proposing to determine remuneration. The process of proposing the determination of remuneration for the Board of Commissioners begins with a recommendation from the main shareholder, namely PT Pupuk Indonesia (Persero), with reference to the principles of the Company's remuneration and the results of an assessment of the achievement of

Rekomendasi Pemegang Saham disampaikan dalam RUPS untuk mendapatkan persetujuan. Sementara untuk Direksi, pengusulan remunerasi dilakukan oleh Dewan Komisaris kepada Pemegang Saham. Berikut adalah proses pengusulan remunerasi Dewan Komisaris dan Direksi PUSRI.

targets (goal setting), applicable regulations, industry comparisons and company performance. Shareholders' recommendations are submitted at the GMS for approval. Meanwhile for the Board of Directors, the recommendation for remuneration is made by the Board of Commissioners to the Shareholders. The following is the process of proposing remuneration for the Board of Commissioners and Board of Directors of PUSRI.

Prosedur Pengusulan dan Penetapan Remunerasi Dewan Komisaris dan Direksi

Procedure of Proposal until Stipulation of the Board of Commissioners and the Board of Directors Remuneration



Pemegang Saham Shareholders

Menetapkan pedoman remunerasi bagi Direksi dan Komisaris dengan mempertimbangkan faktor pendapatan, aktiva, tingkat inflasi, kondisi keuangan perusahaan dan faktor lainnya yang relevan serta perundang-undangan yang berlaku

Establish remuneration guidelines for Board of Directors and Board of Commissioners by considering the income, assets, inflation rate, company's financial condition and other relevant factors as well as applicable legislation



Rapat Gabungan Dewan Komisaris dan Direksi BoC and BoD Joint Meeting

Rapat Gabungan membahas usulan besaran remunerasi Direksi dan Dewan Komisaris berdasarkan pedoman yang ditetapkan oleh pemegang saham

Joint Meeting discussing the proposed remuneration amount of the Board of Directors and the Board of Commissioners based on the guidelines set by the shareholders



Dewan Komisaris Board of Commissioners

Dewan Komisaris mengusulkan remunerasi Direksi kepada Pemegang Saham

The Board of Commissioners proposes Board of Directors remuneration to the Shareholders



Rapat Umum Pemegang Saham General Meeting of Shareholders

RUPS menetapkan besaran remunerasi bagi Direksi dan Dewan Komisaris

The GMS determines the Board of Directors and the Board of Commissioners remuneration amount

Setelah adanya pengusulan remunerasi maka akan ada pembahasan di dalam RUPS untuk kemudian ditetapkan remunerasi Dewan Komisaris dan Direksi Perusahaan.

After the proposed remuneration, there will be a discussion in the GMS to determine the remuneration for the Board of Commissioners and the Board of Directors of the Company.



REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Dasar Penetapan

Dasar penetapan remunerasi Dewan Komisaris PUSRI memperhatikan hal-hal antara lain:

1. Pendapatan
2. Aktiva
3. Tingkat inflasi
4. Kondisi dan kemampuan keuangan Perusahaan
5. Faktor-faktor yang relevan seperti tingkat penghasilan yang berlaku umum dalam industri yang sejenis.
6. Peraturan perundang-undangan yang berlaku

Penetapan struktur dan komponen remunerasi Dewan Komisaris dan Direksi PUSRI mengacu pada Peraturan Menteri BUMN No. PER-01/MBU/05/2019 tanggal 31 Mei 2019 tentang Perubahan Keempat atas Peraturan Menteri BUMN No. PER04/MBU/2014 tanggal 10 Maret 2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris dan Dewan Pengawas BUMN. Selain itu, struktur remunerasi juga mengacupada pedoman yang dimiliki pemegang saham utama. Dengandemikian struktur remunerasi Dewan Komisaris Perusahaan terdiri dari:

- Honorarium
- Tunjangan (termasuk santunan purna jabatan)
- Fasilitas (termasuk santunan purna jabatan)
- Tantiem/insentif kerja
- Pajak atas honorarium, tunjangan dan fasilitas ditanggung dan menjadi beban perusahaan. Sedangkan pajak atas tantiem/Insentif kinerja Dewan Komisaris menjadi beban masing-masing Dewan Komisaris

Sementara itu, sesuai dengan Peraturan Menteri BUMN No. PER-01/MBU/05/2019, dalam menentukan besaran gaji/honorarium bagi Dewan Komisaris, perhitungan didasarkan sebagai berikut:

REMUNERATION OF THE BOARD OF COMMISSIONERS

Basis of Determination

The basis for determining the remuneration of the Board of Commissioners of PUSRI considering the following matters:

1. Income
2. Assets
3. Inflation rate
4. Company's financial condition and capability
5. Relevant factors such as generally accepted income levels in the same industry.
6. Prevailing laws and regulations

The structure and components of the remuneration of the Board of Commissioners of PUSRI are set in reference to the Regulation of the Minister of SOE No. PER-01/MBU/05/2019 dated 31 May 2019 concerning the Fourth Amendment to the Regulation of the Minister of BUMN No. PER-04/MBU/2014 dated 10 March 2014 concerning Guidelines Determination of remuneration for the Board of Directors, the Board of Commissioners and Supervisory Board of SOEs. In addition, the remuneration structure also refers to the guidelines held by the major shareholders. Thus, the remuneration structure of the Company's Board of Commissioners consists of:

- Honorarium
- Benefits (including post-service benefits)
- Facilities (including post-service benefits)
- Tantiem/work incentives
- Taxes on honorarium, allowances and facilities are borne and borne by the company. Meanwhile, the tax on bonuses/ performance incentives for the Board of Commissioners is the responsibility of each Board of Commissioners.

In accordance with the Minister of SOE Regulation No. PER-01/MBU/05/2019, the amount of salary/honorarium for the Board of Commissioners, is calculated based on the following:

- Perhitungan honorarium bagi Komisaris Utama sebesar 45% dari nilai gaji Direktur Utama.
- Perhitungan honorarium bagi Anggota Komisaris sebesar 90% dari honorarium Komisaris Utama.

Sedangkan struktur remunerasi Direksi Perusahaan terdiri dari:

- Gaji.
- Tunjangan (termasuk santunan purna jabatan).
- Fasilitas (termasuk santunan purna jabatan).
- Tantiem/insentif kerja.
- Pajak atas honorarium, tunjangan dan fasilitas ditanggung dan menjadi beban perusahaan. Sedangkan pajak atas tantiem/Insentif kinerja Direksi menjadi beban masing-masing Direksi.

Sementara itu, sesuai dengan Peraturan Menteri BUMN No. PER-01/MBU/05/2019, dalam menentukan besaran gaji/honorarium bagi Direksi, perhitungan didasarkan sebagai berikut:

- Gaji Direktur Utama menjadi acuan dengan porsi 100%.
- Perhitungan gaji Direktur lainnya sebesar 85% dari gaji Direktur Utama.

STRUKTUR REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Struktur remunerasi Dewan Komisaris berupa honorarium/gaji, tunjangan dan fasilitas yang bersifat tetap. Remunerasi untuk masing-masing Anggota Dewan Komisaris dapat berbeda sesuai peraturan perundangan yang berlaku. Berikut adalah rincian komposisi remunerasi Dewan Komisaris PUSRI beserta penjelasannya.

- The President Commissioner's honorarium is 45% of the President Director's salary.
- Honorarium for members of the Board of Commissioners is 90% of the honorarium for the President Commissioner.

Meanwhile, the remuneration structure of the Company's Directors consists of:

- Salary.
- Benefits (including post-service benefits).
- Facilities (including post-service benefits).
- Tantiem/work incentives.
- Taxes on honoraria, allowances and facilities are borne and borne by the company. Meanwhile, taxes on bonuses/performance incentives for the Board of Directors are the responsibility of each Board of Directors.

Meanwhile, according to the Regulation of the Minister of SOEs No. PER-01/MBU/05/2019, in determining the amount of salary/honorarium for the Board of Directors, the calculation is based on the following:

- The President Director's salary is a reference with a portion of 100%.
- Calculation of salary for other Directors is 85% of the salary of the President Director.

BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS REMUNERATION STRUCTURE

The remuneration structure of the Board of Commissioners and the Board of Directors is in the form of fixed honorarium/salary, allowances and facilities. The remuneration for each member of the Board of Commissioners and the Board of Directors may differ according to the prevailing laws and regulations. The following is a breakdown of the remuneration composition of the Board of Commissioners of PUSRI and their explanation.



| Uraian Description | Komisaris Board of Commissioners | Direksi Board of Directors |
|--|--|--|
| <p>Gaji Salary</p> | <p>Penghasilan tetap berupa uang yang diterima setiapbulan karena kedudukannya sebagai anggota Direksi Perusahaan. Adapun ketentuannya yakni:</p> <ul style="list-style-type: none"> Perhitungan honorarium bagi Dewan Komisaris Utama sebesar 45% dari nilai gaji Direktur Utama Perhitungan honorarium bagi Anggota Komisaris sebesar 90% dari honorarium Komisaris Utama. <p>Fixed income is remuneration in the form of money received every month due to his position as a member of the Board of Commissioners, with the following conditions:</p> <ul style="list-style-type: none"> Honorarium of the President Commissioner is 45% of the salary of the President Director. Honorarium for members of the Board of Commissioners is 90% of the honorarium for the President Commissioner. | <p>Penghasilan tetap berupa uang yang diterima setiapbulan karena kedudukannya sebagai anggota Direksi Perusahaan. Adapun ketentuannya yakni:</p> <ul style="list-style-type: none"> Gaji Direktur Utama ditetapkan dengan menggunakan pedoman internal dalam kelompok usaha Pupuk Indonesia Perhitungan gaji Direktur lainnya sebesar 85% dari gaji Direktur Utama <p>Fixed income is remuneration in the form of money received every month due to his position as a member of the Company's Board of Directors. The provisions are:</p> <ul style="list-style-type: none"> The salary of the President Director is determined using internal guidelines within the Pupuk Indonesia business group Calculation of the salary of other Directors is 85% of the salary of the President Director |
| <p>Tunjangan Allowance</p> | <p>Penghasilan berupa uang atau yang dapat dinilai denganuang yang diterima pada waktu tertentu oleh Dewan Komisaris selain gaji.</p> <p>Income in the form of money or which can be valued in money received at a certain time by the Board of Commissioners other than salary.</p> | <p>Penghasilan berupa uang atau yang dapat dinilai denganuang yang diterima pada waktu tertentu oleh Direksi selain gaji.</p> <p>Income in the form of money or which can be valued in money received at a certain time by the Board of Directors other than salary.</p> |
| <p>Tunjangan Hari Raya Keagamaan Religious Holiday Allowance</p> | <p>Diberikan sebesar 1 (satu) kali honorarium setiap tahun.Tunjangan Hari Raya Keagamaan diberikan secara proporsional apabila belum genap 1 (satu) tahun masa jabatan.</p> <p>Provided 1 (one) time honorarium each year. Religious Holiday Allowance is given proportionally if 1 (one) year of office has not been completed.</p> | <p>Diberikan sebesar 1 (satu) kali honorarium setiap tahun.Tunjangan Hari Raya Keagamaan diberikan secara proporsional apabila belum genap 1 (satu) tahun masa jabatan.</p> <p>Provided 1 (one) time honorarium each year. Religious Holiday Allowance is given proportionally if 1 (one) year of office has not been completed.</p> |
| <p>Tunjangan Pakaian Clothing Allowance</p> | <p>Diberikan tunjangan pakaian yang dibayarkan secaratunai atau dalam bentuk pakaian jadi. Tunjangan pakaian diberikan paling banyak sebesar Rp12.000.000 setiap tahun. Tunjangan Pakaian tidak diberikan kepada Dewan Komisaris yang berasal dari Direksi PT Pupuk Indonesia (Persero).</p> <p>Clothing allowance is paid in cash or in the form of apparel. The clothing allowance is provided maximum of Rp12,000,000 per year. Clothing allowance is not given to the Board of Commissioners from the Board of Directors of PT Pupuk Indonesia (Persero).</p> | <p>Diberikan tunjangan pakaian yang dibayarkan secaratunai atau dalam bentuk pakaian jadi. Tunjangan pakaian diberikan paling banyak sebesar Rp15.000.000 setiap tahun.</p> <p>Clothing allowance is paid in cash or in the form of apparel. The clothing allowance is given a maximum of Rp. 15,000,000 per year.</p> |

| Uraian Description | Komisaris Board of Commissioners | Direksi Board of Directors |
|--|---|---|
| Tunjangan Transportasi Transportation Allowance | <p>Dewan Komisaris tidak diberikan fasilitas kendaraan namun diberikan Tunjangan Transportasi. Tunjangan Transportasi ditetapkan untuk setiap bulan paling banyak 20% dari honorarium.</p> <p>The Board of Commissioners is not provided with vehicle facility but is given Transportation Allowance. Transportation allowance is set for each month at a maximum of 20% of the honorarium.</p> | <p>Direksi dapat diberikan fasilitas kendaraan dinas sebanyak 1 (satu) unit kendaraan dinas dengan spesifikasi mesin maksimal 3.000 cc beserta biaya pemeliharaan dan operasional yang ditetapkan oleh RUPS atau Keputusan Pemegang Saham di luar RUPS.</p> <p>The Board of Directors may be provided with 1 (one) official vehicle facility with a maximum engine specification of 3,000 cc along with maintenance and operational costs as determined by the GMS or a decision of the shareholders outside the GMS.</p> |
| Asuransi Purna Jabatan Post-Service Insurance | <p>Diberikan dengan ketentuan premi yang ditanggung perusahaan paling banyak 25% dari gaji per tahun, termasuk di dalamnya premi untuk asuransi kecelakaan dan kematian. Diberikan setelah berhenti dari jabatan sebagai Direksi.</p> <p>Provided with the condition that the premium borne by the company is a maximum of 25% of the salary per year, including premiums for accident and death insurance. Given after leaving the position as a member of the Board of Commissioners.</p> | <p>Diberikan dengan ketentuan premi yang ditanggung perusahaan paling banyak 25% dari gaji per tahun, termasuk di dalamnya premi untuk asuransi kecelakaan dan kematian. Diberikan setelah berhenti dari jabatan sebagai Direksi.</p> <p>Provided with the condition that the premium borne by the company is a maximum of 25% of the salary per year, including premiums for accident and death insurance. Given after leaving the position as a member of the Board of Directors.</p> |
| Fasilitas Facility | <p>Penghasilan berupa sarana dan/atau kemanfaatan dan/atau penjaminan yang digunakan/dimanfaatkan oleh Direksi dalam rangka pelaksanaan tugas, wewenang, kewajiban dan tanggung jawab berdasarkan peraturan perundang-undangan.</p> <p>Income in the form of facilities and/or benefits and/or guarantees used/used by the Board of Commissioners in the context of carrying out the duties, authorities, obligations, and responsibilities based on the laws and regulations.</p> | <p>Penghasilan berupa sarana dan/atau kemanfaatan dan/atau penjaminan yang digunakan/dimanfaatkan oleh Direksi dalam rangka pelaksanaan tugas, wewenang, kewajiban dan tanggung jawab berdasarkan peraturan perundang-undangan.</p> <p>Income in the form of facilities and/or benefits and/or guarantees used/used by the Board of Directors in the context of carrying out the duties, authorities, obligations, and responsibilities based on the laws and regulations.</p> |
| Kesehatan Health | <p>Diberikan fasilitas kesehatan dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan. Fasilitas kesehatan diberikan kepada Direksi beserta seorang istri atau suami dan paling banyak 3 (tiga) orang anak, yang belum mencapai usia 25 tahun, dengan ketentuan apabila anak yang belum berusia 25 tahun tersebut pernah menikah atau pernah bekerja maka yang bersangkutan tidak berhak mendapatkan fasilitas kesehatan.</p> <p>Health facilities are provided in the form of health insurance or reimbursement of medical expenses. Health facilities are provided to the Board of Commissioners along with a wife or husband and a maximum of 3 (three) children, who have not yet reached the age of 25 years, provided that if the child who is not yet 25 years old has been married or has worked, the person concerned is not entitled to health facilities.</p> | <p>Diberikan fasilitas kesehatan dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan. Fasilitas kesehatan diberikan kepada Direksi beserta seorang istri atau suami dan paling banyak 3 (tiga) orang anak, yang belum mencapai usia 25 tahun, dengan ketentuan apabila anak yang belum berusia 25 tahun tersebut pernah menikah atau pernah bekerja maka yang bersangkutan tidak berhak mendapatkan fasilitas kesehatan.</p> <p>Health facilities are provided in the form of health insurance or reimbursement of medical expenses. Health facilities are provided to the Board of Directors along with a wife or husband and a maximum of 3 (three) children, who have not yet reached the age of 25 years, provided that if the child who is not yet 25 years old has been married or has worked, the person concerned is not entitled to health facilities.</p> |

| Uraian Description | Komisaris Board of Commissioners | Direksi Board of Directors |
|---|--|---|
| Perkumpulan Profesi Professional Association | Dewan Komisaris dapat diikutsertakan sebagai anggotaperkumpulan profesi maksimal 2 (dua) perkumpulan. Diberikan hanya berupa uang pangkal (uang pendaftaran) dan iuran tahunan. The Board of Commissioners can be registered as a member of a professional association for a maximum of 2 (two) associations. It is given only in the form of registration fee and annual fee. | Direksi dapat diikutsertakan sebagai anggotaperkumpulan profesi maksimal 2 (dua) perkumpulan. Diberikan hanya berupa uang pangkal (uang pendaftaran) dan iuran tahunan. The Board of Directors can be registered as a member of a professional association for a maximum of 2 (two) associations. It is given only in the form of registration fee and annual fee. |
| Bantuan Hukum Legal Aid | Diberikan dalam hal terjadi tindakan atau perbuatanuntuk dan atas nama jabatannya yang berkaitan dengan maksud dan tujuan serta kegiatan Perusahaan. Dibayarkan sebesar biaya-biaya resmi yang dapat dipertanggungjawabkan secara hukum. Given in the event of an action or deed for and on behalf of his position related to the aims and objectives and activities of the Company. Paid the official fees that can be accounted for by law. | Diberikan dalam hal terjadi tindakan atau perbuatanuntuk dan atas nama jabatannya yang berkaitan dengan maksud dan tujuan serta kegiatan Perusahaan. Dibayarkan sebesar biaya-biaya resmi yang dapat dipertanggungjawabkan secara hukum Given in the event of an action or deed for and on behalf of his position related to the aims and objectives and activities of the Company. Paid the official fees that can be accounted for by law. |
| Fasilitas Rumah Dinas Official House Facility | - | 1 (satu) unit rumah dinas beserta biaya pemeliharaan dan utilitas seperti listrik, air, gas, serta bahan-bahan habis pakai. Diberikan sesuai kemampuan perusahaan 1 (one) unit of official housing along with maintenance and utility costs such as electricity, water, gas, and consumables. Provided according to the ability of the company |
| Fasilitas Club Membership Club Membership Facility | - | Diberikan maksimal 2 (dua) keanggotaan dengan memperhatikan kemampuan keuangan perusahaan Given a maximum of 2 (two) memberships taking into account the company's financial capabilities |
| Fasilitas Biaya Representasi Representation Fee Facility | - | Dalam hal Direksi mewakili perusahaan In terms of the Board of Directors representing the company |

Adapun besaran remunerasi masing-masing Dewan Komisaris PUSRI secara nominal diurai dalam tabel berikut

Total remuneration for each PUSRI Board of Commissioners is nominally described in the following table:

| Nama Name | Masa Menjabat Tahun 2021 Term of Office in 2021 | Penghasilan per Bulan Monthly Income | | Jumlah Penghasilan per Bulan Total Monthly Income | Jumlah Penghasilan per Tahun Total Annual Income | Tunjangan Hari Raya Religious Holiday Allowance | Jumlah Remunerasi 2021 Total 2021 Remuneration |
|----------------------|--|---|--|--|---|--|---|
| | | Honorarium Honorarium | Tunjangan Transportasi Transportation Allowance | | | | |
| Imam Apriyanto Putro | TMT 25 Agustus 2020 Starting 25 August 2020 | 85.500.000 | 17.100.000 | 102.600.000 | 1.231.200.000 | 67.125.000 | 1.298.325.000 |
| Ali Jamil | 2021 tidak menjabat Not serving in 2021 | - | - | - | - | - | - |

| Nama Name | Masa Menjabat Tahun 2021 Term of Office in 2021 | Penghasilan per Bulan Monthly Income | | Jumlah Penghasilan per Bulan Total Monthly Income | Jumlah Penghasilan per Tahun Total Annual Income | Tunjangan Hari Raya Religious Holiday Allowance | Jumlah Remunerasi 2021 Total 2021 Remuneration |
|--------------------------------|---|---|--|---|--|---|--|
| | | Honorarium Honorarium | Tunjangan Transportasi Transportation Allowance | | | | |
| Prahoru Yulijanto Nurtjahyo | TMT 14 April 2020 Starting 14 April 2020 | 72.495.000 | 14.499.000 | 86.994.000 | 1.043.928.000 | 72.495.000 | 1.116.423.000 |
| Setya Utama | TMT 16 feb 2021 Starting 16 feb 2021 | 72.495.000 | 14.499.000 | 86.994.000 | 956.934.000 | 24.165.000 | 981.099.000 |
| Bambang Supriyambodo | TMT 25-08- 2020 Starting 25- 08-2020 | 72.495.000 | 14.499.000 | 86.994.000 | 1.043.928.000 | 60.412.500 | 1.104.340.500 |
| Sally Salamah | TMT 12 Juni 2021 Starting 12 June 2021 | 72.495.000 | 14.499.000 | 86.994.000 | 608.958.000 | - | 608.958.000 |

BONUS KINERJA

Dewan Komisaris juga menerima bonus kinerja berupa tantiem atau insentif kinerja yang diberikan kepada anggota Dewan Komisaris apabila memperoleh laba dan tidak mengalami akumulasi kerugian. Perusahaan dapat memberikan tantiem kepada anggota Dewan Komisaris berdasarkan penetapan RUPS dalam pengesahaan laporan tahunan apabila realisasi pencapaian Key Performance Indicators melebihi 100%.

Tantiem atau insentif kinerja adalah penghasilan yang merupakan penghargaan yang diberikan kepada anggota Dewan Komisaris. Perhitungan tantiem/insentif kinerja bagi Dewan Komisaris yakni Komisaris Utama sebesar 45% dari tantiem/insentif kinerja Direktur Utama. Sedangkan Dewan Komisaris lainnya sebesar 90% dari tantiem/insentif kinerja Komisaris Utama.

PERFORMANCE BONUS

The Board of Commissioners also receives performance bonuses in the form of bonuses or performance incentives given to members of the Board of Commissioners if they make a profit and do not experience accumulated losses. The company can give bonuses to members of the Board of Commissioners based on the determination of the GMS in the ratification of the annual report if the realization of the achievement of Key Performance Indicators exceeds 100%.

Tantiem or performance incentives are income which is an award given to members of the Board of Commissioners. The calculation of the performance bonus/incentive for the Board of Commissioners, namely the President Commissioner, is 45% of the performance bonus/incentive for the President Director. Meanwhile, the other Board of Commissioners is 90% of the performance bonus/incentive for the President Commissioner.

Berikut adalah pendapatan tantiem Dewan Komisaris PUSRI pada tahun 2021.

The following is the tantiem income of the Board of Commissioners of PUSRI in 2021.

| Nama Name | Jumlah Amounted |
|-----------------------------|---|
| Imam Apriyanto Putro | Rp178.705.088 |
| Ali Jamil | Tidak menjabat Not served |
| Prahoru Yulijanto Nurtjahyo | Rp327.951.760 |
| Setya Utama | TMT 16 feb 2021 menjabat Served starting February 16, 2021 |
| Bambang Supriyambodo | Rp160.834.579 |
| Sally Salamah | TMT 12 Juni 2021 menjabat Served starting June 12, 2021 |

HUBUNGAN ANTARA REMUNERASI DIREKSI DENGAN KINERJA PERUSAHAAN

Kinerja Perusahaan memiliki hubungan yang erat dengan remunerasi yang diterima oleh Direksi. Pencapaian usaha Perusahaan menjadi salah satu pertimbangan untuk menentukan besaran tantiem dan insentif kinerja.

RELATIONS BETWEEN BOARD OF DIRECTORS' REMUNERATION AND COMPANY PERFORMANCE

The Company's performance has a close relationship with the remuneration received by the Board of Directors. The Company's business achievements are one of the considerations for determining the amount of bonuses and performance incentives.

Adapun struktur remunerasi masing-masing Direksi PUSRI secara nominal diurai dalam

The remuneration structure of each PUSRI Board of Directors is nominally described in the following table.

| Nama Name | Masa Menjabat Tahun 2021 Term of Office in 2021 | Gaji per Bulan Monthly Salary | Jumlah Penghasilan per Bulan Total Monthly Income | Jumlah Penghasilan per Tahun Total Annual Income | Tunjangan Hari Raya Religious Holiday Allowance | Jumlah Remunerasi 2021 Total 2021 Remuneration |
|-------------------------------|--|----------------------------------|--|---|--|---|
| Tri Wahyudi Saleh | 25/08/2020 | 190.000.000 | 190.000.000 | 2.280.000.000 | 149.166.667 | 2.429.166.667 |
| Saifullah Lasindrang | 25/08/2020 | 161.500.000 | 161.500.000 | 1.938.000.000 | 126.791.667 | 2.064.791.667 |
| Filius Yuliandi ¹⁾ | 25/08/2020 | 161.500.000 | 161.500.000 | 1.938.000.000 | 152.150.000 | 2.090.150.000 |

BONUS KINERJA

Direksi juga menerima bonus kinerja berupa tantiem dan insentif kinerja yang bersifat variabel (merit system) yang diberikan dengan mempertimbangkan faktor pencapaian target, tingkat kesehatan dan kemampuan keuangan perusahaan serta faktor-faktor lain yang relevan.

Tantiem adalah penghasilan yang didapat sebagai bentuk penghargaan apabila memperoleh laba dan tidak mengalami akumulasi kerugian. Tantiem dapat diberikan sebagai tambahan berupa Penghargaan Jangka Panjang (Long Term Incentive/LTI). Perusahaan dapat memberikan tantiem kepada anggota Direksi berdasarkan penetapan RUPS dalam pengesahan laporan tahunan apabila realisasi Pencapaian Key Performance Indicators melebihi 100%.

Sementara itu, insentif kinerja ialah penghasilan yang merupakan penghargaan yang diberikan kepada anggota Direksi apabila terjadi peningkatan kinerja walaupun masih mengalami kerugian atau akumulasi kerugian.

Adapun perhitungan tantiem/insentif kinerja bagi masing-masing anggota Direksi berbeda-beda yakni untuk Direktur Utama ditetapkan dengan menggunakan pedoman internal dalam kelompok usaha Pupuk Indonesia. Kemudian, tantiem/insentif kinerja Direktur yang membidangi SDM sebesar 90% dari besaran Direktur Utama. Sementara itu, perhitungan tantiem/insentif kinerja Direktur lainnya sebesar 85% tantiem/insentif kinerja Direktur Utama.

Berikut adalah pendapatan tantiem Direksi PUSRI pada tahun 2021:

| Nama | Jumlah Amounted | Name |
|--|-----------------|--|
| Tri Wahyudi Saleh | Rp397.122.418 | Tri Wahyudi Saleh |
| Saifullah Lasindrang | Rp337.554.056 | Saifullah Lasindrang |
| Filius Yuliandi | Rp962.556.487 | Filius Yuliandi |
| Mulyono Prawiro (Tantiem Masa Jabatan 2020) | Rp735.296.978 | Mulyono Prawiro (2020 Term of Office Tantiem) |

PERFORMANCE BONUS

The Board of Directors also receives performance bonuses in the form of bonuses and variable performance incentives (merit system) which are given by taking into account the factors of achieving targets, the level of health and financial capability of the company as well as other relevant factors.

Tantiem is income that is earned as a form of appreciation if it earns a profit and does not experience an accumulation of losses. Tantiem can be given in addition to Long Term Incentive (LTI). The company can provide bonuses to members of the Board of Directors based on the determination of the GMS in the ratification of the annual report if the realization of Key Performance Indicators Achievements exceeds 100%.

Meanwhile, performance incentives are income which is an award given to members of the Board of Directors if there is an increase in performance even though they are still experiencing losses or accumulated losses.

The calculation of performance bonuses/incentives for each member of the Board of Directors is different, namely for the President Director, it is determined using internal guidelines in the Pupuk Indonesia business group. Then, the performance bonus/incentive for the Director in charge of HR is 90% of the amount of the President Director. Meanwhile, the calculation of other Directors' performance bonuses/incentives is 85% of the President Director's performance bonuses/incentives.

The following are PUSRI Directors' tantiem income in 2021:

| Nama | Jumlah Amounted | Name |
|---|-----------------|--|
| Bob Indiarso A.s (Tantiem Masa Jabatan 2020) | Rp569.622.469 | Bob Indiarso A.s (2020 Term of Office Tantiem) |
| Listyawan Adi Pratisto (Tantiem Masa Jabatan 2020) | Rp625.002.431 | Listyawan Adi Pratisto (2020 Term of Office Tantiem) |
| M. Romli Hm. (Tantiem Masa Jabatan 2020) | Rp625.002.431 | M. Romli Hm. (2020 Term of Office Tantiem) |

JUMLAH REMUNERASI DEWAN KOMISARIS DAN DIREKSI TAHUN 2021

Berikut jumlah remunerasi yang diberikan oleh Perusahaan untuk Dewan Komisaris dan Direksi pada tahun 2021.

TOTAL REMUNERATION FOR THE BOARD OF COMMISSIONERS AND DIRECTORS IN 2021

The following is the amount of remuneration provided by the Company for the Board of Commissioners and Board of Directors in 2021.

| Uraian | Jumlah Amounted | Description |
|--|------------------|---|
| Jumlah Remunerasi Dewan Komisaris | Rp7.301.448.427 | Total Remuneration for the Board of Commissioners |
| Jumlah Remunerasi Direksi | Rp8.281.341.294 | Total Remuneration for the Board of Directors |
| Jumlah Remunerasi Dewan Komisaris dan Direksi Tahun 2021 | Rp15.582.789.721 | Total 2021 Remuneration for the Board of Commissioners and Board of Directors |

RASIO GAJI

Berikut adalah informasi mengenai rasio gaji Dewan Komisaris, Direksi dan karyawan Perusahaan.

SALARY RATIO

The following is information regarding the ratio of salaries of the Board of Commissioners, Directors and employees of the Company.

| Uraian | Jumlah Amounted | Description |
|--|-----------------|---|
| Direktur Utama terhadap Direktur | 1 : 0,85 | President Director to Director |
| Komisaris Utama terhadap Anggota Dewan Komisaris | 1 : 0,848 | President Commissioner to Members of the Board of Commissioners |
| Direktur Utama terhadap Komisaris Utama | 1 : 0,54 | President Director to President Commissioner |
| Direktur Utama terhadap Karyawan Tertingg | 1 : 0,242 | President Director to the Highest Paid Employees |
| Direktur Utama terhadap Karyawan Terend | 1 : 0,027 | President Director to the Lowest Paid Employee |
| Karyawan Tertinggi terhadap Karyawan Terendah | 1 : 0,110 | Highest Paid Employee to the Lowest Paid Employee |
| Karyawan Terendah terhadap UMP | 1 : 0,624 | Lowest Paid Employee to the Regional Minimum Wages (UMP) |

Karyawan tertinggi adalah karyawan grade tertinggi dengan take home pay tertinggi yaitu Rp 45.901.574. Sementara karyawan terendah adalah karyawan dengan grade terendah dengan take home pay terendah yaitu Rp. 5.036.273.

The highest paid employee is the highest grade employee with the highest take home pay of Rp45,901,574. Meanwhile, the lowest paid employee is the employee with the lowest grade with the lowest take home pay of Rp5,036,273.

INFORMASI PEMEGANG SAHAM UTAMA

INFORMATION ON MAJORITY/CONTROLLING SHAREHOLDER

INFORMASI PEMEGANG SAHAM UTAMA

Pemegang saham utama dan pengendali PUSRI ialah PT Pupuk Indonesia (Persero) ("PTPI") sekaligus entitas induk PUSRI dengan kepemilikan sebesar 99,9998%. Pemilik akhir dari PTPI adalah Pemerintah Republik Indonesia yang memiliki seluruhnya atau 100,00% saham PTPI. Dengan demikian, nama pemilik akhir PUSRI ialah Pemerintah Republik Indonesia.

SEKILAS TENTANG PT PUPUK INDONESIA (PERSERO)

PTPI dulunya merupakan PT Pupuk Sriwidjaja. Pada tahun 1997, PT Pupuk Sriwidjaja ditunjuk menjadi perusahaan induk yang membawahi lima BUMN sebagai anak usaha. Pada perkembangannya, pada 3 April 2012, sebagai langkah dari *investment and strategic holding*, PT Pupuk Sriwidjaja berubah nama menjadi PT Pupuk Indonesia (Persero).

PTPI memiliki kegiatan usaha di bidang industri pupuk, petrokimia dan agrokimia, *steam* (uap panas) dan listrik, pengangkutan dan distribusi, perdagangan serta *Engineering, Procurement and Construction* (EPC). PTPI merupakan produsen pupuk terbesar di Asia dengan total aset pada tahun 2020 sebesar Rp122.495.556 juta dan total realisasi produksi pupuk mencapai 12.263.833 ton per tahun. Adapun pupuk yang diproduksi ialah pupuk urea, NPK, ZK, ZA, dan SP-36 dengan yang tersebar di pulau Jawa, Sumatera, dan Kalimantan.

INFORMATION ON MAJORITY/CONTROLLING SHAREHOLDER

The major and controlling shareholder of PUSRI is PT Pupuk Indonesia (Persero) ("PTPI") as well as the parent entity of PUSRI with ownership of 99.9998%. The ultimate owner of PTPI is the Government of the Republic of Indonesia, which fully owns or 100.00% of PTPI's shares. Therefore, the ultimate owner of PUSRI is the Government of the Republic of Indonesia.

PT PUPUK INDONESIA (PERSERO) AT A GLANCE

PTPI was initially PT Pupuk Sriwidjaja. In 1997, PT Pupuk Sriwidjaja was appointed to be the parent company which oversees five SOEs as its subsidiaries. In its development, on April 3, 2012, as a step from investment and strategic holding, PT Pupuk Sriwidjaja changed its name to PT Pupuk Indonesia (Persero).

PTPI's business activities are engaged in such industries as fertilizer, petrochemical and agrochemical, *steam* (hot steam) and electricity, transport and distribution, trade as well as *Engineering, Procurement and Construction* (EPC). PTPI is the biggest fertilizer producer in Asia with total assets in the year 2020 of Rp122,495,556 million and fertilizer production realization reaching 12,263,833 tons per year. Produced fertilizers comprise of urea fertilizer, NPK, ZK, ZA, and SP36 sold/distributed spread throughout the islands of Java, Sumatra and Kalimantan.



PTPI diberikan tugas oleh negara terkait dengan ketahanan pangan nasional, utamanya ialah memproduksi dan mendistribusikan pupuk. Bersama dengan 10 anak usahanya yang tergabung dalam Pupuk Indonesia Group, pelaksanaan tugas itu semakin efektif dan efisien karena dimiliki fasilitas pendukung yaitu berupa pelabuhan dan sarannya, kapal angkutan, pergudangan, unit pengantungan pupuk dan perbengkelan yang memperlancar proses produksi dan distribusi pupuk. Kegiatan operasional Pupuk Indonesia Group bergerak di bidang industri pupuk, petrokimia dan agrokimia, *steam* (uap panas) dan listrik, pengangkutan dan distribusi, perdagangan serta EPC.

PTPI was assigned by the state on the task related to national food resilience, mainly to produce and distribute fertilizers. Together with 10 of its subsidiaries bounded within Pupuk Indonesia Group, implementation of its duties was increasingly effective and efficient because of the supporting facilities, such as the ports and facilities, transport ships, warehousing, fertilizer packing units and workshops that facilitate easier processing of production and distribution of fertilizers. Operational activities of Pupuk Indonesia Group are engaged in the industries of fertilizer, petrochemical and agrochemical, steam (hot steam) and electricity, transport and distribution, trade and EPC.

KOMITE AUDIT

AUDIT COMMITTEE

Pembentukan Komite Audit mengacu pada Undang-undang No. 19 Tahun 2003 tertanggal 19 Juni 2003 dan Peraturan Menteri Negara Badan Usaha Milik Negara No. Per-12/MBU/2012 Tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara.

Komite Audit PUSRI dibentuk dengan tujuan untuk membantu Dewan Komisaris dalam melaksanakan tugas dan fungsi pengawasan dan pemberian nasihat dalam pelaksanaan pengendalian internal dan audit Perusahaan serta untuk memastikan Perusahaan dikelola dengan manajemen yang sehat secara konsisten sesuai dengan prinsip-prinsip GCG yang dijiwai oleh nilai-nilai dan etika Perusahaan.

PEDOMAN KERJA KOMITE AUDIT

Komite Audit Pusri memiliki pedoman kerja berupa Piagam Komite Audit yang telah disahkan melalui Keputusan Dewan Komisaris No. KEP-12/DEKOM/PUSRI/IX/2020 yang bertujuan untuk membantu terselenggaranya tugas pengawasan dan bimbingan terhadap Direksi PT Pusri Palembang oleh Dewan Komisaris secara efektif dan komprehensif sesuai dengan garis besar kebijakan pelaksanaan program perusahaan yang ditetapkan dalam Rapat Umum Pemegang Saham (RUPS) serta membantu terciptanya interaksi yang lebih komunikatif antara Dewan Komisaris dengan Direksi. Piagam Komite Audit mencakup tugas, wewenang, dan kode etik Komite Audit, sehingga akan tercapai standar kerja yang tinggi selaras dengan prinsip-prinsip GCG serta terlaksananya tugas dan fungsi Komite Audit secara independen, profesional dan berintegritas.

The establishment of the Audit Committee refers to Law No. 19 of 2003 dated June 19, 2003 and the Minister of State for State-Owned Enterprises Regulation No. Per-12/MBU/2012 concerning Supporting Organs for the Board of Commissioners/Supervisory Board of State-Owned Enterprises.

PUSRI Audit Committee was established to assist the Board of Commissioners in carrying out its duties and functions of supervision and providing advice in the implementation of internal control and auditing of the Company as well as to ensure that the Company managed with sound management consistently in accordance with GCG principles that are imbued with values and Corporate ethics.

AUDIT COMMITTEE WORK GUIDELINE

PUSRI Audit Committee maintains its working guideline in the form of an Audit Committee Charter which has been approved by the Board of Commissioners Decree No. KEP-12/DEKOM/PUSRI/IX/2020 which aims to assist the implementation of supervisory and guidance tasks for the Board of Directors of PT Pusri Palembang by the Board of Commissioners effectively and comprehensively in accordance with the outline of the company's program implementation policies set out in the General Meeting of Shareholders (GMS) and to help create a more communicative interaction between the Board of Commissioners and the Board of Directors. The Audit Committee Charter includes the duties, authorities, and code of ethics of the Audit Committee, to achieve high work standards in line with GCG principles and to implement the duties and functions of the Audit Committee in an independent and professional manner with integrity.



KEANGGOTAAN KOMITE AUDIT

Komite Audit terdiri dari tiga orang. Salah seorang di antaranya adalah Ketua Komite yang dijabat oleh salah seorang anggota Dewan Komisaris.

Susunan Keanggotaan Komite Audit

Ketua : Sally Salamah
Anggota : 1. Faisal Warganegara
2. Harry Hartelan

AUDIT COMMITTEE MEMBERSHIP

The Audit Committee consists of three people. One of them is the Chairman of the Committee, held by member of the Board of Commissioners.

Audit Committee Membership Composition

Chairman : Sally Salamah
Member : 1. Faisal Warganegara
2. Harry Hartelan

Profil Anggota Komite Audit

Audit Committee Member Profile



SALLY SALAMAH

Profil beliau dapat dilihat pada profil Dewan Komisaris.
His profile can be seen in the profile of the Board of Commissioners.



Faisal Warganegara

Anggota Komite Audit
Member of the Audit Committee

Data Pribadi Personal Data

Warga Negara Indonesia | Indonesian Citizen
Kelahiran Lahat, 10 Februari 1958 | Born in Lahat, 10 February 1958
Domisili Palembang, Sumatera Selatan
Domicile Palembang, Sumatera Selatan

Riwayat Penunjukan Appointment History

Diangkat kembali sebagai anggota Komite Audit PT Pupuk Sriwidjaja Palembang berdasarkan Surat Keputusan Dewan Komisaris No. KEP-07/DEKOM/PUSRI/IX/2020 tanggal 26 Juni 2020.

He was reappointed as a member of the Audit Committee of PT Pupuk Sriwidjaja Palembang based on the Decree of the Board of Commissioners No. KEP-07/DEKOM/PUSRI/IX/2020 dated June 26, 2020.

Riwayat Pendidikan Educational History

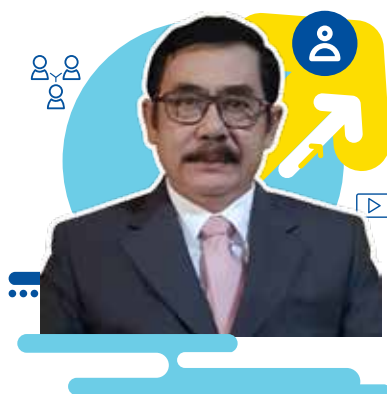
Sarjana Akuntansi Universitas Padjajaran (1984),
Magister Management Universtitas Sriwijaya Palembang (2003)

Bachelor of Accounting from Padjadjaran University (1984), Master of Management from Sriwijaya University Palembang (2003)

Pengalaman Kerja Work Experience

Sebelum menjabat sebagai anggota Komite Audit pernah menjabat sebagai Direktur Utama Dana Pensiun PUSRI Palembang (2012-2014) Kepala Satuan Pengawasan Intern (SPI) PT Pupuk Sriwidjaja (2008-2012), General Manager Keuangan PT Pupuk Sriwidjaja (2001-2007), Kepala Departemen Akuntansi PT Pupuk Sriwidjaja (1999-2001), Kepala Dinas Analisis Keuangan & Pelaporan PT Pupuk Sriwidjaja (1997-1999), Kepala Dinas Anggaran PT Pupuk Sriwidjaja (1995-1997), Kepala Bagian Akuntansi Umum PT Pupuk Sriwidjaja (1991-1995), Staf Direktur Keuangan PT Pupuk Sriwidjaja (1990-1991), Staf Satuan Pengawasan Intern (SPI) PT Pupuk Sriwidjaja (1986-1990)

Prior to serving as a member of the Audit Committee, he served as President Director of the Pension Fund of PUSRI Palembang (2012-2014), Head of the Internal Control Unit (SPI) of PT Pupuk Sriwidjaja (2008-2012), General Manager of Finance at PT Pupuk Sriwidjaja (2001-2007), Head of the Department of Finance Accounting for PT Pupuk Sriwidjaja (1999-2001), Head of the Financial Analysis & Reporting Office of PT Pupuk Sriwidjaja (1997-1999), Head of Budgeting Service at PT Pupuk Sriwidjaja (1995-1997), Head of General Accounting Section of PT Pupuk Sriwidjaja (1991-1995), Staff of the Finance Director of PT Pupuk Sriwidjaja (1990-1991), Staff of the Internal Audit Unit (SPI) of PT Pupuk Sriwidjaja (1986-1990)



Harry Hartelan

Anggota Komite Audit
Member of the Audit Committee

Data Pribadi Personal Data

Warga Negara Indonesia | Indonesian Citizen

Usia 64 tahun | Age 64 years old

Kelahiran Pontianak, 22 November 1957

Born in Pontianak, 22 November 1957

Domisili Bandung, Jawa Barat | Domicile in Bandung, West Java

Riwayat Penunjukan Riwayat Penunjukan

Diangkat sebagai anggota Komite Audit PT Pupuk Sriwidjaja Palembang berdasarkan Surat Keputusan Dewan Komisaris No.KEP-05/DEKOM/PUSRI/IX/2020 tanggal 15 April 2020.

Appointed as a member of the Audit Committee of PT Pupuk Sriwidjaja Palembang based on the Decree of the Board of Commissioners No.KEP-05/DEKOM/PUSRI/IX/2020 dated April 15, 2020.

Riwayat Pendidikan Riwayat Pendidikan

Sarjana Ekonomi Universitas Padjadjaran (1984) serta Magister Hukum Universitas Singaperbangsa (2000).

Bachelor of Economics from Padjadjaran University (1984) and Master of Law from Singaperbangsa University (2000).

Pengalaman Kerja Work Experience

Sebelum menjabat sebagai anggota Komite Audit, pernah menjabat sebagai Staf Utama I pada Direktur Utama Pupuk Kujang (2013-sekarang), GM Sekretariat Perusahaan & Tata Kelola Pupuk Kujang (2011-2013), General Manager SDM & Umum Pupuk Kujang (2007-2011), Pjs. General Manager SDM & Umum Pupuk Kujang (2006-2007), Staf Utama II Direktur Utama Pupuk Kujang (2004-2006), Kepala Biro Naker Pupuk Kujang (2002-2004), Kepala Biro Hukum & TU Pupuk Kujang (2011-2002), Kepala Biro Tata Usaha Pupuk Kujang (1998-2001), Pjs. Kepala Biro Tata Usaha Pupuk Kujang (1997-1998), Kepala Bagian Biro Personalia Pupuk Kujang (1991-1997), Pjs. Kepala Bagian Biro Personalia Pupuk Kujang (1990-1991), Staf Muda II Biro Personalia Pupuk Kujang (1990), Staf Muda II Sekretaris Perusahaan Pupuk Kujang (1989-1990), Staf Muda III Sekretaris Perusahaan Pupuk Kujang (1986-1989) serta Junior Staf Sekretaris Perusahaan Pupuk Kujang (1985-1986)

Prior to serving as a member of the Audit Committee, he served as Main Staff I at the President Director of Pupuk Kujang (2013-present), GM Corporate Secretariat & Governance of Pupuk Kujang (2011-2013), General Manager of HR & General Affairs of Pupuk Kujang (2007-2011), Pjs. General Manager of HR & General Affairs of Pupuk Kujang (2006-2007), Main Staff II President Director of Pupuk Kujang (2004-2006), Head of the Manpower Bureau of Pupuk Kujang (2002-2004), Head of Legal & TU Pupuk Kujang Bureau (2011-2002), Head of Kujang Fertilizer Administration Bureau (1998-2001), Acting. Head of Kujang Fertilizer Administration Bureau (1997-1998), Head of Kujang Fertilizer Personnel Bureau (1991-1997), Acting. The Head of the Personnel Bureau of Pupuk Kujang (1990-1991), the Second Young Staff of the Pupuk Kujang Personnel Bureau (1990), the Second Young Staff of the Corporate Secretary of Pupuk Kujang (1989-1990), the Third Young Staff of the Corporate Secretary of the Pupuk Kujang (1986-1989) and the Junior Pupuk Kujang Corporate Secretary Staff (1985-1986)



Tugas dan Tanggung Jawab Komite Audit

Sebagaimana tercantum dalam Piagam Komite Audit, tugas dan tanggung jawab Komite Audit adalah memberikan pendapat kepada Dewan Komisaris terhadap laporan atau hal-hal yang disampaikan oleh Direksi kepada Dewan Komisaris, mengidentifikasi hal-hal yang memerlukan perhatian Dewan Komisaris, dan melaksanakan tugas-tugas lain yang berkaitan dengan tugas Dewan Komisaris.

1. Menilai efektivitas pelaksanaan fungsi Satuan Pengawasan Intern (SPI) yang merupakan alat manajemen dalam melaksanakan fungsi pengawasan secara langsung. Penilaian yang dilakukan Komite Audit meliputi penilaian atas perencanaan audit, pelaporan audit dan tindak lanjut oleh Direksi atas rekomendasi hasil audit yang diberikan SPI.
2. Melakukan proses seleksi terhadap calon auditor eksternal, menetapkan auditor eksternal berdasarkan hasil seleksi, melakukan penilaian atas efektivitas pelaksanaan audit yang dilakukan auditor eksternal. Penilaian ini meliputi penelaahan terhadap independensi dan objektivitas auditor eksternal termasuk melakukan koordinasi dengan auditor eksternal dan SPI serta pembahasan segala yang dianggap perlu.
3. Menilai tingkat kepatuhan perusahaan terhadap perundangundangan yang berlaku.
4. Menilai program-program (operasi rutin maupun investasi barang modal) yang akan dan telah dilakukan oleh perusahaan dalam jangka pendek, menengah dan jangka panjang serta alokasi dan realisasi penggunaan sumber daya pada setiap program tersebut.
5. Menilai proses penyusunan budget maupun penggunaan budget sebagai alat perencanaan dan pengendalian atas pusat-pusat penghasilan dan biaya yang ada dalam organisasi perusahaan.
6. Menilai peningkatan efisiensi dan produktivitas kegiatan operasi perusahaan yang mempengaruhi hasil usaha.

Roles and Responsibilities of Audit Committee

As stated in the Audit Committee Charter, the duties and responsibilities of the Audit Committee are to provide opinions to the Board of Commissioners on reports or matters submitted by the Board of Directors to the Board of Commissioners, identify matters that require the attention of the Board of Commissioners, and carry out other tasks related to the duties of the Board of Commissioners.

1. Assessing the effectiveness of the implementation of the Internal Audit Unit (SPI) function, which is a management tool in carrying out direct supervisory functions. The assessment carried out by the Audit Committee includes an assessment of the audit planning, audit reporting and follow-up by the Board of Directors on the recommendations of the audit results provided by the SPI.
2. Conducting a selection process for prospective external auditors, assigning external auditors based on the results of the selection, assessing the effectiveness of the audit carried out by external auditors. This assessment includes a review of the independence and objectivity of the external auditor including coordinating with the external auditor and SPI as well as discussing all matters as deemed necessary.
3. Assessing the Company's level of compliance with applicable laws and regulations.
4. Assessing the programs (routine operations and investment in capital goods) that will be and have been carried out by the Company in the short, medium and long term as well as the allocation and realization of the consumption of resources in each of these programs.
5. Assessing the budgeting process as well as the use of the budget as a planning and controlling tool for income and cost centres in the Company's organization.
6. Assessing the increase in efficiency and productivity of the Company's operating activities that affect business results.

7. Menilai perlakuan akuntansi atas transaksi-transaksi keuangan yang disajikan dalam laporan keuangan yang dihasilkan, maupun kelengkapan dan kecukupan pencatatan informasi akuntansi dari setiap kegiatan operasi dan investasi barang modal perusahaan.
8. Menilai proses penyusunan dan penyampaian laporan (internal) hasil analisis manajemen dan informasi keuangan dan non keuangan yang diperlukan untuk pengambilan keputusan di setiap lini dalam struktur organisasi perusahaan.
9. Melaksanakan tugas-tugas yang lain diberikan Dewan Komisaris.

Dalam melaksanakan tugasnya, Komite Audit juga memiliki wewenang meliputi:

1. Melakukan akses secara penuh, bebas dan tidak terbatas terhadap catatan karyawan, sumber daya dan dana serta aset perusahaan lainnya yang berkaitan dengan pelaksanaan tugasnya.
2. Dalam melaksanakan pekerjaannya, Komite Audit dapat menggunakan:
 - a. Laporan atau catatan yang dibuat oleh SPI, akuntan publik, konsultan/kontraktor proyek.
 - b. Kontrak/surat perjanjian/MoU/notulen/risalah rapat Direksi dan Pemegang Saham.
 - c. Brosur/proyek/forecast keuangan dan ekonomi.
 - d. Laporan keuangan berkala Perusahaan.
 - e. Dokumen korespondensi Direksi dan Pemegang Saham.
 - f. Informasi relevan lainnya termasuk informasi dari pihak ketiga.
3. Dalam setiap penugasan yang berhubungan dengan permintaan data dan informasi ke unit kerja selain SPI, Komite Audit diberikan surat tugas yang ditandatangani oleh seluruh Dewan Komisaris.

7. Assessing the accounting treatment of financial transactions presented in the financial statements, as well as the completeness and adequacy of recording accounting information for each of Company's operations and investments in capital goods.
8. Assessing the process of preparing and submitting (internal) reports on the results of management analysis and financial and non-financial information required for decision making in each line of the Company's organizational structure.
9. Performing other tasks assigned by the Board of Commissioners.

In conducting its duties, the Audit Committee is also granted with the following authorities:

1. Audit Committee is provided with full, free and unrestricted access to employee records, resources and funds as well as other Company assets related to the implementation of their duties.
2. In the conduct of its duties, the Audit Committee may use:
 - a. Reports or records made by SPI, public accountants, consultants/project contractors.
 - b. Contract/agreement/MoU/minutes/minutes of meeting of the Board of Directors and Shareholders.
 - c. Financial and economics brochure/project/forecast
 - d. Company's periodic financial reports.
 - e. Board of Directors and Shareholders' correspondence documents.
 - f. Other relevant information including information from third parties.
3. In every assignment related to requests for data and information to business units other than SPI, the Audit Committee is given an assignment letter signed by the entire Board of Commissioners.

Pelaksanaan Tugas Komite Audit Tahun 2021

Sepanjang tahun 2021, Komite Audit telah melaksanakan tugas sesuai dengan fungsi dan tanggung jawabnya yang dilaksanakan melalui rapat-rapat Komite, baik yang dilakukan Bersama Dewan Komisaris maupun rapat bersama dengan Direksi dan Komisaris.

RAPAT KOMITE

Sepanjang tahun 2021, Komite Audit mengadakan rapat sebanyak 12 kali. Berikut rekapitulasi kehadiran agenda rapat dan kehadiran dalam rapat-rapat yang diselenggarakan tersebut.

Jumlah dan Tingkat Kehadiran

| No | Nama Name | Jumlah Wajib Rapat Total Mandatory Meetings | Jumlah Kehadiran Total Attendance | Tingkat Kehadiran (%) Attendance Percentage (%) |
|----|--------------------|--|--------------------------------------|--|
| 1 | Sally Salamah | 12 | 12 | 100 |
| 2 | Faisal Warganegara | 12 | 12 | 100 |
| 3 | Harry Hartelan | 12 | 12 | 100 |

Audit Committee 2021 Duties Implementation

Throughout 2021, the Audit Committee has carried out its duties in accordance with its functions and responsibilities which are carried out through Committee meetings, both held with the Board of Commissioners and joint meetings with the Board of Directors and Commissioners.

COMMITTEE MEETING

Throughout 2021, the Audit Committee held 12 meetings. The following is a recapitulation of the attendance of the meeting agenda and attendance at the meetings held.

Total Attendance and Percentage

| No | Tanggal Date | Agenda | Peserta Participants | Agenda |
|----|--|---|-------------------------|--|
| 1 | 25 Januari 2021 25 January 2021 | Rapat Bulanan Evaluasi Kinerja SPI & Kinerja Perusahaan | SPI & SVP | SPI Performance Evaluation Monthly Meeting & Company Performance |
| 2 | 22 Februari 2021 22 February 2021 | Rapat Bulanan Evaluasi Kinerja SPI & Kinerja Perusahaan | SPI & SVP | SPI Performance Evaluation Monthly Meeting & Company Performance |
| 3 | 24 Maret 2021 24 March 2021 | Rapat Bulanan Evaluasi Kinerja SPI & Kinerja Perusahaan | SPI & SVP | SPI Performance Evaluation Monthly Meeting & Company Performance |
| 4 | 20 April 2021 20 April 2021 | Rapat Bulanan Evaluasi Kinerja SPI & Kinerja Perusahaan | SPI & SVP | SPI Performance Evaluation Monthly Meeting & Company Performance |
| 5 | 27 Mei 2021 27 May 2021 | Rapat Bulanan Evaluasi Kinerja SPI & Kinerja Perusahaan | SPI & SVP | SPI Performance Evaluation Monthly Meeting & Company Performance |
| 6 | 24 Juni 2021 24 June 2021 | Rapat Bulanan Evaluasi Kinerja SPI & Kinerja Perusahaan | SPI & SVP | SPI Performance Evaluation Monthly Meeting & Company Performance |
| 7 | 23 Juli 2021 23 July 2021 | Rapat Bulanan Evaluasi Kinerja SPI & Kinerja Perusahaan | SPI & SVP | SPI Performance Evaluation Monthly Meeting & Company Performance |
| 8 | 26 Agustus 2021 26 August 2021 | Rapat Bulanan Evaluasi Kinerja SPI & Kinerja Perusahaan | SPI & SVP | SPI Performance Evaluation Monthly Meeting & Company Performance |
| 9 | 27 September 2021 27 September 2021 | Rapat Bulanan Evaluasi Kinerja SPI & Kinerja Perusahaan | SPI & SVP | SPI Performance Evaluation Monthly Meeting & Company Performance |
| 10 | 25 Oktober 2021 25 October 2021 | Rapat Bulanan Evaluasi Kinerja SPI & Kinerja Perusahaan | SPI & SVP | SPI Performance Evaluation Monthly Meeting & Company Performance |
| 11 | 24 November 2021 24 November 2021 | Rapat Bulanan Evaluasi Kinerja SPI & Kinerja Perusahaan | SPI & SVP | SPI Performance Evaluation Monthly Meeting & Company Performance |
| 12 | 27 Desember 2021 27 December 2021 | Rapat Bulanan Evaluasi Kinerja SPI & Kinerja Perusahaan | SPI & SVP | SPI Performance Evaluation Monthly Meeting & Company Performance |

PROGRAM PENINGKATAN KOMPETENSI KOMITE AUDIT

Perusahaan menyertakan Komite Audit pada program dan kegiatan yang ditujukan untuk meningkatkan kompetensi mereka. Selama tahun 2021, Komite Audit telah mengikuti program dan kegiatan peningkatan kompetensi.

AUDIT COMMITTEE COMPETENCY DEVELOPMENT PROGRAM

The company includes the Audit Committee in programs and activities aimed at improving their competence. During 2021, the Audit Committee has participated in competency improvement programs and activities.

| Program dan Kegiatan Peningkatan Kompetensi Komite Audit Tahun 2021 2021 Audit Committee Competency Improvement Programs and Activities | | |
|---|---|---|
| Nama Kegiatan Name of Activity | Waktu Pelaksanaan Time of Implementation | Nama Anggota Komite Name of Committee Member |
| Webinar mengenai tanggung jawab Komite Audit saat Perseroan tersangkut masalah hukum terkait laporan keuangan Webinar regarding the responsibilities of the Audit Committee when the Company is involved in legal issues related to financial statements | 23 September 2021 | Faisal Warganegara Harry Hartelan |

INDEPENDENSI KOMITE AUDIT

Komite Audit secara kolektif mempunyai kompetensi dan pengalaman di bidang akuntansi, keuangan, dan operasional. Baik ketua maupun anggota Komite Audit adalah independen terhadap Direksi, auditor internal maupun auditor eksternal.

Independensi Ketua dan Anggota Komite Audit dijalankan sesuai Peraturan Menteri BUMN No.PER-01/MBU/2011 Tentang Penerapan Tata Kelola Perusahaan yang Baik pada Badan Usaha Milik Negara dan Piagam Komite Audit. Untuk memenuhi syarat independensi, maka anggota Komite Audit tidak ditunjuk dari anggota eksekutif Kantor Akuntan Publik yang memberikan jasa audit dan/atau jasa non-audit kepada Perusahaan dalam jangka waktu enam bulan terakhir.

AUDIT COMMITTEE INDEPENDENCE

The Audit Committee collectively has competence and experience in accounting, finance, and operations. Both the chairman and members of the Audit Committee are independent of the Board of Directors, internal auditors and external auditors.

The independence of the Chairman and Members of the Audit Committee is carried out in accordance with the Regulation of the Minister of SOEs No. PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises and the Audit Committee Charter. To fulfill the independence requirements, the members of the Audit Committee are not appointed from the executive members of the Public Accounting Firm that provide audit services and/or non-audit services to the Company within the last six months.

| Independensi Komite Audit Audit Committee Independence | | | | |
|---|---------------|--------------------|----------------|---|
| Pernyataan Independensi | Sally Salamah | Faisal Warganegara | Harry Hartelan | Independence Statement |
| Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum, Kantor Jasa Penilai Publik atau pihak lain yang memberi jasa asuransi, jasa non-asuransi, jasa penilai dan/ atau jasa konsultasi lain kepada PUSRI dalam waktu enam bulan terakhir | ✓ | ✓ | ✓ | Not part of Public Accounting Firm, Legal Consulting Firm, Public Appraisal Service Office or other party providing insurance services, non-insurance services, appraisal services and/or other consulting services to PUSRI within the last six months |
| Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan PUSRI dalam waktu enam bulan terakhir (kecuali Komisaris Independen) | ✓ | ✓ | ✓ | Not a person who works or has the authority and responsibility to plan, lead, control, or supervise PUSRI activities within the last six months (except Independent Commissioner) |
| Tidak mempunyai saham langsung maupun tidak langsung di PUSRI | ✓ | ✓ | ✓ | Does not have direct or indirect shares in PUSRI |
| Keluarga tidak mempunyai saham langsung maupun tidak langsung di PUSRI | ✓ | ✓ | ✓ | The family does not have direct or indirect shares in PUSRI |
| Tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama PUSRI | ✓ | ✓ | ✓ | Has no affiliation with members of the Board of Commissioners, members of the Board of Directors, or PUSRI's Major Shareholders |
| Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha PUSRI | ✓ | ✓ | ✓ | Does not have business relationship, either directly or indirectly related to PUSRI's business activities |
| Tidak menjabat sebagai pengurus partai politik dan/atau calon/anggota legislative dan/atau merupakan calon atau menjabat sebagai kepala/wakil kepala pemerintahan daerah | ✓ | ✓ | ✓ | Not serving as political party administrator and/or legislative candidate/member and/or a candidate or serving as head/deputy head of regional government |
| Tidak memiliki jabatan lain yang dapat menimbulkan benturan kepentingan terkait dengan jabatan di PUSRI | ✓ | ✓ | ✓ | Do not have other positions that may cause conflicts of interest related to positions at PUSRI |

PENCAPAIAN KPI KOMITE AUDIT

Penilaian Kinerja Komite Audit oleh Dewan Komisaris Penilaian atas kinerja Komite Audit dilakukan oleh Dewan Komisaris. Dasar penilaian yang digunakan adalah rencana kerja yang telah disusun pada awal tahun buku. Rencana kerja tersebut ditetapkan oleh Dewan Komisaris sebagai dasar evaluasi atas kinerja Komite. Atas dasar pertimbangan tersebut, Dewan Komisaris menilai kinerja Komite Audit pada tahun 2021 masuk kategori "Sangat Baik".

AUDIT COMMITTEE KPI ACHIEVEMENT

Assessment of the performance of the Audit Committee is carried out by the Board of Commissioners, based on the work plan that has been prepared at the beginning of the financial year. The work plan is determined by the Board of Commissioners as the basis for evaluating the performance of the Committee. Based on these considerations, the Board of Commissioners assessed that the performance of the Audit Committee in 2020 was in the "Very Good" category.

Selain penilaian dari Dewan Komisaris, Komite Audit juga melakukan penilaian mandiri (self assessment). Rinciannya disampaikan dalam tabel di bawah ini.

In addition to the assessment from the Board of Commissioners, the Audit Committee also conducts a self-assessment. The details are presented in the table below.

Hasil Self Assessment Kinerja Komite Audit Tahun 2021

Results of the 2021 Audit Committee Performance Self-Assessment

| No | Kinerja Performance | Frekuensi Frequency | | Keterangan Realisasi Remarks on Realization |
|----|---|------------------------|-------|--|
| | | Rencana | Hasil | |
| 1 | Melakukan rapat kinerja SPI bulanan dengan Kepala SPI dan staf Conduct monthly-basis SPI performance meetings with the Head of SPI and staff | 12 kali | 12 | Tgl. 25 Jan 2021 Tgl. 22 Feb 2021 Tgl. 24 Maret 2021 Tgl. 20 April 2021 Tgl. 27 Mei 2021 Tgl. 24 Juni 2021 Tgl. 23 Juli 2021 Tgl. 26 August 2021 Tgl. 27 Sept 2021 Tgl. 25 Okt 2021 Tgl. 24 Nov 2021 Tgl. 27 Des 2021 |
| 2 | Melakukan rapat kinerja perusahaan bulanan dengan Senior Vice President setingkat Conduct monthly-basis company performance meeting with Senior Vice President level | 12 kali | 12 | Tgl. 25 Jan 2021 Tgl. 22 Feb 2021 Tgl. 24 Maret 2021 Tgl. 20 April 2021 Tgl. 27 Mei 2021 Tgl. 24 Juni 2021 Tgl. 23 Juli 2021 Tgl. 26 August 2021 Tgl. 27 Sept 2021 Tgl. 25 Okt 2021 Tgl. 24 Nov 2021 Tgl. 27 Des 2021 |
| 3 | Mengikuti Rapat Internal Dewan Komisaris Attend the Internal Meeting of the Board of Commissioners | 12 kali | 12 | Tgl. 28 Jan 2021 Tgl. 25 Feb 2021 Tgl. 26 Maret 2021 Tgl. 29 April 2021 Tgl. 28 Mei 2021 Tgl. 28 Juni 2021 Tgl. 30 Juli 2021 Tgl. 31 August 2021 Tgl. 28 Sept 2021 Tgl. 19 Okt 2021 Tgl. 30 Nov 2021 Tgl. 28 Des 2021 |
| 4 | Menyusun dan menyampaikan laporan evaluasi kinerja perusahaan bulanan kepada Komisaris Utama Prepare and submit monthly-basis company performance evaluation reports to the President Commissioner | 12 kali | 12 | Januari – Desember 2021 |
| 5 | Melakukan self assessment kinerja/ aktivitas Komite Audit triwulan IV / tahun 2020 Conduct self-assessment of the performance/activities of the Audit Committee Q4/2020 | 1 kali | 1 | Januari 2021 |
| 6 | Menyusun dan menyampaikan laporan tahunan kinerja/aktivitas komite audit tahun 2020 kepada Komisaris Utama Prepare and submit annual report on the performance/activity of the audit committee in 2020 to the President Commissioner | 1 kali | 1 | Januari 2021 |
| 7 | Melakukan self assessment kinerja/ aktivitas Komite Audit triwulan I 2021 Conduct self-assessment of the performance/activities of the Audit Committee Q1/2021 | 1 kali | 1 | April 2021 |

| No | Kinerja Performance | Frekuensi Frequency | | Keterangan Realisasi Remarks on Realization |
|----|---|------------------------|-------|--|
| | | Rencana | Hasil | |
| 8 | Menyusun dan menyampaikan laporan kinerja/aktivitas komite audit triwulan I tahun 2021 kepada Komisaris Utama <i>Prepare and submit a report on the performance/activity of the audit committee for the first quarter of 2021 to the President Commissioner</i> | 1 kali | 1 | April 2021 |
| 9 | Melakukan self assessment kinerja/aktivitas Komite Audit semester I/triwulan II 2021 <i>Conduct self-assessment of the performance/activities of the Audit Committee in the first semester/second quarter of 2021</i> | 1 kali | 1 | Juli 2021 |
| 10 | Menyusun dan menyampaikan laporan kinerja/aktivitas komite audit semester I/triwulan II tahun 2021 kepada Komisaris Utama <i>Compile and submit a report on the performance/activity of the audit committee semester I/quarter II 2021 to the President Commissioner</i> | 1 kali | 1 | Juli 2021 |
| 11 | Melakukan self assessment kinerja/aktivitas Komite Audit triwulan III 2021 <i>Conduct self-assessment of the performance/activities of the Audit Committee for the third quarter of 2021</i> | 1 kali | 1 | Oktober 2021 |
| | Menyusun dan menyampaikan laporan kinerja/aktivitas komite audit triwulan III tahun 2021 kepada Komisaris Utama <i>Prepare and submit a report on the performance/activity of the audit committee for the third quarter of 2021 to the President Commissioner</i> | 1 kali | 1 | Oktober 2021 |
| 12 | Mengikuti rapat sinergi PKPT SPI PT Pupuk Indonesia Group <i>Participate in PKPT SPI synergy meeting of PT Pupuk Indonesia Group</i> | 1 kali | 1 | Januari 2021 |
| 13 | Melakukan rapat dengan KAP PwC atas progress GA 2020 <i>Conduct a meeting with KAP PwC on the progress of GA 2020</i> | 1 kali | 1 | Januari 2021 |
| 14 | Mengikuti Exit Meeting atas Laporan Keuangan tahun buku 2020 antara Direksi PT Pusri Palembang dengan KAP PwC Indonesia <i>Participated in Exit Meeting on the Financial Statements for the 2020 fiscal year between the Directors of PT Pusri Palembang and KAP PwC Indonesia</i> | 1 kali | 1 | Juni 2021 |
| 15 | Menghadiri undangan Rapat Pembahasan Kajian Konversi Program Pensiun <i>Attend the invitation to the Pension Program Conversion Study Discussion Meeting</i> | 1 kali | 1 | Juli 2021 |

| No | Kinerja Performance | Frekuensi Frequency | | Keterangan Realisasi Remarks on Realization |
|----|--|------------------------|-------|--|
| | | Rencana | Hasil | |
| 16 | Menghadiri Rapat Update SK Tim Pengadaan KAP 2021 dan Penyusunan TOR & HPS Attend 2021 KAP Procurement Team SK Update Meeting and Preparation of TOR & HPS | 1 kali | 1 | Agustus 2021 |
| 17 | Pembahasan perubahan Internal Audit Charter dengan SPI PT Pusri Palembang Discussion of changes to the Internal Audit Charter with SPI PT Pusri Palembang | 1 kali | 1 | Agustus 2021 |
| 18 | Rapat Tim Pengadaan Jasa KAP Tahun 2021 2021 KAP Service Procurement Team Meeting | 1 kali | 1 | Agustus 2021 |
| 19 | Rapat klarifikasi & negosiasi Pengadaan uang Jasa KAP Tahun 2021 Clarification & Negotiation Meeting on Procurement of Money for KAP Services in 2021 | 1 kali | 1 | September 2021 |
| 20 | Rapat klarifikasi & negosiasi lanjutan terkait pengadaan jasa KAP Tahun Buku 2021 Clarification meeting & further negotiations regarding the procurement of KAP services for the 2021 Fiscal Year | 1 kali | 1 | September 2021 |
| 21 | Rapat klarifikasi & negosiasi final pengadaan uang jasa KAP Tahun 2021 Clarification meeting & final negotiation for the procurement of KAP fees for 2021 | 1 kali | 1 | September 2021 |
| 22 | Kick off meeting pelaksanaan audit PI Group oleh KAP Tahun Buku 2021 Kick off meeting of PI Group audit implementation by KAP for Fiscal Year 2021 | 1 kali | 1 | September 2021 |
| 23 | Mengikuti Webinar mengenai Tanggung Jawab Komite Audit saat Perseroan tersangkut masalah hukum terkait Laporan keuangan Participate in Webinar regarding the Responsibilities of the Audit Committee when the Company is involved in legal issues related to the financial statements | 1 kali | 1 | September 2021 |
| 24 | Melaksanakan rapat koordinasi Bersama dengan Komite IMR & SVP setingkat mengenai Rancangan RKAP Tahun 2022 Carry out a joint coordination meeting with the IMR & SVP Committee at the same level regarding the 2022 RKAP Draft | 1 kali | 1 | September 2021 |
| 24 | Entry Meeting GA 2021 dengan KAP PwC GA 2021 Entry Meeting with KAP PwC | 1 kali | 1 | Oktober 2021 |
| 25 | Pre Closing Update Interim GA Tahun 2021 dengan KAP PwC Pre Closing Update Interim GA 2021 with PwC KAP | 1 kali | 1 | November 2021 |
| 26 | Rapat pembahasan Draft PKPT dengan SVP SPI & staf PKPT Draft discussion meeting with SVP SPI & staff | 1 kali | 1 | Desember 2021 |



| No | Kinerja Performance | Frekuensi Frequency | | Keterangan Realisasi Remarks on Realization |
|----|---|------------------------|-------|--|
| | | Rencana | Hasil | |
| 27 | Penyelarasan Sinergi PKPT SPI PI Grup Tahun 2022 PKPT SPI PI Group in 2022 Synergy Alignment | 1 kali | 1 | Desember 2021 |

REMUNERASI KOMITE AUDIT

Remunerasi Komite Audit ditetapkan dengan mengacu pada Peraturan Menteri BUMN No. PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara mengatur terkait penghasilan anggota Komite Audit, yakni berupa honorarium maksimal sebesar 20% (dua puluh persen) dari gaji Direktur Utama Perusahaan dengan ketentuan pajak ditanggung Perusahaan dan tidak diperkenankan menerima penghasilan lain selain honorarium tersebut. Anggota Dewan Komisaris yang menjadi Ketua/anggota Komite Audit tidak diberikan penghasilan tambahan dari jabatan tersebut.

AUDIT COMMITTEE REMUNERATION

The remuneration of the Audit Committee is determined by referring to the Minister of SOEs Regulation No. PER-12/MBU/2012 concerning Supporting Organs of the Board of Commissioners/Supervisory Board of State-Owned Enterprises regulates the income of members of the Audit Committee, namely in the form of a maximum honorarium of 20% (twenty percent) of the salary of the Company's President Director provided that the tax is borne by the Company and not allowed to receive other income other than the honorarium. Members of the Board of Commissioners who become Chairman/members of the Audit Committee are not given additional income from this position.

KOMITE INVESTASI DAN MANAJEMEN RISIKO

INVESTMENT AND RISK MANAGEMENT COMMITTEE

Berdasarkan ketentuan Peraturan Menteri Negara BUMN Nomor PER-12/MBU/2012 tentang Organ Pendukung Dewan komisaris / Dewan Pengawas BUMN, bahwa jumlah komite yang dibentuk oleh Dewan Komisaris terdiri dari 2 (dua) komite, yaitu komite Audit dan komite lainnya jika diperlukan. Implementasi saat ini di Perseroan telah terbentuk Komite Audit dan Komite Investasi dan Manajemen Risiko dengan mempertimbangkan bahwa perseroan telah memenuhi ketentuan jumlah maksimal komite yang ditetapkan dan diperlukannya pengawasan pelaksanaan fungsi Pengelolaan Manajemen Risiko.

Komite Investasi dan Manajemen Risiko secara struktural bertanggung jawab kepada Dewan Komisaris. Komite Investasi dan Manajemen Risiko dibentuk oleh Dewan Komisaris berdasarkan Surat Keputusan Dewan Komisaris No. KEP-12/DEKOM/PUSRI/II/2012 tanggal 28 Februari 2012 tentang Pembentukan Komite Investasi dan Manajemen Risiko PT Pupuk Sriwidjaja Palembang.

KEANGGOTAAN KOMITE INVESTASI DAN MANAJEMEN RISIKO

Komite Investasi dan Manajemen Risiko terdiri dari tiga orang. Satu orang Komisaris sekaligus menjabat sebagai Ketua Komite Investasi dan Manajemen Risiko, serta 2 orang anggota Komite.

Based on the provisions of the Regulation of the Minister of State-Owned Enterprises Number PER-12/MBU/2012 concerning Supporting Organs for the Board of Commissioners/Supervisory Board of SOEs, the number of committees formed by the Board of Commissioners consists of 2 (two) committees, namely the Audit committee and other committees if necessary. The current implementation in the Company has formed an Audit Committee and an Investment and Risk Management Committee taking into account that the company has complied with the provisions on the maximum number of committees set and the need for supervision of the implementation of the Risk Management Management function.

The Investment and Risk Management Committee is structurally responsible to the Board of Commissioners. The Investment and Risk Management Committee was established by the Board of Commissioners based on the Decree of the Board of Commissioners No. KEP-12/DEKOM/PUSRI/II/2012 dated February 28, 2012 concerning the Establishment of the Investment and Risk Management Committee of PT Pupuk Sriwidjaja Palembang.

INVESTMENT AND RISK MANAGEMENT COMMITTEE MEMBERSHIP

The Investment and Risk Management Committee consists of three people. One Commissioner also serves as Chairman of the Investment and Risk Management Committee, as well as 2 members of the Committee.



Susunan Keanggotaan Komite Manajemen

Ketua:

Bambang Supriyambodo (Menggantikan M. Natjib Matjan)

Anggota :

1. Hree Shanty Bayu
2. Ida Zuraida (Menggantikan Sefin Martadjaja)

Ketua Komite:

Management Committee Membership Composition

Chairman:

Bambang Supriyambodo (Replaces M. Natjib Matjan)

Members:

1. Hree Shanty Bayu
2. Ida Zuraida (Replaces Sefin Martadjaja)

Committee Chairman



Bambang Supriyambodo

Ketua Komite Investasi dan Manajemen Risiko

Chairman of the Investment and Risk Management Committee

Periode Jabatan Service Period

29 April 2021 – 29 April 2023 29 April 2021 – 29 April 2023

Riwayat Penunjukan
Appointment History

Diangkat sebagai anggota Komite Investasi dan Manajemen Risiko PT Pupuk Sriwidjaja Palembang berdasarkan Keputusan Dewan Komisaris No. KEP-06/ DEKOM/PUSRI/IV/2021 tanggal 29 April 2021.

Appointed as member of the Investment and Risk Management Committee of PT Pupuk Sriwidjaja Palembang based on the Decree of the Board of Commissioners No. KEP-06/DEKOM/PUSRI/IV/2021 dated April 29, 2021.

Profil Lengkap: Ada pada Bab "Profil Perusahaan"

Full Profile: Presented under the "Company Profile" chapter



Hree Shanty Bayu

Anggota Komite Investasi dan Manajemen Risiko

Member of Investment and Risk Management Committee

Periode Jabatan Service Period

30 Desember 2019–30 Desember 2021

30 December 2019–30 December 2021

Data Pribadi Personal Data

Warga Negara Indonesia | Indonesian Citizen

Usia 43 tahun | Age 43 years old

Kelahiran Sukaharjo 9 November 1978

Born Sukaharjo, 9 November 1978

Domisili Jakarta Barat, DKI Jakarta

Domicile West Jakarta, DKI Jakarta

| | | |
|--|---|--|
| Riwayat Penunjukan Appointment History | Diangkat kembali sebagai anggota Komite Investasi dan Manajemen Risiko PT Pupuk Sriwidjaja Palembang berdasarkan Keputusan Dewan Komisaris No. KEP-12/ DEKOM/PUSRI/XII/2019 tanggal 30 Desember 2019. | Reappointed as member of the Investment and Risk Management Committee of PT Pupuk Sriwidjaja Palembang based on the Decision of the Board of Commissioners No. KEP-12/DEKOM/PUSRI/XII/2019 dated December 30, 2019 |
| Riwayat Pendidikan Educational Background | Sarjana Teknik Kimia Universitas Diponegoro (2001) | Bachelor's Degree in Chemical Engineering from Diponegoro University (2001) |
| Rangkap Jabatan Rangkap Jabatan | Staf Utama Direktorat Investasi PT Pupuk Indonesia | Senior Staf of Investment Directorate of PT Pupuk Indonesia |
| Hub. Afiliasi Hub. Afiliasi | Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama dan Dewan Komisaris atau Direksi | Has no affiliation with the Major Shareholders and the Board of Commissioners or the Board of Directors |

Pengalaman Kerja:

- Staf Utama Direktorat Investasi PT Pupuk Indonesia (Persero) (2016–saat ini)
- Manager Departemen Sistem Manajemen PT Pupuk Indonesia (Persero) (2016–2016)
- Manager Departemen Pengembangan Bisnis PT Pupuk Kalimantan Timur (2015–2016)
- Kepala Bagian Perencanaan Strategis Departemen Penelitian dan Pengembangan Bisnis PT Pupuk Kalimantan Timur (2013–2015)
- Kepala Bagian Perencanaan Strategis Departemen Pengembangan Usaha Bidang Kimia PT Pupuk Kalimantan Timur (2011–2013)
- Staf Departemen Kajian Pengembangan Usaha PT Pupuk Kalimantan Timur (2009–2011)
- Staf Departemen Penelitian Pengembangan Produk&Teknologi PT Pupuk Kalimantan Timur (2008– 2009)
- Staf Biro Penelitian dan Rencana Strategis PT Pupuk Kalimantan Timur (2008–2009)
- Staf Proyek NPK Pelangi PT Pupuk Kalimantan Timur (2004–2008)
- Management Trainee PT Pupuk Kalimantan Timur (2003–2004)

Work Experience

- Senior Staff of the Investment Directorate of PT Pupuk Indonesia (Persero) (2016–present)
- Manager of Management System Department of PT Pupuk Indonesia (Persero) (2016–2016)
- Manager of Business Development Department of PT Pupuk Kalimantan Timur (2015–2016)
- Head of Strategic Planning Department of Research and Business Development of PT Pupuk Kalimantan Timur (2013–2015)
- Head of Strategic Planning Division of the Chemical Development Department of PT Pupuk Kalimantan Timur (2011–2013)
- Staff of the Department of Business Development Studies of PT Pupuk Kalimantan Timur (2009–2011)
- Staff of Research & Technology Department of PT Pupuk Kalimantan Timur (2008–2009)
- Staff of Research and Strategic Planning Bureau of PT Pupuk Kalimantan Timur (2008–2009)
- NPK Pelangi Project Staff of PT Pupuk Kalimantan Timur (2004–2008)
- Management Trainee of PT Pupuk Kalimantan Timur (2003–2004)



Ida Zuraida

Anggota Komite Investasi dan Manajemen Risiko
Member of Investment and Risk Management Committee

Periode Jabatan Service Period

8 Oktober 2021 – 8 Oktober 2023
October 8, 2021 – October 8, 2023

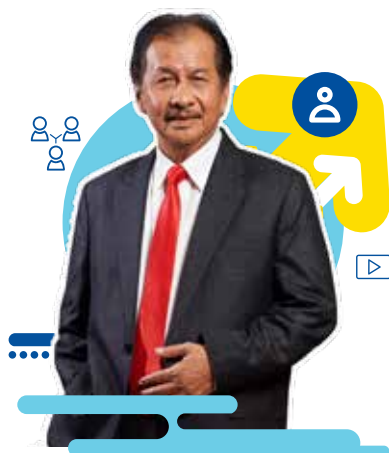
Data Pribadi Personal Data

Warga Negara Indonesia Indonesian Citizen
Usia 64 Tahun Age 64 Years
Kelahiran Jakarta 11 Desember 1957
Born in Jakarta 11 December 1957
Domisili Bogor, Jawa Barat, Indonesia
Domiciled in Bogor, West Java, Indonesia

| | | |
|--|--|---|
| Riwayat Penunjukan Appointment History | Diangkat kembali sebagai anggota Komite Investasi dan Manajemen Risiko PT Pupuk Sriwidjaja Palembang berdasarkan Keputusan Dewan Komisaris No. KEP-12/ DEKOM/ PUSRI/X/2021 tanggal 8 Oktober 2021. | Reappointed as member of the Investment and Risk Management Committee of PT Pupuk Sriwidjaja Palembang based on the Decree of the Board of Commissioners No. KEP-12/DEKOM/PUSRI/X/2021 dated October 8, 2021. |
| Riwayat Pendidikan Educational Background | <ul style="list-style-type: none"> S1 Ekonomi Akuntansi dari Universitas YAI Jakarta S2 Manajemen SDM Sekolah Tinggi IPWI Jakarta Dan Pendidikan informal lainnya di USA, Hongkong, Singapore, Jepang dll | <ul style="list-style-type: none"> Bachelor's Degree in Accounting Economics from YAI University Jakarta Master's Degree in Human Resources Management, IPWI Jakarta High School And other informal education in USA, Hong Kong, Singapore, Japan etc. |
| Pengalaman Kerja Work Experience | <ul style="list-style-type: none"> Wakil Ketua Unit Pelaksana Penjamin Pemerintah (UP3) Departemen Keuangan dan Kepala Divisi Bank Liabilities BPPN Kepala Divisi Pengawasan dan Administrasi BPPN, Waka Div Teknologi dan Informasi BAPINDO KaTim Online System BNI 46 Staf Ahli Puskaji DPD-RI Dosen STIE Indonesia Banking School LPPI | <ul style="list-style-type: none"> Deputy Head of the Government Guarantee Implementation Unit (UP3) of the Ministry of Finance and Staff of the National Bank Restructuring Agency (IBRA) Head of the Supervision and Administration Division of IBRA, Deputy Head of the Technology and Information Division of BAPINDO Head of Online System BNI 46 Expert Staff of DPD-RI Puskaji Lecturer of STIE Indonesia Banking School LPPI |
| Rangkap Jabatan Concurrent Position | Tidak memiliki rangkap jabatan | Do not have dual positions |
| Hub. Afiliasi Hub. Afiliasi | Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama dan Dewan Komisaris atau Direksi | Has no affiliation with the Major Shareholders and the Board of Commissioners or Directors. |

Anggota Komite Investasi dan Manajemen Risiko (Sebelumnya)

Member of the Investment and Risk Management Committee (Formerly)



M. Najib Matjan

Anggota Komite Investasi dan Manajemen Risiko
Member of the Investment and Risk Management Committee

Periode Jabatan Service Period

20 April 2016 - 20 April 2021, Periode Pertama
April 20, 2016 - April 20, 2021, First Period

Data Pribadi Personal Data

Warga Negara Indonesia Indonesian Citizen
Usia 69 tahun 69 years old
Kelahiran Palembang, 9 November 1953
Born in Palembang, November 9, 1953
Domisili Palembang, Sumatera Selatan, Indonesia |
Domiciled in Palembang, South Sumatra

Riwayat Penunjukan Appointment History

Diangkat kembali sebagai anggota Komite Investasi dan Manajemen Risiko PT Pupuk Sriwidjaja Palembang berdasarkan Keputusan Dewan Komisaris No. KEP-12/ DEKOM/PUSRI/XII/2019 tanggal 20 April 2016.

Reappointed as member of the Investment and Risk Management Committee of PT Pupuk Sriwidjaja Palembang based on the Decree of the Board of Commissioners No. KEP-12/DEKOM/PUSRI/XII/2019 dated April 20, 2016.

Riwayat Pendidikan Educational Background

- Sarjana Ekonomi Perbankan Universitas Tridinanti Palembang (1984)
- Sarjana Hukum Universitas Sjahkyakirti, Palembang (2007)

- Bachelor's Degree in Banking Economics from Tridinanti University Palembang (1984)
- Bachelor's Degree in Law from Sjahkyakirti University, Palembang (2007)

Pengalaman Kerja Work Experience

- Wakil Ketua Umum Kamar Dagang dan Industri (KADIN) Daerah Sumatera Selatan
- Sekertaris Umum Gabungan Pelaksana Konstruksi Indonesia Provinsi Sumatera Selatan
- Ketua KADIN Sumatera Selatan
- Ketua Dewan Pertimbangan KADIN Sumatera Selatan
- Anggota DPRD Provinsi Sumatera Selatan Periode 2009-2014
- Wakil Ketua Palang Merah Indonesia (PMI) Provinsi Sumatera selatan

- Deputy Chairperson of the South Sumatra Regional Chamber of Commerce and Industry (KADIN)
- General Secretary of the Indonesian Construction Executor Association, South Sumatra Province
- Chairman of KADIN South Sumatra
- Chairman of the Advisory Council of the South Sumatra Chamber of Commerce and Industry
- Member of DPRD South Sumatra Province 2009-2014 Period
- Deputy Chairperson of the Indonesian Red Cross (PMI) South Sumatra Province

Rangkap Jabatan Concurrent Position

Tidak memiliki rangkap jabatan

Do not have concurrent positions

Hub. Afiliasi Hub. Affiliated Relationship

Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama dan Dewan Komisaris atau Direksi

Has no affiliation with the Major Shareholders and the Board of Commissioners or Directors



PIAGAM KOMITE INVESTASI DAN MANAJEMEN RISIKO

Komite Investasi dan Manajemen Risiko PUSRI memiliki pedoman kerja berupa Piagam Komite Investasi dan Manajemen Risiko yang telah disahkan melalui Keputusan Dewan Komisaris No. KEP-2/DEKOM/PUSRI/IV/2014. Piagam Komite Investasi dan Manajemen Risiko mencakup tentang petunjuk dan pedoman kerja Komite Investasi dan Manajemen Risiko serta menjelaskan tahapan aktivitas secara terstruktur, sistematis, mudah dipahami dan dapat dijalankan dengan konsisten. Dengan demikian, diharapkan dokumen tersebut dapat menjadi acuan bagi Komite Investasi dan Manajemen Risiko dalam melaksanakan tugasnya untuk mencapai Visi dan Misi Perusahaan sehingga akan tercapai standar kerja yang tinggi selaras dengan prinsip-prinsip GCG.

PUSRI menyusun Piagam Komite Investasi dan Manajemen Risiko berdasarkan prinsip-prinsip hukum korporasi, ketentuan Anggaran Dasar, peraturan dan ketentuan perundang-undangan yang berlaku, arahan Pemegang Saham serta praktik-praktik terbaik (*best practices*) *Good Corporate Governance*

Isi dari Piagam Komite Investasi dan Manajemen Risiko yang mengatur pelaksanaan tugas Komite Investasi dan Manajemen Risiko mencakup:

- Tugas, Wewenang, dan Kode Etik
- Rapat Komite
- Tanggung jawab Pelaporan
- Keanggotaan Komite Investasi dan Manajemen Risiko
- Kualifikasi Anggota Komite Investasi dan Manajemen Risiko
- Jangka Waktu Masa Jabatan

INVESTMENT AND RISK MANAGEMENT COMMITTEE CHARTER

The Investment and Risk Management Committee of PUSRI maintains its working guideline in the form of the Investment and Risk Management Committee Charter which has been approved by the Decree of the Board of Commissioners No. KEP-2/DEKOM/PUSRI/IV/2014. The Investment and Risk Management Committee Charter includes instructions and work guidelines for the Investment and Risk Management Committee and sets forth the stages of activities in a structured, systematic, easy-to-comprehend and consistent manner. Accordingly, it is expected that such document can serve as a reference for the Investment and Risk Management Committee in carrying out their duties to achieve the Company's Vision and Mission so as to achieve high work standards in line with GCG principles.

PUSRI prepares the Investment and Risk Management Committee Charter based on the principles of corporate law, the provisions of the Articles of Association, the prevailing laws and regulations, the guidance from Shareholders and the best practices of Good Corporate Governance.

The contents of the Investment and Risk Management Committee Charter which regulates the implementation of the Investment and Risk Management Committee's duties include:

- Roles, Authorities, and Code of Conduct
- Committee Meetings
- Reporting Responsibilities
- Membership of the Investment and Risk Management Committee
- Qualifications of Investment and Risk Management Committee Members
- Term of Office

TUGAS DAN TANGGUNG JAWAB KOMITE INVESTASI DAN MANAJEMEN RISIKO

Mengacu pada Piagam Komite Investasi dan Manajemen Risiko, berikut adalah tugas dan tanggung jawab yang mencakup:

1. Melakukan analisis dan evaluasi rencana investasi dan pengembangan, risiko usaha, dan asuransi perusahaan.
2. Memberikan kajian secara periodik pelaksanaan kegiatan investasi yang telah dilaksanakan perusahaan yang meliputi kepatuhan terhadap kebijakan investasi yang telah digariskan dan petunjuk pelaksanaannya termasuk tingkat risiko dari setiap investasi.
3. Mengevaluasi secara periodik mengenai pembiayaan dan keuntungan atas pelaksanaan investasi perusahaan.
4. Menelaah efektivitas pedoman investasi yang telah ditetapkan bagi kegiatan investasi perusahaan.
5. Menetapkan, memperbaharui, menyempurnakan kebijakan manajemen risiko di perusahaan.
6. Melakukan identifikasi potensi seluruh risiko sehubungan dengan kegiatan Perusahaan dan mengevaluasi penerapan manajemen risiko secara berkala.
7. Melakukan review dan memberikan rekomendasi atas efektivitas pelaksanaan manajemen risiko yang dilakukan oleh Unit Kerja Manajemen Risiko.
8. Melakukan pengawasan atas kegiatan Unit Kerja Manajemen Risiko dalam memantau pelaksanaan mitigasi risiko.
9. Melakukan pengawasan atas rekomendasi Komite Investasi dan Manajemen Risiko oleh Unit Kerja Manajemen Risiko.
10. Melakukan analisis dan evaluasi atas usulan RKAP dan RJPP termasuk usulan rencana investasi.
11. Melakukan penelaahan atas informasi risiko dan manajemen risiko perusahaan dalam laporan-laporan yang akan dipublikasikan melalui diskusi bersama dengan manajemen.

ROLES AND RESPONSIBILITIES OF INVESTMENT AND RISK MANAGEMENT COMMITTEE

With reference to the Investment and Risk Management Committee Charter, the following are the duties and responsibilities of the Committee:

1. Analyze and evaluate investment and development plans, business risks, and the Company's insurance
2. Provide a periodic review of the implementation of investment activities that have been performed by the Company which includes compliance with the investment policies that have been outlined and the implementation instructions including the level of risk of each investment.
3. Periodically evaluate the financing and benefits of the Company's investment implementation.
4. Review the effectiveness of the investment guidelines that have been established for the Company's investment activities.
5. Establish, update, improve risk management policies in the Company.
6. Identify all potential risks related to the Company's activities and evaluate the implementation of risk management on a regular basis.
7. Review and provide recommendations on the effectiveness of the implementation of risk management carried out by the Risk Management Business Unit.
8. Supervise the activities of the Risk Management Unit in monitoring the implementation of risk mitigation.
9. Supervise the recommendations of the Investment and Risk Management Committee by the Risk Management Unit.
10. Analyze and evaluate the proposed RKAP and RJPP including the proposed investment plan.
11. Review the Company's risk information and risk management in reports that will be published through joint discussions with management.



12. Melakukan pembahasan atas risiko-risiko penting di lingkungan perusahaan dalam lingkup kewenangan pengawasan Dewan Komisaris.
13. Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris.
14. Melaksanakan tugas-tugas lain yang diberikan Dewan Komisaris.

Dalam melaksanakan tugasnya, Komite Investasi dan Manajemen Risiko juga memiliki wewenang meliputi:

1. Melakukan akses secara penuh, bebas dan tidak terbatas terhadap catatan karyawan, sumber daya dan dana serta aset perusahaan lainnya yang berkaitan dengan pelaksanaan tugasnya.
2. Dalam melaksanakan pekerjaannya, Komite Investasi dan Manajemen Risiko dapat menggunakan:
 - a. Laporan atau catatan yang dibuat oleh Unit Kerja Manajemen Risiko, akuntan publik, konsultan/kontraktor proyek.
 - b. Kontrak/surat perjanjian/MoU/notulen/risalah rapat Direksi dan Pemegang Saham.
 - c. Brosur/proyek/forecast keuangan dan ekonomi.
 - d. Laporan keuangan berkala perusahaan.
 - e. Dokumen korespondensi Direksi dan Pemegang Saham.
 - f. Informasi relevan lainnya termasuk informasi dari pihak ketiga.
3. Dalam setiap penugasan yang berhubungan dengan permintaan data dan informasi ke unit kerja selain Unit Kerja Manajemen Risiko, Komite Investasi dan Manajemen Risiko diberikan surat tugas yang ditandatangani oleh seluruh Dewan Komisaris.

12. Conduct discussions on important risks within the Company within the scope of the supervisory authority of the Board of Commissioners.
13. Identify matters that require the attention of the Board of Commissioners.
14. Perform other tasks assigned by the Board of Commissioners.

In carrying out its duties, the Investment and Risk Management Committee is also granted with the following authorities:

1. Investment and Risk Management Committee is provided with full, free and unrestricted access to employee records, resources and funds as well as other Company's assets related to the implementation of their duties.
2. In carrying out its work, the Investment and Risk Management Committee may use:
 - a. Reports or records made by the Risk Management Unit, public accountants, consultants/project contractors.
 - b. Contract/agreement/MoU/minutes/minutes of meeting of the Board of Directors and Shareholders.
 - c. Financial and economics brochure/project/forecast.
 - d. Company periodic financial reports.
 - e. Board of Directors and Shareholders' correspondence documents.
 - f. Other relevant information including information from third parties.
3. In every assignment related to requests for data and information to business units other than the Risk Management Unit, the Investment and Risk Management Committee is given an assignment letter signed by the entire Board of Commissioners.

PELAKSANAAN TUGAS KOMITE INVESTASI DAN MANAJEMEN RISIKO TAHUN 2021

Selama tahun 2021, Komite Investasi dan Manajemen Risiko telah melaksanakan tugas dan tanggung jawabnya sesuai Charter Komite Investasi dan Manajemen Risiko serta Program Kerja Komite Investasi dan Manajemen Risiko 2021. Dalam pelaksanaannya, Komite Investasi dan Manajemen Risiko dengan prinsip kehati-hatian melaksanakan analisis risiko terutama untuk bisnis perusahaan yang utama sebagai penyangga *cash flow* perusahaan, serta bisnis dalam perseroan yang berpotensi mendatangkan kerugian (*down-side risk*) melalui berbagai upaya mitigasi risiko yang dilakukan bersama-sama dengan Unit Kerja Manajemen Risiko dan seluruh Unit Kerja terkait di PT Pusri Palembang. Adapun realisasi pelaksanaan tugas Komite Investasi dan Manajemen Risiko di tahun 2021 di antaranya:

Penyelesaian Bidang Investasi :

1. Melakukan monitoring bidang Investasi yang terdiri dari Investasi Rutin dan Investasi Pengembangan. Untuk Investasi Penyertaan tahun 2021 tidak ada.

Investasi Rutin.

Realisasi investasi rutin s.d Desember 2021 sebesar Rp.75,68 Miliar atau 61% dari RKAP 2021 sebesar Rp.123,76 Miliar.

Pada akhir tahun 2021 investasi rutin berupa peralatan pabrik dan mesin serta bengkel kerja baru mencapai 61 % kiranya hal ini dapat menjadi perhatian unit kerja terkait dalam memenuhi target tahun tahun berikutnya.

Investasi Pengembangan.

Realisasi investasi pengembangan s.d bulan Desember 2021 sebesar Rp.14,59 Miliar atau 125% dari RKAP 2021 sebesar Rp.10,00 Miliar .

INVESTMENT AND RISK MANAGEMENT COMMITTEE 2021 DUTIES IMPLEMENTATION

Throughout 2021, the Investment and Risk Management Committee has carried out its duties and responsibilities in accordance with the Investment and Risk Management Committee Charter and the 2021 Investment and Risk Management Committee Work Program. the company's main business as a buffer for the company's cash flow, as well as businesses within the company that have the potential to cause losses (*down-side risk*) through various risk mitigation efforts carried out together with the Risk Management Work Unit and all related Work Units at PT Pusri Palembang. The realization of the duties of the Investment and Risk Management Committee in 2021 include:

Investment Sector Completion:

1. Monitoring the investment sector which consists of Routine Investment and Development Investment. There is no Participation Investment in 2021.

Regular Investment.

The realization of routine investment until December 2021 is Rp75.68 billion or 61% of the 2021 RKAP of Rp123.76 billion.

By the end of 2021, routine investment in the form of factory equipment and machinery and workshops has only reached 61%. Hopefully this can be a concern for the relevant work units in meeting the targets for the following year.

Development Investment.

The realization of development investment until December 2021 is Rp14.59 billion or 125% of the 2021 RKAP of Rp10.00 billion.



Realisasi investasi pengembangan s/d Desember 2021 Secara biaya sudah melampaui RKAP 2021. Untuk menjaga hal-hal keterlambatan pekerjaan maupun denda keterlambatan kiranya perlu dilakukan monitoring yang ketat atas hal ini. Adapun tugas tugas terkait PIIIB yang telah diselesaikan meliputi:

2. Persiapan Proyek Pusri IIIB

Kegiatan yang dilakukan pada bulan November s/d Desember 2021 adalah:

- Prakuifikasi
- Dokumen Project Spect
- Dokumen Term of Reference
- Perhitungan Engineering Estimate (EE) Proyek P-IIIB
- Evaluasi ulang nilai EE terkait issue kenaikan harga baja yang cukup signifikan. Hasil evaluasi internal Pusri terhadap issue kenaikan harga baja bahwa terdapat kenaikan OE sebesar 5,5% secara keseluruhan.
- Dokumen Draft Kontrak EPC
- Review Intensif Bersama PI dengan Konsultan Hukum.
- Bankable FS
- Amdal dan UKL/UPL
- Perijinan dan Lahan
- Pendanaan

Pemenuhan jaminan pasokan gas untuk Pusri IIIB telah terpenuhi sd tahun 2035 juga adanya komitmen pemenuhan pasokan dari 2036 s/d 2045 melalui MOU antara Pusri dan PetroChina pada 17 Juni 2021.

3. Penyelesaian Dispute Proyek STG Boiler Batubara
4. Penyelesaian Dispute NPK Fusion II

Realization of development investment up to December 2021 Cost-wise, it has exceeded the 2021 RKAP. To guard against work delays and late fees, strict monitoring is necessary on this matter.

The tasks related to PIIIB that have been completed include:

2. Preparation of Pusri IIIB Project

Activities carried out in November to December 2021 are:

- Prequalification
- Project Spect documents
- Document Term of Reference
- P-IIIB Project Engineering Estimate (EE) calculation
- Re-evaluation of the EE value related to the issue of a significant increase in steel prices. The results of Pusri's internal evaluation of the issue of rising steel prices showed an overall 5.5% increase in OE.
- EPC Contract Draft Document
- Intensive Review with PI with Legal Consultants.
- Bankable FS
- EIA and UKL/UPL
- Licensing and Land
- Funding

The fulfillment of the gas supply guarantee for Pusri IIIB has been fulfilled until 2035 as well as a commitment to fulfill supply from 2036 to 2045 through the MOU between Pusri and PetroChina on June 17, 2021.

3. Completion of the STG Coal Boiler Dispute Project
4. Dispute NPK Fusion II Completion

PENGENDALIAN RISIKO PERUSAHAAN.

Awal tahun 2021 telah diidentifikasi risiko dari seluruh unit kerja sebanyak 326 Risiko yang terdiri dari 31 High Risk dan 295 Medium Risk. Tambahan risiko baru pada periode berjalan sebanyak 20 risiko.

Sehingga total risiko perusahaan menjadi 346 risiko yang perlu diperhatikan mitigasinya untuk periode Tahun 2021. Selama periode semester-II tahun 2021, telah dilakukan pengendalian terhadap 346 risiko yang teridentifikasi sehingga pada akhir periode semester-II tahun 2021 dengan rincian risiko sebagai berikut :

| Sebelum Pengendalian Risiko Prior Risk Control | Sesudah Pengendalian Risiko 2021 After 2021 Risk Control |
|---|---|
| 27 High Risk | 8 High Risk |
| 275 Medium Risk | 152 Medium Risk |
| 44 Low Risk | 186 Low Risk |

Risiko Utama/Risk That Matters (RTM):

Pusri memiliki 11 Risiko Utama/Risk That Matter (RTM), yaitu risiko yang berkontribusi secara pareto terhadap pencapaian Sasaran Perusahaan terdiri dari 8 RTM PI Konsolidasi dan 3 RTM Perusahaan yang harus dikendalikan selama Tahun 2021. Adapun 11 RTM tersebut dengan rincian 8 High Risk dan 3 Medium Risk.

Setelah dilakukan pengendalian dan mitigasi sampai dengan Semester-II Tahun 2021, semua risiko yang berhasil diturunkan tingkat risikonya, yaitu :

1. Penurunan produksi dikarenakan faktor suplai gas dan faktor internal
2. Penjualan produk PSO
3. Penjualan produk komersil
4. Fatality
5. Covid-19
6. Tidak tercapainya skor AKHLAK
7. *Impairment* kantong pupuk Urea dan NPK retail Pusri

COMPANY RISK CONTROL

At the beginning of 2021, 326 risks have been identified from all work units, consisting of 31 High Risks and 295 Medium Risks. Additional new risks in the current period as many as 20 risks.

So that the company's total risk becomes 346 risks that need to be considered for mitigation for the 2021 period. During the second semester of 2021, 346 identified risks have been controlled so that at the end of the second semester of 2021, the details of the risks are as follows:

Key Risks/Risk That Matters (RTM):

Pusri has 11 Main Risks/Risk That Matter (RTM), namely risks that contribute on a Pareto basis to the achievement of the Company's Targets, consisting of 8 Consolidated PI RTMs and 3 Company RTMs that must be controlled during 2021. The 11 RTMs are comprised of 8 High Risks and 3 Medium Risk.

After controlling and mitigating until Semester-II of 2021, all risks that have been successfully reduced the level of risk, namely:

1. Decrease in production due to gas supply and internal factors
2. Sales of PSO products
3. Sales of commercial products
4. Fatality
5. Covid-19
6. Not achieving the AKHLAK score
7. Impairment of Urea fertilizer bags and Pusri retail NPK

8. Selisih E-Verval
9. Tidak optimalnya pendapatan aset
10. Bertambahnya piutang usaha
11. Rugi selisih kurs

Berdasarkan surat dari Direktur Keuangan & Investasi PT Pupuk Indonesia (Persero) Nomor : 04199/A/MR/A42/ET/2021 tanggal 16 April 2021 Perihal Revisi Matriks Tanggung Jawab RTM Konsolidasi RKAP Tahun 2021, maka 1 risiko RTM terkait tidak tercapainya target penjualan Pupuk PSO pengelolaannya dilakukan oleh PT Pupuk Indonesia (Persero).

Penurunan tingkat risiko utama perusahaan, terealisasi sebesar **52 %** dari target penurunan tingkat risiko utama perusahaan akhir tahun sebesar **27%**.

Lain lain :

Perusahaan melakukan strategi aksi korporasi di dalam operasional Perusahaan dan guna mendukung aksi tersebut disusun Kajian Risiko yang telah disusun s.d Semeseter-II Tahun 2022 sebagai berikut:

1. Kajian Risiko Pembangunan Proyek P.IIIB
2. Kajian Risiko Pembongkaran & Penghapusbukuan Gudang Eks Bagor untuk Pembangunan Demo Plant Green Diesel Kapasitas 1000 liter/hari
3. Kajian Risiko Demolish Prasarana & Bangunan untuk Persiapan Lahan Proyek P.IIIB
4. Kajian Risiko Penghapusbukuan dan Pemindahtanganan Sebagian Lahan GPP Nagreg
5. Kajian Risiko Penghapusbukuan dan Pembongkaran Bangunan dan Prasarana GPP Nganjuk
6. Kajian Risiko Penghapusbukuan dan Pembongkaran Gudang MTU Pati
7. Kajian Risiko Aksi Korporasi Penyewaan 8 Kantor PPD oleh PT. Pupuk Indonesia (Persero)
8. Kajian Risiko Aksi Korporasi Sewa Pakai Kantor PPD Aceh oleh PT. Bank Tabungan Negara (Persero) Tbk Kantor Cabang Syariah Banda Aceh

8. Difference E-Verval
9. Not optimal asset income
10. Increase in accounts receivable
11. Loss on foreign exchange

Based on a letter from the Director of Finance & Investment of PT Pupuk Indonesia (Persero) Number: 04199/A/MR/A42/ET/2021 dated April 16, 2021 regarding the Revision of the RTM Responsibility Matrix for the Consolidated RKAP 2021, there is 1 risk of RTM related to not achieving the sales target PSO fertilizer is managed by PT Pupuk Indonesia (Persero).

The decrease in the company's main risk level was realized by 52% from the target of reducing the company's main risk level by the end of 27%.

Others:

The Company carries out a corporate action strategy in the Company's operations and to support this action, a Risk Study has been prepared which has been prepared until Semeseter-II of 2022 as follows:

1. P.IIIB Project Development Risk Assessment
2. Risk Study of Demolition & Write-off of the Ex Bagor Warehouse for the Construction of a Green Diesel Demo Plant with a Capacity of 1000 liters/day
3. Infrastructure & Building Demolish Risk Assessment for P.IIIB . Project Land Preparation
4. Study of Write-off Risk and Partial Transfer of GPP Nagregs Land
5. Risk Assessment of Write-off and Demolition of GPP Nganjuk Buildings and Infrastructure
6. Risk Assessment of Write-Off and Demolition of the MTU Pati Warehouse
7. Corporate Action Risk Study Leasing 8 PPD Offices by PT. Pupuk Indonesia (Persero)
8. Risk Assessment of Corporate Actions Leasing Aceh PPD Office by PT. Bank Tabungan Negara (Persero) Tbk Syariah Branch Office Banda Aceh

9. Kajian Risiko Penghapusbukuan dan Pembongkaran 12 Aset Tetap Berupa Bangunan Rumah dan Gardu Telepon Dalam Rangka Optimalisasi Aset Taman Kenten
10. Kajian Risiko Aksi Korporasi Sewa Ruang Gedung Perwakilan Jakarta dan Wisma 101 oleh PT. Pupuk Indonesia (Persero)
11. Kajian Risiko Aksi Korporasi Sewa Pakai GPP Naskah oleh PT. Putra Putri Perkasa
12. Kajian Risiko Penghapusbukuan UPP Belawan

RAPAT KOMITE INVESTASI DAN MANAJEMEN RISIKO

Komite Investasi dan Manajemen Risiko menyelenggarakan rapat satu kali dalam setiap bulan atau bilamana diperlukan. Komite Investasi dan Manajemen Risiko dapat mengundang Dewan Komisaris untuk turut serta hadir dalam rapat yang diselenggarakan Komite. Selama tahun 2021, Komite Investasi dan Manajemen Risiko telah melaksanakan Rapat sebanyak 36 kali yang terdiri dari :

- 12 kali Rapat Internal KIMR
- 12 Kali Rapat Gabungan dengan Komite Audit dan SPV Pusri
- 12 Kali dengan Internal Dekom dengan rincian sebagai berikut:

9. Risk Assessment of Write-Off and Demolition of 12 Fixed Assets in the Form of Houses and Telephone Substations in the Context of Optimizing Kenten Park Assets
10. Risk Assessment of Corporate Actions for Rent of Jakarta Representative Building and Wisma 101 by PT. Pupuk Indonesia (Persero)
11. Risk Study of Corporate Action Lease Using GPP Manuscript by PT. Putra Putri Perkasa
12. Risk Study of Belawan UPP Write-Off

INVESTMENT AND RISK MANAGEMENT COMMITTEE MEETING

The Investment and Risk Management Committee holds a meeting once a month or when necessary. The Investment and Risk Management Committee may invite the Board of Commissioners to attend meetings held by the Committee. During 2021, the Investment and Risk Management Committee has held 36 meetings consisting of:

- 12 times KIMR Internal Meeting
- 12 Joint Meetings with the Audit Committee and SPV Pusri
- 12 Times with Internal Board of Commissioners with the following details:

| Pelaksanaan Rapat dan Tingkat Kehadiran Rapat Komite Investasi dan Manajemen Risiko 2021 Meetings and Attendance at the Investment and Risk Management Committee Meeting 2021 | | | | |
|--|---|-------------------------------|--------------------------------------|---------------------------------------|
| Nama Name | Jabatan di Perusahaan Position | Jumlah Rapat Total Meeting | Jumlah Kehadiran Total Attendance | Tingkat Kehadiran Attendance Level |
| Bambang Supriyambodo | Komisaris / Ketua Komite Commissioner/Committee Chairman | 36 | 36 | 100% |
| Hree Shanty Bayu | Anggota Komite Committee Member | 36 | 36 | 100% |
| Ida Zuraida | Anggota Komite Committee Member | 12 | 12 | 100% |

PENGEMBANGAN KOMPETENSI KOMITE INVESTASI DAN MANAJEMEN RISIKO

PUSRI senantiasa mendorong peningkatan kompetensi Komite Investasi dan Manajemen Risiko yang dilakukan melalui berbagai pelatihan dan pendidikan dengan pendanaan sepenuhnya menjadi tanggung jawab Perusahaan. Pendidikan dan Pelatihan Komite Investasi dan Manajemen Risiko pada tahun buku disampaikan dalam bab "Profil Perusahaan".

INDEPENDENSI KOMITE INVESTASI DAN MANAJEMEN RISIKO

Sebagai upaya untuk dapat menjaga independensi setiap anggota Komite, setiap tahunnya masing-masing anggota Komite Penunjang Dewan Komisaris memberikan pernyataan independensi.

INVESTMENT COMMITTEE COMPETENCY DEVELOPMENT AND RISK MANAGEMENT

PUSRI continues to encourage the improvement of the competence of the Investment and Risk Management Committee through various trainings and education with the full funding being the responsibility of the Company. The education and training of the Investment and Risk Management Committee for the financial year is presented in "Company Profile" chapter.

INDEPENDENCE OF THE INVESTMENT AND RISK MANAGEMENT COMMITTEE

In an effort to maintain the independence of each member of the Committee, each member of the Supporting Committee of the Board of Commissioners provides a statement of independence every year.

| Independensi Komite Investasi dan Manajemen Risiko Independence of the Investment and Risk Management Committee | | | | |
|--|----------------------|------------------|-------------|---|
| Pernyataan Independensi | Bambang Supriyambodo | Hree Shanty Bayu | Ida Zuraida | Independence Statement |
| Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum, Kantor Jasa Penilai Publik atau pihak lain yang memberi jasa asuransi, jasa non-asuransi, jasa penilai dan/atau jasa konsultasi lain kepada PUSRI dalam waktu enam bulan terakhir | ✓ | ✓ | ✓ | Not part of Public Accounting Firm, Legal Consulting Firm, Public Appraisal Service Office or other party providing insurance services, non-insurance services, appraisal services and/or other consulting services to PUSRI within the last six months |
| Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan PUSRI dalam waktu enam bulan terakhir (kecuali Komisaris Independen) | ✓ | ✓ | ✓ | Not a person who works or has the authority and responsibility to plan, lead, control, or supervise PUSRI activities within the last six months (except Independent Commissioner) |
| Tidak mempunyai saham langsung maupun tidak langsung di PUSRI | ✓ | ✓ | ✓ | Does not have direct or indirect shares in PUSRI |
| Keluarga tidak mempunyai saham langsung maupun tidak langsung di PUSRI | ✓ | ✓ | ✓ | The family does not have direct or indirect shares in PUSRI |
| Tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama PUSRI | ✓ | ✓ | ✓ | Has no affiliation with members of the Board of Commissioners, members of the Board of Directors, or PUSRI's Major Shareholders |

| Independensi Komite Investasi dan Manajemen Risiko Independence of the Investment and Risk Management Committee | | | | |
|--|----------------------|------------------|-------------|---|
| Pernyataan Independensi | Bambang Supriyambodo | Hree Shanty Bayu | Ida Zuraida | Independence Statement |
| Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha PUSRI | ✓ | ✓ | ✓ | Does not have business relationship, either directly or indirectly related to PUSRI's business activities |
| Tidak menjabat sebagai pengurus partai politik dan/atau calon/anggota legislative dan/atau merupakan calon atau menjabat sebagai kepala/wakil kepala pemerintahan daerah | ✓ | ✓ | ✓ | Not serving as political party administrator and/or legislative candidate/member and/or a candidate or serving as head/deputy head of regional government |
| Tidak memiliki jabatan lain yang dapat menimbulkan benturan kepentingan terkait dengan jabatan di PUSRI | ✓ | ✓ | ✓ | Do not have other positions that may cause conflicts of interest related to positions at PUSRI |

PENCAPAIAN KPI KOMITE INVESTASI DAN MANAJEMEN RISIKO

Dalam menjalankan tugas dan tanggung jawabnya, Komite Investasi dan Manajemen Risiko berpedoman pada Pedoman Kerja (*Charter*) Komite Audit yang kemudian dijabarkan lebih detail dalam Program Kerja Komite Audit.

REMUNERASI KOMITE INVESTASI DAN MANAJEMEN RISIKO

Remunerasi Komite Investasi dan Manajemen Risiko ditetapkan dengan mengacu pada Peraturan Menteri BUMN No. PER-12/ MBU/2012 tentang Organ Pendukung Dewan Komisaris/ Dewan Pengawas Badan Usaha Milik Negara mengatur terkait penghasilan anggota Komite Investasi dan Manajemen Risiko, yakni berupa honorarium maksimal sebesar 20% (dua puluh persen) dari gaji Direktur Utama Perusahaan dengan ketentuan pajak ditanggung Perusahaan dan tidak diperkenankan menerima penghasilan lain selain honorarium tersebut. Anggota Dewan Komisaris yang menjadi Ketua/anggota Komite Investasi dan Manajemen Risiko tidak diberikan penghasilan tambahan dari jabatan tersebut.

INVESTMENT AND RISK MANAGEMENT COMMITTEE KPI ACHIEVEMENTS

In carrying out its duties and responsibilities, the Investment and Risk Management Committee is guided by the Audit Committee Charter, which is then described in more detail in the Audit Committee Work Program.

INVESTMENT AND RISK MANAGEMENT COMMITTEE REMUNERATION

The remuneration of the Investment and Risk Management Committee is determined by referring to the Regulation of the Minister of SOEs No. PER-12/MBU/2012 concerning Supporting Organs of the Board of Commissioners/Supervisory Board of State-Owned Enterprises regulates the income of members of the Investment and Risk Management Committee, namely in the form of a maximum honorarium of 20% (twenty percent) of the salary of the Company's President Director with tax borne Company and are not allowed to receive other income other than the honorarium. Members of the Board of Commissioners who become Chairman/members of the Investment and Risk Management Committee are not given additional income from this position.



KOMITE NOMINASI DAN REMUNERASI

NOMINATION AND REMUNERATION COMMITTEE

PUSRI baru membentuk Komite Nominasi dan Remunerasi pada 14 September 2020 yang dikuatkan dengan Keputusan Dewan Komisaris No. KEP-09/DEKOM/PUSRI/IX/2020 tentang Pembentukan Komite Nominasi dan Remunerasi PT Pupuk Sriwidjaja Palembang. Pembentukan Komite Nominasi dan Remunerasi merupakan upaya Perusahaan untuk menjaga independensi dan keterbukaan/transparansi dalam proses pembentukan talent pegawai, pengangkatan pejabat serta pengkajian dan pengusulan remunerasi manajemen PUSRI.

Kualifikasi Anggota Komite Nominasi dan Remunerasi

Mengacu pada Piagam Komite Nominasi dan Remunerasi, anggota Komite harus memenuhi persyaratan sebagai berikut:

1. Memiliki integritas yang tinggi, kemampuan, pengetahuan dan pengalaman kerja yang memadai di bidang tugas Komite serta memiliki pemahaman tentang lingkup bisnis Perusahaan.
2. Tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan konflik kepentingan terhadap Perusahaan.
3. Dapat menyediakan waktu yang cukup untuk menyelesaikan tugasnya.
4. Mampu berkerja sama dan berkomunikasi dengan baik dan secara efektif.

Di samping persyaratan tersebut, apabila terdapat anggota Komite yang berasal dari pihak independen, maka harus memenuhi persyaratan yang mencakup:

1. Tidak memiliki hubungan afiliasi atau hubungan keuangan, hubungan kepengurusan, hubungan kepemilikan dan/atau hubungan keluarga dengan anggota Dewan Komisaris dan anggota

PUSRI just established the Nomination and Remuneration Committee on September 14, 2020 which was enforced by the Decree of the Board of Commissioners No. KEP-09/DEKOM/PUSRI/IX/2020 concerning the Establishment of the Nomination and Remuneration Committee of PT Pupuk Sriwidjaja Palembang. The establishment of the Nomination and Remuneration Committee represents the Company's effort to maintain independence and transparency in the process of improving employee talent, appointing officials as well as reviewing and proposing remuneration for PUSRI management.

Qualification of Nomination and Remuneration Committee Members

With reference to the Nomination and Remuneration Committee Charter, Committee members must meet the following requirements:

1. Possess high integrity, ability, knowledge and adequate work experience related the Committee's duties and possess an understanding of the Company's business scope.
2. Have no personal interests/relationships that may create negative impact and conflict of interest on the Company.
3. Be able to allocate sufficient time to complete the task.
4. Be able to work together and communicate proficiently and effectively.

In addition to these requirements, if there are members of the Committee who originate from independent parties, they must meet the following requirements:

1. Have no affiliated relationship or financial relationship, management relationship, ownership relationship and/or family relationship with members of the Board of Commissioners and

yang dapat mempengaruhi kemampuannya untuk bertindak independen.

2. Memiliki pengalaman terkait nominasi dan/atau remunerasi.
3. Bukan merupakan karyawan Perusahaan.
4. Tidak merangkap sebagai anggota Dewan Komisaris/Dewan Pengawas pada BUMN/perusahaan lain.

MASA JABATAN

Masa jabatan anggota Komite Nominasi dan Remunerasi yang merupakan Dewan Komisaris ialah mengikuti masa jabatannya sebagai Dewan Komisaris Perusahaan. Sementara itu, apabila terdapat anggota komite yang bukan merupakan Dewan Komisaris diatur sesuai dengan Peraturan Menteri BUMN Nomor PER-12/MBU/2012 jo. PER-06/MBU/04/2021 jo. PER-14/MBU/10/2021 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas dengan tidak mengurangi hak Dewan Komisaris untuk dapat memberhentikan sewaktu-waktu.

SUSUNAN DAN KOMPOSISI KOMITE NOMINASI DAN REMUNERASI

Dewan Komisaris dapat membentuk Komite sekurang-kurangnya terdiri dari 3 (tiga) anggota. Berikut adalah susunan dan komposisi Komite Nominasi dan Remunerasi per 31 Desember 2021.

| Nama Name | Jabatan | Position | Dasar Pengangkatan Appointment Decree |
|----------------------------|---------|----------|--|
| Imam Apriyanto Putro | Ketua | Chairman | KEP-09/DEKOM/PUSRI/IX/2020 |
| Prahoru Yulijanto Nutjahyo | Anggota | Member | KEP-09/DEKOM/PUSRI/IX/2020 |
| Sarwo Edhy | Anggota | Member | KEP-09/DEKOM/PUSRI/IX/2020 |
| Bambang Supriyambodo | Anggota | Member | KEP-09/DEKOM/PUSRI/IX/2020 |
| Setya Utama | Anggota | Member | KEP-03/DEKOM/PUSRI/II/2021 |
| Sally Salamah | Anggota | Member | KEP-09/DEKOM/PUSRI/VI/2021 |

members that may affect their ability to act independently.

2. Possess experience related to nomination and/or remuneration.
3. Not serving as an employee of the Company.
4. Not concurrently serving as a member of the Board of Commissioners/Supervisory Board in BUMN/other companies.

TERM OF OFFICE

The term of office for members of the Nomination and Remuneration Committee who is the Board of Commissioners is to follow their term of office as the Company's Board of Commissioners. Meanwhile, if there are committee members who are not members of the Board of Commissioners, it is regulated in accordance with the Regulation of the Minister of BUMN Number PER-12/MBU/2012 jo. PER-06/MBU/04/2021 jo. PER-14/MBU/10/2021 concerning the Supporting Organs of the Board of Commissioners/Supervisory Board without prejudice to the right of the Board of Commissioners to be able to dismiss at any time.


STRUCTURE AND COMPOSITION OF NOMINATION & REMUNERATION COMMITTEE

The Board of Commissioners may form a Committee consisting of at least 3 (three) members. The following is the composition and composition of the Nomination and Remuneration Committee as of December 31, 2021.



PROFIL KOMITE NOMINASI DAN REMUNERASI

NOMINATION AND REMUNERATION COMMITTEE PROFILE



Imam Apriyanto Putro
Ketua Komite Nominasi dan Remunerasi
Chairman of The Nomination and Remuneration Committee

Profil Lengkap: Ada pada Bab "Profil Perusahaan"
Full Profile: Presented under the "Company Profile" chapter

| | |
|---|--|
| Riwayat Penunjukan Appointment History | KEP-09/DEKOM/PUSRI/IX/2020 KEP-09/DEKOM/PUSRI/IX/2020 |
|---|--|



Prahoro Yulijanto Nutjahyo
Anggota Komite Nominasi dan Remunerasi
Member of The Nomination and Remuneration Committee

Profil Lengkap: Ada pada Bab "Profil Perusahaan"
Full Profile: Presented under the "Company Profile" chapter

| | |
|---|--|
| Riwayat Penunjukan Appointment History | KEP-09/DEKOM/PUSRI/IX/2020 KEP-09/DEKOM/PUSRI/IX/2020 |
|---|--|



Bambang Supriyambodo
Anggota Komite Nominasi dan Remunerasi
Member of The Nomination and Remuneration Committee

Profil Lengkap: Ada pada Bab "Profil Perusahaan"
Full Profile: Presented under the "Company Profile" chapter

| | |
|---|--|
| Riwayat Penunjukan Appointment History | KEP-09/DEKOM/PUSRI/IX/2020 KEP-09/DEKOM/PUSRI/IX/2020 |
|---|--|



Setya Utama
 Anggota Komite Nominasi dan Remunerasi
 Member of The Nomination and Remuneration Committee

Profil Lengkap: Ada pada Bab "Profil Perusahaan"
 Full Profile: Presented under the "Company Profile" chapter

| | |
|---|--|
| Riwayat Penunjukan Appointment History | KEP-03/DEKOM/PUSRI/II/2021 KEP-03/DEKOM/PUSRI/II/2021 |
|---|--|



Sally Salamah
 Anggota Komite Nominasi dan Remunerasi
 Member of The Nomination and Remuneration Committee

Profil Lengkap: Ada pada Bab "Profil Perusahaan"
 Full Profile: Presented under the "Company Profile" chapter

| | |
|---|--|
| Riwayat Penunjukan Appointment History | KEP-09/DEKOM/PUSRI/VI/2021 KEP-09/DEKOM/PUSRI/VI/2021 |
|---|--|



Sarwo Edhy *
 Anggota Komite Nominasi dan Remunerasi
 Member of The Nomination and Remuneration Committee

DATA PRIBADI Personal Data
 Warga Negara Indonesia Indonesian Citizen
 Usia 59 Tahun 59 years old
 Kelahiran Brebes, 22 Maret 1962 Born in Brebes, 22 March 1962
 Domisili Jakarta Domicile in Jakarta

| | |
|---|--|
| Riwayat Penunjukan Appointment History | KEP-09/DEKOM/PUSRI/IX/2020 KEP-09/DEKOM/PUSRI/IX/2020 |
|---|--|

- * Menjabat hingga terbitnya SK pergantian Anggota Komite Nominasi dan Remunerasi atas nama Ali Jamil Nomor: KEP-02/DEKOM/PUSRI/I/2022
- * Served until the issuance of the Decree for the replacement of the Nomination and Remuneration Committee Members on behalf of Ali Jamil Number: KEP-02/DEKOM/PUSRI/I/2022

| | | |
|--|---|---|
| <p>Riwayat Pendidikan <i>Educational Background</i></p> | <ul style="list-style-type: none"> • Sarjana Administrasi Negara, STIE Yapann, Jakarta (1988) • Sarjana Ekonomi Pertanian Universitas Satyagama, (2002) • Magister Manajemen, Universitas Jagakarsa, Jakarta (2001) • Doktor Manajemen SDM Universitas Negeri Jakarta, Jakarta (2005) | <ul style="list-style-type: none"> • Bachelor's Degree of State Administration, STIE Yapann, Jakarta (1988) • Master's Degree in Agricultural Economy, Universitas Satyagama (2002) • Master's Degree in Management, Universitas Jagakarsa, Jakarta (2001) • Doctorate Degree in Human Resource Management, Universitas Negeri Jakarta, Jakarta (2005) |
| <p>Pengalaman Kerja <i>Work Experience</i></p> | <ul style="list-style-type: none"> • Kepala Sub-Bagian Perbendaharaan, Kepala Sub Bagian Keuangan Kementerian Pertanian (2001- 2005) • Kepala Sub-Bagian Akuntansi dan Verifikasi Kementerian Pertanian (2005-2008) • Kasubdit Kelembagaan Perbenihan Kementerian Pertanian (2009-2011) • Kepala Bagian Umum Kementerian Pertanian (2011- 2016) • Direktur buah dan Florikultura Kementerian Pertanian (2016-2019) • Direktur Jenderal Prasarana dan Sarana Pertanian Kementerian Pertanian (2019-sekarang) | <ul style="list-style-type: none"> • Head of Treasury Sub-Section, Head of Finance Sub- Section of the Ministry of Agriculture (2001- 2005) • Head of Accounting and Verification Sub-Section of the Ministry of Agriculture (2005-2008) • Head of Sub-Directorate of Seed Institutions, Ministry of Agriculture (2009-2011) • Head of General Section of the Ministry of Agriculture (2011-2016) • Director of Fruit and Floriculture Ministry of Agriculture (2016-2019) • Director General of Agricultural Infrastructure and Facilities, Ministry of Agriculture (2019-present) |
| <p>Hubungan Afiliasi <i>Affiliated Relationships</i></p> | <p>Tidak memiliki hubungan afiliasi dengan Dewan Komisaris lainnya, Direksi, maupun dengan Pemegang Saham Utama dan Pengendali.</p> | <p>Has no affiliation with the Major Shareholders and the Board of Commissioners or Directors</p> |

Piagam Komite Nominasi dan Remunerasi

Komite Nominasi dan Remunerasi PUSRI memiliki pedoman kerja berupa Piagam Komite Nominasi dan Remunerasi yang telah disahkan melalui Keputusan Dewan Komisaris No. KEP13/DEKOM/PUSRI/IX/2020.

Piagam Komite Nominasi dan Remunerasi mencakup tentang petunjuk dan pedoman kerja Komite Nominasi dan Remunerasi Risiko serta menjelaskan tahapan aktivitas secara terstruktur, sistematis, mudah dipahami dan dapat dijalankan dengan konsisten. Dengan demikian, diharapkan dokumen tersebut dapat menjadi acuan bagi Komite Nominasi dan Remunerasi dalam melaksanakan tugasnya untuk mencapai Visi dan Misi Perusahaan sehingga akan tercapai standar kerja yang tinggi selaras dengan prinsip-prinsip GCG.

PUSRI menyusun Piagam Komite Nominasi dan Remunerasi berdasarkan prinsip-prinsip hukum korporasi, ketentuan Anggaran Dasar, peraturan dan ketentuan perundang-undangan yang berlaku,

Nomination and Remuneration Committee Charter

PUSRI's Nomination and Remuneration Committee maintains a working guideline in the form of the Nomination and Remuneration Committee Charter which has been ratified through the Decree of the Board of Commissioners No. KEP-13/ DEKOM/PUSRI/IX/2020.

The Nomination and Remuneration Committee Charter covers the work instructions and guidelines of the Risk Nomination and Remuneration Committee and sets forth the stages of activities in a structured, systematic, easy-to-comprehend and consistent manner. Accordingly, it is expected that this document can serve as a reference for the Nomination and Remuneration Committee in carrying out their duties to achieve the Company's Vision and Mission so as to achieve high work standards in line with GCG principles.

PUSRI prepares the Nomination and Remuneration Committee Charter based on the principles of corporate law, the provisions of the Articles of Association, the prevailing laws and regulations, the

arahan Pemegang Saham serta praktik-praktik terbaik (best practices) Good Corporate Governance. Isi dari Piagam Komite Nominasi dan Remunerasi yang mengatur pelaksanaan tugas Komite Nominasi dan Remunerasi mencakup:

- Struktur Organisasi
- Persyaratan Keanggotaan
- Tanggung Jawab, Tugas dan Kewenangan
- Rapat
- Pendidikan dan Tenaga Penunjang
- Penilaian Kinerja

Independensi Komite Nominasi dan Remunerasi

Sebagai upaya untuk dapat menjaga independensi setiap anggota Komite, setiap tahunnya masing-masing anggota Komite Penunjang Dewan Komisaris memberikan pernyataan independensi. Dimana setiap anggota Komite Nominasi dan Remunerasi

1. Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum, Kantor Jasa Penilai Publik atau pihak lain yang memberi jasa asuransi, jasa non-asuransi, jasa penilai dan/atau jasa konsultasi lain kepada PUSRI dalam waktu enam bulan terakhir
2. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan PUSRI dalam waktu enam bulan terakhir (kecuali Komisaris Independen)
3. Tidak mempunyai saham langsung maupun tidak langsung di PUSRI
4. Keluarga tidak mempunyai saham langsung maupun tidak langsung di PUSRI
5. Tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama PUSRI
6. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha PUSRI
7. Tidak menjabat sebagai pengurus partai politik dan/atau calon/anggota legislative dan/atau merupakan calon atau menjabat sebagai kepala/wakil kepala pemerintahan daerah

guidance from Shareholders and the best practices of Good Corporate Governance. The contents of the Nomination and Remuneration Committee Charter which govern the implementation of the Nomination and Remuneration Committee's duties include:

- Organizational structure
- Membership Requirements
- Responsibilities, Duties and Authorities
- Meetings
- Education and Supporting Personnel
- Performance assessment

Independence of the Nomination and Remuneration Committee

In an effort to maintain the independence of each member of the Committee, each member of the Supporting Committee of the Board of Commissioners provides a statement of independence every year.

1. Not part of Public Accounting Firm, Legal Consulting Firm, Public Appraisal Service Office or other party providing insurance services, non-insurance services, appraisal services and/or other consulting services to PUSRI within the last six months
2. Not a person who works or has the authority and responsibility to plan, lead, control, or supervise PUSRI activities within the last six months (except Independent Commissioner).
3. Does not have direct or indirect shares in PUSRI
4. The family does not have direct or indirect shares in PUSRI
5. Has no affiliation with members of the Board of Commissioners, members of the Board of Directors, or PUSRI's Major Shareholders
6. Does not have business relationship, either directly or indirectly related to PUSRI's business activities.
7. Not serving as political party administrator and/or legislative candidate/member and/or a candidate or serving as head/deputy head of regional government.



8. Tidak memiliki jabatan lain yang dapat menimbulkan benturan kepentingan terkait dengan jabatan di PUSRI

8. Do not have other positions that may cause conflicts of interest related to positions at PUSRI

Tugas dan Tanggung Jawab Komite Nominasi dan Remunerasi

Piagam Komite Nominasi dan Remunerasi telah mengatur tugas dan tanggung jawab Komite sebagai berikut:

Tanggung Jawab

- a. Komite bertanggung jawab kepada Dewan Komisaris.
- b. Pertanggungjawaban kepada Dewan Komisaris disampaikan dalam laporan sebagai berikut:
 - Laporan tahunan pelaksanaan tugas
 - Laporan triwulan pelaksanaan tugas
 - Laporan untuk setiap pelaksanaan tugas khusus Komite
- c. Komite bertanggung jawab menjaga kerahasiaan dokumen, data dan informasi Perusahaan baik dari eksternal maupun internal dan hanya digunakan untuk kepentingan pelaksanaan tugasnya.
- d. Laporan Komite ditandatangani Ketua dan Anggota Komite.

Tugas

- a. Secara kolektif dalam pelaksanaan tugasnya membantu Dewan Komisaris.
- b. Bersifat mandiri, baik dalam pelaksanaan tugasnya maupun laporan dan bertanggung jawab kepada Dewan Komisaris.
- c. Tugas terkait dengan fungsi nominasi:
 - Memberikan rekomendasi kepada Dewan Komisaris mengenai:
 - Komposisi jabatan anggota Direksi dan/atau anggota Dewan Komisaris.
 - Kebijakan dan kriteria yang dibutuhkan dalam proses nominasi.
 - Kebijakan evaluasi kinerja bagi anggota Direksi dan/atau anggota Dewan Komisaris.

Duties and Responsibilities of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee Charter has set out the duties and responsibilities of the Committee as follows:

Responsibility

- a. The Committee is responsible to the Board of Commissioners.
- b. Accountability to the Board of Commissioners is presented in the following report:
 - Annual report on task implementation
 - Quarterly report on task implementation
 - Reports for each implementation of the Committee's special duties
- c. The Committee is responsible for maintaining the confidentiality of the Company's documents, data and information from external and internal sources and is only used for the purpose of carrying out its duties.
- d. The Committee Report is signed by the Chairman and Committee Members.

Tasks

- a. Collectively, in carrying out their duties, they assist the Board of Commissioners.
- b. Independent, both in carrying out their duties and reporting and reporting to the Board of Commissioners.
- c. Duties related to the nomination function:
 - Provide recommendations to the Board of Commissioners regarding:
 - Composition of positions for members of the Board of Directors and/or members of the Board of Commissioners.
 - Policies and criteria required in the nomination process.
 - Performance evaluation policies for members of the Board of Directors and/or members of the Board of Commissioners.

- Membantu Dewan Komisaris dalam melakukan penilaian kinerja anggota Direksi dan/atau anggota Dewan Komisaris berdasarkan tolak ukur yang disusun sebagai bahan evaluasi.
- Memberikan rekomendasi kepada Dewan Komisaris mengenai program pengembangan kemampuan Direksi dan/atau anggota Dewan Komisaris.
- Memberikan usulan calon yang memenuhi syarat sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada Dewan Komisaris untuk disampaikan kepada RUPS.

d. Tugas terkait fungsi remunerasi:

- Memberikan rekomendasi mengenai calon anggota Direksi Perusahaan, Komisaris dan Direksi anak perusahaan kepada Dewan Komisaris.
- Menyusun dan memberikan rekomendasi mengenai sistem serta prosedur pemilihan dan/atau penggantian Dewan Komisaris dan Direksi kepada Dewan Komisaris.
- Mengevaluasi kebijakan remunerasi.
- Mengidentifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas-tugas lain yang diberikan Dewan Komisaris.
- Melaksanakan penugasan khusus yang diberikan oleh Dewan Komisaris selama tidak bertentangan dengan peraturan perundang-undangan yang berlaku.

Dalam melaksanakan tugasnya, Komite Nominasi dan Risiko juga memiliki wewenang meliputi:

1. Mengakses catatan atau informasi tentang aset dan sumber daya lainnya dan memasuki pekarangan, gedung serta kantor yang digunakan oleh Perusahaan.
2. Berhak mendapatkan dan meminta setiap hasil kajian nominasi dan remunerasi yang dilakukan baik oleh para risk owner, para pejabat struktural terkait, risk champion, SPI maupun Direksi Perusahaan.

- Assist the Board of Commissioners in assessing the performance of members of the Board of Directors and/or members of the Board of Commissioners based on the benchmarks prepared as evaluation material.
- Provide recommendations to the Board of Commissioners regarding the capacity development program for the Board of Directors and/or members of the Board of Commissioners.
- Provide proposals for candidates who meet the requirements as members of the Board of Directors and/or members of the Board of Commissioners to the Board of Commissioners to be submitted to the GMS.

d. Duties related to the remuneration function:

- Provide recommendations regarding candidates for members of the Company's Board of Directors, Commissioners and Directors of subsidiaries to the Board of Commissioners.
- Prepare and provide recommendations on the system and procedure for the selection and/or replacement of the Board of Commissioners and the Board of Directors to the Board of Commissioners.
- Evaluating the remuneration policy.
- Identifying matters requiring the attention of the Board of Commissioners as well as other tasks assigned by the Board of Commissioners.
- Carry out special assignments given by the Board of Commissioners as long as they do not conflict with the applicable laws and regulations.

In carrying out its duties, the Nomination and Risk Committee also has the authority to include:

1. Accessing records or information about assets and other resources and entering yards, buildings and offices used by the Company.
2. The right to obtain and request any results of the nomination and remuneration studies conducted by the risk owners, related structural officials, risk champions, SPI and the Company's Directors.



3. Meminta penjelasan Direksi dan/atau pejabat lainnya mengenai segala persoalan yang menyangkut pengelolaan Perusahaan.
4. Dalam melaksanakan kewenangannya, Komite bekerja sama dengan unit kerja terkait, dalam hal ini risk owner, para pejabat struktural terkait SDM, organisasi serta SPI Perusahaan.
5. Melakukan review, memeriksa, melakukan analisis dan memberikan pendapat serta rekomendasi dalam batas ruang lingkup tugasnya.
6. Mencari dan mendapatkan informasi (akses yang tidak terbatas) yang relevan dari Sistem Informasi Manajemen (SIM), laporan-laporan maupun dari setiap anggota Direksi, karyawan atau individu atau narasumber terkait.
7. Mengundang manajemen untuk hadir dalam rapat Komite.

Laporan Pelaksanaan Kegiatan Komite

Sepanjang 2021, Komite Nominasi dan Remunerasi telah menjalankan fungsi Komite antara lain:

1. Melakukan pembahsan usulan nominasi Direksi dan Dewan Komisaris tahun 2021.
2. Pembahasan usulan calon Direktur Utama PT Pusri Agro Lestari.
3. Pembahasan usulan penunjukan SVP SPI dan SVP Sekretariat Perusahaan & Tata Kelola PT Pusri Palembang
4. Pembahasan Talent Management PT Pusri Palembang.
5. Menyampaikan saran dan pendapat kepada Dewan Komisaris

3. Requesting an explanation from the Board of Directors and/or other officials regarding all issues related to the management of the Company.
4. In exercising its authority, the Committee cooperates with related work units, in this case the risk owner, structural officials related to HR, organization and the Company's SPI.
5. Review, examine, analyze and provide opinions and recommendations within the scope of their duties.
6. Seek and obtain relevant (unrestricted access) information from the Management Information System (MIS), reports as well as from each member of the Board of Directors, employees or individuals or related sources.
7. Inviting management to attend Committee meetings.

Committee Activities Implementation Report

Throughout 2021, the Nomination and Remuneration Committee has carried out the Committee's functions, including:

1. Discuss the proposed nominations for the Board of Directors and the Board of Commissioners in 2021.
2. Discussion on the proposed candidate for President Director of PT Pusri Agro Lestari.
3. Discussion on the proposed appointment of SVP SPI and SVP of Corporate Secretariat & Governance of PT Pusri Palembang
4. Discussion on PT Pusri Palembang Talent Management.
5. Deliver suggestions and opinions to the Board of Commissioners

Pengembangan Kompetensi Komite Nominasi dan Remunerasi

Pusri senantiasa mendorong peningkatan kompetensi Komite Nominasi dan Remunerasi yang dilakukan melalui berbagai pelatihan dan pendidikan dengan pendanaan sepenuhnya menjadi tanggung jawab Perusahaan. Pendidikan dan Pelatihan Komite Nominasi dan Remunerasi pada tahun buku disampaikan dalam bab "Profil Perusahaan".

Rapat Komite

Perseroan mengatur rapat Komite Nominasi dan Remunerasi diselenggarakan secara berkala, sekurang-kurangnya sama dengan ketentuan minimal rapat Dewan Komisaris. Rapat Komite dipimpin oleh Ketua Komite atau anggota Komite yang paling senior masa keanggotaannya, apabila Ketua Komite berhalangan hadir. Jika dipandang perlu, Komite dapat mengundang pihak manajemen yang terkait dengan materi rapat untuk hadir dalam rapat Komite. Setiap rapat komite dituangkan dalam risalah rapat yang ditandatangani oleh seluruh anggota Komite yang hadir. Komite mengadakan rapat koordinasi dengan struktural manajemen SDM dan organisasi sekurang-kurangnya sekali dalam 3 (tiga) bulan.

Frekuensi Pertemuan Komite Nominasi dan Remunerasi

Selama tahun 2021, Komite Nominasi dan Remunerasi melaksanakan rapat internal Komite sebanyak 5 (lima) kali dengan tingkat kehadiran sebagai berikut :

| Nama Name | Jabatan Position | Jumlah Rapat Total Meeting | Kehadiran Attendance | Tingkat Kehadiran Attendance Level |
|----------------------------|-----------------------------|-------------------------------|-------------------------|---------------------------------------|
| Imam Apriyanto Putro | Ketua Committee Chairman | 5 | 5 | 100% |
| Prahoru Yulijanto Nutjahyo | Anggota Member | 5 | 5 | 100% |
| Sarwo Edhy | Anggota Member | 5 | 5 | 100% |
| Bambang Supriyambodo | Anggota Member | 5 | 5 | 100% |

Nomination and Remuneration Committee Competence Development

PUSRI continues to encourage the competence improvements of the Nomination and Remuneration Committee, which are conducted through various trainings and education, whose expenses are fully borne the Company. The education and training of the Nomination and Remuneration Committee for the financial year is presented under the chapter of "Company Profile".

Committee Meeting

The Company arranges the Nomination and Remuneration Committee meetings to be held periodically, at least equal to the minimum requirements for the Board of Commissioners meeting. Committee meetings are chaired by the Chairman of the Committee or the most senior member of the Committee for the term of membership, if the Chairman of the Committee is unable to attend. If deemed necessary, the Committee may invite the concerned management team members who are related to the meeting agenda to attend the Committee meeting. Each committee meeting result is recorded in the minutes of the meeting signed by all members of the Committee who are present. The Committee holds a coordination meeting with the structural management of HR and the Company at least once in 3 (three) months.

Frequency of Nomination and Remuneration Committee Meetings

During 2021, the Nomination and Remuneration Committee held 5 (five) internal Committee meetings with the following attendance rate:



| Nama Name | Jabatan Position | Jumlah Rapat Total Meeting | Kehadiran Attendance | Tingkat Kehadiran Attendance Level |
|---------------|---------------------|-------------------------------|-------------------------|---------------------------------------|
| Setya Utama | Anggota Member | 5 | 5 | 100% |
| Sally Salamah | Anggota Member | 5 | 5 | 100% |

Penilaian Kinerja Komite Nominasi dan Remunerasi oleh Dewan Komisaris

Penilaian atas kinerja Komite Nominasi dan Remunerasi dilakukan oleh Dewan Komisaris. Dasar penilaian yang digunakan adalah rencana kerja, terutama berkenaan dengan pembentukan talent management yang oleh Dewan Komisaris dinilai sangat strategis, karena dapat menjaga kelangsungan pengelolaan PUSRI di masa datang. Strategi tersebut merupakan upaya mempersiapkan talenta dalam proses regenerasi pimpinan di berbagai level Atas dasar pertimbangan tersebut, Dewan Komisaris menilai kinerja Komite Nominasi dan Remunerasi pada tahun 2021 masuk kategori "Sangat Baik".

Kebijakan Suksesi Direksi

Mengacu pada peraturan Menteri BUMN No. PER-03/MBU/02/2015 tentang Persyaratan, Tata Cara Pengangkatan dan Pemberhentian Anggota Direksi Badan Usaha Milik Negara, Perusahaan menerapkan kebijakan suksesi Direksi sebagai langkah mempersiapkan dan melanjutkan regenerasi kepemimpinan di masa depan. Hal ini juga sebagai upaya mewujudkan proses dan mekanisme pemilihan dan penggantian anggota Direksi yang transparan, akuntabel dan dapat dipertanggungjawabkan.

Perusahaan juga memiliki Program Talent Management System yang bertujuan untuk mempersiapkan calon-calon pemimpin untuk menempati posisi-posisi kunci di perusahaan, meningkatkan motivasi karyawan untuk berkompetisi secara sehat, mengembangkan

Nomination and Remuneration Committee Performance Assessment by the Board of Commissioners

Assessment of the performance of the Nomination and Remuneration Committee is carried out by the Board of Commissioners. The basis of the assessment used is a work plan, especially regarding the formation of talent management which the Board of Commissioners considers very strategic, because it can maintain the continuity of PUSRI management in the future. This strategy is an effort to prepare talent in the process of regeneration of leaders at various levels. Based on these considerations, the Board of Commissioners assesses that the performance of the Nomination and Remuneration Committee in 2021 is in the "Very Good" category.

Board of Directors Succession Policy

With reference to the regulation of the Ministry of SOEs No. PER-03/MBU/02/2015 concerning Requirements, Procedures for Appointment and Dismissal of Members of the Board of Directors of State-Owned Enterprises, the Company implements a succession policy for the Board of Directors as a step to prepare and continue the regeneration of leadership in the future. This also serves as an effort to realize a transparent, accountable and reliable process and mechanism for selecting and replacing members of the Board of Directors.

The Company also maintains a Talent Management System program which aims to prepare prospective leaders to occupy key positions in the Company, motivate employee to compete in a fair manner, develop employees based on target and the

karyawan tepat pada sasaran dan sesuai kebutuhan perusahaan serta mempertahankan dan memberdayakan talent terbaik. Program Talent Management System mempersiapkan Pejabat Eselon I sebagai kandidat Direksi sebagai mana tergambar dalam struktur Program Talent Management System di bawah ini:



Company's business needs, as well as retain and empower the best talents. The Talent Management System prepares Echelon I Officers as candidates for the Board of Directors as illustrated in the structure of the Talent Management System Program below:

Adapun langkah-langkah talent management yang dilakukan oleh Perusahaan adalah sebagai berikut.

- Perusahaan mengidentifikasi kebutuhan-kebutuhan talent pada unit kerja/proyek atau jabatan tertentu berdasarkan:
 - Strategi perusahaan jangka pendek dan jangka panjang.
 - Perencanaan perusahaan & struktur organisasi.
 - Posisi kunci di unit kerja (struktural & fungsional).
 - Job Family.
 - Usia karyawan.
- Seleksi performance menimbang nilai prestasi kerja serta seleksi potensi menimbang hasil assessment kompetensi dan uji kompetensi.
- Talent Development, dengan cara:
 - Penugasan, yaitu program pengembangan yang bertujuan memperkaya pengalaman dan wawasan talent (enrichment jobs) dengan menugaskan/ menempatkan talent pada jabatan-jabatan khusus, proyek, tim, penugasan antar anak perusahaan PIHC, dan penugasan lainnya

The steps taken by talent management of the Company are as follows.

- Identification of talent needs in certain business units/projects or positions based on:
 - Short term and long term corporate strategy.
 - Company planning & organizational structure.
 - Key positions in the business unit (structural & functional).
 - Job Family.
 - Age of employees.
- Performance selection considering the value of work performance and potential selection considering the results of competency assessments and competency tests.
- Talent Development, by:
 - Assignment, which is a development program that aims to enrich the experience and insight of talent (enrichment jobs) by assigning/placing talents in special positions, projects, teams, assignments between PIHC subsidiaries, and other assignments



- Program pengembangan pengetahuan keterampilan dan wawasan berupa: tugas belajar, bantuan beasiswa, dan/atau program pelatihan khusus talent.
 - Fast-track career-path, yaitu suatu jalur karier cepat yang disediakan khusus untuk para talent.
4. Mentoring. Seorang talent diberikan mentor yang fungsinya:
 - Memberikan bimbingan dan arahan untuk rencana pengembangan masing-masing talent.
 - Merekomendasikan pemberian pelatihan, tugas belajar, dan rencana pengembangan kompetensi lainnya yang dianggap perlu bagi pengembangan kompetensi talent.
 - Mendukung setiap kemajuan kompetensi talent.
 - Memonitor rencana pengembangan talent.
 - Melakukan evaluasi terhadap perkembangan Individual Development Plans (IDP) masing-masing talent dalam bentuk laporan penilaian secara berkala.
 5. Talent Retention diberikan kepada para talent guna meningkatkan motivasi dan loyalitas terhadap Perusahaan yang berupa serangkaian rencana pengembangan.
 6. Talent Review. Para talent yang telah mengikuti kegiatan pengembangan talent seperti yang tertuang dalam IDP, akan dilakukan review oleh Komite PSDM/Komite Jabatan setiap tahun terhitung mulai tanggal ditetapkan sebagai talent. Aspek-aspek review antara lain kemajuan kompetensi talent pada area pengembangan (development needs), pemanfaatan kekuatan kompetensi talent (strength), kontribusi talent terhadap unit kerja di mana talent ditempatkan, sikap (attitude) selama mengikuti kegiatan pengembangan.
 7. Dari hasil review dapat disimpulkan seorang talent tetap dalam talent pool, melanjutkan kegiatan pengembangan, dipromosikan/dirotasi ke penugasan lain atau keluar dari talent pool.
- Skills and knowledge development programs in the form of study assignments, scholarship assistance, and/or special talent training programs.
 - Fast-track career-path, which is a fast career path specially provided for talents.
4. Mentoring. A talent is provided with a mentor whose functions are as follows:
 - Provide guidance and direction for each talent development plan.
 - Recommend the provision of training, study assignments, and other competency development plans deemed necessary for the development of talent competencies.
 - Support every advancement of talent competence.
 - Monitor talent development plans.
 - Evaluate the development of Individual Development Plans (IDP) of each talent in the form of periodic assessment reports.
 5. Talent Retention, which is provided to talents to enhance motivation and loyalty to the Company in the form of a series of development plans.
 6. Talent Review. Talents who have participated in talent development activities as stated in the IDP, will be reviewed by the HRD Committee/Position Committee every year starting from the assignment date of the talent. Aspects of the review include progress of talent competence in the area of development (development needs), utilization of talent competence strength (strength), talent contribution to the business unit where talent is positioned, attitude while participating in development activities.
 7. From the results of the review, it can be concluded that a talent remains in the talent pool, continues development activities, is promoted/rotated to other assignments or leaves the talent pool.

Sementara itu, proses seleksi calon Direksi dibagi ke dalam empat tahap yakni pembentukan tim evaluasi, proses penjangkaran, proses penilaian, dan proses penetapan. Tahapan-tahapan tersebut dijelaskan sebagai berikut.

Pembentukan Tim Evaluasi

- Tim Evaluasi menunjuk tenaga ahli atau lembaga profesional untuk melakukan penilaian, jika diperlukan.
- Tim Evaluasi melakukan penjangkaran dan penilaian terhadap Calon Direksi.
- Tim Evaluasi menetapkan hasil evaluasi akhir penilaian untuk disampaikan kepada Direksi PT Pupuk Indonesia (Persero) guna mendapatkan penetapan.
- Tim Evaluasi menyiapkan hasil evaluasi akhir yang telah ditetapkan oleh Direksi PT Pupuk Indonesia (Persero) guna disampaikan oleh Direksi PT Pupuk Indonesia (Persero) kepada Dewan Komisaris dan/ atau Menteri Negara BUMN, jika diperlukan.

Proses Penjangkaran

- Tim Evaluasi menerima usulan dan mencari informasi bakal calon Direksi dari berbagai sumber.
- Tim Evaluasi melakukan seleksi berdasarkan kriteria dan persyaratan administrasi yang ditetapkan (CV, dokumen lain, dan informasi yang diterima) untuk menyusun daftar bakal calon (long list) sebanyak minimal 5 (lima) orang calon untuk masing-masing jabatan anggota Direksi.
- Tim Evaluasi menyerahkan daftar bakal calon (long list) kepada Direksi PT Pupuk Indonesia (Persero) untuk memperoleh persetujuan.

Proses Penilaian

- Tim Evaluasi melakukan penilaian terhadap CV dan wawancara bakal calon Direksi yang namanya tercantum dalam daftar bakal calon (long list) yang telah disetujui oleh Direksi PT Pupuk

Meanwhile, the selection process for candidates for the Board of Directors is divided into four stages, namely the formation of the evaluation team, the selection process, the assessment process and the decision process. These stages are described as follows.

Establishment of Evaluation Team

- The Evaluation Team appoints experts or professional institutions to carry out the assessment, if necessary.
- The Evaluation Team conducts screening and assessment of the Candidates for the Board of Directors.
- The Evaluation Team determines the results of the final evaluation of the assessment to be submitted to the Board of Directors of PT Pupuk Indonesia (Persero) for decision.
- The Evaluation Team prepares the final evaluation results that have been decided by the Board of Directors of PT Pupuk Indonesia (Persero) to be submitted by the Board of Directors of PT Pupuk Indonesia (Persero) to the Board of Commissioners and/or the State Minister for SOEs, if needed.

Screening Process

- The Evaluation Team receives proposals and seeks information on candidates for the Board of Directors from various sources.
- The Evaluation Team prepares a selection based on the established criteria and administrative requirements (CV, other documents, and information received) to compile a long list of at least 5 (five) candidates for each position for the members of the Board of Directors.
- The Evaluation Team submits a long list of candidates to the Board of Directors of PT Pupuk Indonesia (Persero) for approval.

Assessment Process

- The Evaluation Team evaluates CVs and interviews prospective Directors whose names are listed in the long list that has been approved by the Directors of PT Pupuk Indonesia (Persero) to obtain the best



Indonesia (Persero) untuk memperoleh calon-calon terbaik yang akan diusulkan kepada Direksi PT Pupuk Indonesia (Persero) sebagai calon Direksi.

- Tim Evaluasi melakukan menyampaikan daftar calon (short list) kepada Direksi PT Pupuk Indonesia (Persero) untuk menetapkan calon Direksi terpilih.

Proses Penetapan

- Direksi PT Pupuk Indonesia (Persero) melakukan evaluasi akhir atas hasil Penilaian untuk menetapkan 1 (satu) calon Direksi terpilih untuk jabatan anggota Direksi.
- Direksi PT Pupuk Indonesia (Persero) mengajukan calon Direksi untuk ditetapkan dalam RUPS anak perusahaan menjadi anggota Direksi.
- Keputusan Pemegang Saham baik di dalam RUPS maupun di luar RUPS menetapkan calon Direksi terpilih sebagai anggota Direksi Perusahaan.

candidates who will be proposed to the Directors of PT Pupuk Indonesia (Persero) as a candidate for the Board of Directors.

- The Evaluation Team submits a short list of candidates to the Board of Directors of PT Pupuk Indonesia (Persero) to determine the selected candidates for the Board of Directors.

Decision Process

- The Board of Directors of PT Pupuk Indonesia (Persero) conducts a final evaluation of the results of the Assessment to determine 1 (one) candidate for the Board of Directors selected for the position of member of the Board of Directors.
- The Board of Directors of PT Pupuk Indonesia (Persero) proposes a candidate for the Board of Directors to be appointed in the GMS of the subsidiary to become a member of the Board of Directors.
- Shareholders' resolutions both in the GMS and outside the GMS shall determine the candidates for the Board of Directors to be elected as members of the Company's Board of Directors.

SEKRETARIS DEWAN KOMISARIS

Secretary of the Board of Commissioners

Sekretaris Dewan Komisaris secara khusus bertugas dan bertanggung jawab sebagai penghubung Sekretaris Dewan Komisaris dan Direksi, mendokumentasikan surat-surat, menyusun risalah rapat Sekretaris Dewan Komisaris, menjalankan tugas kesekretariatan, memberikan bantuan dalam penyusunan ringkasan laporan manajemen, mempersiapkan bahan rapat Sekretaris Dewan Komisaris, mengumpulkan bahan dan informasi yang relevan dengan pelaksanaan tugas Sekretaris Dewan Komisaris dan melakukan koordinasi dengan Sekretaris Dewan Komisaris dan Direksi.

Secretary of the Board of Commissioners is specifically assigned and responsible as liaison between the board of Commissioners and Board of Directors, documenting letters, preparing minutes of the Board of Commissioners meeting, other secretarial duties, providing assistance in preparing management report summary, preparing the Board of Commissioners meeting material, collecting materials and information relevant to the implementation of the Board of Commissioners duties, and coordinating with the Board of Commissioners and board of Directors.

MASA JABATAN

Perusahaan telah mengatur masa jabatan Sekretaris Dewan Komisaris yakni 3 (tiga) tahun dengan tidak mengurangi hak Dewan Komisaris untuk memberhentikan Sekretaris Dewan Komisaris perusahaan sewaktu-waktu.

TERM OF OFFICE

The Company has established the term of office of the Secretary of the Board of Commissioners, which is 3 (three) years without prejudice to the right of the Board of Commissioners to dismiss the Secretary of the Board of Commissioners of the Company at any time.

PEJABAT SEKRETARIS DEWAN KOMISARIS

Posisi Sekretaris Dewan Komisaris saat ini dijabat oleh Triza Noviasari berdasarkan Surat Keputusan Dewan Komisaris No. KEP-01/DEKOM/PUSRI/1/2021 tanggal 28 Januari 2021 tentang Pemberhentian dan Pengangkatan Sekretaris Dewan Komisaris PT Pupuk Sriwidjaja Palembang. Berikut adalah profilnya :

BOARD OF COMMISSIONERS SECRETARY POSITION

The position of Secretary to the Board of Commissioners is currently held by Triza Noviasari based on the Decree of the Board of Commissioners No. KEP-01/DEKOM/PUSRI/1/2021 dated 28 January 2021 regarding the Dismissal and Appointment of the Secretary to the Board of Commissioners of PT Pupuk Sriwidjaja Palembang. The following is the profile.



Triza Noviasari

Sekretaris Dewan Komisaris

Secretary of the Board of Commissioners

Warga Negara Indonesia, lahir di Padang, 5 Agustus 1986. Menyelesaikan studi S1 Akuntansi di Universitas Andalas pada tahun 2008. Pernah bekerja di Kantor Akuntan Publik Pricewaterhouse Coopers (PwC) pada tahun 2009 dan sejak tahun 2010 menjadi PNS di Kementerian BUMN. Menjadi staff pada Dewan Komisaris PT Perkebunan IV (2011–2014), Komite Manajemen Risiko PT Perusahaan Pengelola Aset (PPA) (2014–2017), Sekretaris Dewan Komisaris Perum Perhutani (2017–2020), Sekretaris Dewan Komisaris PUSRI (2020–sekarang)

Saat ini juga menjabat sebagai Subkoordinator Organisasi dan Tata Laksanaan Kementerian BUMN (2020–sekarang)

Indonesian citizen, born in Padang, August 5, 1986. Completed his undergraduate study in Accounting at Andalas University in 2008. She worked at Pricewaterhouse Coopers (PwC) Public Accounting Firm in 2009 and and appointed as civil servant in the Ministry of SOEs since 2010. Served as staff on the Board of Commissioners of PT Perkebunan IV (2011–2014), Risk Management Committee of PT Perusahaan Pengelola Aset (PPA) (2014–2017), Secretary of the Board of Commissioners of Perum Perhutani (2017–2020), Secretary of the Board of Commissioners of PUSRI (2020–present)

Currently also serves as Sub-Coordinator of Organization and Administration of the Ministry of SOEs (2020–present)

PEDOMAN KERJA DAN TANGGUNG JAWAB SEKRETARIS DEWAN KOMISARIS

Sekretaris Dewan Komisaris memiliki pedoman kerja yang tercantum dalam Pedoman Direksi dan Dewan Komisaris (*Board Manual*) sebagai panduan dalam melaksanakan tugas dan tanggung jawabnya. Meskipun tugas dan tanggung jawabnya secara umum telah diatur di dalam *Board Manual* Dewan Komisaris dan Direksi, Sekretaris Dewan Komisaris memiliki tugas spesifik. Adapun tugas dan tanggung jawabnya, baik secara umum dan spesifik berikut ini.

WORK GUIDELINES AND RESPONSIBILITIES OF BOC SECRETARY

The Secretary to the Board of Commissioners maintains work guidelines listed in the Board Manual which serve as reference in carrying out his duties and responsibilities. Despite the fact that the general duties and responsibilities have been set forth in the Board Manual of the Board of Commissioners and the Board of Directors, the Secretary to the Board of Commissioners is assigned with specific duties. The duties and responsibilities, both general and specific, are described.

Tugas dan Tanggung Jawab berdasarkan Board Manual

- Membantu Dewan Komisaris dalam menjaga agar pelaksanaan tata tertib Dewan Komisaris secara teknis dapat dilakukan secara tertib.
- Membuat risalah rapat baik rapat internal Dewan Komisaris maupun rapat bersama Dewan Komisaris dan Direksi.
- Dalam hal membuat risalah rapat Dewan Komisaris dan Direksi, Sekretaris Dewan Komisaris harus bekerja sama dengan Sekretaris Perusahaan
- Menyampaikan kepada Komisaris Utama setiap surat yang masuk ke Sekretariat Dewan Komisaris untuk mendapatkan disposisi dari Komisaris Utama.
- Dalam melaksanakan tugasnya, Sekretaris Dewan Komisaris dibantu oleh staf Sekretariat Dewan Komisaris dan apabila diperlukan dapat dibantu oleh staf Asisten Dewan Komisaris yang keberadaannya diangkat atau diberhentikan oleh Dewan Komisaris.
- Ikut mengevaluasi setiap laporan perusahaan bersama- sama dengan Komite yang dibentuk oleh Dewan Komisaris.
- Untuk ketertiban administrasi, setiap surat yang ditandatangani oleh Dewan Komisaris harus terlebih dahulu dikoreksi dan diparaf oleh Sekretaris Komisaris.
- Untuk setiap kegiatan Komite-komite, Sekretaris Dewan Komisaris diminta membantu demi kelancaran tugas-tugas dimaksud.
- Setiap semesteran Sekretaris Dewan Komisaris membuat laporan ke Dewan Komisaris tentang realisasi penggunaan anggaran komisaris.
- Berkoordinasi dengan pihak manajemen, Sekretaris Dewan Komisaris setiap bulan Agustus mempersiapkan Rencana Kerja Anggaran (RKA) Dewan Komisaris untuk tahun berikutnya.

Roles and Responsibilities based on Board Manual

- Assist the Board of Commissioners in maintaining the technical implementation of the Board of Commissioners guidance in an orderly manner.
- Prepare minutes of meetings, both internal meetings of the BoC and joint meetings of the Board of Commissioners and the Board of Directors.
- In terms of preparing the minutes of the meetings of the BoC and the Board of Directors, the Secretary of the Board of Commissioners must cooperate with the Corporate Secretary
- Submit to the President Commissioner each incoming letter addressed to the Secretariat of the Board of Commissioners to obtain the disposition of the President Commissioner.
- In the conduct of his duties, the Secretary of the Board of Commissioners is assisted by the Secretariat staff of the Board of Commissioners and as deemed necessary can be assisted by the Assistant staff of the Board of Commissioners appointed or dismissed by the Board of Commissioners.
- Participate in evaluating each report together with the Committee established by the Board of Commissioners.
- For administrative order, each letter signed by the Board of Commissioners must first be reviewed and initialled by the Secretary of the Commissioner.
- For each activity conducted by the Committee, the Secretary of the Board of Commissioners is assigned to assist in the seamless performance of such tasks.
- In coordination with the management, the Secretary of the Board of Commissioners in August prepares the Budget Work Plan (RKA) of the Board of Commissioners for the following year.
- Prepare a report to the Board of Commissioners in each semester on the realization of the use of the Commissioner's budget



Tanggung Jawab Spesifik

- Mempersiapkan rapat, termasuk bahan rapat (*briefing sheet*) Dewan Komisaris.
- Membuat risalah rapat Dewan Komisaris sesuai ketentuan Anggaran Dasar.
- Mengadministrasikan dokumen Dewan Komisaris, baik surat masuk, surat keluar, risalah rapat maupun dokumen lainnya
- Menyusun rancangan rencana kerja dan anggaran Dewan Komisaris.
- Menyusun rancangan laporan-laporan Dewan Komisaris.
- Melaksanakan tugas lain dari Dewan Komisaris.
- Memastikan bahwa Dewan Komisaris mematuhi peraturan perundang-undangan serta menetapkan prinsip-prinsip GCG.
- Memberikan informasi yang dibutuhkan oleh Dewan Komisaris secara berkala dan/atau sewaktu-waktu apabila diminta.
- Mengkoordinasikan anggota Komite, jika diperlukan dalam rangka memperlancar tugas Dewan Komisaris.
- Sebagai penghubung (*liaison officer*) Dewan Komisaris dengan pihak lain.
- Memastikan dokumen penyelenggaraan kegiatan di lingkungan Dewan Komisaris tersimpan dengan baik di perusahaan.

KEBIJAKAN REMUNERASI

Perusahaan telah mengatur kebijakan remunerasi Sekretaris Dewan Komisaris yakni ditetapkan oleh Dewan Komisaris melalui Surat Keputusan Dewan Komisaris tentang Penghasilan Organ Pendukung Dewan Komisaris. Honorarium bulanan Sekretaris Dewan Komisaris maksimal 15% dari gaji Direktur Utama. Selain honorarium, juga mendapatkan tunjangan dan fasilitas uang terdiri dari transportasi, komunikasi, hari raya dan purna jabatan. Sekretaris Dewan Komisaris juga berhak mendapatkan tantiem/ insentif kerja.

Specific Responsibilities

- Prepare meetings, including briefing sheets for the Board of Commissioners.
- Prepare the minutes of the meeting of the Board of Commissioners in accordance with the provisions of the Articles of Association.
- Administer the documents of the Board of Commissioners, both incoming letters, outgoing letters, minutes of meetings and other documents.
- Prepare a draft work plan and budget for the Board of Commissioners.
- Prepare draft reports for the Board of Commissioners.
- Perform other duties of the Board of Commissioners.
- Ensure that the Board of Commissioners complies with the laws and regulations and adopts the principles of GCG.
- Provide information needed by the Board of Commissioners on a regular basis and/or at any time as requested.
- Coordinate members of the Committee, if necessary, in order to expedite the duties of the Board of Commissioners. • Act as a liaison officer for the Board of Commissioners with other parties.
- Ensure that the documents for the implementation of activities within the Board of Commissioners are properly stored in the Company.

REMUNERATION POLICY

The Company has established the remuneration policy for the Secretary of the Board of Commissioners, which is determined by the Board of Commissioners through the Decree of the Board of Commissioners regarding the Income of Supporting Organs for the Board of Commissioners. The monthly honorarium of the Secretary of the Board of Commissioners is a maximum of 15% of the salary of the President Director. In addition to the honorarium, they also receive allowances and financial facilities consisting of transportation, communication, holidays and retirement. The Secretary to the Board of Commissioners is also entitled to receive bonuses/incentives.

LAPORAN PELAKSANAAN TUGAS TAHUN 2021

- Mengadministrasikan dokumen Dewan Komisaris, baik surat masuk, surat keluar, risalah rapat maupun dokumen lainnya.
- Menyampaikan kepada Komisaris Utama setiap surat yang masuk ke Sekretariat Dewan Komisaris untuk mendapatkan disposisi dari Komisaris Utama.
- Membuat risalah rapat baik rapat internal Dewan Komisaris maupun rapat bersama Dewan Komisaris dan Direksi.
- Mengevaluasi setiap Laporan atau Surat Direksi (Perusahaan) bersama-sama dengan Komite dan membuat Tanggapan Dewan Komisaris atas surat Direksi.
- Membuat Tanggapan Dewan Komisaris atas Laporan Triwulan, Semester dan Tahunan.
- Mempersiapkan Rencana Kerja Anggaran (RKA) Dewan Komisaris untuk tahun berikutnya.
- Memberikan informasi yang dibutuhkan oleh Dewan Komisaris secara berkala dan/atau sewaktu-waktu apabila diminta.

EVALUASI DAN PENILAIAN KINERJA SEKRETARIS DEWAN KOMISARIS OLEH DEWAN KOMISARIS

Penilaian atas kinerja Sekretaris Dewan Komisaris dilakukan oleh Dewan Komisaris. Dasar penilaian yang digunakan adalah pelaksanaan tugas dan fungsi Sekretariat Dewan Komisaris selama tahun 2020. Atas dasar pertimbangan tersebut, Dewan Komisaris menilai kinerja Sekretaris Dewan Komisaris masuk ketagori "Sangat Baik".

IMPLEMENTATION OF DUTIES AND ACTIVITIES IN 2020

- Administering the documents of the Board of Commissioners, both incoming letters, outgoing letters, minutes of meetings and other documents.
- Submitting to the President Commissioner every letter that comes to the Secretariat of the Board of Commissioners to obtain the disposition of the President Commissioner.
- Prepare minutes of meetings, both internal meetings of the Board of Commissioners and joint meetings of the Board of Commissioners and the BoC's.
- Evaluate each Report or Letter of the Board of Directors (Company) together with the Committee and make a response from the Board of Commissioners on the letter of the Board of Directors.
- Prepare responses from the Board of Commissioners on Quarterly, Semester and Annual Reports.
- Prepare the Budget Work Plan (RKA) of the Board of Commissioners for the following year.
- Provide information needed by the Board of Commissioners on a regular basis and/or at any time if requested.

EVALUATION AND ASSESSMENT OF THE PERFORMANCE OF THE SECRETARY OF THE BOARD OF COMMISSIONERS BY THE BOARD OF COMMISSIONERS

The performance of the Secretary of the Board of Commissioners is assessed by the Board of Commissioners based on the implementation of the duties and functions of the Secretariat of the Board of Commissioners during 2020. Based on these considerations, the Board of Commissioners assesses the performance of the Secretary of the Board of Commissioners to be in the "Very Good" category.



HUBUNGAN AFILIASI ANTARA ANGGOTA DIREKSI, DEWAN KOMISARIS DAN PEMEGANG SAHAM UTAMA

AFFILIATION BETWEEN MEMBERS OF THE BOARD OF DIRECTORS, BOARD OF COMMISSIONERS AND MAJOR SHAREHOLDERS

Hubungan afiliasi menyangkut hubungan kekeluargaan dan hubungan finansial atau kepemilikan pada institusi tertentu. PUSRI memberikan perhatian pada hubungan afiliasi, karena dapat memengaruhi kemandirian Dewan Komisaris maupun Direksi dalam pengambilan keputusan.

HUBUNGAN KELUARGA

PUSRI memastikan tidak ada hubungan keluarga semenda sampai dengan derajat ketiga di antara anggota Dewan Komisaris dan di antara anggota Direksi, maupun di antara mereka.

Demikian pula dipastikan tidak ada hubungan keluarga semenda sampai dengan derajat ketiga, antara anggota Dewan Komisaris maupun anggota Dewan Direksi, dengan Pemegang Saham Pengendali.

HUBUNGAN PEKERJAAN DAN FINANSIAL

PUSRI memastikan tidak ada hubungan finansial di antara anggota Dewan Komisaris dan Direksi. Namun demikian, baik anggota Dewan Komisaris kecuali Komisaris Independen maupun Direksi, pada saat menjabat di PUSRI berstatus sebagai pegawai PT Pupuk Indonesia (Persero), yang merupakan pemegang saham utama.

Affiliation relates to family relationships and financial or ownership relationships in certain institutions. PUSRI pays attention to the affiliation relationship, because it can affect the independence of the Board of Commissioners and the Board of Directors in making decisions.

FAMILY AFFILIATION

PUSRI ensures that there is no marital relationship up to the third degree among members of the Board of Commissioners and among members of the Board of Directors, as well as between them.

However, there is no marital relationship up to the third degree, among Board of Commissioners and Board of Directors members as well as with the Controlling Shareholders.

PROFESSIONAL AND FINANCIAL AFFILIATION

PUSRI ensures that there is no financial relationship between the members of the Board of Commissioners and the Board of Directors. However, both members of the Board of Commissioners, except for Independent Commissioners and Directors, while serving at PUSRI were employees of PT Pupuk Indonesia (Persero) as the majority shareholder.

Penunjukan mereka sebagai anggota Dewan Komisaris kecuali Komisaris Independen maupun Direksi, merupakan bagian penugasan dari PT Pupuk Indonesia (Persero). Perusahaan memastikan tidak ada rangkap jabatan anggota Dewan Komisaris sebagai Direksi maupun Pejabat Eksekutif Perusahaan.

Their appointment as members of the Board of Commissioners, except for Independent Commissioners and Directors, is part of the assignment from PT Pupuk Indonesia (Persero). The Company ensures that there are no concurrent positions of members of the Board of Commissioners as Directors or Executive Officers of the Company.

HUBUNGAN AFILIASI ANTARA DEWAN KOMISARIS, DIREKSI, DAN PEMEGANG SAHAM UTAMA

AFFILIATION BETWEEN BOARD OF DIRECTORS, BOARD OF COMMISSIONERS MEMBERS AND MAJORITY SHAREHOLDERS

| DEWAN KOMISARIS Board of Commissioners | | | | | | |
|---|---|-------------|-------------------------------|-------------|--------------------------------|-------------|
| Nama Name | Hubungan Finansial Financial Affiliation | | | | | |
| | Dewan Komisaris Board of Commissioners | | Direksi Board of Directors | | Pemegang Saham Shareholders | |
| | Ya Yes | Tidak No | Ya Yes | Tidak No | Ya Yes | Tidak No |
| Imam Apriyanto Putro | - | √ | - | √ | - | √ |
| Ali Jamil | - | √ | - | √ | - | √ |
| Prahoru Yulijanto Nurtjahyo | - | √ | - | √ | - | √ |
| Setya Utama | - | √ | - | √ | - | √ |
| Bambang Supriyambodo | - | √ | - | √ | - | √ |
| Sally Salamah | - | √ | - | √ | - | √ |

| DIREKSI Board of Directors | | | | | | |
|-------------------------------|---|-------------|-------------------------------|-------------|--------------------------------|-------------|
| Nama Name | Hubungan Finansial Financial Affiliation | | | | | |
| | Dewan Komisaris Board of Commissioners | | Direksi Board of Directors | | Pemegang Saham Shareholders | |
| | Ya Yes | Tidak No | Ya Yes | Tidak No | Ya Yes | Tidak No |
| Tri Wahyudi Saleh | - | √ | - | √ | - | √ |
| Saifullah Lasindrang | - | √ | - | √ | - | √ |
| Filius Yuliandi | - | √ | - | √ | - | √ |



PENGHINDARAN BENTURAN KEPENTINGAN

AVOIDANCE OF CONFLICTS OF INTEREST

Perusahaan memiliki kebijakan mengenai benturan kepentingan melalui Prosedur Operasional Baku (POB) Penanganan Benturan Kepentingan di Lingkungan PT Pupuk Sriwidjaja Palembang sesuai dengan Surat Keputusan Direksi No. SK/DIR/528/2021 tanggal 17 November 2021 tentang Pedoman Penanganan Benturan Kepentingan di Lingkungan PT Pupuk Sriwidjaja Palembang.

Hingga akhir periode pelaporan, dipastikan tidak ada Dewan Komisaris, Direksi maupun pejabat perusahaan yang dihadapkan pada terjadinya benturan kepentingan dan dalam hal transaksi material.

Pada setiap awal tahun pengangkatannya, Dewan Komisaris dan Direksi menandatangani Pernyataan Tidak Berbenturan Kepentingan. Pernyataan tersebut memberikan jaminan bahwa Dewan Komisaris dan Direksi akan tunduk kepada seluruh peraturan Perusahaan dan peraturan yang berlaku secara umum, serta menyatakan bahwa mereka tidak mempunyai benturan kepentingan terhadap Perusahaan.

TRANSAKSI MENGANDUNG BENTURAN KEPENTINGAN

Melalui penerapan tata kelola termasuk pelaksanaan sistem pengendalian internal, Perusahaan memastikan selama tahun 2021 tidak terjadi transaksi yang patut diduga mengandung benturan kepentingan.

Pengungkapan Benturan Kepentingan Tahun 2021

Pada tahun 2021, tidak ada laporan terkait benturan kepentingan yang terjadi dalam proses bisnis Perusahaan.

The company has a policy regarding conflicts of interest through Standard Operating Procedures (POB) for Handling Conflicts of Interest in PT Pupuk Sriwidjaja Palembang in accordance with the Decree of the Board of Directors No. SK/DIR/528/2021 dated November 17, 2021 regarding Guidelines for Handling Conflicts of Interest in PT Pupuk Sriwidjaja Palembang.

Asend of the reporting period, it is certain that no Board of Commissioners, Board of Directors or company officials are faced with a conflict of interest and in terms of material transactions.

At the beginning of each appointment year, the Board of Commissioners and the Board of Directors sign a Statement of No Conflict of Interest. This statement provides assurance that the Board of Commissioners and the Board of Directors will comply with all Company regulations and generally prevailing regulations, and declare not having any conflict of interest with the Company.

TRANSACTIONS CONTAINING CONFLICT OF INTEREST

Through the implementation of good governance including the implementation of the internal control system, the Company ensures that during 2021 there will be no transactions that are suspected to contain conflicts of interest.

Disclosure of Conflict of Interest in 2021

In 2021, there were no reports related to conflicts of interest in the Company's business processes.

SEKRETARIAT PERUSAHAAN & TATA KELOLA

CORPORATE SECRETARY & GOVERNANCE

SVP SEKRETARIAT PERUSAHAAN & TATA KELOLA

SVP Sekretariat Perusahaan & Tata Kelola berada serta bertanggung jawab langsung di bawah Direktur Utama. Hal ini merupakan bentuk keseriusan Perusahaan dalam menciptakan implementasi terbaik GCG. SVP Sekretariat Perusahaan & Tata Kelola bertanggung jawab untuk memelihara dokumen-dokumen penting yang menunjang struktur GCG dalam penerapan prinsip-prinsip GCG Perusahaan.

Pihak yang Mengangkat dan Memberhentikan

SVP Sekretariat Perusahaan & Tata Kelola diangkat dan diberhentikan berdasarkan Keputusan Direksi berdasarkan mekanisme internal Perusahaan dengan persetujuan Dewan Komisaris mengingat kedudukannya berada di bawah Direksi.

Pejabat Sekretaris Perusahaan & Tata Kelola

Berdasarkan Surat Keputusan Direksi No. SK/DIR/311/2018 tanggal 23 Agustus 2018, Perusahaan telah menunjuk R.A. Rahim sebagai Sekretaris Perusahaan & Tata Kelola. Sejak terbitnya SK/DIR/435/2020 tanggal 28 Desember 2020, jabatan Sekretaris Perusahaan & Tata Kelola berganti nama menjadi Senior Vice President (SVP) Sekretariat Perusahaan & Tata Kelola.

SVP CORPORATE SECRETARY & GOVERNANCE

SVP Corporate Secretary & Governance is positioned and directly responsible under the President Director. This is a form of the Company's seriousness in creating the best implementation of GCG. SVP Corporate Secretary & Governance is responsible for maintaining important documents that support the GCG structure in the application of the Company's GCG principles.

Appointing and Dismissing Party

SVP Corporate Secretary & Governance is appointed and dismissed based on the Decision of the Board of Directors based on the Company's internal mechanism with the approval of the Board of Commissioners considering that his position is under the Board of Directors.

Corporate Secretary & Governance Officer

Based on the Decree of the Board of Directors No. SK/DIR/311/2018 dated August 23, 2018, the Company has appointed R.A. Rahim as Corporate Secretary & Governance. Since the issuance of SK/DIR/435/2020 on December 28, 2020, the position of Corporate Secretary & Governance has changed its name to Senior Vice President (SVP) Corporate Secretary & Governance.



R.A. Rahim

SVP Sekretariat Perusahaan & Tata Kelola
SVP Corporate Secretary & Governance
Menjabat sejak 23 Agustus 2018
Served since August 23, 2018

DATA PRIBADI Personal Data

Warga Negara Indonesia Indonesian citizen
Usia 54 Tahun 54 years old
Kelahiran Palembang, 20 November 1967
Born in Palembang, November 20, 1967
Domisili Palembang, Sumatera Selatan
Domiciled in Palembang, South Sumatra

| | | |
|--|--|--|
| Bergabung dengan PUSRI Appointment | 1 Juni 1993 | 1 Juni 1993 |
| Riwayat Penunjukan Basis of Appointment | Ditunjuk berdasarkan Surat Keputusan Direksi No. SK/DIR/311/2018 tanggal 23 Agustus 2018. | Appointed based on the Decree of the Board of Directors No. SK/DIR/311/2018 dated August 23, 2018 |
| Riwayat Pendidikan Educational Background | <ul style="list-style-type: none"> • Sarjana Teknik Kimia Universitas Sriwijaya (1991) • Magister Manajemen Universitas Sriwijaya (2007) | <ul style="list-style-type: none"> • Bachelor's Degree in Chemical Engineering from Sriwijaya University (1991) • Master's Degree in Management from Sriwijaya University (2007) |
| Pengalaman Kerja Work Experience | <ul style="list-style-type: none"> • General Manager Teknik & Sistem Informasi (2018) • General Manager Teknologi (2016-2018) • Manager Pengembangan Usaha & Teknologi (2014-2016) • Project Control & Adm. Manager Proyek NPK Fusion (2014) • Staf Manajer Pengembangan Usaha & Teknologi (2009-2014) • Staf Pengembangan Usaha (2006-2009) • Staf Litbang Usaha (1993-2006) | <ul style="list-style-type: none"> • General Manager of Engineering & Information Systems (2018) • General Manager of Technology (2016-2018) • Business & Technology Development Manager (2014-2016) • Project Control & Adm. NPK Fusion Project Manager (2014) • Business & Technology Development Manager Staff (2009-2014) • Business Development Staff (2006-2009) • Business R&D Staff (1993-2006) |
| Rangkap Jabatan Concurrent Position | Tidak Memiliki Rangkap Jabatan | No concurrent position |
| Hubungan Afiliasi Affiliated Relationship | Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama dan Dewan Komisaris atau Direksi | No affiliation with the Major Shareholders and the Board of Commissioners or Board of Directors |

KEORGANISASIAN SEKRETARIAT PERUSAHAAN DAN TATA KELOLA

Struktur Divisi Sekretariat Perusahaan & Tata Kelola telah mengalami beberapa kali perubahan untuk penyempurnaan organisasi. Pada tahun 2021, Struktur Divisi Sekretariat Perusahaan & Tata Kelola disusun berdasarkan Surat Keputusan Direksi No. SK/DIR/435/2020 tanggal 28 Desember 2020.

Agar dapat menjalankan kegiatannya dengan baik, SVP Sekretariat Perusahaan & Tata Kelola menjadi pimpinan unit kerja Divisi Sekretariat Perusahaan & Tata Kelola, yang terdiri dari: Departemen Hubungan Masyarakat (Humas), Corporate Legal, Departemen Tata Kelola & Manajemen Risiko, dan Departemen Corporate Social Responsibility (CSR).

Departemen Humas bertanggung jawab atas Bagian Komunikasi dan Bagian Protokol, sedangkan Departemen Tata Kelola dan Manajemen Risiko bertanggung jawab atas Bagian Tata Kelola Perusahaan serta Bagian Manajemen Risiko. Sementara Departemen Corporate Social Responsibility bertanggung jawab atas Bagian Kemitraan, Bagian Administrasi & Keuangan dan Bagian Bina Lingkungan & Wilayah.

Struktur Organisasi Sekretariat Perusahaan & Tata Kelola



CORPORATE SECRETARY & GOVERNANCE ORGANIZATION

The structure of the Corporate Secretary & Governance Division has undergone several changes to improve the organization. In 2021, the Structure of the Corporate Secretariat & Governance Division is prepared based on the Decree of the Board of Directors No. SK/DIR/435/2020 dated December 28, 2020.

In order to carry out its activities properly, the SVP Corporate Secretary & Governance becomes the head of the Corporate Secretary & Governance Division, which consists of: Public Relations (Humas) Department, Corporate Legal, Governance & Risk Management Department, and Corporate Social Responsibility Department. (CSR).

The Public Relations Department is responsible for the Communications Section and Protocol Section, while the Governance and Risk Management Department is responsible for the Corporate Governance Section and the Risk Management Section. Meanwhile, the Corporate Social Responsibility Department is responsible for the Partnership Section, Administration & Finance Section and Environmental & Regional Development Section.

Corporate Secretary & Governance Organizational Structure

Per 31 Desember 2021, jumlah karyawan pada Divisi Sekretariat Perusahaan & Tata Kelola sebanyak 42 karyawan dengan rincian sebagai berikut:

As of December 31, 2021, the number of employees in the Corporate Secretary & Governance Division was 42 employees with the following details:

| Posisi | Jumlah Total | Position |
|---|--------------|---|
| SVP Sekretariat Perusahaan & Tata Kelola | 1 | SVP Corporate Secretary & Governance |
| Staf SVP Sekretariat Perusahaan & Tata Kelola | 2 | SVP Corporate Secretary & Governance Staffs |
| Departemen Humas | 9 | Department of Public Relations |
| Corporate Legal | 7 | Corporate Legal |
| Departemen Tata Kelola & Manajemen Risiko | 10 | Department of Governance & Risk Management |
| Departemen Corporate Social Responsibility | 13 | Department of Corporate Social Responsibility |

TUGAS DAN TANGGUNG JAWAB SVP SEKRETARIAT PERUSAHAAN & TATA KELOLA

SVP Sekretariat Perusahaan & Tata Kelola sangat dibutuhkan oleh Perusahaan karena memiliki beberapa fungsi. Pertama, adalah fungsi komunikasi dan pembinaan hubungan baik antara Perusahaan dengan pemangku kepentingan internal dan eksternal. SVP Sekretariat Perusahaan & Tata Kelola juga menjadi jalur komunikasi dan sumber informasi resmi, seperti menyediakan informasi terbaru melalui *website*, sehingga beredarnya isu atau informasi palsu yang merugikan Perusahaan dapat dihindari.

Selain itu, SVP Sekretariat Perusahaan & Tata Kelola menjalankan fungsi kehumasan, kesekretariatan maupun penyelenggaraan RUPS, Rapat Direksi, Rapat Direksi dengan Dewan Komisaris, dan kegiatan dengan pemangku kepentingan lainnya. Dalam konteks administratif, SVP Sekretariat Perusahaan & Tata Kelola menyimpan dokumen penting perusahaan, seperti Daftar Pemegang Saham, Daftar Khusus dan Risalah Rapat Direksi, dan Risalah RUPS.

SVP Sekretariat Perusahaan & Tata Kelola memiliki fungsi dan peran strategis, antara lain:

ROLES AND RESPONSIBILITIES OF SVP CORPORATE SECRETARY & GOVERNANCE

Corporate Secretary & Governance is highly demanded by the Company due to its several functions. The first function is communicating and fostering good relations between the Company and internal and external stakeholders. The SVP Corporate Secretary & Governance also serves as an official communication channel and source of information, such as providing the latest information through *website*, so as to avoid the circulation of false issues or information that is detrimental to the Company.

In addition, the Corporate Secretary & Governance carries out public relation functions, secretarial functions as well as administration of GMS, the Board of Directors Meetings, the Board of Directors Meetings with the Board of Commissioners, and activities with other stakeholders. In its administrative context, the SVP Corporate Secretary & Governance maintains important corporate documents, such as the Register of Shareholders, Special Register and Minutes of the Board of Directors Meetings, and Minutes of GMS.

SVP Corporate Secretary & Governance maintains strategic functions and roles, including:

Fungsi

1. Fungsi komunikasi dan pembinaan hubungan baik antara perusahaan dengan pemangku kepentingan internal dan eksternal. SVP Sekretariat Perusahaan & Tata Kelola juga menjadi jalur komunikasi dan sumber informasi resmi, seperti menyediakan informasi terbaru melalui *website*, sehingga beredarnya isu atau informasi palsu yang merugikan perusahaan dapat dihindari.
2. Fungsi kehumasan, kesekretariatan maupun penyelenggaraan RUPS, Rapat Direksi, Rapat Direksi dengan Dewan Komisaris, dan kegiatan dengan pemangku kepentingan lainnya. Dalam konteks administratif, SVP Sekretariat Perusahaan & Tata Kelola menyimpan dokumen penting perusahaan, seperti Daftar Pemegang Saham, Daftar Khusus dan Risalah Rapat Direksi, serta Risalah RUPS.

Peran Strategis

1. Membantu Direksi dalam menyelenggarakan kegiatan perusahaan.
2. Menjaga hubungan baik antara perusahaan dengan para pemangku kepentingan, termasuk pemerintah, regulator, media massa, dan masyarakat luas.
3. Mengelola informasi terkait aspek bisnis perusahaan.
4. Melakukan tugas lainnya yang diberikan Direksi sepanjang masih dalam wewenang dan tanggung jawab SVP Sekretariat Perusahaan & Tata Kelola.

Sesuai dengan SK/DIR/435/2020 tanggal 28 Desember 2020 bahwa tugas dan tanggung jawab SVP Sekretariat Perusahaan & Tata Kelola sebagai berikut:

1. Membangun hubungan baik dengan *Stakeholders* dan atau pihak-pihak yang berkepentingan lainnya dengan cara menjalankan fungsi-fungsi pokok Sekretaris Perusahaan yaitu *compliance officer*, *public relation*, *investor relation* dan *business information* agar terjalin hubungan yang harmonis dan saling menguntungkan.

Functions

1. Communication and fostering of good relations between the Company and internal and external stakeholders. The SVP Corporate Secretary & Governance also serves as the official communication channel and source of information, such as providing the latest information through the website, so as to avoid the circulation of false information or issues that may be detrimental to the Company.
2. Public relations, secretarial and administrative functions of GMS, the Board of Directors Meetings, the Board of Directors' Meetings with the Board of Commissioners, and activities with other stakeholders. In its administrative context, the SVP Corporate Secretary & Governance maintains important corporate documents, such as the Register of Shareholders, Special Register and Minutes of the Board of Directors Meetings, and Minutes of GMS.

Strategic Role

1. Assist the Board of Directors in the conduct of the Company's company activities.
2. Maintain good relations between the Company and stakeholders, including the government, regulators, mass media, and general public.
3. Manage information related to the Company's business aspects.
4. Perform other duties assigned by the Board of Directors so long as it is within the authority and responsibility of the SVP Corporate Secretary & Governance.

In accordance with SK/DIR/435/2020 dated 28 December 2020, the roles and responsibilities of SVP Corporate Secretary & Governance are as follows:

1. Build good relations with Stakeholders and/or other parties concerned by performing the main functions of Corporate Secretary, namely *compliance officer*, *public relations*, *investor relations* and *business information* in order to establish harmonious and mutually beneficial relationship.



2. Membangun hubungan antara kepentingan unit-unit internal perusahaan dengan pihak-pihak yang berkepentingan di luar Perusahaan dengan cara meningkatkan komunikasi dan pemberian informasi agar masing-masing pihak dapat melaksanakan perannya dengan baik.
 3. Mengembangkan data bisnis Perusahaan dan mengelola dokumen-dokumen penting perusahaan dan mengembangkan data bisnis perusahaan melalui pemanfaatan teknologi informasi agar lebih mudah diakses oleh pihak-pihak yang berkepentingan untuk kepentingan investasi atau kerja sama bisnis lainnya.
 4. Mengarahkan tata cara penanganan keluhan (*complain*) dari pihak-pihak yang berkepentingan dengan cara melakukan koordinasi bersama unit kerja terkait agar setiap keluhan dapat diselesaikan.
 5. Merencanakan persiapan RUPS/RUPSLB, Rapat Dewan Komisaris, Rapat Direksi/Pimpinan dan staf baik yang dilakukan di Palembang atau di luar Palembang dengan cara mengkoordinasikan pelaksanaannya dengan unit kerja terkait agar kegiatan rapat tersebut dapat berjalan dengan tertib dan lancar.
 6. Membangun budaya tata kelola perusahaan yang baik (GCG) melalui sosialisasi dan internalisasi di dalam setiap pelaksanaan proses bisnis perusahaan agar sesuai dengan kaidah, norma dan etika dalam dunia usaha/bisnis.
 7. Mengarahkan pengelolaan sistem manajemen perusahaan dan identifikasi risiko masing-masing direktorat dan menjamin hal-hal tersebut sesuai dengan visi & misi guna menunjang aktivitas operasional di dalam perusahaan dan selesainya Laporan *Performance* Perusahaan.
 8. Mengarahkan kegiatan penyusunan *annual report*, pengelolaan *website* perusahaan, *video profile* perusahaan dan media komunikasi lainnya baik media cetak & elektronika sebagai informasi Perusahaan kepada publik.
 9. Memiliki tanggung jawab atas kegiatan *Corporate Social Responsibilities* (CSR) yang dilaksanakan oleh Departemen CSR agar pelaksanaannya dapat menghasilkan dampak positif terhadap lingkungan dan masyarakat.
2. Build relationships between the relevant Company's internal units and concerned parties outside the Company by improving communication and providing information so as to allow each party to perform its role properly.
 3. Develop the Company's business data and manage important corporate documents and develop the Company's business data by adopting information technology to make it more accessible to concerned parties for investment purposes or other business relationship.
 4. Guide the procedures for handling complaints from concerned parties by coordinating with related business units so as to resolve each complaint.
 5. Plan the preparation of GMS/EGMS, Board of Commissioners Meetings, Board of Directors/Leadership Meetings and staff meeting either held in Palembang or outside Palembang by coordinating with related business units so as to conduct orderly and seamless meeting activities.
 6. Build a culture of good corporate governance (GCG) through socialization and internalization during each implementation of the Company's business processes to comply with the rules, norms and ethics in the business world.
 7. Guide the Company's management system and identify the risks of each directorate and ensure that they have been made in accordance with the vision & mission to support operational activities within the Company and the completion of the Company's Performance Report.
 8. Lead the preparation of the annual report, manage corporate website, the Company video profile and other communication media, both printed and electronic media which serves as corporate information for the public.
 9. Be responsible for Corporate Social Responsibilities (CSR) activities carried out by the CSR Department so as to create positive impact on the environment and society.

- | | |
|---|--|
| <ol style="list-style-type: none"> 10. Memiliki tanggung jawab terhadap pengelolaan dan pengendalian proses (pembinaan/ pengembangan) dan akuntabilitas program kemitraan dari perusahaan kepada masyarakat lingkungan eksternal, serta dana pembinaan untuk pelatihan, studi banding, penelitian dan promosi/ pameran, secara efektif dan efisien sehingga dapat saling menguntungkan kedua belah pihak serta tetap menjaga akuntabilitas program kemitraan sesuai amanat RUPS. 11. Memberikan saran/pendapat hukum kepada Direksi dengan cara aktif menelaah setiap persoalan yang dihadapi Perusahaan saat ini dan atau yang akan terjadi di waktu yang akan datang agar perusahaan/Direksi terhindar dari persoalan hukum. 12. Mewakili Direksi/Perusahaan dalam penyelesaian masalah hukum baik di muka pengadilan maupun diluar pengadilan dan termasuk menghadapi pihak yang berwajib/berwenang seperti: Instansi Pemerintah, Kepolisian dan Kejaksaan melalui Surat Kuasa Hukum agar setiap permasalahan hukum yang dihadapi perusahaan dapat terselesaikan dengan baik. 13. Merencanakan, mengelola dan mengawasi penggunaan anggaran di divisi. 14. Melakukan pengelolaan risiko (identifikasi, pengukuran dan mitigasi risiko) di unit kerja sebagai upaya memaksimalkan nilai perusahaan dan membentuk budaya pengelolaan risiko dan berinovasi di unit kerja. 15. Mendorong implementasi tata nilai AKHLAK di lingkup Divisi Sekretariat Perusahaan & Tata Kelola. | <ol style="list-style-type: none"> 10. Be responsible for the management and control of the process (improvement/development) and accountability of the partnership program from the Company to the external community, as well as the coaching expenses for training, comparative studies, research and promotion/exhibition in an effective and efficient manner so that they can mutually benefit both parties and maintain the accountability of the partnership program in accordance with the mandate of GMS. 11. Provide legal advice/opinions to the Board of Directors by actively reviewing any issues currently facing the Company and/or those that may arise in the future so as to prevent any legal issues encountered by the Company/Directors. 12. Represent the Board of Directors/Company in resolving legal issues both before the court and outside the court including meeting with the authorities such as: Government Agencies, Police and Prosecutors through Legal Power of Attorney so as to properly resolve each legal issues encountered by the Company. 13. Plan, manage and supervise the use of the budget in the division. 14. Perform risk management (identification, measurement and risk mitigation) in the business unit as an effort to maximize the Company's value and establish a culture of risk management and innovation in the business unit. 15. Encourage the implementation of AKHLAK values in Corporate & Governance Secretariat Division. |
|---|--|

Pengembangan Kompetensi

Dalam rangka mengembangkan kompetensi karyawan dan memotivasi karyawan untuk meningkatkan kinerjanya, Perusahaan melaksanakan program pengembangan karier untuk seluruh karyawan, tak terkecuali bagi SVP Sekretariat Perusahaan & Tata Kelola beserta jajarannya yang dilakukan sejalan dengan kebutuhan bisnis dan pemenuhan target kinerja Perusahaan. Di mana proses pengembangan

Competency Development

In order to develop employee competencies and motivate employees to improve their performance, the Company carries out career development programs for all employees, including the SVP Corporate & Governance Secretariat and their staff, which is carried out in line with business needs and meeting the Company's performance targets. Where the career development process carried out within

karier yang dilaksanakan di lingkungan Perusahaan diatur berdasarkan Surat Keputusan SK/DIR/156/2016 tanggal 27 April 2016.

the Company is regulated based on the Decree SK/DIR/156/2016 dated April 27, 2016.

PELAKSANAAN TUGAS SVP SEKRETARIAT PERUSAHAAN & TATA KELOLA 2021

Sepanjang tahun 2021, SVP Sekretariat Perusahaan dan Tata Kelola telah menjalankan beberapa tugas dan kegiatan sebagai berikut:

IMPLEMENTATION OF THE DUTIES OF SVP CORPORATE SECRETARIAT & GOVERNANCE 2021

Throughout 2021, the SVP Corporate Secretary & Governance has carried out several tasks and activities as follows:

| No. | Aktivitas Activity | Keterangan | Description |
|---|--|--|---|
| Bidang Hubungan Masyarakat (Humas) Public Relations | | | |
| 1. | Aktivitas Kehumasan Public Relations Activities | Meliputi acara internal & eksternal, government relations dan kunjungan. | Internal and external activities, government relations and visits. |
| 2. | Aktivitas Komunikasi Communication Activities | Meliputi publikasi dan pemberitaan serta aktivitas media sosial. | Publication and news coverage and social media activities. |
| 3. | Biaya Kehumasan Public Relations Expenses | Total biaya kehumasan untuk kegiatan publikasi (media cetak, iklan), dokumentasi dan percetakan media promosi selama tahun 2021 adalah Rp.1.190.000.000,- | The total expenses for public relations related to publication activities (print media, advertisements), documentation and printing of promotional media during 2021 are amounting to Rp.1.190.000.000,- |
| Bidang Tata Kelola & Manajemen Risiko Risk Management Governance | | | |
| 1. | <ul style="list-style-type: none"> Rapat Direksi BOD Meeting Rapat Dewan Komisaris – Direksi BOC-BOD Meeting Menyiapkan notulen rapat untuk masing-masing rapat | | Preparation of each meeting's minutes |
| 2. | Penyusunan Annual Report & Sustainability Report Preparation of Annual Report & Sustainability Report | Penyusunan Annual Report & Sustainability Report tahun 2020 selesai di bulan Juni 2021 | The preparation of the 2020 Annual Report & Sustainability Report will be completed in June 2021 |
| 3. | Monitoring pengisian LHKPN 2021 Monitoring of 2021 LHKPN filling | Sebanyak 102 orang wajib lapor (100%) telah mengisi laporan harta kekayaan dengan tepat waktu pada bulan Maret 2021 | A total of 102 people who are required to report (100%) have filled out their wealth reports on time in March 2021 |
| 4. | Penerapan Digital Office di PT Pusri Palembang Application of Digital Office at PT Pusri Palembang | Digital Signature Direksi, Eselon I dan Sekretaris Dewan Komisaris telah 100%. Digital Signature Dewan Komisaris : 3 akun sudah aktif, 2 akun status menunggu KYC dan 1 akun Dewan Komisaris akan didaftarkan. | The Digital Signature of the Board of Directors, Echelon I and Secretary of the Board of Commissioners has been 100%. Digital Signature of the Board of Commissioners : 3 active accounts, 2 pending KYC status accounts and 1 Board of Commissioners account will be registered. |
| 5. | Melakukan Assessment GCG Conducting GCG Assessment | Assessment GCG tahun 2021 telah dilakukan oleh BPKP Sumsel | The 2021 GCG assessment has been carried out by the South Sumatra BPKP |
| 6. | Klinik Risiko Risk Clinic | Klinik Risiko sampai dengan Desember 2021 terlaksana 25 kali | Risk Clinic until December 2021 carried out 25 times |
| 7. | Penyusunan Kajian Risiko Preparation of Risk Assessment | Tersedianya kajian risiko dalam setiap aksi korporasi | Availability of risk assessment in every corporate action |
| 8. | Tersedianya Laporan RTM PT Pusri Palembang setiap bulan Availability of PT Pusri Palembang RTM Report every month | Penyampaian laporan RTM perusahaan melalui PRISMA ke Pemegang Saham | Submission of the company's RTM report through PRISMA to Shareholders |
| 9. | Rapat Pembahasan Risiko Utama Perusahaan dengan Direksi dan KIMR The Company's Main Risk Discussion Meeting with the BoD and KIMR | Setiap bulan rutin dilaksanakan Rapat KIMR | Every month a KIMR Meeting is held regularly |

| No. | Aktivitas Activity | Keterangan | Description |
|--|---|---|--|
| 10. | Pelaksanaan penilaian maturitas penerapan Manajemen Risiko tahun 2021 <i>Implementation of the maturity assessment of the implementation of Risk Management in 2021</i> | Telah dikeluarkan laporan hasil pelaksanaan PMPMR oleh Konsultan Pratama Indomitra Kreston dengan skor 3,02 (kategori Mature Defined) | A report on the results of the PMPMR implementation has been issued by Pratama Consultant Indomitra Kreston with a score of 3.02 (Mature Defined category) |
| Bidang Corporate Legal <i>Corporate Legal</i> | | | |
| 1. | Penanganan Kasus Perdata <i>Civil Cases Handling</i> | Per 31 Desember 2021 sebanyak 1 (satu) kasus sedang berjalan. | As of December 31, 2021, 1 (one) case is ongoing. |
| 2. | Pengurusan Izin dan Hak <i>Permit and Rights</i> | Per 31 Desember 2021, sedang dilakukan pengurusan 8 Izin dan 13 Hak. | As of December 31, 2021, 8 permits and 13 rights are being processed. |
| 3. | Review surat perjanjian, MOU, Kesepakatan Kerja, surat-surat strategis perusahaan sesuai kebutuhan perusahaan <i>Review agreement letters, MOUs, work agreements, company strategic letters according to company needs</i> | Terlaksananya review Surat Perjanjian, MOU, Kesepakatan Kerja, surat-surat strategis Perusahaan sesuai kebutuhan perusahaan. | The implementation of a review of Agreement Letters, MOUs, Work Agreements, Company strategic letters according to company needs. |
| Bidang Corporate Social Responsibility (CSR) <i>Corporate Social Responsibility (CSR)</i> | | | |
| 1. | Penyaluran Program Kemitraan <i>Distribution of Partnership Program</i> | Sampai dengan Desember 2021 tersalurkan sebesar Rp. 20.555.922.150,- atau 96,51% dari target Efektivitas = 97,51% Kolektibilitas = 73,10% | Until December 2021, Rp20,555,922,150,- or 96.51% of the target Effectiveness = 97.51% Collectability = 73.10% |
| 2. | Program Bina Lingkungan <i>Environmental Development Program</i> | Sampai dengan Desember 2021 tersalurkan sebesar Rp. 8.290.881.128,- atau 103,64% dari target | Until December 2021, Rp8,290,881,128,- or 103.64% of the target |
| 3. | Penyaluran Program CSR <i>Distribution of CSR Program</i> | Sampai dengan Desember 2021 tersalurkan sebesar Rp. 6.919.184.029,- atau 98,85% dari target | Until December 2021, Rp6,919,184,029,- or 98.85% of the target |

EVALUASI KINERJA SVP SEKRETARIAT PERUSAHAAN & TATA KELOLA

Pelaksanaan tugas SVP Sekretariat Perusahaan & Tata Kelola selama tahun 2021 telah mencapai target yang direncanakan. Hal tersebut ditunjukkan dengan tercapainya KPI SVP Sekretariat Perusahaan & Tata Kelola yang telah ditetapkan. Berikut tabel penilaian kinerja SVP Sekretariat Perusahaan & Tata Kelola:

PERFORMANCE EVALUATION OF SVP CORPORATE SECRETARY & GOVERNANCE

The implementation of the duties of SVP Corporate Secretary & Governance during 2021 has achieved the planned target. This is shown by the achievement of the established KPI SVP Corporate Secretary & Governance. The following table shows the performance assessment of the SVP Corporate Secretary & Governance.

| No. | Indikator Kerja | Target Target | Realisasi Realization | Nilai Score | Performance Indicators |
|--|--|------------------|--------------------------|----------------|--|
| Perspektif Financial <i>Perspective-</i> | | | | | |
| 1. | Biaya Controllable | Realisasi = RKO | Realisasi < RKO | 101,25 | Controlable expenses |
| Perspektif Customer <i>Perspective Customer</i> | | | | | |
| 1. | Tingkat Efektivitas Penyaluran Dana | Skor 3 | Skor 3 | 100 | Fund Disbursement Effectiveness Level |
| | Tingkat Kolektibilitas | Skor 3 | Skor 3 | 100 | Collectability Level |
| | Hasil Survey kepuasan lingkungan (SKL) | Skor 83 | Skor 86,43 | 104,133 | Results of Environmental Satisfaction Survey (SKL) |
| | Mengorganisir acara internal dan eksternal | 24 Kegiatan | 252 Kegiatan | 105 | Organizing internal and external events |



| No. | Indikator Kerja | Target Target | Realisasi Realization | Nilai Score | Performance Indicators |
|---|--|--|--|---------------|---|
| | Publikasi internal dan eksternal | 36 kali | 424 kali | 105 | Internal and external publications |
| | Updating media sosial perusahaan | 24 kali | 602 kali | 105 | Company social media updates |
| | Melakukan dan memberikan advokasi hukum dan pendampingan hukum terhadap setiap permasalahan hukum yang dialami Perusahaan. | Senantiasa melakukan advokasi hukum dan pendampingan hukum terhadap setiap permasalahan yang dialami oleh Perusahaan | Senantiasa melakukan advokasi hukum dan pendampingan hukum terhadap setiap permasalahan yang dialami oleh Perusahaan | 100 | Conduct and provide legal advocacy and legal assistance on any legal issues experienced by the Company. |
| | Melaksanakan Assessment GCG | 1 Kali | 1 kali | 100 | Conduct GCG Assessment |
| | Melaksanakan sosialisasi GCG dan pelatihan manajemen risiko | 4 Kali | 6 kali | 105 | Implement GCG socialization and risk management training |
| | Surveillance Audit SMAP 37001 | 1 Kali | 1 kali | 100 | SMAP 37001 Audit Surveillance |
| Perspektif Internal Business Process Internal Business Process Perspective | | | | | |
| | Penyampaian Annual Report kepada Pemegang Saham | >1 Juli s.d. 31 Juli | Sebelum juni | 105 | Submission of Annual Report to Shareholders |
| | Laporan Risk That Matters Perusahaan | Tepat tanggal 15 | Sebelum tanggal 15 | 105 | Company's Risk That Matters Report |
| | Laporan Tahunan TJSL kepada Pemegang Saham | Tanggal 31 | Tanggal 31 | 100 | TJSL Annual Report to Shareholders |
| | Laporan Triwulan TJSL kepada Pemegang Saham | Tanggal 17 | Tanggal 15 | 105 | TJSL Quarterly Report to Shareholders |
| | Laporan Bulanan CSR kepada Direktur Keuangan & Umum | Tanggal 10 | Tanggal 8 | 105 | CSR Monthly Report to the Director of Finance & General Affairs |
| | Tersedianya RKA TJSL tahun 2022 | Tanggal 31 | | | Availability of RKA TJSL in 2022 |
| | Laporan Keuangan TJSL Audited | Sesuai target pemegang saham | Sesuai target pemegang saham | 100 | TJSL Audited Financial Statement |
| | Penyiapan Risalah dan Dinamika Rapat Dewan Komisaris & Direksi | 12 Risalah | 18 risalah | 105 | Preparation of Leaflet and Dynamics of BoC's & BoD's Meeting |
| | Penyiapan Notulen Rapat Direksi dan/atau Direksi-Staf | 12 Notulen | 65 notulen | 105 | Preparation of Minutes of the Board of Directors and/or Directors-Staff Meeting |
| | Penyiapan Tindakan lanjut Rapat | 12 Kali | 32 kali | 105 | Meeting Follow-up Setup |
| | Penyaluran Dana Pinjaman | Rp. 20.000 Juta | 20.556 Juta | 102,78 | Loan Disbursement |
| | Pengembalian Pinjaman | Rp. 21.527 Juta | 20,002 Juta | 92,916 | Loan Repayment |
| | Penyaluran dana Bina Lingkungan | Rp. 8.000 Juta | 8.290 Juta | 103,625 | Distribution of Community Development funds |
| | Pengelolaan Risiko Unit Kerja (Mitigasi Risiko yang telah dilakukan) | 100 % | 100% | 100 | Work Unit Risk Management (Risk Mitigation that has been carried out) |
| | Risk Owner dan Risk Officer (Tingkat Kehadiran pada Klarifikasi Risiko) | 4 kali | 4 kali | 100 | Risk Owner and Risk Officer (Attendance Level at Risk Clarification) |
| | Identifikasi Risiko (Kejadian Risiko yang telah diidentifikasi) | Seluruh resiko strategis unit kerja telah teridentifikasi | Seluruh resiko strategis unit kerja telah teridentifikasi | 100 | Risk Identification (Identified Risk Events) |
| Perspektif Learning & Growth Learning & Growth Perspective | | | | | |
| | Coaching dan Mentoring | 100 % | 100% | 100 | Coaching and Mentoring |
| | Implementasi Core Value AKHLAK | 8 kali | 8 kali | 100 | Core Value AKHLAK Implementation |
| Total | | | | 101,63 | |

SATUAN PENGAWASAN INTERN

INTERNAL CONTROL UNIT



SPI memiliki peran dan tanggung jawab dalam memberikan jasa assurance (audit) dan consulting secara independen dan objektif dengan melakukan pendekatan sistematis dan disiplin untuk mengevaluasi dan meningkatkan: efektivitas tata kelola, manajemen risiko, dan pengendalian internal untuk memberikan value added kepada PUSRI dalam mencapai tujuannya.

SPI has a role and responsibility in providing assurance (audit) and consulting services independently and objectively by taking a systematic and disciplined approach to evaluate and improve: the effectiveness of governance, risk management, and internal control to provide added value to PUSRI in achieving its objectives.

Dalam menerapkan sistem pengawasan dan pengendalian internal berbasis risiko, Perusahaan mengacu pada Pernyataan Standar Akuntansi Keuangan (PSAK) dan Internal Audit Charter yang ditetapkan berdasarkan surat keputusan Direksi No. SK/DIR/133/2004 tanggal 9 Agustus 2004 yang terakhir disempurnakan melalui surat keputusan No. SK/DIR/365/2016 tanggal 28 Oktober 2016 serta Prosedur Operasional Baku (POB) Internal Audit PT Pupuk Sriwidjaja Palembang No. SK/DIR/295/2017. PUSRI terus berupaya meningkatkan penerapan pengendalian internal melalui pengembangan sistem dan prosedur yang aplikatif dan mencegah terjadinya fraud.

Pihak yang Mengangkat dan Memberhentikan SVP Satuan Pengawas Intern

SPI dipimpin oleh Senior Vice President Satuan Pengawasan Intern yang diangkat dan diberhentikan oleh Direktur Utama dengan persetujuan Dewan Komisaris.

In implementing a risk-based internal control and supervision system, the Company refers to the Statement of Financial Accounting Standards (PSAK) and the Internal Audit Charter which are stipulated based on the Decree of the Board of Directors No. SK/DIR/133/2004 dated August 9, 2004, the last one was revised by decree No. SK/DIR/365/2016 dated October 28, 2016 as well as Standard Operating Procedures (POB) for Internal Audit of PT Pupuk Sriwidjaja Palembang No. SK/DIR/295/2017. PUSRI continues to improve the implementation of internal control through the development of systems and procedures that are applicable and prevent fraud.

Parties to Appoint and Dismiss SVP Internal Audit Unit

SPI is led by the Senior Vice President of Internal Audit Unit who is appointed and dismissed by the President Director with the approval of the Board of Commissioners.

PROFIL SENIOR VICE PRESIDENT SATUAN PENGAWAS INTERN

Berdasarkan Surat Keputusan No. SK/DIR/134/2016 tanggal 13 April 2016, Vice President Satuan Pengawasan Intern dijabat oleh Bagijo Budi Sulaksono. Pihak-pihak yang terlibat dalam proses pengangkatan/memberhentikan Senior Vice President Satuan Pengawasan Intern adalah Dewan Komisaris dan Direktur Utama. Berikut profilnya.

PROFILE OF SENIOR VICE PRESIDENT INTERNAL AUDIT UNIT

Based on Decree No. SK/DIR/134/2016 dated 13 April 2016, the Vice President of the Internal Control Unit is Bagijo Budi Sulaksono. The parties involved in the process of appointing/dismissing the Senior Vice President of the Internal Audit Unit are the Board of Commissioners and the President Director. The following is the profile of SVP Internal Audit Unit.



Bagijo Budi Sulaksono (55 tahun)
Senior Vice President Satuan Pengawasan Intern
Senior Vice President Internal Audit Unit

Warga Negara Indonesia, berdomisili di Palembang, lahir di Surabaya pada tanggal 7 Mei 1966. Mendapatkan gelar Sarjana dari Teknik Kimia Institut Teknologi Sepuluh Nopember (1991), telah mendapatkan Sertifikasi Qualified Internal Auditor (QIA) dari Yayasan Pendidikan Internal Audit.

Indonesian citizen, domiciled in Palembang, born in Surabaya on May 7, 1966. Obtained a Bachelor's degree from Chemical Engineering from the Sepuluh Nopember Institute of Technology (1991), has received the Qualified Internal Auditor (QIA) Certification from the Internal Audit Education Foundation.

Memulai karir di PUSRI sejak 1 Juni 1993 dengan Riwayat karir Sebagai berikut :

Started his career at PUSRI since June 1, 1993 with the following career history:

| No | Tanggal Mulai Date Started | Tanggal Selesai Date Ended | Unit kerja Work Unit | Jabatan Position |
|----|-------------------------------|-------------------------------|----------------------------|-------------------------------|
| 1 | 01 Juni 1993 | 30 Nov 1995 | Dinas Perencanaan Produksi | Staf Muda 2 |
| 2 | 01 Des 1995 | 31 Jul 1996 | Bagian Peningkatan EF & QC | Engineer Muda 1 |
| 3 | 01 Agus 1996 | 30 Sep 1998 | Dinas Rendal Produksi | Staf Muda 1 |
| 4 | 01 Okt 1998 | 31 Mar 2001 | Dinas Rendal Produksi | Staf Madya 4 |
| 5 | 01 Apr 2001 | 30 Nov 2002 | Dinas Rendal Produksi | Engineer Proses |
| 6 | 01 Des 2002 | 31 Jan 2004 | Dinas Teknik Proses | Engineer Proses |
| 7 | 01 Feb 2004 | 01 Jan 2005 | Dinas Teknik Proses | Engineer Proses |
| 8 | 02 Jan 2005 | 27 Jan 2006 | Dinas Teknik Proses | Engineer Proses |
| 9 | 28 Jan 2006 | 31 Okt 2007 | Dinas Teknik Proses | Engineer Proses |
| 10 | 01 Nov 2007 | 31 Mar 2008 | Dinas Teknik Proses | Engineer Proses Senior |
| 11 | 01 Apr 2008 | 30 Des 2009 | Dinas Teknik Proses | Asisten Manager Teknik Proses |
| 12 | 31 Des 2009 | 30 Jun 2010 | Departemen Teknik Produksi | Staf Manager Teknik Produksi |

| No | Tanggal Mulai Date Started | Tanggal Selesai Date Ended | Unit kerja Work Unit | Jabatan Position |
|----|-------------------------------|-------------------------------|--|--|
| 13 | 01 Jul 2010 | 31 Mei 2011 | Departemen Teknik Produksi | Staf Manager Teknik Produksi |
| 14 | 01 Jun 2011 | 29 Okt 2011 | Departemen Teknik Produksi | Staf Manager Teknik Produksi |
| 15 | 30 Okt 2011 | 31 Okt 2011 | Departemen Perencanaan & Pengendalian Produksi | Staf Manager Perencanaan & Pengendalian Produksi |
| 16 | 01 Nov 2011 | 31 Des 2012 | Departemen Laboratorium | Kepala Laboratorium |
| 17 | 01 Jan 2013 | 31 Jul 2013 | Departemen Operasi P-II | Manager Pabrik P-II |
| 18 | 01 Agu 2013 | 31 Okt 2015 | Departemen Pengawasan Operasional | Manager Pengawasan Operasional |
| 19 | 01 Nov 2015 | 31 Des 2015 | Departemen Pengawasan Operasional | Manager Pengawasan Operasional |
| 20 | 01 Jan 2016 | 30 Apr 2016 | Departemen Pengawasan Operasional | Manager Pengawasan Operasional |
| 21 | 01 Mei 2016 | 30 Apr 2017 | Divisi Satuan Pengawasan Intern | SVP Satuan Pengawasan Intern |
| 22 | 01 Mei 2017 | 27 Jan 2021 | Divisi Satuan Pengawasan Intern | SVP Satuan Pengawasan Intern |
| 23 | 28 Jan 2021 | 04 Jan 2022 | Divisi Satuan Pengawasan Intern | SVP Satuan Pengawasan Intern |
| 24 | 05 Jan 2022 | 31 Jan 2022 | Kel. Staf Dir. Utama | Staf Direktur Utama |
| 25 | 01 Feb 2022 | 31 Des 2022 | Kel. Staf Penugasan | Staf SDM Penugasan |

Tugas dan Tanggung Jawab Senior Vice President Satuan Pengawas Intern

Perusahaan telah mengatur tugas dan tanggung jawab Senior Vice President Satuan Pengawas Intern yang meliputi:

1. Mengkoordinasikan seluruh pengawasan dan pemeriksaan atas seluruh kegiatan unit kerja agar kebijakan Direksi, fungsi-fungsi manajemen dan pengendalian intern di lingkungan perusahaan dengan memperhatikan prinsip 3E (Ekonomis Efisien Efektif). Dalam pelaksanaannya Senior Vice President SPI bertanggung jawab kepada Direktur Utama.
2. Mengoordinasikan seluruh kegiatan audit internal pada seluruh unit kerja yang ada di perusahaan meliputi audit operasional (manajemen audit), audit keuangan (financial audit) dan audit khusus/audit investigasi sesuai dengan Standar Internasional Praktik Profesional Audit Internal.
3. Mengoordinasikan kegiatan audit dan menilai penerapan peraturan-peraturan, prosedur-prosedur, kebijakankebijakan, standar-standar dan lainnya (termasuk sistem manajemen dan

Duties and Responsibilities of Senior Vice President of Internal Control Unit

The company has set the duties and responsibilities of the Senior Vice President of the Internal Control Unit which include:

1. Coordinate all supervision and inspection of all work unit activities so that the policies of the Board of Directors, management functions and internal control within the company take into account the principles of 3E (Economics Efficient Effective). In its implementation, the Senior Vice President of SPI is responsible to the President Director.
2. Coordinate all internal audit activities in all work units in the company including operational audits (management audits), financial audits (financial audits) and special audits/investigative audits in accordance with International Standards for Professional Practice of Internal Auditing.
3. Coordinate audit activities and assess the implementation of regulations, procedures, policies, standards and others (including management systems and management



standar manajemen) yang dilaksanakan oleh unit kerja sesuai pertanggungjawaban masing-masing serta memberikan bantuan konsultatif penyempurnaan untuk mendorong perbaikan kepada pimpinan-pimpinan unit kerja terkait untuk peningkatan keekonomisan, keefisienan dan keefektifan sumber daya yang digunakan masing-masing.

4. Mengoordinasikan audit dengan pengawas eksternal (BPKRI, BPKP, KAP, Bea Cukai, Kantor Pajak), serta menyediakan data & informasi perusahaan untuk kebutuhan tersebut.
5. Memberikan pendapat, rekomendasi & saran-saran perbaikan kepada Direksi, para pimpinan unit kerja yang diperiksa (auditee), baik diminta atau tidak diminta, dalam rangka mengamankan harta dan kekayaan perusahaan dari perbuatan melawan hukum.
6. Melakukan koordinasi dengan Manajemen Risiko dalam menilai dan melakukan evaluasi terhadap risiko aktifitas manajemen yang bersifat stratejik secara bulanan, triwulanan, dan tahunan.
7. Melakukan koordinasi dengan Komite Audit dalam rangka perencanaan internal audit dan pelaksanaan audit oleh eksternal auditor atas laporan keuangan.
8. Mengembangkan sistem pengawasan dan pemeriksaan berbasis teknologi informasi (EDP audit) dan Manajemen Risiko, sesuai ketentuan pemerintah dan perkembangan bisnis perusahaan.
9. Melakukan pengawasan jalannya perusahaan agar tetap dalam prinsip-prinsip GCG.
10. Mengoordinir penyusunan laporan hasil pengawasan baik kepada pihak intern maupun ekstern.
11. Melakukan pengelolaan risiko (identifikasi, pengukuran dan mitigasi risiko) di unit kerja sebagai upaya memaksimalkan nilai perusahaan dan membentuk budaya pengelolaan risiko dan berinovasi di unit kerja.
12. Mendorong implementasi tata nilai AKHLAK di lingkup Divisi Satuan Pengawasan Intern.

standards) carried out by work units in accordance with their respective responsibilities and provide consultative assistance for improvements to encourage improvements to the heads of related work units to increase the economy, efficiency and effectiveness of the resources used respectively.

4. Coordinate audits with external supervisors (BPKRI, BPKP, KAP, Customs, Tax Offices), and provide company data & information for these needs.
5. Provide opinions, recommendations & suggestions for improvement to the Board of Directors, the heads of the audited work units (auditees), whether requested or not, in order to secure the company's assets and assets from unlawful acts.
6. Coordinate with Risk Management in assessing and evaluating the risk of strategic management activities on a monthly, quarterly and annual basis.
7. Coordinate with the Audit Committee in planning the internal audit and the audit by the external auditor on the financial statements.
8. Develop an information technology-based monitoring and inspection system (EDP audit) and Risk Management, in accordance with government regulations and the company's business development.
9. Supervise the running of the company so that it remains in the principles of GCG.
10. Coordinate the preparation of reports on the results of supervision both to internal and external parties.
11. Perform risk management (identification, measurement and risk mitigation) in the work unit as an effort to maximize company value and establish a risk management culture and innovate in the work unit.
12. Encouraging the implementation of AKHLAK values within the Internal Audit Division.

STRUKTUR DAN KEDUDUKAN UNIT SPI

SPI berada langsung di bawah Direktur Utama dan merupakan organisasi audit internal yang bersifat independen dan objektif. Organisasi SPI ditetapkan dalam Surat Keputusan No. SK/DIR/435/2020 tanggal 28 Desember 2020 tentang Penyempurnaan Struktur Organisasi PT Pupuk Sriwidjaja Palembang. SPI bertanggung jawab langsung kepada Direktur Utama yang berkedudukan di Kantor Pusat dan membawahi Departemen Pengawasan Keuangan dan Departemen Pengawasan Operasional. Berikut adalah bagan struktur organisasi SPI.



SPI UNIT STRUCTURE AND POSITION

SPI is directly under the President Director and is an independent and objective internal audit organization. The SPI organization is stipulated in the Decree No. SK/DIR/435/2020 dated December 28, 2020 regarding Completion of the Organizational Structure of PT Pupuk Sriwidjaja Palembang. SPI reports directly to the President Director who is domiciled at the Head Office and oversees the Financial Supervision Department and the Operational Supervision Department. The following is a chart of the SPI organizational structure.

Keanggotaan SPI

Per 31 Desember 2021, jumlah personel Satuan Pengawas Intern sebanyak 20 karyawan, atau sebesar 88% dari formasi yang dibutuhkan yakni sebanyak 25 personel. Adapun rinciannya adalah sebagai berikut:

SPI Membership

As of December 31, 2021, the number of Internal Supervisory Unit personnel was 20 employees, or 88% of the required formation, which was 25 personnel. The details are as follows:

| Jabatan | Formasi Requirement | Realisasi Realization | Position |
|---|---------------------|-----------------------|---|
| SVP SPI | 1 | 1 | SVP Internal Audit Unit |
| Staf SVP SPI | 2 | 0 | Staff of SVP Internal Audit Uni |
| VP Pengawasan Operasional | 1 | 1 | VP Operational Supervision |
| Staf Pengendali Teknis Pengawasan Operasional | 2 | 1 | Operational Supervision Technical Control Staff |

| Jabatan | Formasi Requirement | Realisasi Realization | Position |
|--|---------------------|-----------------------|---|
| Auditor Senior Pengawasan Operasional | 4 | 4 | Operational Supervision Senior Auditor |
| Staf Auditor Pengawasan Operasional | 4 | 4 | Operational Supervision Auditor Staff |
| VP Pengawasan Keuangan | 1 | 1 | VP of Financial Supervision |
| Staf Pengendali Teknis Pengawasan Keuangan | 2 | 1 | Financial Supervision Technical Control Staff |
| Auditor Senior Pengawasan Keuangan | 4 | 4 | Financial Supervision Senior Auditor |
| Staf Auditor Pengawasan Keuangan | 4 | 4 | Financial Supervision Auditor Staff |

Kompetensi Auditor

Perusahaan secara berkesinambungan menyertakan para auditor pada program-program sertifikasi profesi di bidang SPI, baik yang bersifat nasional maupun internasional. Langkah ini merupakan bagian dari strategi untuk meningkatkan pengetahuan dan kompetensi auditor.

Auditor Competence

The company continuously includes auditors in professional certification programs in the SPI field, both national and international. This step is part of a strategy to increase the knowledge and competence of auditors.

Sertifikasi Auditor

Auditor Certification

| Sertifikasi Auditor Auditor Certification | | |
|--|--------------|---|
| Sertifikasi Certification | Jumlah Total | Nama Name |
| QIA (Qualified SP/or) | 13 | <ol style="list-style-type: none"> 1. Bagijo Budi Sulaksono 2. Aman Supratman 3. Lumarta Udayana 4. Hadi Suyono 5. Nyoman Pramesti 6. M. Iqbal Hakim 7. Livia Sarita 8. M. Awaluddin Alfarisi 9. Abdul Hakim 10. Rosmaida 11. Febrio Disulistyo 12. Rachmawati Oktavia 13. Agung Gunawan |
| QRMP | 1 | Aman Supratman |
| QRMA | 2 | <ol style="list-style-type: none"> 1. Livia Sarita 2. Abdul Hakim |
| ERMAP | 1 | Febrio Disulistyo |
| MUDP | 3 | <ol style="list-style-type: none"> 1. Bagijo Budi Sulaksono 2. Sapta Hadi Surya 3. Livia Sarita |

Selama tahun 2021, PUSRI telah menyertakan para auditor dalam berbagai pelatihan, yang ditujukan untuk meningkatkan kompetensi dan mengembangkan kualitas audit. Secara keseluruhan ada 10. kegiatan pelatihan, termasuk pelaksanaan sertifikasi profesi.

Throughout 2021, PUSRI has included auditors in various trainings aimed at improving competence and developing audit quality. In total there are 10 training activities, including the implementation of professional certification.

Pelatihan SPI Tahun 2021

Internal Audit Unit Training 2021

| Pelatihan SPI Tahun 2021 Internal Audit Unit Training 2021 | | | |
|---|--|--------------------------------------|---|
| Nama Kegiatan | Pemberi Pelatihan Training Provider | Tanggal Pelaksanaan Training Date | Activity Name |
| Pelatihan Sertifikasi QRMA/QRMP | PT Pupuk Indonesia | 12-14 April 2021 | QRMA/QRMP Certification Training |
| Training Internal Audit Capability Model (IACM) | Pusdiklatwas BPKP | 19-23 April 2021 | Internal Audit Capability Model (IACM) Training |
| Workshop Internal Control COSO 2017 & Business Judgement Rule (BJR) | Asia Strategy Consulting | 24-25 Juni 2021 | COSO 2017 Internal Control & Business Judgment Rule (BJR) Workshop |
| e-Learning "MUDP - ADPI" / Sertifikasi Manajemen Umum Dana Pensiun (MUDP) | Perkumpulan ADPI dan LSPDP | 12-14 Juli 2021 | e-Learning "MUDP - ADPI" / Pension Fund General Management Certification (MUDP) |
| Sertifikasi QIA - Tingkat Manajerial | Yayasan Pendidikan Internal Auditor | 26 Juli - 3 Agustus 2021 | QIA Certification - Managerial Level |
| Pelatihan Fraud Auditing 2 | LPFA | 27 - 30 Agustus 2021 | Fraud Auditing Training 2 |
| Pelatihan Internal Audit Back To The Future - Emerging From The Crisis | The Institute of Internal Auditors Indonesia / IIA | 27 -29 Oktober 2021 | Internal Audit Training Back To The Future - Emerging From The Crisis |
| Sertifikasi QIA - Tingkat Manajerial | Yayasan Pendidikan Internal Auditor | 8 - 17 November 2021 | QIA Certification - Managerial Level |
| Seminar Nasional Internal Auditor & Wisuda Sertifikasi QIA | Yayasan Pendidikan Internal Auditor | 30 November - 5 Desember 2021 | National Internal Auditor Seminar & QIA Certification Graduation |
| Pelatihan & Sertifikasi QIA Tingkat Lanjutan dan Tingkat Dasar | Yayasan Pendidikan Internal Auditor | 6 - 18 Desember 2021 | Advanced and Basic Level QIA Training & Certification |

PROGRAM KERJA SPI

Kegiatan SPI dilakukan sesuai dengan standar dengan memperhatikan setiap risiko dikenali dan dikelola secara tepat, pengendalian internal dilaksanakan secara efektif; segala kebijakan, prosedur dan peraturan ditaati; serta setiap kecurangan telah diantisipasi, diidentifikasi, diinvestigasi, dan diatasi.

Hasil Audit Internal yang berupa rekomendasi untuk perbaikan dilaporkan secara periodik kepada pihak

INTERNAL AUDIT UNIT WORK PROGRAM

Internal Audit Unit activities are carried out in accordance with standards by taking into account that every risk is recognized and managed appropriately, internal controls are implemented effectively; all policies, procedures and regulations are complied with; and any fraud has been anticipated, identified, investigated and addressed.

The results of the Internal Audit in the form of recommendations for improvement are reported

manajemen dan Komite Audit dan implementasinya di-*monitor* secara berkesinambungan.

periodically to the management and the Audit Committee and their implementation is monitored on an ongoing basis.

Kinerja dan Realisasi Pelaksanaan Audit 2021

Proses audit dilaksanakan untuk mengevaluasi efektivitas pelaksanaan Sistem Pengendalian Internal Perusahaan, Manajemen Risiko, dan proses Tata Kelola Perusahaan serta melakukan penilaian efisiensi dan efektivitas atas seluruh aktivitas Perusahaan (bidang keuangan, operasional, sumber daya manusia, teknologi informasi dan kegiatan lainnya). Laporan hasil audit yang dilaksanakan oleh SPI disampaikan kepada Direktur Utama. Selanjutnya, rekomendasi dari hasil audit tersebut diperhatikan dan menjadi referensi dalam pelaksanaan tindak lanjutnya.

Berikut merupakan hasil pelaksanaan tugas dan tanggung jawab SPI:

Performance and Realization of Audit Implementation 2021

The audit process is carried out to evaluate the effectiveness of the implementation of the Company's Internal Control System, Risk Management, and Corporate Governance processes as well as to evaluate the efficiency and effectiveness of all Company activities (financial, operational, human resources, information technology and other activities). Reports on the results of audits carried out by SPI are submitted to the President Director. Furthermore, the recommendations from the audit results are considered and become a reference in the implementation of follow-up actions.

The following are the results of the implementation of the duties and responsibilities of SPI:

Audit dan Evaluasi:

Audit and Evaluation:

| No | Objek | Nomor LHA LHA Number | Tanggal Date | Object |
|----|--|--------------------------|-----------------|---|
| 1 | Evaluasi Aktivitas Corporate Legal | 01/LHA/AB000. PE/2021 | 05/05/2021 | Evaluation of Corporate Legal Activities |
| 2 | Departemen Perbengkelan | 02/LHA/AB000. PE/2021 | 20/05/2021 | Workshop Department |
| 3 | Kehandalan Pabrik Pusri III | 03/LHA/AB000. PE/2021 | 31/05/2021 | Pusri III Factory Reliability |
| 4 | SPIP | 04/LHA/AB000. PE/2021 | 20/05/2021 | SPIP |
| 5 | Departemen RBP | 05/LHA/AB000. PE/2021 | 30/06/2021 | RBP Department |
| 6 | Departemen Pengadaan Barang & Jasa | 06/LHA/AB000. PE/2021 | 30/06/2021 | Goods & Services Procurement Department |
| 7 | Evaluasi Sarana Distribusi Pupuk | 07/LHA/AB000. PE/2021 | 22/07/2021 | Evaluation of Fertilizer Distribution Facilities |
| 8 | Departemen Sarana & Umum | 08/LHA/AB000. PE/2021 | 16/07/2021 | Department of Facilities & General |
| 9 | Piutang Usaha Non Subsidi | 09/LHA/AB000. PE/2021 | 16/07/2021 | Non-Subsidized Accounts Receivable |
| 10 | Departemen CSR | 10/LHA/AB000. PE/2021 | 22/09/2021 | CSR Department |
| 11 | Joint Audit SPI PI dengan SPI PT PSP di Wilayah Jateng 1 | 11/LHA/AB000. PE/2021 | 29/10/2021 | Joint Audit of SPI PI with SPI PT PSP in Central Java Region 1 |
| 12 | Joint Audit SPI PI dengan SPI PT PSP di Wilayah Jateng 2 | 12/LHA/AB000. PE/2021 | 04/11/2021 | Joint Audit of SPI PI with SPI PT PSP in Central Java Region 2 |
| 13 | Joint Audit SPI PI dengan SPI PT PSP di Wilayah Sumsel | 13/LHA/AB000. PE/2021 | 15/11/2021 | Joint Audit of SPI PI with SPI PT PSP in the South Sumatra Region |

| No | Objek | Nomor LHA LHA Number | Tanggal Date | Object |
|----|--|--------------------------|-----------------|---|
| 14 | Divisi Transformasi Bisnis | 14/LHA/AB000. PE/2021 | 29/11/2021 | Business Transformation Division |
| 15 | Evaluasi Manajemen Risiko & Tata Kelola | 15/LHA/AB000. PE/2021 | 25/11/2021 | Evaluation of Risk Management & Governance |
| 16 | Joint Audit SPI PI dengan SPI PT PSP di Wilayah Jateng 3 & DIY | 16/LHA/AB000. PE/2021 | 30/11/2021 | Joint Audit of SPI PI with SPI PT PSP in Central Java 3 & DIY |
| 17 | Aktivitas Pengelolaan & Monetisasi Aset | 17/LHA/AB000. PE/2021 | 14/12/2021 | Asset Management & Monetization Activities |
| 18 | Evaluasi HPP Pupuk Bersubsidi | 18/LHA/AB000. PE/2021 | 30/12/2021 | Evaluation of Subsidized Fertilizer HPP |

Desk Audit:

Merupakan kegiatan yang dilakukan SPI sehingga dapat memberikan manfaat berupa masukan dalam pengelolaan resources perusahaan sehingga dapat membantu tugas para pimpinan Perusahaan. Beberapa pelaksanaan desk audit yang dilakukan oleh SPI antara lain Evaluasi Laporan Keuangan, Evaluasi Kinerja Produksi, Evaluasi Aktivitas Penjualan dan Pemasaran, dan kegiatan desk audit lainnya yang dilakukan untuk memberikan manfaat pada Perusahaan.

Kegiatan Non Pengawasan:

- Pendampingan/Counterpart Audit Eksternal.
Fokus pada kegiatan pendampingan atas general audit Tahun buku 2021 oleh KAP, Audit Perhitungan Subsidi Pupuk dan Penyaluran Pupuk Bersubsidi Tahun Anggaran 2021 oleh BPK RI serta audit oleh BPKP.
- Pemantauan/Monitoring Tindak Lanjut Audit
Fokus pada kegiatan pemantauan tindak lanjut temuan dan rekomendasi audit BPK RI, laporan kepatuhan dan management letter KAP, Keputusan & Arahan Pemegang Saham dalam RUPS RKAP 2021 dan RUPS Kinerja 2020, temuan & rekomendasi LHA SPI PT Pupuk Indonesia dan Audit Internal Perusahaan.

Konsultasi

Kegiatan konsultasi merupakan kegiatan SPI yang didasarkan atas pendekatan bahwa unit kerja lain adalah sebagai mitra/klien dalam memecahkan dan menyelesaikan masalah yang dihadapi. Peran SPI

Desk Audit:

Desk Audit represents an activity conducted by SPI so as to provide benefits in the form of inputs in managing the Company resources so that it can assist the duties of the leaders of the Company. Several desk audit activities carried out by SPI include Review of Financial Statements, Evaluation of Production Performance, Evaluation of Sales and Marketing Activities, and other desk audit activities carried out to provide benefits to the Company.

Non-Monitoring Activities:

- Assistance/Counterpart for External Audit.
The activity focuses on mentoring activities for general audit of FY2020 by KAP, the Audit on Calculation of Fertilizer Subsidies and Distribution of Subsidized Fertilizers for 2020 Fiscal Year by BPK RI and audits by BPKP.
- Audit Follow-up Monitoring.
The activity focuses on monitoring the follow-up activities of BPK RI audit findings and recommendations, KAP compliance reports and management letters, Shareholders' Resolutions in 2020 RKAP GMS and 2019 Performance GMS, findings & recommendations from PT Pupuk Indonesia's LHA SPI and the Company's Internal Audit.

Internal Audit.

Consultation Consultation activities represent SPI activities based on the approach that other business units serve as partners/ clients in solving and resolving problems encountered. The role of SPI as a consultant

sebagai konsultan dilakukan melalui pemberian saran masukan kepada Unit Kerja lain untuk pelaksanaan tugas operasional khususnya terkait pencapaian kinerja dan optimalisasi sumber daya. Kegiatan konsultasi pada tahun 2021 lebih aktif dilakukan karena adanya SI-Sharipa yang dibangun untuk mewadahi unit-unit kerja yang ingin melakukan konsultasi, sehingga dapat lebih mudah menghubungi SPI. Selain itu peran konsultan juga diwujudkan dalam peran aktif personel SPI dalam tim atau kelompok kerja yang dibentuk melalui Surat Keputusan Direksi.

Evaluasi Kinerja Divisi SPI

Kinerja SPI diukur dan dinilai dari pencapaian *Key Performance Indicators* (KPI) secara tahunan dan merupakan bentuk kontrak manajemen dengan Direktur Utama. Untuk dapat memastikan bahwa tindak lanjut atau langkah perbaikan atas hasil audit atau hasil revidu/evaluasi wajib dilaksanakan oleh *auditee* dan/atau pihak terkait tertuang dalam laporan hasil audit dan laporan hasil revidu/evaluasi. Tanggung jawab SPI adalah melakukan pemantauan dan penilaian atas tindak perbaikan yang dilakukan oleh *auditee* dan atasannya, serta melaporkan hasil pemantauan tindak lanjut tersebut, termasuk jika *auditee* dan atasannya gagal melakukan tindak lanjut kepada Direktur Utama dan Dewan Komisaris.

Berdasarkan realisasi kinerja, capaian *Key Performance Indicator* (KPI) Unit SPI pada tahun 2021 adalah sebesar 102 %.

is conducted by providing recommendations to other Business Units for the implementation of operational tasks, particularly related to performance achievement and resource optimization. Consultation activities in 2021 are more actively performed due to SI-Sharipa which was established to accommodate business units that intend to conduct consultations, so as to allow them to contact SPI in a more facilitated manner. In addition, the role of consultants is also manifested in the active role of SPI personnel in teams or working groups established through the Decree of the Board of Directors.

SPI Division Performance Evaluation

SPI performance is measured and assessed from the achievement of Key Performance Indicators (KPI) on an annual basis and is a form of management contract with the President Director. To be able to ensure that follow-up or corrective steps on the results of the audit or the results of the review/evaluation must be carried out by the auditee and/or related parties, it is stated in the report on the results of the audit and the report on the results of the review/evaluation. The responsibility of SPI is to monitor and evaluate the corrective actions taken by the auditee and his superiors, as well as to report the results of the follow-up monitoring, including if the auditee and his superiors fail to follow up to the President Director and the Board of Commissioners.

Based on the realization of performance, the achievement of the Key Performance Indicator (KPI) of the SPI Unit in 2021 is 102%.

| Tindak Lanjut Temuan Audit Internal 2021 Follow-up on 2021 Internal Audit Findings | | | | | |
|---|---------------------------------|-------------------|-----------------------|---------------------|----------------------------|
| Kegiatan Audit Unit Kerja | Jumlah Temuan Total Findings | Selesai Closed | Belum Selesai Open | Progres Progress | Work Unit Audit Activities |
| Hasil Audit Internal | 145 | 134 | 11 | - | Internal Audit Results |

AUDIT EKSTERNAL

EXTERNAL AUDIT



Fungsi pengawasan independen terhadap aspek keuangan PUSRI dilakukan dengan melaksanakan pemeriksaan Audit Eksternal yang dilakukan oleh Kantor Akuntan Publik (KAP). Auditor Eksternal yang memeriksa laporan keuangan Perusahaan tahun buku 2021 ditetapkan melalui RUPS Tahunan berdasarkan rekomendasi dari Dewan Komisaris dan Komite Audit.

The independent supervisory function of PUSRI's financial aspects is carried out by carrying out an External Audit examination conducted by the Public Accounting Firm (KAP). The External Auditor who examines the Company's financial statements for the 2021 financial year is appointed through the Annual GMS based on recommendations from the Board of Commissioners and the Audit Committee.

Fungsi pengawasan independen terhadap aspek keuangan PUSRI dilakukan dengan melaksanakan pemeriksaan Audit Eksternal yang dilakukan oleh Kantor Akuntan Publik (KAP). Auditor Eksternal yang memeriksa laporan keuangan Perusahaan tahun buku 2021 ditetapkan melalui RUPS Tahunan berdasarkan rekomendasi dari Dewan Komisaris dan Komite Audit. Proses pemilihannya dilakukan sesuai dengan mekanisme pengadaan barang dan jasa yang berlaku. Untuk menjamin independensi dan kualitas hasil pemeriksaan, Auditor Eksternal yang ditunjuk tidak boleh memiliki benturan kepentingan dengan PUSRI.

PEMERIKSAAN KANTOR AKUNTAN PUBLIK (KAP)

PUSRI menggunakan jasa auditor eksternal untuk memastikan integritas penyajian Laporan Keuangan kepada Pemegang Saham. Penunjukan penugasan KAP sebagai pelaksana audit penyajian Laporan Keuangan PUSRI dilakukan berdasarkan keputusan RUPS. Pada tahun 2021, Perusahaan menunjuk KAP Tanudiredja, Wibisana, Rintis, dan Rekan sebagai

The independent supervisory function of PUSRI's financial aspects is carried out by carrying out an External Audit examination conducted by the Public Accounting Firm (KAP). The External Auditor who examines the Company's financial statements for the 2021 financial year is appointed through the Annual GMS based on recommendations from the Board of Commissioners and the Audit Committee. The selection process is carried out in accordance with the applicable goods and services procurement mechanism. To ensure the independence and quality of the audit results, the appointed External Auditor may not have a conflict of interest with PUSRI.

PUBLIC ACCOUNTING FIRM (KAP) SURVEILLANCE

PUSRI uses the services of an external auditor to ensure the integrity of the presentation of the Financial Statements to the Shareholders. The appointment of KAP as the executor of the audit of the presentation of PUSRI's Financial Statements is carried out based on the decision of the GMS. In 2021, the Company appointed KAP Tanudiredja, Wibisana, Rintis, and

pelaksana audit eksternal yang melakukan audit laporan keuangan Perusahaan untuk tahun buku yang berakhir pada 31 Desember 2021.

Partners as the executor of the external audit to audit the Company's financial statements for the financial year ending December 31, 2021.

Akuntan Publik Tahun 2021

Sesuai Risalah RUPS Kinerja 2020 PT Pupuk Sriwidjaja Palembang tanggal 30 Juni 2021, RUPS melimpahkan kewenangan kepada Dewan Komisaris Perseroan untuk menetapkan Kantor Akuntan Publik (KAP) dalam rangka pelaksanaan audit atas Laporan Keuangan Tahun Buku 2021. Penunjukan Kembali KAP Tanudiredja, Wibisana, Rintis & Rekan disepakati melalui Surat Perjanjian No. 085/A/PA/A12/SP/2021 tanggal 11 November 2021.

Public Accountant 2021

In accordance with the Minutes of the 2020 Performance GMS of PT Pupuk Sriwidjaja Palembang on June 30, 2021, the GMS delegated authority to the Company's Board of Commissioners to establish a Public Accounting Firm (KAP) for the purpose of conducting an audit of the 2021 Financial Statements. The reappointment of KAP Tanudiredja, Wibisana, Rintis & Partners agreed through Letter of Agreement No. 085/A/PA/A12/SP/2021 dated November 11, 2021.

Akuntan Publik Tahun 2021

Public Accountant 2021

| | | |
|--|--|---|
| Kantor Akuntan Publik Public Accounting Firm | KAP Tanudiredja, Wibisana, Rintis, dan Rekan | KAP Tanudiredja, Wibisana, Rintis, dan Rekan |
| Izin Usaha Kantor Akuntan Publik Accounting Firm Business License | Keputusan Menteri Keuangan RI No. 241/KM.1/2015 | Ministry of Finance Decree No. 241/KM.1/2015 |
| Izin Usaha Akuntan Publik Public Accountant Business License | Keputusan Menteri Keuangan RI No. 903/KM.1/2016 | Ministry of Finance Decree No. 903/KM.1/2016 |
| Akuntan Publik Public Accountant | Toto Harsono | Toto Harsono |
| Tahun Audit Audit Period | Tahun Buku 2021 | Fiscal Year 2021 |
| Periode Penugasan Engagement Period | 17 September 2021 s.d 31 Maret 2022 | September 17, 2021 – March 31, 2022 |
| Ruang Lingkup Pekerjaan Scope of Work | <ol style="list-style-type: none"> 1. General Audit atas Laporan Keuangan untuk tahun yang berakhir tanggal 31 Desember 2021. 2. Audit kepatuhan atas peraturan perundang-undangan dan Pengendalian Internal untuk tahun yang berakhir pada tanggal 31 Desember 2021. 3. Laporan Management Letter atas pengendalian internal untuk tahun yang berakhir pada tanggal 31 Desember 2021. 4. Review atas Laporan Hasil Kinerja Perusahaan untuk tahun yang berakhir pada tanggal 31 Desember 2021. 5. Review atas Penilaian Tingkat Pencapaian Key Performance Indicator (KPI) untuk tahun yang berakhir pada tanggal 31 Desember 2021. 6. General Audit atas Laporan Keuangan dan Evaluasi Kinerja Program Kemitraan dan Bina Lingkungan (TJSL) untuk tahun yang berakhir pada tanggal 31 Desember 2021. | <ol style="list-style-type: none"> 1. General Audit of Financial Statements for the year ended December 31, 2021. 2. Compliance audit on laws and regulations and Internal Control for the year ended December 31, 2021. 3. Management Letter report on internal control for the year ended December 31, 2021. 4. Review of the Company's Performance Results Report for the year ended December 31, 2021. 5. Review of Key Performance Indicator (KPI) Achievement Level Assessment for the year ended 31 December 2021. 6. General Audit on Financial Statements and Performance Evaluation of the Partnership and Community Development Program (TJSL) for the year ended December 31, 2021. |

| | | |
|---|---|--|
| Opini atas Laporan Keuangan Konsolidasian Opinion on Consolidated Financial Statements | Wajar dalam semua hal yang material, Nilai A untuk Kinerja Perusahaan | Fair in all material respects, A Grade for Company Performance |
| Biaya Audit Fees | Rp2.171.400.000 (inc.PPN 10%) | |

KANTOR AKUNTAN PUBLIK

Jumlah Periode Akuntan Publik dan Kantor Akuntan Publik (KAP)

Kantor Akuntan Publik yang telah mengaudit Laporan Keuangan PUSRI sepanjang tahun 2014–2018, sebagai berikut:

PUBLIC ACCOUNTING FIRM

Number of Periods of Public Accountants and Public Accounting Firms (KAP)

Public Accounting Firms that have audited PUSRI's Financial Statements throughout 2014–2018 are as follows:

| Tahun Buku Fiscal Year | Kantor Akuntan Publik Public Accounting Firm | Akuntan Accountant | Biaya Fee | Opini | Opinion |
|------------------------|---|--|---------------|---|--|
| 2021 | KAP Tanudiredja, Wibisana, Rintis, dan Rekan | Toto Harsono Izin Praktek Akuntan Publik No. AP 1122 | 2.171.400.000 | Wajar dalam semua hal yang material, Nilai A untuk Kinerja Perusahaan | Fair in all material respects, A Grade for Company Performance |
| 2020 | KAP Tanudiredja, Wibisana, Rintis, dan Rekan | Yusron Fauzan | 2.043.800.000 | Wajar dalam semua hal yang material, Nilai A untuk Kinerja Perusahaan | Fair in all material respects, A Grade for Company Performance |
| 2019 | Amir Abadi Jusuf, Aryanto, Mawar & Rekan No Izin: Keputusan Menteri Keuangan RI No. 477/KM.1/2015 | Rudi Hartono Purba No Izin: Keputusan Menteri Keuangan RI No. 935/KM.1/2016 | 621.785.450 | Wajar dalam semua hal yang material, Nilai A untuk Kinerja Perusahaan | Fair in all material respects, A Grade for Company Performance |
| 2018 | Amir Abadi Jusuf, Aryanto, Mawar & Rekan No Izin: Keputusan Menteri Keuangan RI No. 477/KM.1/2015 | Saptoto Agustomo | 624.910.000 | Wajar dalam semua hal yang material, Nilai A untuk Kinerja Perusahaan | Fair in all material respects, A Grade for Company Performance |
| 2017 | KAP Tanudiredja, Wibisana, Rintis dan Rekan | Yanto | 828.300.000 | Wajar dalam semua hal yang material, Nilai A untuk Kinerja Perusahaan | Fair in all material respects, A Grade for Company Performance |
| 2017 | KAP Tanudiredja, Wibisana, Rintis dan Rekan | Yanto | 828.300.000 | Wajar dalam semua hal yang material, Nilai A untuk Kinerja Perusahaan | Fair in all material respects, A Grade for Company Performance |



TUGAS POKOK AUDIT EKSTERNAL

KAP mempunyai tugas pokok sebagai akuntan publik yang melaksanakan standar auditing yang ditetapkan oleh Ikatan Akuntan Publik Indonesia (IAPI). Standar tersebut mengharuskan akuntan publik untuk merencanakan dan melaksanakan audit agar memperoleh keyakinan memadai bahwa laporan keuangan bebas dari salah saji material. Audit juga menilai laporan keuangan secara keseluruhan agar sesuai dengan prinsip akuntansi yang ditentukan.

Selain melakukan audit terhadap Laporan Keuangan, KAP Tanudiredja, Wibisana, Rintis, dan Rekan tidak memberikan jasa konsultasi lain kepada Perusahaan.

Hasil Penilaian

Hasil audit keuangan oleh KAP Tanudiredja, Wibisana, Rintis, dan Rekan menyatakan bahwa laporan keuangan konsolidasi PUSRI telah disajikan secara wajar berdasarkan prinsip akuntansi yang berlaku umum di Indonesia dengan opini "Wajar Tanpa Pengecualian".

Efektivitas pelaksanaan audit oleh Akuntan Publik

Komite Audit berkoordinasi dengan Internal Audit melakukan kajian atas efektivitas pelaksanaan audit eksternal untuk memastikan bahwa seluruh temuan dapat ditindaklanjuti sesuai kewenangan yang ditetapkan untuk meningkatkan kinerja baik keuangan maupun operasional. Manajemen PUSRI telah berupaya menindaklanjuti setiap temuan audit oleh Kantor Akuntan Publik sehingga secara efektif pelaksanaan audit berjalan dengan lancar.

MAIN DUTIES OF EXTERNAL AUDIT

KAP has the main task as a public accountant who carries out the auditing standards set by the Indonesian Institute of Public Accountants (IAPI). These standards require public accountants to plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement. The audit also assesses the financial statements as a whole for conformity with specified accounting principles.

In addition to auditing the Financial Statements, KAP Tanudiredja, Wibisana, Rintis, and Partners do not provide other consulting services to the Company.

Rating Result

The results of the financial audit by KAP Tanudiredja, Wibisana, Rintis, and Partners stated that PUSRI's consolidated financial statements have been fairly presented based on generally accepted accounting principles in Indonesia with an opinion of "Unqualified".

Effectiveness of Audit Implementation by Public Accountants

The Audit Committee coordinates with Internal Audit to review the effectiveness of the external audit implementation to ensure that all findings can be followed up in accordance with the established authority to improve both financial and operational performance. PUSRI management has tried to follow up on every audit finding by the Public Accounting Firm so that the audit implementation runs smoothly.

SISTEM PENGENDALIAN INTERNAL

INTERNAL CONTROL SYSTEM

PENERAPAN SISTEM PENGENDALIAN INTERNAL

PUSRI terus mengembangkan Sistem Pengendalian Internal (SPI). Hal ini merupakan bentuk kepatuhan terhadap ketentuan yang mengatur tentang keberadaan dan pengembangan SPI, di antaranya Pasal 26 Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PAER-01/2011 sebagai pengganti Keputusan Menteri Badan Usaha Milik Negara Nomor KEP-11/MMBU/2002 tentang Penerapan Praktik *Good Corporate Governance* pada BUMN.

Pengembangan SPI dilaksanakan dengan pendekatan *Committee of Sponsoring Organizations of the Treadway Commissions (COSO)*. Tujuan SPI adalah mengamankan investasi dan aset Perusahaan. Secara garis besar, SPI yang dilaksanakan di PUSRI, mencakup:

1. Lingkungan pengendalian internal dalam Perusahaan yang disiplin dan terstruktur.
2. Pengkajian dan pengelolaan risiko usaha.
3. Aktivitas pengendalian.
4. Sistem informasi dan komunikasi.
5. *Monitoring* dalam implementasi secara operasional dijabarkan lebih lanjut ke dalam berbagai kebijakan berupa Pedoman, Petunjuk Operasional, maupun Instruksi Kerja.

Pengendalian atas Pelaksanaan Operasional dan Pelaporan Keuangan

Penerapan pengendalian keuangan dan operasional dilakukan secara berjenjang meliputi seluruh elemen yang terdapat di Perusahaan. Pengendalian Keuangan dan Operasional yang dilakukan oleh Dewan Komisaris adalah dengan melakukan pengawasan dan penasehatan terkait proses

INTERNAL CONTROL SYSTEM IMPLEMENTATION

PUSRI continues to develop the Internal Control System (SPI). This is a form of compliance with the provisions governing the existence and development of SPI, including Article 26 of the Regulation of the State Minister for State-Owned Enterprises Number PAER-01/2011 in lieu of the Minister of State-Owned Enterprises Number Decree No. KEP-11/MMBU/2002 concerning the Implementation *Good Corporate Governance Practices* in BUMN.

SPI development is carried out using the *Committee of Sponsoring Organizations of the Treadway Commissions (COSO)* approach. The objective of SPI is to secure the Company's investments and assets. Broadly speaking, the SPI implemented at PUSRI includes:

1. Disciplined and structured internal control environment within the Company.
2. Assessment and management of business risk.
3. Control activities.
4. Information and communication systems.
5. Monitoring in operational implementation is further elaborated into various policies in the form of Guidelines, Operational Instructions, and Work Instructions.

Operational and Financial Reporting Implementation Control

The implementation of financial and operational control is carried out in stages covering all elements in the Company. Financial and Operational Control carried out by the Board of Commissioners is to carry out supervision and advice related to the process of adequacy and fairness in the preparation

kecukupan dan kewajaran dalam penyusunan laporan keuangan, pengelolaan risiko dengan memperhatikan prinsip kehati-hatian yang dibantu oleh Komite Audit. Sedangkan Direksi menerapkan sistem pengendalian internal melalui penerapan kebijakan dan prosedur Perusahaan secara konsisten dan memenuhi kepatuhan terhadap regulasi yang berlaku, antara lain terkait dengan kegiatan usaha Perusahaan dan manajemen risiko, rencana strategis, pembagian tugas, pendelegasian wewenang serta kebijakan akuntansi yang memadai.

Direksi menetapkan suatu sistem pengendalian internal yang efektif untuk mengamankan investasi dan aset Perusahaan. Lingkungan pengendalian internal dalam Perusahaan dilaksanakan dengan disiplin dan terstruktur, integritas yang tinggi, nilai etika serta kompetensi pegawai.

SPI merupakan bagian dari Sistem Pengendalian Internal yang dibentuk untuk membantu Direktur Utama dalam memenuhi kewajibannya kepada Pemegang Saham yang bertanggung jawab di dalam melaksanakan audit internal di Perusahaan, SPI melakukan upaya peningkatan pengendalian internal (internal control) dalam pelaporan keuangan berbagai kegiatan operasional Perusahaan. Pengendalian internal di lingkungan Perusahaan senantiasa dievaluasi agar mampu mengikuti perkembangan usaha Perusahaan.

EVALUASI ATAS EFEKTIVITAS SISTEM PENGENDALIAN INTERNAL

PUSRI melakukan analisis laporan hasil audit secara periodik tahunan dan mengelompokkan hasil audit sesuai dengan kategori sasaran (*objectives*) dan komponen dalam kerangka COSO. Dengan demikian, Perusahaan dapat melakukan peningkatan (*improvement*) untuk komponen-komponen yang memerlukannya secara terarah. Analisis hasil audit tersebut juga dilakukan untuk mengukur keefektifan dari pencapaian sasaran sistem pengendalian

of financial reports, risk management by taking into account the precautionary principle assisted by the Audit Committee. Meanwhile, the Board of Directors implements an internal control system through consistent application of Company policies and procedures and compliance with applicable regulations, including those related to the Company's business activities and risk management, strategic plans, division of tasks, delegation of authority and adequate accounting policies.

The Board of Directors establishes an effective internal control system to secure the Company's investments and assets. The internal control environment in the Company is implemented with discipline and structure, high integrity, ethical values and employee competence.

SPI is part of the Internal Control System which was established to assist the President Director in fulfilling his obligations to Shareholders who are responsible for carrying out internal audits in the Company. Internal control within the Company is constantly evaluated in order to be able to follow the development of the Company's business.

EVALUATION OF THE EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEM

PUSRI analyzes the audit reports on an annual basis and groups the audit results according to the categories of objectives (*objectives*) and components in the COSO framework. Thus, the Company can make improvements (*improvement*) for components that need it in a directed manner. Analysis of the audit results is also carried out to measure the effectiveness of achieving the internal control system objectives (*operations, accuracy/reliability of Company reports,*

intern (operasional, keakurasian/keandalan laporan-laporan Perusahaan, serta kepatuhan terhadap aturan perundangan yang berlaku).

Kegiatan pengendalian bertujuan untuk memastikan mekanisme pengawasan berjalan secara efektif dan berkesinambungan dengan melibatkan semua pihak. Semua pihak yang terlibat dalam struktur organisasi perusahaan harus mencerminkan adanya pemisahan fungsi yang jelas sehingga dapat meminimalkan tangka risiko penyimpangan. Kegiatan pengendalian pada PUSRI pada tahun 2021, antara lain sebagai berikut:

1. Melakukan Audit terhadap kinerja unit kerja atau aktivitas operasional perusahaan sesuai Program Kerja Pengawasan Tahunan (PKPT) yang ditetapkan di tahun 2021.
2. Melaksanakan evaluasi Sistem Pengendalian Internal Perusahaan (SPIP) secara rutin setiap tahunnya.
3. Melakukan evaluasi kinerja bulanan/triwulanan terhadap fungsi keuangan, produksi dan penjualan, serta evaluasi kinerja lainnya sesuai permintaan dari manajemen.
4. Melakukan peran konsultasi dan fungsi *counterpart* untuk kegiatan rutin tahunan dan auditor eksternal

Secara bertahap SPI menerapkan metodologi audit berbasis risiko (*Risk Based Audit*). Melalui metodologi ini pelaksanaan audit lebih difokuskan untuk evaluasi dan pemberian rekomendasi terhadap sistem pengendalian intern atas aktivitas bisnis Perusahaan yang berisiko tinggi.

Berdasarkan hasil evaluasi yang berlangsung tahun 2021, SPI telah memberikan rekomendasi perbaikan pengendalian internal kepada manajemen untuk area-area yang masih memerlukan perbaikan, antara lain:

and compliance with applicable laws and regulations).

Control activities aim to ensure that the supervisory mechanism runs effectively and continuously by involving all parties. All parties involved in the company's organizational structure must reflect a clear separation of functions so as to minimize the risk of deviation. Control activities at PUSRI in 2021, among others, are as follows:

1. Conduct an audit of the performance of work units or company operational activities in accordance with the Annual Supervision Work Program (PKPT) set in 2021.
2. To evaluate the Company's Internal Control System (SPIP) regularly every year.
3. Conduct monthly/quarterly performance evaluations on finance, production and sales functions, as well as other performance evaluations as requested by management.
4. Performing consulting roles and counterpart functions for annual routine activities and external auditors

SPI implements a risk-based audit methodology (Risk Based Audit) gradually. Through this methodology, the audit is more focused on evaluating and providing recommendations on the internal control system for the Company's high-risk business activities.

Based on the results of the evaluation that took place in 2021, SPI has provided recommendations for improving internal control to management for areas that still require improvement, including:

| Lingkungan Pengendalian | Control Environment |
|---|--|
| <p>Direksi dan seluruh karyawan harus menciptakan dan memelihara lingkungan dalam keseluruhan Perusahaan yang menimbulkan perilaku positif dan mendukung pengendalian intern dan manajemen yang sehat</p> | <p>The Board of Directors and all employees must create and maintain an environment within the Company that fosters positive behaviour and supports sound internal control and management.</p> |
| <p>Rekomendasi terhadap area yang masih bisa diperbaiki :</p> <ul style="list-style-type: none"> a. Dalam hal Penegakan integritas dan Nilai Etika: Pimpinan Perusahaan dan pimpinan di masing-masing unit kerja agar mengingatkan seluruh karyawan untuk selalu mengimplementasikan kode etik dan budaya perusahaan ke dalam seluruh perilaku karyawan dalam kehidupan sehari-hari. b. Dalam hal Komitmen Terhadap Kompetensi: <ul style="list-style-type: none"> i. Divisi SDM cq Departemen Pengembangan & Organisasi agar merencanakan dan merealisasikan pendidikan & pelatihan yang tepat sesuai dengan kebutuhan karyawan dan TNA (Training Needs Analysis). ii. Pimpinan diunit kerja dari level VP dan AVP agar memberikan bimbingan dan arahan yang objektif dan konstruktif kepada bawahannya terkait pekerjaan/ proses bisnis diunit kerja masing-masing. c. Dalam hal Kepemimpinan yang kondusif: <ul style="list-style-type: none"> i. Divisi Pengembangan agar melakukan perencanaan untuk pengembangan perusahaan jangka panjang dan mengevaluasi kesesuaian asumsi yang digunakan setiap tahun dengan kondisi perusahaan dan perkembangan pasar serta makro ekonomi. ii. Divisi SDM agar melengkapi standarisasi kompetensi bagi karyawan yang akan diusulkan untuk promosi, mutasi, rotasi terutama dalam hard skill atau kompetensi bidangnya, sehingga karyawan yang diusulkan memiliki kompetensi yang memadai dan diakui baik soft skill maupun hard skillnya. d. Dalam hal Pembentukan Struktur Organisasi Yang Sesuai Dengan Kebutuhan: Pimpinan di unit kerja agar mendisposisikan surat penyampaian perubahan struktur organisasi dari Divisi SDM dan mensosialisasikan setiap perubahan struktur organisasi tersebut kepada seluruh bawahannya (dof, WA Grup, dll). e. Dalam hal Penyusunan dan Penerapan Yang Sehat Tentang Kebijakan dan Praktik Pembinaan Sumber Daya Manusia: <ul style="list-style-type: none"> i. Pimpinan di masing-masing unit kerja dari level VP dan AVP agar memberikan bimbingan dan arahan yang objektif dan konstruktif kepada bawahannya. ii. Divisi SDM cq Departemen Pengembangan & Organisasi agar memberi perhatian khusus kepada calon karyawan yang memiliki riwayat sering berpindah pekerjaan (lebih dari 1 kali) dan dapat dijadikan pertimbangan dalam pengambilan keputusan. | <p>Recommendations for areas for improvement:</p> <ul style="list-style-type: none"> a. In terms Integrity and Ethical Values Enforcement: <ul style="list-style-type: none"> i. Company leaders and leaders in each work unit to remind all employees to always implement the code of ethics and corporate culture into all employee behavior in daily life. b. In terms of Commitment to Competence: <ul style="list-style-type: none"> i. HR Division cq Development & Organization Department to plan and realize appropriate education & training according to employee needs and TNA (Training Needs Analysis). ii. Leaders in work units from the VP and AVP levels to provide objective and constructive guidance and direction to their subordinates regarding work/ business processes in their respective work units. c. In terms of Conducive Leadership: <ul style="list-style-type: none"> i. Development Division to plan for long-term company development and evaluate the suitability of the assumptions used annually with company conditions and market and macroeconomic developments. ii. HR Division to complete competency standardization for employees who will be proposed for promotion, transfer, rotation, especially in hard skills or field competencies, so that proposed employees have adequate competence and are recognized for both soft skills and hard skills. d. In terms of the Formation of an Organizational Structure that Suits the Needs: Leaders in the work unit to distribute letters of submission of organizational structure changes from the HR Division and disseminate any changes to the organizational structure to all subordinates (dof, WA Group, etc.). e. In terms of the Formulation and Implementation of Sound Policies and Practices for Human Resource Development: <ul style="list-style-type: none"> i. Leaders in each work unit from the VP and AVP levels to provide objective and constructive guidance and direction to their subordinates. ii. HR Division cq Development & Organization Department to pay special attention to prospective employees who have a history of changing jobs frequently (more than 1 time) and can be taken into consideration in making decisions. |

| Penilaian Risiko | Risk Assessment |
|--|---|
| <p>Masing-masing unit kerja harus mengidentifikasi, menganalisis dan menilai pengelolaan risiko yang relevan dan berkaitan dengan pelaksanaan kegiatan operasionalnya, baik yang berasal dari dalam maupun luar Perusahaan.</p> | <p>Each business unit must identify, analyze and assess the risk management that is relevant and related to the implementation of its operational activities, both from within and outside the Company.</p> |
| <p>Rekomendasi terhadap area yang masih bisa diperbaiki : Dalam hal Identifikasi Risiko:</p> <ol style="list-style-type: none"> a. Departemen Humas agar mempertimbangkan kemungkinan risiko yang disebabkan oleh perubahan kebutuhan atau harapan badan legislatif kedalam risk register. b. Departemen Tata Kelola & Manrisk cq bagian Manajemen Risiko agar menetapkan unit kerja yang bertanggung jawab untuk mengidentifikasi resiko sosial, politik, dan budaya. | <p>Recommendations for areas for improvement: In terms of Risk Identification:</p> <ol style="list-style-type: none"> a Public Relations Department to consider the possible risks caused by changes in the needs or expectations of the legislative body into the risk register. b Governance & Manrisk Department cq Risk Management department to establish a work unit that is responsible for identifying social, political, and cultural risks. |
| Aktivitas Pengendalian | Control Activities |
| <p>Dalam pelaksanaan kegiatan Perusahaan senantiasa dilakukan proses pengendalian pada setiap tingkat dan unit dalam struktur organisasi Perusahaan, antara lain melalui pengaturan mengenai kewenangan, otorisasi, verifikasi, rekonsiliasi, penilaian atas prestasi kerja, pembagian tugas, dan keamanan terhadap aset Perusahaan.</p> | <p>In the implementation of the Company's activities, control processes are at all times performed at each level and unit within the Company's organizational structure, among others through arrangements regarding authority, authorization, verification, reconciliation, assessment of business performance, segregation of duties, and security of the Company assets.</p> |
| <p>Rekomendasi terhadap area yang masih bisa diperbaiki</p> <ol style="list-style-type: none"> a. Dalam hal Pembinaan Sumber Daya Manusia: <ol style="list-style-type: none"> i. Pimpinan Perusahaan dan pimpinan di masing-masing unit kerja agar mengingatkan secara tertulis kepada seluruh karyawan untuk selalu mengimplementasikan kode etik dan budaya perusahaan ke dalam seluruh perilaku karyawan dalam kehidupan sehari-hari. ii. Departemen Pengembangan & Organisasi agar melakukan perencanaan terhadap kebutuhan karyawan dengan kompetensi dibidangnya dan sesuai dengan kebutuhan perusahaan. iii. Departemen Pengembangan & Organisasi agar membuat ketentuan yang mewajibkan pimpinan unit kerja yang akan memasuki masa pensiun untuk melakukan transfer knowledge kepada karyawan di unit kerjanya. b. Dalam hal Pengendalian atas Pengelolaan Sistem Informasi. Masing-masing karyawan agar mengoptimalkan penggunaan aplikasi dof sebagai bentuk pengendalian terhadap output jenis hardcopy dan membudayakan pekerjaan administrasi dan dokumentasi laporan dalam bentuk paperless. c. Dalam hal Pengendalian Fisik Atas Aset: Karyawan yang bertanggung jawab terhadap catatan pengendalian atas aset perusahaan agar meningkatkan bentuk pengendalian dengan melaporkan catatan pengendalian aset di unit kerjanya secara rutin/periodik. | <p>Recommendations for areas for improvement:</p> <ol style="list-style-type: none"> a. In terms of Human Resources Development: <ol style="list-style-type: none"> i. Company leaders and leaders in each work unit to remind all employees in writing to always implement the code of ethics and corporate culture into all employee behavior in daily life. ii. Department of Development & Organization to plan for the needs of employees with competence in their field and in accordance with the needs of the company. iii. Development & Organization Department to make provisions that require the head of work units who are about to retire to transfer knowledge to employees in their work units. b. In terms of Information Systems Management Control. Each employee to optimize the use of the DOF application as a form of control over hardcopy type output and cultivate a culture of administrative work and report documentation in paperless form. c. In terms of Physical Control over Assets: Employees who are responsible for the control records of the company's assets in order to improve the form of control by reporting asset control records in their work units regularly/periodically. |
| Sistem Informasi dan Komunikasi | Information System and Communication |
| <p>Perusahaan menyelenggarakan proses penyajian laporan mengenai kegiatan operasional, finansial, serta ketaatan dan kepatuhan terhadap ketentuan peraturan perundang-undangan secara tepat waktu, akurat, jelas dan objektif.</p> | <p>The Company organizes the process of presenting reports on operational, financial activities, as well as compliance and conformity with laws and regulations in a timely, accurate, clear, and objective manner.</p> |

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| <p>Rekomendasi terhadap area yang masih bisa diperbaiki : Dalam hal Informasi:</p> <ol style="list-style-type: none"> Pimpinan perusahaan & pimpinan unit kerja agar mensosialisasikan kepada karyawan di unit kerja masing-masing terkait hasil koordinasi rapat divisi dan eselon 1 & 2 namun tidak terbatas pada kinerja perusahaan. Dalam hal Komunikasi: Project CCM agar menyesuaikan juklak sesuai Struktur Organisasi yang berlaku saat ini dan memutakhirkan register keluhan pelanggan sesuai dengan kebijakan pada juklak revisi tersebut. Dalam hal Bentuk dan Sarana Komunikasi: Departemen IT Services PT Pusri Palembang agar meningkatkan koordinasi dengan Departemen TI di PT Pupuk Indonesia sejalan dengan perubahan proses bisnis dan struktur organisasi Departemen IT Services di PT Pusri Palembang sehingga kendala-kendala terkait perbaikan dan pengembangan teknologi informasi serta pemenuhan kebutuhan informasi lainnya dapat diselesaikan dengan baik dan tepat waktu. | <p>Recommendations for areas for improvement:</p> <ol style="list-style-type: none"> In terms of Information: Company leaders & work unit leaders to disseminate information to employees in their respective work units regarding the results of coordination of division meetings and echelon 1 & 2 but not limited to company performance. In terms of Communication: Project CCM to adjust the operational guidelines according to the current Organizational Structure and update the customer complaint register in accordance with the policies in the revised operational guidelines. In terms of the Form and Means of Communication: The IT Services Department of PT Pusri Palembang to improve coordination with the IT Department at PT Pupuk Indonesia in line with changes in the business processes and organizational structure of the IT Services Department at PT Pusri Palembang so that problems related to the improvement and development of information technology and the fulfillment of other information needs can be resolved by good and on time. |
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| Monitoring atau Pemantauan | Monitoring |
|--|---|
| <p>Kegiatan monitoring dilakukan dalam proses penilaian terhadap kualitas sistem pengendalian intern, termasuk fungsi internal audit pada setiap tingkat dan unit dalam struktur organisasi Perusahaan sehingga dapat dilaksanakan secara optimal.</p> | <p>Monitoring activities are carried out in the process of assessing the quality of the internal control system, including the internal audit function at every level and unit within the Company's organizational structure so as to perform them at optimal level.</p> |
| <p>Rekomendasi terhadap area yang masih bisa diperbaiki</p> <ol style="list-style-type: none"> Dalam hal Pemantauan Berkelanjutan: Agar unit kerja pengelola Aset milik PT Pusri Palembang meningkatkan awareness terhadap tingkat kerawanan aset dengan menjalankan pemantauan sesuai dengan POB di perusahaan yang dapat dilaksanakan/ namun tidak terbatas pada bentuk rekonsiliasi piutang, kas dan deposito untuk Departemen Keuangan, stock opname persediaan pupuk untuk Dept MBP dan Rendal Produksi, inventaris aset berwujud perusahaan oleh Departemen Adm Umum Aset, BAST aset oleh masing-masing pimpinan unit kerja saat pergantian jabatan, dll. Dalam hal Penyelesaian Audit: Agar Pimpinan di tiap unit kerja menindaklanjuti temuan dan rekomendasi audit sesuai target waktu yang ditetapkan. | <p>Recommendations for areas for improvement:</p> <ol style="list-style-type: none"> In terms of Continuous Monitoring: In order for the Asset management work unit belonging to PT Pusri Palembang to increase awareness of the level of asset vulnerability by carrying out monitoring in accordance with the POB in the company that can be carried out/ but not limited to the form of reconciliation of accounts receivable, cash and deposits for the Ministry of Finance, stock taking of fertilizer supplies for the MBP Dept. and Rendal Production, inventory of the company's tangible assets by the General Asset Administration Department, BAST assets by each head of the work unit when changing positions, etc. In the case of Audit Completion: So that the leadership in each work unit follows up on audit findings and recommendations according to the set target time. |

Hasil evaluasi tersebut digunakan oleh Direksi dan Manajemen sebagai dasar untuk memperbaiki sistem pengendalian internal dalam aktivitas operasional Perusahaan.

The evaluation results are used by the Board of Directors and Management as a basis for improving the internal control system in the Company's operational activities.

TATA KELOLA & MANAJEMEN RISIKO

GOVERNANCE & RISK MANAGEMENT



PUSRI menyadari bahwa risiko yang sedang dan akan dihadapi merupakan keniscayaan dalam menjalankan bisnis perusahaan. Risiko dalam konteks PUSRI merupakan suatu kejadian potensial, baik yang dapat diperkirakan (*anticipated*) maupun yang tidak diperkirakan (*unanticipated*) yang berdampak negatif terhadap pertumbuhan, pendapatan dan operasional Perseroan. Manajemen risiko dirancang untuk mengidentifikasi kejadian potensial (risiko) yang bisa jadi dapat mempengaruhi PUSRI untuk kemudian dikelola sedemikian rupa agar sesuai dengan *risk appetite* (toleransi terhadap risiko), untuk menyediakan keyakinan yang memadai dalam usaha pencapaian tujuan perusahaan.

PUSRI realizes that the risks that are being and will be encountered are a necessity in running the company's business. Risk in the context of PUSRI is a potential event, both anticipated and unanticipated, which has a negative impact on the growth, revenue and operations of the Company. Risk management is designed to identify potential events (risks) that may affect PUSRI and then manage them in such a way as to be in line with risk appetite (tolerance to risk), to provide adequate assurance in achieving the company's goals.

DASAR PELAKSANAAN DAN PEDOMAN MANAJEMEN RISIKO

Pelaksanaan Manajemen Risiko didasarkan pada Peraturan Menteri BUMN No.PER-01/MBU/2011 Tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara. Bagian keenam Pasal 25 dari ketentuan tersebut mengatur Manajemen Risiko.

1. Pedoman Penerapan Manajemen Risiko Terintegrasi (MRT) Nomor: SK/DIR/358/2020 tanggal 23 Oktober 2020

IMPLEMENTATION BASIS AND RISK MANAGEMENT GUIDELINES

The implementation of Risk Management is based on the Regulation of the Minister of SOEs No.PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises. The sixth part of Article 25 of the provision regulates Risk Management.

1. Guidelines for the Implementation of Risk Management (MRT) with No. SK/DIR/358/2020 date 23 October 2020.



2. Surat Keputusan Direksi tentang Komite Penerapan Manajemen Risiko Nomor: SK/DIR/480/2021 tanggal 26 Oktober 2021.
3. Surat Keputusan Direksi tentang Tim Penyusunan Risiko Utama Perusahaan (RTM), BTR & KRI Nomor: SK/DIR/352/2021 tanggal 23 Juli 2021.
4. Surat Keputusan Direksi tentang POB Penyusunan Kajian Risiko Aksi Korporasi Nomor: SK/DIR/429/2021 tanggal 29 September 2021.
5. Prosedur Penyusunan Risiko Utama Perusahaan/RTM, BTR & KRI Nomor: SK/DIR/227/2021 tanggal 19 April 2022
6. Prosedur Risk Based Budgeting Nomor: PSP-TKM-PR-056 tanggal 13 Agustus 2021

2. Decree of the BoD's regarding the Risk Management Implementation Team No. SK/DIR/480/2021 dated 26 October 2021.
3. Decree of the BoD's regarding the Company's Main Risk Management Team (RTM), BTR & KRI No. SK/DIR/352/2021 dated 23 July 2021.
4. Decree of the BoD's concerning POB for the Preparation of the Corporate Action Risk Study No. SK/DIR/429/2021 dated 29 September 2021.
5. Guidelines for Composing the Company's Main Risks/RTM, BTR & KRI No. SK/DIR/227/2021 dated 19 April 2022.
6. Guidelines for Risk Based Budgeting No. 139/T000.OT/2019 on August 13, 2021

KEORGANISASIAN TATA KELOLA & MANAJEMEN RISIKO

Perusahaan membentuk Departemen Tata Kelola & Manajemen Risiko yang bernaung di bawah Divisi Sekretariat Perusahaan & Tata Kelola sebagai bentuk komitmen untuk melaksanakan penerapan manajemen risiko yang sejalan dengan semangat akuntabilitas dan sesuai dengan prinsip-prinsip GCG.

Perusahaan menunjuk Amir Hamzah sebagai VP Tata Kelola & Manajemen Risiko berdasarkan Surat Keputusan Direksi Nomor: SK/DIR/051/2021 tanggal 20 Januari 2021. Adapun struktur organisasi Departemen Tata Kelola dan Manajemen Risiko digambarkan dalam bagan di bawah ini.

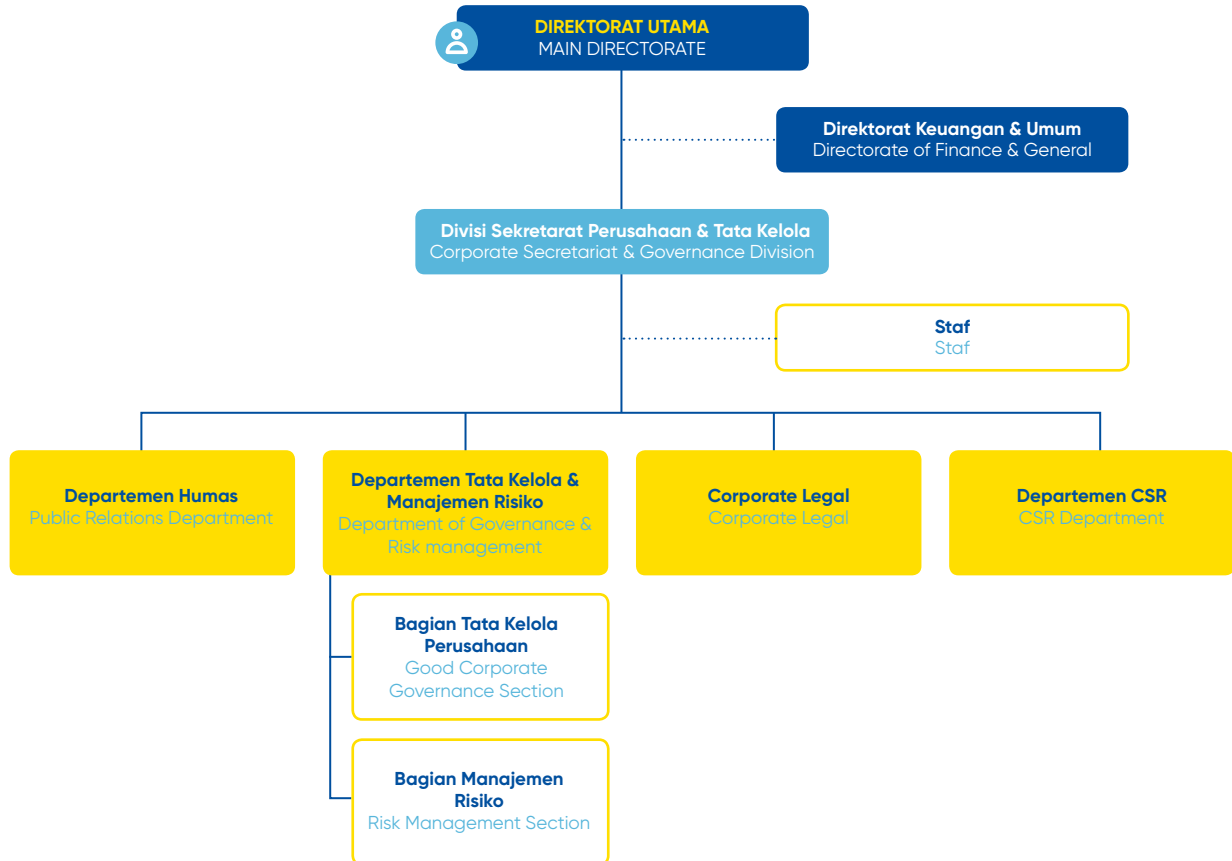
ORGANIZATIONAL STRUCTURE OF GOVERNANCE & RISK MANAGEMENT

The Company established the Governance & Risk Management Department under the auspices of the Corporate Secretariat & Governance Division as a form of commitment to implementing risk management in line with the spirit of accountability and in accordance with GCG principles.

The Company appointed R. Soeryo Hartono as VP Governance & Risk Management based on the Decree of the Board of Directors No. SK/DIR/404/2018 dated November 27, 2018. The organizational structure of the Governance and Risk Management Department is described in the chart below.

Struktur Organisasi Departemen Tata Kelola & Manajemen Risiko

Organizational Structure of the Governance & Risk Management Department



Tugas dan Fungsi Tata Kelola & Manajemen Risiko

Perusahaan telah mengatur tugas dan fungsi dari Departemen Tata Kelola & Manajemen Risiko, yaitu:

1. Menyusun Kebijakan Manajemen Risiko, Pedoman, Prosedur Penerapan Manajemen Risiko.
2. Penentuan Risk Appetite dan Risk Tolerance Perusahaan.
3. Melakukan identifikasi risiko utama perusahaan berdasarkan perhitungan kontributor laba per sektor RKAP.
4. Melaksanakan proses asesmen risiko dengan cara melakukan proses identifikasi, pengelolaan dan pengendalian risiko.

Duties and Functions of Governance & Risk Management

The Company has established the duties and functions of the Governance & Risk Management Department as follows:

1. Develop Risk Management Policies, Guidelines, Risk Management Implementation Procedures.
2. Determine the Company's Risk Appetite and Risk Tolerance.
3. Identify the Company's main risks based on the calculation of profit contributors per RKAP sector.
4. Conduct the risk assessment process by carrying out the process of identifying, managing and controlling risks.



5. Mengelola sistem informasi manajemen risiko (SIMRisk) dan Dariskma (Dashboard Risiko Utama).
6. Pelaporan profil manajemen risiko perusahaan.
7. Pelaporan pemantauan risiko tinggi dan strategis perusahaan.
8. Pelaksanaan Klinik Risiko dengan unit kerja.
9. Melakukan penyusunan Kajian Analisis Risiko Aksi Korporasi Perusahaan.
10. Melakukan sosialisasi dan pelatihan manajemen risiko perusahaan.

Tugas dan tanggung jawab Unit Manajemen Risiko

1. Menyusun dan mengusulkan kebijakan Manajemen Risiko, pedoman dan prosedur penerapan Manajemen Risiko kepada Direksi.
2. Menyusun dan mengusulkan risk appetite dan risk tolerance yang digunakan sebagai ukuran kriteria level risiko.
3. Memastikan pelaksanaan proses identifikasi, pengelolaan dan pemantauan risiko pada setiap unit kerja berjalan dengan baik.
4. Melakukan kompilasi risiko setiap unit kerja menjadi profil risiko perusahaan secara keseluruhan.
5. Menyusun top risks Perusahaan yang sesuai dengan kondisi Perusahaan saat itu.
6. Memetakan dan menyusun risiko korporat/perusahaan, melakukan reviu atas strategi dan pengendalian risiko korporat/perusahaan dan menyusun Laporan Profil Manajemen Risiko.
7. Melakukan pemantauan bersama perwakilan fasilitator/key person/pemilik risiko unit kerja terhadap posisi risiko secara keseluruhan.
8. Memperhatikan perkembangan implementasi Manajemen Risiko berdasarkan masukan dari LHA (Laporan Hasil Audit) yang dilakukan oleh SPI.

5. Manage the risk management information system (SIMRisk) and Dariskma (Main Risk Dashboard).
6. Report on the Company's risk management profile.
7. Report on the Company's strategic and high risk monitoring.
8. Implement Risk Clinic with business units.
9. Conduct the preparation of Corporate Action Risk Analysis Study.
10. Conduct socialization and training on corporate risk management.

Duties and responsibilities of Risk Management Unit

1. Develop and propose Risk Management policies, guidelines and procedures for the implementation of Risk Management to the Board of Directors.
2. Develop and propose risk appetite and risk tolerance which are used as a measure of risk level criteria.
3. Ensure the implementation of the risk identification, management and monitoring process in each work unit goes well.
4. Compile the risk of each work unit into a risk profile of the company as a whole.
5. Develop the Company's top risks in accordance with the conditions of the Company at that time.
6. Mapping and compiling corporate/company risk, reviewing corporate/company risk strategy and control and compiling a Risk Management Profile Report.
7. Monitoring together with representatives of the facilitator/key person/risk owner of the work unit on the overall risk position.
8. Observing the development of Risk Management implementation based on input from LHA (Audit Result Report) conducted by SPI.

PROFIL VICE PRESIDENT TATA KELOLA DAN MANAJEMEN RISIKO

VICE PRESIDENT GOVERNANCE AND RISK MANAGEMENT PROFILE



Amir Hamzah

Vice President Tata Kelola dan Manajemen Risiko
Vice President Governance and Risk Management

Warga Negara Indonesia, kelahiran Palembang, 20 Juni 1973 (48 tahun). Diangkat sebagai VP Tata Kelola dan Manajemen Risiko sejak 20 Januari 2021.

Menyelesaikan Pendidikan Pasca Sarjana Magister Manajemen di Universitas Tridianti Palembang (2014) serta Pendidikan Sarjana Teknik Mesin di Universitas IBA Palembang (2001). Mengawali karir di PT PUSRI Palembang sejak tahun 1993 sebagai Operator 3, lalu kemudian menjadi Operator 2 (2000), Operator Lapangan Ammonia P-II (2004-2009), Coordinator Operator Senior Ammonia P-II (2009-2010), Foreman Ammonia P-II (2011-2012), Staff Sekretariat dan Tata Kelola Perusahaan (2013-2016), Staff Senior Sekretariat dan Tata Kelola Perusahaan (2016-2017), Superintenden Manajemen Risiko (2019-2021), lalu kemudian diangkat menjadi VP Tata Kelola dan Manajemen Risiko pada tahun 2021.

Indonesian citizen, born in Palembang, 20 June 1973 (48 years old). Appointed as VP of Governance and Risk Management since January 20, 2021.

Completed Master of Management Postgraduate Education at Tridianti University Palembang (2014) and Bachelor Degree in Mechanical Engineering at IBA University Palembang (2001). Started his career at PT PUSRI Palembang in 1993 as Operator 3, then later became Operator 2 (2000), Ammonia Field Operator P-II (2004-2009), Ammonia P-II Senior Operator Coordinator (2009-2010), Foreman Ammonia P -II (2011-2012), Secretariat and Corporate Governance Staff (2013-2016), Senior Secretariat and Corporate Governance Staff (2016-2017), Risk Management Superintendent (2019-2021), then appointed as VP of Governance and Risk Management in 2021.

Sertifikasi dan Kualifikasi Manajemen Risiko

Sebagai upaya meningkatkan kompetensi manajemen risiko, PUSRI melakukan program pengembangan kompetensi melalui sertifikasi profesi manajemen risiko. Daftar karyawan Departemen Tata Kelola & Manajemen Risiko yang telah mengikuti program sertifikasi adalah sebagai berikut:

Risk Management Certification and Qualification

As an effort to improve risk management competence, PUSRI conducts competency development programs through risk management professional certification. The list of employees of the Governance & Risk Management Department who have participated in the certification program is as follows:

| Jenis/Level Sertifikasi | Jenis/Level Sertifikasi Total Certified Employees | Certification Type/Level |
|---|--|---|
| Qualified Chief Risk Officer (QCRO) | 1 | Qualified Chief Risk Officer (QCRO) |
| Enterprise Risk Management Certified Professional (ERMCP) | 3 | Enterprise Risk Management Certified Professional (ERMCP) |
| Qualified Risk Management Professional (QRMP) | 2 | Qualified Risk Management Professional (QRMP) |
| Jumlah | 6 | Total |

Jumlah karyawan Departemen Tata Kelola & Manajemen Risiko yang memiliki sertifikasi profesi di bidang manajemen risiko sebanyak 4 orang, atau 44% dari jumlah keseluruhan karyawan Departemen Tata Kelola & Manajemen Risiko yang sebanyak 9 orang.

The number of employees of the Governance & Risk Management Department who possess professional certification in the field of risk management are totalling 4 personnel, or 44% of the total number of employees of the Governance & Risk Management Department which is totalling 9 people.

Perusahaan berkomitmen untuk terus meningkatkan level sertifikasi manajemen risiko mulai dari SVP dan juga VP yang merupakan risk owner serta risk officer. Secara bertahap, sertifikasi akan dilakukan untuk seluruh risk owner (SVP/VP) dan risk officer unit kerja yang melakukan pengelolaan risiko utama perusahaan yang berpengaruh langsung terhadap pencapaian laba. Hingga akhir tahun 2021, terdapat 7 (tujuh) orang risk owner, 3 (tiga) orang risk officer SPI, 2 (dua) orang risk officer Staf Direktur Keuangan & Umum, 1 (satu) orang risk officer Divisi Administrasi Keuangan yang tersertifikasi.

The Company is committed to continuing to increase the number of risk management certifications starting from the SVP and also the VP who serves as the risk owner and risk officer. Gradually, certification will be conducted for all risk owners (SVP/VP) and risk officers of business units who manage the Company's main risks having direct influence on generated profit. As of the end of 2021, there are 6 (six) risk owners, 1 (one) SPI risk officer, 1 (one) certified risk officer for Financial Administration Division.

SISTEM MANAJEMEN RISIKO

Proses manajemen risiko telah menjadi bagian dalam proses perencanaan strategis yang dilaksanakan pada saat penentuan rencana kerja ke depan. PUSRI telah merancang *framework* dalam menganalisis dan pengelolaan risiko Perusahaan, sehingga manajemen risiko PUSRI lebih terstruktur dan efektif.

RISK MANAGEMENT SYSTEM

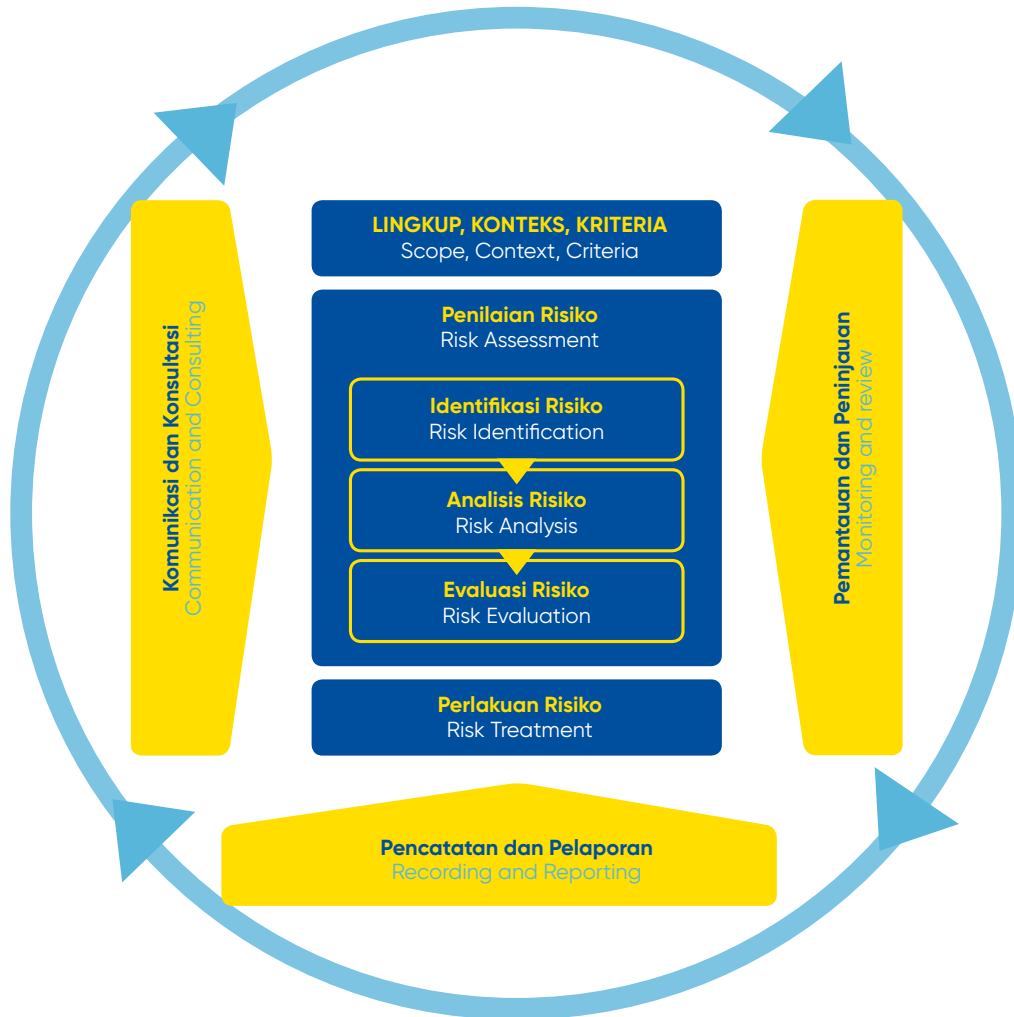
The risk management process has become part of the strategic planning process carried out when determining future work plans. PUSRI has designed a framework for analyzing and managing Company risk, so that PUSRI's risk management is more structured and effective.

Perusahaan menerapkan Manajemen Risiko yang terintegrasi dengan sistem manajemen lainnya sejak 2006 guna mendukung terwujudnya tata kelola perusahaan yang baik (*Good Corporate Governance/ GCG*). PUSRI telah mengimplementasikan Manajemen Risiko berbasis SNI ISO 31000:2018 pada 2020.

The Company has implemented Risk Management which is integrated with other management systems since 2006 to support the realization of Good Corporate Governance (GCG). PUSRI has implemented Risk Management based on SNI ISO 31000:2018 in 2020.

Selain itu dalam menyusun anggaran investasi, Perusahaan juga menerapkan risk based budgeting dan menggunakan quantitative risk analysis dalam Berikut ini adalah diagram yang menunjukkan kerangka strategis proses Manajemen Risiko PUSRI yang mengacu pada SNI ISO 31000:2018.

In addition, in preparing the investment budget, the Company also applies risk based budgeting and uses quantitative risk analysis. The following is a diagram showing the strategic framework of PUSRI's Risk Management process which refers to SNI ISO 31000:2018.



ROADMAP PENERAPAN MANAJEMEN RISIKO PT PUPUK SRIWIDJAJA PALEMBANG

PUSRI menyusun Roadmap Penerapan Manajemen Risiko Tahun 2021–2025 yang menggambarkan milestone menuju pengelolaan Manajemen Risiko yang konsisten sebagai langkah strategis dalam menunjang pengelolaan risiko PUSRI. Roadmap tersebut merupakan serangkaian tahapan proses dan target dalam pengelolaan risiko yang menjadi bagian dari kegiatan operasional Perusahaan. Kedepan PUSRI berupaya memantapkan infrastruktur manajemen risiko dalam mendukung sistem pengendalian internal dan mendorong budaya sadar dan peduli akan pengelolaan risiko Perusahaan sehingga dapat meningkatkan jaminan terhadap upaya pencapaian tujuan Perusahaan secara menyeluruh.

IMPLEMENTATION OF RISK MANAGEMENT OF PT PUPUK SRIWIDJAJA PALEMBANG ROADMAP

PUSRI prepares a Roadmap for the Implementation of Risk Management for 2021–2025 which describes the milestones towards consistent Risk Management management as a strategic step in supporting PUSRI risk management. The roadmap is a series of process stages and targets in risk management that are part of the Company's operational activities. In the future, PUSRI will strive to improve its risk management infrastructure to support the internal control system and encourage a culture of awareness and concern for the Company's risk management so as to increase the guarantee of efforts to achieve the Company's overall objectives.



2021

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| <ol style="list-style-type: none"> 1. Implementasi risiko dalam SMPP, ISO 9001, ISO 14001 2. Penyesuaian Pedoman MRT untuk menyikapi Visi, Misi baru 3. Integrasi dashboard risk management dengan Dashboard Bisnis Perusahaan 4. Pelatihan internal dan sertifikasi ERM Fundamental ISO 31000 untuk Risk Officer tahap 1 5. Implementasi Risk Based Budgeting secara best practice 6. Penentuan Risk Appetite & BTR RKAP 2021 7. Pembangunan awal Sistem Deteksi Dini Risiko (SDDR) 8. Identifikasi risiko IFA Protect & Sustain 9. Identifikasi Peluang (Opportunity) pada aplikasi Simrisk 10. Pelaksanaan PMPMR tahun 2021 (target Advance-Managed) | <ol style="list-style-type: none"> 1. Implementation of risks in SMPP, ISO 9001, ISO 14001 2. Adjustment of MRT Guidelines to address the new Vision, Mission 3. Integration of risk management dashboard with Company Business Dashboard 4. Internal training and ERM Fundamental ISO 31000 certification for Risk Officer stage 1 5. Implementation of Risk Based Budgeting in best practice 6. Determination of Risk Appetite & BTR RKAP 2021 7. Initial development of the Risk Early Detection System (SDDR) 8. Identify IFA Protect & Sustain risks 9. Identify Opportunities in the Simrisk application 10. Implementation of PMPMR in 2021 (Advance-Managed target) |
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2022

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| 1. Implementasi Sistem Deteksi Dini Risiko (SDDR) | 1.. Implementation of Risk Early Detection System (SDDR) |
| 2. Penentuan Risk Appetite & BTR RKAP 2022 | 2. Determination of Risk Appetite & BTR RKAP 2022 |
| 3. Dashboard risk management telah menjadi tools Early Warning System dan pengambilan keputusan | 3. .The risk management dashboard has become an Early Warning System and decision-making tool |
| 4. Pelatihan internal dan sertifikasi ERM Fundamental ISO 31000 untuk Risk Officer tahap 2 | 4. Internal training and ERM Fundamental ISO 31000 certification for Risk Officer stage 2 |
| 5. Penetapan KPI Individu pengelolaan risiko | 5. Determination of individual risk management KPIs |
| 6. Pembangunan Mobile Application Risk Management | 6. Development of Mobile Application Risk Management |
| 7. Menindaklanjuti rekomendasi PMPMR tahun 2021 | 7. Following up on the recommendations of the 2021 PMPMR |



2023

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| 1. Terbangunnya Risk Culture di seluruh bidang bisnis | 1. Development of Risk Culture in all business fields |
| 2. Risk management telah terintegrasi di seluruh proses bisnis baik audit maupun proses | 2. Risk management has been integrated in all business processes, both audits and processes |
| 3. Implementasi Mobile Application Risk Management | 3. Implementation of Mobile Application Risk Management |
| 4. Pembangunan infrastruktur (Basis Data) Loss Event Management (LEM) Database | 4. Infrastructure Development (Database) Loss Event Management (LEM) Database |
| 5. Menindaklanjuti rekomendasi PMPMR tahun 2023 | 5. Following up on PMPMR recommendations in 2023 |
| 6. Pelaksanaan PMPMR tahun 2023 (target Advance- optimized) | 6. Implementation of PMPMR in 2023 (Advanced- optimized target) |

2024

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| <ol style="list-style-type: none"> 1. Terbangunnya Risk Culture sampai ke tingkat Individu 2. Menindaklanjuti rekomendasi PMPMR Tahun 2023 3. Penentuan Risk Appetite & BTR RKAP 2024 4. Optimalisasi integrasi Manajemen Risiko untuk seluruh proses bisnis baik audit maupun proses 5. Implementasi Loss Event Management (LEM) | <ol style="list-style-type: none"> 1. Development of Risk Culture up to the Individual level 2. Following up on the recommendations of the 2023 PMPMR 3. Determination of Risk Appetite & BTR RKAP 2024 4. Optimization of Risk Management integration for all business processes, both audits and processes 5. Implementation of Loss Event Management (LEM) |
|--|--|

2025

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Terbangunnya Risk Culture dengan membangun pemahaman untuk seluruh stakeholder 2. Evaluasi Pedoman MRT untuk menyikapi kondisi bisnis terkini 3. Optimalisasi Loss Event Management 4. Pelaksanaan PMPMR tahun 2025 (target mempertahankan kategori maturitas advanced optimized) | <ol style="list-style-type: none"> 1. Building a Risk Culture by building understanding for all stakeholders 2. Evaluation of MRT Guidelines to address current business conditions 3. Optimization of Loss Event Management 4. Implementation of PMPMR in 2025 (target to maintain advanced optimized maturity category) |
|---|---|

Sosialisasi dan Pengembangan Kompetensi Manajemen Risiko

Untuk menimbulkan budaya sadar risiko dilakukan dengan sosialisasi Manajemen Risiko di lingkungan Perusahaan yang dilaksanakan secara rutin dan berkelanjutan. Dalam rangka meningkatkan kompetensi dan memperoleh sertifikasi manajemen risiko, upaya yang dilakukan adalah dengan mengikuti pelatihan, workshop, seminar dan lokakarya baik di lingkungan internal maupun eksternal perusahaan.

Selain kegiatan tersebut di atas, pada tahun 2021 telah dilakukan beberapa kegiatan penunjang dalam rangka evaluasi Manajemen Risiko serta meningkatkan mutu dan kompetensi personel Manajemen Risiko melalui kegiatan sebagai berikut:

Risk Management Competencies Socialization and Development

To create risk-aware culture, socialization of Risk Management within the Company is carried out on a regular and ongoing basis. In order to improve competence and obtain risk management certification, the efforts made are by participating in training, workshops, seminars and workshops both in the company's internal and external environment.

In addition to the activities mentioned above, in 2021 several supporting activities have been carried out in the context of evaluating Risk Management and improving the quality and competence of Risk Management personnel through the following activities:

| No | Tanggal Pelaksanaan Date of Implementation | Nama Kegiatan | Name of Activity | Tempat Pelaksanaan Venue | Pemateri Resource Person |
|-----|---|--|--|-----------------------------|--|
| 1. | 24-25 Mei 2021 | Webinar ERM Fundamental ISO 31000 | Webinar ERM Fundamentals ISO 31000 | Via zoom | Tim Manrisk |
| 2. | 25 Mei 2021 | Bedah buku Manajemen Risiko Dalam Industri | Risk Management in Industry Book Review | Via zoom | Ir. Syarif Usman, MBA., M.H |
| 3. | 1-2 September 2021 | Webinar ERM Fundamental ISO 31000:2018 Terintegrasi di PT Pusri Palembang | Webinar ERM Fundamental ISO 31000:2018 Integrated at PT Pusri Palembang | Via Zoom | Tim Manrisk |
| 4. | 28 Oktober 2021 | Risk Talks: Business Continuity & Management System and Risk Management | Risk Talks: Business Continuity & Management System and Risk Management | Via Zoom | Mulyono, SE., MM., CRMP, BCMCP., CRGP., QRMP |
| 5. | 26 Oktober 2021 | Refreshment Sosialisasi GCG dan Pengenalan ERM | GCG Socialization Refreshment and ERM Introduction | Via Zoom | Dep. TKMR |
| 6. | 26 Februari 2021 | Pembahasan Identifikasi Risiko Implementasi Kartu Tani | Discussion on Identification of Risks of Farmer Card Implementation | Ruang Klinik Risiko | Unit MR dan Unit terkait |
| 7. | 16 Maret 2021 | Pembahasan Penyusunan Kajian Risiko Penghapusbukuan & Pemindahtanganan Aset dengan Umur Ekonomis dibawah 4 Tahun | Discussion on Compilation of Write-Off Risk Assessment & Asset Transfer with Economic Age under 4 Years | Ruang Klinik Risiko | Unit MR dan Unit terkait |
| 8. | 17 Maret 2021 | Pembahasan Penyusunan Kajian Risiko Penghapusbukuan Gudang Eks Bagor untuk Lahan Demo Plant Green Diesel Kapasitas 1000 Liter/Hari | Discussion on the Preparation of the Risk Study on the Write-Off of the Ex Bagor Warehouse for the Green Diesel Demo Plant Land with a Capacity of 1000 Liters/Day | Ruang Klinik Risiko | Unit MR dan Unit terkait |
| 9. | 1 April 2021 | Pembahasan Penyusunan Kajian Risiko Dampak Kebijakan Implementasi Single Branding & Pricing Pupuk Urea & NPK | Discussion on the preparation of a risk assessment on the implementation of single branding & pricing of Urea & NPK fertilizers | Ruang Klinik Risiko | Unit MR dan Unit terkait |
| 10. | 1 April 2021 | Pembahasan Identifikasi Risiko Kebocoran Ammonia Storage Tank | Discussion on Identification of Ammonia Storage Tank Leakage Risk | Ruang Klinik Risiko | Unit MR dan Unit terkait |
| 11. | 26 April 2021 | Pembahasan Potensi Risiko Sisa Stok Kantong/ Kemasan Retail Urea & NPK serta Rencana Penjualan dengan Srtrategi Modern Market (Indomaret & Alfamart) | Discussion of Potential Risk of Remaining Stock of Urea & NPK Retail Bags/ Packaging and Sales Plans with Modern Market Strategies (Indomaret & Alfamart) | Ruang Klinik Risiko | Unit MR dan Unit terkait |
| 12. | 27 April 2021 | Penyusunan dan Review Kajian Risiko Aksi Korporasi Proyek P- IIIB | Preparation and Review of the P-IIIB . Project Corporate Action Risk Study | Ruang Klinik Risiko | Unit MR dan Unit terkait |



| No | Tanggal Pelaksanaan Date of Implementation | Nama Kegiatan | Name of Activity | Tempat Pelaksanaan Venue | Pemateri Resource Person |
|-----|---|---|---|-----------------------------|-----------------------------|
| 13 | 22 Juni 2021 | Pembahasan Dampak Risiko Penyebaran Covid-19 Terhadap Kinerja Perusahaan | Discussion on the Impact of the Risk of the Spread of Covid-19 on Company Performance | Ruang Klinik Risiko | Unit MR dan Unit terkait |
| 14 | 23 Juni 2021 | Pembahasan Selisih eVerval | Discussion of eVerval Difference | Ruang Klinik Risiko | Unit MR dan Unit terkait |
| 15. | 29 Juni 2021 | Pembahasan Kajian Risiko Proyek P-IIIIB | P-IIIIB Project Risk Assessment Discussion | Ruang Klinik Risiko | Unit MR dan Unit terkait |
| 16 | 30 Juni 2021 | Pembahasan Kajian Risiko Penghapusbukuan & Pembongkaran Gudang MTU Pati | Discussion on the Risk Study of Write-off & Demolition of the Pati MTU Warehouse | Ruang Klinik Risiko | Unit MR dan Unit terkait |
| 17 | 12 Juli 2021 | Pembahasan Kajian Risiko Pemanfaatan Kantong Urea & NPK Retail PT Pusri Palembang | Discussion of the Risk Study on the Utilization of Urea Bags & Retail NPK at PT Pusri Palembang | Ruang Klinik Risiko | Unit MR dan Unit terkait |
| 18 | 27 Juli 2021 | Pembahasan Penghapusbukuan Aset Taman Kenten | Discussion on Write-Off of Taman Kenten Assets | Ruang Klinik Risiko | Unit MR dan Unit terkait |
| 19 | 29 Juli 2021 | Pembahasan Analisa GCG dan Risiko terkait Optimalisasi Pemanfaatan Kantong R etail | Discussion of GCG and Risk Analysis related to Optimizing the Utilization of Retail Pockets | Ruang Klinik Risiko | Unit MR dan Unit terkait |
| 20 | 4 Agustus 2021 | Pembahasan Kajian Risiko Aksi Korporasi Sewa Pakai Kantor PPD Aceh Oleh PT. Bank Tabungan Negara (Persero) Tbk Kantor Cabang Syariah Banda Aceh | Discussion on the Risk Assessment of Corporate Action Lease to Use the Aceh PPD Office by PT. State Savings Bank (Persero) Tbk Syariah Branch Office Banda Aceh | Ruang Klinik Risiko | Unit MR dan Unit terkait |
| 21 | 25 Agustus 2021 | Pembahasan Kajian Risiko Pengembangan Aset Idle di Taman Kenten Menjadi Wisata Agro & Edukasi Pertanian | Discussion on the Risk Assessment of Idle Asset Development in Kenten Park Into Agro Tourism & Agricultural Education | Ruang Klinik Risiko | Unit MR dan Unit terkait |
| 22 | 3 September 2021 | Pembahasan Kajian Risiko Keterlambatan Bayar Sewa Ruangan Kantor Gedung KPJ oleh PT. Pupuk Indonesia (Persero) | Discussion on the Risk of Delay in Paying Rent for Office Space at the KPJ Building by PT. Pupuk Indonesia (Persero) | Ruang Klinik Risiko | Unit MR dan Unit terkait |
| 23 | 3 September 2021 | Pembahasan Kajian Risiko KSOP UPP Meneng | Discussion on the UPP KSOP Risk Study Meneng | Ruang Klinik Risiko | Unit MR dan Unit terkait |
| 24 | 7 September 2021 | Pembahasan Kajian Risiko Pengembangan Aset Idle di Taman Kenten Menjadi Wisata Agro & Edukasi Pertanian | Discussion on the Risk Assessment of Idle Asset Development in Kenten Park Into Agro Tourism & Agricultural Education | Ruang Klinik Risiko | Unit MR dan Unit terkait |
| 25 | 9 September 2021 | Pembahasan Kajian Risiko Opsi Utilitasi UPP Belawan dengan Dep. Mitra Bisnis Pemasaran dan Dep. Pemasaran Aset | Discussion of the UPP Belawan Utility Option Risk Study with the Dep. Marketing and Dep. Asset Marketing | Ruang Klinik Risiko | Unit MR dan Unit terkait |
| 26 | 6 Oktober 2021 | Pembahasan Kajian Risiko KSO UPP Meneng dengan PT. Pelindo III | Discussion of the UPP Meneng KSO Risk Study with PT. Pelindo III | Ruang Klinik Risiko | Unit MR dan Unit terkait |

| No | Tanggal Pelaksanaan Date of Implementation | Nama Kegiatan | Name of Activity | Tempat Pelaksanaan Venue | Pemateri Resource Person |
|----|---|---|--|-----------------------------|-----------------------------|
| 27 | 29 Oktober 2021 | Pembahasan Kajian Risiko Upgrading dan Rebranding Gudang MTU Pati | Discussion on the Risk Study of Upgrading and Rebranding of the MTU Pati Warehouse | Ruang Klinik Risiko | Unit MR dan Unit terkait |
| 28 | 23 November 2021 | Pembahasan Kajian Risiko Aksi Korporasi Penyewaan Kantor Perwakilan Jakarta dan Ruang Arsip Wisma 101 | Discussion of Corporate Action Risk Study Lease of Jakarta Representative Office and Wisma Archives Room 101 | Ruang Klinik Risiko | Unit MR dan Unit terkait |
| 29 | 29 November 2021 | Pembahasan Kajian Risiko Aksi Korporasi Penghapusbukuan UPP Belawan | Discussion on the Risk Assessment of Corporate Actions for Write-off of UPP Belawan | Ruang Klinik Risiko | Unit MR dan Unit terkait |
| 30 | 30 Desember 2021 | Pembahasan Penjualan Komersil di Jateng | Discussion of Commercial Sales in Central Java | Ruang Klinik Risiko | Unit MR dan Unit terkait |

PROFIL DAN MITIGASI RISIKO

Laporan Profil Risiko PUSRI memuat gambaran tentang tingkat risiko yang melekat pada seluruh aktivitas bisnis (*inherent risk*) dan kecukupan sistem pengendalian risiko. Perusahaan telah melaksanakan *risk assessment* di beberapa proses bisnis untuk menggali potensi-potensi risiko dan mengklasifikasikan risiko berdasarkan tingkatan risikonya serta merancang upaya penyelesaian (mitigasi) risiko sebagai bentuk antisipasi terhadap kemungkinan risiko yang muncul dalam proses bisnis di masa yang akan datang.

Pada awal tahun 2021 telah diidentifikasi sebanyak 10 Risiko Utama/*Risk That Matters* (RTM), namun hingga akhir semester ke-2 terdapat penambahan 1 Risiko baru sehingga jumlah Risiko Utama/*Risk That Matters* (RTM) yang teridentifikasi menjadi sebanyak 11 Risiko, yaitu risiko yang berkontribusi secara pareto terhadap pencapaian Sasaran Perusahaan yang terdiri dari 8 RTM PI Konsolidasi dan 3 RTM Perusahaan. Adapun 11 RTM tersebut dengan rincian 8 High Risk dan 3 Medium Risk.

Risiko-risiko yang dihadapi PUSRI berdasarkan pengelompokannya, dampak dan upaya mitigasinya adalah sebagai berikut :

RISK PROFILE AND MITIGATION

PUSRI's Risk Profile Report contains an overview of the level of risk inherent in all business activities (*inherent risk*) and the adequacy of the risk control system. The Company has carried out risk assessments in several business processes to explore potential risks and classify risks based on the level of risk and design risk mitigation efforts as a form of anticipation of possible risks that arise in business processes in the future.

At the beginning of 2021, 10 Main Risks/*Risk That Matters* (RTM) were identified, but until the end of the 2nd semester there was the addition of 1 new Risk so that the number of Main Risks/*Risk That Matters* (RTM) identified became 11 Risks, namely the risk of which contributes on a pareto basis to the achievement of the Company's Targets, consisting of 8 Consolidated RTM PIs and 3 Corporate RTMs. The 11 RTMs consist of 8 High Risk and 3 Medium Risk.

The risks faced by PUSRI based on their grouping, impacts and mitigation efforts are as follows:



| No | Risiko Risk | Pengendalian/Mitigasi | Control/Mitigation |
|----|---|---|--|
| 1 | <p>Unschedule shutdown Pabrik Urea, Amoniak, NPK dikarenakan kondisi peralatan rotating dan non rotating mengakibatkan kehilangan produksi dan potential loss laba bagi perusahaan</p> <p>Unscheduled shutdown of Urea, Ammonia, NPK factories due to rotating and non rotating equipment conditions resulting in production loss and potential profit loss for the company</p> | <p>Pemeliharaan dan penggantian peralatan sesuai kondisi peralatan yang dianggarkan dalam RKAP 2021 disesuaikan dengan Penyebab</p> | <p>Maintenance and replacement of equipment according to the condition of the equipment budgeted in the 2021 RKAP adjusted to the Cause</p> |
| 2 | <p>Terjadinya Fatality (kematian)</p> <p>Occurrence of Fatality (death)</p> | <p>Pelaksanaan program-program K3 antara lain:</p> <ol style="list-style-type: none"> 1. Pelaksanaan Safety Management Walkthrough/SMWT 2. Pelaksanaan Rapat P2K3 3. Pelaksanaan Pelatihan K3 bagi TKO & TKNO 4. Pelaksanaan Razia K3 dan Inspeksi K3 5. Penyediaan Alat Pelindung Diri/APD 6. Penerapan Life Saving Rules 7. Penerapan Safety Permit untuk Pekerjaan Berisiko Tinggi 8. Pengarahan K3 9. Pelaksanaan Audit Internal SMK3 10. Penerbitan Saran/Rekomendasi K3 11. Pemeliharaan Sarana & Prasarana K3 (APAR, Hidran, Eye Wash Fountain, dll) 12. Pengukuran Lingkungan Kerja (Faktor Fisik, Kimia dan Biologi) 13. Pelaksanaan Medical Check Up (MCU) secara berkala 14. Promosi aspek K3 (Keselamatan dan Kesehatan) kepada seluruh karyawan 15. Sistem pelaporan kondisi dan tindakan tidak aman oleh seluruh karyawan ke K3 melalui fitur Safety Awareness Card (SAC) di website sakti.pusri.co.id | <p>The implementation of K3 programs include:</p> <ol style="list-style-type: none"> 1. Implementation of Safety Management Walkthrough/SMWT 2. Implementation of P2K3 Meeting 3. Implementation of OSH Training for TKO & TKNO 4. Implementation of K3 Raids and K3 Inspections 5. Provision of Personal Protective Equipment/ PPE 6. Implementation of Life Saving Rules 7. Application of Safety Permit for High Risk Jobs 8. Briefing of K3 9. Implementation of SMK3 Internal Audit 10. Issuance of OHS Suggestions/ Recommendations 11. Maintenance of K3 Facilities & Infrastructure (APAR, Hydrants, Eye Wash Fountain, etc.) 12. Measurement of Work Environment (Physical, Chemical and Biological Factors) 13. Implementation of Medical Check Up (MCU) periodically 14. Promotion of K3 (Safety and Health) aspects to all employees 15. The system for reporting unsafe conditions and actions by all employees to K3 through the Safety Awareness Card (SAC) feature on the website sakti.pusri.co.id |
| 3 | <p>Potensi Tidak dapat memenuhi kebutuhan PI untuk penyaluran urea PSO sebesar 25% dari target 1.664.198 ton</p> <p>Potential Unable to meet PI needs for distribution of urea PSO by 25% of the target 1,664,198 tons</p> | <ol style="list-style-type: none"> 1. Mengupayakan sistem administrasi yang cepat dan efisien 2. Intens berkoordinasi dengan PI terkait penyaluran di daerah 3. Memonitor pelaksanaan program kartu tani di daerah 4. Melakukan monitoring dokumen penyaluran dengan menggunakan Aplikasi SILPA (Sistem Informasi Laporan PPK dan Aslap). 5. Pemeliharaan fasilitas shipping out dengan optimal | <ol style="list-style-type: none"> 1. Strive for a fast and efficient administration system 2. Intense coordination with PI regarding distribution in the regions 3. Monitoring the implementation of the farmer card program in the regions 4. Monitoring distribution documents using the SILPA Application (Information System for PPK and Aslap Reports). 5. Optimal maintenance of shipping out facilities |

| No | Risiko Risk | Pengendalian/Mitigasi | Control/Mitigation |
|----|---|--|--|
| 4 | <p>Potensi Tidak dapat memenuhi kebutuhan PI untuk penyaluran NPK PSO sebesar 69% dari target 277.425 ton Potential Unable to meet PI needs for distribution of NPK PSO by 69% of the target of 277,425 tons</p> | <ol style="list-style-type: none"> 1. Mengupayakan sistem administrasi yang cepat dan efisien 2. Intens berkoordinasi dengan PI terkait penyaluran di daerah 3. Melakukan monitoring dokumen penyaluran dengan menggunakan Aplikasi SILPA (Sistem Informasi Laporan PPK dan Aslap). 4. Manajemen produksi dan stok produk NPK | <ol style="list-style-type: none"> 1. Strive for a fast and efficient administration system 2. Intense coordination with PI regarding distribution in the regions 3. Monitoring distribution documents using the SILPA Application (Information System for PPK and Aslap Reports). 4. Production and stock management of NPK products |
| 5 | <p>Potensi Tidak dapat memenuhi kebutuhan PI untuk penjualan urea komersil Dalam Negeri sebesar 2% dari target 398.500 ton Potential Unable to meet PI needs for domestic commercial urea sales of 2% of the target of 398,500 tons</p> <p>Potensi Tidak dapat memenuhi kebutuhan PI untuk penjualan urea ekspor sebesar 2% dari target 53.000 ton Potential Unable to meet PI needs for export urea sales of 2% of the target of 53,000 tons</p> | <ol style="list-style-type: none"> 1. Optimalisasi penjualan retail melalui program Customer Centric Model (CCM) dan Agrosolution. 2. Meningkatkan keandalan pabrik dan menjalankan moda operasi yang paling efisien melalui simulasi sebelumnya 3. Efisiensi biaya umum untuk menekan HPP 4. Mencari alternatif pembayaran lain yang aman dan lebih fleksibel 5. Mengupayakan sistem kerja administrasi penjualan yang cepat dan efisien 6. Intens berkoordinasi dengan PI terkait penjualan komersil 7. Peningkatan penjualan melalui sistem e-PAS yang memberikan agro solution sebagai nilai tambah untuk customer. | <ol style="list-style-type: none"> 1. Optimizing retail sales through Customer Centric Model (CCM) and Agrosolution programs. 2. Improve factory reliability and run the most efficient mode of operation through previous simulation 3. General cost efficiency to reduce HPP 4. Looking for other payment alternatives that are safer and more flexible 5. Strive for a fast and efficient sales administration work system 6. Intense coordination with PI regarding commercial sales 7. Increased sales through the e-PAS system that provides agro solutions as added value for customers. |
| 6 | <p>Potensi Tidak dapat memenuhi kebutuhan PI untuk penjualan NPK komersil sebesar 2% dari target 13.500 ton Potential Unable to meet PI's need for commercial NPK sales of 2% of the target of 13,500 tons</p> | <ol style="list-style-type: none"> 1. Optimalisasi penjualan retail melalui program CCM dan Agrosolution 2. Peningkatan penjualan melalui sistem e-PAS yang memberikan agro solution sebagai nilai tambah untuk customer. 3. Menjaga efisiensi produksi pabrik NPK 4. Menjaga kualitas pupuk NPK Komersil mulai dari proses produksi hingga akan dikirim. 5. Mencari alternatif pembayaran lain yang aman dan lebih fleksibel 6. Mengupayakan sistem kerja administrasi penjualan yang cepat dan efisien 7. Intens berkoordinasi dengan PI terkait penjualan komersil | <ol style="list-style-type: none"> 1. Optimizing retail sales through CCM and Agrosolution programs 2. Increasing sales through the e-PAS system that provides agro solutions as added value for customers. 3. Maintain production efficiency of the NPK factory 4. Maintain the quality of Commercial NPK fertilizers starting from the production process until it will be shipped. 5. Looking for other payment alternatives that are safer and more flexible 6. Striving for a fast and efficient sales administration work system 7. Intense coordination with PI regarding commercial sales |
| 7 | <p>Potensi Tidak dapat memenuhi kebutuhan PI untuk penjualan Amoniak sebesar 2% dari target 45.600 ton Potential Unable to meet PI needs for Ammonia sales of 2% of the target of 45,600 tons</p> | <ol style="list-style-type: none"> 1. Meningkatkan keandalan pabrik dan menjalankan moda operasi yang paling efisien melalui simulasi sebelumnya 2. Mengupayakan sistem kerja administrasi penjualan yang cepat dan efisien 3. Intens berkoordinasi dengan PI terkait stok dan penjualan komersil | <ol style="list-style-type: none"> 1. Improve factory reliability and run the most efficient mode of operation through previous simulation 2. Strive for a fast and efficient sales administration work system 3. Intense coordination with PI regarding stock and commercial sales |



| No | Risiko Risk | Pengendalian/Mitigasi | Control/Mitigation |
|----|--|---|---|
| 8 | Penurunan Tingkat Kesehatan Karyawan Decrease in Employee Health Level | <ul style="list-style-type: none"> • Screening (karyawan & non karyawan) untuk beraktifitas di area pusri, • penyediaan sarana & fasilitas kesehatan • pembuatan protokol kesehatan • Vaksinasi • Upaya pencegahan lainnya: desinfeksi ruangan, pemasangan partisi akrilik di ruang kerja dan ruangan rapat, pemberlakuan WFH, pembatasan dinas dan cuti, self assessment (IAM PUSRI), Vaksinasi PCV, screening seluruh karyawan, pemindahan lokasi MCU dan pengurangan item MCU, pembatasan pertemuan offline, perubahan perayaan hut Pusri (Jalan sehat) menjadi Virtual Sport, penerapan 3M | <ul style="list-style-type: none"> • Screening (employees & non-employees) for activities in the Pusri area, • provision of health facilities & facilities • making health protocols • Vaccination • Other preventive measures: room disinfection, installation of acrylic partitions in workspaces and meeting rooms, implementation of WFH, restrictions on services and leave, self-assessment (IAM PUSRI), PCV vaccination, screening of all employees, relocation of MCU and reduction of MCU items, meeting restrictions online, the change of Pusri anniversary celebration (Healthy Walk) to Virtual Sport, implementation of 3M |
| 9 | Tidak tercapainya skor cultural Entropy / Indeks Kesehatan Budaya "AKHLAK" Not achieving the cultural Entropy / Cultural Health Index "AKHLAK" score | <ol style="list-style-type: none"> 1. Melaksanakan coaching change leader & change agent budaya 2. Melaksanakan program percepatan budaya di masing-masing unit kerja sesuai yang telah disusun oleh Change Leader dan Change Agent di Unit Kerja masing-masing. 3. Melakukan program pemantauan budaya di masing-masing unit kerja 4. Melakukan pengukuran budaya AKHLAK | <ol style="list-style-type: none"> 1. Carry out coaching change leaders & cultural change agents 2. Implementing a cultural acceleration program in each work unit as prepared by the Change Leaders and Change Agents in their respective Work Units. 3. Carry out cultural monitoring programs in each work unit 4. Measure the culture of AKHLAK |
| 10 | Menurunnya kualitas piutang usaha Declining quality of accounts receivable | <ol style="list-style-type: none"> 1. Berkoordinasi dengan customer terkait kepastian jadwal pembayaran piutang termasuk skema pembayaran bertahap maupun mekanisme kompensasi yang diusulkan 2. Membuat rencana pemberlakuan denda atas keterlambatan pembayaran piutang 3. Berkoordinasi dengan PTPI terkait penyelesaian piutang dalam lingkup PI Group | <ol style="list-style-type: none"> 1. Coordinate with customers regarding the certainty of the receivable payment schedule, including the gradual payment scheme and the proposed compensation mechanism 2. Make a plan to apply fines for late payment of receivables 3. Coordinate with PTPI regarding the settlement of receivables within the PI Group |
| 11 | Meningkatnya rugi selisih kurs Increased foreign exchange loss | <ol style="list-style-type: none"> 1. Melakukan natural hedging apabila memungkinkan, dengan melakukan pembelian USD secara bertahap menyesuaikan dengan kondisi pergerakan kurs dan hasil kajian 2. Melakukan forward hedging untuk kepastian cashout perusahaan dan memitigasi risiko kenaikan nilai tukar IDR terhadap USD 3. Rutin monitoring pergerakan kurs dan isu-isu perekonomian global yang dapat mempengaruhi fluktuasi kurs | <ol style="list-style-type: none"> 1. Perform natural hedging whenever possible, by purchasing USD gradually adjusting to the conditions of exchange rate movements and the results of the study 2. Perform forward hedging to ensure the company's cashout and mitigate the risk of increasing the IDR exchange rate against USD 3. Routine monitoring of exchange rate movements and global economic issues that can affect exchange rate fluctuations |
| 12 | Timbulnya selisih realisasi penyaluran distributor dengan data everal The emergence of the difference in the realization of distribution of distributors with data everal | <ol style="list-style-type: none"> 1. Melakukan Koordinasi dengan AVP Sales Region dan VP Region 2. Melakukan koordinasi dengan Distributor dan PPL untuk melakukan proses input data dengan tepat | <ol style="list-style-type: none"> 1. Coordinate with AVP Sales Region and VP Region 2. Coordinate with Distributors and PPLs to process data input correctly |

| No | Risiko Risk | Pengendalian/Mitigasi | Control/Mitigation |
|----|--|---|--|
| 13 | Terdapat sisa stok kantong Pupuk Urea dan NPK komersil dengan desain merk lama yang tidak dapat digunakan <i>There are remaining stock of commercial Urea and NPK fertilizer bags with old brand designs that can't be used</i> | <ol style="list-style-type: none"> 1. Pengurusan izin edar dan Nomor Pendaftaran Barang (NPB) akan dilakukan dengan mempertimbangkan kondisi kesiapan stok produk yang akan dijual. 2. Melakukan follow up terkait kebijakan masa transisi yang direncanakan oleh PT Pupuk Indonesia (Persero) 3. Melakukan simulasi terkait kebutuhan penjualan pupuk urea dan NPK komersil sampai dengan habisnya masa transisi penjualan Single Branding. 4. Melakukan sosialisasi terkait implementasi program Single Branding kepada distributor komersil Pusri untuk menghindari penumpukan stok pupuk komersil di kios dan distributor. 5. Monitoring stok pupuk urea dan NPK dengan merk lama di lapangan secara intens agar tidak menumpuk. 6. Menyiapkan jasa re-bagging di lini I dan di daerah untuk mengantisipasi adanya stok pupuk komersil in bag yang tidak terjual. | <ol style="list-style-type: none"> 1. The distribution permit and Goods Registration Number (NPB) will be handled by considering the condition of the readiness of the stock of the product to be sold. 2. Carry out follow-up related to the transition period policy planned by PT Pupuk Indonesia (Persero) 3. Conducting simulations related to the need for commercial urea and NPK fertilizer sales until the end of the Single Branding sales transition period. 4. Conducting socialization related to the implementation of the Single Branding program to commercial distributors of Pusri to avoid stockpiling of commercial fertilizers at kiosks and distributors. 5. Monitoring the stock of urea and NPK fertilizers with old brands in the field intensely so that they do not accumulate. 6. Setting up re-bagging services in line I and in the regions to anticipate unsold stock of commercial fertilizer in bags. |
| 14 | Tidak Optimalnya Pendapatan Aset Perusahaan <i>Not Optimal Company Asset Revenue</i> | <ol style="list-style-type: none"> 1. Utilisasi aset melalui penawaran penyewaan ke pihak eksternal dengan mendorong sinergi BUMN, sinergi anper PI Group dan pemasangan iklan promosi pemasaran aset 2. Pemindahtanganan dan penghapusbukuan aset idle untuk menambah cashflow perusahaan 3. Melakukan penagihan pembayaran sewa aset | <ol style="list-style-type: none"> 1. Asset utilization through rental offers to external parties by encouraging SOE synergies, PI Group anper synergies and advertising asset marketing promotions 2. Transfer and write-off of idle assets to increase the company's cashflow 3. Collecting asset rental payments |

PENGELOLAAN RISIKO PERUSAHAAN

Proses pengelolaan risiko adalah penjabaran dari kerangka kerja pengelolaan risiko dalam rangka mempermudah penerapan prinsip-prinsip pengelolaan risiko, baik di tingkat korporat, di tingkat unit kerja, maupun individu. PUSRI melakukan pengelolaan risiko seluruh unit kerja yang dikelompokkan dalam 4 (empat) klasifikasi, yaitu Risiko Strategis, Risiko Keuangan, Risiko Operasional, dan Risiko Kepatuhan dan Hukum.

Pada Awal tahun 2021 telah diidentifikasi risiko dari seluruh unit kerja sebanyak 326 Risiko yang terdiri dari 31 High Risk, 295 Medium Risk dan 0 Low Risk. Kemudian terdapat penambahan 20 risiko dari

CORPORATE RISK MANAGEMENT

Risk management process is the elaboration of the risk management framework in order to facilitate the application of risk management principles, both at the corporate level, at the work unit level, and at the individual level. PUSRI performs risk management for all work units which are grouped into 4 (four) classifications, namely Strategic Risk, Financial Risk, Operational Risk, and Compliance and Legal Risk.

In early 2021, 326 risks have been identified from all work units, consisting of 31 High Risk, 295 Medium Risk and 0 Low Risk. Then there are 20 additional risks from work units in accordance with business goals and

unit kerja sesuai dengan sasaran dan proses bisnis sebanyak, sehingga total risiko menjadi 346 risiko. Profil risiko sebelum tindak lanjut pengendalian dapat dilihat pada tabel di bawah ini:

processes, bringing the total risk to 346 risks. The risk profile prior to follow-up control can be seen in the table below:

| No | Awal Tahun 2021 Sebelum Tindak Lanjut Pengendalian Risiko Beginning of 2021 Prior Risk Control Follow Up | | | | | | | | | |
|---|---|---|-----|------|-------|--|------|-------|----|------------------------------|
| | Fungsi/Bidang | Jumlah & Tingkat Risiko Risk Total and Level | | | | Tingkat Risiko Rata-Rata Average Risk Level | | | | Function/Field |
| | | Low | Med | High | Total | L | C | S | TR | |
| 1 | Operasional | 0 | 262 | 18 | 280 | 3,20 | 3,06 | 9,80 | M | Operational |
| 2 | Keuangan | 0 | 7 | 0 | 7 | 3,57 | 2,64 | 9,43 | M | Finance |
| 3 | Strategis | 0 | 15 | 8 | 23 | 3,17 | 3,74 | 11,87 | M | Strategic |
| 4 | Hukum & Kepatuhan | 0 | 11 | 5 | 16 | 2,94 | 3,72 | 11,94 | M | Legal & Compliance |
| Total Jumlah & Tingkat Risiko Rata-Rata | | 0 | 295 | 31 | 326 | 3,13 | 3,13 | 10 | M | Total and Average Risk Level |

Kemudian dilakukan pengendalian terhadap 346 risiko yang teridentifikasi sehingga pada akhir periode semester-II tahun 2021 rincian risiko menjadi 8 High Risk , 152 Medium Risk dan 186 Low Risk

Then control was carried out on 346 identified risks so that at the end of the second semester of 2021 the risk details were 8 High Risk, 152 Medium Risk and 186 Low Risk.

| No | Sesudah Tindak Lanjut Pengendalian Risiko Semester-II After Semester-II Risk Control Follow-up | | | | | | | | | |
|---|---|---|-----|------|-------|--|------|------|----|------------------------------|
| | Fungsi/Bidang | Jumlah & Tingkat Risiko Risk Total and Level | | | | Tingkat Risiko Rata-Rata Average Risk Level | | | | Function/Field |
| | | Low | Med | High | Total | L | C | S | TR | |
| 1 | Operasional | 156 | 137 | 7 | 300 | 1,94 | 3,01 | 5,84 | M | Operational |
| 2 | Keuangan | 4 | 3 | 0 | 7 | 2 | 3 | 6 | M | Finance |
| 3 | Strategis | 16 | 7 | 0 | 23 | 1,35 | 2,97 | 4 | M | Strategic |
| 4 | Hukum & Kepatuhan | 10 | 5 | 1 | 16 | 1,75 | 3,32 | 5,81 | M | Legal & Compliance |
| Total Jumlah & Tingkat Risiko Rata-Rata | | 186 | 152 | 8 | 346 | 1,90 | 3,02 | 5,72 | M | Total and Average Risk Level |

Dengan demikian tingkat risiko hingga akhir 2021 sebesar 5,72 (Medium) dengan penurunan tingkat risiko sebesar 43% dari tingkat risiko pada awal tahun sebesar 10 (Medium) terdiri dari rata-rata *Likelihood* sebesar 1,90 dan rata-rata *Consequences* sebesar 3,02.

Thus the risk level until the end of 2021 is 5.72 (Medium) with a decrease in the risk level of 43% from the risk level at the beginning of the year of 10 (Medium) consisting of an average Likelihood of 1.90 and an average Consequences of 3.02.

PETA RISIKO SEPANJANG 2021

Seiring dengan berkembangnya usaha dan kondisi ekonomi nasional maupun global yang tidak menentu, risiko yang dihadapi PUSRI dan upaya penanganannya akan semakin kompleks. Oleh karena itu, PUSRI menyusun peta risiko setiap tahun berdasarkan evaluasi manajemen risiko diakhir tahun berjalan untuk pengelolaan risiko di tahun yang akan datang. Adapun peta risiko PUSRI pada tahun 2021 adalah sebagai berikut :

RISK MAP THROUGHOUT 2021

Along with the development of business and uncertain national and global economic conditions, the risks faced by PUSRI and the efforts to deal with them will be increasingly complex. Therefore, PUSRI prepares a risk map every year based on the evaluation of risk management at the end of the current year for risk management in the coming year. The PUSRI risk map in 2021 is as follows:

Periode Awal Tahun 2021
Early Period 2021

| | | | | | | | |
|---|------------------------------|---|---------------------|-----------------|---------------|--------------|---------------------------|
| Peluang Likelihood | Almost Certain Sangat Tinggi | 5 | | | 3 | 2 | |
| | Likely Sedang | 4 | | 21 | 48 | 8 | 4 |
| | Possible Rendah | 3 | | 43 | 95 | 66 | 9 |
| | Unlikely Rendah | 2 | | 4 | 15 | 4 | 5 |
| | Almost Never Sangat Rendah | 1 | | | | | |
| Sebelum Tindak Lanjut Jumlah Risiko :326 | | | 1 | 2 | 3 | 4 | 5 |
| | | | Minor Sangat Rendah | Moderate Rendah | Severe Sedang | Major Tinggi | Cata Strope Sangat Tinggi |
| | | | Consequence Dampak | | | | |

Periode Akhir Semester-II Tahun 2021
Final Period of Semester-II Year 2021

| | | | | | | | |
|--|------------------------------|---|---------------------|-----------------|---------------|--------------|----------------------------|
| Peluang Likelihood | Almost Certain Sangat Tinggi | 5 | | | | | |
| | Likely Sedang | 4 | | 5 | 22 | 3 | 2 |
| | Possible Rendah | 3 | | 20 | 37 | 26 | 3 |
| | Unlikely Rendah | 2 | | 6 | 25 | 11 | |
| | Almost Never Sangat Rendah | 1 | | 42 | 144 | | |
| Sebelum Tindak Lanjut Jumlah Risiko : 346 | | | 1 | 2 | 3 | 4 | 5 |
| | | | Minor Sangat Rendah | Moderate Rendah | Severe Sedang | Major Tinggi | Cata Strophe Sangat Tinggi |
| | | | Consequence Dampak | | | | |

EVALUASI EFEKTIVITAS SISTEM MANAJEMEN RISIKO TAHUN 2021

Untuk memastikan keberlanjutan pelaksanaan manajemen risiko di lingkungan PUSRI, maka setiap tahun dilakukan review dan evaluasi terhadap penerapan manajemen risiko melalui pengukuran maturitas manajemen risiko.

Tujuan pengukuran tersebut untuk mengetahui dan memetakan sejauh mana efektivitas penerapan manajemen risiko yang ada di lingkungan PUSRI, serta untuk mengetahui kualitas penerapan manajemen risiko yang ada di lingkungan PUSRI sehingga dapat digunakan sebagai bahan oleh manajemen dalam menyusun strategi dan program-program pengembangan manajemen risiko Perusahaan di masa mendatang.

EVALUATION OF THE EFFECTIVENESS OF THE RISK MANAGEMENT SYSTEM IN 2021

To ensure the sustainability of the implementation of risk management within PUSRI, an annual review and evaluation of the implementation of risk management is carried out by measuring the maturity of risk management.

The purpose of this measurement is to find out and map the effectiveness of the implementation of risk management in PUSRI, as well as to determine the quality of the implementation of risk management in PUSRI so that it can be used as material by management in formulating strategies and programs for developing risk management in the Company future.

Pengukuran maturitas manajemen risiko rutin dilakukan mulai dari tahun 2013. Pada tahun 2021, dilakukan Pelaksanaan Penilaian Maturitas Penerapan Manajemen Risiko (PMPMR) Tahun 2021 oleh konsultan dan asesor eksternal dengan capaian nilai sebesar 3,02. Berdasarkan hasil capaian tersebut, maka nilai maturitas manajemen risiko Perusahaan masuk dalam katagori "Mature-Defined".

Berdasarkan hasil pengukuran di atas maka Sistem Manajemen Risiko di PUSRI berjalan dengan cukup efektif dan terus dikembangkan sesuai road map Manajemen Risiko PUSRI. Hal ini dapat dibuktikan sebagai berikut:

1. Kesadaran pemilik risiko untuk melakukan self asesmen risiko.
2. Budaya sadar risiko cukup melekat pada pemilik risiko, hal ini ditandai dengan upaya melakukan kajian risiko dalam kegiatan operasional perusahaan.
3. Para pemangku kepentingan di bidang Manajemen Risiko dinilai cukup mampu melakukan kajian risiko secara efektif seperti penggunaan analisis.
4. Sumber daya yang tersedia cukup memadai. Terdapat 346 risiko yang teridentifikasi dari seluruh unit kerja kemudian dievaluasi dan diukur berdasarkan nilai kemungkinan dan dampak, sehingga diperoleh prioritas risiko yang harus dikendalikan.
5. Transparansi pengelolaan risiko yang dihadapi dan kecepatan dalam merespon diharapkan juga dapat ditingkatkan yang didukung oleh mekanisme pelaporan dan monitoring di seluruh level organisasi.

Routine risk management maturity measurements have been carried out starting in 2013. In 2020, the 2021 Risk Management Implementation Maturity Assessment (PMPMR) was carried out by consultants and external assessors with a score of 3.02. Based on these results, the Company's risk management maturity value is included in the "Mature-Defined" category.

Based on the measurement results above, the Risk Management System at PUSRI is running quite effectively and continues to be developed according to the PUSRI Risk Management road map. This can be proven as follows:

1. Awareness of risk owners to conduct risk self-assessment.
2. Risk awareness culture is quite attached to risk owners, this is indicated by efforts to conduct risk studies in the company's operational activities.
3. Stakeholders in the field of Risk Management are considered quite capable of conducting effective risk assessments such as the use of analysis.
4. The available resources are sufficient. There are 346 identified risks from all work units which are then evaluated and measured based on the probability and impact values, in order to obtain priority risks that must be controlled.
5. Transparency in managing the risks faced and speed in responding are also expected to be improved, supported by reporting and monitoring mechanisms at all levels of the organization.



PENILAIAN KINERJA OLEH DIREKSI

Pelaksanaan tugas VP Tata Kelola dan Manajemen Risiko selama tahun 2021 telah mencapai target yang direncanakan. Hal tersebut ditunjukkan dengan tercapainya KPI VP Tata Kelola dan Manajemen Risiko sebesar 102,25.

PERFORMANCE EVALUATION BY THE BOARD OF DIRECTORS

The implementation of the duties of the VP Governance and Risk Management during 2021 has achieved the planned target as indicated by the achievement of the VP Governance and Risk Management KPI of 102.25.

KEPATUHAN DAN PERKARA HUKUM YANG DIHADAPI

COMPLIANCE AND LEGAL DISPUTE INVOLVED

KEPATUHAN PADA HUKUM

PUSRI senantiasa menaati ketentuan hukum dan perundang-undangan yang berlaku di Indonesia. Perkara hukum adalah permasalahan hukum yang dihadapi PUSRI selama periode tahun laporan dan telah diajukan melalui proses hukum di pengadilan.

Permasalahan Hukum

Permasalahan hukum yang dihadapi Perusahaan di tahun 2022 dibanding tahun 2021 adalah sebagai berikut.

COMPLIANCE WITH LAW

PUSRI always complies with the prevailing laws and regulations in Indonesia. Legal dispute are legal issues faced by PUSRI during the reporting year period and have been submitted through a legal process in court.

Legal Dispute

The legal dispute faced by the Company in 2022 compared to 2021 are as follows.

| Permasalahan Hukum Legal Dispute | 2021 | | 2020 | |
|--|------------------|--------------------|------------------|--------------------|
| | Perdata Civil | Pidana Criminal | Perdata Civil | Pidana Criminal |
| PUSRI | | | | |
| Selesai dan telah mempunyai kekuatan hukum tetap Completed with permanent legal binding force | Nihil Nil | Nihil Nil | Nihil Nil | Nihil Nil |
| Dalam proses penyelesaian In the process of settlement | 1 | Nihil Nil | 1 | Nihil Nil |
| Jumlah Total | 1 | Nihil Nil | 1 | Nihil Nil |
| Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors | | | | |
| Selesai dan telah mempunyai kekuatan hukum tetap Completed with permanent legal binding force | Nihil Nil | Nihil Nil | Nihil Nil | Nihil Nil |
| Dalam proses penyelesaian In the process of settlement | Nihil Nil | Nihil Nil | Nihil Nil | Nihil Nil |
| Jumlah Total | Nihil Nil | Nihil Nil | Nihil Nil | Nihil Nil |
| Entitas Anak Entities | | | | |
| Selesai dan telah mempunyai kekuatan hukum tetap Completed with permanent legal binding force | Nihil Nil | Nihil Nil | Nihil Nil | Nihil Nil |
| Dalam proses penyelesaian In the process of settlement | Nihil Nil | Nihil Nil | Nihil Nil | Nihil Nil |
| Jumlah Total | Nihil Nil | Nihil Nil | Nihil Nil | Nihil Nil |
| Jumlah Keseluruhan Grand total | 1 | Nihil Nil | 1 | Nihil Nil |



Rincian permasalahan hukum yang dihadapi Perusahaan di tahun 2021 atau telah dinyatakan selesai di tahun 2021 adalah sebagai berikut.

Perkara PUSRI #01 PERIHAL PERKARA: Gugatan Perdata

PIHAK YANG BERPERKARA:

1. PT Pusri Palembang.
2. Asuransi Jiwa Bersama Bumiputera 1912.

POKOK PERKARA:

PT Pupuk Sriwidjaja Palembang menggugat Asuransi Jiwa Bersama Bumiputera 1912 untuk membayar klaim manfaat program asuransi Tunjangan Hari Tua karyawan PT Pupuk Sriwidjaja Palembang yang telah jatuh tempo sejak tahun 2017 sampai dengan 2019 (Perkara Nomor: 269/Pdt.G/2019/PN.Plb).

STATUS PERKARA:

On Progress: Sedang dalam proses Kasasi di Mahkamah Agung Republik Indonesia.

RISIKO YANG DIHADAPI PERUSAHAAN DAN NILAI NOMINAL TUNTUTAN/GUGATAN:

Potensi kerugian dari klaim manfaat asuransi yang tidak dibayar sebesar ± Rp. 81.000.000.000,- (delapan puluh satu milyar rupiah).

TINDAK LANJUT:

Berkoordinasi dengan Konsultan Hukum dalam pelaksanaan upaya hukum Kasasi di Mahkamah Agung Republik Indonesia.

Perkara yang Dihadapi Anggota Dewan Komisaris dan Direksi

Selama tahun 2021, tidak ada perkara yang dihadapi oleh Anggota Dewan Komisaris dan Direksi yang sedang menjabat.

Informasi tentang Sanksi Administratif

Selama tahun 2021, tidak terdapat sanksi administratif yang dikenakan oleh Otoritas Kementerian BUMN ataupun otoritas lainnya kepada PUSRI, anggota Dewan Komisaris maupun Direksi Perusahaan.

The details of the legal disputes involving the Company or have been declared completed throughout 2021 are as follows.

PUSRI CASE #01 CASE SUBJECT: Civil Lawsuit

PARTIES IN DISPUTE:

1. PT Pusri Palembang.
2. Life Insurance with Bumiputera 1912.

MATTER:

PT Pupuk Sriwidjaja Palembang sued Asuransi Jiwa Bersama Bumiputera 1912 to pay claims for the benefits of the employee retirement benefit insurance program of PT Pupuk Sriwidjaja Palembang which were due from 2017 to 2019 (Case Number: 269/Pdt.G/2019/PN.Plb).

CASE STATUS:

On Progress: Currently in the process of cassation at the Supreme Court of the Republic of Indonesia.

RISKS ENCOUNTERED BY THE COMPANY AND THE NOMINAL VALUE OF THE CLAIM/LAWSUIT:

The potential loss from unpaid insurance benefit claims is ± Rp81,000,000,000, - (eighty one billion rupiah).

FOLLOW-UP:

Coordinate with Legal Consultants in implementing the Cassation legal effort at the Supreme Court of the Republic of Indonesia.

Legal Dispute Faced by Members of the Board of Commissioners and the Board of Directors

During 2021, there were no legal dispute faced by the incumbent members of the Board of Commissioners and the Board of Directors.

Information on Administrative Sanction

During 2021, there were no administrative sanctions imposed by the Authority of the Ministry of SOEs or other authorities to PUSRI, members of the Board of Commissioners and Directors of the Company.

KETERBUKAAN INFORMASI DAN AKSES DATA PERUSAHAAN

INFORMATION DISCLOSURE AND ACCESS TO COMPANY DATA



PUSRI senantiasa berkomitmen untuk menerapkan nilai-nilai GCG, diantaranya melalui penerapan keterbukaan informasi baik secara internal maupun eksternal. Hal ini mengacu kepada Undang-undang No. 14 Tahun 2008 tentang Keterbukaan Informasi Publik yang menyatakan, "bahwa keterbukaan Informasi Publik merupakan sarana dalam mengoptimalkan pengawasan publik terhadap penyelenggaraan Negara dan Badan Publik lainnya dan segala sesuatu yang berakibat pada kepentingan publik", dan sebagai pelaksanaan prinsip GCG.

PUSRI is always committed to implementing GCG values, including through the implementation of information disclosure both internally and externally. This refers to Law No. 14 of 2008 concerning Openness of Public Information which states, "that the disclosure of Public Information is a means in optimizing public supervision of the administration of the State and other Public Bodies and everything that results in the public interest", and as the implementation of GCG principles.

PUSRI selalu memberikan informasi yang lengkap, bermanfaat, dan termutakhir terkait pemberian informasi kepada pemegang saham dan para stakeholder. Pengungkapan informasi tersebut dilakukan oleh pejabat atau unit kerja sesuai dengan tugas, wewenang dan tanggung jawabnya yang dalam hal ini adalah Sekretaris Perusahaan.

Informasi-informasi yang relevan terkait PUSRI telah disampaikan melalui Laporan Manajemen Triwulanan dan Tahunan kepada Dewan Komisaris sebelum disampaikan kepada Pemegang Saham. Penyampaian Laporan Manajemen Tahunan kepada Pemegang Saham dan Dewan Komisaris senantiasa tepat waktu yaitu sesuai dengan ketentuan yang ditetapkan.

PUSRI always provides complete, useful, and up-to-date information regarding the provision of information to shareholders and stakeholders. Disclosure of information is carried out by officials or work units in accordance with their duties, authorities and responsibilities, which in this case is the Corporate Secretary.

Relevant information related to PUSRI has been submitted through the Quarterly and Annual Management Reports to the Board of Commissioners before being submitted to the Shareholders. The submission of the Annual Management Report to the Shareholders and the Board of Commissioners is always on time, in accordance with the stipulated provisions.



Berdasarkan media yang digunakan, informasi dan data mengenai PUSRI dapat diperoleh melalui:

KOMUNIKASI INTERNAL

Majalah Internal Buletin Pusri

Perusahaan senantiasa menciptakan komunikasi dua arah melalui berbagai media komunikasi sebagai upaya penciptaan iklim komunikasi internal yang kondusif untuk mendukung pencapaian kinerja, di antaranya melalui majalah internal. Majalah internal merupakan salah satu media komunikasi internal yang dimiliki oleh Perusahaan sebagai sarana komunikasi untuk menyebarkan informasi mengenai kegiatan Perusahaan, termasuk di antaranya program dan kebijakan manajemen. Karyawan pun dapat menyumbangkan saran dan opini yang membangun dengan mengirimkan artikel kepada redaksi.

PUSRI juga memiliki jaringan intranet yang memadai sehingga dapat berkomunikasi secara lebih efektif. Salah satunya dengan menggunakan sarana corporate e-mail sehingga korespondensi surat menyurat menjadi lebih efisien dan paperless. Selain itu, tersedia forum internal (forum.PUSRI.net) sebagai sarana untuk berdiskusi dan saling berbagi informasi seperti informasi manajemen, kegiatan perusahaan, info K3 & LH, info SDM/ketenagakerjaan, jajak pendapat, info olahraga, jajak pendapat, serba-serbi Ramadan, dan lain-lain.

Event Internal Perusahaan

PUSRI menyediakan sarana komunikasi yang menjadi sarana diskusi bagi pekerja dengan pihak Manajemen. Acara ini digelar secara berkala oleh masing-masing unit kerja baik melalui family gathering, rapat kerja, town hall maupun dalam bentuk-bentuk kompetisi olahraga dan event-event lain yang diselenggarakan Perusahaan.

Based on the media used, information and data regarding PUSRI can be obtained through:

INTERNAL COMMUNICATION

Internal Magazine Bulletin Pusri

The Company always creates two-way communication through various communication media as an effort to create a conducive internal communication climate to support performance achievement, including through internal magazines. The internal magazine is one of the internal communication media owned by the Company as a means of communication to disseminate information regarding the Company's activities, including management programs and policies. Employees can also contribute constructive suggestions and opinions by submitting articles to the editor.

PUSRI also has an adequate intranet network so that it can communicate more effectively. One of them is by using corporate e-mail facilities so that correspondence becomes more efficient and paperless. In addition, there is an internal forum (forum.PUSRI.net) as a means to discuss and share information such as management information, company activities, K3 & LH info, HR/employment info, opinion polls, sports info, opinion polls, sundries, Ramadan, and others.

Company Internal Events

PUSRI provides a means of communication that becomes a means of discussion for workers with the Management. This event is held regularly by each work unit either through family gatherings, work meetings, town halls as well as in the form of sports competitions and other events organized by the Company.

Komunikasi dengan Pemegang Saham

Keterbukaan informasi serta memberikan informasi yang tepat kepada Pemegang Saham juga menjadi fokus perusahaan. PUSRI menyediakan media komunikasi dengan Pemegang Saham melalui RUPS, baik yang dilakukan secara sirkuler maupun fisik (pertemuan langsung).

Media komunikasi lain adalah melalui laporan perusahaan yang disampaikan kepada Pemegang Saham seperti Laporan Tahunan, Laporan Keberlanjutan, dan Laporan Manajemen bulanan. Selain itu, Pemegang Saham juga rutin melaksanakan *video conference* dengan PUSRI guna mengomunikasikan kebijakan atau informasi penting terkait kegiatan usaha perusahaan.

Communication with Shareholders

Information disclosure and providing accurate information to Shareholders are also the focus of the company. PUSRI provides a medium of communication with Shareholders through the GMS, both circularly and physically (direct meeting).

Another medium of communication is through company reports submitted to Shareholders such as Annual Reports, Sustainability Reports, and monthly Management Reports. In addition, Shareholders also routinely hold video conferences with PUSRI to communicate important policies or information related to the company's business activities.

KOMUNIKASI EKSTERNAL

Website

Website resmi PUSRI berada pada alamat www.pusri.co.id. Website tersebut menyediakan informasi dalam dua bahasa, yaitu Bahasa Indonesia dan Bahasa Inggris. Melalui website resmi Perusahaan, pemangku kepentingan dapat menemukan berbagai informasi penting mengenai Perusahaan.

EXTERNAL COMMUNICATION

Website

PUSRI's official website is at www.pusri.co.id. The website provides information in two languages, namely Indonesian and English. Through the Company's official website, stakeholders can find various important information about the Company.

LAPORAN TAHUNAN

PUSRI setiap tahunnya menyediakan informasi mengenai pencapaian perusahaan melalui Laporan Tahunan. Laporan tersebut disusun dalam dua bahasa yaitu Bahasa Indonesia dan Bahasa Inggris. Laporan Tahunan dipublikasikan untuk Pemegang Saham dan pemangku kepentingan lainnya. Publikasi kepada Pemegang Saham diberikan saat pelaksanaan RUPS Tahunan, sedangkan untuk pemangku kepentingan melalui media *website*. Laporan Tahunan PUSRI memuat informasi mengenai Ikhtisar Data Keuangan dan Operasi, Laporan Dewan Komisaris, Laporan Direksi, Profil Perusahaan, Sumber Daya Manusia, Analisis dan Pembahasan Manajemen atas Kinerja

ANNUAL REPORT

PUSRI annually provides information on the company's achievements through the Annual Report. The report is prepared in two languages, namely Indonesian and English. The Annual Report is published for Shareholders and other stakeholders. Publications to Shareholders are given during the Annual GMS, while for stakeholders through the media website. PUSRI's Annual Report contains information on Financial and Operational Data Summary, Board of Commissioners Report, Board of Directors Report, Company Profile, Human Resources, Management Discussion and Analysis on Company Performance, Corporate Governance, Social Responsibility, and Financial

Perusahaan, Tata Kelola Perusahaan, Tanggung Jawab Sosial, dan Laporan Keuangan yang telah diaudit KAP pada tahun buku terkait.

Laporan Berkelanjutan

Laporan Keberlanjutan adalah laporan perusahaan atas program tanggung jawab sosial perusahaan baik dari sisi ekonomi, tata kelola perusahaan yang baik, lingkungan, ketenagakerjaan, keselamatan dan kesehatan kerja, serta program CSR yang dilakukan selama setahun di PUSRI. Laporan Keberlanjutan disampaikan kepada pemangku kepentingan melalui media *website*.

Laporan Finansial

Di dalam Laporan Tahunan disampaikan informasi Pernyataan Finansial (*Financial Statement*) Perusahaan, yang merupakan data terbuka sehingga dapat diakses publik maupun pemangku kepentingan lain. *Financial Statement* disusun sesuai standar akuntansi internasional (IFRS) dan memberikan pengungkapan informasi secara lengkap serta akurat mengenai aktivitas keuangan Perusahaan.

Melalui *Financial Statement* di dalam Laporan Tahunan 2021, PUSRI telah menyampaikan informasi dan data keuangan yang sepatutnya diketahui para pemangku kepentingan.

Siaran Pers

PUSRI juga mempublikasikan beberapa kegiatan dan peristiwa penting kepada media massa melalui siaran pers perusahaan. Siaran pers ini diberikan baik kepada media cetak maupun media online.

Media Visit

Guna mengoptimalkan pemberitaan mengenai kegiatan dan kinerja perusahaan PUSRI rutin mengundang media massa untuk mengunjungi dan meliput kegiatan di lokasi operasi dan proyek perusahaan. Melalui liputan tersebut diharapkan akan meningkatkan publikasi positif perusahaan.

Statements that have been audited by KAP in related financial year.

Sustainability Report

The Sustainability Report is a company report on corporate social responsibility programs from an economic perspective, good corporate governance, environment, employment, occupational safety and health, as well as CSR programs carried out for a year at PUSRI. The Sustainability Report is submitted to stakeholders through the media website.

Financial Statement

The Annual Report provides information on the Company's Financial Statements, which are open data so that they can be accessed by the public and other stakeholders. The Financial Statements are prepared in accordance with international accounting standards (IFRS) and provide complete and accurate disclosure of information regarding the Company's financial activities.

Through the Financial Statement in the 2021 Annual Report, PUSRI has submitted financial information and data that should be known to stakeholders.

Press Conference

PUSRI also publishes several important activities and events to the mass media through company press releases. This press release is given to both print and online media.

Media Visit

In order to optimize reporting on company activities and performance, PUSRI regularly invites the mass media to visit and cover activities at the company's operations and project locations. Through this coverage, it is hoped that it will increase the company's positive publications.

Pemberitaan di Media Cetak & Online

Dari seluruh kegiatan publikasi yang dilakukan perusahaan di berbagai media massa, PUSRI melakukan *monitoring* pemberitaan seputar kegiatan perusahaan. Jumlah dan jenis hasil pemberitaan di media cetak dan *online* sepanjang 2021 adalah sebagai berikut:

News in Print & Online Media

From all publication activities carried out by the company in various mass media, PUSRI monitors the news surrounding the company's activities. The number and types of reports in print and online media throughout 2021 are as follows:

| JUMLAH DAN JENIS PEMBERITAAN PUSRI SELAMA TAHUN 2021 TOTAL AND TYPES OF PUSRI NEWS DURING 2021 | | | |
|---|-----------------------------------|-------|--------------------------|
| No | Jenis Pemberitaan Type of News | Total | Persentase Percentage |
| 1 | Positive | 703 | 93,36% |
| 2 | Negative | 50 | 6,64% |
| | Total | 753 | 100% |

Pemanfaatan Media Sosial

PUSRI menggunakan sarana media sosial Twitter @PUSRIpalembang dan Instagram @pusripalembang sebagai salah satu media komunikasi dengan publik.

Social Media Utilization

PUSRI uses social media Twitter @PUSRIpalembang and Instagram @pusripalembang as a medium of communication with the public.

| Media Sosial Social Media | Konten Content | |
|------------------------------|-------------------|------|
| | 2021 | 2020 |
| Twitter | 220 | 428 |
| Instagram | 163 | 222 |



KODE ETIK DAN PAKTA INTEGRITAS

CODE OF CONDUCT AND INTEGRITY PACT

KODE ETIK PERUSAHAAN

PUSRI telah memiliki Pedoman Etika dan Tata Perilaku sebagai Kode Etik Perusahaan, yang memuat standar penerapan etika terbaik dalam menjalankan bisnis sesuai visi, misi dan budaya yang dimiliki. Kode etik Perusahaan diterapkan sebagai pedoman yang berlaku bagi seluruh pekerja dan jajaran manajemen pada semua tingkat jabatan tanpa kecuali.

Kode etik Perusahaan diperbarui dan disempurnakan secara berkelanjutan setiap tahunnya, PUSRI memiliki Pedoman Etika & Perilaku (Code of Conduct) yang ditandatangani pada bulan 1 Oktober 2021 oleh Dewan Komisaris dan Direktur Perusahaan.

CODE OF CONDUCT

PUSRI already has a Code of Ethics and Code of Conduct as the Company's Code of Ethics, which contains standards for implementing the best ethics in running a business according to its vision, mission, and culture. The Company's code of ethics is applied as a guideline that applies to all employees and management at all levels without exception.

The Company's code of ethics is updated and improved on an ongoing basis every year, PUSRI has a Code of Conduct (Code of Conduct) which was signed on October 1, 2021 by the Board of Commissioners and Directors of the Company.

ISI PENTING KODE ETIK PERUSAHAAN

IMPORTANT CONTENTS OF THE COMPANY'S CODE OF CONDUCT

| Standar Etika Usaha Business Ethics Standards | Keterangan | Description |
|--|--|--|
| <p>Etika Perusahaan dengan Karyawan <i>Code of Conduct between the Company and Employees</i></p> | <p>Perusahaan menyadari peran penting karyawan sebagai pelaku dalam upaya mewujudkan visi dan misi perusahaan serta dalam menghadapi tantangan yang semakin kompetitif. Oleh karena itu Perusahaan senantiasa berupaya untuk menajamkan fokus dalam pengembangan kualitas sumber daya manusia serta senantiasa menjaga keselarasan dan keseimbangan hubungan dinamis antara Perusahaan dan karyawan. Dalam melaksanakan etika ini, Perusahaan menerapkan praktik-praktik sebagai berikut:</p> <ul style="list-style-type: none"> • Karyawan diperlakukan secara adil dan bebas dari bias karena perbedaan suku, asal-usul, jenis kelamin, agama, dan asal kelahiran. • Karyawan memperoleh kondisi kerja yang baik dan aman. • Karyawan dibebaskan dari segala bentuk kemungkinan yang membahayakan demi keselamatan dan kesehatan di tempat kerja. • Karyawan berhak untuk memilih apakah akan diwakili secara kolektif atau tidak oleh suatu kelompok serikat pekerja yang representatif. • Karyawan berhak untuk menikmati keuntungan riil karena peningkatan kinerja sesuai dengan skema remunerasi yang berlaku. • Karyawan memperoleh kesempatan yang sama untuk mendapatkan pekerjaan, promosi, mengikuti pendidikan, pelatihan dan pengembangan lebih lanjut yang sejalan dengan kompetensi dan kebutuhan usaha Perusahaan. • Karyawan didorong dan memperoleh peluang untuk dan dalam mengembangkan jiwa kreatif dan dalam berinovasi. • Karyawan diberikan perlindungan terhadap Hak Atas Kekayaan Intelektual (HAKI) untuk setiap karya, kreasi dan inovasi yang telah diciptakan dan memberi kontribusi terhadap kemajuan Perusahaan sesuai dengan peraturan perundang-undangan yang berlaku | <p>The company realizes the important role of employees as actors in an effort to realize the company's vision and mission as well as in facing increasingly competitive challenges. Therefore, the Company always strives to sharpen its focus in developing the quality of its human resources and always maintains the harmony and balance of the dynamic relationship between the Company and its employees. In implementing this ethics, the Company applies the following practices:</p> <ul style="list-style-type: none"> • Employees are treated fairly and free from bias due to differences in ethnicity, origin, gender, religion, and origin of birth. • Employees get good and safe working conditions. • Employees are freed from all forms of possibility that are dangerous for the sake of safety and health in the workplace. • Employees have the right to choose whether or not to be represented collectively by a representative group of trade unions. • Employees are entitled to enjoy real benefits due to increased performance in accordance with the applicable remuneration scheme. • Employees have equal opportunities to get jobs, promotions, participate in education, training and further development in line with the competencies and business needs of the Company. • Employees are encouraged and have opportunities for and in developing their creative spirit and in innovating. • Employees are given protection against Intellectual Property Rights (IPR) for every work, creation and innovation that has been created and contributes to the progress of the Company in accordance with the applicable laws and regulations. |



| Standar Etika Usaha Business Ethics Standards | Keterangan | Description |
|---|--|---|
| <p>Etika Perusahaan dengan Pelanggan <i>Code of Conduct between the Company and Customers</i></p> | <p>Perusahaan mengutamakan kepuasan pelanggan secara profesional melalui peningkatan standar mutu produk dan pelayanan sesuai dengan prinsip 6 (enam) Tepat, yaitu Tepat Waktu, Tepat Mutu, Tepat Harga, Tepat Jumlah, Tepat Tempat dan Tepat Jenis. PUSRI berkomitmen memenuhi seluruh ketentuan yang telah disepakati dalam upaya meningkatkan kepuasan pelanggan dengan cara:</p> <ul style="list-style-type: none"> • Senantiasa memberikan pelayanan yang baik dan berkualitas serta mengedepankan standar layanan yang profesional untuk kepuasan pelanggan. • Senantiasa memperhatikan kebutuhan para pelanggan dan secara terus menerus memantau, menyempurnakan produk-produk layanan, melalui peningkatan standar kerja yang didukung sistem dan teknologi yang memadai. • Saling menghormati kepentingan masing-masing pihak melalui persyaratan/kontrak yang jelas dan adil. • Memperhatikan azas manfaat dan tepat guna bagi peningkatan pelayanan serta kenyamanan kerja dan peningkatan daya saing. Menyediakan layanan pengaduan/pemberian informasi bagi pelanggan yang mudah diakses dan tanpa ada diskriminasi. | <p>The company prioritizes customer satisfaction in a professional manner through improving product and service quality standards in accordance with the 6 (six) Right Principles, namely Right Time, Right Quality, Right Price, Right Quantity, Right Place and Right Type. PUSRI is committed to complying with all agreed provisions in an effort to increase customer satisfaction by:</p> <ul style="list-style-type: none"> • Always provide good and quality service and prioritize professional service standards for customer satisfaction. • Always pay attention to the needs of customers and continuously monitor, improve service products, through improving work standards supported by adequate systems and technology. • Mutual respect for the interests of each party through clear and fair terms/contracts. • Pay attention to the principle of benefit and effectiveness for improving services and work comfort and increasing competitiveness. Provide complaints/information services for customers that are easily accessible and without discrimination. |
| <p>Etika Perusahaan dengan Pesaing <i>Code of Conduct between the Company and Competitors</i></p> | <p>Perusahaan mendukung sepenuhnya pemberlakuan struktur pasar industri pupuk dan petrokimia yang dicirikan dengan adanya multi-buyers dan multi-sellers atau pasar yang sepenuhnya kompetitif untuk mendorong terciptanya daya saing perusahaan, dengan cara:</p> <ul style="list-style-type: none"> • Senantiasa melaksanakan usaha dengan memperhatikan kaidah-kaidah persaingan yang sehat dan beretika sesuai dengan peraturan perundang-undangan yang berlaku. • Selalu saling menghormati dan menjaga hubungan dengan pesaing. • Mendefinisikan posisi pesaing dan menempatkan pesaing sebagai pemacu peningkatan kinerja perusahaan. • Melakukan persaingan yang sehat dengan mengutamakan kualitas produk dan pelayanan. • Tidak melanggar peraturan perundang-undangan yang berkaitan dengan monopoli dan persaingan bisnis yang tidak sehat | <p>The company fully supports the implementation of a market structure for the fertilizer and petrochemical industry which is characterized by the presence of multi-buyers and multi-sellers or a fully competitive market to encourage the creation of company competitiveness, by:</p> <ul style="list-style-type: none"> • Always carry out business with due observance of the rules of fair and ethical competition in accordance with the prevailing laws and regulations. • Always respect each other and maintain relationships with competitors. • Define competitor's position and place competitors as a driver for improving company performance. • Conducting fair competition by prioritizing product and service quality. • Not violating laws and regulations related to monopoly and unfair business competition |

| Standar Etika Usaha Business Ethics Standards | Keterangan | Description |
|---|---|---|
| Etika Perusahaan dengan Penyedia Barang dan Jasa Code of Conduct between the Company and Goods and Services Vendor | <p>Prinsip hubungan Perusahaan dengan penyedia barang dan jasa adalah terwujudnya pengadaan barang dan jasa secara efisien, efektif, transparan, bersaing, serta adil dan wajar sehingga akan diperoleh barang maupun jasa yang memenuhi QCDS (quality, cost, delivery, service) sesuai dengan persyaratan teknis yang diharapkan. Untuk itu, dalam proses pengadaan barang dan jasa, Perusahaan akan menjalankan proses kompetisi secara fair, terbuka dan profesional dengan cara:</p> <ul style="list-style-type: none"> • Menetapkan penyedia barang dan jasa tidak hanya berdasarkan pertimbangan harga, tetapi juga kualitas yang sesuai dengan kebutuhan, waktu yang tepat sesuai kesepakatan, dan kelangsungan hubungan usaha jangka panjang. • Memperhatikan kelaziman berusaha yang saling menguntungkan semua pihak serta pemberlakuan sanksi dan penyelesaian perselisihan berdasarkan surat perjanjian dan sesuai dengan ketentuan perusahaan yang berlaku. • Melaksanakan proses pengadaan secara transparan, kompetitif dan adil untuk mendapatkan penyedia barang/ jasa yang memenuhi kualifikasi persyaratan pekerjaan dan harga yang dapat dipertanggungjawabkan. • Membangun komunikasi dan membina hubungan baik dengan penyedia barang dan jasa sebagai bagian dari market & competitor intelligent. • Menerapkan teknologi informasi pengadaan barang dan jasa untuk meminimalisasi tindak kecurangan (fraud). | <p>The principle of the Company's relationship with providers of goods and services is the realization of the procurement of goods and services in an efficient, effective, transparent, competitive, and fair and fair manner so that goods and services that meet QCDS (quality, cost, delivery, service) will be obtained in accordance with the technical requirements. expected. For this reason, in the process of procuring goods and services, the Company will carry out a fair, open and professional competition process by:</p> <ul style="list-style-type: none"> • Determine providers of goods and services not only based on price considerations, but also quality according to needs, at the right time according to the agreement, and the continuity of long-term business relationships. • Observing the common practice of mutually beneficial business for all parties as well as the imposition of sanctions and settlement of disputes based on a letter of agreement and in accordance with applicable company regulations. • Implement the procurement process in a transparent, competitive and fair manner to find suppliers of goods/services that meet the qualifications of the job requirements and at an accountable price. • Build communication and maintain good relations with providers of goods and services as part of market & competitor intelligent. • Implement information technology for the procurement of goods and services to minimize fraud. |
| Etika Perusahaan dengan Mitra Kerja Code of Conduct between the Company and Business Partners | <p>Perusahaan senantiasa memandang mitra kerja sebagai partner strategis, oleh karena itu pengelolaan kerja sama tidak terlepas dari prinsip GCG dan dilakukan sesuai dengan praktik bisnis yang berlaku, antara lain:</p> <ul style="list-style-type: none"> • Menjalin kerja sama yang saling menguntungkan, terpenuhinya hak & kewajiban semua pihak sesuai persyaratan yang telah ditetapkan/disepakati serta menjaga citra atau brand image Perusahaan. • Mengusahakan tercapainya hasil terbaik dan optimal sesuai dengan prosedur yang berlaku. • Membangun komunikasi yang intensif dengan mitra kerja dalam rangka koordinasi dan pencapaian solusi terbaik untuk penyelesaian perselisihan. • Bertindak adil terhadap semua mitra kerja, tanpa memihak pada seseorang, golongan atau pihak tertentu. | <p>The company always views business partners as strategic partners, therefore the management of cooperation cannot be separated from GCG principles and is carried out in accordance with applicable business practices, including:</p> <ul style="list-style-type: none"> • Establish mutually beneficial cooperation, fulfill the rights & obligations of all parties according to the requirements that have been set/agreed upon and maintain the image or brand image of the Company. • Strive to achieve the best and optimal results in accordance with applicable procedures. • Establish intensive communication with work partners in order to coordinate and achieve the best solution for dispute resolution. • Act fairly towards all partners, without taking sides with a particular person, group or party. |



| Standar Etika Usaha Business Ethics Standards | Keterangan | Description |
|---|--|---|
| Etika Perusahaan dengan Kreditor/ Investor <i>Code of Conduct between the Company and Creditor/Investor</i> | <p>Perusahaan melakukan kerja sama dengan kreditor/investor hanya ditujukan untuk kepentingan bisnis dan peningkatan nilai tambah Perusahaan dengan cara:</p> <ul style="list-style-type: none"> • Memenuhi kewajiban kepada kreditor sesuai perjanjian dan memberikan laporan tentang penggunaan dana kreditor tersebut sesuai dengan ketentuan yang berlaku. • Memberikan informasi yang aktual, prospektif, transparan, akurat, tepat waktu dan dapat dipertanggungjawabkan baik pada saat permintaan maupun penggunaan pinjaman. • Covenant yaitu Perusahaan menjamin untuk melakukan atau tidak melakukan sesuatu untuk melindungi kepentingan kreditor. • Membuat perjanjian yang sah atas pinjaman/ penanaman modal dengan mengedepankan prinsip kewajaran (fairness). • Menjajaki peluang bisnis dengan kreditor/investor untuk meningkatkan pertumbuhan perusahaan yang didasarkan pada peraturan perundangan dan prinsip-prinsip integritas dan akuntabilitas. • Mengedepankan aspek kredibilitas dan bonafiditas serta legalitas yang dapat dipertanggungjawabkan dalam pemilihan kreditor/investor | <p>The Company cooperates with creditors/ investors only for business purposes and to increase the Company's added value by:</p> <ul style="list-style-type: none"> • Fulfill obligations to creditors according to the agreement and provide reports on the use of creditor funds in accordance with applicable regulations. • Provide actual, prospective, transparent, accurate, timely and accountable information both at the time of request and use of loans. • Covenant, namely the Company guarantees to do or not to do something to protect the interests of creditors. • Make a valid agreement on a loan/investment by prioritizing the principle of fairness. • Explore business opportunities with creditors/ investors to increase company growth based on laws and regulations and the principles of integrity and accountability. • Prioritize aspects of credibility and bona fide as well as legality that can be accounted for in the selection of creditors/investors |
| Etika Perusahaan dengan Pemerintah <i>Code of Conduct between the Company and Government</i> | <p>Perusahaan dalam menjalin hubungan dengan Pemerintah, mempunyai kebijakan antara lain:</p> <ul style="list-style-type: none"> • Menjunjung tinggi kepatuhan terhadap hukum, peraturan dan undang-undangan yang berlaku yang terkait dengan usaha dan status perusahaan. • Mengembangkan hubungan baik serta komunikasi efektif dengan setiap jajaran pemerintah dalam batas toleransi sesuai dengan peraturan perusahaan dan hukum yang berlaku, dan memelihara hubungan tersebut sebagai hubungan yang bersifat arms-length dan harus dihindari terjadinya penyelewengan. | <p>The Company in establishing relationship with the Government, has policies, among others:</p> <ul style="list-style-type: none"> • Uphold compliance with applicable laws, regulations and regulations related to the business and status of the company. • Develop good relations and effective communication with every level of government within tolerance limits in accordance with company regulations and applicable laws, and maintain these relationships as an arms-length relationship and should be avoided from fraud. |

| Standar Etika Usaha Business Ethics Standards | Keterangan | Description |
|--|---|--|
| Etika Perusahaan dengan Masyarakat <i>Code of Conduct between the Company and Public</i> | <p>Perusahaan menyadari peran penting masyarakat terhadap kelangsungan proses bisnis perusahaan. Oleh karena itu perusahaan senantiasa mewujudkan sinergi dengan jalan:</p> <ul style="list-style-type: none"> • Saling menghormati hak dan kewajiban serta menjalin hubungan baik berdasarkan prinsip hidup saling berdampingan dan saling menguntungkan. • Meminimalkan potensi konflik melalui dialog dengan wakil masyarakat untuk mencapai kesepakatan bersama serta tercipta hubungan yang kondusif. • Senantiasa mampu beradaptasi dengan perkembangan nilai-nilai luhur budaya masyarakat sekitar. • Mengupayakan komitmen jangka panjang terhadap masyarakat sekitar sehingga tatanan sosial dan ekonomi masyarakat akan terlindungi dan apabila mungkin ditingkatkan sepanjang keberadaan operasional perusahaan di tempat tersebut dan sesudahnya. • Mengembangkan sensitivitas, kepekaan perusahaan terhadap kondisi masyarakat dalam rangka fungsi PSO Perusahaan. | <p>The Company realizes the important role of society for the Company's sustainable business processes. Therefore, the Company at all times creates synergies by:</p> <ul style="list-style-type: none"> • Respect each other's rights and obligations and establishing good relations based on the principle of coexistence and mutual benefit. • Minimize potential conflicts through dialogue with community representatives to reach mutual understanding and create conducive relationships. • Be able to adapt to the development of the noble cultural values of the surrounding community at all times • Strive for a long-term commitment to the surrounding community so that the social and economic structure of the community will be protected and if possible improved during the period when the Company exists and operates in the community and afterwards. • Develop the Company's awareness and sensitivity to the condition of the community in the context of the Company's PSO function. |
| Etika Perusahaan dengan Media Massa <i>Code of Conduct between the Company and Mass Media</i> | <p>Perusahaan bermitra dengan media massa untuk membangun citra perusahaan dengan jalan:</p> <ul style="list-style-type: none"> • Melakukan promosi melalui media massa. • Mengundang media massa untuk meliput acara Perusahaan jika diperlukan. • Menindaklanjuti kritik-kritik yang disampaikan melalui media massa dengan tetap memperhatikan aspek risiko. • Membina hubungan baik dan sekaligus menyampaikan informasi perkembangan perusahaan dengan media massa melalui silaturahmi ke kantor media massa, press release dan dapat menyelenggarakan ajang penghargaan jurnalistik. • Memperhatikan catatan-catatan dan saran media yang sejauh mungkin relevan dengan perlunya langkah penyesuaian oleh Perusahaan. • Memperhatikan kebijakan nasional untuk kebebasan informasi publik sesuai UU No. 14 Tahun 2008 tentang Keterbukaan Informasi Publik, sebagaimana diatur dalam peraturan pelaksanaannya dan yang disesuaikan dengan situasi dan kondisi Perusahaan. | <p>The Company partners with mass media to build a corporate image by:</p> <ul style="list-style-type: none"> • Promote through mass media. • Invite mass media to cover Company events if necessary. • Perform follow up on criticisms conveyed through mass media while still taking into account the aspect of risks. • Foster good relations and at the same time conveying information on the development of the Company with the mass media through gatherings with mass media offices, press releases and being able to organize journalistic awards events. • Pay attention to media records and suggestions which are most possibly relevant to the needs for adjustments to be taken by the Company. • Observe the national policy for freedom of public information in accordance with Law number 14 of 2008 concerning Public Information Disclosure, as regulated in its implementation guidelines and adapted to the situation and conditions of the Company. |



| Standar Etika Usaha Business Ethics Standards | Keterangan | Description |
|--|---|---|
| Etika Perusahaan dengan Asosiasi Profesi <i>Code of Conduct between the Company and Professional Associations</i> | <p>Perusahaan menjalin sinergi berkelanjutan dengan asosiasi profesi untuk kepentingan pengembangan usaha dan peluang bisnis, serta penyelesaian masalah yang terjadi dengan tetap memperhatikan:</p> <ul style="list-style-type: none"> • Standar-standar yang ditetapkan asosiasi profesi. • Kesetaraan perlakuan terhadap asosiasi profesi. • Memperhatikan dan mempelajari pengembangan sistem baru baik sistem industri maupun sistem bisnis yang dapat menjadi referensi bagi Perusahaan | <p>The Company establishes sustainable synergy with professional associations for the benefit of business development and business opportunities, as well as resolving problems that occur while taking into account:</p> <ul style="list-style-type: none"> • Standards established by professional associations. • Equal treatment of professional associations. • Observation and study of the development of new systems, both industrial systems and business systems, which can serve as a reference for the Company. |
| Etika Kerja Sesama Insan PUSRI <i>Etika Kerja Sesama Insan PUSRI</i> | <p>Dalam bersikap dan bertindak insan PUSRI:</p> <ul style="list-style-type: none"> • Patuh pada ketentuan hukum dan perundangan serta peraturan perusahaan. • Tidak diperkenankan untuk melakukan penerimaan manfaat atas kekuasaan, jabatan, fungsi dan tugas, baik secara langsung ataupun tidak langsung atas janji, pembayaran, tawaran atau penerimaan suap. • Menghindari segala bentuk dan jenis benturan kepentingan. • Mendukung prinsip-prinsip persaingan usaha sejalan dengan undang-undang persaingan usaha serta peraturan pemerintah terkait. • Menghindari tindakan ilegal, serta persaingan yang berlebihan tanpa landasan keekonomian dan penggunaan praktik yang tidak fair atau perilaku menyimpang dalam upaya mencari laba. • Mengupayakan perolehan informasi melalui cara-cara yang sah dan menyimpan serta menggunakannya sesuai dengan prinsip-prinsip etika usaha yang berlaku. <p>Dalam hubungan dengan etika kerja sesama Insan PUSRI, dilandasi dengan:</p> <ul style="list-style-type: none"> • Bekerja secara profesional untuk menghasilkan kinerja yang optimal. • Jujur dan sopan. • Saling menghargai, terbuka menerima kritik dan saran serta menyelesaikan masalah dengan musyawarah mufakat. • Saling membantu, memotivasi dan bekerja sama dalam menyelesaikan tugas. • Mengkomunikasikan setiap ide baru dan saling mentransfer pengetahuan dan kemampuan. • Mengambil inisiatif dan mengembangkan kompetensi dalam melaksanakan tugas. • Berani mendiskusikan kebijakan yang kurang tepat untuk melakukan koreksi yang konstruktif secara santun. • Menghargai perbedaan gender, suku, agama, ras dan antargolongan. | <p>In the conduct of their behavior and actions, PUSRI personnel shall:</p> <ul style="list-style-type: none"> • Comply with laws and regulations as well as company regulations. • Not be allowed to accept benefits for power, position, function and duties, either directly or indirectly for promises, payments, offers or accepting bribes. • Avoid all forms and types of conflicts of interest. • Support business competition principles in line with business competition laws and related government regulations. • Avoid illegal acts, as well as excessive competition without an economic basis and the use of unfair practices or deviant behavior in an effort to seek profit. • Seek to obtain information through legal means and store and use it in accordance with applicable business ethics principles. <p>The code of conduct for fellow PUSRI employees is based on:</p> <ul style="list-style-type: none"> • Work professionally to produce optimal performance. • Honest and polite. • Mutual respect, open acceptance of criticism and suggestions and resolve problems by deliberation and consensus. • Help each other, motivate and work together in completing tasks. • Communicate any new ideas and transfer knowledge and skills to each other. • Initiatives and develop competence in carrying out tasks. • Dare to discuss inappropriate policies to make constructive corrections in a polite manner. • Respect differences in gender, ethnicity, religion, race and between groups. |

| Standar Etika Usaha Business Ethics Standards | Keterangan | Description |
|---|--|---|
| Menjaga Kerahasiaan Data dan Informasi Perusahaan Maintaining Confidentiality of the Company's Data and Information | <p>Insan PUSRI memanfaatkan data dan informasi perusahaan untuk meningkatkan nilai tambah dan pengambilan keputusan dengan cara:</p> <ul style="list-style-type: none"> • Catatan yang akurat dan andal harus dipelihara setiap waktu. • Setiap pembayaran uang, pengalihan kepemilikan, penyelesaian pemberian pelayanan dan transaksi lainnya harus tereleksikan secara penuh dan detail pada sistem akuntansi dan catatan bisnis perusahaan. • Semua pihak harus mengungkapkan semua informasi yang relevan dan bekerja sama sepenuhnya dengan Auditor Internal dan Eksternal dalam proses audit kepatuhan atau penyidikan lainnya. • Kebijakan perusahaan melarang insan PUSRI untuk mengungkapkan informasi yang masih bersifat rahasia mengenai perusahaan atau pelanggan ke luar perusahaan baik selama masa kerja atau sesudahnya. • Perusahaan juga menjaga data khusus milik pelanggan, rekanan dan mitra usaha patungan. | <p>PUSRI personnel utilize the Company's data and information to increase added values and make decisions by performing the following:</p> <ul style="list-style-type: none"> • Accurate and reliable records must be maintained at all times. • Every payment of money, transfer of ownership, completion of service delivery and other transactions must be fully reflected and detailed in the accounting system and business records of the Company. • All parties must disclose all relevant information and cooperate fully with the Internal and External Auditors in the process of compliance audits or other investigations. • Company policy prohibits PUSRI personnel from disclosing confidential information about the Company or customers outside the Company, either during or after their tenure. • The Company also maintains specific data related to its customers, partners and joint venture partners. |
| Menjaga Harta Perusahaan Safeguarding the Company's Assets | <p>Perusahaan mengoptimalkan penggunaan harta perusahaan dengan cara:</p> <ul style="list-style-type: none"> • Bertanggung jawab atas pengelolaan harta perusahaan dan menghindari penggunaannya di luar kepentingan perusahaan. • Mengamankan harta perusahaan dari kerusakan dan kehilangan. • Melakukan penghematan pemakaian energi | <p>The Company optimizes the use of corporate assets by:</p> <ul style="list-style-type: none"> • Being responsible for the management of the Company's assets and avoiding using them other than for the interests of the Company. • Securing the Company's property from damage and loss. • Saving its energy consumption |
| Menjaga Keamanan dan Keselamatan, Kesehatan Kerja dan Lingkungan Hidup Maintaining Work and Environmental Security, Safety, and Health | <p>Keamanan dan Keselamatan, Kesehatan Kerja dan Lingkungan Hidup merupakan salah satu bagian dari tata nilai yang perlu diwujudkan. Untuk mencapai tujuan tersebut Perusahaan bertekad untuk:</p> <ul style="list-style-type: none"> • Membangun landasan kepatuhan sejalan dengan hukum dan peraturan Keselamatan & Kesehatan Kerja (K3) dan pelestarian lingkungan serta komitmen sukarela. • Mengupayakan perbaikan berkelanjutan atas berbagai aspek yang berkaitan dengan kinerja K3 dan pelestarian lingkungan. • Menetapkan dan pengkajian sasaran, penilaian dan pelaporan kinerja K3 dan pelestarian lingkungan dengan menerapkan best practices yang tepat pada situasi setempat. • Memupuk pemahaman yang lebih baik mengenai masalah K3 dan pelestarian lingkungan, terkait dengan aktivitas usaha perusahaan. • Menempatkan K3 dan pelestarian lingkungan sebagai bagian yang tidak terpisahkan dari Rencana Kerja dan Anggaran Perusahaan (RKAP) dan laporan tahunan. • Menyertakan partisipasi karyawan sebagai bagian dari upaya peningkatan pelaksanaan Keselamatan dan Kesehatan Kerja serta pelestarian lingkungan | <p>Security and Safety, Occupational Health and Environment is one part of the values that need to be realized. To achieve this goal, the Company is determined to:</p> <ul style="list-style-type: none"> • Establish a compliance foundation in line with Occupational Safety & Health (K3) laws and regulations and environmental preservation and voluntary commitments. • Strive for continuous improvement of various aspects related to OHS performance and environmental preservation. • Establish and assess targets, assessing and reporting on OHS performance and environmental preservation by applying appropriate best practices to local situations. • Foster a better understanding of K3 and environmental conservation issues, related to the company's business activities. • Include K3 and environmental preservation as an inseparable part of the Company's Work Plan and Budget (RKAP) and annual reports. • Include employee participation as part of efforts to improve the implementation of occupational health and safety as well as environmental conservation |



| Standar Etika Usaha Business Ethics Standards | Keterangan | Description |
|---|--|---|
| Mencatat Data Pelaporan Recording Report Data | <p>Perusahaan mengelola data secara rapi, tertib, teliti, akurat dan tepat waktu dengan cara:</p> <ul style="list-style-type: none"> • Mencatat data dan menyusun laporan berdasarkan sumber yang benar dan dapat dipertanggungjawabkan. • Menyajikan laporan secara singkat, jelas, tepat, komunikatif untuk dipergunakan dalam pengambilan keputusan dan sebagai umpan balik guna perbaikan kinerja. • Mengedepankan integritas penyajian laporan dengan tidak menyembunyikan data dan laporan yang seharusnya disampaikan. • Membiasakan untuk melakukan pencatatan kegiatan dalam rangka pengembangan dan penerapan penilaian kinerja perseorangan di lingkungan Perusahaan. | <p>The Company manages its data in a well-ordered, structured, thorough, accurate and timely manner by:</p> <ul style="list-style-type: none"> • Recording data and compiling reports based on accurate and accountable sources. • Presenting a brief, clear, precise, communicative report to be used in decision making and as feedback for performance improvement. • Prioritizing the integrity of the reports presented by not concealing the data and information that should be submitted. • Developing the habit of recording activities in the context of developing and implementing individual performance evaluation within the Company. |
| Menghindari Benturan Kepentingan (Conflict of Interest) dan Penyalahgunaan Jabatan Avoiding Conflict of Interest and Misuse of Power | <p>Insan PUSRI menghindari kondisi, situasi ataupun kesan adanya benturan kepentingan dan penyalahgunaan jabatan dengan cara:</p> <ul style="list-style-type: none"> • Selalu mematuhi peraturan, sistem dan prosedur yang ditetapkan perusahaan. • Tidak memanfaatkan jabatan untuk kepentingan pribadi atau untuk kepentingan orang atau pihak lain yang terkait. • Tidak melakukan aktivitas di luar dinas yang dapat berpengaruh secara negatif terhadap independensi dan objektivitas pertimbangan dalam pengambilan keputusan, aktivitas dimaksud tentunya merupakan aktivitas yang dapat bertentangan dengan kinerja jabatan atau yang dapat merugikan Perusahaan. • Tidak ada kepemilikan saham secara langsung maupun tidak langsung oleh insan PUSRI beserta keluarganya, baik bersama-sama ataupun sendiri-sendiri, dalam perusahaan lain yang mengadakan transaksi dengan Perusahaan. • Insan PUSRI tidak terlibat dalam jual beli aset Perusahaan (insider trading). • Tidak memanfaatkan aset perusahaan untuk kepentingan pribadi atau orang lain. • Tidak memanfaatkan informasi rahasia untuk kepentingan pribadi atau orang lain. • Tidak melakukan pekerjaan di luar perusahaan atau terlibat dalam pengelolaan perusahaan pesaing. • Senantiasa menjaga integritas dan akuntabilitas dalam setiap langkah kerja | <p>PUSRI personnel avoid conditions, situations or the impression of a conflict of interest and abuse of office by:</p> <ul style="list-style-type: none"> • Always comply with the rules, systems and procedures established by the company. • Do not take advantage of the position for personal gain or for the benefit of other people or parties concerned. • Do not carry out activities outside the service that can negatively affect the independence and objectivity of considerations in decision making, these activities are certainly activities that can conflict with the performance of the position or which can harm the Company. • There is no direct or indirect share ownership by PUSRI personnel and their families, either jointly or individually, in other companies that enter into transactions with the Company. • PUSRI personnel are not involved in buying and selling the Company's assets (insider trading). • Do not use company assets for personal or other people's interests. • Do not use confidential information for personal or other people's interests. • Not doing work outside the company or involved in managing a competing company. • Always maintain integrity and accountability in every step of work |
| Menerima Hadiah/ Cenderamata/ Gratifikasi dan Entertainment Receiving Gifts/Souvenirs/Gratuities and Entertainment | <p>Insan PUSRI tidak menerima hadiah/ cinderamata/gratifikasi dalam bentuk apapun yang berhubungan dengan jabatan dan pekerjaannya, kecuali:</p> <ul style="list-style-type: none"> • Hadiah karena adanya hubungan baik antara Perusahaan dengan pihak lain, tanpa keterikatan perjanjian hingga tidak berdampak merugikan Perusahaan atau sebaliknya tidak merugikan pihak lain. • Menerima entertainment dalam bentuk jamuan makan yang wajar. • Menerima benda-benda promosi yang mencantumkan logo/nama perusahaan pemberi. | <p>PUSRI personnel do not accept gifts/souvenirs/ gratuities in any form related to their position and work, except for:</p> <ul style="list-style-type: none"> • Gifts due to a good relationship between the Company and other parties, without being bound by an agreement so that it does not have a detrimental impact on the Company or does not harm other parties. • Entertainment in the form of a reasonable meal. • Receipts of promotional items that include the logo/name of the company as the giver. |

| Standar Etika Usaha Business Ethics Standards | Keterangan | Description |
|--|---|---|
| Memberi Hadiah/ Cinderamata dan Entertainment Providing Gifts/ Souvenirs and Entertainment | <p>Insan PUSRI dapat memberikan hadiah/cinderamata dan entertainment kepada pihak lain dengan syarat:</p> <ul style="list-style-type: none"> • Menunjang kepentingan perusahaan. • Tidak dimaksudkan untuk menyuap. • Telah dianggarkan oleh perusahaan. • Apabila hadiah/cinderamata berupa benda maka bernilai wajar dan tidak melanggar ketentuan yang tertulis dan harus mencantumkan logo/nama Perusahaan. • Hadiah tidak dengan maksud mempengaruhi keputusan pihak lain agar menguntungkan kepentingan insan PUSRI. | <p>PUSRI personnel may provide gifts/souvenirs and entertainment to other parties with the following conditions:</p> <ul style="list-style-type: none"> • They support the Company's interests. • They are not intended for bribery. • They are already budgeted by the Company. • If the gift/souvenir is in the form of an object, it is of reasonable value, it does not violate the written provisions, and it must include the Company's logo/name. • Prizes are not intended to influence the decisions of other parties in order to benefit the interests of PUSRI personnel. |
| Penyalahgunaan Narkotika dan Obat Terlarang (Narkoba) dan Minuman Keras (Miras) Misuse of Narcotics and Drugs and Alcohol | <p>Insan PUSRI bebas dari segala bentuk penyalahgunaan narkoba dan miras.</p> | <p>PUSRI personnel are free from all forms of drugs and alcohol abuse.</p> |
| Aktivitas Politik Political Activities | <p>Insan PUSRI bersikap netral terhadap semua partai politik dengan cara:</p> <ul style="list-style-type: none"> • Tidak menggunakan fasilitas Perusahaan untuk kepentingan golongan/partai politik tertentu. • Tidak merangkap jabatan sebagai pengurus partai politik dan/atau anggota legislatif. • Tidak membawa, memperlihatkan, memasang, serta mengedarkan simbol, gambar dan ornamen partai politik di lingkungan Perusahaan. | <p>PUSRI personnel are neutral towards all political parties by:</p> <ul style="list-style-type: none"> • Not using the Company's facilities for the interests of certain political groups/parties. • Not having dual roles as administrators of political parties and/or members of the parliament. • Not carrying, displaying, posting, and distributing symbols, images and ornaments of political parties within the Company. |

PEMBERLAKUAN KODE ETIK BAGI SELURUH LEVEL ORGANISASI

Kode etik berlaku untuk seluruh karyawan yang mempunyai hubungan kerja langsung baik karyawan tetap maupun kontrak, termasuk Direksi dan Dewan Komisaris. Selain itu, dilakukan penandatanganan Surat Pernyataan Kepatuhan terhadap kode etik setiap tahun oleh Direksi, Dewan Komisaris, dan seluruh karyawan sebagai bentuk pemberlakuan dan komitmen pelaksanaan kode etik.

CODE OF ETHICS ENFORCEMENT TO ALL ORGANIZATIONAL LEVELS

The code of ethics applies to all employees who have a direct working relationship, both permanent and contract employees, including the Board of Directors and the Board of Commissioners. In addition, the Board of Directors, Board of Commissioners and all employees sign a Statement of Compliance with the code of ethics every year as a form of implementation and commitment to the implementation of the code of ethics.



SOSIALISASI PEDOMAN KODE ETIK

Kode Etik PUSRI disebarikan kepada semua insan Perusahaan melalui berbagai media. Media sosialisasi penyebaran kode etik antara lain melalui:

- Website
- Buku saku
- Banner & Spanduk

Untuk mewujudkan perilaku yang berlandaskan kode etik tersebut, terdapat sejumlah inisiatif strategis yang dilakukan Perusahaan, antara lain melalui:

- Komitmen Dewan Komisaris dan Direksi serta pekerja untuk menerapkan tata kelola Perusahaan yang baik dalam setiap langkah Perusahaan, yang tertuang dalam Pakta Integritas yang diperbarui setiap awal tahun.
- Keteladanan Pimpinan dengan memberi contoh sikap dan perilaku yang tidak bertentangan dengan kebijakan dan peraturan Perusahaan mengenai Tata Kelola Perusahaan yang Baik.
- Penandatanganan Pakta Integritas seluruh pekerja Perusahaan yang diperbarui setiap tahun.

Upaya Penegakan dan Sanksi Pelanggaran Kode Etik

Perusahaan mengatur konsekuensi dari pelanggaran terhadap Pedoman Etika & Perilaku akan diberikan sanksi sampai dengan pemutusan hubungan kerja. Berdasarkan Surat Keputusan Direksi No. SK/DIR/339/2015 tentang Tata Cara Pemberian Sanksi Bagi Pekerja yang Melakukan Pelanggaran Tata Tertib dan Disiplin, jenis sanksi dibagi ke dalam 3 (tiga) tingkatan yaitu:

DISSEMINATION OF CODE OF ETHICS GUIDELINES

PUSRI's Code of Ethics is disseminated to all Company personnel through various media. Media to disseminate the code of ethics, among others, is through:

- Website
- Pocket book
- Banners & Signs

To realize the behavior based on the code of ethics, there are a number of strategic initiatives carried out by the Company, including through:

- The commitment of the Board of Commissioners and the Board of Directors as well as employees to implement good corporate governance in every step of the Company, which is stated in the Integrity Pact which is updated at the beginning of each year.
- Exemplary leadership by providing examples of attitudes and behavior that do not conflict with the Company's policies and regulations regarding Good Corporate Governance.
- Signing of the Integrity Pact of all the Company's employees which is renewed every year.

Enforcement Efforts and Sanctions for Violation of the Code of Ethics

The company stipulates that the consequences of violating the Code of Ethics & Conduct will be sanctioned up to termination of employment. Based on the Decree of the Board of Directors No. SK/DIR/339/2015 concerning Procedures for Giving Sanctions to Workers Who Violation of Order and Discipline, the types of sanctions are divided into 3 (three) levels, namely:

1. Sanksi Ringan, penetapan sanksi:
 - a. Teguran lisan, bersifat internal unit kerja dan menjadi catatan bagi atasan untuk menilai konduite pekerja yang bersangkutan.
 - b. Teguran tertulis, berlaku untuk seluruh lingkungan unit kerja di perusahaan, dan juga mempengaruhi konduite pekerja yang bersangkutan.
2. Sanksi Sedang, penetapan sanksi:
 - a. Surat peringatan tertulis (Warning Slip) A, berlaku selama 2 bulan
 - b. Surat peringatan tertulis (Warning Slip) B, berlaku selama 4 bulan
 - c. Surat peringatan tertulis (Warning Slip) C, berlaku selama 6 bulan
3. Sanksi Berat, penetapan sanksi: Pemutusan Hubungan Kerja (PHK)

1. Minor Sanctions, the determination of sanctions:
 - a. Verbal warning is internal to the work unit and becomes a note for superiors to assess the condition of the worker concerned.
 - b. A written warning applies to all work units in the company, and also affects the behavior of the worker concerned.
2. Medium Sanctions, the determination of sanctions:
 - a. Written warning (Warning Slip) A, valid for 2 months
 - b. Written warning letter (Warning Slip) B, valid for 4 months
 - c. Written warning (Warning Slip) C, valid for 6 months
3. Severe Sanctions, imposition of sanctions: Termination of Employment (PHK)

Jumlah Pelanggaran Kode Etik dan Sanksi yang Diberikan Tahun 2021

Berikut uraian jumlah sanksi atas pelanggaran kode etik yang terjadi pada tahun 2021 dan perbandingannya dengan tahun 2020.

Total Code of Conduct Breaches and Sanctions Imposed in 2021

The following is a description of the number of sanctions for violations of the code of conduct in 2021 and the comparison with 2020.

| Jenis Sanksi | 2021 | 2020 | Type of Sanction |
|--|------|------|---|
| Sanksi Ringan | - | - | Minor Sanctions |
| Teguran Lisan | - | - | Oral Warning |
| Teguran Tertulis | - | 2 | Written Warning |
| Sanksi Sedang | - | - | Moderate Sanctions |
| Surat peringatan tertulis (Warning Slip) A | - | 2 | Written Warning Letter (Warning Slip) A |
| Surat peringatan tertulis (Warning Slip) B | - | - | Written Warning Letter (Warning Slip) B |
| Surat peringatan tertulis (Warning Slip) C | - | 1 | Written Warning Letter (Warning Slip) C |
| Sanksi Berat (PHK) | - | - | Severe Sanctions (PHK) |
| Jumlah | - | 5 | Total |



EVALUASI PEDOMAN ETIKA DAN TATA PERILAKU

Perusahaan melakukan evaluasi terhadap Kode Etik untuk mengetahui dan mengukur bagaimana kesesuaian Kode Etik dengan kebutuhan Perusahaan serta efektivitas dari program implementasi Kode Etik yang dilaksanakan. Berdasarkan hasil evaluasi yang dilakukan, pengembangan terhadap Kode Etik Perusahaan dan perbaikan dari program implementasinya akan dilakukan secara berkesinambungan.

Pelaksanaan Kode Etik ini diharapkan dapat menjamin Perusahaan melakukan aktivitas bisnis yang beretika baik secara prinsip maupun praktis.

Perubahan Kode Etik Perusahaan disesuaikan dengan peraturan perundang-undangan yang berlaku, kehidupan sosial, adat istiadat, norma, maupun perubahan dan perkembangan bisnis Perusahaan.

Komitmen dan dukungan seluruh Pekerja, Pelanggan dan Mitra Kerja merupakan kunci keberhasilan implementasi Kode Etik dalam aktivitas operasional Perusahaan sehari-hari. Oleh karenanya, Perusahaan menerima berbagai masukan, kritik dan saran dari pemangku kepentingan terkait.

EVALUATION OF CODE OF ETHICS AND CODE OF CONDUCT

The Company evaluates the Code of Ethics to find out and measure how the Code of Ethics conforms to the needs of the Company and the effectiveness of the Code of Ethics implementation program. Based on the results of the evaluation carried out, the development of the Company's Code of Ethics and improvement of its implementation program will be carried out on an ongoing basis.

The implementation of this Code of Ethics is expected to ensure that the Company conducts ethical business activities both in principle and in practice.

Changes to the Company's Code of Ethics are adjusted to the applicable laws and regulations, social life, customs, norms, as well as changes and developments in the Company's business.

The commitment and support of all employees, customers and business partners is the key to the successful implementation of the Code of Ethics in the Company's daily operational activities. Therefore, the Company accepts various inputs, criticisms and suggestions from relevant stakeholders.

SISTEM PELAPORAN PELANGGARAN

WHISTLEBLOWING SYSTEM



Sistem pelaporan pelanggaran atau Whistleblowing System (WBS) diterapkan dalam rangka mendukung penerapan tata kelola perusahaan yang baik (GCG) sebagai bagian dari upaya menegakkan prinsip transparansi dan akuntabilitas. WBS juga berlaku sebagai mekanisme untuk memitigasi potensi risiko dan menciptakan lingkungan Perusahaan yang bersih dari praktik-praktik kolusi, korupsi dan nepotisme (KKN).

The Whistleblowing System (WBS) is implemented in order to support the implementation of good corporate governance (GCG) as part of efforts to uphold the principles of transparency and accountability. WBS also acts as a mechanism to mitigate potential risks and create a clean Company environment from collusion, corruption and nepotism (KKN) practices.

PUSRI telah membangun dan mengimplementasikan Sistem Pengaduan Pelanggaran/WBS melalui aturan internal yang tertuang dalam Surat Keputusan Direksi No. SK/DIR/79/2018 tanggal 15 Februari 2018 tentang Prosedur Operasional Baku (POB) Pengelolaan Pengaduan Karyawan & Stakeholder (Whistleblowing System) PT Pupuk Sriwidjaja Palembang. Penerapan sistem tersebut ditujukan untuk menciptakan iklim yang kondusif dan mendorong pelaporan terhadap hal-hal yang dapat menimbulkan kerugian finansial maupun non finansial, termasuk hal-hal yang dapat merusak citra organisasi.

RUANG LINGKUP WBS

PUSRI telah mengatur ruang lingkup pengaduan yang ditangani oleh mekanisme WBS, mencakup:

1. Permasalahan akuntansi dan pengendalian internal atas pelaporan keuangan yang berpotensi mengakibatkan salah saji secara material dalam laporan keuangan.

PUSRI has built and implemented a Violation Complaint System/WBS through the internal rules contained in the Decree of the Board of Directors No. SK/DIR/79/2018 dated February 15, 2018 regarding Standard Operational Procedures (POB) for Management of Employee & Stakeholder Complaints (Whistleblowing System) PT Pupuk Sriwidjaja Palembang. The application of the system is intended to create a conducive climate and encourage reporting on matters that can cause financial and non-financial losses, including things that can damage the image of the organization.

SCOPE OF WBS

PUSRI has regulated the scope of complaints handled by the WBS mechanism, including:

1. Accounting problems and internal control over financial reporting that have the potential to result in material misstatements in the financial statements.



2. Permasalahan yang menyangkut independensi audit, baik oleh Internal Audit maupun oleh Eksternal Audit.
 3. Peraturan internal yang berpotensi kerugian bagi Perusahaan baik ketentuan internal dalam bentuk Keputusan Direksi dan turunannya pada umumnya dan yang terkait dengan infrastruktur Good Corporate Governance (GCG) pada khususnya yang meliputi:
 - a. Pedoman GCG
 - b. Pedoman Perilaku
 - c. Board Manual
 - d. Pedoman Benturan Kepentingan
 - e. Standard Operating Procedure (SOP)
 4. Perbuatan yang dapat menimbulkan kerugian financial atau non-financial terhadap perusahaan (Korupsi, Kolusi, dan Nepotisme).
 5. Perilaku yang tidak terpuji yang berpotensi mencemarkan reputasi perusahaan dan/atau yang mengakibatkan kerugian bagi perusahaan.
2. Problems related to audit independence, both by Internal Audit and by External Audit.
 3. Internal regulations that have the potential to cause harm to the Company, both internal provisions in the form of Directors' Decisions and their derivatives in general and those related to Good Corporate Governance (GCG) infrastructure in particular, which include:
 - a. GCG Guidelines
 - b. Code of Conduct
 - c. Manual Board
 - d. Conflict of Interest Guidelines
 - e. Standard Operating Procedures (SOPs)
 4. Acts that can cause financial or non-financial losses to the company (Corruption, Collusion, and Nepotism).
 5. Disrespectful behavior that has the potential to harm the company's reputation and/or cause losses to the company.

MEKANISME PELAPORAN PELANGGARAN

PUSRI telah mengatur cara penyampaian laporan pelanggaran dengan mengintegrasikan penerapan WBS Perusahaan dengan situs web Perusahaan sejak tahun 2010. Hal ini sejalan dengan implementasi GCG menuju proses bisnis yang bersih dan transparan, bebas dari kecurangan (fraud), dan melibatkan partisipasi aktif karyawan dalam mencegah kecurangan. Meski pengelolaan WBS masih dilakukan secara internal, Perusahaan memiliki Tim WBS yang bertugas menindaklanjuti laporan dengan melakukan investigasi dan klarifikasi masalah. Pengaduan melalui WBS data dilakukan oleh karyawan atau pemangku kepentingan lainnya yang ditujukan kepada Kesekretariatan WBS Perusahaan.

VIOLATION REPORTING MECHANISM

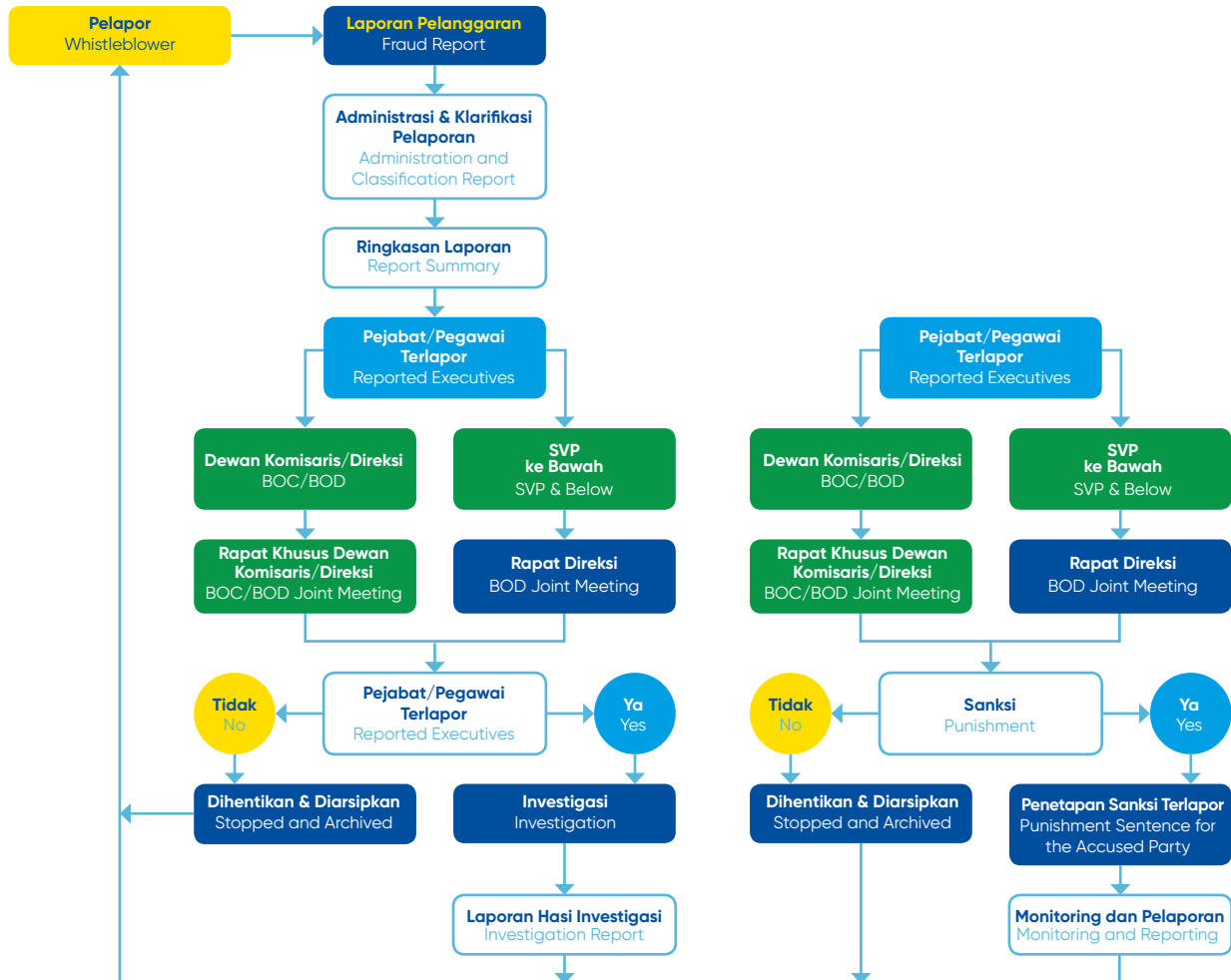
PUSRI has regulated how to submit reports of violations by integrating the implementation of the Company's WBS with the Company's website since 2010. This is in line with the implementation of GCG towards clean and transparent business processes, free from fraud, and involving the active participation of employees in preventing fraud. Although WBS management is still carried out internally, the Company has a WBS Team in charge of following up on reports by investigating and clarifying problems. Complaints through WBS data made by employees or other stakeholders are addressed to the Company's WBS Secretariat.

ALUR PELAPORAN WBS PUSRI

Guna memastikan tindak lanjut atas pengaduan dilakukan dengan baik, proses pemantauan dilakukan Perusahaan secara langsung dan tidak langsung. Pemantauan langsung dilakukan melalui update data di unit terlapor, pertemuan dengan penanggung jawab tindak lanjut, dan wawancara dengan tim yang menangani. Pemantauan tidak langsung dilakukan dengan komunikasi elektronik dan surat menyurat dengan pihak terkait.

Adapun alur penanganan pengaduan karyawan dan pihak berkepentingan digambarkan dalam bagan berikut ini.

Bagan Alur Penanganan Pengaduan Karyawan dan Pihak Berkepentingan



PUSRI WBS REPORTING FLOW

In order to ensure that the follow-up on complaints is carried out properly, the monitoring process is carried out by the Company directly and indirectly. Direct monitoring is carried out through data updates in the reported unit, meetings with the person in charge of follow-up, and interviews with the team in charge. Indirect monitoring is carried out by means of electronic communication and correspondence with related parties.

The flow for handling complaints from employees and interested parties is described in the following chart.

Employee and Stakeholder Complaint Handling Flowchart



PERLINDUNGAN BAGI PELAPOR

Perusahaan juga memberikan jaminan perlindungan bagi para pelapor. Perlindungan bagi pelapor diberikan dalam bentuk:

1. Jaminan kerahasiaan identitas pelapor dan hal-hal yang dilaporkan
2. Perlindungan hukum terhadap konsekuensi yang timbul akibat pelaporan
3. Perlindungan terhadap gangguan/ancaman fisik bagi pelapor
4. Jaminan untuk tidak mendapatkan tindakan diskriminasi seperti menghambat pembinaan karier, mutasi, dan perintah kedinasan lainnya.

Perlindungan terhadap pelapor akan tidak berlaku pada kondisi:

- Diperlukan dalam kaitan dengan laporan atau penyidikan yang dilakukan oleh Pemerintah Indonesia.
- Sesuai dengan kepentingan Perusahaan dan tujuan Panduan Tata Kelola Perusahaan.
- Diperlukan dalam proses hukum.

PENANGANAN PENGADUAN DAN PIHAK PENGELOLA PENGADUAN

PUSRI telah menunjuk Ketua dan Wakil Ketua Pengelola Pengaduan Karyawan & Stakeholder (Whistleblowing System) yang selanjutnya disebut "Tim Pengelola WBS" sebagai pihak yang mengelola pengaduan melalui Surat Keputusan Direksi No. SK/DIR/79/2018 tanggal 15 Februari 2018 tentang Prosedur Operasional Baku (POB) Pengelolaan Pengaduan Karyawan & Stakeholder (Whistleblowing System) PT Pupuk Sriwidjaja Palembang. Tim Pengelola WBS terdiri dari:

1. Ketua : SVP Sekretariat Perusahaan & Tata Kelola
2. Wakil Ketua : SVP SPI
3. Anggota : VP Sekuriti
4. Anggota : VP Tata Kelola & Manajemen Risiko

PROTECTION FOR WHISTLEBLOWERS

The company also provides guarantees of protection for the whistleblowers. Protection for whistleblowers is provided in the form of:

1. Guarantee the confidentiality of the identity of the reporter and the matters reported
2. Legal protection against consequences arising from reporting
3. Protection against physical disturbance/threats for whistleblowers
4. Guarantees not to get discriminatory actions such as inhibiting career development, transfers, and other official orders.

Protection against whistleblowers will not apply in the following conditions:

- Required in connection with reports or investigations conducted by the Government of Indonesia.
- In accordance with the interests of the Company and the objectives of the Corporate Governance Guidelines.
- Required in legal proceedings.

COMPLAINT HANDLING AND COMPLAINT MANAGEMENT

PUSRI has appointed the Chair and Deputy Chairperson of the Employee & Stakeholder Complaint Management (Whistleblowing System) hereinafter referred to as the "WBS Management Team" as the parties to manage complaints through the Decree of the Board of Directors No. SK/DIR/79/2018 dated February 15, 2018 regarding Standard Operational Procedures (POB) for Management of Employee & Stakeholder Complaints (Whistleblowing System) PT Pupuk Sriwidjaja Palembang. The WBS Management Team consists of:

1. Chairman : SVP Corporate & Governance Secretariat
2. Vice Chairman : SVP SPI
3. Member : VP Security
4. Member : VP Governance & Risk Management

Pengelolaan dan tindak lanjut terhadap pengaduan/pengungkapan yang telah diterima adalah sebagai berikut:

1. Kesekretariatan WBS menjamin kerahasiaan pengaduan/pengaduan yang masuk.
2. Kesekretariatan WBS melakukan verifikasi pengaduan terkait identitas pelapor, materi yang dilaporkan dan bukti/ data pendukung pengaduan.
3. Pengaduan yang telah memenuhi kualifikasi untuk ditindaklanjuti akan diteruskan ke SPI agar dilakukan investigasi lebih lanjut untuk pembuktian.
4. Tim Pengelola WBS membuat ringkasan (executive summary) tentang materi pengaduan dan hasil investigasi SPI yang membuktikan telah terjadi penyimpangan dan pelanggaran untuk dilaporkan dan dibahas dalam Rapat Direksi dan/ atau rapat khusus.
5. Pengaduan terkait kinerja Direksi dan/atau Dewan Komisaris, dibahas dalam Rapat Khusus Direksi dan Dewan Komisaris PUSRI. Sedangkan pengaduan terkait kinerja pejabat eselon I ke bawah dibahas dalam Rapat Direksi.
6. Pengaduan yang tidak ditindaklanjuti dengan alasan bahwa materi pengaduan tidak signifikan dan tidak dapat dibuktikan, maka akan dikembalikan kepada pelapor melalui surat, e-mail, atau kontak aduan di web WBS.
7. Jika pelapor, baik karyawan atau pemangku kepentingan lainnya, mengajukan keberatan atas penolakan pengaduan, maka pelapor dapat memberikan tambahan alat bukti yang signifikan.

SALURAN PENYAMPAIAN LAPORAN DUGAAN PELANGGARAN

Surat

SVP Sekretariat Perusahaan & Tata Kelola

PT Pupuk Sriwidjaja Palembang
Gedung Utama Lt. 2
Jl. Mayor Zen Palembang 30118

Management and follow-up to complaints/disclosures that have been received are as follows:

1. The WBS Secretariat guarantees the confidentiality of incoming complaints.
2. The WBS Secretariat verifies complaints related to the identity of the complainant, the material reported and evidence/data supporting the complaint.
3. Complaints that have met the qualifications for follow-up will be forwarded to SPI for further investigation to prove.
4. The WBS Management Team makes an executive summary of the complaint material and the results of the SPI investigation that proves that irregularities and violations have occurred to be reported and discussed in the Board of Directors Meeting and/or special meeting.
5. Complaints related to the performance of the Board of Directors and/or Board of Commissioners, are discussed in the Special Meeting of the Board of Directors and Board of Commissioners of PUSRI. Meanwhile, complaints related to the performance of echelon I and lower officials are discussed in the Board of Directors Meeting.
6. Complaints that are not followed up on the grounds that the complaint material is insignificant and cannot be proven, will be returned to the complainant by letter, e-mail, or the complaint contact on the WBS website.
7. If the complainant, either an employee or other stakeholder, raises an objection to the rejection of the complaint, the complainant can provide additional significant evidence.

CHANNELS FOR SUBMISSION OF ALLEGED VIOLATION REPORTS

Letter

GM Corporate Secretariat & Governance

PT Pupuk Sriwidjaja Palembang
Main Building Lt. 2
Jl. Mayor Zen Palembang 30118

E-mail

wbs@pusri.co.id

Aplikasi Situs Web PUSRI

www.pusri.co.id/ina/gcg-whistleblowing-system

wbs.pusri.co.id

E-mail

wbs@pusri.co.id

PUSRI Website Application

www.pusri.co.id/ina/gcg-whistleblowing-system

wbs.pusri.co.id

HASIL PENANGANAN PENGADUAN

Jumlah Pengaduan yang Masuk dan Tindak Lanjutnya Sepanjang tahun 2021, jumlah pengaduan pelanggaran yang masuk melalui mekanisme WBS sebanyak 1 (satu) pengaduan. Berikut disampaikan jumlah pengaduan yang tidak ditindaklanjuti, serta jumlah pengaduan yang ditindaklanjuti serta jenis sanksi yang diberikan pada tahun 2021 dibanding tahun 2020.

COMPLAINT HANDLING RESULTS

Number of Incoming Complaints and Follow-Up Throughout 2021, the number of complaints of violations that entered through the WBS mechanism was 1 (one) complaints. Following are the number of complaints that were not followed up, as well as the number of complaints that were followed up and the types of sanctions given in 2021 compared to 2020.

| Status | Jumlah Pengaduan Total Reports | | Status |
|-----------------------|-----------------------------------|------|-----------------------|
| | 2021 | 2020 | |
| Jumlah Aduan | 1 | 5 | Total Report |
| Proses Klarifikasi | 1 | 1 | Clarification Process |
| Proses Investigasi | 0 | 0 | Investigation Process |
| Tidak Memenuhi Syarat | 1 | 0 | Not Eligible |
| Putusan | 0 | | Decision |
| • Hukuman | 0 | 1 | Sanctions |
| • Tidak Terbukti | - | 3 | Unproven |

Evaluasi Efektivitas WBS

Untuk menjamin efektivitas penerapan Sistem Pelaporan Pelanggaran perlu dilakukan monitoring dan evaluasi Sistem Pelaporan Pelanggaran secara berkala minimal satu tahun sekali. Hal ini dilakukan untuk memenuhi sasaran yang telah ditetapkan pada awal dan juga memastikan bahwa pencapaian tersebut sesuai dengan tuntutan bisnis Perusahaan maupun peraturan perundangan yang berlaku. Monitoring dan evaluasi ini dapat dilakukan sendiri oleh Direksi atau menggunakan pihak luar yang independen. Monitoring dan evaluasi dilakukan untuk menghasilkan rekomendasi perbaikan Sistem Pelaporan Pelanggaran maupun melakukan pemantauan atas rekomendasi perbaikan. Hasil monitoring dan evaluasi dituangkan dalam bentuk laporan kepada Direksi.

WBS Effectiveness Evaluation

To ensure the effectiveness of the implementation of the Violation Reporting System, it is necessary to monitor and evaluate the Violation Reporting System periodically at least once a year. This is done to meet the targets that have been set at the beginning and also to ensure that these achievements are in accordance with the Company's business demands and applicable laws and regulations. This monitoring and evaluation can be carried out by the Board of Directors themselves or using an independent external party. Monitoring and evaluation is carried out to produce recommendations for improvement of the Violation Reporting System as well as to monitor the improvement recommendations. Results of the monitoring and evaluation are stated in the form of a report to the Board of Directors.

PENGELOLAAN GRATIFIKASI

GRATIFICATION MANAGEMENT



PUSRI senantiasa berusaha untuk menjalin hubungan bisnis yang bebas dari Korupsi, Kolusi, dan Nepotisme (KKN). Hal yang sering terjadi dan tidak bisa dihindari dalam aktivitas suatu bisnis adalah pemberian dan penerimaan gratifikasi. Oleh karena itu, untuk menjaga hubungan bisnis yang tidak bertentangan dengan etika usaha dirasa sangat perlu dibuat aturan mengenai gratifikasi dan tata cara/mekanisme pelaporannya di PUSRI.

PUSRI always strives to build business relationships that are free from Corruption, Collusion, and Nepotism (KKN). What often happens and cannot be avoided in the activities of a business is the giving and receiving of gratification. Therefore, in order to maintain business relationships that do not conflict with business ethics, it is deemed necessary to establish rules regarding gratification and their reporting procedures/mechanisms at PUSRI.

Kebijakan pengendalian gratifikasi bertujuan untuk meningkatkan kepatuhan seluruh Insan PUSRI terhadap ketentuan gratifikasi, membentuk lingkungan PUSRI yang sadar dan paham dalam menangani/mengendalikan segala bentuk gratifikasi, menciptakan lingkungan yang transparan dan akuntabel untuk mendukung terciptanya Good Corporate Governance di lingkungan PUSRI.

Seluruh Insan PUSRI yang karena jabatannya dan berlawanan dengan tugas dan kewajibannya, dan/ atau keluarga inti (suami/istri, anak) dilarang untuk menerima, meminta, ataupun memberi hadiah berupa uang, bingkisan/parsel, fasilitas, dan segala bentuk gratifikasi lainnya, baik secara langsung maupun tidak langsung dari seluruh pemangku kepentingan (stakeholders) PUSRI.

The gratuity control policy aims to improve the compliance of all PUSRI personnel with the policies of gratification, to create an environment that is aware of and understands the handling/ controlling of all forms of gratification, to create a transparent and accountable environment to support the creation of Good Corporate Governance within PUSRI.

All PUSRI personnel, whose position prohibits and contradicts with their duties and obligations, and/ or their nuclear family (husband/wife, children), are prohibited from receiving, requesting, or giving gifts in form of money, hampers/ parcels, facilities, and all other forms of gratification, either directly or indirectly from all PUSRI stakeholders.

Untuk mendukung kebijakan gratifikasi, Perusahaan membentuk Unit Pengendalian Gratifikasi (UPG) PT Pupuk Sriwidjaja Palembang sesuai dengan SK Direksi PT Pupuk Sriwidjaja Palembang No. SK/DIR/525/2021 tanggal 12 November 2021. Berdasarkan dokumen tersebut susunan organisasi UPG PUSRI yakni:

Ketua : SVP Sekretariat Perusahaan & Tata Kelola
 Sekretaris : VP Tata Kelola dan Manajemen Risiko
 Anggota : SVP SPI
 Head of Corporate Legal
 AVP Tata Kelola Perusahaan

Adapun tugas dan tanggung jawabnya adalah sebagai berikut:

1. Menyiapkan perangkat aturan terkait penerapan dan pengendalian praktik gratifikasi di lingkungan PUSRI.
2. Menerima, melakukan review, dan mengadiministrasikan laporan penerimaan, penolakan, dan pemberian gratifikasi dari Insan PUSRI.
3. Menyalurkan laporan penerimaan, penolakan, dan pemberian gratifikasi kepada KPK untuk dilakukan analisis dan penetapan status kepemilikan gratifikasinya oleh KPK.
4. Menyampaikan hasil pengelolaan laporan gratifikasi dan usulan Pedoman Pengendalian Gratifikasi kepada Direksi.
5. Memberikan rekomendasi tindak lanjut kepada Satuan Pengawas Intern jika terjadi pelanggaran atas peraturan ini oleh Insan PUSRI.
6. Melakukan pengkajian titik rawan potensi terjadinya gratifikasi di lingkungan PUSRI.
7. Melakukan koordinasi kegiatan diseminasi aturan etika gratifikasi kepada pihak internal dan eksternal PUSRI.
8. UPG dalam pelaksanaan pekerjaannya dapat mengusulkan dan membuat sistem pengelolaan gratifikasi berbasis teknologi informasi.

Laporan Gratifikasi Tahun 2021

Pengendalian atas penolakan, penerimaan, pemberian, dan permintaan gratifikasi pada prinsipnya dilakukan oleh Unit Pengendali Gratifikasi

To support the gratuity policy, the Company established the Gratuity Control Unit (UPG) of PT Pupuk Sriwidjaja Palembang in accordance with the Decree of the Board of Directors of PT Pupuk Sriwidjaja Palembang No. SK/DIR/525/2021 dated 12 November 2021. Based on the document, the organizational structure of UPG PUSRI is as follows:

Chairman : SVP Corporate Secretary & Corporate Governance
 Secretary : VP GCG & Risk Management
 Members : SVP of Internal Control Unit
 Head of Corporate Legal
 AVP GCG

The duties and responsibilities are as follows:

1. Prepare a set of rules related to the implementation and control of gratuity practices within PUSRI.
2. Receive, review, and administer reports of acceptance, rejection, and granting of gratification from PUSRI personnel.
3. Distribute reports of acceptance, rejection, and granting of gratification to the KPK for analysis and determination of the status of ownership of gratification by the KPK.
4. Submit the results of the management of the gratification report and the proposed Gratification Control Guidelines to the Board of Directors.
5. Provide recommendations for follow-up to the Internal Audit Unit in the event of a violation of this policy by PUSRI personnel.
6. Conduct assessment of potential gratuity points within PUSRI environment.
7. Coordinate the dissemination of the rules of ethics for gratification to PUSRI internal and external parties.
8. Allow UPG to propose and develop gratuity management system based on information technology in the conduct of its work.

Gratuity Report 2021

The control over the rejection, acceptance, granting, and request for gratification is in principle carried out by the Gratification Control Unit (UPG). All gratification

(UPG). Seluruh wajib lapor gratifikasi wajib membuat laporan atas penolakan, penerimaan, pemberian, dan permintaan sesuai dengan ketentuan yang diatur dalam kebijakan ini dan kebijakan tentang penyampaian laporan terkait gratifikasi di lingkungan PUSRI.

Sepanjang tahun 2021, Perusahaan tidak menerima laporan mengenai gratifikasi.

PENGADAAN BARANG DAN JASA

PUSRI mengatur proses pengadaan barang dan jasa dilaksanakan harus memenuhi prinsip-prinsip GCG dan menggunakan cara yang efisien, efektif, kompetitif, transparan, adil dan akuntabel untuk mendapatkan barang dan atau manfaat/hasil pekerjaan jasa yang tepat spesifikasi, tepat jumlah, tepat waktu kedatangan/penyelesaian, tepat ruang lingkup (scope), dan harga yang wajar.

Proses pengadaan barang dan jasa tidak dibenarkan dipecahpecah menjadi beberapa paket yang besaran nilainya menjadi lebih kecil dengan maksud menghindari proses lelang terbuka/ lelang terbatas/ pemilihan langsung/beauty contest.

Pengadaan barang dan jasa sedapat mungkin memanfaatkan penyedia barang & jasa dalam negeri, dengan memperhatikan usaha kecil, koperasi, anak-anak Perusahaan yang terafiliasi, Anak Perusahaan PT Pupuk Indonesia (Persero) dan institusi usaha yang mempunyai kompetensi yang dibutuhkan Perusahaan.

Penyedia jasa yang diundang dalam suatu proses tender/lelang pemilihan penyedia jasa diambil dari vendor database dalam sistem ERP SAP Perusahaan yang disesuaikan dengan kualifikasi kompetensi dan kemampuan finansial dengan mengacu pada sertifikat yang dikeluarkan oleh asosiasi jasa terkait atau lembaga sertifikasi serta mempunyai catatan kinerja yang baik dan apabila diperlukan dapat

reports are required in order to report on rejections, acceptances, approvals, and requests in accordance with the provisions stipulated in this policy and the policy on submitting reports related to gratification within PUSRI.

Throughout 2021, the Company received no reports regarding gratification.

PROCUREMENT OF GOODS AND SERVICES

PUSRI governs that the procurement process for goods and services must comply with the principles of GCG and adopt efficient, effective, competitive, transparent, fair and accountable methods to obtain goods and/or benefits/results of service work that meet the right specifications, in the right quantity, on the right time of arrival/ completion, within the appropriate scope, and at the reasonable price.

The process of procurement of goods and services is not allowed to be divided into several packages with smaller values in order to avoid the process of open auction/limited auction/direct election/beauty contest.

Procurement of goods and services will at the most possible extent utilize domestic providers of goods & services, taking into account small businesses, cooperatives, affiliated subsidiaries, PT Pupuk Indonesia (Persero) Subsidiaries and business institutions that possess the competencies required by the Company.

Service providers who are invited in a bidding/auction process for selecting service providers are taken from the vendor database in the Company's SAP ERP system which is adjusted to the competency qualifications and financial capabilities by referring to the certificate issued by the relevant service association or certification body and with good performance record and if deemed necessary, the process can

dilakukan dengan proses prakualifikasi. Untuk mencegah terjadinya Kolusi, Korupsi & Nepotisme (KKN) dalam proses pengadaan barang & jasa, maka calon rekanan yang ikut dalam proses pengadaan diminta untuk menanda tangani Pakta integritas.

Peningkatan Peran Usaha Mikro, Kecil dan Menengah dalam Pengadaan Barang dan Jasa di PUSRI

PUSRI memiliki beberapa program kegiatan yang bertujuan meningkatkan peran UMKM dalam pelaksanaan pengadaan barang & jasa, salah satunya adalah Program Pasar Digital Usaha Mikro, Kecil, dan Menengah (PADI UMKM). Program itu diinisiasi oleh Kementerian BUMN dalam rangka mendukung Program Pemerintah untuk meningkatkan dan pemerataan perekonomian masyarakat dengan cara mempertemukan, mengoptimalkan dan mendorong efisiensi transaksi belanja antara BUMN dan UMKM dengan menggunakan platform PADI UMKM.

KEBIJAKAN ANTI KORUPSI

Sesuai dengan Undang-undang No. 31 Tahun 1999 Jo. Undang-undang No. 20 Tahun 2001 tentang Pemberantasan Tindak Pidana Korupsi, Korupsi mencakup perbuatan melawan hukum, memperkaya diri orang/badan lain yang merugikan keuangan/perekonomian negara (pasal 2); menyalahgunakan kewenangan karena jabatan/kedudukan yang dapat merugikan keuangan/kedudukan yang dapat merugikan keuangan/ perekonomian negara (pasal 3); kelompok delik penyuapan (pasal 5, 6, dan 11); kelompok delik penggelapan dalam jabatan (pasal 8, 9, dan 10); delik pemerasan dalam jabatan (pasal 12); delik yang berkaitan dengan pemborongan (pasal 7); hingga delik gratifikasi (pasal 12B dan 12C).

PUSRI menekankan pentingnya anti korupsi sebagai upaya mendasar dari penerapan prinsip GCG. Kebijakan Perusahaan terhadap anti korupsi tertuang dalam Kode Etik serta Pedoman Pengendalian Gratifikasi dan

be conducted with a pre-qualification process. To prevent Collusion, Corruption & Nepotism (KKN) in the process of procuring goods & services, prospective partners who participate in the procurement process are required to sign an Integrity Pact.

Increasing Roles of Micro, Small and Medium Business in the Procurement of Goods and Services in PUSRI

PUSRI maintains several program activities aimed at increasing the role of MSMEs in the implementation of the procurement of goods & services, one of which is the Micro, Small and Medium Enterprises Digital Market Program (PADI MSMEs). The program was initiated by the Ministry of SOEs in order to support the Government's Program to improve and equalize the economy of the community by bringing together, optimizing and encouraging the efficiency of spending transactions between SOEs and MSMEs using the PADI MSME platform.

ANTI CORRUPTION POLICY

In accordance with Law No. 31 of 1999 jo. Law No. 20 of 2001 concerning Eradication of Criminal Acts of Corruption, the term Corruption includes acts against the law, personal gains of other people/agencies that are detrimental to the State's finance/economy (article 2); abuse of authority due to a role/position that could harm the finance/position leading to a harm to the State's finance/economy (article 3); group of bribery offense (articles 5, 6, and 11); group of offenses for embezzlement in office (articles 8, 9, and 10); extortion offense in office (article 12); offenses related to bulk procurement (article 7); and gratuity offense (articles 12B and 12C).

PUSRI emphasizes the importance of anti-corruption as a fundamental effort to implement GCG principles. The Company's policy on anti-corruption is set forth in the Code of Conduct as well as Guidelines for Gratuity

Pedoman Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) yang dimiliki Perusahaan.

Secara khusus, pengendalian gratifikasi merupakan upaya Perusahaan untuk melindungi insan PUSRI terhindar dari kemungkinan dijatuhkannya tuduhan tindak pidana suap. Dengan demikian, Perusahaan memiliki komitmen yang tinggi terhadap penegakan anti korupsi, baik dalam pengelolaan operasional dan bisnis Perusahaan, maupun dalam penggunaan jabatan terkait masing-masing insan PUSRI.

PEMENUHAN HAK-HAK POLITIK KARYAWAN DAN KETERLIBATAN PERUSAHAAN DALAM KEGIATAN POLITIK

PUSRI memberikan kebebasan kepada Insan PUSRI untuk menyatakan hak-hak politiknya. Namun Perusahaan memiliki kebijakan untuk melarang keterlibatan individu atas nama Perusahaan dalam kegiatan politik, termasuk memberikan donasi untuk kepentingan politik. Secara tegas, Perusahaan tidak mengizinkan insan PUSRI menggunakan fasilitas atau sumber daya apapun untuk tujuan kampanye politik, penggalangan dana politik maupun untuk tujuan partisipasi politik, sebagaimana yang telah diatur dalam Kode Etik Perusahaan.

Kode Etik Perusahaan melarang Insan PUSRI terkait hal-hal sebagai berikut:

1. Perusahaan melarang Insan PUSRI menggunakan fasilitas Perusahaan untuk kepentingan golongan/partai politik tertentu.
2. Perusahaan melarang Insan PUSRI merangkap jabatan sebagai pengurus partai politik dan/atau anggota legislatif.
3. Perusahaan melarang Insan PUSRI membawa, memperlihatkan, memasang, serta mengedarkan simbol, gambar dan ornamen partai politik di lingkungan Perusahaan.

Control and Guidelines for Reporting on Wealth of State Administrators (LHKPN) established by the Company.

In particular, gratuity control represents the Company's effort to protect PUSRI personnel from the possibility of being charged with bribery. Thus, the Company maintains its high commitment to anti-corruption enforcement, both in managing the Company's operations and business, as well as in exercising the duties in the positions related to each PUSRI personnel.

FULFILLMENT OF EMPLOYEES' POLITICAL RIGHTS AND THE COMPANY'S INVOLVEMENT IN POLITICAL ACTIVITIES

PUSRI gives freedom to PUSRI personnel to express their political rights. However, the Company has a policy to prohibit the involvement of individuals on behalf of the Company in political activities, including making donations for political purposes. Strictly speaking, the Company does not allow PUSRI personnel to use any facilities or resources for political campaign purposes, political fundraising or for political participation purposes, as regulated in the Company's Code of Ethics.

The Company's Code of Ethics prohibits PUSRI Personnel from dealing with the following matters:

1. The Company prohibits PUSRI personnel from using the Company's facilities for the interests of certain political groups/parties.
2. The Company prohibits PUSRI personnel from holding concurrent positions as administrators of political parties and/or members of the legislature.
3. The Company prohibits PUSRI personnel from carrying, displaying, installing, and distributing symbols, images and ornaments of political parties within the Company.



LAPORAN HARTA KEKAYAAN PENYELENGGARA NEGARA

Prinsip Dasar Laporan Harta Kekayaan Penyelenggara Negara

Sebagai entitas anak dari BUMN yang sepenuhnya dimiliki oleh Negara melalui Pemerintah Indonesia, PUSRI 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 Badan Usaha Milik Negara (BUMN) dan Badan Usaha Milik Daerah (BUMD).

STATE ADMINISTRATORS WEALTH REPORT

Basic Principles of State Administrators Wealth Report

As a subsidiary of BUMN which is wholly owned by the State through the Government of Indonesia, PUSRI is obliged to comply with binding laws and regulations. One legislation that is based on the spirit of eradicating corruption and internal irregularities is the requirement of the State Administrators Wealth Report (LHKPN).

LHKPN represents the list of all State Administrators Wealth as outlined in the LHKPN form determined by the Corruption Eradication Commission (KPK) as stipulated in KPK Decree No. KEP 07/KPK/02/2005 concerning Procedures for Registration, Examination and Announcement of State Administrators Wealth Reports. Law No. 30 of 2002 concerning the Corruption Eradication Commission confirms the authority of the KPK to carry out the steps or efforts to prevent corruption, among others through registration and examination of LHKPN. In addition, Law No. 28 of 1999 concerning State Administrators that are Clean and Free from Corruption, Collusion, and Nepotism, mandates that every administrator is obliged to report and announce his/her assets before and after taking office and is willing to have his wealth checked before and after taking office. In Law No. 28 of 1999 article 2 (7) and its elucidation, it is stated that other officials who have strategic functions in relation to state administrators shall include the Board of Commissioners, Directors, and other structural officials in State-Owned Enterprises (BUMN) and Regional-Owned Enterprises (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 LHKPN

Perusahaan menimbang beberapa dasar hukum dan peraturan sebagai landasan cara pandang penerapan LHKPN di lingkungan Perusahaan, 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.
3. Peraturan Menteri Negara BUMN No. PER-01/BUMN/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (Good Corporate Governance) pada Badan Usaha Milik Negara, 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 PUSRI

Sebagai bagian dari penerapan tata kelola perusahaan yang baik, PUSRI menerapkan kebijakan kepatuhan pelaporan kekayaan pejabat PT Pusri Palembang yang harus ditaati oleh seluruh pejabat wajib lapor. Kebijakan tersebut dituangkan ke dalam Prosedur Operasional Baku (POB) Pelaporan Kekayaan Pejabat PT Pupuk Sriwidjaja Palembang sesuai dengan SK Direksi No. SK/DIR/434/2017 tanggal 18 Desember 2017. Pejabat wajib lapor berkomitmen memenuhi segala peraturan dan ketentuan perundang-undangan yang berlaku terkait dengan pelaporan

LHKPN examination submitted to the KPK aims to create state administrators who adhere to the general principles of state administrators who are free from practices of corruption, collusion, and nepotism, and other disgraceful acts. Every state administrator is required to report his/her wealth through the LHKPN form provided by KPK in a honest, accurate and complete manner, so that KPK can analyze, evaluate, and assess the entire amount, type and value of reported assets in a correct, prompt, precise, accurate, and responsible manner.

LHKPN Legal Basis

The Company considers several legal and regulatory bases as the basis for the perspective of implementing LHKPN within the Company, namely:

1. Law No. 28 of 1999 concerning State Administrators that are Clean and Free from Corruption, Collusion, and Nepotism.
2. Law No. 30 of 2002 concerning the Corruption Eradication Commission.
3. Regulation of the Minister of State-Owned Enterprises No. PER-01/BUMN/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises, and its amendments.
4. Decree of the Secretary of the Minister of SOEs No. SK-16/S.MBU/2012 concerning Indicators/Parameters of Assessment and Evaluation of Good GCG Implementation.

PUSRI LHKPN Policy

As part of the implementation of good corporate governance, PUSRI implements a compliance policy for reporting the wealth of PT Pusri Palembang officials which must be obeyed by all reporting officers. This policy is stated in the Standard Operating Procedures (POB) for Reporting the Wealth of PT Pupuk Sriwidjaja Palembang Officials in accordance with the Decree of the Board of Directors No. SK/DIR/434/2017 dated December 18, 2017. Reporting officials are committed to complying with all applicable laws and regulations related to wealth reporting, as well as conveying all



kekayaan, serta menyampaikan segala informasi dan data mengenai kekayaan pribadi secara transparan, akuntabel, dan sebenar-benarnya.

Adapun yang termasuk pejabat wajib lapor dalam kebijakan LHKPN dimaksud adalah seluruh pejabat di lingkungan Perusahaan yakni Direksi Perusahaan, Dewan Komisaris Perusahaan, Pejabat Eselon I, dan Pejabat Eselon II.

Sementara itu, pejabat wajib lapor yang wajib membuat dan menyampaikan laporan kekayaan kepada KPK yaitu pada saat:

1. Pengangkatan sebagai pejabat PT Pusri Palembang pada saat pertama kali menjabat;
2. Pengangkatan kembali sebagai pejabat PT Pusri Palembang setelah berakhirnya masa jabatan;
3. Pejabat aktif pada periode per 31 Desember;
4. Berakhir masa jabatan atau pensiun sebagai pejabat PT Pusri Palembang,

Laporan kekayaan disampaikan melalui aplikasi e-LHKPN pada alamat www.elhkpn.kpk.go.id; dan bagi wajib lapor yang lalai dalam menyampaikan laporan kekayaan diberikan sanksi sebagai berikut:

1. Teguran secara lisan;
2. Teguran secara tertulis;
3. Penundaan hak atas:
 - a. pembayaran jasa operasi/bantuan biaya cuti tahunan sejenisnya bagi pejabat aktif, atau
 - b. pengangkatan definitif bagi pejabat yang mendapatkan promosi jabatan, atau
 - c. pembayaran pesangon atau sejenisnya bagi pejabat yang pensiun.

Sanksi penundaan hak dapat dicabut setelah kewajiban penyampaian laporan kekayaan telah dilaksanakan. Pengelolaan LHKPN dilakukan oleh Unit Pengelola Laporan Kekayaan Pejabat PUSRI, yang terdiri dari SVP Sekretariat Perusahaan & Tata Kelola, VP Tata Kelola & Manajemen Risiko, AVP Tata Kelola Perusahaan serta administrasi Perusahaan. Administrasi

information and data regarding personal assets in a transparent, accountable and truthful manner.

The officials who are required to report in the LHKPN policy are all officials within the Company, namely the Company's Directors, the Company's Board of Commissioners, Echelon I Officials, and Echelon II Officials.

Meanwhile, reporting officers are obliged to make and submit wealth reports to the KPK, namely when:

1. Appointment as an official of PT Pusri Palembang at the time of first serving;
2. Re-appointment as an official of PT Pusri Palembang after the end of the term of office;
3. Active official for the period as of December 31;
4. End of term of office or retirement as an official of PT Pusri Palembang,

Wealth reports are submitted through the e-LHKPN application at the address www.elhkpn.kpk.go.id; and those who are obliged to report who are negligent in submitting a wealth report are subject to the following sanctions:

1. Verbal warning;
2. A written warning;
3. Suspension of rights to:
 - a. payment of operating services/assistance for similar annual leave fees for active officials, or
 - b. definitive appointment for officials who get promotions, or
 - c. severance pay or the like for retired officials.

The sanction for suspension of rights can be revoked after the obligation to submit the wealth report has been carried out. The management of LHKPN is carried out by the PUSRI Official Wealth Report Management Unit, which consists of GM Corporate & Governance Secretariat, Governance & Risk Management, AVP of Corporate Governance and Corporate Administration.

Perusahaan merupakan karyawan yang ditunjuk oleh Vice President Tata Kelola & Manajemen Risiko.

Corporate Administration is an employee appointed by the VP of Governance & Risk Management.

Transparansi LHKPN Pejabat Perusahaan Tahun 2021

Berikut adalah transparansi penyampaian LHKPN pejabat PUSRI pada tahun 2021.

LHKPN Transparency of the Company's Officials in 2021

The following is the transparency of the submission of LHKPN by PUSRI officials in 2021.

| No | Pejabat | Jumlah Wajib Laporan Mandatory Reporting Officials | Sudah Laporan Reported | | Position |
|----|-------------------|--|---------------------------|------|------------------------|
| | | | Jumlah Total | % | |
| 1 | Dewan Komisaris | 3 | 3 | 100% | Board of Commissioners |
| 2 | Direksi | 3 | 3 | 100% | Board of Directors |
| 3 | Pejabat Eselon I | 17 | 17 | 100% | Echelon I Official |
| 4 | Pejabat Eselon II | 79 | 79 | 100% | Echelon II Official |
| | Total | 102 | 102 | 100% | Total |



TANGGUNG JAWAB SOSIAL PERUSAHAAN

Corporate Social
Responsibility







TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN PERUSAHAAN

CORPORATE SOCIAL AND ENVIRONMENTAL RESPONSIBILITY



PUSRI senantiasa menyeimbangkan kegiatan usahanya dengan memberikan kontribusi bagi kehidupan sosial kemasyarakatan dan kepada lingkungan. Hal itu, antara lain dilaksanakan melalui beragam kegiatan untuk menunjukkan tanggung jawab sosial Perusahaan (Corporate Social Responsibility/ CSR).

PUSRI always balances business activities by contributing to social life and the environment. This, among others, is carried out through various activities to demonstrate Corporate Social Responsibility (CSR).

KOMITEMEN TANGGUNG JAWAB SOSIAL PUSRI

Komitmen Tanggung Jawab Sosial

PUSRI berkomitmen memberikan bantuan dan kontribusi secara langsung maupun tidak langsung kepada pemangku kepentingan, serta menyiapkan kemandirian usaha kecil dan menengah, sehingga membawa dampak positif yang berkesinambungan.

PUSRI senantiasa menyeimbangkan kegiatan usahanya dengan memberikan kontribusi bagi kehidupan sosial kemasyarakatan dan kepada lingkungan. Hal itu, antara lain dilaksanakan melalui beragam kegiatan untuk menunjukkan tanggung jawab sosial Perusahaan (Corporate Social Responsibility/ CSR). Perusahaan wajib melaksanakan tanggung jawab sosial dan lingkungan (TJSL) sebagaimana diatur dalam UU Nomor 40 tahun 2007 tentang Perseroan Terbatas dan PP Nomor 47 Tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan.

PUSRI SOCIAL RESPONSIBILITY COMMITMENT

Social Responsibility Commitment

PUSRI is committed to provide direct and indirect support and contributions to the stakeholders, as well as preparing independency of small and medium enterprises thereby will bring a sustainable positive impact.

PUSRI always balances business activities by contributing to social life and the environment. This, among others, is carried out through various activities to demonstrate Corporate Social Responsibility (CSR). The companies are required to carry out social and environmental responsibility (TJSL) as regulated in Law Number 40 of 2007 concerning Limited Liability Companies and Government Regulation Number 47 of 2012 concerning Social and Environmental Responsibility.



Selain itu, dengan telah diratifikasinya ISO 26000:2013 oleh Pemerintah pada tahun 2010 dan dijadikan Standar Nasional (SNI) ISO 26000:2013, dengan 7 (tujuh) subjek inti yaitu: Tata kelola organisasi yang baik, Penegakan hak asasi manusia, Praktik ketenagakerjaan yang manusiawi dan berkeadilan, Dampak kegiatan perusahaan terhadap lingkungan, Prosedur operasi yang wajar, Tanggung jawab terhadap konsumen serta Pelibatan dalam pengembangan masyarakat, maka PUSRI menjadikan ISO 26000 sebagai salah satu acuan pelaksanaan tanggung jawab sosial.

In addition, with the ratification of ISO 26000:2013 by the Government in 2010 and made the National Standard (SNI) ISO 26000:2013, with 7 (seven) core subjects, namely: Good organizational governance, Enforcement of human rights, Good labor practices humane and fair, the impact of company activities on the environment, reasonable operating procedures, responsibility to the customers and involvement in community development, PUSRI applies ISO 26000 as a reference for social responsibility practice.

Subjek Inti Tanggung Jawab Sosial Perusahaan berdasarkan ISO 26000

Core Subjects of Corporate Social Responsibility based on ISO 26000



Selain itu, meskipun PUSRI bukanlah perusahaan terbuka dan tidak bergerak di industri keuangan, PUSRI juga mengadopsi Peraturan OJK No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik mengindikasikan keinginan regulator untuk mendorong entitas usaha di Indonesia memberikan perhatian terhadap pembangunan berkelanjutan yang mampu menjaga stabilitas ekonomi serta bersifat inklusif diperlukan sistem perekonomian nasional yang mengedepankan keselarasan antara aspek ekonomi, sosial, dan lingkungan hidup.

In addition, despite PUSRI is not a public company and is not engaged in the financial industry, PUSRI has also adopted OJK Regulation No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Service Institutions, Issuers, and Public Companies, indicates the regulator's desire to encourage business entities in Indonesia to pay attention to sustainable development that is able to maintain economic stability and being inclusive; a national economic system that prioritizes harmony between economic, social, and environmental aspects is needed.

TATA KELOLA TANGGUNG JAWAB SOSIAL PUSRI

Prinsip, Kebijakan dan Komitmen Penerapan Tanggung Jawab Sosial Perusahaan

PUSRI memahami dan menyadari pentingnya peran masyarakat terhadap kelangsungan proses bisnis Perusahaan. Karena itu, Perusahaan senantiasa mewujudkan sinergi melalui hal-hal sebagai berikut:

1. Saling menghormati hak dan kewajiban serta menjalin hubungan baik berdasarkan prinsip hidup saling berdampingan dan saling menguntungkan.
2. Meminimalkan potensi konflik melalui dialog dengan wakil masyarakat untuk mencapai kesepakatan bersama serta tercipta hubungan yang kondusif.
3. Senantiasa mampu beradaptasi dengan perkembangan nilai-nilai luhur budaya masyarakat sekitar.
4. Mengupayakan komitmen jangka panjang terhadap masyarakat sekitar sehingga tatanan sosial dan ekonomi masyarakat akan terlindungi dan apabila mungkin ditingkatkan sepanjang keberadaan operasional PUSRI di tempat tersebut dan sesudahnya.
5. Mengembangkan sensitivitas, kepekaan PUSRI terhadap kondisi masyarakat dalam rangka fungsi PSO PUSRI.

PUSRI juga berkomitmen untuk turut serta menyejahterakan kehidupan masyarakat dan memelihara lingkungan, yang merupakan bagian penting dari fokus dan strategi PUSRI. Sejalan dengan misi Perusahaan "Memproduksi serta memasarkan pupuk dan produk agribisnis secara efisien, berkualitas prima dan memuaskan pelanggan", PUSRI senantiasa mengupayakan keselarasan antara kinerja operasional dan pertumbuhan profit dengan tanggung jawab sosial, pengembangan lingkungan yang bersih dan sehat, serta kesejahteraan masyarakat.

GOVERNANCE OF PUSRI'S SOCIAL RESPONSIBILITY

Principles, Policies and Commitment of Corporate Social Responsibility Implementation

PUSRI understands and realizes the importance of the community in the Company's business process continuity. For this reason, the Company always manifests synergy through the following:

1. Mutual respect on rights and responsibilities as well as maintain good relations based on life's principle of coexistence and mutual benefit.
2. Minimize potential conflicts through dialogue with community representatives to reach mutual understanding as well as create conducive relationships.
3. Continuously capable of adapting to the development of noble cultural values of the surrounding community.
4. Strive to establish long-term commitment to the surrounding community so that community's social and economic order will be protected and possibly improved for as long as PUSRI is operating in the concerned location and onwards.
5. Develop PUSRI's sensitivity towards the community's condition in the context of PUSRI's Public Service Obligation function.

PUSRI is also committed to take part in improving the people's lives and preserving the environment, which is an important part of PUSRI's focus and strategy. In line with the Company's mission "To produce and market fertilizer and agribusiness products efficiently, of prime quality and which meets customer satisfaction", PUSRI always strives to establish harmony between operational performance and profit growth with social responsibility, development of clean and healthy environment, as well as community welfare.



Uji Tuntas/Due Dilligence terhadap Dampak Sosial, Ekonomi dan Lingkungan dari Kegiatan Perusahaan

Metode due diligence yang dilakukan PUSRI, diawali dengan kegiatan diskusi antara pihak internal (diwakili oleh Tim HUMAS/TJSL-Sekretariat Perusahaan) dan pihak eksternal (diwakili oleh akademisi dan pengamat laporan keberlanjutan) untuk mengidentifikasi topik material. Secara lebih spesifik, langkah-langkah yang dilakukan dalam due diligence adalah sebagai berikut:

- Melakukan identifikasi terhadap isu-isu keberlanjutan dan topik penting yang relevan dengan karakteristik bisnis PUSRI, berdasarkan prinsip stakeholders inclusiveness, kemudian menentukan dampak dari setiap topik material;
- Membuat prioritas atas topik material yang akan dilaporkan. Prioritas ditentukan dengan pengumpulan pendapat pada saat diskusi internal;
- Melakukan validasi dan persetujuan pengungkapan informasi yang disajikan sesuai dengan topik material yang telah ditentukan. Proses ini melibatkan persetujuan dari top management;
- Melakukan kajian sustainability contex dan stakeholder engagement, serta memeriksa kembali topik material tahun sebelumnya dengan memperhatikan saran dari pemangku kepentingan, baik internal maupun eksternal.

Pemangku Kepentingan Signifikan yang Terdampak atau Berpengaruh dari Kegiatan Perusahaan serta metode pendekatan

Pemangku kepentingan yang berpengaruh atau terdampak dari kegiatan Perusahaan diurai sebagai berikut:

Due Diligence on the Social, Economic and Environmental Impacts of Company Activities

PUSRI's due diligence method begins with discussions between internal parties (represented by the HUMAS/TJSL Team-Corporate Secretariat) and external parties (represented by academics and observers of sustainability reports) to identify material topics. More specifically, the steps taken in due diligence are as follows:

- Identify sustainability issues and important topics relevant to PUSRI's business characteristics, based on the principle of stakeholder inclusiveness, then determine the impact of each material topic;
- Prioritize material topics to be reported. Priorities are determined by gathering opinions during internal discussions;
- Validate and approve the disclosure of information presented in accordance with the material topics that have been determined. This process involves approval from top management;
- Conducting a sustainability context study and stakeholder engagement, as well as re-examining the previous year's material topics by taking into account suggestions from stakeholders, both internal and external.

Significant Stakeholders Impacted by or Influential to Company Activities and Approach Methods

Stakeholders with influence or are impacted by Company activities are described as follows:

| Pemangku Kepentingan Stakeholders | Definisi Definition | Metode Pendekatan Approach Method | Pengaruh/Dampak dari Kegiatan Perusahaan Influence/Impact of Company Activities |
|-----------------------------------|--|---|---|
| Karyawan Employee | Karyawan organik yang secara langsung bekerja untuk dan atas nama PUSRI Organic employees who directly work for and on behalf of PUSRI | <ul style="list-style-type: none"> • Pendelegasian pekerjaan sehari-hari; • Rapat tripartit dan bipartite, minimal setahun sekali • Pertemuan di Serikat Karyawan • Rapat pembahasan PKB • Delegation of day-to-day work; • Tripartite and bipartite meetings, at least once a year • Meetings at the Trade Union • PKB discussion meeting | <p>PUSRI menyadari peran penting karyawan sebagai pelaku dalam upaya mewujudkan visi dan misi perusahaan serta dalam menghadapi tantangan yang semakin kompetitif. Oleh karena itu, Perusahaan senantiasa berupaya untuk menjaga keselarasan dan keseimbangan hubungan dinamis antara Perusahaan dan Karyawan.</p> <p>PUSRI realizes the important role of the employees as actors of the Company's efforts in manifesting its vision and mission as well as in facing the increasingly competitive challenges. For that reason, the Company always take efforts to maintain harmony and balance in the dynamic relations between the Company and the Employees.</p> |
| Konsumen Consumer | Pemakai produk pupuk dan produk samping lainnya yang diproduksi dan dipasarkan oleh PUSRI User of fertilizer products and other sideproducts produced and marketed by PUSRI | | <p>Konsumen adalah salah satu elemen penting bagi kelangsungan bisnis Perusahaan sehingga PUSRI senantiasa mengutamakan kepuasan konsumen secara profesional melalui peningkatan standar mutu produk dan pelayanan. Oleh karena itu, Perusahaan berkomitmen memenuhi seluruh ketentuan yang telah disepakati dalam upaya meningkatkan kepuasan konsumen</p> <p>Customer is one of the important elements in the Company's business continuity that PUSRI always prioritizes consumer satisfaction professionally through the improvement of product quality standards and services. For this purpose, the Company is committed to meet all provisions as agreed upon to increase customer satisfaction.</p> |
| Mitra Kerja Work Partner | Pihak perseorangan maupun perusahaan yang menjalin kerja sama usaha berdasarkan potensi dan kelayakannya yang saling menguntungkan dengan PUSRI Individuals or companies in business cooperation with PUSRI based on their potentials and feasibility that are mutually beneficial. | <ul style="list-style-type: none"> • Pertemuan untuk membahas tender, negosiasi pekerjaan sesuai dengan jadwal yang ditetapkan pada masing-masing penawaran pekerjaan. Dalam satu tahun tercatat lebih dari satu kali pertemuan. • Meetings to discuss tenders, negotiate jobs according to the schedule specified in each job offer. In one year recorded more than one meeting. • Penandatanganan kontrak kerja, frekuensi bersifat insidental • The signing of the employment contract, the frequency is incidental. | <p>PUSRI senantiasa memandang mitra kerja sebagai partner strategis sehingga pengelolaan kerja sama tidak terlepas dari prinsip GCG dan dilakukan sesuai dengan praktik bisnis yang berlaku.</p> <p>PUSRI always views its work partners as strategic partners that managing the cooperation is inseparable to the principles of GCG and is conducted in accordance with prevailing business practices.</p> |



| Pemangku Kepentingan Stakeholders | Definisi Definition | Metode Pendekatan Approach Method | Pengaruh/Dampak dari Kegiatan Perusahaan Influence/Impact of Company Activities |
|-----------------------------------|---|---|---|
| Masyarakat Community | Masyarakat umum baik yang menggunakan produk-produk perusahaan maupun tidak, serta sekumpulan individu-individu yang tinggal di area sekitar Perusahaan, yang telah memiliki tatanan kehidupan, norma-norma, dan adat istiadat yang ditaati dalam lingkungannya <i>The general public, whether using the company's products or not, as well as groups of individuals living in areas around the Company with an orderly life, norms and customs adhered to within their environment.</i> | Pelaksanaan kegiatan sosial dan pemberdayaan masyarakat yang diadakan minimal satu kali selama setahun atau sesuai dengan kebutuhan; <i>Implementation of activities social and community empowerment held at least once a year or as needed;</i> Melalui kegiatan TJSL yang dilakukan minimal dua kali dalam setahun <i>Through TJSL activities carried out at least twice a year</i> | PUSRI menyadari peran penting masyarakat terhadap kelangsungan proses bisnis perusahaan. Oleh karena itu Perusahaan senantiasa mewujudkan sinergi berdasarkan prinsip hidup saling berdampingan dan saling menguntungkan. Di samping itu, kegiatan operasi Perusahaan yang memiliki dampak terhadap lingkungan menjadi perhatian Perusahaan agar dapat menciptakan lingkungan yang sehat bagi masyarakat di sekitar lokasi kegiatan operasi. <i>PUSRI realizes the importance of the community's role in the company's business continuity. For this reason, the Company always manifest synergy based on the life's principle of coexistence and mutual benefit. In addition, the Company's operations that impact the environment become the Company's concern in order to create a healthy environment for the community around the location of its operational activities.</i> |
| Pemerintah Government | Pemerintah Provinsi Sumatera Selatan dan Pemerintah Pusat <i>The Government of South Sumatra Province and the Central Government</i> | Pertemuan antara Pemerintah dan PUSRI untuk membahas pemenuhan perusahaan terhadap peraturan yang berlaku. <i>Meeting between Governments and PUSRI to discuss the company's compliance with applicable regulations.</i> | Kinerja keuangan Perusahaan akan berdampak terhadap besarnya setoran pajak yang diserahkan kepada Pemerintah Provinsi Sumatera Selatan dan Pemerintah Pusat sebagai kontribusi Perusahaan terhadap penerimaan Pemerintah Provinsi Sumatera Selatan dan Pemerintah Pusat yang dapat digunakan untuk modal pembangunan. <i>The Company's financial performance will impact the amount of tax deposit to the Government of South Sumatra Province and the Central Government as the Company's contribution to earnings of the South Sumatra Province Government and the Central Government may be used as capital for development.</i> |
| Pemegang Saham Shareholder | PT Pupuk Indonesia (Persero) PT Pupuk Indonesia (Persero) | RUPS minimal setahun sekali. <i>GMS at least once a year</i> | Kinerja keuangan Perusahaan akan berdampak terhadap besarnya setoran dividen yang diserahkan kepada entitas induk, PT Pupuk Indonesia (Persero) selaku pemegang saham utama/pengendali, serta kepada Pemerintah Republik Indonesia selaku entitas pemilik akhir Perusahaan. <i>The Company's financial performance will impact the amount of dividend disbursement provided to the parent entity, PT Pupuk Indonesia (Persero) as the main/controlling shareholder, as well as to the Government of the Republic of Indonesia as the ultimate owner of the Company.</i> |
| Media Massa Mass Media | Media yang menyiarkan informasi tentang Perusahaan baik media cetak, media elektronik maupun media sosial media online maupun media digital lainnya. <i>The media that disseminate information on the Company, including print, electronic as well as social, online and other digital media.</i> | | Kegiatan Perusahaan yang disampaikan oleh media massa akan berpengaruh terhadap tingkat pengetahuan dan pemahaman masyarakat, terkait kinerja Perusahaan maupun terkait produk-produk Perusahaan yang dapat dimanfaatkan oleh petani secara efektif dan efisien. <i>Company's activities informed by the mass media will affect the level of knowledge and understanding of the public, related to the Company's performance as well as information related to Company's products that may be effectively and efficiently useful to farmers.</i> |

Isu-isu Sosial, Ekonomi dan Lingkungan terkait Dampak dari Kegiatan Perusahaan

Dalam menentukan topik-topik material penting yang akan disusun dan dilaporkan dalam penyusunan laporan keberlanjutan sebagai dokumen pelaporan kinerja keberlanjutan. Perusahaan menggunakan skema Global Reporting Initiative (GRI). Sementara itu, pemetaan topik material penting dilakukan melalui Focus Group Discussion (FGD) oleh perwakilan seluruh divisi di internal Perusahaan serta pelibatan pemangku kepentingan melalui angket penentuan derajat topik material penting.

Dari proses tersebut, didapatkan isu-isu atau topik material penting yang dianggap memiliki kaitan signifikan dengan kegiatan inti Perusahaan, yaitu memproduksi dan memasarkan Pupuk dan produk samping. Berikut disampaikan topik-topik material tersebut dan sekilas penjelasannya.

Social, Economic and Environmental Issues related to the Impact of Company's Activities

In determining important material topics that will be compiled and reported through the sustainability report, the Company utilizes the Global Reporting Initiative (GRI). Meanwhile, mapping of important material topics is conducted through Focus Group Discussion (FGD) by representatives of all internal divisions of the Company as well as the engagement of stakeholders through a questionnaire for determining the degree of important material topics.

From this process, issues or important material topics regarded as having significant connection to the Company's core activities, namely in production and marketing of fertilizers and other side products. Following are the material topics and their brief descriptions.

| Isu/Topik Issue/Topic | Penjelasan Description | Pemangku Kepentingan yang Terkait dengan Isu/Topik Penting | Stakeholders Related to Issue/Important Topic |
|---|---|---|--|
| Ekonomi Economic | | | |
| Nilai ekonomi langsung yang dihasilkan dan didistribusikan <i>Direct economic value resulted and distributed</i> | Kinerja bisnis dan keuangan Perusahaan yang sehat akan membukukan pendapatan dan laba yang baik <i>The Company's sound business and financial performance will account for good income and profit.</i> | Seluruh pemangku kepentingan terkait dengan topik ini. Kinerja bisnis dan keuangan Perusahaan yang sehat akan memberikan pengaruh positif terhadap seluruh kegiatan dan cakupan operasi, yang akan berdampak terhadap keterlibatan pemangku kepentingan | All stakeholders related to this topic. The Company's sound business and financial performance will generate positive effects on all activities and scope of operations, that will impact stakeholders' engagement. |
| Dampak ekonomi tidak langsung <i>Indirect economic impact</i> | Bantuan ekonomi serta dampak ekonomi atas kehadiran Perusahaan <i>Economic assistance as well as economic impact on the Company's presence.</i> | Masyarakat khususnya di sekitar lokasi usaha. Kehadiran Perusahaan memberikan efek positif, baik melalui rekrutmen tenaga kerja dari sekitar lokasi usaha, tumbuhnya perekonomian sekitar, perkembangan infrastruktur di wilayah, dan sebagainya | The community, especially around the business location. The Company's presence has positive effects, both through the recruitment of workers from around the business locations, the growth of the surrounding economy, infrastructure development in the region, etc. |



| Isu/Topik Issue/Topic | Penjelasan Description | Pemangku Kepentingan yang Terkait dengan Isu/Topik Penting | Stakeholders Related to Issue/Important Topic |
|---|---|--|--|
| Lingkungan Environment | | | |
| Material Material | Penggunaan material dalam kegiatan operasi The use of material in operational activities. | Transparansi penggunaan material, baik jenis dan kandungan maupun volumenya, akan memberikan informasi yang jelas bagi seluruh pemangku kepentingan atas kegiatan operasi Perusahaan, khususnya bagi lingkungan dan masyarakat di sekitar lokasi usaha serta kepatuhan terhadap peraturan lingkungan. | Transparency in using materials, both in terms of type and content as well as in volume, will provide clear information for all stakeholders on the Company's operations, specifically for the environment and community in surrounding areas of the business location as well as compliance to environmental regulations. |
| Energi Energy | Penggunaan energi dalam kegiatan operasi The use of energy in operational activities. | Penggunaan gas bumi dalam proses produksi pupuk menjadi tema penting. Efektivitas penggunaan gas bumi menjadi perhatian Pupuk Indonesia Group. Di samping itu, penggunaan energi dalam kegiatan operasi memberikan dampak bagi lingkungan dan masyarakat di sekitar lokasi usaha serta kepatuhan terhadap peraturan lingkungan | The use of natural gas in fertilizer production process has become an important theme. The effectiveness of the use of natural gas has become a concern of Pupuk Indonesia Group. In addition, the use of energy in operational activities generate impact on the environment and the community in surrounding areas of the business location as well as on compliance to environmental regulations. |
| Air Water | Penggunaan air dalam kegiatan operasi The use of water in operational activities. | Air menjadi salah satu bahan penting dalam kegiatan produksi pupuk. Efisiensi penggunaan air akan berdampak positif bagi lingkungan dan masyarakat di sekitar lokasi usaha serta kepatuhan terhadap peraturan lingkungan | Water is one of the important materials used in fertilizer production activities. Efficiency in the use of water will cause positive impact on the environment and the community in surrounding area of the business location as well as on compliance to environmental regulations. |
| Emisi Emission | Pemantauan dan pengelolaan emisi gas buang dalam kegiatan operasi Monitoring and management of exhaust gas emission in operational activities. | Emisi gas buang telah menjadi fokus penting bagi dunia. Pemantauan dan pengelolaan emisi gas buang akan menciptakan solusi positif bagi lingkungan dan masyarakat di sekitar lokasi usaha serta kepatuhan terhadap peraturan lingkungan | Exhaust gas emission has become an important focus to the world. Monitoring and management of exhaust gas emission will create positive solutions for the environment and the community in surrounding areas of the business location as well as on compliance to environmental regulations. |
| Efluen dan Limbah Effluent and Waste | Pemantauan dan pengelolaan limbah dalam kegiatan operasi Monitoring and management of was in operational activities. | Kegiatan produksi pupuk memiliki kaitan dengan limbah Bahan Berbahaya dan Beracun (B3). Komitmen tinggi Perusahaan untuk memantau dan mengelola limbah akan memberikan dampak positif bagi lingkungan dan masyarakat di sekitar lokasi usaha serta kepatuhan terhadap peraturan lingkungan | Fertilizer production activities are related to Hazardous and Toxic Materials (B3) waste. The Company's high commitment to monitor and manage waste will bring about positive impact on the environment and the community in surrounding areas of the business location as well as on compliance to environmental regulations. |

| Isu/Topik Issue/Topic | Penjelasan Description | Pemangku Kepentingan yang Terkait dengan Isu/Topik Penting | Stakeholders Related to Issue/Important Topic |
|---|--|--|--|
| Sosial Social | | | |
| Kepegawaian Employment | Pemenuhan hak-hak karyawan, baik Hak Asasi Manusia maupun hak yang tertuang dalam kontrak Fulfillment of rights of the employees, both Human Rights as well as rights stated within work contract. | Karyawan menjadi pemangku kepentingan atas topik ini. Di samping itu, pemegang saham memiliki perhatian besar terhadap pengelolaan SDM yang saling bersinergi dengan kepentingan para karyawan | Employees are the stakeholder on this topic. In addition, the shareholders have great concern on HR management that inter-synergize with the interests of the employees. |
| Kesehatan dan Keselamatan Kerja Occupational Health and Safety | Pengelolaan aspek K3 dalam kegiatan operasi The management of OHS in operational activities. | Khususnya karyawan, namun pada umumnya seluruh pemangku kepentingan yang terlibat dalam kegiatan operasi yang mengedepankan aspek K3 sebagai fokus penting bagi Perusahaan | Specifically for employees, however in general, all stakeholders engaged in operational activities that put forward OHS/K3 aspect as an important focus of the Company. |
| Pendidikan dan Pelatihan Education and Training | Pengembangan kompetensi diri karyawan melalui program pendidikan dan pelatihan oleh Perusahaan. Employee competency development through educational and training programs conducted by the Company. | Karyawan menjadi pemangku kepentingan atas topik ini. Pengembangan kompetensi diri karyawan akan mewujudkan Pertumbuhan berkelanjutan antara Perusahaan dengan setiap individu karyawan | Employees become the stakeholders of this topic. Employee competency development will general sustainable growth between the Company with each individual employee. |
| Konsumen Consumer | Pemenuhan seluruh hak-hak konsumen Fulfillment of the rights of consumers. | Perusahaan memiliki komitmen untuk memperhatikan dengan cermat terkait hak-hak konsumen sebagai pengguna akhir produk Perusahaan, baik hak atas informasi produk yang sesuai, maupun hak untuk mengajukan keluhan atas produk dan layanan Perusahaan | The Company is committed to pay close attention to the rights of consumers as the end users of the Company's products, both the rights of appropriate product information, as well as the rights to submit complaints on the Company's products and services. |
| Masyarakat Setempat Local Community | Pemenuhan hak masyarakat adat di sekitar lokasi Perusahaan, Hak Asasi Manusia, serta komitmen Perusahaan untuk tidak menjadikan masyarakat hanya sebagai pekerja kasar. Fulfillment of rights of the traditional community in the surrounding areas of the Company's location, Human Rights, as well as Company's commitment to not make members of the community as mere hard labor/unskilled workers. | Keberadaan Perusahaan harus mengadopsi aspek sosial masyarakat di sekitar lokasi usaha, dan mampu memberikan dampak positif terkait aspek sosial, seperti penyebaran etika kerja dan anti korupsi yang diemban Perusahaan kepada masyarakat | The Company's presence must adopt the social aspect of the community in surrounding areas of the business location, and capable of providing positive impact related to social aspect, such as in dissemination of work ethics and anti-corruption carried out by the Company to the public. |



Lingkup Kewajiban Program Tanggung Jawab Sosial Perusahaan dan yang Melebihi Kewajiban

PUSRI telah melaksanakan tanggung jawab sosial yang merupakan kewajiban dan yang melebihi kewajiban dengan baik. Kegiatan-kegiatan tersebut antara lain:

Kegiatan Tanggung Jawab Sosial yang Merupakan Kewajiban

Scope of the Corporate Social Responsibility Program Obligations and Which Exceed the Obligations

PUSRI has carried out its social responsibilities which are obligations and which exceed obligations well. These activities include:

Mandatory Social Responsibility Activities

| Kegiatan Activity | Dasar Regulasi | Regulatory Basis |
|--|---|---|
| Lingkungan Hidup Environment | <ul style="list-style-type: none"> Undang-Undang Republik Indonesia Nomor 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup. Peraturan Pemerintah (PP) Nomor 22 Tahun 2021 tentang Penyelenggaraan Perlindungan dan Pengelolaan Lingkungan Hidup | <ul style="list-style-type: none"> Law of the Republic of Indonesia Number 32 of 2009 concerning Environmental Protection and Management. Government Regulation (PP) Number 22 of 2021 concerning the Implementation of Environmental Protection and Management |
| Ketenagakerjaan Employment | UU No. 13 tahun 2003 tentang Ketenagakerjaan | Law no. 13 of 2003 concerning Manpower |
| Keselamatan Kerja Work Safety | <ul style="list-style-type: none"> UU Nomor 01 tahun 1970 tentang Keselamatan Kerja. Peraturan Pemerintah Republik Indonesia No. 50 tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja. | <ul style="list-style-type: none"> Law No. 01 of 1970 on Occupational Safety. Government Regulation of the Republic of Indonesia No. 50 of 2012 concerning the Implementation of Occupational Health and Safety Management Systems. |
| Program Tanggung Jawab Sosial dan Lingkungan Social Responsibility and Environment Program | <ul style="list-style-type: none"> Peraturan Menteri Negara BUMN No. PER-09/MBU/07/2015 tanggal 3 Juli 2015 tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara. Peraturan Menteri Negara BUMN No. PER-03/MBU/12/2016 tanggal 16 Desember 2016 tentang Perubahan Atas Peraturan Menteri badan Usaha milik Negara No. PER-09/MBU/07/2015 Tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara. Peraturan Menteri Negara BUMN No. PER02/MBU/07/2017 tanggal 3 Juli 2015 tentang Perubahan Kedua Atas Peraturan Menteri badan Usaha milik Negara No. PER-09/MBU/07/2015 Tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara. Program Tanggung Jawab Sosial dan Lingkungan (TJSL) berdasarkan Permen BUMN No. PER-05/MBU/04/2021 tentang Program Tanggung Jawab Sosial Dan Lingkungan Badan Usaha Milik Negara. | <ul style="list-style-type: none"> Regulation of the Minister of State-Owned Enterprises No. PER-09/MBU/07/2015 dated July 3, 2015 concerning the Partnership Program and the Community Development Program for State-Owned Enterprises. Regulation of the Minister of State-Owned Enterprises No. PER-03/MBU/12/2016 dated December 16, 2016 concerning Amendments to the Regulation of the Minister of State-Owned Enterprises No. PER-09/MBU/07/2015 concerning the Partnership Program and the Community Development Program for State-Owned Enterprises. Regulation of the Minister of State-Owned Enterprises No. PER02/MBU/07/2017 dated July 3, 2015 concerning the Second Amendment to the Regulation of the Minister of State-Owned Enterprises No. PER-09/MBU/07/2015 concerning the Partnership Program and the Community Development Program for State-Owned Enterprises. Social and Environmental Responsibility Program (TJSL) based on SOE Ministerial Decree no. PER-05/MBU/04/2021 concerning the Social and Environmental Responsibility Program of State-Owned Enterprises. |

Selain itu, PUSRI juga melaksanakan program-program lainnya yang termasuk dalam lingkup kegiatan Corporate Social Responsibility sebagai wujud tanggung jawab yang melebihi ketentuan yang diatur oleh Peraturan Kementerian BUMN sebagaimana disebutkan di atas.

Organisasi, Penanggung Jawab dan Pengelola

PUSRI memiliki organisasi penanggung jawab dan pengelola CSR. Struktur organisasi tersebut ditujukan untuk mempertegas pendelegasian wewenang dan pelaksanaan program agar berjalan sinergis dan efektif. Struktur organisasi CSR disempurnakan sesuai dengan Surat Keputusan Direksi PT Pupuk Sriwidjaja Palembang No. SK/DIR/170/2019 tentang Penyempurnaan Struktur Organisasi di Lingkungan Divisi Sekretariat Perusahaan & Tata Kelola PT Pupuk Sriwidjaya Palembang.

Organisasi Departemen CSR PT Pupuk Sriwidjaja Palembang dapat digambarkan sebagai berikut:

1. Departemen CSR berada di bawah koordinasi Divisi Sekretariat Perusahaan dan Tata Kelola yang bertanggung jawab kepada Direktur Utama.
2. VP CSR bertanggung jawab kepada Sekretaris Perusahaan yang bertugas sebagai berikut:
 - a. Merencanakan, mengelola, dan mengendalikan proses pemberian bantuan pinjaman kepada calon mitra binaan, usaha kecil, dan koperasi dari perusahaan. Di samping pinjaman modal juga memberikan bantuan dalam bentuk pembinaan. Sebagai contoh: bantuan pinjaman modal usaha dan pembinaan.
 - b. Merencanakan, mengelola, dan mengendalikan pemberian bantuan bina lingkungan kepada masyarakat, lembaga/instansi, dan lembaga swadaya masyarakat dalam bentuk pemberdayaan masyarakat (community development).

In addition, PUSRI also carries out other programs that are included in the scope of Corporate Social Responsibility activities as a form of responsibility that exceeds the provisions stipulated by the Regulation of the Ministry of SOEs as mentioned above.

Organization, Responsible and Manager

PUSRI has an organization responsible for and managing CSR. The organizational structure is intended to emphasize the delegation of authority and program implementation to run synergistically and effectively. The CSR organizational structure was refined in accordance with the Decree of the Board of Directors of PT Pupuk Sriwidjaja Palembang No. SK/DIR/170/2019 concerning Improving the Organizational Structure in the Corporate Secretariat & Governance Division of PT Pupuk Sriwidjaya Palembang.

The organization of the CSR Department of PT Pupuk Sriwidjaja Palembang can be described as follows:

1. The CSR Department is under the coordination of the Corporate Secretariat and Governance Division, which is responsible to the President Director.
2. VP CSR is responsible to the Corporate Secretary whose duties are as follows:
 - a. Plan, manage, and control the process of providing loan assistance to prospective foster partners, small businesses, and cooperatives from the company. In addition to capital loans, it also provides assistance in the form of coaching. For example: business capital loan assistance and coaching.
 - b. Planning, managing, and controlling the provision of community development assistance to communities, institutions/agencies, and non-governmental organizations in the form of community development.



Dalam struktur organisasi perusahaan, VP CSR membawahi tiga bagian, yaitu:

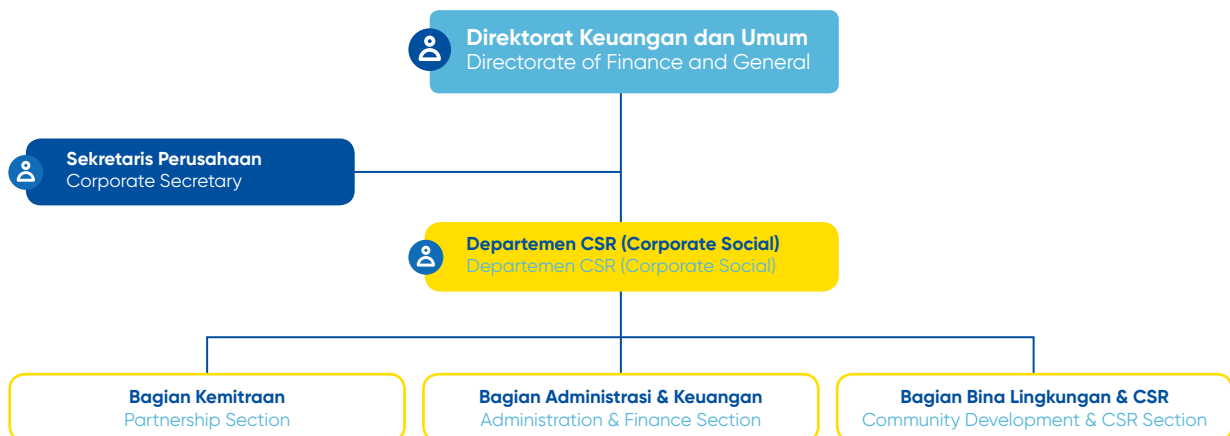
1. Bagian Kemitraan.
2. Bagian Administrasi dan Keuangan.
3. Bagian Bina Lingkungan & CSR.

In the company's organizational structure, the VP CSR is in charge of three parts, namely:

1. Partnership Section.
2. Administration and Finance Section.
3. Environmental Development & CSR Section.

Bagan Organisasi Departemen CSR

CSR Department Organization Chart



Pembiayaan dan Anggaran Tanggung Jawab Sosial Perusahaan

PUSRI telah menyediakan anggaran khusus untuk pelaksanaan program tanggung jawab sosial, baik dibidang lingkungan hidup, ketenagakerjaan, kemasyarakatan melalui program TJSL mauoun tanggung jawab dibidang konsumen seperti pada tabel berikut:

Corporate Social Responsibility Financing and Budget

In 2020, the realization of PUSRI's corporate social responsibility financing was Rp. 10.0 billion, an increase of 0.95% from the realization in 2019 which was Rp. 99 billion. Compared to the 2020 budget allocation of IDR 10.0 billion, the realization reached 100%. As for 2021, the Company has budgeted Rp8.0 billion for the financing of corporate social responsibility.

dalam Ribuan

in thousands

| No | Uraian | Realisasi 2021 | RKAP 2021 | Pencapaian (%) | Realisasi 2020 | Kenaikan/ (Penurunan) (%) | Description |
|----|--------------------------|----------------|-----------|-----------------|----------------|---------------------------|-----------------------|
| | | Realization | RKAP | Achievement (%) | Realization | Increase/(Decrease) | |
| | | (1) | (2) | (1:2) | (3) | [(1-3):3] | |
| 1 | Program Lingkungan Hidup | 8.112 | 8.158 | 99,45 | 16.805 | (51,73) | Environmental Program |
| 2 | Ketenagakerjaan dan K3 | 1.417 | - | - | 1.102 | 28,58 | Employment and OHS |

dalam Ribuan

in thousands

| No | Uraian | Realisasi 2021 Realization | RKAP 2021 RKAP | Pencapaian (%) Achievement (%) | Realisasi 2020 Realization | Kenaikan/ (Penurunan) (%) Increase/(Decrease) | Description |
|----|------------------------------------|----------------------------------|----------------------|---|----------------------------------|---|-------------------------------|
| | | (1) | (2) | (1:2) | (3) | [(1-3):3] | |
| 3 | Tanggung Jawab terhadap Konsumen | 12.865 | 61.964 | 20,76 | 5.080 | 153,25 | Responsibility to Consumers |
| 4 | Pengembangan Sosial Kemasyarakatan | | | | | | Community Social Development |
| | • Program Kemitraan | 20.556 | 21.300 | 96,51 | 20.480 | 0,37 | Partnership Program |
| | • Program Bina Lingkungan | 8.290 | 8.000,9 | 103,64 | 9999,9 | (17,10) | Community Development Program |

TANGGUNG JAWAB SOSIAL PERUSAHAAN TERHADAP PEMENUHAN HAK ASASI MANUSIA

Komitmen, Kebijakan, dan Rumusan

Hak Asasi Manusia (HAM) merupakan hak yang melekat, tidak dapat dicabut, universal, tak terpisahkan dan saling bergantung yang dimiliki semua orang sebagai manusia dan terkait dengan Sila Kedua Pancasila, yaitu Kemanusiaan yang Adil dan Beradab. Dalam ISO 26000 tentang Panduan Tanggung Jawab Sosial, HAM mencakup hal-hak terkait analisis dampak keputusan dan kegiatan, situasi berisiko terkait HAM, menghindari persekongkolan, penanganan keluhan, diskriminasi dan kelompok marjinal, hak sipil dan politik, hak ekonomi, sosial dan budaya serta prinsip dan hak dasar di tempat kerja.

CORPORATE SOCIAL RESPONSIBILITY ON FULFILMENT OF HUMAN RIGHTS

Commitment, Policies, and Formulation

Human Rights (HAM) are rights that are inherent, irrevocable, universal, inseparable and interdependent which every individual has as a human being, and related to the Second Principle of Indonesia's Pancasila (Five Principles of Indonesia's state ideology), namely Just and Civilized Humanity. In ISO 26000 on Guidelines on Social Responsibility, human rights contain matters relating to the analysis of the impact of decisions and activities, risk situations related to human rights, avoiding collusion, handling complaints, discrimination and marginalized groups, civil and political rights, economic, social, and cultural rights as well as basic principles and rights at work.

Berdasarkan komitmen dan dasar kebijakan tersebut, PUSRI mendefinisikan hak asasi manusia sebagai hak mendasar bagi setiap individu yang terlibat maupun yang terkena dampak dari kegiatan operasi dan usaha yang dilakukan Perusahaan. Inilah yang menjadi dasar Perusahaan dalam pelaksanaan kegiatan CSR di bidang HAM.

Sasaran, Rencana dan Target

Sebagai pelaku usaha yang memiliki kegiatan produksi dan pemasaran pupuk, Perusahaan senantiasa berupaya memantau dan mengevaluasi kegiatan operasi dan dampak yang dihasilkan, khususnya dampak terhadap aspek pemenuhan hak asasi manusia dari seluruh pemangku kepentingan. Perusahaan berusaha untuk terus melakukan perbaikan pada setiap prosedur tetap dalam kegiatan operasi dan bisnis dengan memperhitungkan dampak terhadap hak asasi manusia.

Penerapan Inisiatif atas Tanggung Jawab terhadap Hak Asasi Manusia

Komitmen dan kebijakan Perusahaan terkait tanggung jawab sosial perusahaan terhadap pemenuhan Hak Asasi Manusia, antara lain tidak mempekerjakan anak di bawah umur, menerapkan penyeteraan gender di lingkungan Perusahaan, memperhatikan aspek hak asasi manusia dari masyarakat di sekitar lokasi operasi serta senantiasa menjalin hubungan baik dan saling menghargai dengan seluruh pemangku kepentingan.

Prosedur dan Mekanisme Pengaduan Pelanggaran HAM

PUSRI telah membangun dan mengimplementasikan Sistem Pengaduan Pelanggaran/WBS melalui aturan internal yang tertuang dalam Surat Keputusan Direksi No. SK/DIR/79/2018 tanggal 15 Februari 2018 tentang Prosedur Operasional Baku (POB) Pengelolaan Pengaduan Karyawan & Stakeholder (Whistleblowing System) PT Pupuk Sriwidjaja Palembang. Penerapan

Based on such commitment and legal basis, PUSRI defines human rights as the basic rights of each individual who are involved or impacted by operational and business activities of the Company. This is the Company's in implementing its CSR activities related to human rights.

Objectives, Plans and Targets

As a business player engaged in production and marketing activities of fertilizers, the Company always strives to monitor and evaluate operational activities and the resulting impact, especially impact on the aspect of fulfilling human rights from all stakeholders. The Company strives to continuously exert improvement of each fixed procedure in operational and business activities by calculating the impact on human rights.

Implementation of Corporate Social Responsibility Initiative on Human Rights

The Company's commitment and policies related to corporate social responsibility on the fulfillment of human rights, among others by not employing under-aged children, implementing equality of gender within the Company, attending to human rights aspects of the community in surrounding areas of the company's operational sites as well as continuously maintaining good relationships and mutual respect with all stakeholders.

Procedures and Mechanism in Complaints of Human Rights Violation

PUSRI has established and implemented the Whistleblowing System (WBS) through internal procedures as stated in the Board of Director's Decree No. SK/DIR/79/2018 dated 15 February 2018 on Standard Operating Procedures (SOP) of the Whistleblowing System of PT Pupuk Sriwidjaja Palembang. Implementation of the system is intended

sistem tersebut ditujukan untuk menciptakan iklim yang kondusif dan mendorong pelaporan terhadap hal-hal yang dapat menimbulkan kerugian finansial maupun non finansial, termasuk hal-hal yang dapat merusak citra organisasi seperti misalnya pelanggaran HAM. Apabila terdapat hal-hal semacam itu, pengaduan dapat disampaikan melalui saluran sebagai berikut:

Surat

Senior Vice President Sekretariat Perusahaan & Tata Kelola
PT Pupuk Sriwidjaja Palembang
Gedung Utama Lt. 2
Jl. Mayor Zen, Palembang 30118

E-mail

wbs@pusri.co.id

Aplikasi Situs Web PUSRI

www.pusri.co.id/ina/gcg-whistleblowing-system

Penghargaan CSR bidang Hak Asasi Manusia

Sepanjang tahun 2021, Perusahaan tidak memiliki penghargaan CSR di bidang HAM.

TANGGUNG JAWAB SOSIAL PERUSAHAAN UNTUK OPERASI YANG ADIL

Komitmen, Kebijakan dan Rumusan

Operasi yang adil memberikan penegasan pentingnya pengelolaan Perusahaan sesuai dengan etika bisnis dan etika usaha yang berlaku; termasuk di antaranya antikorupsi, keterlibatan dalam politik yang bertanggung jawab, persaingan yang adil, mendorong tanggung jawab sosial di rantai nilai dan menghargai hak kepemilikan.

PUSRI memiliki tata kelola organisasi yang telah menyesuaikan dengan iklim dan peraturan serta perundang-undangan yang berlaku. Tugas dan

to create a conducive climate and encourage the reporting of matters that are potential to cause financial and non-financial loss, including those that may damage the organization's image such as with human rights violations. Should such matters occur, reports may be submitted through the following channels:

Letter

Senior Vice President Corporate Secretary & Governance
PT Pupuk Sriwidjaja Palembang
Gedung Utama 2nd Fl.
Jl. Mayor Zen, Palembang 30118

E-mail

wbs@pusri.co.id

PUSRI Website Application

www.pusri.co.id/ina/gcg-whistleblowing-system

CSR Awards on Human Rights

Throughout the year 2021, the Company did not receive any CSR awards regarding human rights.

CORPORATE SOCIAL RESPONSIBILITY ON FAIR OPERATIONS

Commitment, Policies and Formulation

Fair operations reaffirm the importance of the Company's management in accordance with prevailing business ethics and conduct; including among others, on anti-corruption, responsible involvement in politics, fair competition, promotion of social responsibility in the value chain and respect for property rights.

PUSRI's organizational governance has been adjusted to the climate as well as prevailing laws and regulations. Duties and authorities of the Board of Directors



wewenang Direksi dan Dewan Komisaris dalam pengelolaan dan pengawasan dijalankan dengan kelengkapan organ pendukung yang dapat memberikan kinerja yang optimal. Perusahaan juga menyelenggarakan Rapat Umum Pemegang Saham (RUPS) sebagai forum bagi pemegang saham dalam mengambil keputusan strategis bagi kinerja keberlanjutan Perusahaan.

Perusahaan juga menyusun serangkaian peraturan mulai dari Anggaran Dasar, Pedoman Tata Kelola Perusahaan, Code of Conduct, Kebijakan Anti Korupsi hingga Pengendalian Gratifikasi untuk menciptakan operasi yang adil dalam praktik operasi dan bisnis Perusahaan. Dengan beragam pedoman yang dimiliki tersebut akan mampu memperkuat kinerja Perusahaan dan melindungi seluruh insan Perusahaan dari kemungkinan praktik pengelolaan yang tidak sehat.

Perusahaan memandang bahwa penerapan aspek operasi yang adil berdampak terhadap seluruh pemangku kepentingan. Dengan penerapan aspek tersebut, Perusahaan menjamin seluruh pemangku kepentingan mendapatkan perilaku kesetaraan dan kewajaran dalam pemenuhan hak dari setiap pemangku kepentingan.

Sasaran, Rencana, dan Target

Penerapan aspek operasi yang adil memiliki sasaran utama yaitu evaluasi dan pembaruan kebijakan dan prosedur tetap yang berlaku di Perusahaan yang mengedepankan kesetaraan dan kewajaran. Selain itu, penegakan punishment juga menjadi hal penting dalam penerapan aspek ini, agar prinsip kesetaraan dan kewajaran dapat berlaku dengan adil, transparan, dan dapat dipertanggungjawabkan.

and the Board of Commissioners in managing and monitoring are executed with full supporting organs that can provide optimal performance. The Company also conducts the General Meeting of Shareholders (GMS) as the forum for shareholders to make strategic decisions for the Company's sustainable performance.

The Company also establishes a series of regulations, starting from Articles of Association, Corporate Governance Guidelines, Code of Conduct, Anti-Corruption Policy up to Gratification Control to create fair operations in the Company's operational and business practices. The various guidelines available can strengthen the Company's performance and protect all subjects of the Company from possible detrimental management practices.

The Company views that the implementation of fair operations has impacted all stakeholders. With the implementation of such aspect, the Company ensures that all stakeholders receive equal and fair treatment in meeting the rights of each stakeholder.

Objectives, Plans, and Targets

The main objectives of implementing fair operations are evaluation and update of policies and procedures that apply in the Company which prioritize equality and fairness. In addition, enforcement of punishment is also important in the implementation of this aspect, so that the principles of equality and fairness can be applied fairly, transparently and accountable.

Penerapan Inisiatif atas Tanggung Jawab terhadap Operasi yang Adil

Kebijakan dan prosedur tetap yang telah disesuaikan dengan masing-masing pemangku kepentingan terus dilakukan oleh Perusahaan. Kepada karyawan, Perusahaan berupaya untuk terus memperbaiki sistem pengembangan dan penilaian kinerja yang adil dan transparan sebagai bagian dari penghargaan Perusahaan atas kekayaan intelektual dari masing-masing individu karyawan.

Sementara kepada konsumen, Perusahaan membuka saluran pengaduan dalam rangka memberikan kesempatan yang adil kepada konsumen untuk mengajukan keluhan maupun masukan atas kualitas produk dan layanan PUSRI. Demikian pula kepada masyarakat, Perusahaan menghormati hak intelektual masyarakat yang terkandung dari berbagai aspek sosial yang berlaku di masyarakat.

Penghargaan CSR di Bidang Operasi yang Adil

Sepanjang tahun 2021, Perusahaan tidak memiliki penghargaan CSR di bidang operasi yang adil.

Implementation of Corporate Social Responsibility on Fair Operations

Fixed policies and procedures that have been adapted to each stakeholder are continuously carried out by the Company. To employees, the Company strives to continuously improve fair and transparent performance development and assessment systems as part of the Company's appreciation of intellectual property of each individual employee.

While to consumers, the Company establishes a complaint channel to provide a fair opportunity for consumers to submit complaints or feedback on the quality of PUSRI's products and services. Similarly, to the community, the Company respects the intellectual rights of the community which are contained in various social aspects that apply in society.

CSR Awards on Fair Operations

Throughout 2021, the Company did not receive any CSR award regarding fair operations.



TANGGUNG JAWAB SOSIAL PERUSAHAAN LINGKUP LINGKUNGAN HIDUP

CORPORATE SOCIAL RESPONSIBILITY ON THE ENVIRONMENT



Perusahaan memiliki komitmen kuat untuk senantiasa memastikan setiap kegiatan semaksimal mungkin dapat berdampak positif terhadap lingkungan, terutama dalam pencapaian tujuan pembangunan berkelanjutan, yang diwujudkan melalui partisipasi Perusahaan dalam kegiatan kelestarian lingkungan.

The Company is strongly committed to always ensure that each activity generates positive impact as much as possible on the environment, especially in reaching the sustainable development goals, manifested through the Company's participation in environmental preservation activities.

KOMITMEN, KEBIJAKAN, DAN RUMUSAN

Bagi PUSRI, memerhatikan keseimbangan antara kegiatan produksi dengan kelestarian lingkungan merupakan hal yang penting. Perusahaan memiliki komitmen kuat untuk senantiasa memastikan setiap kegiatan semaksimal mungkin dapat berdampak positif terhadap lingkungan, terutama dalam pencapaian tujuan pembangunan berkelanjutan, yang diwujudkan melalui partisipasi Perusahaan dalam kegiatan kelestarian lingkungan.

Hal tersebut diwujudkan melalui kebijakan PUSRI untuk bersungguh-sungguh mewujudkan industri pupuk yang ramah lingkungan. Seluruh kegiatan operasional yang dilaksanakan, senantiasa mematuhi ketentuan peraturan perundangundangan yang mengatur tentang pengelolaan lingkungan, sehingga dampak terhadap lingkungan dapat diminimalkan.

COMMITMENT, POLICIES AND FORMULATION

For PUSRI, attending to the balance between production activities and environmental preservation is an important matter. The Company is strongly committed to always ensure that each activity generates positive impact as much as possible on the environment, especially in reaching the sustainable development goals, manifested through the Company's participation in environmental preservation activities.

This is manifested through PUSRI's policies to seriously strive to create an environmentally friendly fertilizer industry. All operational activities carried out always comply with the provisions set under prevailing laws and regulations that govern environmental management, so that the impact on the environment can be minimized.



PUSRI sebagai produsen pupuk yang melibatkan berbagai unsur dan proses kimia serta penggunaan energi gas alam, menaruh perhatian terhadap dampak lingkungan yang dihasilkan. Berikut disampaikan potensi dampak lingkungan dan pengelolannya terhadap pemangku kepentingan yang terdampak.

DAMPAK DAN RISIKO LINGKUNGAN

PUSRI merasa sangat penting untuk memerhatikan antara kegiatan produksi dengan kelestarian lingkungannya. Perusahaan memiliki komitmen kuat untuk senantiasa memastikan setiap kegiatan semaksimal mungkin dapat berdampak positif terhadap lingkungan, terutama dalam pencapaian tujuan pembangunan berkelanjutan, yang diwujudkan melalui partisipasi Perusahaan dalam kegiatan pelestarian lingkungan.

As a fertilizer producer that involves various chemical elements and processes as well as the use of natural gas energy, PUSRI pays great attention to the environmental impact generated. Following are potential environmental impact and its handling on affected stakeholders.

ENVIRONMENTAL IMPACTS AND RISKS

PUSRI feels it is very important to pay attention to production activities and environmental sustainability. The Company has a strong commitment to always ensure that every activity as much as possible can have a positive impact on the environment, especially in achieving sustainable development goals, which is realized through the Company's participation in environmental conservation activities.



PUSRI sendiri memiliki kebijakan untuk bersungguh-sungguh mewujudkan industri pupuk yang ramah lingkungan. Seluruh kegiatan operasional yang dilaksanakan, senantiasa mematuhi ketentuan peraturan perundang-undangan yang mengatur tentang pengelolaan lingkungan, sehingga dampak terhadap lingkungan dapat diminimalkan.

PUSRI itself has a policy of being serious about realizing an environmentally friendly fertilizer industry. All operational activities carried out always comply with the provisions of the laws and regulations governing environmental management, so that the impact on the environment can be minimized.

Sebagai produsen pupuk yang melibatkan berbagai unsur dan proses kimia serta penggunaan energi gas alam, PUSRI menaruh perhatian terhadap dampak lingkungan yang dihasilkan. Berikut disampaikan potensi dampak lingkungan dan pengelolannya terhadap pemangku kepentingan yang terdampak.

As a fertilizer producer that involves various chemical elements and processes as well as the use of natural gas energy, PUSRI pays attention to the environmental impact it produces. The following is a description of the potential environmental impacts and their management on the affected stakeholders.

| Sumber Dampak Source of Impact | Pengelolaan Dampak | Impact Management |
|---|--|---|
| Kualitas Udara dan Kebisingan dari Pabrik <i>Air Quality and Noise Pollution from the Plants</i> | <ul style="list-style-type: none"> • Pengadaan RTH (green Barrier) dengan penanaman pohon tegakan tinggi. • Melakukan sosialisasi dengan masyarakat untuk menghadapi kondisi darurat. • Sebelum dilakukan start up, yakinkan kondisi Safety Valve dan peralatan lainnya yang berpotensi mengeluarkan gas Ammoniak dan gas lainnya dalam kondisi baik. • Menginformasikan/mengumumkan kepada masyarakat di sekitar pabrik tentang kondisi pabrik saat start up. • Memasang alat peredam bunyi/suara atau Silencer, di sumber-sumber bunyi. | <ul style="list-style-type: none"> • Establishing green barrier by planting tall trees. • Conduct socialization with the community on facing/handling emergency situations. • Prior to start-up, ensure the conditions of the safetyvalves and other equipment with potential leak of amoniac gas and other gases are in good condition. • Inform/notify the community around the plant on the condition of the plant at start-up. • Install soundproofing device or silencer at the source of the sound. |
| Kualitas Air Permukaan <i>Surface Water Quality</i> | <ul style="list-style-type: none"> • Mengolah Air limbah sebelum dibuang ke Badan Air dengan cara membuat Instalasi Pengolahan Air Limbah (IPAL). | <ul style="list-style-type: none"> • Manage waste water prior to discharging into the water body by establishing a Liquid Waste Treatment Plant (IPAL) |
| Kualitas Air Limbah <i>Liquid Waste Quality</i> | <ul style="list-style-type: none"> • Melakukan pemisahan air limbah dari sumbernya melalui bak pemisah limbah (MPAL) di pabrik Pusri-III, Pusri-IV dan Pusri-IB. • Air limbah berkonsentrasi tinggi di olah di PET, air hasil olahan di pakai kembali di CT pabrik Urea. • Air limbah yang berkonsentrasi rendah diolah di IPAL dengan Stripping, hasil olahan dikirim ke kolam Limbah. • Air Limbah dari Pusri-IIB yang sudah diolah dikirim ke kolam limbah. • Air limbah yang sudah memenuhi Baku Mutu Air limbah di kolam limbah di buang ke Badan Air. | <ul style="list-style-type: none"> • Separate liquid waste from the source through a waste separator tub (MPAL) at PUSRI-III, PUSRI-IV, and PUSRI-IB plants. • High concentrated liquid waste is treated in PET, the treated water is reused at the Urea CT plant. • Low concentrated liquid waste is treated in IPAL with stripping, the processed products are sent to Waste ponds. • Processed liquid waste from PUSRI-IIB is sent to Waste ponds. • Liquid waste that already meets the quality standard of liquid waste I the waste pool is disposed to the Water Body. |

| Sumber Dampak Source of Impact | Pengelolaan Dampak | Impact Management |
|---|---|---|
| Gangguan Lalu Lintas Traffic Disturbance | <ul style="list-style-type: none"> Memberlakukan aturan/system first in first out dengan tertib pada kendaraan pengangkut pupuk dan bahan penolong. Menyediakan lahan parkir yang cukup untuk kendaraan angkutan pupuk dan tidak memarkirkan kendaraan ditepi jalan. Menyiapkan tenaga Sekuriti di depan pintu masuk pabrik. Memasang rambu-rambu lalu lintas berisi larangan dan anjuran. Menyiapkan kapal tunda untuk memandu kapal yang akan sandar/ berlayar dari dan ke Dermaga Pusri. | <ul style="list-style-type: none"> Enforce first in first out rules/system in an orderly manner on vehicles transporting fertilizers and auxiliary materials. Provide sufficient parking space for fertilizer transport vehicles and do not park vehicles on the side of the road. Prepare Security personnel at the factory entrance. Installing traffic signs containing prohibitions and recommendations. Prepare tugboats to guide ships that will dock/sail from and to Pusri Pier. |
| Limbah B3 B3 Waste | <ul style="list-style-type: none"> Melakukan Identifikasi seluruh limbah B3 yang dihasilkan, baik proses utama maupun pendukung. Memiliki izin Penyimpanan Sementara (TPS) limbah B3 dari Walikota. Mengumpulkan dan menyimpan limbah B3 di TPS. Memberikan Simbol dan label sesuai dengan karakteristik limbah B3 pada kemasan Limbah B3. Menyerahkan kepada pihak ke tiga yang memiliki izin pengelolaan limbah B3. Dari KLHK Memiliki kerjasama antara PUSRI dengan Pengumpul/Pemanfaat/Pengolah dan dengan Transporter. | <ul style="list-style-type: none"> Identify all B3 waste produced, both in main and supporting processes. Availability of B3 waste temporary storage (TPS) permit from the city mayor. Collect and store B3 waste at TPS. Provide symbols and labels in accordance with the characteristics of the B3 waste on B3 Waste packaging. Send to third party with B3 waste management permit from KLHK Cooperation with collectors/utilizers/processors and transporters. |
| Sampah dan Limbah Padat Solid Waste and Trash | <ul style="list-style-type: none"> Limbah padat ditempatkan di kotak sampah Pengangkutan sampah ke TPA secepat mungkin Penyediaan tempat-tempat sampah untuk para pengunjung dan karyawan Memanfaatkan tenaga kerja setempat dalam menanggulangi masalah sampah | <ul style="list-style-type: none"> Solid waste is placed in trash bin. Immediate transport of waste to TPA. Provide trash bins for visitors and employees. Utilize local workers in handling waste problems. |
| Biota Perairan Aquatic Biota | <ul style="list-style-type: none"> Melakukan pengelolaan air permukaan secara optimal agar tidak menurunkan kualitas air perairan di sekitarnya melalui perencanaan sistem drainase yang komprehensif dan penataan saluran air yang baik. Menjaga kualitas air agar tetap kondusif bagi biota perairan melalui pembangunan kolam pengendap (setting pond) sebelum mengalir ke sungai menuju badan air | <ul style="list-style-type: none"> Carry out optimal surface water management so as not to reduce the water quality of the surrounding waters through planning a comprehensive drainage system and proper arrangement of waterways. Maintain water quality so that it remains conducive to aquatic biota through the construction of a setting pond before flowing into the river to the water body |
| Gangguan Kesehatan Masyarakat Public Health Disruption | <ul style="list-style-type: none"> Mewajibkan karyawan perlu menggunakan alat-alat Pengaman misalnya ear plug, masker, helm, sepatu, dll Melakukan pemeriksaan kesehatan Secara berkala terhadap karyawan Setiap 1 tahun sekali Menyampaikan informasi ke masyarakat bila muncul dampak negative dari kegiatan operasional pabrik. Melakukan pemeriksaan dan pengobatan secara berkala pada masyarakat yang terkena dampak negative, akibat operasional pabrik. | <ul style="list-style-type: none"> Require employees to use safety equipment such as ear plugs, masks, helmets, shoes, etc. Conducting regular health checks on employees Once a year Conveying information to the public when there is a negative impact from factory operational activities. Conduct regular inspections and treatment on communities that are negatively affected by factory operations. |



Sasaran, Rencana dan Target

PUSRI memiliki komitmen bahwa hubungan lingkungan dengan kegiatan produksi Perusahaan sangat terkait satu sama lain. Maka PUSRI dalam melaksanakan kegiatan bisnis dibarengi dengan upaya menjaga kelestarian lingkungan kerja dan memberdayakan kemampuan masyarakat. PUSRI pun terus melakukan berbagai inovasi yang ditujukan untuk mengoptimalkan efisiensi pemanfaatan material maupun energi yang bersumber dari alam. Efisiensi produksi yang ramah lingkungan memegang peran penting dalam peningkatan kinerja Perusahaan.

Target dan sasaran dari pengelolaan dampak lingkungan yang dilakukan Perusahaan adalah sebagai berikut:

- a. Pemenuhan Regulasi Pengelolaan Lingkungan Hidup
 1. Penyiapan Izin Lingkungan Proyek Pusri-III B.
 2. Pemenuhan Permenhub No. 58 tahun 2013 tentang Penanggulangan Pencemaran di Perairan dan Pelabuhan.
 3. Pengadaan Analyzer Particulate Matter di Pabrik Urea P-IIB/P-IB/P-III/P-IV dan Integrasi Sispek CEMS ke Kementerian Lingkungan Hidup dan Kehutanan.
 4. Sertifikasi Petugas Operasional Penanggung Jawab Pengendalian Pencemaran Udara dan Air (sertifikasi BNSP), Sertifikasi petugas pengambil contoh (sertifikasi BNSP).
- b. Memanfaatkan Limbah B3 Ash Batubara menjadi produk yang mempunyai nilai ekonomis
 1. Uji coba Fly Ash dan Botom Ash sebagai substitusi produk batako dan paving blok.
 2. Uji coba Fly Ash dan Botom Ash sebagai filler pupuk NPK.
- c. Meningkatkan nilai PROPER
 1. Penyusunan dokumen Life Cycle Assessment.
 2. Pengurusan Paten dengan Direktorat Jenderal Kekayaan Intelektual Kementerian Hukum & Ham RI.

Objectives, Plans, and Targets

PUSRI is committed to creating a connection between the environment and the Company's production activities that is closely related to one another. Referring to such condition, PUSRI conducts its business activities striving to preserve its working environment and at the same time empower the community's capabilities. PUSRI also continues to carry out various innovations aimed at optimizing efficiency of the use of materials and energy sourced from nature. Production efficiency that is environmentally-friendly plays an important role in improving the Company's performance.

The targets and objectives of the environmental impact management carried out by the Company are as follows:

- a. Compliance with Environmental Management Regulations
 1. Preparation of the Pusri-III B Project Environmental Permit.
 2. Fulfillment of Permenhub No. 58 of 2013 concerning Control of Pollution in Waters and Ports.
 3. Procurement of Particulate Matter Analyzer at Urea Plant P-IIB/P-IB/P-III/P-IV and Integration of CEMS aspects to the Ministry of Environment and Forestry.
 4. Certification of Operational Officers in Charge of Air and Water Pollution Control (BNSP certification), Certification of sampling officers (BNSP certification).
- b. Utilizing Coal Ash B3 Waste into products that have economic value
 1. Trial of Fly Ash and Botom Ash as a substitute for brick and paving block products.
 2. Trial of Fly Ash and Botom Ash as NPK fertilizer filler.
- c. Increase PROPER value
 1. Preparation of Life Cycle Assessment documents.
 2. Patent Management with the Directorate General of Intellectual Property of the Indonesian Ministry of Law & Human Rights.

3. Pelaksanaan Benchmarking dan pembuatan dokumen Verifikasi program PROPER.
4. Kerjasama pendampingan penyusun dokumen Proper dengan Konsultan.

3. Implementation of Benchmarking and preparation of PROPER program Verification documents.
4. Cooperation in assisting Proper document drafters with Consultants.

KEGIATAN LINGKUNGAN HIDUP TERKAIT DENGAN KEGIATAN OPERASIONAL PERUSAHAAN

Penerapan Inisiatif atas Tanggung Jawab terhadap Pengelolaan Lingkungan

RKL dan RPL sebagai Pedoman Kegiatan Produksi

PUSRI telah memiliki Rencana Pengelolaan Lingkungan (RKL) dan Rencana Pemantauan Lingkungan (RPL) sebagai pedoman bagi kegiatan produksi yang ramah lingkungan. RKL/RPL memuat pengelolaan proses produksi Perusahaan yang berkaitan dengan pembuangan limbah dan dampak lingkungan atas penggunaan bahan-bahan produksi.

RKL/RPL memuat keseluruhan kajian yang menjadi pedoman bagi Perusahaan untuk menciptakan proses pengelolaan operasional usaha berbasis ramah lingkungan. RKL/RPL Perusahaan telah disahkan pada tahun 2019 yang merupakan dokumen terbaru sejak dilakukannya revitalisasi pabrik PUSRI- IIB.

Penggunaan Energi yang Efektif dan Efisien

1. Penggunaan gas alam sebagai energi ramah lingkungan dalam proses produksi.
2. Penghematan gas terbuang pada saat start-up dengan memodifikasi cara start-up Compresor 101-J sehingga meminimalisir keterlambatan 101-J online. Kemudian, menghemat gas dengan mempercepat waktu proses startup gas masuk absorber 101E dengan mengubah tahapan dan mode start-up di unit Purifikasi pabrik amonia

ENVIRONMENTAL ACTIVITIES RELATED TO COMPANY OPERATIONS

Implementation of Corporate Social Responsibility Initiative on Environmental Management

RKL and RPL as Production Activity Guidelines

PUSRI's Environmental Management Plan (RKL) and Environmental Monitoring Plan (RPL) serve as guidelines for environmentally-friendly production activities. RKL/RPL contains the management of the Company's production process related to the disposal of waste and environmental impact on the use of production materials.

RKL/RPL contains the overall reviews that serve as guidelines for the Company to establish an environmentally friendly-based business management process. The Company's RKP/RPL was ratified in 2019 and is a new document since the revitalization of PUSRI-IIB plant.

Effective and Efficient Use of Energy

1. The use of natural gas as an environmentally friendly energy in the production process.
2. Save gas wasted at start-up by modifying the start-up method of the Compressor 101-J so as to minimize delays in the 101-J online. Then, save gas by speeding up the startup process of gas entering the 101E absorber by changing the start-up stages and modes in the P-IB ammonia plant Purification unit. From these two programs, the Company was



P-IB. Dari kedua program tersebut Perseroan dapat menghemat energi sebesar 72.396 MMBTU.

3. Mengurangi timbulan limbah B3 yaitu dengan membeli pewarna urea tidak dengan kemasan
4. PUSRI melakukan substitusi bahan kimia hidrazin di boiler feed water di mana bahan kimia tersebut bersifat beracun dan berbahaya tidak stabil, menjadi bahan kimia oksigen scapanger non hidrazin yang lebih ramah lingkungan..

Program konservasi air

Perusahaan melakukan berbagai macam kegiatan yang berkontribusi dalam efisiensi air, yaitu:

1. Menghindari berkurangnya jumlah produk urea akibat masuknya sebagian urea normal size dari urea lump ke dissolving tank. Pada pabrik Urea PUSRI-IIB dilengkapi alat yang untuk mendistribusikan urea prill dari area scrapper ke belt conveyor. Bagian alat ini disebut urea lump (gambar A) dengan fungsi sebagai berikut:
 - a. Mendistribusikan produk urea dari area scrapper ke belt conveyor JW 301.
 - b. Memisahkan produk urea yang ukurannya over size (lebih besar) berupa gumpalan ataupun bongkahan ke dissolving tank.

Urea yang dibutuhkan oleh konsumen (petani) dari area scrapper yang ukurannya lebih besar akan tertahan oleh kisi-kisi urea lump dan didistribusikan ke dissolving tank untuk diproses kembali, sementara urea normal size akan masuk belt conveyor untuk dikirim ke gudang dan kemudian didistribusikan ke konsumen.

Akan tetapi pada praktiknya, kinerja dari urea lump tidak berjalan dengan efektif. Banyak urea normal size alirannya berbelok ke dissolving tank (gambar B), mengacu pada data yang diambil dalam 10 detik rata-rata 2 kg urea normal size yang masuk ke dissolving tank atau 720 kg/jam atau 17,28 ton/hari.

able to save 72,396 MMBTU of energy.

3. Reducing the generation of B3 waste, namely by buying urea dye without packaging
4. PUSRI substituted hydrazine chemical in boiler feed water where the chemical is toxic and dangerously unstable, into non-hydrazine oxygen scapanger chemical which is more environmentally friendly.

Water Conservation Program

The company carries out various activities that contribute to water efficiency, namely:

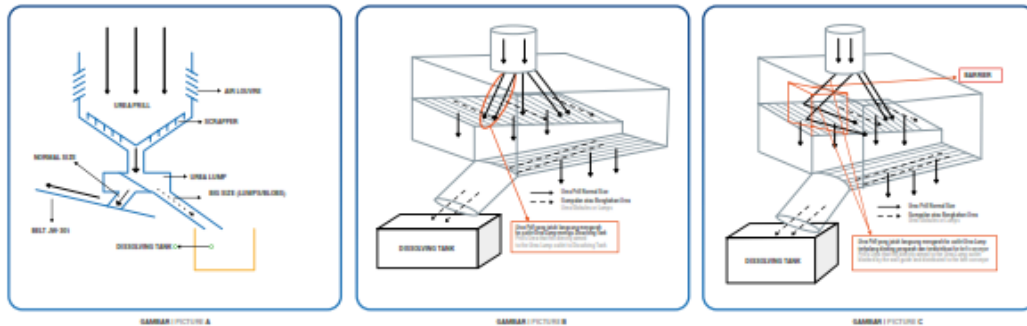
1. Avoid reducing the amount of urea product due to the entry of some normal size urea from the urea lump into the dissolving tank. The PUSRI-IIB Urea plant is equipped with tools to distribute prill urea from the scrapper area to the belt conveyor. This part of the tool is called a urea lump (figure A) with the following functions:
 - a. Distributing urea products from the scrapper area to the JW 301 conveyor belt.
 - b. Separating urea products that are over size (larger) in the form of lumps or lumps into a dissolving tank.

The urea needed by consumers (farmers) from the scrapper area which is larger in size will be retained by the urea lump lattice and distributed to the dissolving tank for reprocessing, while normal size urea will enter the belt conveyor to be sent to the warehouse and then distributed to consumers.

However, in practice, the performance of urea lump does not work effectively. A lot of normal size urea flows into the dissolving tank (figure B), referring to the data taken in 10 seconds an average of 2 kg normal size urea enters the dissolving tank or 720 kg/hour or 17.28 tons/day.

Hal tersebut disebabkan oleh arah jatuhnya urea normal size langsung ke outlet urea lump yang menuju dissolving tank. Akibat masuknya urea normal size tersebut ke dissolving tank maka dissolving tank menjadi luber dan tumpah ke lingkungan sehingga akan menambah beban pencemar air limbah, khusus parameter amonia dan TKN.

Oleh karena itu, PUSRI melakukan inovasi yakni dengan membelokkan urea normal size, yang memantul dari area scrapper diberi penghalang (gambar C) sehingga masuk menuju belt conveyor, tidak keluar menuju dissolving tank.



This was caused by the direction of the normal size urea falling directly into the urea lump outlet leading to the dissolving tank. Due to the entry of normal size urea into the dissolving tank, the dissolving tank overflows and spills into the environment so that it will increase the pollutant load of wastewater, specifically for ammonia and TKN parameters.

Therefore, PUSRI made an innovation, namely by deflecting normal size urea, which bounces from the scrapper area given a barrier (figure C) so that it enters the belt conveyor, does not exit to the dissolving tank.

2. Optimalisasi Tie in Demin Water Pabrik Utilitas PUSRI-III. Demin water PUSRI-III berfungsi sebagai make-up boiler di PUSRI-III dan STG BB. Apabila terjadi trouble pada demin water, maka suplai demin water ke STG BB berkurang yang mengakibatkan cut rate pada STG BB sehingga membuat kinerja boiler PUSRI-III dan STG tidak optimal. Trouble tersebut biasanya disebabkan oleh proses regenerasi yang berulang akibat mutu bahan baku filtered water yang kurang baik.

Oleh karena itu, Perusahaan melakukan inovasi dengan membuat sistem interkoneksi (tie in) demin water antara PUSRI-III dan PUSRI-IV agar masalah tersebut bisa diatasi.

Dengan adanya sistem interkoneksi tersebut, kinerja demin plant dari masing-masing pabrik dapat dioptimalkan untuk melakukan back-up

2. Optimization of Tie in Demin Water for PUSRI-III Utility Plant. PUSRI-III demin water functions as make-up boiler in PUSRI-III and STG BB. If there is trouble with demin water, then the supply of demin water to STG BB is reduced, which results in the cut rate at STG BB so that the performance of the PUSRI-III and STG boilers is not optimal. These problems are usually caused by repeated regeneration processes due to the poor quality of filtered water raw materials.

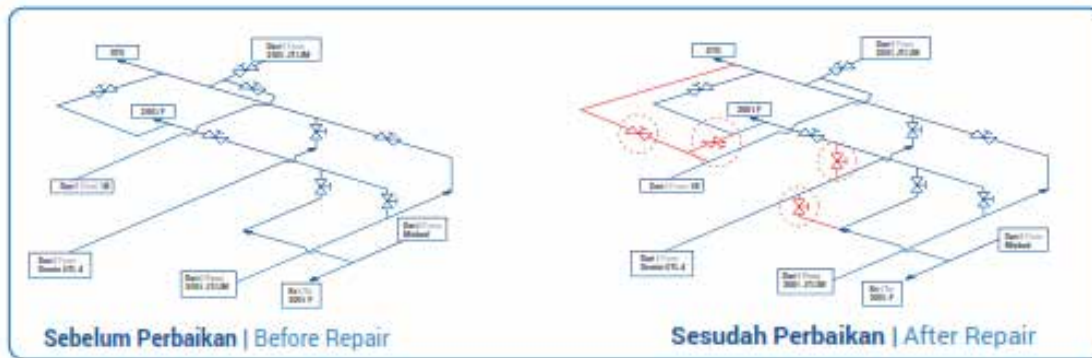
Therefore, the Company innovated by creating a demin water interconnection system (tie in) between PUSRI-III and PUSRI-IV so that this problem could be overcome.

With this interconnection system, the performance of the demin plant of each factory can be optimized to perform back-ups and meet the



dan mencukupi kebutuhan demin water pabrik lain. Dengan demikian salah satu demin plant dapat di-shut-down sebagai salah satu upaya efisiensi air. Dari program ini didapat pengurangan penggunaan condensate sebesar 264,5 m³/jam.

needs of other factories' demin water. Thus, one demin plant can be shut down as an effort to increase water efficiency. This program resulted in a reduction in condensate usage of 264.5 m³/hour.



3. Program pelestarian lingkungan dalam operasional perkantoran di lingkungan Perusahaan meliputi efisiensi energi dan 3R limbah B3 dan 3R limbah padat non B3, sebagaimana berikut ini:

a. Efisiensi Energi

- Membuat kebijakan efisiensi energi untuk menjaga terbatasnya ketersediaan sumber daya energi tak terbarukan (non-renewable energy) yang digunakan sebagai bahan baku dan penghasil energi untuk memproduksi pupuk Urea, pupuk NPK dan Amonia.
- Menginformasikan kepada seluruh karyawan untuk mematikan seluruh alat elektronik dan lampu juga mencabut aliran listrik sebelum meninggalkan kantor.

b. 3R Limbah Padat Non B3

- Melakukan komposting.
- Daur ulang drum plastik menjadi biji plastik.
- Daur ulang kertas menjadi bubur kertas untuk dijadikan kertas daur ulang.

3. Environmental conservation programs in office operations within the Company include energy efficiency and 3Rs of B3 waste and 3Rs of non-B3 solid waste, as follows:

a. Energy Efficiency

- Making energy efficiency policies to maintain the limited availability of non-renewable energy resources used as raw materials and energy producers to produce Urea fertilizer, NPK fertilizer and Ammonia.
- Inform all employees to turn off all electronic devices and lights and unplug the electricity before leaving the office.

b. 3R Non B3 Solid Waste

- Composting.
- Recycle plastic drums into plastic pellets.
- Recycle paper into pulp to make recycled paper.

Keanekaragaman Hayati

PUSRI berkomitmen tinggi terhadap keanekaragaman hayati. Beberapa hal yang telah dikembangkan PUSRI terkait kekayaan hayati dan keberlangsungan ekosistem adalah sebagai berikut.

1. Green Barrier/Kawasan Konservasi Alam

PUSRI memiliki menjadi hutan mini yang menghijau dan lebat seluas 28,2 hektar. Lokasi tersebut telah ditetapkan sebagai Kawasan Konservasi Alam No. SK/DIR/310/2014. Selain tanaman yang sengaja ditanam berdasarkan indeks keanekaragaman, terdapat juga jenis tanaman lain yang juga tumbuh karena bibitnya dibawa oleh angin dan satwa liar seperti burung atau satwa pemakan biji-bijian.

2. Penangkaran Rusa

Tidak hanya kawasan konservasi alam, lahan PUSRI juga dimanfaatkan sebagai penangkaran rusa. Hingga akhir tahun 2020, terdapat 53 ekor rusa yang terdiri dari 20 ekor rusa jenis sambar dan 33 ekor rusa jenis totol dengan luas lahan sekitar 1,5 hektar. Pemeliharaan rusa dilakukan dengan memberikan makan 3 (tiga) kali setiap hari berupa rumput dan ubi jalar. Selain itu, terdapat dokter hewan yang menjaga kesehatan rusa dengan pemberian obat dan vitamin. Salah satu tujuan dari pemeliharaan rusa ini adalah melestarikan satwa langka, khususnya rusa sambar yang merupakan hewan yang dilindungi sesuai dengan Peraturan Pemerintah RI No. 7 Tahun 1999 tentang Pengawetan Jenis Tumbuhan dan Satwa.

3. Penangkaran Burung

PUSRI juga mengembangkan penangkaran burung sejak bulan Januari 2016 yang dihuni oleh 13 ekor burung lover bird. Sebagai bentuk perawatan, burung-burung tersebut diberi makan setiap 2 (dua) kali sehari berupa jagung, biji-bijian kering dan diawasi oleh dokter hewan setiap hari dengan pemberian obat dan vitamin. Tujuan jangka panjang dari program ini adalah untuk perkembangbiakan jumlah burung.

Biodiversity

PUSRI is highly committed to biodiversity. Several items developed by PUSRI are related to biodiversity and sustainable ecosystem as described in the following:

1. Green Barrier/Nature Conservation

Area PUSRI's vast land area of some 28.2 hectares has become a lush and dense mini-forest. The location was established as Nature Conservation Zone as per Decree No. SK/ DIR/310/2014. Aside from the plants intentionally planted based on diversity index, other types of plants are also grown as the seeds were carried over by the wind and wild animals such as birds or grain-eating animals.

2. Deer Breeding

Not only as nature conservation areas, PUSRI's land area is also used for deer breeding. Until the end of 2020, there were 53 deer consisting of 20 sambar deer and 33 spotted deer within the 1.5 hectares of land area. Deer maintenance is carried out by feeding them 3 (three) times a day with grass and sweet potatoes. In addition, a veterinarian looks after the health condition of the deer by providing them with vitamins. One of the objectives of maintaining the deer is to preserve rare animals, especially sambar deer which is a protected animal in accordance with Government Regulation No. 7 of 1999 on Preservation of Plant and Animal Species.

3. Bird Breeding

PUSRI has also developed bird breeding since January 2016 with inhabitants of some 13 lover birds. As part of their maintenance care, these birds are given feeding twice daily with corn, dry grains and monitored by veterinarian every day for medicinal treatment and vitamins. The longterm objective of this program is to breed and multiply the birds quantity.



Pengelolaan Limbah Operasi dan Produksi

PUSRI selalu berupaya memenuhi baku mutu lingkungan dan ketaatan terhadap peraturan perundang-undangan yang telah dipersyaratkan sebagai wujud dari komitmen PUSRI di dalam kebijakan lingkungan. Upaya tersebut dibuktikan melalui kepemilikan sistem pengolahan limbah cair dan udara sebagai berikut:

1. Instalasi Pengolahan Air Limbah (IPAL)
Berfungsi untuk memisahkan kadar amonia dalam air limbah yaitu dengan cara melintaskan limbah cair yang mengandung amonia dengan steam. Hasil olahan dari unit ini dapat menurunkan kadar amoniak mencapai 98% dari kandungan amoniak yang ada dalam air limbah.
2. PUSRI Effluent Treatment (PET)
Berfungsi me-recovery air limbah dari air proses pabrik urea. Urea dalam air limbah di-hydrolisa kemudian di-stripping. Off gas dan treated water hasil olahan dikembalikan ke pabrik.
3. Purge Gas Recovery Unit (PGRU)
Berfungsi untuk me-recovery ventgas yang mengandung amonia dan hidrogen untuk dikembalikan ke proses pabrik.

Sementara itu, untuk pengelolaan limbah padat, yaitu limbah B3 dan limbah non B3, PUSRI berupaya untuk mengurangi timbunan limbah B3 yang dihasilkan dengan mengganti katalis dengan life time yang lebih panjang kemudian pengadaan bahan kimia tanpa kemasannya. Selibuhnya, PUSRI menyerahkan limbah B3 kepada perusahaan pemanfaat dan pengumpul limbah B3 yang telah mempunyai izin dari Kementerian Lingkungan Hidup (KLHK).

Untuk limbah padat non B3 yang berupa sampah organik, sampah non organik dan kertas, PUSRI memiliki pabrik pupuk organik yang menjadikan sampah organik sebagai salah satu bahan baku dari pabrik tersebut. Sedangkan sampah non organik seperti plastik yang masih mempunyai nilai diserahkan ke bank sampah binaan, sampah kertas dicacah dan dijadikan bubur kertas.

Operational and Production Waste Management

PUSRI continuously strives to fulfill environmental quality standards and comply with applicable laws and regulations as a manifestation of its commitment to environmental policy. Such efforts are proven through the presence of the liquid and air waste treatment/management system as follows:

1. Wastewater Treatment Plant (WWTP/IPAL)
Functions to separate ammonia in the wastewater by passing (with steam) liquid waste that contains ammonia. Processed result from this unit can reduce the ammonia level up to 98% from the ammonia content in the liquid waste.
2. PUSRI Effluent Treatment (PET)
Functions to recover liquid waste from urea factory processed water. Urea in liquid waste is hydrolyzed then stripped. Off-gas and treated water from the process are returned to the factory.
3. Purge Gas Recovery Unit (PGRU)
Functions to recover ventgas that contains ammonia and hydrogen to be returned to factory processing.

Meanwhile, to process solid waste management, namely B3 waste and non-B3 waste, PUSRI always attempt to reduce generated B3 waste mass by replacing the catalyst with longer lifetime and procurement of chemical materials without packaging. For the remaining, PUSRI submits B3 waste to companies that use and collect B3 waste with the permit from the Ministry of Environment and Forestry (KLHK).

For non-B3 solid waste in the form of organic trash, nonorganic and paper trash, PUSRI has an organic fertilizer plant that turns organic waste as one of the raw materials used from the factory. While non-organic trash such plastic that still has value is delivered to foster waste bank, where paper waste is shred and processed into paper pulp.

Perizinan Terkait Lingkungan

Perusahaan terus memperbarui perizinan terkait lingkungan yakni sebagai berikut:

1. Izin Pembuangan Limbah Cair Terintegrasi dari Wali Kota Palembang No. 658.31/IPLC/0026/DPMPTSP-PPL/2018 ditetapkan 20 Juli 2018 berlaku hingga 20 Juli 2021.
2. Izin Penyimpanan Sementara LB3 dari Wali Kota Palembang No. 376/KPTS/DLHK/2018 ditetapkan 19 Juli 2018 berlaku hingga 19 Juli 2023.
3. Izin Pembuangan Limbah Cair Pabrik Pupuk NPK-I dari Wali Kota Palembang No. 658.31/IPLC/0037/DPMPTSPPL/2018 ditetapkan 20 September 2018 berlaku hingga 20 September 2021.
4. Izin Pembuangan Limbah Cair Pabrik STG BB dari Wali Kota Palembang No. 658.31/IPLC/0055/DPMPTSPPL/2019 ditetapkan 31 Oktober 2019 berlaku hingga 31 Oktober 2022.
5. Izin Pembuangan Limbah Cair Pabrik Pupuk NPK-II dari Wali Kota Palembang No. 658.31/IPLC/0014/DPMPTSPPL/2020 ditetapkan 17 April 2020 berlaku hingga 17 April 2023.
6. Izin Pengambilan dan Pemanfaatan Air Permukaan dari Kepala Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Provinsi Sumatera Selatan No. 0405/DPMPTSP.V/X/2020 ditetapkan 2 Oktober 2020 berlaku hingga 2 Oktober 2022.

PROPER (Program Penilaian Peringkat Kinerja Perusahaan dalam Pengelolaan Lingkungan)

Perusahaan memiliki target dalam bidang pengelolaan lingkungan hidup, salah satunya adalah PROPER atau Program Penilaian Peringkat Kinerja Perusahaan dalam Pengelolaan Lingkungan. PROPER merupakan sebuah penilaian yang dikembangkan oleh Kementerian Lingkungan Hidup sejak tahun 1995 untuk mendorong dunia usaha meningkatkan pengelolaan lingkungannya. PROPER memberikan citra/reputasi sesuai pengelolaan lingkungan yang dilakukan perusahaan, yaitu berturut-turut dari yang terbaik adalah warna emas, kemudian hijau, biru, merah dan terakhir adalah hitam. Jika

Environment-Related Permits

The Company is continuously updating its permits related to the environment, namely as follows:

1. Permit for Disposal of Integrated Liquid Waste from the Mayor of Palembang No. 658.31/IPLC/0026/DPMPTSPPL/2018 effective from July 20, 2018 to July 20, 2021.
2. Permit for LB3 Temporary Storage from the Mayor of Palembang No. 376/KPTS/DLHK/2018, effective from July 19, 2018 to July 19, 2023.
3. Permit for the Disposal of Liquid Waste of NPK Fertilizer Plant from the Mayor of Palembang No. 658.31/IPLC/0037/DPMPTSP-PPL/2018, effective from September 20, 2018 to September 20, 2020.
4. Permit for Disposal of Liquid Waste of STG BB Plant from the Mayor of Palembang No. 658.31/IPLC/0055/DPMPTSP-PPL/2019 effective from October 31, 2019 to October 31, 2022.
5. Permit for Disposal of Liquid Waste of NPK-II Fertilizer Plant from the Mayor of Palembang No. 658.31/IPLC/0014/DPMPTSP-PPL/2020 effective from April 17, 2020 to April 17, 2023.
6. Permit for Taking and Utilizing Surface Water from Head of the South Sumatra Investment and One-Stop Integrated Services Board No. 0405/DPMPTSP.V/X/2020 effective from October 2, 2020 to October 2, 2022.

Company Performance Assessment Rating Program in Environmental Management (PROPER)

The Company has set its targets on environmental management field, among which include PROPER or the Company Performance Assessment Rating Program in Environmental Management. PROPER is an assessment developed by the Ministry of Environment in 1995 to encourage the business sector to improve environmental management. PROPER provides the image/reputation in accordance with environmental management conducted by the company, namely in order, from the best being marked with the color gold, then followed with green, blue red and lastly with black. If a company receives for 2 (two) in a row

sebuah perusahaan mendapat 2 (dua) kali warna hitam secara berturut-turut, perusahaan tersebut dapat dituntut maupun usahanya dihentikan. Penilaian PROPER mencakup penataan terhadap pengendalian pencemaran air, udara, pengelolaan limbah B3, dan penerapan AMDAL. Selain itu, dinilai pula sistem manajemen lingkungan, pemanfaatan limbah, konservasi sumber daya dan pelaksanaan CSR.

Hasil penilaian PROPER untuk periode 2020-2021

Perusahaan telah mengikuti PROPER sejak awal berdirinya di tahun 2010. Berikut disampaikan hasil penilaian PROPER untuk periode 2020-2021.

with the color black, then the company is said to be viable for a law suit or its business may be stopped. The PROPER assessment covers compliance to water and air pollution control, B3 waste management, and application of the Environmental Impact Analysis (AMDAL). Furthermore, the environmental management system, waste utilization, resource conservation and CSR implementation are also assessed.

PROPER assessment results for 2020-2021 period

The company has participated in PROPER since its inception in 2010. Below are the results of the PROPER assessment for the 2020-2021 period.

| No | Aspek Penilaian | Bobot PROPER PROPER Weight | 2020-2021 | Assessment Aspect |
|---------------|--|----------------------------|--------------|---|
| 1 | Dokumen Ringkasan Pengelolaan Lingkungan (DRKPL) | 150 | 109 | Environmental Management Summary Document (DRKPL) |
| 2 | Sistem Manajemen Lingkungan | 100 | 100 | Environmental Management System |
| 3 | Pemanfaatan Sumber Daya | 100 | 66.5 | Water Conservation |
| | Konservasi Air | 100 | 49.5 | Air Pollution Reduction |
| | Pengurangan Pencemaran Udara | 100 | 55 | Energy Efficiency |
| | Efisiensi Energi | 100 | 63.5 | LB3 Reduction and Utilization |
| | Pengurangan & Pemanfaatan LB3 | 100 | 71 | .3R of Non-B3 Waste |
| | 3R Limbah Non B3 | 100 | 60 | Biodiversity |
| | Keanekaragaman Hayati | 100 | | |
| 4 | Community Development | 100 | 69.7 | Community Development |
| 5 | Tanggap Kebencanaan | 25 | 18.7 | Emergency Response |
| 6 | Life Cycle Assessment | 100 | 16,5 | Life Cycle Assessment |
| Jumlah | | 1075 | 679.4 | Total |

Pertimbangan Aspek Lingkungan atas Pemasok dalam Pengadaan Barang dan Jasa

Dalam menetapkan aspek lingkungan, PUSRI mengidentifikasi aspek lingkungan yang berhubungan dengan kontraktor atau sub kontraktor yang bekerja untuk kepentingan Perusahaan. Turunan dari aspek lingkungan tersebut adalah prosedur penanganan kontraktor 2 SML 017.

Environmental Aspect Consideration of Suppliers in the Procurement of Goods and Services

In determining the environmental aspect, PUSRI identifies the environmental aspect related to contractors or sub-contractors working in the Company's interests. The breakdown on this environmental aspect are the 2 SML 017 procedures on handling contractors.

Prosedur tersebut mengatur transportasi bahan kimia, chemical cleaning dan penyediaan karyawan kontraktor. Transportasi bahan kimia yang masuk ke PUSRI akan dilakukan pemeriksaan menyeluruh terkait perizinan, keadaan kendaraan pengangkut dan bahan kimia di dalamnya. Emisi kendaraan pengangkut juga masuk ke dalam aspek lingkungan yang ditetapkan oleh PUSRI. Untuk karyawan kontraktor/kontraktor chemical cleaning yang masuk ke dalam area Pusri, sebelum melakukan pekerjaannya akan diberikan pengarahan dari Departemen K3 & LH terkait safety dan lingkungan. Selama chemical cleaning, kontraktor harus melaksanakan pengelolaan limbah yang dihasilkan, sesuai dengan kontrak di bawah pengawasan Departemen K3 & LH.

Pengaduan Masalah Lingkungan

Mengacu pada Sistem Manajemen Lingkungan ISO 14001:2004 dalam Instruksi Kerja Penanganan Keluhan Karyawan/Masyarakat 3 PPL 014, karyawan/masyarakat dapat melaporkan keluhan yang terjadi kepada Perusahaan, baik secara langsung maupun melalui sarana komunikasi yang ditujukan kepada Departemen Humas dan Departemen TJSJL atau Departemen K3 & LH. Jika keluhan tersebut terjadi di luar jam kerja non-shift/hari libur maka dapat disampaikan ke Departemen Sekuriti.

Unit kerja penerima keluhan langsung meneruskan informasi keluhan tersebut kepada koordinator shift untuk mengidentifikasi penyebab terjadinya keluhan dan coordinator shift tersebut langsung mengambil langkah-langkah perbaikan terhadap sistem penanggulangan/pengoperasian operasi pabrik. Unit kerja penerima keluhan mencatat laporan tersebut dalam formulir pencatatan keluhan karyawan/masyarakat dan segera dikirimkan ke Departemen K3 & LH atau dikirimkan keesokan harinya jika keluhan tersebut diterima di luar jam kerja non-shift.

These procedures regulate the transporting of chemical materials, chemical cleaning substances and procurement of contractors' employees. Transporting of chemical materials into PUSRI is inspected thoroughly concerning permits, the condition of the transporting vehicles and the chemical materials being carried inside. The transporting vehicles' emission is also included in the environmental aspect stipulated by PUSRI. For employees of contractors/chemical cleaning contractors who enter PUSRI's premises are given directives from the OHS/K3 & LH Department regarding safety and the environment prior to starting their work. During chemical cleaning, contractors must manage the generated waste, as stipulated in the contract under the supervision of OHS/K3 & LH Department.

Complaints on Environmental Issues

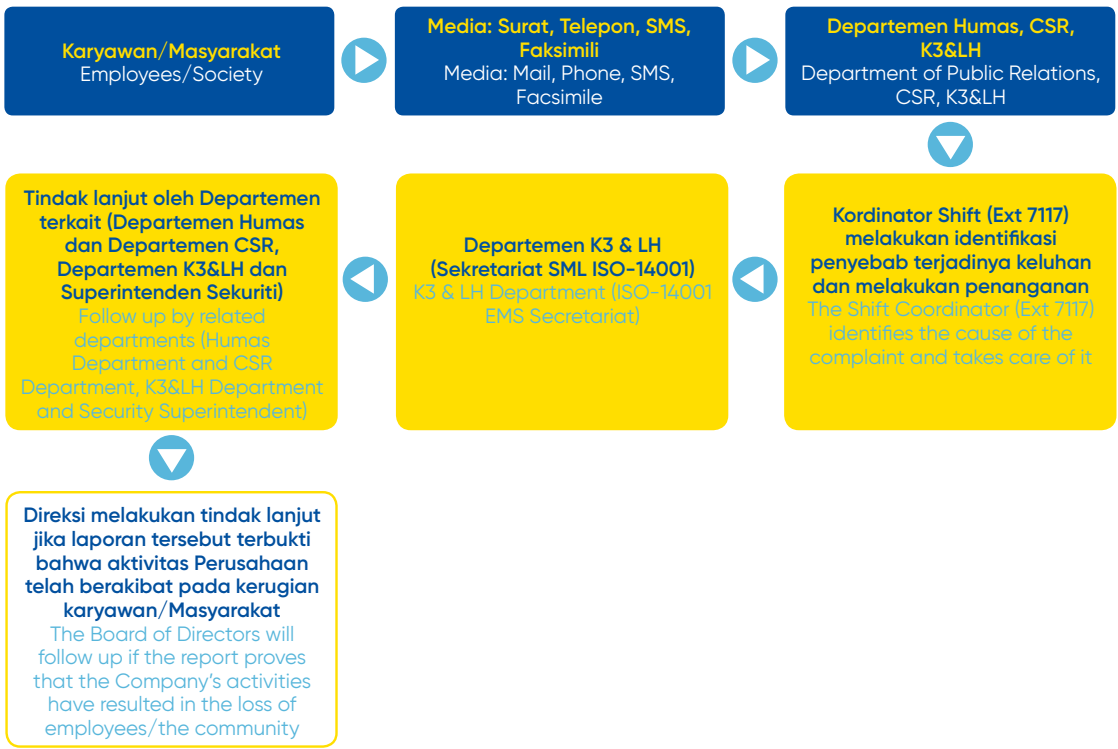
Referring to ISO 14001:2004 on Environmental Management System, in the Work Instructions for Handling Employee/Public Complaints 3 PPL 014, employees/public may report their complaints that occur to the Company, either directly or through means of communication addressed to the Public Relations Department and TJSJL Department or K3 & LH Department. Should the complaints occur outside of the nonshift work hours/holiday, then complaints may be submitted through the Security Department.

The work unit that receives complaints directly forward the information of the received complaints to the work shift coordinator to identify the cause of the complaint and the shift coordinator then directly take the necessary steps for improvement of the handling/operation system of the plant's operations. The work unit records the report in the employee/public complaint record form and immediately forward to the K3 & LH Department or in the following day if the complaints are received outside of non-shift work hours.



Laporan keluhan yang diterima tersebut segera ditindaklanjuti oleh unit kerja terkait (Departemen Humas dan Departemen CSR, Departemen K3&LH dan Superintenden Sekuriti) di bawah koordinasi Departemen Humas dan Departemen CSR. Hasil pemeriksaan fisik lapangan, pengukuran dan penelitian Laboratorium Lingkungan serta tindakan pengendalian pabrik dilaporkan ke Direksi oleh Departemen K3 & LH bersama Departemen Humas untuk tindakan selanjutnya apabila dampak tersebut berasal dari aktivitas Perusahaan.

The complaint report is then immediately followed-up by the related work unit (Public Relations/PR Department and CSR Department, K3&LH Department and Security Superintendent) under the coordination of the PR Department and CSR Department. Results from the field/physical inspection, Environmental Laboratory measurement and research as well as factory control action are reported to the Board of Directors by the K3 & LH Department together with the PR Department for further steps should the impact come from the Company's activities.



Pada tahun 2021 terdapat 3 pengaduan masyarakat terkait pengelolaan lingkungan dan telah ditangani sesuai dengan prosedur yang berlaku.

In 2021 there were 3 public complaints related to environmental management and they have been handled in accordance with applicable procedures.

Penghargaan dan Sertifikasi di Bidang Lingkungan

PUSRI menerima penghargaan di bidang lingkungan pada tahun 2021 yang diurai sebagai berikut.

Penghargaan yang Diterima Tahun 2021

| Tanggal Date | Penghargaan Award | Pemberi Appreciator |
|-----------------|---|--|
| 28 Desember | PROPER HIJAU PROPER GREEN | Kementerian Lingkungan Hidup & Kehutanan Ministry of Environment & Forestry |
| 7 April | Indonesia Green Award Indonesia Green Award | La Tofi School os CSR La Tofi School os CSR |
| 30 November | Penganugerahan Industri Level Hijau Green Level Industry Award | Kementerian Perindustrian Ministry of Industry |
| 2021 | Penghargaan dari Gubernur Sumatera Selatan atas Kepedulian Terhadap Penyandang Permasalahan Kesejahteraan Sosial di Provinsi Sumatera Selatan Award from the Governor of South Sumatra for Concern for People with Social Welfare Problems in South Sumatra Province | Gubernur Sumatera Selatan |

Sementara itu, untuk sertifikat Perusahaan di bidang lingkungan yang masih berlaku hingga tahun 2021 adalah sebagai berikut.

Sertifikasi yang Berlaku Tahun 2021

| Tanggal Date | Jenis Sertifikat Type of Certificate | Dikeluarkan oleh Certified by | Masa Berlaku hingga Validity |
|----------------------------|--|--|---------------------------------|
| 29 Juni 2021-28 April 2024 | Sistem Manajemen Lingkungan ISO 14001 : 2015 | Kementerian Lingkungan Hidup & Kehutanan Ministry of Environment & Forestry | 3 tahun 3 years |
| 2019-2022 | Industri Hijau | Kementerian Perindustrian Ministry of Industry | 4 tahun 4 years |

Biaya dan/atau Investasi Tanggung Jawab Sosial Aspek Lingkungan Hidup

Berikut adalah Jumlah dan uraian biaya dan/atau investasi tanggung jawab sosial aspek lingkungan hidup pada tahun 2021 beserta perubahan dan realisasinya.

Awards and Certifications in the Environmental Sector

PUSRI received award in the environmental field in 2021 which is described as follows.

Awards Received in 2021

Meanwhile, the Company's certificates in the environmental sector which are still valid until 2021 are as follows.

Certification Valid in 2021

Costs and/or Investment of Corporate Social Responsibility on Environmental Aspect

Following are details of the amount and description of the costs and/or investment incurred for corporate social responsibility on environmental aspect for the year 2021, including the changes and realization.



| Perihal | Anggaran 2021 (Rp-juta) 2021 Budget (Rp million) | Realisasi 2021 (Rp-juta) 2021 Realization (Rp Million) | Anggaran 2022 (Rp-juta) 2022 Budget (Rp million) | Description |
|---------------------------------------|---|---|---|--------------------------------------|
| Pemeliharaan Lingkungan & Penghijauan | 98.346.748 | 93.346.748 | 70.590.338 | Environmental Maintenance & Greening |
| Jasa Konsultasi dan Perizinan | 1.550.769.955 | 1.509.269.955 | 1.438.629.510 | Consultation Services & Permit |
| Pengelolaan Limbah B3 | 6.509.721.229 | 6.509.721.229 | 2.246.630.375 | B3 Waste Management |

Rencana Pengelolaan Lingkungan Tahun 2022

Rencana pengelolaan lingkungan yang akan dilakukan sesuai dengan program lingkungan 4 SML 028 yang telah disusun adalah sebagai berikut :

- a. Bidang Energi
 1. Meningkatkan Efisiensi Coil Convection Primary Reformer Dengan Metode Co2 Blasting Di Pabrik Ammonia Pusri-IIB
 2. Penurunan pemakaian gas alam dengan melakukan penggantian Katalis Shift Max Pusri-IIB
- b. Bidang Efisiensi Air
 1. Program Pemanfaatan Air Cooling Water 173-C P-IIB Dengan Membuat Line Tie In Cw/Hw Dari Pusri-IIB
 2. Optimalisasi Tie In Demin Water Pabrik Utilitas Pusri-III
- c. Bidang Pengelolaan Sampah
 1. Pengelolaan Sampah Kertas dan Organik Bekerjasama dengan Bank Sampah Kartini
 2. Inovasi Media Filter dari sampah Plastik
- d. Bidang Pengelolaan Limbah B3
 1. Penyambung untuk selang bertekanan hidrolik pada alat torch wrech low clearance.

2022 Environmental Management Plan

The environmental management plan that will be carried out in accordance with the 4 SML 028 environmental program that has been prepared is as follows:

- a. Energy Sector
 1. Increasing Coil Convection Primary Reformer Efficiency with Co2 Blasting Method at Pusri-IIB Ammonia Plant
 2. Reducing the use of natural gas by replacing the Shift Max Pusri-IIB Catalyst
- b. Water Efficiency Area
 1. Program for Utilizing Water Cooling Water 173-C P-IIB by Making Line Tie In Cw/Hw from Pusri-IIB
 2. Optimization of Tie In Demin Water for the Pusri-III Utility Plant
- c. Waste Management Sector
 1. Paper and Organic Waste Management in Collaboration with Kartini Waste Bank
 2. Innovation of Filter Media from Plastic waste
- d. B3 Waste Management Sector
 1. Connector for hydraulic pressure hose on low clearance torch wrech.

TANGGUNG JAWAB SOSIAL PERUSAHAAN LINGKUP KETENAGAKERJAAN, KESEHATAN, DAN KESELAMATAN KERJA

CORPORATE SOCIAL RESPONSIBILITY ON EMPLOYMENT, OCCUPATIONAL HEALTH AND SAFETY



PUSRI menyadari bahwa Sumber Daya Manusia (SDM) merupakan aset utama bagi Perseroan, karena itu, PUSRI selalu berupaya untuk memenuhi hak-hak karyawan sesuai ketentuan peraturan perundang-undangan yang berlaku.

PUSRI realizes that Human Resources (HR) is the main asset for the Company, therefore, PUSRI always strives to fulfill the rights of employees in accordance with the prevailing laws and regulations.



KOMITMEN, KEBIJAKAN DAN RUMUSAN

PUSRI menyadari bahwa Sumber Daya Manusia (SDM) merupakan aset utama bagi Perseroan, karena itu, PUSRI selalu berupaya untuk memenuhi hak-hak karyawan sesuai ketentuan peraturan perundang-undangan yang berlaku, dalam hal ini adalah Undang-Undang Republik Indonesia No. 13 tahun 2003 tentang Ketenagakerjaan. Selain aspek ketenagakerjaan, PUSRI juga memprioritaskan aspek Keselamatan dan Kesehatan Kerja (K3) bagi karyawan sebagaimana diatur dalam Undang-Undang Republik Indonesia No. 1 tahun 1970 tentang Keselamatan Kerja dan Peraturan Pemerintah No 50 Tahun 2012 tentang penerapan sistem manajemen keselamatan dan kesehatan kerja. Aturan-aturan tersebut menjadi landasan bagi Perseroan dalam menjalin hubungan industrial dengan karyawan.

Di samping itu, Perseroan juga telah memiliki kebijakan internal yang berkaitan dengan aspek ketenagakerjaan dan K3, antara lain:

1. SK Direksi No. SK/DIR/122/2011 tentang Peraturan Keselamatan dan Kesehatan Kerja PT Pupuk Sriwidjaja Palembang.
2. SK Direksi No. SK/DIR/257/2021 tentang Panitia Pembina Keselamatan dan Kesehatan Kerja PT Pupuk Sriwidjaja Palembang.
3. SK Direksi No. SK/DIR/124/2011 tentang Komite Penguji Kesehatan.
4. SK Direksi No. SK/DIR/187/2011 tentang Larangan Merokok di Lingkungan Kerja PT Pupuk Sriwidjaja Palembang.
5. SK Direksi No. SK/DIR/087/2013 tentang Penerapan Hazards Operability Study (Hazops) PT Pupuk Sriwidjaja Palembang.
6. SK Direksi No. SK/DIR/282/2013 tentang Organisasi Penerapan Sistem Manajemen PT Pupuk Sriwidjaja Palembang.

COMMITMENT, POLICIES AND FORMULATION

PUSRI realizes that Human Resources (HR) is the main asset for the Company, therefore, PUSRI always strives to fulfill the rights of employees in accordance with the prevailing laws and regulations, in this case the Law of the Republic of Indonesia No. 13 of 2003 concerning Manpower. In addition to the labor aspect, PUSRI also prioritizes Occupational Health and Safety (K3) for employees as regulated in Law of the Republic of Indonesia No. 1 of 1970 concerning Occupational Safety and Health and Regulation of the Minister of Manpower No. 50 of 2020 concerning Occupational Safety and Health Management Systems. These rules are the basis for the Company in establishing industrial relations with employees.

In addition, the Company also has internal policies related to employment and OHS aspects, including:

1. Decree of the Board of Directors No. SK/DIR/122/2011 concerning Occupational Health and Safety Regulations of PT Pupuk Sriwidjaja Palembang.
2. Decree of the Board of Directors No. SK/DIR/123/2011 concerning the Committee for the Trustees of Occupational Safety and Health of PT Pupuk Sriwidjaja Palembang.
3. Decree of the Board of Directors No. SK/DIR/124/2011 concerning the Health Examination Committee.
4. Decree of the Board of Directors No. SK/DIR/187/2011 concerning the Prohibition of Smoking in the Work Environment of PT Pupuk Sriwidjaja Palembang.
5. Decree of the Board of Directors No. SK/DIR/087/2013 concerning the Implementation of the Hazards Operability Study (Hazops) of PT Pupuk Sriwidjaja Palembang.
6. Decree of the Board of Directors No. SK/DIR/282/2013 concerning Organization of Management System Implementation of PT Pupuk Sriwidjaja Palembang.

7. SK Direksi No. SK/DIR/292/2013 tentang Prosedur Operasional Baku (POB) Pemberian Makanan Tambahan (Extra fooding) bagi Karyawan PT Pupuk Sriwidjaja Palembang.
8. SK Direksi No. SK/DIR/393/2013 tentang Larangan Penggunaan Alat Elektronik di Lingkungan Kerja Area Pabrik PT Pupuk Sriwidjaja Palembang.
9. SK Direksi No. SK/DIR/324/2015 tentang Bantuan Pemeliharaan Kesehatan Pekerja dan Keluarga.
10. SK Direksi No. SK/DIR/138/2017 tentang Pembentukan Anggota Representatif K3 PT Pupuk Sriwidjaja Palembang.

Hasil pemetaan PUSRI terkait pemangku kepentingan yang terdampak dari aspek ketenagakerjaan dan K3 adalah karyawan. Lingkup dampak dari aspek ini mencakup pengembangan kompetensi serta keselarasan antara pertumbuhan Perusahaan dan kebutuhan SDM Perusahaan dengan perkembangan kompetensi karyawan, aspek kesejahteraan, pemenuhan hak-hak, serta penerapan aspek K3 dalam kegiatan produksi dan pemasaran.

Sasaran, Rencana, dan Target

Komitmen PUSRI untuk menjalin antara Perusahaan dan karyawan menjadi salah satu tanggung jawab yang harus dilaksanakan seutuhnya melalui penyediaan beragam sarana dan prasarana bagi karyawan serta fasilitas lainnya. Melalui pengelolaan K3 yang baik dan terencana, kegiatan K3 menjadi salah satu agenda Perusahaan dalam rangka meningkatkan loyalitas karyawan serta kepuasan karyawan. Berikut rencana dan target kegiatan aspek K3 yang dilakukan Perusahaan.

Isu Dan Risiko Ketenagakerjaan, Keselamatan dan Kesehatan Kerja Yang Relevan Dengan PUSRI

Isu dan risiko terkait kegiatan tanggung jawab sosial perusahaan bidang ketenagakerjaan dan K3 utamanya berkaitan dengan aspek ketenagakerjaan dan hubungan industrial, antara lain kesetaraan gender dalam kesempatan kerja, kesetaraan dalam

7. Decree of the Board of Directors No. SK/DIR/292/2013 concerning Standard Operating Procedures (POB) for the Provision of Extra Food for Employees of PT Pupuk Sriwidjaja Palembang.
8. Decree of the Board of Directors No. SK/DIR/393/2013 concerning the Prohibition of the Use of Electronic Devices in the Work Area of the PT Pupuk Sriwidjaja Palembang Factory.
9. Decree of the Board of Directors No. SK/DIR/324/2015 concerning Assistance for Health Care for Workers and Families.
10. Decree of the Board of Directors No. SK/DIR/138/2017 concerning the Establishment of K3 Representative Members of PT Pupuk Sriwidjaja Palembang.

The results of PUSRI's mapping of stakeholders as seen from the employment and K3 aspects are employees. The scope of impact from this aspect includes competency development and alignment between the Company's growth and the Company's HR needs with the development of employee competencies, welfare aspects, fulfillment of rights, as well as the implementation of OHS aspects in production and marketing activities.

Objectives, Plans, and Targets

PUSRI's commitment to establish relationship between the Company and the employees is one of the responsibilities that must be fully implemented through the provision of various facilities and infrastructure for employees and other facilities. Through good and well planned OHS management, OHS activities become part of the Company's agenda in the effort to increase employee loyalty as well as employee satisfaction. Following are plans and targets of OHS activities conducted by the Company.

Employment, Health and Safety Issues and Risks Relevant to Wika

Issues and risks related to corporate social responsibility activities in the field of employment and K3 are mainly related to aspects of employment and industrial relations, including gender equality in employment opportunities, equality in education and



program pendidikan dan pelatihan, penggunaan tenaga kerja lokal, remunerasi dan kesejahteraan karyawan, promosi, kebebasan berserikat dan pelatihan pensiun, serta kesehatan dan keselamatan kerja. PUSRI memastikan bahwa Perseroan telah memenuhi Peraturan Perundang-Undangan yang terkait dengan isu-isu tersebut.

Target dan Rencana Kegiatan

Terkait dengan praktik Keselamatan dan Kesehatan Kerja (K3) bagi pegawai, PUSRI telah menetapkan beberapa target pencapaian antara lain:

- Terpenuhinya hak-hak karyawan;
- Terjaminnya kesejahteraan karyawan;
- Terjaminnya kesetaraan gender dalam kesempatan kerja, maupun kesetaraan dalam kesempatan memperoleh pelatihan bagi seluruh karyawan;
- Mewujudkan tempat kerja yang layak dan aman;
- Tumbuhnya loyalitas dan produktivitas terbaik; dan
- terciptanya kondisi kerja zero accident dan zero penyakit akibat kerja.

Penerapan Inisiatif atas Tanggung Jawab terhadap Ketenagakerjaan, Kesehatan dan Keselamatan Kerja Kesetaraan Gender dan Kesempatan Kerja

Perusahaan sangat menjunjung tinggi keberagaman suku, agama, ras maupun golongan tertentu di lingkungan PUSRI. Selain itu, Perusahaan juga menolak bentuk-bentuk diskriminasi terhadap jenis kelamin atau gender yang justru dapat menciptakan citra korporasi yang buruk bagi Perusahaan. Komitmen Perusahaan dapat dilihat dari keterbukaan terhadaprekrutmen dan promosi serta mutasi yang disesuaikan denganpenilaian kinerja serta talenta dari masing-masing karyawan. Pengukuran utama atas penilaian Perusahaan terhadap karyawan adalah kinerja masing-masing karyawan.

training programs, use of local workers, employee remuneration and welfare, promotion, freedom union and retirement training, and occupational health and safety. PUSRI ensures that the Company has complied with the laws and regulations related to these issues.

Target and Action Plan

Regarding occupational health and safety (K3) practices for employees, PUSRI has set several achievement targets, including:

- Fulfillment of employee rights;
- Guaranteed employee welfare;
- Guaranteed gender equality in employment opportunities, as well as equality in the opportunity to receive training for all employees;
- Creating a decent and safe workplace;
- The best growth of loyalty and productivity; and
- The creation of working conditions of zero accident and zero occupational disease.

Implementation of Corporate Social Responsibility on Employment, Occupational Health and Safety Gender Equality and Job Opportunities

The Company highly respect diversity in ethnicity, religion, race and group within PUSRI environment. Moreover, the Company also opposes all forms of discrimination against gender that can actually create bad corporate image for the Company. The Company's commitment is visible from its transparent recruitment and promotion as well as in work transfer/ rotation which also refer to performance assessment and talent of each employee. The main measurement of Company assessment is the performance of individual employee.

Strategi dan Pengelolaan SDM

PUSRI berkomitmen untuk mengembangkan SDM secara berkesinambungan dari dua sisi, yaitu meningkatkan saling percaya antara Perusahaan dengan karyawan dan peningkatan kapabilitas dan kapasitas karyawan dalam rangka mencapai tujuan Perusahaan. PUSRI menerapkan strategi dan pengelolaan SDM melalui pola pengembangan komprehensif, yaitu menggunakan best practice strategi pengembangan SDM berupa 10% structure learning (melalui pelatihan, e-learning, seminar, self-study), 20% learning from others (melalui proses mentoring/coaching/feedback), dan 70% learning from experience (melalui penugasan khusus, rotasi, job enrichment, action learning & problem solving).

Pengembangan Organisasi

Human Capital Management yang diterapkan oleh PUSRI dimulai dari perancangan struktur organisasi yang senantiasa disesuaikan dengan arah bisnis dan strategi Perusahaan, evaluasi unit kerja terhadap efektivitas proses bisnis serta mempertimbangkan aspek efisiensi.

Pengembangan Karier, Promosi dan Mutasi Karyawan

Perusahaan memiliki kebijakan mengenai karier, promosi dan mutasi/rotasi dengan maksud memberikan pengalaman menyeluruh kepada setiap karyawan tentang keseluruhan operasional dan bisnis yang dikembangkan Perusahaan. Proses pengembangan karier, promosi dan mutasi/rotasi, dilaksanakan berdasarkan SK/DIR/156/2016 tanggal 27 April 2016 tentang Peraturan Rotasi, Mutasi, dan Promosi Karyawan, serta Komite Jabatan dan Komite PSDM, dan SK/DIR/222/2017 tanggal 19 Juli 2017 tentang Manajemen Karier Karyawan.

Perusahaan menyelenggarakan pelatihan khusus dalam rangka promosi untuk mengisi jabatan tertentu dan sebagai bagian dari proses kaderisasi karyawan setiap tahunnya. Program pengembangan karier juga ditujukan untuk mengembangkan kompetensi

Human Capital Strategy and Management

PUSRI is committed to developing its human resources on continuous basis from two sides, namely by increasing mutual trust between the Company and employees, and by increasing the capability and capacity of employees in the effort to achieving Company's goals. PUSRI applies HR strategy and management through comprehensive development pattern, namely by use of best practices in HR development strategy in the form of 10% structure learning (through training, e-learning, seminar, self-study), 20% learning from others (through mentoring/coaching/feedback processes), and 70% learning from experience (through special assignment, rotation, job enrichment, action learning and problem solving).

Organizational Development

Human Capital Management applied by PUSRI started with the organizational structure design which is continually adjusted to the direction of the Company's business and strategy, evaluation of work units on the effectiveness of business processes and consideration of the efficiency aspect.

Employee Career Development, Promotion and Transfer/Rotation

The Company has the policies on career, promotion and transfer/rotation which are intended to provide experience to each employee on the overall operations and business developed by the Company. Career development process, promotion and transfer/rotation, carried out based on SK/DIR/156/2016 dated April 27, 2016 on Regulations on Employee Rotation, Transfer and Promotion, as well as Job Position Committee and HR Development Committee, and SK/DIR/222/2017 dated July 19, 2017 on Employee Career Management.

The Company conducted special training for promotion to fill certain positions and as part of the employee regeneration process every year. Career development program is also intended to develop employee competency and motivates employees to

karyawan dan memotivasi karyawan untuk meningkatkan kinerjanya, tentunya sejalan dengan kebutuhan bisnis dan pemenuhan target kinerja Perusahaan.

Pengembangan Kompetensi: Pelatihan dan Pengembangan SDM

PUSRI menelaraskan program pelatihan dan pengembangan SDM dengan strategi Perusahaan agar seluruh program/kegiatan dapat diselenggarakan secara efisien, efektif, dan terintegrasi untuk mendukung peningkatan kinerja Perusahaan. Program pendidikan dan pelatihan karyawan adalah cara untuk meningkatkan kompetensi karyawan demi tercapainya pengembangan profesionalisme karyawan dengan memfasilitasi karyawan yang memiliki kualifikasi dalam program-program profesi di segala bidang, baik dalam maupun luar negeri.

Pemenuhan Hak Karyawan: Imbalan Kerja

PUSRI memiliki kebijakan pemenuhan hak karyawan yang 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 bertujuan untuk dapat menarik, mempertahankan, memotivasi, dan meningkatkan keterikatan karyawan agar dapat secara terus menerus memberikan kinerja yang optimal, mendukung visi, misi, dan strategi Perusahaan.

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

improve their performance, surely in line with business requirements and meeting performance targets of the Company.

Competency Development: HR Training and Development

PUSRI aligns its HR training and development programs with the Company's strategy so that all programs/activities are carried out efficiently, effectively and integrated in support of improving the Company's performance. Employee educational and training programs are the means to enhancing employee competencies in reaching employees' professionalism development by facilitating qualified employees in programs of various fields of profession, both domestic and overseas.

Fulfillment of Employee Rights: Employment Benefits

PUSRI's policy on employee rights fulfillment is the Company's strategy in providing benefits/rewards to employees, adjusted to the Company's capability so as to accommodate demographic change of the employees, management of labor costs and in the effort to encourage the achievement of the Company's business goals. Fulfillment of employee rights established by the Company aims to attract, maintain, motivate and increase employee engagement so as to continuously provide optimal performance, support the Company's vision, mission and strategy.

Remuneration or employment benefits/rewards provided by the Company to employees is a form of reward commitment to employees, where the Company complies to the provisions of the Provincial/Regency/City Minimum Wage (UMP/K) for each work unit of the Company as determined by the Government. While on compensation for employee

kesejahteraan dan fasilitas karyawan Perusahaan mengacu kepada Ketentuan dan Peraturan Kementerian Tenaga Kerja dan Transmigrasi, termasuk pemenuhan upah yang berlaku. Seluruh kebijakan pengelolaan SDM, kesejahteraan dan fasilitas, diatur dalam Perjanjian Kerja Bersama (PKB) 2017/2019 yang telah ditetapkan tanggal 24 Juli 2017.

Kebijakan dan pedoman sistem penggajian PUSRI diatur dalam SK/DIR/357/2015 tanggal 30 September 2015 tentang Peraturan Gaji. Pada prinsipnya, sistem remunerasi PUSRI mempertimbangkan beberapa aspek, yang terdiri dari tingkat inflasi, kemampuan finansial perusahaan, memperhatikan harmonisasi remunerasi Perusahaan, serta mampu membedakan karyawan yang memiliki kontribusi/prestasi tinggi dari karyawan lainnya.

Rasio Gaji Tertinggi dan Gaji Terendah

| Perihal | 2021 | 2020 | Description |
|--|-----------|-----------|---|
| Direktur Utama terhadap Direktur | 1 : 0,85 | 1 : 0,90 | President Director to Director |
| Komisaris Utama terhadap Anggota Dewan Komisaris | 1 : 0,848 | 1 : 0,90 | President Commissioner to Members of the Board of Commissioners |
| Direktur Utama terhadap Komisaris Utama | 1 : 0,45 | 1 : 0,45 | President Director to President Commissioner |
| Direktur Utama terhadap Karyawan tertinggi | 1 : 0,242 | 1 : 0,208 | President Director to Highest Employee |
| Direktur Utama terhadap Karyawan terendah | 1 : 0,027 | 1 : 0,025 | President Director to Lowest Employee |
| Karyawan Tertinggi terhadap Karyawan Terendah | 1 : 0,110 | 1 : 0,121 | Highest Employee to Lowest Employee |
| Karyawan Terendah terhadap UMP | 1 : 0,624 | 1 : 1,612 | Lowest Employee to Provincial Minimum Wage |

Maksud karyawan tertinggi adalah karyawan level Eselon I (Senior Vice President), sedangkan karyawan terendah adalah karyawan Pelaksana level Eselon VII.

Selain itu, Perusahaan juga memberikan kepastian kesejahteraan karyawan berupa tunjangan-tunjangan bagi karyawan serta beberapa remunerasi dan fasilitas lain yang diterima oleh karyawan PUSRI sebagaimana yang terlampir pada tabel di bawah ini.

welfare and facilities program, the Company refers to the Provisions and Regulations of the Ministry of Manpower and Transmigration, including the fulfillment of applicable wages. All policies regarding HR management, welfare and facilities are regulated under the Collective Labor Agreement (PKB) of 2017-2019 set forth on July 24, 2017.

Policies and guidelines on PUSRI's payroll system are stipulated under Decree No. SK/DIR/357/2015 dated September 30, 2015 on Salary Regulation. In principle, PUSRI's remuneration system takes into account various aspects, consisting of inflation rate and company financial capability, as well as considering harmonization of corporate remuneration and differentiating employees with high level of contribution/achievement from others.

Highest-Lowest Salary Ratio

"Highest employee" is employee of echelon I level (Senior Vice President), while "lowest employee" is employee of echelon VII level (executor).

The Company also provides assurance of employee welfare in the form of employee allowances as well as remuneration and other facilities received by PUSRI employees as explained in the table below.



| No | Tunjangan Karyawan Employee Allowances | Remunerasi dan Fasilitas Lain | Remuneration and Other Facilities |
|----|---|---|--|
| 1 | Tunjangan Jabatan, yang terdiri dari Tunjangan Pimpinan dan Tunjangan pabrik <i>Job Position allowance, consisting of Executive Allowance and Plant Allowance</i> | Insentif, yang diterima setiap tiga bulan sekali atas pencapaian kinerja perusahaan, kinerja unit kerja, dan kinerja individu | Incentives received every three months for achievement in company performance, work unit performance, and individual performance |
| 2 | Tunjangan Risiko <i>Risk Allowance</i> | Jasa operasi, yang diterima setiap tahunnya atas pencapaian kinerja perusahaan dan tolakukur lainnya | Operational services received annually for achievement in company performance and other benchmarks |
| 3 | Tunjangan Perbintam <i>Perbintam Allowance</i> | Cuti tahunan setiap tahun dan bantuan biaya cuti | Annual leave and leave allowance |
| 4 | Tunjangan Profesi <i>Professional Allowance</i> | Cuti besar dan bantuan biaya cuti setiap tiga tahun sekali | Long leave and leave allowance, once every three years |
| 5 | Tunjangan Rayon/ Kemahalan <i>Cluster/Expensive Allowance</i> | Cuti lainnya, seperti cuti hamil dan melahirkan, cuti menikah, cuti menikahkan anak, cuti istrimelahirkan, cuti keluarga inti meninggal, cuti haji, cuti khitan/baptis/mepades | Other leaves, such as maternity leave, marital leave, marrying children leave, wife's giving birth leave, death of family member leave, pilgrimage leave, circumcision/baptism/mepades leave |
| 6 | Tunjangan Sarana, yang terdiri dari Tunjangan Transport dan Tunjangan Shift <i>Facilities Allowance consisting of Transportation Allowance and Shift Allowance</i> | Pemeliharaan kesehatan, berupa BPJS Kesehatan dan top-up menggunakan providerasuransi kesehatan | Health care in the form of BPJS Health premium fees and top up using a health insurance provider |
| 7 | Tunjangan Call Out <i>Call Out Allowance</i> | Bantuan lainnya, seperti bantuan pernikahan, bantuan melahirkan, bantuan aqiqah/khitanan, membaptis, mepades, bantuan rekreasi, bantuan ibadah haji dan bantuan kepemilikan rumah pribadi | Other assistance, such as on marriage, childbirth, aqiqah/circumcision, baptism, mepades, recreation, pilgrimage, private home ownership |
| 8 | Tunjangan Berlayar <i>Shipping Allowance</i> | Jaminan Kecelakaan Kerja (BPJS Ketenagakerjaan) | Occupational Accident Insurance (BPJS Employment) |
| 9 | Tunjangan Hari Raya (THR) <i>Religious Holiday Allowance</i> | Jaminan Kematian (BPJS Ketenagakerjaan) dan Asuransi Kematian | Death Insurance (BPJS Employment) and Death Insurance |
| 10 | Tunjangan Pendidikan <i>Education Allowance</i> | Fasilitas rumah dinas sesuai ketentuan | Official housing facilities in accordance with applicable provisions |
| 11 | Tunjangan Kesejahteraan Hari Tua <i>Pension Allowance</i> | Fasilitas pakaian kerja dan kelengkapannya, peralatan kerja, dan pelindung keselamatan kerja | Facilities for work clothes and accessories, work equipment, and safety guards |

Imbalan pascakerja juga diberikan kepada para karyawan purna jabatan sebagai bagian dari komitmen Perusahaan untuk memberikan rasa aman dan jaminan hari tua kepada karyawan. Melalui program tersebut, karyawan akan mampu memberikan kontribusinya optimalnya kepada Perusahaan, sekaligus menumbuhkan loyalitas karyawan terhadap Perusahaan. Imbalan tersebut

Post-employment benefits are also provided to retiring employees as part of the Company's commitment to provide employees with a sense of security in their retirement. Through such program, employees will be able to contribute optimally to the Company, while generating employee loyalty to the Company. These benefits are provided by the Company in the form of severance pay and years of service award, pension

berupa pesangon dan penghargaan masa kerja, program pensiun, pemeliharaan kesehatan hari tua (PKHT), Jaminan Hari Tua dan Jaminan Pensiun melalui BPJS Ketenagakerjaan, Tabungan Hari Tua (THT) dan Asuransi Kematian. Total realisasi biaya imbalan pasca kerja tahun 2021 adalah sebesar Rp145.300.980.698miliar, yang meliputi pembayaran pesangon dan penghargaan masa kerja, iuran program pensiun, iuran PKHT, iuran BPJS Ketenagakerjaan, iuran THT dan iuran Asuransi Kematian, dengan rincian sebagai berikut:

- Pesangon Rp 52.629.392.737
- Iuran Pensiun Rp 27.890.056.454
- Iuran PKHT Rp20.093.038.405
- Iuran BPJS Ketenagakerjaan Rp21.672.543.185
- Iuran THT Rp20.020.318.086
- Asuransi Kematian Rp2.995.631.831

Program Pensiun

PUSRI memerhatikan seluruh karyawannya, termasuk karyawan yang sudah tidak aktif bekerja dengan memberikan program pensiun. Program pensiun yang diberikan Perusahaan merujuk kepada UU Ketenagakerjaan No. 13 tahun 2003, Pasal 156, ayat 1 yang menyebutkan, bahwa "Dalam hal terjadi pemutusan hubungan kerja, pengusaha diwajibkan membayar pesangon dan atau uang penghargaan masa kerja dan uang penggantian hak yang seharusnya diterima". Untuk itu, para pensiunan diberikan:

1. Pesangon, Penghargaan Masa Kerja dan Uang Penggantian Hak sesuai dengan Masa Kerjanya.
2. Program Pensiun yaitu Program Pensiun Manfaat Pasti dan Program Pensiun Iuran Pasti.
3. Pemeliharaan Kesehatan Hari Tua (PKHT).
4. Tabungan Hari Tua (THT).
5. BPJS Ketenagakerjaan (Program Jaminan Hari Tua dan Jaminan Pensiun) yang dikelola baik oleh Dana Pensiun PUSRI maupun oleh Pihak Ketiga yang ditunjuk melalui seleksi.

plan, old age health care (PKHT), Retirement Security and Pension Benefits through BPJS Employment, Retirement Savings (THT) and Death Insurance. Total realized post-employment benefit costs in 2021 amounted to Rp145,300,980,698 billion, which included severance payments and years of service appreciation, pension plan dues, PKHT dues, BPJS Employment dues, ENT dues and Death Insurance dues, with details as follows:

- Severance Rp52,629,392,737
- Pension dues Rp27,890,056,454
- PKHT dues Rp20,093,038,405
- BPJS Employment dues Rp21,672,543,185
- THT dues Rp20,020,318,086
- Death Insurance Rp2,995,631,831

Pension Plan

PUSRI pays attention to its employees, including those who are no longer active by providing a pension plan. The pension plan refers to Employment Law No. 13 of 2003, Article 156, paragraph 1 which states that "In the event of termination of employment, the employer is obligated to pay severance pay and or service period reward and rights compensation money that should be received". For this, retirees are provided with the following:

1. Severance Pay, Service Period Reward and Rights Compensation Money in accordance with the actual term of Service Period
2. Pension Plan is a pension program with Fixed Benefits and Fixed Dues
3. Senior Citizen Health Care (PKHT)
4. Senior Citizen Savings (THT)
5. BPJS Employment (Senior Citizen Insurance Program and Pension Security) well managed by PUSRI Pension Fund or by third party appointed through a selection process.



Penghargaan kepada Karyawan

Pada tahun 2021, Perusahaan memberikan reward dalam bentuk bonus untuk karyawan terbaik dan karyawan dengan masa kerja tertentu yang secara akumulasi senilai Rp31,4 miliar untuk 88 orang. Mereka dinilai pantas mendapatkan penghargaan karena telah menunjukkan produktivitas dan loyalitasnya terhadap Perusahaan.

Pembentukan Lingkungan Kerja yang Kondusif

Perusahaan menyadari, kenyamanan dalam bekerja adalah salah satu faktor penting bagi karyawan untuk meningkatkan produktivitas dan mengaktualisasikan ide-ide kreatifnya terhadap Perusahaan. Untuk itu, Perusahaan terus berupaya menciptakan lingkungan kerja yang kondusif yang juga merupakan salah satu faktor peningkatan kesejahteraan karyawan. Berdasarkan teori pengelolaan SDM, lingkungan kerja yang kondusif cukup mempengaruhi tingkat kepuasan kerja dan tingkat keterikatan karyawan terhadap Perusahaan.

Untuk itu, PUSRI mendukung kebijakan work-life balance dengan menyediakan berbagai fasilitas ibadah, olah raga dan kesenian, antara lain dengan adanya tempat ibadah berupa masjid di dalam lingkungan komplek yang dapat dimanfaatkan baik oleh seluruh insan PUSRI, maupun komunitas di sekitar komplek PUSRI lengkap dengan berbagai kegiatan keagamaan di dalamnya.

Selain itu, Perusahaan juga menyediakan fasilitas olah raga, seperti kolam renang, gedung bulu tangkis, gedung olah raga, lapangan basket, gym, dan lainnya. Secara berkala, juga dilakukan senam setiap hari Jumat serta seminar kesehatan yang diadakan sebagai upaya preventif PUSRI dalam menjaga kesehatan karyawannya. Perusahaan juga memberikan fasilitas medical check-up setiap tahunnya, bagi segenap karyawan beserta istri/suami mereka, untuk memastikan kondisi tubuh tetap prima dan nyaman dalam bekerja.

Awards to Employees

In the year 2021, the Company extended bonus rewards to "the best employee" and "employee with certain service period" which accumulated to a total of Rp31.4 billion for 88 employees. They were assessed to have appropriately deserved such rewards as they have shown good productivity and loyalty to the Company.

Creating a Conducive Working Environment

The Company realizes that comfort at work is one of the important factors for employees to improve their productivity and to actualize their creative ideas to the Company. For this purpose, the Company continues to strive to creating a conducive working environment which is also one of the factors to improving employee welfare. Based on HR management theory, conducive working environment sufficiently affects the level of work satisfaction and level of employee engagement to the Company.

For this, PUSRI supports the work-life balance policy by providing various facilities for religious activity, sports and arts, among others place of worship such as the mosque within the Company compound that may be used by all PUSRI subjects as well as the surrounding community, complete with various religious activities held within the premises.

In addition, the Company also provides facilities for sports, such as swimming pool, badminton and other sports hall, basketball court, gym and others. Periodically, physical exercise activity is held on Fridays as well as seminars on health subjects as PUSRI's preventive effort to maintain employees' health condition. The Company also provide medical checkup facilities every year, for all employees and their spouses, to ensure their physical condition remains prime and comfortable at work.

Hubungan Industrial

Hubungan industrial sangat penting bagi PUSRI. Sebab itu, PUSRI selalu memberikan kebebasan bagi setiap karyawannya untuk berserikat. Karyawan PUSRI mempunyai organisasi karyawan yang disebut Serikat Pekerja Pupuk Sriwidjaja Palembang (SPPSP). Jaminan serikat pekerja ini tercantum dalam Undang-Undang No. 21 tahun 2000 tentang Serikat Buruh. SPPSP didirikan pada tanggal 1 April 1999. SPPSP telah terdaftar di Kemenakertrans RI dengan No. 37/GSP-SPPS/BW/V/1999 yang ditetapkan dengan SK Menakertrans No. KEP.23/M/BW/1999 dan terdaftar pula di Dinas Tenaga Kerja Kota Palembang dengan No. 251/819.26.8/Disnaker.2001 yang ditetapkan dengan SK No. 147/Disnaker/2001.

SPPSP memiliki visi "Menjadikan organisasi SPPSP sebagai mitra kerja Perusahaan dalam meningkatkan kinerja Perusahaan dan kesejahteraan Karyawan" dengan misi "Memperjuangkan kesejahteraan dan keadilan bagi pekerja sesuai dengan hak dan kewajibannya kepada Perusahaan". Pada tahun 2021, keanggotaan SPPSP berjumlah 1.694 anggota atau 91,57% dari jumlah karyawan PUSRI sebanyak 1.850 orang, dengan jumlah pengurus sebanyak 27 orang yang tersebar di Kepengurusan Pusat dan 188 orang dikepengurusan 12 Direktorat.

SPPSP memiliki hak mewakili karyawan dalam penyusunan Perjanjian Kerja Bersama (PKB) dengan Perusahaan. PKB terakhir yang disepakati dan masih berlaku adalah PKB periode 2019-2021. Selain itu, SPPSP juga menjadi wadah kegiatan sosial karyawan dan menjadi sarana mediasi dalam menyelesaikan berbagai masalah yang terkait hubungan industrial antara karyawan dan Perusahaan.

DAMPAK KUANTITATIF KEGIATAN KETENAGAKERJAAN

Langkah yang dilakukan PUSRI untuk menciptakan lingkungan kerja yang nyaman dan profesional serta dibangun diatas azas kekeluargaan memberikan hasil yang sangat baik. Hal tersebut setidaknya tercermin

Industrial Relations

Industrial relations are very important for PUSRI. Therefore, PUSRI always provides freedom for each of its employees to associate. PUSRI employees have an employee organization called the Pupuk Sriwidjaja Palembang Workers Union (SPPSP). This union guarantee is stated in Law No. 21 of 2000 on Trade Unions. SPPSP was established on April 1, 1999. SPPSP has been registered with the Ministry of Manpower and Transmigration of the Republic of Indonesia with No. 37/GSP-SPPS/BW/V/1999 stipulated by the Decree of the Minister of Manpower and Transmigration No. KEP.23/M/BW/1999 and also registered with the Manpower Office of Palembang City with No. 251/819.26.8/Disnaker.2001 stipulated by Decree No. 147/Disnaker/2001.

SPPSP has a vision of "Making the SPPSP organization as a partner of the Company in improving the Company's performance and employee welfare" with the mission of "Fighting for welfare and justice for workers in accordance with their rights and obligations to the Company". In 2021, SPPSP membership will be 1,694 members or 91.57% of PUSRI's 1,850 employees, with 27 administrators spread across the Central Management and 12 Directorates.

SPPSP has the right to represent employees in the preparation of Collective Labor Agreements (PKB) with the Company. The last PKB that was agreed and still valid is the PKB for the period 2019-2021. In addition, SPPSP is also a forum for employee social activities and a means of mediation in resolving various problems related to industrial relations between employees and the Company.

QUANTITATIVE IMPACT OF LABOR ACTIVITIES

The steps taken by PUSRI to create a comfortable and professional work environment and built on the principle of kinship have yielded excellent results. This is at least reflected in the relatively low turnover



dari rasio *turnover* karyawan PUSRI yang relatif rendah. PUSRI secara berkala melakukan *review* terhadap kebijakan-kebijakan yang ada terkait remunerasi dan paket *benefit* bagi karyawan serta hal-hal lain yang terkait dengan pengelolaan tenaga kerja. Selain hal-hal bersifat materi, perbaikan senantiasa dilakukan dalam rangka menciptakan lingkungan kerja yang kondusif dan menyenangkan bagi 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 2021, dari 1850 karyawan, terdapat 3 karyawan yang mengundurkan diri dari Perusahaan, sementara jumlah rekrutmen pada tahun buku sebanyak 0 karyawan, dengan tingkat *turnover* sebesar 3,75%. Angka tersebut menurun dibandingkan tahun 2019 di mana jumlah tingkat *turnover* sebesar 4,20%.

ratio of PUSRI's employees. PUSRI periodically reviews existing policies related to remuneration and benefit packages for employees as well as other matters related to workforce management. Apart from material things, improvements are always made in order to create a conducive and pleasant work environment for employees.

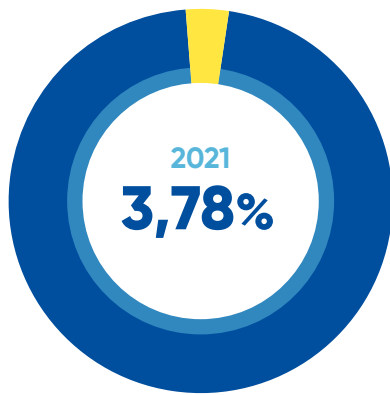
The *employee turnover* ratio can show the productivity of the Company's performance. In addition, the *employee turnover* rate is also a reflection of the Company's culture and work system which can be an indicator of the Company's success in creating a conducive work environment. In 2021, out of 1850 employees, there were 3 employees who resigned from the Company, while the number of recruits for the financial year was 0 employees, with a *turnover* rate of 3.75%. This number decreased compared to 2019 where the total *turnover* rate was 4.20%.

Penyebab Turnover Karyawan

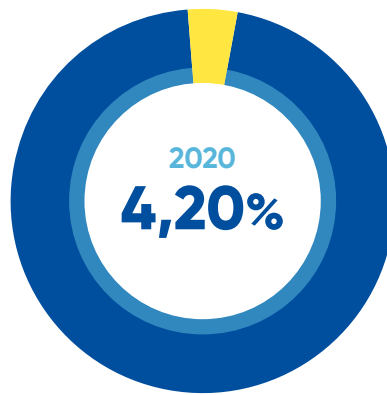
The Cause of Employee Turnover

| Penyebab | 2021 | 2020 | The Cause |
|--|-------|-------|---|
| Pensiun Normal | 41 | 71 | Normal Retirement |
| Pensiun Dini | 0 | - | Early Retirement |
| Meninggal | 6 | 4 | Death |
| Mengundurkan Diri | 3 | 4 | Resignation |
| Diberhentikan karena Melakukan Pelanggaran | 0 | - | Dismissal Due to Committing Violation |
| Selesai PKWT | 0 | - | Completion of PKWT Term |
| Ditahan oleh Pihak Berwajib | 0 | 1 | Detained by Authorities |
| PHK APS Mutasi antar Karyawan | 20 | 2 | Discharge (PHK APS)/Inter-Employee Transfer |
| Jumlah | 70 | 82 | Total |
| Tingkat Turnover | 3,78% | 4,20% | Turnover Rate |

Tingkat Turnover



Turnover Rate



Survei Engagement Karyawan

PUSRI melakukan pengukuran tingkat kepuasan dan keterikatan emosional karyawan terhadap Perusahaan, Divisi SDM melakukan 3 (tiga) jenis survei sebagai salah satu bentuk evaluasi terhadap kebijakan kegiatan manajemen SDM.

Berikut hasil survei engagement karyawan yang dilakukan pada tahun 2021:

1. Survei Kepuasan Kerja Karyawan
Survei ditujukan untuk mengetahui tingkat kepuasan kerja secara keseluruhan dan untuk masing-masing faktor survei. Hasil survei tahun 2021 yaitu sebesar 74% atau masuk dalam kategori "Memuaskan".
2. Survei Kerekatan Karyawan
Survei ditujukan untuk mengetahui tingkat kerekatan karyawan dengan Perusahaan secara keseluruhan dan untuk masing-masing faktor survei. Hasil survei tahun 2021 yaitu sebesar 82% atau masuk dalam kategori "Tinggi".
3. Survei Persepsi Karyawan terhadap Efektivitas Serikat Pekerja
Survei ditujukan untuk mengetahui tingkat efektivitas Serikat Pekerja ditinjau dari persepsi karyawan secara keseluruhan dan untuk masing-masing faktor survei. Hasil survei tahun 2021 yaitu sebesar 75% atau masuk dalam kategori "Memuaskan".

Employee Engagement Survey

PUSRI measures the level of satisfaction and emotional attachment of employees to the Company, HR Division conducts 3 (three) types of surveys as a form of evaluation of HR management activity policies.

Following are results of employee engagement survey conducted in 2021:

1. Employee Job Satisfaction Survey
The survey is intended to determine the overall level of job satisfaction and for each survey factor. The result of the 2021 survey was 74% or categorized as "Satisfying".
2. Employee Engagement Survey
The survey is intended to determine the level of employee engagement with the Company as a whole and for each survey factor. The result of the 2021 survey were 82% or categorized as "High".
3. Employee Perception of the Effectiveness of Workers Union Survey
The survey is intended to determine the level of effectiveness of the Labor Union in terms of the perception of employees as a whole and for each survey factor. The result of the 2021 survey was 75% or categorized as "Effective".



Kegiatan Keselamatan dan Kesehatan Kerja

Agar K3 dapat berjalan dengan baik, PUSRI mengadakan berbagai kegiatan dan program yang bertujuan untuk menginternalisasikan budaya K3 di lingkungan Perusahaan maupun dalam interaksi dengan pihak ketiga, agar perilaku K3 sudah menjadi bagian dari gaya hidup sehari-hari.

Fasilitas Keselamatan dan Kesehatan Kerja (K3)

Sebagai upaya menciptakan lingkungan kerja yang aman dan sehat bagi seluruh tenaga kerja, PUSRI memiliki beberapa fasilitas K3 sebagai pendukung berbagai program kegiatan yang ada. Berbagai fasilitas K3 yang dimiliki antara lain:

1. Kendaraan rescue, ambulans, fire truck ladder, fire truck multi agent, dan fire truck water tender
 - a. Fire Truck Water : 4 unit
 - b. Fire Truck Twin Agent : 2 unit
 - c. Fire Truck Triple Agent : 1 unit
 - d. Fire Truck Ladder (37 meter) : 1 unit
 - e. Rescue : 1 unit
 - f. Ambulans : 1 unit
 - g. Komando : 1 unit
2. Sarana evakuasi di gedung bertingkat (air cushion, chute escape, dan descending escape)
3. Alat-alat evakuasi (aluminium scoop stretcher, aluminium folding stretcher, extrication device, basket stretcher, dan spine board).
4. Alat-alat pengukur kondisi lingkungan kerja (sound level meter, noise dosimeter, gas detector, dust detector, lux meter, environment heat stress monitor, infrared thermometer, hygrometer, explosimeter, dan survey-meter).
5. Sarana untuk mendeteksi kebakaran berupa fire alarm system serta sarana untuk mengantisipasi kebakaran, seperti Alat Pemadam Api Ringan (APAR) dan fire hydrant.
6. Perlengkapan dan sarana pertolongan pertama seperti basic life support, kotak P3K di setiap unit kerja, breathing apparatus, airline respirator, dan Poliklinik di lingkungan pabrik.

Occupational Health and Safety Activities

In order for K3 to run well, PUSRI holds various activities and programs aimed at internalizing the OHS culture within the Company as well as in interactions with third parties, so that K3 behavior has become part of their daily lifestyle.

Occupational Health and Safety (OHS) Facilities

As efforts to establish a safe and sound working environment for all workers, PUSRI has several OHS/ K3 facilities that support various existing programs, among others are as follows:

1. Rescue vehicles, ambulances, fire trucks ladders, multi agent fire trucks, and water tender fire trucks
 - a. Fire Truck Water : 4 units
 - b. Fire Truck Twin Agent : 2 units
 - c. Fire Truck Triple Agent : 1 unit
 - d. Fire Truck Ladder (37 meters): 1 unit
 - e. Rescue : 1 unit
 - f. Ambulance : 1 unit
 - g. Command: 1 unit
2. Evacuation facilities in high-rise buildings (air cushion, chute escape, and descending escape)
3. Evacuation equipment (aluminum scoop stretcher, aluminum folding stretcher, extrication device, basket stretcher, and spine board).
4. Measuring tools for working environmental conditions (sound level meter, noise dosimeter, gas detector, dust detector, lux meter, environment heat stress monitor, infrared thermometer, hygrometer, explosimeter, and survey-meter).
5. Means for detecting fires are in the form of fire alarm systems and means for anticipating fires, such as Light Fire Extinguishers (APAR) and fire hydrants.
6. First aid equipment and facilities such as basic life support, first aid kit in every work unit, breathing apparatus, airline respirator, and polyclinic in the factory environment.

Fasilitas Latihan K3

PUSRI senantiasa mengupayakan peningkatan pengetahuan dan kompetensi karyawan di bidang K3 melalui berbagai kegiatan pelatihan dan sertifikasi. Saat ini PUSRI memiliki Pusat Pelatihan K3 yang dilengkapi dengan berbagai sarana penunjang.

Peningkatan Status Kesehatan Karyawan dan Lingkungan Kerja

PUSRI terus berusaha meningkatkan status kesehatan karyawan dan lingkungan kerja Perusahaan, yang dilakukan melalui:

- Pemeriksaan kesehatan berkala dan pemberian rekomendasi kesehatan.
- Penyuluhan kesehatan ke seluruh unit kerja secara bergantian.
- Pengukuran faktor bahaya di lingkungan kerja dan memberikan rekomendasi berdasarkan hasil pengukuran.
- Pemeriksaan hygiene sanitasi makanan, kalori makanan serta pihak pemasok makanan.
- Monitoring pemberantasan hama (pest control).
- Monitoring kelengkapan isi kotak P3K di tiap unit kerja.

Perusahaan juga memiliki fasilitas pembinaan kesehatan berupa sarana olah raga di antaranya kolam renang, lapangan basket, lapangan tenis, lapangan badminton, lapangan golf, sasana tinju serta ruang fitness yang dapat digunakan untuk menunjang kebugaran karyawan.

Pembentukan P2K3

Perusahaan membentuk Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) sebagai bentuk komitmen dalam kepatuhan atas norma-norma keselamatan dan kesehatan kerja serta peraturan dan perundang-undangan yang berlaku di Indonesia. Pembentukan organisasi tersebut mengacu kepada Peraturan Menteri Tenaga Kerja No. PER.04/MEN/1987 tentang Panitia Pembina Keselamatan dan Kesehatan Kerja serta Tata Cara Penunjukan Ahli Keselamatan Kerja. P2K3 merupakan badan pembantu yang merupakan wadah kerja sama antara Perusahaan dan karyawan

OHS Training Facilities

PUSRI always strives to improve employee knowledge and competence in the field of OHS through various training and certification activities. Currently, PUSRI has an OHS Training Center which is equipped with various supporting facilities.

Improvement of Employee Health Status and Working Environment

PUSRI continuously strives to improve employee health status and working environment, carried out through the following:

- Regular health checks and provide health recommendations.
- Health counseling to all work units in turn.
- Measurement of hazardous factors in work environment and provide recommendations on measurement results.
- Examination of food sanitation hygiene, food calories and food suppliers.
- Monitoring of mosquito eradication (pest control).
- Monitoring the contents of first aid box in each work unit.

Health maintenance facilities are also available in the forms of, among others, sports facilities such as swimming pool, basketball, tennis and badminton courts, golf course, boxing gym as well as fitness rooms which employees can use to keep physically fit.

Establishing the Occupational Health and Safety Committee

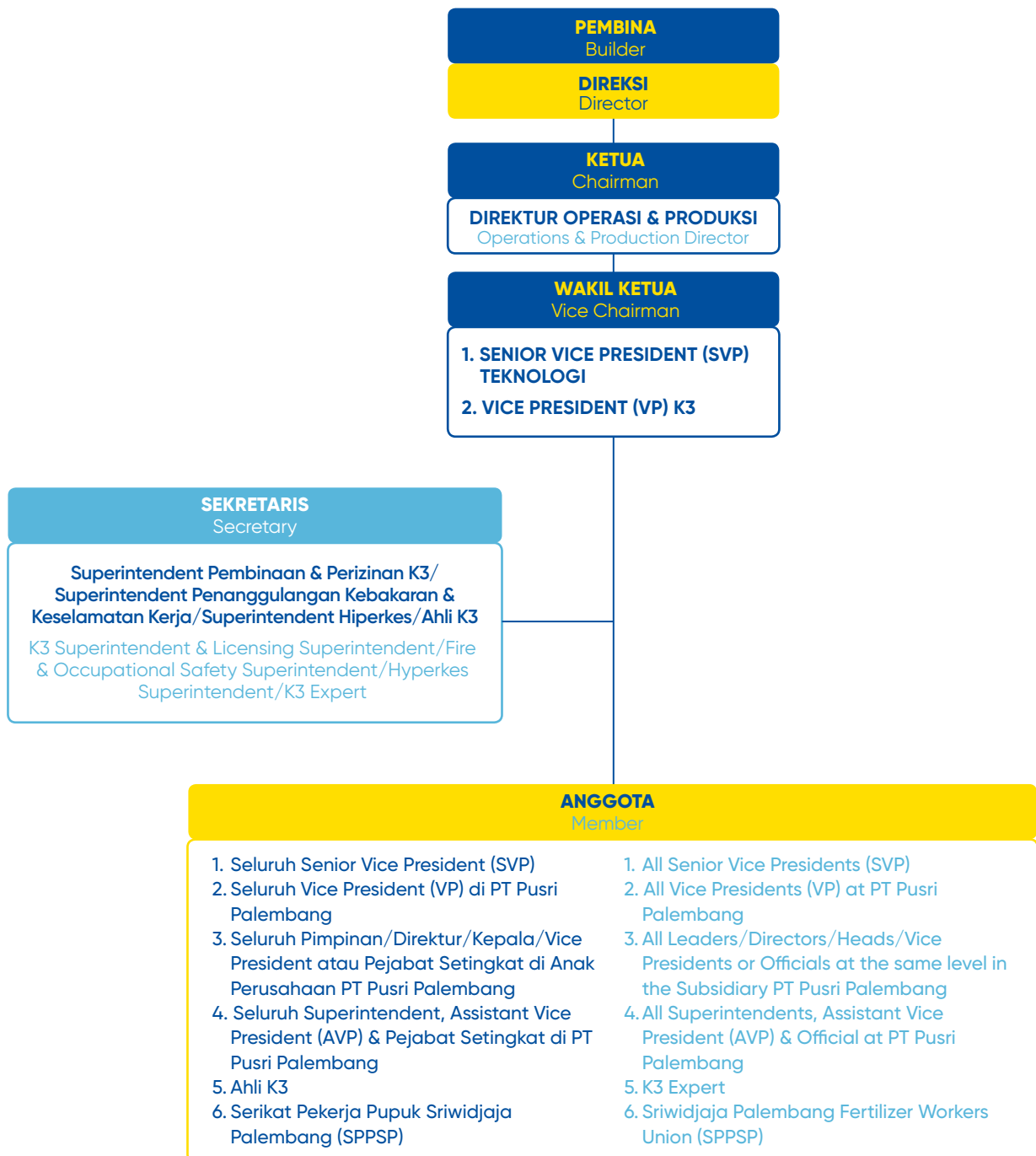
The Company has established Occupational Health and Safety Committee (OHSC/P2K3) as a form of commitment to complying with occupational health and safety norms as well as laws and regulations applicable in Indonesia. Establish the organization refers to the Manpower Minister's Decree No. PER.04/MEN/1987 on Occupational Health and Safety Committee and Procedures for Appointing Occupational Safety Experts. OHSC is a supporting body, a forum of cooperation between the Company and employee to develop a joint effort in implementing

untuk mengembangkan kerja sama dalam penerapan keselamatan dan kesehatan kerja.

Perusahaan senantiasa menyesuaikan struktur P2K3 agar dapat berfungsi secara efektif dan efisien. Pada tahun 2021, PUSRI telah menyesuaikan kembali struktur P2K3 sebagaimana tercantum pada SK Direksi No. SK/DIR/257/2021 tentang Panitia Pembina Keselamatan dan Kesehatan Kerja PT Pupuk Sriwidjaja Palembang.

occupational health and safety.

The company constantly adjusts the P2K3 structure so that it can function effectively and efficiently. From 2011 to 2020, the Company used the P2K3 structure which refers to the Decree of the Board of Directors No. SK/DIR/123/2011. However, in 2021, PUSRI has readjusted the P2K3 structure.



Struktur Organisasi P2K3 PUSRI dipimpin oleh Direktur Operasi & Produksi yang dalam pelaksanaan tugasnya dibantu oleh Wakil Ketua, Sekretaris, dan anggota P2K3. Sekretaris P2K3 merupakan seorang ahli K3 yang telah ditunjuk dan memiliki sertifikat Ahli K3 Umum, sedangkan anggota P2K3 terdiri dari seluruh Senior Vice President (SVP) di PUSRI, seluruh Vice President di PUSRI dan seluruh Pimpinan/Direktur/Vice President atau pejabat setingkat di anak perusahaan PUSRI, seluruh Assistance Vice President & pejabat setingkat di PUSRI, ahli K3 serta Serikat Pekerja Pupuk Sriwidjaja Palembang (SPPSP).

Audit SMK3

Sebagai bagian dari kegiatan evaluasi kesesuaian dalam penerapan Sistem Manajemen K3 (SMK3), PUSRI melaksanakan program audit secara berkala, baik berupa audit SMK3 eksternal maupun internal. Audit SMK3 yang dilakukan pada tahun 2020 adalah sebagai berikut:

1. Audit Internal

Audit internal SMK3 dilakukan setiap 6 bulan sekali oleh auditor internal SMK3 yang kompeten dan telah memiliki sertifikasi sebagai auditor internal oleh Kementerian Ketenagakerjaan.

2. Audit Eksternal

Audit eksternal SMK3 dilakukan secara berkala setiap 3 tahun, namun pada tahun 2020 audit tidak dilaksanakan mengingat audit eksternal SMK3 terakhir dilaksanakan pada tahun 2019 sehingga audit eksternal SMK3 akan dilakukan kembali pada tahun 2022.

Kinerja K3

Sejalan dengan komitmen untuk mewujudkan *zero accident*, PUSRI dan seluruh mitra telah berupaya secara maksimal untuk mencegah terjadinya kecelakaan kerja sekecil apapun. Upaya tersebut bisa dicapai oleh PUSRI, namun belum sepenuhnya bisa diwujudkan di lingkungan mitra usaha. Terkait kecelakaan yang terjadi, kami telah menghubungi pihak-pihak terkait untuk melakukan investigasi untuk

PUSRI's P2K3 Organizational Structure is led by the Director of Operations & Production who in carrying out his duties is assisted by the Deputy Chair, Secretary, and P2K3 members. The P2K3 secretary is an appointed K3 expert and holds a General OHS Expert certificate, while P2K3 members consist of all Senior Vice Presidents (SVP) at PUSRI, all Vice Presidents at PUSRI and all Leaders/Directors/Vice Presidents or officials at the level of subsidiaries. PUSRI, all Assistant Vice Presidents & PUSRI-level officials, K3 experts and the Sriwidjaja Palembang Fertilizer Workers Union (SPPSP).

OHS Management System Audit

As part of the conformity evaluation activities in the application of the OHS Management System (OHSMS), PUSRI conducts audit programs on regular basis, both external and internal OHSMS audits. The audits conducted in 2021 are as follows:

1. Internal Audit

OHSMS internal audits are carried out once every 6 months by OHSMS internal auditor, competent and certified as internal auditor by the Ministry of Manpower.

2. External Audit

OHSMS external audits are carried periodically every 3 years, however, in the year 2020, the audit was not carried out considering that the last external OHSMS audit was conducted in the year 2019 so that the next one will be scheduled for the 2022.

OHS Performance

In line with the commitment to achieve zero accident, PUSRI and all partners have made maximum efforts to prevent the slightest work accident. This effort can be achieved by PUSRI, but it has not been fully realized in the business partner environment. Regarding the accidents that occurred, we have contacted the relevant parties to conduct an investigation to find out the cause so that remedial measures are formulated



mencari tahu penyebabnya sehingga dirumuskan langkah-langkah perbaikan agar tidak terjadi lagi. Berikut ini statistik kecelakaan kerja selama 2 (dua) tahun terakhir, yang dapat dilihat pada tabel berikut:

so that they do not happen again.

| Kecelakaan | 2021 | Accident |
|-------------------------------------|--------|-------------------------------------|
| First Aid Case / P3K | 5 kali | First Aid Case / P3K |
| Perawatan Medis / Medical Treatment | 2 kali | Perawatan Medis / Medical Treatment |
| Fatality : Nihil | Nihil | Fatality : Nihil |
| Jumlah | 7 | Total |

Pada akhir tahun 2021 jam kerja aman di Perusahaan mencapai 84.023.647,5 jam, meningkat dibandingkan tahun 2020 sebanyak 78.976.586,8 jam

By the end of 2021 safe working hours at the Company reached 84,023,647.5 hours, an increase compared to 2020 of 78,976,586.8 hours.

Pengaduan Masalah Ketenagakerjaan dan K3

PUSRI memahami bahwa setiap karyawan memiliki hak dan wewenangnya untuk mendapatkan perlakuan yang sama serta mendapatkan jaminan keselamatan kerja. Dalam hal karyawan menganggap ada perlakuan yang tidak adil atau tidak wajar serta bertentangan dengan isi dan jiwa Perjanjian Kerja Bersama (PKB), Perusahaan memberikan fasilitas pada yang bersangkutan untuk menyampaikan pengaduan atau keluhannya secara tertulis melalui saluran yang ditetapkan sebagai saluran "Penyelesaian Keluhan dan Pengaduan Karyawan".

Complaints on Employment and OHS Issues

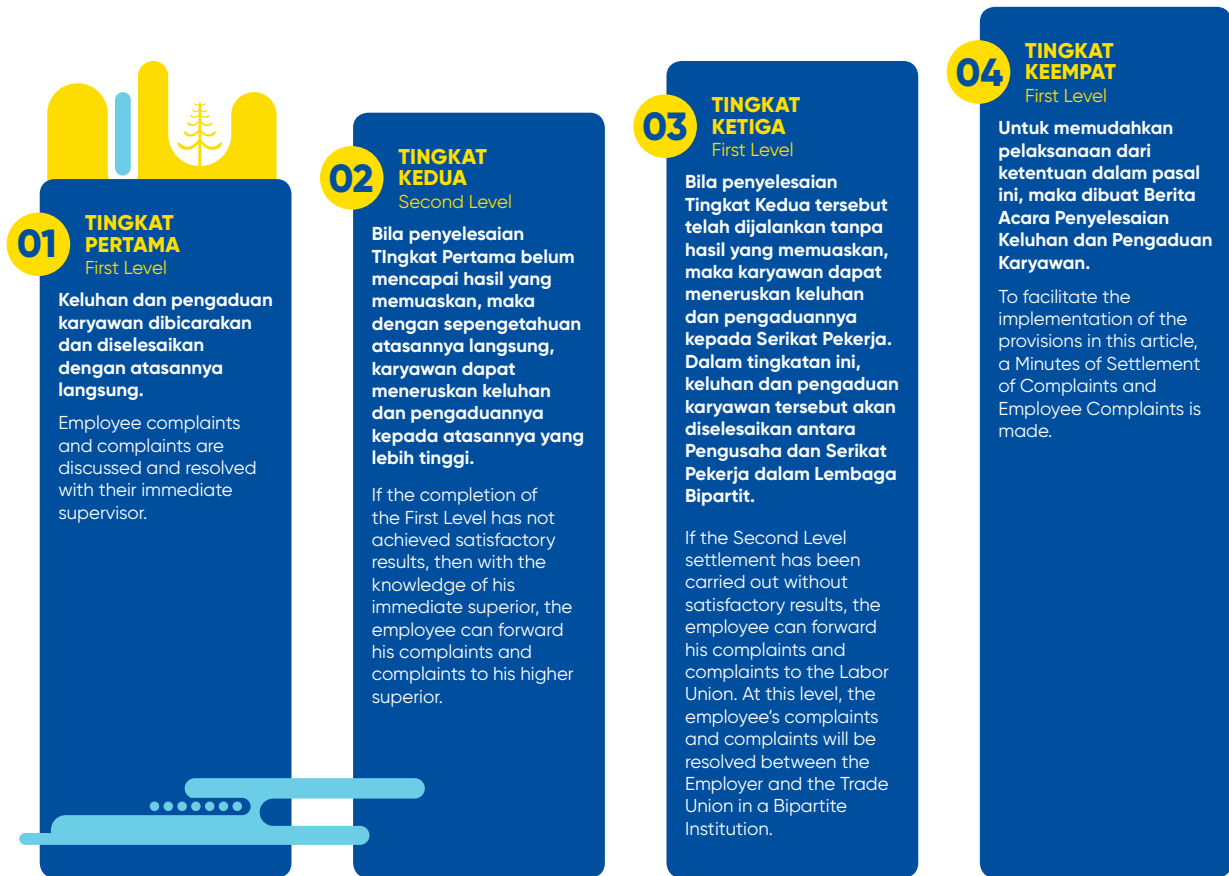
PUSRI understands that every employee has rights and authorities to receive equal treatment as well as receive work safety guarantee. In the event an employee feels the presence of unfair or improper treatment and regard it as contradicting to the content and spirit of the Collective Labor Agreement (PKB), the Company provides the concerned employee with the facility to submit a complaint in writing through available channels specifically set up as the channel for "Employee Complaints Resolution".

Adapun mekanisme penyaluran pengaduan bagi karyawan dalam hal melaporkan adanya ketidakadilan atau kewajaran dalam bekerja adalah sebagai berikut.

The mechanism for handling and resolving complaints for employees in the context of reporting issues of injustice or fairness at work is described below.

Pengaduan Masalah Ketenagakerjaan dan K3

Complaints Employment Issues and OHS



Sertifikasi dan Penghargaan di Bidang Ketenagakerjaan, Keselamatan dan Kesehatan Kerja

Certification and Awards on Corporate social Responsibility Initiative on Employment and OHS Aspects

Pelatihan

Untuk mencegah terjadinya kecelakaan kerja, PUSRI berupaya untuk meningkatkan *safety awareness* di semua tingkatan organisasi. Salah satu langkah yang dilakukan untuk meningkatkan *safety awareness* adalah dengan melaksanakan sejumlah pelatihan yang terkait dengan K3. Sepanjang tahun 2021, PUSRI telah menyelenggarakan pelatihan K3 dengan rincian sebagai berikut:

Training

To prevent work accidents, PUSRI strives to increase safety awareness at all levels of the organization. One of the steps taken to increase safety awareness is to carry out a number of trainings related to K3. Throughout 2021, PUSRI has held OSH training with the following details:



| No | Pelatihan | Jumlah Peserta Total Participant | Waktu Time | Training |
|----|--|--|--|--|
| 1 | Pelatihan Representatif K3 Tahun 2021 | 38 orang 38 people | 22 – 24 Februari 22 – 24 February | OHS Representative Training in 2021 |
| 2 | Refreshing Pelatihan K3 kepada TKNO Laboratorium | 20 orang 20 people | 6, 13, 20 April 6, 13, 20 April | OHS Refreshing Training for TKNO Laboratories |
| 3 | Pelatihan K3 dan Praktek FFG kepada TKNO Dept. Sekuriti | 232 orang sebanyak 12 angkatan 232 people, 12 batches | 24, 25, 27 dan 31 Mei 24, 25, 27 and 31 May | OSH and FFG Practice Training for TKNO Security Department |
| 4 | Penyusunan JSA & IBPR Berbasis ISO 45001:2018 dan ISO 31000:2018 | 25 orang 25 people | 26–27 April 26–27 April | Preparation of JSA & IBPR Based on ISO 45001:2018 and ISO 31000:2018 |
| 5 | Sosialisasi Teknis Penyusunan Dokumen JSA & IBPR Unit Kerja kepada Seluruh AVP dan Pejabat | 78 orang 78 people | 7 Mei 7 May | Technical Socialization of the Preparation of Work Unit JSA & IBPR Documents to All AVPs and Level Officials |
| 6 | Pelatihan ISO 45001:2018 kepada perwakilan unit kerja | 40 orang 40 people | 10 Juni 10 June | ISO 45001:2018 training for work unit representatives |
| 7 | Pelatihan Fire and Explotion Risk Assesment | 42 orang 42 people | 21 – 22 Januari 21 – 22 January | Fire and Explotion Risk Assesment Training |
| 8 | Pelatihan Basic Fire Safety kepada TKNO Baru Bagian Utilitas Divisi Operasi | 32 orang 32 people | 1 – 3 Desember 1 – 3 December | Basic Fire Safety Training for New TKNO Utilities Division Operations Division |
| 9 | Pelatihan Pengenalan SDS B3 kepada karyawan Dept. Mekanikal | 20 orang 20 people | 28 Desember 28 December | Introduction to SDS B3 training for employees of the Mechanical Department |

Sertifikasi

Pada tahun 2021, Personil Perseroan telah mengikuti berbagai program sertifikasi terkait dengan Keselamatan dan Kesehatan Kerja antara lain sebagai berikut:

Certification

In 2021, the Company's personnel have participated in various certification programs related to occupational health and safety, including the following:

| No | Sertifikasi | Jumlah Peserta Total | Waktu Time | Certification |
|----|---|-------------------------|-------------------------|---|
| 1 | Sertifikasi Calon Ahli K3 Pesawat Angkat Angkut | 2 orang 2 people | 23 Nov – 21 Desember | Certification of Prospective OHS Experts Lifting Aircraft |
| 2 | Sertifikasi Petugas Penyelamat K3 Ruang Terbatas (K3 & AAB) | 5 orang 5 people | 25 – 29 Nov | Certification of Confined Space OHS Rescue Officers (OHS & AAB) |
| 3 | Sertifikasi Ahli K3 Listrik | 1 orang 1 people | 25 Nov – 15 Des | Electrical OHS Expert Certification |
| 4 | Sertifikasi Supervisi Scaffolding | 5 orang 5 people | 8 – 15 November | Scaffolding Supervision Certification |
| 5 | Sertifikasi Ahli K3 Lingkungan Kerja kepada 1 orang personil Hiperkes | 1 orang 1 people | 15 – 24 Nov | OHS Expert Certification for 1 Hyperkes personnel |

Selain sertifikasi personil sebagaimana diatas, PUSRI juga telah mendapatkan sertifikasi dalam bidang keselamatan kerja antara lain :

In addition to personnel certification as above, PUSRI has also received certification in the field of work safety, including:

| No | Sertifikasi | Waktu Time | Certification |
|----|---|--------------------------------|--|
| 1 | Sertifikasi ISO 45001:2018 | 12 – 15 April dan 26 – 29 Juli | ISO 45001:2018 Certification |
| 2 | Verifikasi Indonesia Responsible Care Award (IRCA) Tahun 2021 | 13 – 14 Oktober | Verification of Indonesia Responsible Care Award (IRCA) 2021 |
| 3 | Verifikasi Stage-1 IFA Protect & Sustain | 20 Desember | IFA Protect & Sustain Stage-1 Verification |

Besaran Investasi dalam Ketenagakerjaan, Kesehatan, dan Keselamatan Kerja

Berikut adalah jumlah investasi bidang ketenagakerjaan dan K3 tahun 2021 :

Total Investment in Employment, Occupational Health, and Safety

Following are details of the total investment placed in employment and OHS for the year 2021 :

| Uraian | 2021 | Description |
|-----------------|---------------|--------------------|
| Emergency Drill | 55.750.000 | Emergency Drill |
| Jasa konsultan | 47.000.000 | Consultant Service |
| Pelatihan K3 | 270.500.000 | OHS Service |
| Peralatan K3 | 1.608.069.000 | OHS Equipment |
| Kampanye K3 | 408.260.000 | OHS Campaign |
| Pest Control | 462.039.708 | Pest Control |
| Jumlah | 2.851.618.708 | Total |

Rencana Pengembangan CSR Ketenagakerjaan, Keselamatan dan Kesehatan Kerja Tahun 2022

Di bidang K3, pada tahun 2021 Perusahaan telah melaksanakan sertifikasi sistem manajemen K3 ISO 45001:2018. Melalui sertifikasi tersebut diharapkan penerapan K3 PUSRI dapat menjadi lebih baik sehingga dapat menurunkan bahkan mencegah terjadinya kasus kecelakaan kerja, penyakit akibat kerja serta hal yang tidak diinginkan lainnya.

2022 CSR Development Plan on Employment, Occupational Health and Safety

In the field of OHS, in 2021 the Company has implemented the ISO 45001:2018 OHS management system certification. Through this certification, it is hoped that the implementation of K3 PUSRI can be better so that it can reduce and even prevent cases of work accidents, occupational diseases and other undesirable things.



TANGGUNG JAWAB SOSIAL PERUSAHAAN LINGKUP PENGEMBANGAN SOSIAL DAN KEMASYARAKATAN

CORPORATE SOCIAL RESPONSIBILITY ON SOCIAL AND COMMUNITY DEVELOPMENT



Untuk menjaga keberlangsungan usahanya, PUSRI memperhatikan dan melakukan pemberdayaan masyarakat terutama para pelaku usaha mikro, kecil dan menengah (UMKM) serta masyarakat yang termasuk kategori kurang mampu yang telah berlangsung seiring dengan pertumbuhan Perusahaan.

To maintain its business continuity, PUSRI pays attention to and empowers the community, especially those engaged in the micro, small and middle scale businesses (MSME) as well as community members categorized as underprivileged, of which has taken place in line with the Company's growth.

KOMITMEN, KEBIJAKAN, DAN RUMUSAN

Dukungan masyarakat di sekitar lingkungan unit-unit usaha Perusahaan dimaknai oleh PUSRI sebagai salah satu faktor dari keberhasilan Perusahaan dalam menjalankan usahanya. Untuk menjaga keberlangsungan usahanya, PUSRI memperhatikan dan melakukan pemberdayaan masyarakat terutama para pelaku usaha mikro, kecil dan menengah (UMKM) serta masyarakat yang termasuk kategori kurang mampu yang telah berlangsung seiring dengan pertumbuhan Perusahaan. Pelaksanaan tanggung jawab sosial Perusahaan pada aspek sosial kemasyarakatan diarahkan pada program-program yang bersifat memberdayakan dan memberikan manfaat bagi masyarakat di lokasi sekitar Perusahaan.

COMMITMENT, POLICIES, AND FORMULATION

Support of the public around the Company's business units is perceived by PUSRI as one of the factors of the Company's success in running its business. To maintain its business continuity, PUSRI pays attention to and empowers the community, especially those engaged in the micro, small and middle scale businesses (MSME) as well as community members categorized as underprivileged, of which has taken place in line with the Company's growth. Implementation of the Company's corporate social responsibility on social community aspect is directed on programs that empower and provide benefits for the people around the Company's areas of operation.



Sebagai bagian dari kelompok usaha PT Pupuk Indonesia (Persero) yang merupakan BUMN, perwujudan CSR Perusahaan di bidang pengembangan sosial dan masyarakat difokuskan melalui pelaksanaan Tanggung Jawab Sosial dan Lingkungan (TJSL) sejak awal PUSRI berdiri. Selain TJSL, Perusahaan memiliki program bantuan sosial masyarakat sebagai bagian dari komitmen Perusahaan untuk dapat berkontribusi terhadap kemajuan bersama masyarakat. Pelaksanaan Program Tanggung Jawab Sosial dan Lingkungan (TJSL) berdasarkan Permen BUMN No. PER-05/MBU/04/2021 tentang Program Tanggung Jawab Sosial Dan Lingkungan Badan Usaha Milik Negara.

Sebagai sebuah entitas bisnis, PUSRI kerap dihadapkan dengan berbagai persoalan sosial dan lingkungan yang berkaitan dengan masyarakat di sekitar lokasi operasi. Oleh karena itu, PUSRI berkomitmen untuk memberikan dampak positif bagi

As part of PT Pupuk Indonesia (Persero)'s business group, an SOE, manifestation of the Company's CSR on social and community development is focused on the implementation of Partnership and Community Development Program (TJSL) since PUSRI was first established. Aside from TJSL, the Company has the community social assistance program as part of the Company's commitment to be able to contribute to the common development of the society. Implementation of the TJSL program in accordance with the Government's policy through the SOE Minister's Decree No. PER-02/MBU/07/2017 dated 5 July 2017 on Partnership Program and Community Development Program of State-Owned Enterprises.

As a business entity, PUSRI often faces various social and environmental problems related to the community around its operational sites. For this reason, PUSRI is committed to provide positive impact to the community around its operational areas, both direct



masyarakat di sekitar lokasi operasi, baik dampak ekonomi langsung maupun dampak sosial. Berikut adalah fokus dan perhatian PUSRI atas aspek pengembangan sosial kemasyarakatan.

economic as well as social impact. The following table shows the focus and attention of PUSRI on the community social development aspect.

| Isu Penting Important Issue | Upaya Pengelolaan oleh Perusahaan | Management Efforts by the Company |
|---|---|---|
| <p>Peningkatan taraf hidup masyarakat melalui terciptanya pekerjaan layak dan pertumbuhan ekonomi sebagai tujuan pembangunan berkelanjutan. <i>Improving people's living standards through the creation of decent jobs and economic growth as sustainable development goals.</i></p> | <p>Penyaluran pinjaman kepada Mitra Binaan baru maupun lanjutan yang merupakan pelaku usaha mikro, kecil dan menengah serta berpotensi untuk dikembangkan secara selektif</p> | <p>Loan disbursement to new and advanced Foster Partners who are micro, small and medium business actors and have the potential to be developed selectively</p> |
| <p>Pemberdayaan masyarakat dengan Program TJSL yang mendukung bisnis inti dan menciptakan <i>Creating Shared Value (CSV)</i> bagi perusahaan <i>Community empowerment with CSR Program that supports core business and creates Creating Shared Value (CSV) for the company</i></p> | <p>Membantu pengembangan ekonomi masyarakat sekitar perusahaan dengan meningkatkan sumber mata pencaharian mereka dan memanfaatkan sumber daya yang ada sekaligus menjaga ekosistem lingkungan.</p> | <p>Assist the economic development of the communities around the company by improving their livelihoods and utilizing existing resources while preserving the environmental ecosystem.</p> |
| <p>Tercapainya Tujuan Pembangunan Berkelanjutan (TPB) yang dikelompokkan dalam 4 (empat) pilar yaitu pilar sosial, ekonomi, lingkungan, hukum dan tata kelola <i>The achievement of the Sustainable Development Goals (TPB) which are grouped into 4 (four) pillars, namely social, economic, environmental, legal and governance pillars</i></p> | <ul style="list-style-type: none"> Melakukan perencanaan, pelaksanaan dan memonitor terhadap program Bina Lingkungan yang berbasis masyarakat agar tercipta masyarakat yang mandiri dan berkesinambungan. Memprioritaskan Program Community Development (CD) melalui Bina Lingkungan dibidang pendidikan, kesehatan, sarana ibadah dan bantuan sosial masyarakat dalam rangka pengentasan kemiskinan. | <ul style="list-style-type: none"> Plan, implement and monitor community-based Community Development programs in order to create an independent and sustainable community. Prioritizing Community Development (CD) Programs through Community Development in the fields of education, health, worship facilities and social assistance in the context of poverty alleviation. |

Untuk menjaga keberlangsungan usahanya dan mengembangkan pertumbuhan berkelanjutan bersama masyarakat sebagai pemangku kepentingan, PUSRI memperhatikan dan memelihara kelestarian lingkungan di sekitar lokasi unit-unit usaha. Semangat pemberdayaan masyarakat terutama diberikan kepada para pelaku usaha mikro, kecil dan menengah (UMKM), serta masyarakat yang termasuk katagori kurang mampu yang telah berlangsung seiring dengan pertumbuhan Perusahaan. Hal ini menjadi komitmen Perusahaan untuk memberikan nilai tambah lebih terhadap masyarakat Sumatera Selatan khususnya. Oleh karena itu, program TJSL yang dikembangkan PUSRI memiliki karakteristik tersendiri sesuai dengan visi yang diembannya. dengan memberdayakan masyarakat untuk memiliki kapasitas dan berinovasi di tengah arus perubahan.

To maintain business continuity and develop sustainable growth with the community as stakeholder, PUSRI pays attention to and maintains preservation of the environment around its business units' areas. The spirit of community empowerment is especially given to micro, small and medium scale enterprises (MSMEs), as well as community member who are categorized as underprivileged, which has been ongoing in line with the Company's growth. This has become the Company's commitment to provide added value to the people of South Sumatra in particular. Thus, the TJSL program developed by PUSRI is unique in its characteristics in line with the vision it carries, by empowering the community in order to have the capacity and to innovate amidst the flow change.

SASARAN, RENCANA, DAN TARGET

Perusahaan menetapkan sasaran utama dari pengembangan aspek sosial kemasyarakatan adalah pertumbuhan yang berkelanjutan, yang berorientasi pada pertumbuhan Perusahaan berjalan beriringan dengan perkembangan sosial ekonomi dari masyarakat di Sumatera Selatan pada umumnya, khususnya di sekitar lokasi operasi Perusahaan. Upaya pelibatan masyarakat lokal dalam kegiatan operasi dan bisnis Perusahaan menjadi perhatian yang besar, baik pelibatan dalam bentuk perekrutan tenaga kerja lokal maupun pelibatan sebagai pemasok lokal.

Di samping itu, Perusahaan menempatkan program TJSI sebagai sasaran strategis yang memiliki tingkat pengukuran yang jelas; mulai dari perencanaan program dan keuangan, penyaluran, hingga evaluasi.

Program dan Kegiatan yang Dilakukan serta Biaya yang Dikeluarkan

Pemberdayaan Masyarakat di Sekitar Lokasi Operasi: Rekrutmen Masyarakat Lokal Pada setiap perencanaan Sumber Daya Manusia dalam Perusahaan, PUSRI berkomitmen untuk memberikan kesempatan kepada warga lokal, baik di sekitar wilayah kantor dan pabrik di Palembang, maupun warga Sumatera Selatan dengan untuk melakukan rekrutmen karyawan baru yang berasal dari masyarakat di wilayah Sumatera Selatan, khususnya yang berada di sekitar wilayah kantor dan pabrik PUSRI yang berlokasi di Palembang.

Hal tersebut bertujuan PUSRI bersama-sama dengan masyarakat lokal, memberikan kontribusi bagi tumbuhnya perekonomian, peningkatan harkat hidup dan pemberdayaan masyarakat Sumatera Selatan. Sebagai contoh, dalam melakukan rekrutmen calon karyawan tingkat SLTA pada rekrutmen Umum, PUSRI hanya menerima calon karyawan yang berdomisili di Sumatera Selatan, yang tertuang dalam Term of References (TOR) Pengadaan Jasa Konsultan

OBJECTIVES, PLANS, AND TARGETS

The Company's main objective of its social community development is sustainable growth with the orientation on the Company's growth that goes hand in hand with socio-economic development of the people of South Sumatra in general, and those in surrounding areas of the Company's operations in particular. Efforts to engage the local community in the Company's operational and business activities have become of great concern, be it in the form of recruiting local workers as well as involving local suppliers.

Aside from that, the Company places the TJSI program as a strategic objective that bears clear level of measurement; starting from the program planning and financing, to distribution up to evaluation.

Implemented Programs and Activities and Incurred Costs

Community Empowerment Around Operational Sites: Local Community Recruitment In each of the Company's Human Resource planning, PUSRI is committed to provide the opportunities to local residents, both from around the regional office and plant in Palembang as well as residents of South Sumatra, by recruiting new employees from the communities of South Sumatra, specifically those from around PUSRI's office and plant areas located in Palembang.

This is intended for PUSRI, together with the local community, to contribute to economic growth, improvement of the standard of living and empowering the people of South Sumatra. As an example, in recruiting prospective employees of high school graduate within the General Recruitment process, PUSRI only accepts employees who reside in South Sumatra, as stated in the Term of Reference (TOR) of the Procurement of Consultant Services and

Rekrutmen Calon Karyawan. Selain itu, untuk tenaga kerja non organik dan tenaga proyek untuk waktu tertentu, PUSRI memprioritaskan tenaga kerja yang berasal dari lingkungan sekitar dengan tetap mengedepankan aspek kompetensi yang dibutuhkan Perusahaan. Pada tahun 2020 PUSRI merekrut 1.565 orang tenaga kerja non organik dan tenaga proyek untuk waktu tertentu dari lingkungan sekitar.

KEBIJAKAN DAN SOSIALISASI ANTI KORUPSI KEPADA MASYARAKAT

PUSRI memiliki tanggung jawab dan komitmen atas nilai-nilai anti korupsi tidak hanya di dalam pengelolaan organisasi untuk menopang kegiatan operasi dan bisnis semata akan tetapi juga untuk membagikannya nilai-nilai anti korupsi kepada masyarakat di sekitar lokasi usaha. Hal tersebut bertujuan agar nilai kebaikan ini akan menjadi fondasi yang kuat bagi pembentukan masyarakat madani.

Perusahaan terus melakukan sosialisasi anti korupsi terutama terkait pengendalian gratifikasi. Kegiatan sosialisasi GCG kepada pihak eksternal (stakeholder) biasanya dilakukan sekaligus dengan agenda temu distributor, temu pelanggan, acara mitra binaan dan sebagainya.

Kesadaran tentang Keselamatan dan Kesehatan untuk Lingkungan Sekitar kepada Masyarakat

Bagi PUSRI, keselamatan dan kesehatan di lingkungan masyarakat menjadi hal yang penting, tidak hanya di lingkungan industri saja. Sebagai bentuk kepedulian terhadap masyarakat sekitar, PUSRI telah melakukan berbagai pelatihan dan penyuluhan mengenai keselamatan dan kesehatan, di antaranya yakni:

1. Penyuluhan kepada masyarakat lingkungan
Kegiatan penyuluhan dilakukan di Pulau Kemaro dalam rangka memperingati Bulan K3 Nasional. Kegiatan tersebut terdiri dari penyuluhan mengenai pola hidup bersih dan sehat serta tata cara memadamkan api yang diikuti oleh ibu-ibu posyandu di Pulau Kemaro.

Recruitment of Prospective Employees. Moreover, for non-organic workers and project workers for certain period of time, PUSRI prioritizes workers from the surrounding areas while still prioritizing the competency aspect required by the Company. In the year 2020, PUSRI recruited some 1,565 workers for a certain period of time from the local community.

ANTI-CORRUPTION POLICY AND SOCIALIZATION TO THE COMMUNITY

PUSRI has the responsibility and commitment on anticorruption values, not only in the management of the organization that merely supports operational and business activities, but also to disseminate the values of anti-corruption to the people of the community around the business location. The objective is so that such value of compassion/kindness will be a strong foundation for the formation of a civil society.

The Company continuously carry out socialization on anticorruption, especially related to gratification control. This GCG socialization activity to external stakeholder is usually conducted in conjunction with the agenda on gathering events with distributors, customers, and foster partners etc.

Awareness on Safety and Health of the Surrounding Community

For PUSRI, safety and health in the surrounding community has become an important matter, not just in the industrial environment. As a form of concern towards the local community, PUSRI conducts various training and counseling on safety and health issues, including the following:

1. Counseling for the surrounding community
Counseling activities in the Kemaro Island were carried out in commemoration of the National OHS Month. Activities consisted of counseling about clean and healthy lifestyles and procedures for extinguishing fires, attended by ladies at the integrated public services post (posyandu) of Kemaro Island.

2. Pelatihan Pemadaman Kebakaran/Fire Fighting Group (FFG) kepada Satpol PP dan TIM PBK Sebagai wujud kepedulian dalam mengantisipasi kebakaran hutan dan lahan di Sumatera Selatan, PUSRI memberikan pelatihan penanggulangan kebakaran/fire fighting kepada Tim Satpol PP Provinsi Sumatera Selatan, Tim PBK Kabupaten Muara Enim, Kab Muratara dan Kabupaten OKU Timur.

Selain itu untuk tahun 2021, Perusahaan juga tetap memberikan perhatian terhadap COVID-19 dengan memberlakukan sejumlah kebijakan sebagai antisipasi penanggulangan meneruskan kebijakan perusahaan mendukung pemerintah mengatasi dampak Covid-19 bagi masyarakat, yaitu:

1. Pemberian bantuan dana operasional penanggulangan Covid-19 di lingkungan sekitar perusahaan
2. Bantuan mobil Ambulance terkait penanganan Covid-19
3. Bantuan program paket kesehatan covid-19 (Masker, handsanitizer, dan pouch bag paket) di 8 kelurahan sekitar perusahaan
4. Bantuan pembuatan ruangan PCR & perbaikan ruang rawat serta pembelian Mobile X-Ray untuk RS. Pusri
5. Penyemprotan disinfektan & lanjutan pemberian paket kesehatan bagi masyarakat lingkungan
6. Pelaksanaan Fogging bagi masyarakat kelurahan 3 Ilir Palembang
7. Pemberian bea siswa Pusri Peduli Mahasiswa terdampak Covid-19 di lingkungan sekitar perusahaan
8. Penyaluran Bantuan Oksigen penanggulangan Covid-19 ke beberapa rumah sakit daerah (Jakarta, Bandung, Solo, Palembang, Lampung, Klaten dan Banyumas)
9. Penyediaan sarana dan prasarana posko pengisian oksigen gratis untuk masyarakat terdampak Covid-19

2. Fire Fighting Training/Fire Fighting Group (FFG) to Public Order Enforcer Units and PBK Team
As manifestation of the Company's concern over anticipating forest fire and land fire in South Sumatra, PUSRI organizes training program on fire fighting for the Public Order Enforcer Units of South Sumatra, PBK Team of Muara Enim, Muratara and East OKU Regencies.

In addition, for 2021, the Company also continues to pay attention to COVID-19 by enacting a number of policies as an anticipation of countermeasures continuing the company's policies to support the government in overcoming the impact of Covid-19 on the community, namely:

1. Providing operational fund assistance for Covid-19 prevention in the company's surroundings
2. Ambulance assistance related to the handling of Covid-19
3. Assistance for the COVID-19 health package program (masks, hand sanitizer, and pouch bag packages) in 8 urban villages around the company
4. Assistance in making PCR rooms & repairing treatment rooms as well as purchasing Mobile X-Ray for hospitals. Pusri
5. Spraying of disinfectants & continued provision of health packages for the environment community
6. Implementation of Fogging for the community of 3 Ilir Palembang village
7. Giving scholarships for Pusri Peduli Students affected by Covid-19 in the company's surroundings
8. Distribution of Oxygen Assistance for Covid-19 prevention to several regional hospitals (Jakarta, Bandung, Solo, Palembang, Lampung, Klaten and Banyumas)
9. Provision of facilities and infrastructure for free oxygen filling posts for people affected by Covid-19



10. Pelaksanaan program vaksinasi GR baik kepada karyawan maupun bagi masyarakat lingkungan perusahaan serta penyerahan bantuan ke beberapa daerah yang butuh percepatan program vaksinasi
11. Pemberian paket sembako gratis bagi masyarakat lingkungan yang terdampak Covid-19 serta bagi peserta program vaksin.

PROGRAM KEMITRAAN

Program Kemitraan merupakan program yang ditujukan untuk meningkatkan kemampuan usaha kecil agar menjadi tangguh dan mandiri melalui pemanfaatan dana dari BUMN yang berbentuk dana bergulir/pemberian pinjaman modal usaha dan sarana produksi. Berdasarkan RUPS untuk tahun 2019, sumber dana Program Kemitraan tidak mendapat alokasi dari Perusahaan akan tetapi bersumber dari dana revolving/pengembalian dari mitra binaan dan digulirkan kembali yang teralokasi sampai dengan akhir tahun 2012.

Sedangkan sumber dana Program Pembinaan mitra binaan mengacu pada Permen BUMN NO. PER- 05/MBU/04/2021 Tanggal 08 April 2021 tentang Program Tanggung Jawab Sosial Dan Lingkungan Badan Usaha Milik Negara pada Pasal 21 Ayat 2 yaitu Beban Pembinaan kepada usaha mikro dan usaha kecil menjadi bagian dari biaya Program TJSL BUMN. Program Pendanaan UMK dilakukan dalam bentuk :

1. Pinjaman untuk membiayai modal kerja dan/atau pembelian aset tetap dalam rangka meningkatkan produksi dan penjualan.
2. Pinjaman tambahan untuk membiayai kebutuhan yang bersifat jangka pendek dalam rangka memenuhi pesanan dari rekanan usaha mitra binaan.

Berdasarkan Peraturan Menteri BUMN No. PER-05/MBU/04/2021, jumlah pinjaman untuk setiap mitra binaan pelaku usaha mikro dan kecil dari Program Pendanaan UMK paling banyak Rp250.000.000,

10. Implementation of the GR vaccination program for both employees and the company's community and delivery of assistance to several areas that need to accelerate the vaccination program
11. Provision of free food packages for environmental communities affected by Covid-19 as well as for vaccine program participants.

PARTNERSHIP PROGRAM

The Partnership Program is intended to improve the capabilities small businesses so that they can become sturdy and independent through benefiting the funds from SOE in the form of revolving funds/business capital loans and production facilities. Based on the 2019 GMS, the source of funds for the Partnership Program is not allocated from the Company but from revolving funds/refunds from foster partners and reallocated up until the end of 2012.

Meanwhile, the source of funds for the Fostering Partners Development Program refers to the SOE Ministerial Decree NO. PER-05/MBU/04/2021 dated April 8, 2021 regarding the Social and Environmental Responsibility Program for State-Owned Enterprises in Article 21 Paragraph 2, namely the Guidance Charges for micro and small businesses to be part of the SOE CSR Program costs. The MSE Funding Program is carried out in the form of:

1. Loans to finance working capital and/or purchase of fixed assets in order to increase production and sales.
2. Additional loans to finance short-term needs in order to fulfill orders from business partners of fostered partners.

Based on SOE Minister's Regulation No. PER-02/MBU/4/2020, the amount of loans for each foster partner from PK is at maximum of Rp250,000,000, except for additional loans to finance short-term

kecuali pinjaman tambahan untuk membiayai kebutuhan yang bersifat jangka pendek maksimal 1 tahun dalam rangka memenuhi pesanan dari rekanan usaha mitra binaan yang jumlahnya paling banyak Rp100.000.000, disesuaikan dengan kebutuhan.

Adapun penggunaan dana Program Kemitraan berdasarkan Rencana Kerja dan Anggaran Tahun 2021 yakni Rp21,3 miliar yang terdiri dari pinjaman modal kerja Rp20 miliar dan pembinaan Rp1,3 miliar.

PELAKSANAAN KEGIATAN

Di tengah kondisi ekonomi yang fluktuatif seperti saat ini, PUSRI tetap berpegang teguh untuk terus memajukan taraf kehidupan masyarakat. Untuk mengatasi persoalan tersebut, Perusahaan melakukan pemetaan sosial (social mapping) sebagai acuan pelaksanaan program CSR yang disesuaikan dengan kebutuhan masyarakat. Perusahaan memberikan bantuan tidak hanya dalam bentuk konsumtif, namun juga membekali masyarakat untuk berkembang secara mandiri.

Pengembangan masyarakat yang dilakukan oleh PUSRI tidak hanya sebagai bentuk bantuan temporer (one-time aid), namun diberikan dalam bentuk yang berkelanjutan. Salah satu bentuk realisasinya adalah dengan memberikan bantuan pinjaman modal kerja kepada usaha kecil dan koperasi dengan biaya administrasi relatif ringan demi membantu pengembangan usaha. Selain itu bantuan pinjaman diberikan kepada kelompok tani, dengan pola pengembalian pinjaman dibayar setelah panen. Pinjaman modal yang telah lunas dapat disalurkan kembali kepada mitra binaan lanjutan dan calon mitra binaan lainnya.

Keengganan masyarakat untuk mencoba berusaha disebabkan adanya keterbatasan permodalan dan persaingan kapitalisasi usaha, peluang usaha masyarakat terbuka lebar dan kompetensi yang dimiliki masyarakat sangat potensial. PUSRI memahami kondisi dinamika sosial ekonomi ini dengan menstimulus bantuan permodalan untuk

requirements in the context of fulfilling orders from foster business partners of which the amount is adjusted according to the needs.

The utilization of Partnership Program funds based on 2021 Work Plan and Budget is Rp21.3 billion which consisted of working capital loan of Rp20 billion and coaching expense of Rp1.3 billion.

IMPLEMENTATION OF ACTIVITIES

In the midst of fluctuating economic condition as it is today, PUSRI remains firm on continuous efforts to improve the standard of living of the people. To overcome such problem, the Company conducts social mapping as reference for the implementation of the CSR program which is adjusted to the needs of the community. The Company provides assistance not only in consumptive forms, but also to equip the community to be able to develop independently.

Community development carried out by the PUSRI is not only as a form of one-time aid, but is also provided in sustainable forms. One of the actualized forms is by providing assistance in the form of working capital loans to small businesses and cooperatives with a relatively low administrative fees which should help business development. In addition, loans assistance is given to farmers group with a loan repayment scheme to be paid following harvest. Capital loans that have been paid off can be redistributed further to foster partners and other prospective foster partners.

People's reluctance to try to do business is due to limited capital and competition in business capitalization, business opportunities are widely open and the community's competency is highly potential. PUSRI understands the social dynamics of the economy by stimulating capital assistance for business development, now the community feels



pengembangan usaha, kini masyarakat merasakan manfaatnya dari bantuan modal dalam hal pembiayaan produksi dan pemasaran, dengan demikian gairah usaha terus maju menjadi nilai pencapaian program pemberdayaan perekonomian masyarakat kecil.

Di tengah kondisi pandemi COVID-19, PUSRI tetap menyalurkan pinjaman modal kerja di sektor perdagangan, jasa, industri, khusus untuk pertanian, peternakan, perikanan dengan pola penyaluran modal bersistem kluster. Realisasi penyaluran pinjaman modal kerja tahun 2021 sebesar Rp20,185 miliar dengan persentase 100,93% dari RKAP 2021. Realisasi penyaluran tersebut merupakan bukti nyata kepedulian PUSRI terhadap pelaku usaha mikro, kecil dan menengah (UMKM) dan kelompok tani.

Berikut adalah realisasi penyaluran modal kerja tahun 2021 perubahannya dari tahun 2020 berdasarkan sektor usaha.

Penyaluran Modal Kerja berdasarkan Sektor

| No | Sektor | Realisasi 2021 Realization | RKAP 2021 RKAP 2021 | Pencapaian (%) Achievement (%) | Realisasi 2020 Realization | Kenaikan/ (Penurunan) (%) Increase/ (Decrease) (%) | Sektor |
|----|-------------|----------------------------|---------------------|--------------------------------|----------------------------|--|-------------|
| 1 | Perdagangan | 2.595 | 3.870 | 67,05 | 2.738 | (5,22) | Trade |
| 2 | Jasa | 7.032 | 5.435 | 129,38 | 6.901 | 1,90 | Service |
| 3 | Pertanian | 4.003 | 6.615 | 60,53 | 4.430 | (9,64) | Agriculture |
| 4 | Industri | 990 | 950 | 104,21 | 1.544 | (35,88) | Industry |
| 5 | Peternakan | 3.070 | 1.730 | 177,46 | 2.695 | 13,91 | Farming |
| 6 | Perikanan | 2.495 | 1.400 | 178,21 | 1.633 | 52,79 | Fishery |
| | Jumlah | 20.185 | 20.000 | 100,93 | 19.941 | 1,22 | Total |

Sementara itu, dari sisi pengembalian modal kerja, dalam RKAP tahun 2021 ditargetkan sebesar Rp21,527 miliar dengan realisasi sebesar Rp20,002 miliar atau sebesar 92,92% dari target yang telah ditetapkan. Dari penyaluran tersebut, sesuai dengan Surat Keputusan Menteri BUMN Nomor KEP-100/MBU/2002 tanggal 4 Juni 2002, kinerja tingkat efektivitas penyaluran Program Kemitraan PUSRI sebesar 97,51% dengan skor "3" dan mendapatkan predikat "Baik". Adapun perhitungannya adalah sebagai berikut.

the benefits from the capital assistance in terms of financing production and marketing, which in turn generates business passion that continue to advance and become an achievement value for the economic empowerment program for underprivileged community.

In the midst of COVID-19 pandemic, PUSRI remains to dispense working capital loans in such various sectors as trade, services, industry, especially agriculture, farming, fishery with a pattern of cluster-based system of capital distribution. Realization of working capital loans disbursement for the year 2020 was at Rp19.9 billion with an 82.06% of the 2020 RKAP. Realization of such disbursement is real proof of PUSRI's care for members of the micro, small and middle scale businesses (MSME) and the farmer groups.

Following are details of the working capital loans disbursement for the year 2021, comparative to the year 2020 based on business sector.

Disbursement of Working Capital based on Sector

Meanwhile, working capital returns were set in the 2021 RKAP at Rp21.527 billion with realization at Rp20.002 billion or 92.92% from the set target. From such disbursement, in line with SOE Minister's Decree No. KEP-100/MBU/2002 dated June 4, 2002, the performance of the effectiveness level of the distribution of PUSRI Partnership Program is at 97.51% with a score of "3" categorized as "Good". Details of the calculation are as follows:

| Dana Tersedia Available Funds | | | Dana yang Disalurkan Funds Disbursed | |
|----------------------------------|-----------------|--------------------|---|------------------|
| Rincian | Jumlah Total | Rincian Details | Rincian Details | Jumlah Amount |
| Saldo Awal | 698.452.676 | Opening Balance | Pinjaman Loan | 20.185.936.750 |
| Pengembalian Dana | 19.231.921.498 | Loan Repayment | Beban Pembinaan Coaching Expense | - |
| Jasa Administrasi | 770.537.787 | Administration Fee | | |
| Pembagian Laba | - | Profit Sharing | | |
| Jumlah | 20.700.911.961 | Total | | 20.185.936.750 |

Efektivitas Penyaluran = $\frac{20.185.936.750}{20.700.911.961} \times 100\% = 97,51\%$

20.700.911.961

Score = 3, Predikat = Baik

Selain menghitung tingkat efektivitas penyaluran Program Kemitraan, Perusahaan juga menghitung tingkat kolektibilitas atau pengembalian pinjaman Program Kemitraan. Berdasarkan Keputusan Menteri BUMN No. KEP-100/MBU/2002 tanggal 4 Juni 2002, tingkat kolektibilitas Perusahaan mendapatkan skor "3" dengan predikat "Baik". Berikut perhitungannya.

Collectability = $\frac{20.185.936.750}{20.700.911.961} \times 100\% = 97,51\%$

20.700.911.961

Score = 3, Category = Good

In addition to calculating the effectiveness of the distribution of the Partnership Program, the Company also calculates the collectability rate or loan repayment of the Partnership Program. Based on the Decree of the Minister of SOEs No. KEP-100/MBU/2002 dated June 4, 2002, the collectability level of the Company received a score of "3" with the predicate of "Good". Here's the calculation.

| Kategori | Saldo Piutang Account Receivable Balance | Bobot Weight | Rata-Rata Tertimbang Weighted Average | Category |
|---------------|--|-----------------|--|----------------|
| Lancar | 35.248.952.655 | 100% | 35.248.952.655 | Current |
| Kurang Lancar | 12.064.892.953 | 75% | 9.048.669.715 | Less Current |
| Ragu-ragu | 1.009.391.481 | 25% | 252.347.870 | Doubtful |
| Macet | 12.616.956.692 | 0% | - | Non-Performing |
| Total | 60.940.193.781 | | 44.549.970.240 | Total |

Tingkat Kolektibilitas = $\frac{44.549.970.240}{20.700.911.961} \times 100\% = 73,10\%$

Score = 3, Predikat = Baik

Collectability = $\frac{44.549.970.240}{20.700.911.961} \times 100\% = 73,10\%$

Score = 3, Category = Good



Sementara itu, jumlah mitra binaan PUSRI pada tahun 2021 adalah sebanyak 327, lebih banyak 5,14% dari posisi tahun 2020 yang sebanyak 311. Peningkatan jumlah mitra binaan tersebut disebabkan oleh banyaknya proposal pinjaman modal kerja yang masuk dan dikategorikan layak untuk direalisasikan setelah dilakukan evaluasi oleh Departemen CSR. Berikut rincian mitra binaan berdasarkan sektor.

Meanwhile, total number of PUSRI fostered partners in 2021 is 327, 5.14% more than 311 in 2020. The increase in the number of fostered partners was due to the large number of working capital loan proposals that came in and were categorized as feasible to be realized after evaluation. by the CSR Department. Following are the details of the fostered partners by sector.

Jumlah Mitra Binaan Program Kemitraan berdasarkan Sektor

Total Number of Foster Partner of the Partnership Program based on Sector

| No | Sektor | Realisasi 2021 Realization | RKAP 2021 RKAP 2021 | Pencapaian (%) Achievement (%) | Realisasi 2020 (MB) Realization (MB) | Kenaikan/ (Penurunan) (%) Increase/ (Decrease) (%) | Sektor |
|----|-------------|----------------------------|---------------------|--------------------------------|--------------------------------------|--|-------------|
| 1 | Perdagangan | 51 | 70 | 72,85 | 57 | (10,52) | Trade |
| 2 | Jasa | 112 | 83 | 134,94 | 103 | 8,74 | Service |
| 3 | Pertanian | 23 | 44 | 52,27 | 29 | (20,69) | Agriculture |
| 4 | Industri | 15 | 15 | 100 | 29 | (48,28) | Industry |
| 5 | Peternakan | 71 | 34 | 208,82 | 56 | 26,79 | Farming |
| 6 | Perikanan | 55 | 24 | 229,17 | 37 | 48,65 | Fishery |
| | Jumlah | 327 | 270 | 121,11 | 311 | 5,14 | Total |

Adapun realisasi penyaluran pinjaman modal kerja Program Kemitraan dan Jumlah Mitra Binaan dalam 5 (lima) tahun terakhir diurai sebagai berikut:

Realization of the distribution of working capital loans for the Partnership Program and the Number of Foster Partners in the last 5 (five) years are as follows:

| Sektor | 2021 | 2020 | 2019 | 2018 | 2017 | Sektor |
|--------------------------|----------------|----------------|----------------|----------------|----------------|----------------------|
| Pinjaman Modal | | | | | | |
| Capital Loan | | | | | | |
| Perdagangan | 2.595.000.000 | 2.738.000.000 | 4.102.000.000 | 3.574.000.000 | 1.795.000.000 | Trade |
| Jasa | 7.032.000.000 | 6.901.000.000 | 7.369.000.000 | 9.672.000.000 | 7.641.000.000 | Service |
| Pertanian | 4.003.936.750 | 4.430.380.000 | 6.298.688.320 | 13.657.334.800 | 18.001.127.500 | Agriculture |
| Industri | 990.000.000 | 1.544.000.000 | 1.350.000.000 | 1.328.000.000 | 680.000.000 | Industry |
| Peternakan | 3.070.000.000 | 2.695.000.000 | 2.338.000.000 | 964.000.000 | 1.315.000.000 | Farming |
| Perikanan | 2.495.000.000 | 1.633.000.000 | 1.852.000.000 | 1.032.000.000 | 270.000.000 | Fishery |
| Perkebunan | - | - | - | - | - | Plantation |
| Jasa Lainnya | - | - | - | - | - | Other Services |
| Jumlah | 20.185.936.750 | 19.941.380.000 | 23.309.688.320 | 30.227.334.800 | 29.702.127.500 | Total |
| Mitra Binaan | | | | | | |
| Foster Partner | | | | | | |
| Jumlah Mitra Binaan (MB) | 327 | 311 | 365 | 388 | 334 | Total Foster Partner |

Perkembangan Realisasi Penyaluran Dana Program Kemitraan dalam 5 (lima) Tahun Terakhir

Progress of Realized Partnership Program Funding in the Last 5 (five) Years

| Sektor Sector | 2021 | 2020 | 2019 | 2018 | 2017 |
|--|----------------|----------------|----------------|----------------|----------------|
| Program Kemitraan Partnership Program | 20.185.936.750 | 19.941.380.000 | 23.309.688.320 | 30.227.334.800 | 29.702.127.500 |

Perkembangan Jumlah Mitra Binaan dalam 5 (lima) Tahun Terakhir

Development of the Number of Foster Partners in the Last 5 (five) Years

| Sektor Sector | 2021 | 2020 | 2019 | 2018 | 2017 |
|--------------------------------|------|------|------|------|------|
| Mitra Binaan Foster Partner | 327 | 311 | 365 | 388 | 334 |

Di samping memberikan pinjaman modal kerja, Program Kemitraan juga melakukan pembinaan mitra binaan melalui bantuan khusus untuk membiayai pendidikan, pelatihan, pemagangan, pemasaran, promosi, dan lain-lain menyangkut peningkatan produktivitas mitra binaan serta untuk pengkajian/penelitian yang berkaitan dengan Program Kemitraan. Pada tahun 2021, Perusahaan mengalokasikan Rp1,3 miliar dengan penyerapan sebesar 28,46% atau Rp369.985.400. Rendahnya realisasi tersebut disebabkan oleh wabah pandemi COVID-19, di mana sejumlah daerah menerapkan aturan social distancing atau pun pembatasan kegiatan berkumpul dalam jumlah massa yang besar sehingga banyak jadwal pameran dan juga pelatihan mengalami penjadwalan ulang ataupun dibatalkan.

Adapun realisasi biaya pembinaan mitra binaan 2021 dibandingkan dengan realisasi tahun sebelumnya dan penyerapan anggarannya diurai sebagai berikut.

In addition to providing working capital loans, the Partnership Program also develops foster partners through special assistance to finance education, training, internship, marketing, promotion and others related to improving productivity of foster partners as well as for studies/research related to the Partnership Program. In 2021, the Company allocated some Rp1.3 billion with the absorption of 28.46% or Rp369.985.400. The low actualized amount was due to the impact of COVID-19 pandemic, where several regions applied social distancing procedure or even restriction on gathering activities with large number of attendants that many exhibitions and also training programs were either rescheduled or canceled.

Realization of the development costs of foster partners in 2021 comparative to 2020 as well as its absorption rate of the budget is shown in the table below.

| Sektor | Realisasi 2021 Realization 2021 | RKAP 2021 2021 RKAP | Pencapaian (%) Achievement (%) | Realisasi 2020 (MB) 2020 Realization | kenaikan/ (Penurunan) (%) Increase/ (Decrease) (%) | Sektor |
|------------------------|------------------------------------|------------------------|-----------------------------------|---|---|--------------------------------|
| Pembinaan Mitra Binaan | 369.985.400 | 1.300.000.000 | 28,46 | 539.000.000 | (31,36) | Development of Foster Partners |



Kegiatan pembinaan mitra binaan PUSRI untuk tahun 2021 diberikan dalam bentuk pelatihan dan pemasaran (pameran) dan bentuk bantuan lain yang terkait dengan upaya peningkatan kapasitas mitra binaan Program Kemitraan. Berikut uraiannya.

Development activities for PUSRI foster partners in the year 2021 were provided in the form of training and marketing (exhibition) and other forms related to efforts to increase the capacity of the foster partners of the Partnership Program. The table below show details of the activities.

| Kegiatan Activity | Biaya (Rp) Cost (Rp) | RKAP 2021 2021 RKAP |
|----------------------------------|-------------------------|---|
| Pelatihan mitra binaan | 276.030.900 | Foster partners training |
| Bantuan Pemasaran Produk Mitra | 49970.000 | Partner Product Marketing Assistance |
| Pembuatan papan nama, brosur dll | 43.984.500 | Manufacture of signage, brochures, etc. |

PROGRAM BINA LINGKUNGAN

PUSRI melaksanakan beragam Program Bina Lingkungan yang melibatkan masyarakat. Selain untuk meningkatkan kesejahteraan masyarakat, Program Bina Lingkungan bertujuan untuk menjalin hubungan yang harmonis antara Perusahaan dengan pemangku kepentingan.

COMMUNITY DEVELOPMENT PROGRAM

PUSRI conducts various Community Development Program which involve the local community. Moreover, to improve the welfare of the community, the Community Development Program is intended to generate harmonious relationship between the Company and stakeholders.

Sepanjang tahun 2021, PUSRI menyalurkan dana Program Bina Lingkungan sebesar Rp8,290 miliar dengan rincian sebagai berikut.

Throughout the year 2021, PUSRI disbursed funding for the Community Development Program which totaled Rp8.290 billion with details as follows:

Penyaluran Dana Program Bina Lingkungan berdasarkan Bidang

Distribution of Community Development Program Funds by Sector

| No | Sektor | Realisasi 2021 Realization 2021 | RKAP 2021 2021 RKAP | Pencapaian (%) Achievement (%) | Realisasi 2020 (MB) 2020 Realization | Kenaikan/ (Penurunan) (%) Increase/ (Decrease) (%) | Sektor |
|----|--|------------------------------------|------------------------|-----------------------------------|---|---|---|
| 1 | Bantuan Korban Bencana Alam | 120 | 400 | 30,00 | 1.609 | (92,54) | Donation for Natural Disaster Victims |
| 2 | Bantuan Peningkatan Pendidikan dan/ atau Pelatihan | 1.356 | 1.570 | 86,37 | 1.174 | 15,50 | Assistance for Education and/ or Training Improvement |
| 3 | Bantuan Peningkatan Kesehatan | 1.179 | 860 | 137,07 | 769 | 53,32 | Assistance for Health Improvement |
| 4 | Bantuan Pengembangan Prasarana dan/ atau Sarana Umum | 1.118 | 920 | 121,59 | 840 | 33,10 | Assistance for Public Infrastructure and/ or Facilities Development |

| No | Sektor | Realisasi 2021 Realization 2021 | RKAP 2021 2021 RKAP | Pencapaian (%) Achievement (%) | Realisasi 2020 (MB) 2020 Realization | Kenaikan/ (Penurunan) (%) Increase/ (Decrease) (%) | Sektor |
|----|--|------------------------------------|------------------------|-----------------------------------|---|---|---|
| 5 | Bantuan Sarana Ibadah | 1.801 | 1.240 | 145,24 | 1.089 | 65,38 | Assistance for Worship Facilities |
| 6 | Bantuan Pelestarian Alam | 293 | 600 | 48,88 | 378 | (22,49) | Assistance for Nature Conservation |
| 7 | Bantuan Sosial Kemasyarakatan dalam rangka | 327 | 270 | 121,11 | 311 | 5,14 | Assistance on Community Social Activities for the |
| 8 | Pengentasan Kemiskinan | 2.423 | 2.410 | 100,55 | 4.140 | (41,47) | Eradication of Poverty |
| | Jumlah | 8.290,8 | 8.000 | 103.64 | 9.999,9 | (17,09) | Total |

PROGRAM BANTUAN SOSIAL KEMASYARAKATAN

Sebagai bagian dari kelompok usaha PT Pupuk Indonesia (Persero), PUSRI melaksanakan program bantuan sosial kemasyarakatan sesuai melalui Program Kemitraan dan Program Bina Lingkungan sesuai dengan Peraturan Menteri Badan Usaha Milik Negara (BUMN) No. 5 tahun 2017 tentang Program Kemitraan Badan Usaha Milik Negara Dengan Usaha Kecil dan Program Bina Lingkungan.

PUSRI memiliki komitmen penuh terhadap pelaksanaan program-program tersebut yang diwujudkan melalui pembentukan unit kerja khusus yang mengelola program Kemitraan dan Program Bina Lingkungan untuk melaksanakan tanggung jawab sosial dalam meningkatkan kesejahteraan masyarakat. Terlebih, Perusahaan merupakan sebuah entitas bisnis yang sering kali dihadapkan pada berbagai persoalan sosial dan lingkungan yang berkaitan dengan masyarakat di sekitar Perusahaan.

Melalui TJSL, diharapkan Perusahaan mampu menciptakan hubungan yang harmonis serta mampu menumbuhkan kesejahteraan di lingkungan masyarakat. Pelaksanaan TJSL juga merupakan wujud kepatuhan manajemen perusahaan dalam tata kelola perusahaan yang baik (good corporate governance).

SOCIAL COMMUNITY ASSISTANCE PROGRAM

As part of PT Pupuk Indonesia (Persero) business group, PUSRI carries out program of social community assistance through the Partnership Program and Community Development Program in accordance with the State-Owned Enterprise (SOE/ BUMN) Regulation No. 5 of 2017 on Partnership Program of State-Owned Enterprises with Small-Scale Business and Community Development Program.

PUSRI is fully committed to carrying out such programs manifested through the establishment of a special work unit to manage Partnership Program and Community Development Program and execute its social responsibility to improve the welfare of the people. Moreover, the Company is a business entity that is often faced with various social and environmental problems related to the community surrounding the Company.

Through TJSL, the Company is hoped to establish a harmonious relationship and capable of improving the welfare of the surrounding community. Implementation of TJSL is also a manifestation of the company management's compliance to good corporate governance.



Besaran Investasi untuk Penerapan Bidang Pengembangan Sosial Kemasyarakatan

Sepanjang tahun 2021, PUSRI menyalurkan dana untuk CSR di bidang pengembangan sosial kemasyarakatan sebesar Rp28,847 Milyar dengan rincian sebagai berikut.

Total Investment for Implementation of Social Community Development

Throughout the year 2021, PUSRI disbursed funding for its CSR on social community development activities at the total amount of Rp28.847 billion with details as in the table below.

| Sektor | Realisasi 2021 Realization 2021 | RKAP 2021 2021 RKAP | Pencapaian (%) Achievement (%) | Realisasi 2020 (MB) 2020 Realization | Kenaikan/ (Penurunan) (%) Increase/ (Decrease) (%) | Sektor |
|---|------------------------------------|------------------------|--------------------------------------|---|---|--|
| Program Kemitraan | | | Partnership Program | | | |
| Pinjaman Modal | 20.185 | 20.000 | 100,93 | 19.941 | 1,22 | Capital Loan |
| Pembinaan | 370 | 1.300 | 28,46 | 539 | (31,35) | Coaching |
| Sub Total | 20.556 | 21.300 | 96,51 | 20.480 | 0,37 | Sub Total |
| Program Bina Lingkungan | | | Community Development Program | | | |
| Bantuan Korban Bencana Alam | 120 | 400 | 30,00 | 1.609 | (92,54) | Donation for Natural Disaster Victims |
| Bantuan Peningkatan Pendidikan dan/ atau Pelatihan | 1.356 | 1.570 | 86,37 | 1.174 | 15,50 | Assistance for Education and/ or Training Improvement |
| Bantuan Peningkatan Kesehatan | 1.179 | 860 | 137,07 | 769 | 53,32 | Assistance for Health Improvement |
| Bantuan Pengembangan Prasarana dan /atau Sarana Umum | 1.118 | 920 | 121,59 | 840 | 33,10 | Assistance for Public Infrastructure and/ or Facilities Development |
| Bantuan Sarana Ibadah | 1.801 | 1.240 | 145,24 | 1.089 | 65,38 | Assistance for Worship Facilities |
| Bantuan Pelestarian Alam | 293 | 600 | 48,88 | 378 | (22,49) | Assistance for Nature Conservation |
| Bantuan Sosial Kemasyarakatan dalam rangka Pengentasan Kemiskinan | 2.423 | 2.410 | 100,55 | 4.140 | (41,47) | Assistance on Community Social Activities for the Eradication of Poverty |
| Sub Total | 8.290,8 | 8.000 | 103,64 | 9.999 | (17,09) | Sub Total |
| Jumlah | 28.847 | 29.300 | 98,45 | 30.480 | (5,36) | Total |

Rencana Pengembangan Sosial Masyarakat Tahun 2022

Terkait dengan rencana pengembangan sosial masyarakat pada tahun 2022, PUSRI akan memberikan fokus pada hal-hal sebagai berikut:

1. Program TJSJ berupa Pendanaan UMK (pinjaman modal kerja bagi pelaku usaha mikro & kecil) yang bersumber dari dana bergulir Program Pendanaan UMK tahun 2022.
2. Program TJSJ yang mendukung bisnis inti dan menciptakan *Creating Shared Value (CSV)* bagi perusahaan.
3. Tercapainya Tujuan Pembangunan Berkelanjutan (TPB) yang dikelompokkan dalam 4 (empat) pilar yaitu pilar sosial, ekonomi, lingkungan, hukum dan tata kelola melalui 7 (tujuh) sektor bantuan dengan 17 (tujuh belas) tujuan.
4. Meningkatkan keterampilan SDM mitra binaan dalam pengelolaan usaha serta membantu melakukan promosi/pameran produk mitra binaan di dalam negeri maupun luar negeri.
5. Terciptanya hubungan yang baik dan harmonis dengan *stakeholder*.

PENINGKATAN SENI BUDAYA LOKAL

Pada tahun 2021, PUSRI meluncurkan buku "Merawat Budaya Merawat Alam : Pelestarian Songket dan Jumptan Pewarna Alam. Penerbitan buku tersebut merupakan Langkah PUSRI turut serta dalam pelestarian kebudayaan dan seni.

2022 Community Social Development Plan

In relation to the social development plan in 2022, PUSRI will focus on the following matters:

1. TJSJ Program in the form of UMK Funding (working capital loans for micro & small business actors) sourced from the 2022 UMK Funding Program revolving fund.
2. CSR program that supports core business and creates *Creating Shared Value (CSV)* for the company.
3. The achievement of the Sustainable Development Goals (TPB) which are grouped into 4 (four) pillars, namely social, economic, environmental, legal and governance pillars through 7 (seven) aid sectors with 17 (seventeen) objectives.
4. Improve the human resources skills of the fostered partners in business management and help promote/exhibit the products of the fostered partners at home and abroad.
5. The creation of a good and harmonious relationship with stakeholders.

IMPROVEMENT OF LOCAL CULTURAL ARTS

In 2021, PUSRI launched the book "Caring for Culture, Caring for Nature: Preserving Songket and Natural Coloring Jumptan. The publication of the book is part of PUSRI's participation in the preservation of culture and arts.



TANGGUNG JAWAB SOSIAL PERUSAHAAN LINGKUP TANGGUNG JAWAB TERHADAP PRODUK/JASA SERTA KONSUMEN DAN MITRA KERJA

Corporate Social Responsibility On Responsibility To
Products/Services, Customers, And Business Partners



KOMITMEN, KEBIJAKAN, DAN RUMUSAN

PUSRI selalu mengutamakan kepuasan pelanggan secara profesional melalui peningkatan standar mutu produk dan pelayanan sesuai dengan prinsip “6 Tepat”, yaitu Tepat Waktu, Tepat Mutu, Tepat Harga, Tepat Jumlah, Tepat Tempat, dan Tepat Jenis.

COMMITMENT, POLICIES, AND FORMULATION

PUSRI continuously prioritizes customer satisfaction professionally through the improvement of quality standard of products and services in accordance with “6 Correct” principles, namely Correct Time, Correct Quality, Correct Price, Correct Amount, Correct Place, and Correct Type.



Dasar dari prinsip “6 Tepat” tersebut ialah Surat Direktur Komersil No. 82/H000.OT/2017 tanggal 22 Juni 2017 tentang Standar Pelayanan Minimal Bidang Penjualan Pupuk Subsidi dan Komersil PT Pupuk Sriwidjaya Palembang. Adapun pengertian “6 Tepat” tersebut diurai dalam tabel berikut ini:

The basis of this “6 Correct” principles is the Commercial Director Letter No. 82/H000.OT/2017 dated June 22, 2017 on Minimum Service Standards of Subsidized and Commercial Fertilizer Sales of PT Pupuk Sriwidjaya Palembang. “6 Correct” is defined as follows:

| | | |
|--|---|--|
| <p>Tepat Jumlah Correct Amount</p> | <ul style="list-style-type: none"> • Memenuhi alokasi kebutuhan pupuk bersubsidi sesuai SK Menteri Pertanian yang berlaku. • Memenuhi ketentuan stok sesuai Peraturan Menteri Pertanian yang berlaku. • Melakukan distribusi pupuk ke Lini II/III sesuai dengan kebutuhan dengan mengoptimalkan fungsi sarana distribusi (ekspediter dan kapal) dan memperhatikan stok dan alokasi masing-masing wilayah. • Melakukan perencanaan dan evaluasi pengadaan melalui rapat koordinasi minimal 1 bulan sekali atau sesuai kebutuhan. | <ul style="list-style-type: none"> • Fulfill the allocation of subsidized fertilizer demand according to the applicable Minister of Agriculture Decree. • Fulfill the provisions of stock according to the applicable Minister of Agriculture Regulation. • Distribute fertilizers to Line II/III in accordance with the needs by optimizing the function of distribution facilities (expedition and ship) and pay attention to the stock and allocation of each region. • Conduct planning and evaluation of procurement through coordination meeting at least once a month or as needed. |
|--|---|--|



| | |
|---|---|
| <ul style="list-style-type: none"> • Pendistribusian pupuk sesuai dengan wilayah kerja pertanian yang telah ditetapkan per produsen pupuk. • Tersedianya kios pengecer resmi di sentra lokasi pertanian. • Menyiapkan sarana gudang sesuai kebutuhan di Kabupaten. | <ul style="list-style-type: none"> • Distribute fertilizers in accordance with established agricultural work areas per fertilizer manufacturer. • Ensure availability of authorized retailer kiosks in agricultural sites. • Prepare warehouse facilities as needed in the Regency. |
| <ul style="list-style-type: none"> • Pendistribusian pupuk ke wilayah kerja masing-masing produsen sesuai jumlah per jenis pupuk yang telah ditetapkan dalam SK Menteri Pertanian yang berlaku. • Melakukan kawalan teknologi agar petani melaksanakan pemupukan berimbang. | <ul style="list-style-type: none"> • Distribute fertilizer to work areas of each manufacturer according to the number of each type of fertilizer that has been specified in the applicable Minister of Agriculture Decree • Conduct technological controls for farmers to implement balanced fertilization. |
| <ul style="list-style-type: none"> • Harga jual di tingkat pengecer sesuai dengan HET | <ul style="list-style-type: none"> • Selling price at retailer level corresponds to HET |
| <ul style="list-style-type: none"> • Pengawasan terhadap mutu pupuk sesuai dengan ketentuan yang tercantum dalam ISO 9001 dan Standar Nasional Indonesia (SNI). • Pelaksanaan uji mutu oleh surveyor, baik untuk pupuk produksi sendiri dan impor di setiap lini. | <ul style="list-style-type: none"> • Supervise the quality of fertilizer in accordance with the provisions contained in ISO 9001 and Indonesian National Standard (SNI). • Implement quality test by Surveyor, both for own production and import fertilizer in each Line.. |
| <ul style="list-style-type: none"> • Tersedianya pupuk di Lini IV pengecer saat dibutuhkan oleh petani. • One day service dalam pelayanan publik. | <ul style="list-style-type: none"> • Ensure availability of fertilizers in Line IV retailers when needed by farmers. • One-day service in public service |

Pemangku Kepentingan dan Lingkup Dampak Produk dan Jasa Perusahaan

PUSRI memberikan kesempatan kepada seluruh pemangku kepentingan untuk terlibat secara adil dan wajar dalam kegiatan operasi yang dilakukan, termasuk upaya pemenuhan prosedur yang adil bagi konsumen dan mitra kerja khususnya dalam rangka menghadirkan produk dan layanan yang berkualitas. Bagi konsumen, PUSRI membuka kesempatan melalui saluran pengaduan untuk menyampaikan keluhan/tanggapan/masukan atas produk dan jasa yang diberikan PUSRI.

Sasaran, Rencana dan Target

Perusahaan menetapkan sasaran utama dari pengelolaan aspek produk dan jasa adalah membangun hubungan yang harmonis dengan konsumen serta mitra kerja. Hal ini dilakukan Perusahaan melalui berbagai target dan rencana program, yaitu:

1. Memenuhi penyaluran pupuk dan non pupuk sesuai dengan target yang ditetapkan, di antaranya melalui optimalisasi penjualan ritel

Stakeholders and Scope of Impact of Company's Products and Services

PUSRI provides opportunities for all stakeholders to fairly and reasonably take part in operational activities, including efforts to conform fair procedures for customers and business partners, especially in the context of providing high quality products and services. To customers, PUSRI offers such opportunities through the channel available for submission of complaints/responses/feedback on products and services delivered by PUSRI.

Objectives, Plans and Targets

The Company's main objective in managing the product and service aspects ai to establish a good relationship with customers and business partners. This is carried out by the Company through various program targets and plans, namely as follows:

1. Accomplish the distribution of fertilizers and non-fertilizers in line with the set targets, such as by optimizing retail sales through retail kiosks,

melalui kios-kios pengecer, pemberian reward dan insentif untuk tenaga penjual yang mencapai target penjualan.

2. Perluasan penterasi pasar, baik di dalam negeri dan luar negeri, antara lain melalui edukasi kepada petani, promosi kepada petani, hingga berkoordinasi dengan Kementerian Luar Negeri dan Kementerian Perdagangan RI.
3. Melakukan kontrak kerja jangka panjang dengan pembeli dan menetapkan harga formula untuk kontrak tersebut.
4. Penggunaan gudang bersama antara perusahaan Pupuk Indonesia Group sehingga memudahkan distribusi.
5. Meningkatkan kompetensi SDM pemasaran melalui pelatihan yang berfokus pada pasar.
6. Memberikan nilai tambah kepada pelanggan seperti Program Total Customer Care kepada perusahaan perkebunan dan pertanian, customer visit, standarisasi pelayanan kios, hingga peningkatan unit layanan pelanggan.
7. Meningkatkan branding produk Perusahaan serta transparansi mengenai kondisi stok pupuk dengan media lokal.

providing rewards and incentives for the sales staff who meet sales targets.

2. Expansion of market penetration, both domestically and abroad, among others through educating and promoting farmers, up to coordinating with the Ministry of Foreign Affairs and Ministry of Trade of the Republic of Indonesia.
3. Extend long-term work contracts with buyers and establish pricing formula for such contracts.
4. Jointly use warehouse facilities with companies of Pupuk Indonesia Group for easier distribution process.
5. Increase marketing team's competency through training that focuses on the market.
6. Provide added value to customers such with the Total Customer Care Program to plantation and agriculture companies, customer visits, standardization of kiosk services, up to increasing the customer service units.
7. Enhance the Company's product branding to the local media on the condition of the fertilizer stocks.

Penerapan Inisiatif atas Tanggung Jawab terhadap Produk dan Jasa serta Konsumen dan Mitra Kerja

Kesehatan dan Keselamatan Konsumen: Transparansi Informasi Produk

Bentuk kepedulian Perusahaan terkait kesehatan dan keselamatan konsumen terhadap produk-produk yang dihasilkan Perusahaan tertera dalam kemasan setiap produk serta pada situs web Perusahaan dengan alamat www.pusri.co.id yang menjelaskan tentang identifikasi bahaya produk, tata cara pertolongan pertama dan penanggulangan bahaya, pengendalian dan paparan tentang alat pelindung diri, dan lain-lain.

Implementation of Corporate Social Responsibility Initiative on Products, Services, Customers and Business Partners

Customer Health and Safety: Product Information Transparency

The Company's concern on the health and safety of customers related to the products produced by the Company is stated in the packaging of each product as well as on the Company's website www.pusri.co.id which explain about the identification of product hazards, first aid procedures and hazards handling, control and exposure of personal protective equipment, and others.

Contoh Lembar Data Keselamatan Produk

Sample of Product Safety Data Sheet



Kemasan produk PUSRI juga melampirkan informasi yang transparan dan komprehensif terkait kandungan yang terdapat dalam setiap produk yang dikeluarkan. Selain itu, kemasan produk PUSRI juga menyampaikan cara penggunaan produk untuk menghindari kesalahan penggunaan produk yang dapat beresik bagi konsumen.

The packaging of PUSRI's products also encloses transparent and comprehensive information related to the content of each product. Moreover, PUSRI's product packaging also conveys how to use the product to avoid misuse of the product which may be potentially risky for consumers.

Mantri Tani: Sosialisasi kepada Petani sebagai Konsumen

Perusahaan memiliki program Mantri Tani PUSRI yang diluncurkan pada tanggal 29 Agustus 2017, yang merupakan salah satu program after sales services dari PUSRI dengan tujuan sebagai berikut:

- a. Membangun keunggulan perusahaan dalam segi pelayanan
- b. Memahami kebutuhan dan harapan konsumen serta membantu konsumen memperoleh solusi produk yang tepat.
- c. Sebagai media untuk mempromosikan produk PUSRI.

Mantri Tani: Socialization to Farmers as Consumers

The Company's Mantri Tani PUSRI program, launched on 29 August 2017, is one of the post-sales services programs from PUSRI with the following objectives:

- a. Build company excellence in terms of services
- b. Understand the needs and hopes of customers and help consumers to obtain accurate product solutions.
- c. Serve as the media to promote PUSRI products.

Pada tahun 2021, fokus Mantri Tani PUSRI lebih mengarah pada teknis budidaya di lapangan, berupa layanan paket pengujian unsur hara tanah dan pemberian dosis rekomendasi pemupukan yang tepat sesuai karakteristik tanah di masing-masing wilayah yang diberikan secara gratis tanpa dipungut biaya ke petani.

Peran serta Mantri Tani juga terbukti dari keberhasilan beberapa kegiatan Demplot di antaranya Demplot Bawang Merah di Solok, Sumatera Barat; Demplot Bawang Merah di Brebes, Jawa Tengah; Demplot Jagung di Tanjung Lago-Sumsel, di mana dari kegiatan tersebut didapatkan peningkatan hasil panen petani dari sebelumnya.

PROGRAM AGRO SOLUTION

Salah satu program Agro Solution yang diresmikan oleh Menteri BUMN Bapak Erick Tohir yang beriringan dengan seluruh BUMN yaitu "Program Makmur". Program tersebut merupakan program khusus untuk pendampingan intensif kepada para petani dalam budidaya pertanian yang berkelanjutan dengan melibatkan rantai pasok yang didukung teknologi berbasis *Triple Bottom-Line* 3P (People, Planet, Profit) untuk memakmurkan Petani Indonesia.

Adapun manfaat yang ditawarkan kepada para petani dengan bergabung didalam program Makmur antara lain :

1. Dapat meningkatkan produktifitas pertanian
2. Membantu peningkatan keuntungan petani
3. Penggunaan teknologi pertanian
4. Memiliki kepastian keaslian dan kualitas terjaga produk komersil

In the year 2021, Mantri Tani Pusri focused more on cultivation techniques in the field, in the form of soil nutrient testing package services and the provision of recommended dosage of appropriate fertilizer according to the characteristics of the soil in each region which is provided to farmers free of charge.

The participation of Mantri Tani is also evident from the success of several Demplot activities, including Shallot Demplot in Solok, West Sumatra, Shallot Demplot in Brebes, Central Java, Corn Demplot in Tanjung Lago, South Sumatera. Such activities have resulted in the increase of farmers' harvests.

MAKMUR PROGRAM

One of the Agro Solution programs which was inaugurated by the Minister of SOEs, Mr. Erick Tohir, along with all SOEs, was the "Program Makmur". This program is a special program for intensive assistance to farmers in sustainable agricultural cultivation by involving supply chains that are supported by technology based on *Triple Bottom-Line* 3P (People, Planet, Profit) to prosper Indonesian farmers.

The benefits offered to farmers by joining the Makmur program include:

1. Can increase agricultural productivity
2. Help increase farmers' profits
3. Use of agricultural technology
4. Have certainty of authenticity and quality of commercial products maintained



Selama tahun 2021 PUSRI telah melaksanakan kegiatan program Makmur sebagai berikut :

Throughout 2021 PUSRI has carried out the following Makmur program activities:

| No | Agenda Kegiatan Activity Agenda | Tempat Venue | Jumlah Pelaksanaan Total Implementation |
|----------|---|-----------------|--|
| 1 | Sosialisasi Program Makmur Makmur Program Socialization | OKI | 5x |
| | | Banyuasin | 18x |
| | | OKU Timur | 10x |
| | | OKU Selatan | 3x |
| | | Muara Enim | 5x |
| | | Pagaralam | 3x |
| | | Way Kanan | 2x |
| | | Lampung Timur | 1x |
| | | Lampung Tengah | 8x |
| | | Jawa Tengah | 10x |
| Subtotal | | | 65x |
| 2 | Pelaksanaan Demplot Demonstration Plot Implementation | Bangka Selatan | 1x |
| | | Ogan Ilir | 1x |
| | | Banyuasin | 12x |
| | | OKU Timur | 10x |
| | | Muara Enim | 2x |
| | | Bengkulu Utara | 2x |
| | | Lampung Selatan | 4x |
| Subtotal | | | 35x |
| 3 | Pelaksanaan Farmer Meeting, Sekolah Tani, Farm Field Day, Tanam Perdana, Panen Raya Implementation of Farmer Meeting, Farmer School, Farm Field Day, Tanam Perdana, Panen Raya | Pagaralam | 2x |
| | | OKU Timur | 2x |
| | | OKU Selatan | 1x |
| | | Belitung Timur | 1x |
| | | Banyuasin | 2x |
| | | Rokan Hulu | 2x |
| | | Kuansing | 2x |
| | | Kampar | 1x |
| Subtotal | | | 15x |
| 4 | Pelaksanaan Gathering/ Forum Discussion Group dengan Mitra Integrator Implementation of Gathering/Forum Discussion Group with Integrator Partners | Palembang | 1x |
| Subtotal | | | 1x |
| 5 | Pelaksanaan Food Estate Sumsel - Kementan TA 2021 Implementation of South Sumatra Food Estate - Ministry of Agriculture FY 2021 | Banyuasin | 1x |
| | | OKU Timur | 1x |
| Subtotal | | | 2x |

| No | Agenda Kegiatan Activity Agenda | Tempat Venue | Jumlah Pelaksanaan Total Implementation |
|----------|---|-----------------|--|
| 6 | Pelatihan Brigade Makmur Makmur Brigade Training | Lampung | 1x |
| Subtotal | | | 1x |

Dari pelaksanaan program tersebut telah direalisasikan program Makmur sebagai berikut :

From the implementation of the program, the Makmur program has been realized as follows:

| No | Uraian | Target RKAP 2021 2021 RKAP Target | Realisasi 2021 2021 Realization | Real vs RKAP (%) Real vs RKAP (%) |
|----|--------------------------------|--------------------------------------|------------------------------------|--------------------------------------|
| 1 | Luasan Program Program Area | 8.000 Hektar | 14.244 Hektar | 178% |
| 2 | Penjualan Urea Urea Sales | 1.600 Ton | 3.393 Ton | 212% |
| 3 | Penjualan NPK NPK Sales | 2.400 Ton | 5.574 Ton | 232% |

Realisasi penjualan melalui program Makmur tahun 2021 adalah untuk urea sebesar 3.392,65 Ton (212% dari RKAP) dan NPK sebesar 5.574,70 Ton (212% dari RKAP) dengan realisasi luas tanam sebesar 14.244 Hektar (178% dari RKAP) dan realisasi jumlah project sebanyak 43 project.

Realization of sales through the Makmur program in 2021 for urea are 3,392.65 tons (212% of RKAP) and NPK are 5,574.70 tons (212% of RKAP) with realized planting area of 14,244 hectares (178% of RKAP) and realization of total projects as many as 43 projects.

Jenis Urea yang dijual di program Makmur adalah 100% Urea in Bag @50Kg, sedangkan persentasi komoditas pertanian dalam program Makmur dalam tahun 2021 adalah Sawit 47%, Padi 32%, Jagung 10%, Singkong 8%, Tebu 2%

The type of Urea sold in the Makmur program is 100% Urea in Bag @50Kg, while the percentage of agricultural commodities in Makmur program in 2021 is 47% Palm Oil, 32% Rice, 10% Corn, 8% Cassava, 2% Sugarcane.

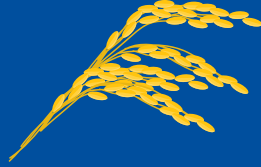
Persentase jenis formula NPK Pusri yang paling banyak terjual melalui program Makmur selama tahun 2021 adalah NPK 13-6-27-4+0.65B sebesar 51%, selanjutnya adalah NPK 15-15-15 sebesar 23%, lalu NPK 7-6-34 sebesar 14% dan NPK 12-12-17-2 sebesar 11% serta NPK 17-6-25 sebesar 0.62%, sedangkan jenis pupuk dengan formula 16-16-16 dibawah 1% dikarenakan kendala ketersediaan stok yang masih sangat terbatas.

The percentage of Pusri's NPK formula that sold the most through the Makmur program during 2021 was NPK 13-6-27-4+0.65B at 51%, then NPK 15-15-15 at 23%, then NPK 7-6-34 by 14% and NPK 12-12-17-2 by 11% and NPK 17-6-25 by 0.62%, while the type of fertilizer with the formula 16-16-16 was below 1% due to the limited availability of stock.



Rata - Rata Kenaikan Produktivitas

Average Productivity Increase



39% ↑

Padi Rice

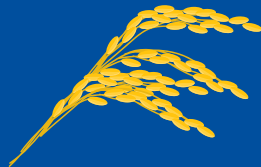


39% ↑

Jagung Corn

Rata - Rata Kenaikan Keuntungan Petani

Average Increase in Farmer Profits



55% ↑

Padi Rice



17% ↑

Jagung Corn

Kunjungan Pelanggan dan Promosi

Perusahaan melakukan kunjungan langsung ke pelanggan untuk mengetahui potensi kebutuhan pupuk Perusahaan perkebunan dan feedback perusahaan tersebut terhadap produk PUSRI yang telah digunakan. Selain itu, Perusahaan juga melakukan kegiatan promosi, sosialisasi dan temu pelanggan yang merupakan salah satu bentuk komitmen dan perhatian Perusahaan terhadap pelanggan yang selama ini telah setia menggunakan produk pupuk PUSRI sekaligus sebagai sarana promosi dan sosialisasi PUSRI untuk produk retail dan produk inovasi. Para peserta kegiatan temu pelanggan terdiri dari beberapa golongan yaitu distributor, pengecer, petani/kelompok tani, industri dan perkebunan. Dalam kegiatan ini dilakukan sharing, diskusi tanya jawab, dan sebagai media konsumen PUSRI untuk menyampaikan keluhan, aspirasi dan harapannya secara langsung kepada PUSRI.

Customer Visit and Promotion

The Company pays direct visits to customers in order to obtain information on the potential needs of fertilizer by plantation companies and feedback on PUSRI's products they have used. Furthermore, the Company also conduct promotion, socialization and customer gathering activities as one of the Company's forms of commitment and attention towards customers who have been loyally using PUSRI's fertilizers, as well as a means of promotion and socialization of PUSRI's retail and innovative products. Participants of customer gathering program consisted, among others, distributors, retailers, farmers/farming groups, and those from the industry and plantation. The program activities have included sessions on sharing, Q&A discussions, and as the media for PUSRI's consumers, to extend complaints, aspirations and expectations directly to PUSRI.

Survei Kepuasan Pelanggan

Perusahaan memahami kepuasan pelanggan pada akhirnya menciptakan kesetiaan dan loyalitas kepada Perusahaan. Oleh karena itu, PUSRI berkomitmen untuk memberikan pelayanan dengan kualitas memuaskan. Pelanggan yang telah mencapai kepuasan sangat memungkinkan untuk memberitahukan kepada pelanggan lainnya tentang pengalaman yang mereka dapatkan atas produk dan layanan yang diberikan oleh Perusahaan. Terciptanya kepuasan pelanggan memberikan manfaat antara lain hubungan perusahaan dengan pelanggannya menjadi harmonis, memberikan dasar yang baik bagi pembelian ulang dan terciptanya loyalitas pelanggan.

Untuk mengukur kepuasan pelanggan, Perusahaan melakukan survei yang dipusatkan di induk usaha yakni Pupuk Indonesia, baik untuk pupuk subsidi maupun non subsidi dengan hasil sebagai berikut.

Pengelolaan Hubungan dengan Mitra Kerja Prinsipal/Distributor/Pemasok/Supplier/Vendor

Mitra kerja dipandang oleh PUSRI sebagai partner strategis sehingga pengelolaan kerja sama tidak terlepas dari prinsip GCG dan dilakukan sesuai dengan praktik bisnis yang berlaku, antara lain:

1. Menjalin kerja sama yang saling menguntungkan, terpenuhinya hak dan kewajiban semua pihak sesuai persyaratan yang telah ditetapkan/disepakati serta menjaga citra atau brand image PUSRI.
2. Mengusahakan tercapainya hasil terbaik dan optimal sesuai dengan prosedur yang berlaku.
3. Membangun komunikasi yang intensif dengan mitra kerja dalam rangka koordinasi dan pencapaian solusi terbaik untuk penyelesaian perselisihan.
4. Bertindak adil terhadap semua mitra kerja tanpa memihak pada seseorang, golongan atau pihak tertentu.

Customer Satisfaction Survey

The Company understands that customer satisfaction eventually generates loyalty to the Company. For this reason, PUSRI is committed to providing services of satisfying qualities. It is most likely that satisfied customers will inform other customers of their experience with the products and services provided by the Company. Customer satisfaction provides benefits, among others such as good relations between the company and its customers, good basis for the repurchase of products and services as well as customer loyalty.

To measure customer satisfaction, the Company conducts surveys in all of PUSRI's distribution areas, both for subsidized and non-subsidized customers. Results of the surveys are described below:

Management of Relationship with Principal Business Partners/Distributors/Suppliers/Vendors

Business partners are regarded by PUSRI as strategic partners that management of the cooperation is closely tied with GCG principles and is implemented in accordance with prevailing business practices, among others are as follows:

1. Establish mutually beneficial cooperation, fulfilling the rights and obligations of all parties in accordance with the stipulated/agreed requirements and maintaining the image or brand image of PUSRI.
2. Strive to achieve the best and optimal results in line with prevailing procedures.
3. Establish intensive communication with business partners in the context of coordination and achieving the best solutions for resolving conflicts/disputes.
4. Act fairly to all business partners without taking sides to any particular individual, group or party.



5. Melakukan temu pelanggan setiap bulannya.
6. Melakukan kegiatan gathering vendor dua kali dalam setahun.

Pengelolaan Hubungan dengan Mitra Kerja Kreditur

PUSRI mengatur kerja sama yang terjalin dengan kreditur/investor hanya ditujukan untuk kepentingan bisnis dan peningkatan nilai tambah Perusahaan dengan cara:

1. Memenuhi kewajiban kepada kreditur sesuai perjanjian dan memberikan laporan tentang penggunaan dana kreditur tersebut sesuai dengan ketentuan yang berlaku.
2. Memberikan informasi yang aktual, prospektif, transparan, akurat, tepat waktu dan dapat dipertanggungjawabkan baik pada saat permintaan maupun penggunaan pinjaman.
3. Covenant yaitu Perusahaan menjamin untuk melakukan atau tidak melakukan sesuatu untuk melindungi kepentingan kreditur.
4. Membuat perjanjian yang sah atas pinjaman/ penanaman modal dengan mengedepankan prinsip kewajaran (fairness).
5. Menjajaki peluang bisnis dengan kreditur/investor untuk meningkatkan pertumbuhan Perusahaan yang didasarkan pada peraturan perundangan dan prinsip-prinsip integritas dan akuntabilitas.
6. Mengedepankan aspek kredibilitas dan bonafiditas serta legalitas yang dapat dipertanggungjawabkan dalam pemilihan kreditur/investor.
7. Melakukan penyampaian laporan kinerja Perusahaan kepada kreditur secara berkala setiap bulannya.

Sarana Pengaduan dan Layanan Pelanggan

Sebagai upaya menciptakan dan membangun komunikasi dua arah antara PUSRI dengan pelanggan serta sekaligus untuk meningkatkan mutu layanan kepada pelanggan, PUSRI menyediakan fasilitas bagi pelanggan untuk membangun komunikasi, yaitu:

5. Conduct customer gathering on monthly basis
6. Conduct vendor gathering twice a year.

Management of Relationship with Creditor Business Partners

PUSRI stipulates that cooperation with creditors/ investors are maintained only for business interests and increasing the added value of the Company by means of the following:

1. Meet obligations to creditors in accordance with the agreements and provide reports on the use of the creditors' funds as per applicable provisions.
2. Provide information that are actual, prospective, transparent, accurate, on time and accountable both at time of request and upon use of the funds/ loans.
3. Covenant is when the Company guarantees to conduct, or not, what is needed to protect the interests of the creditors
4. Establish legal agreements of the loans/ investments by putting forward the principle of fairness.
5. Explore business opportunities with creditors/ investors to increase the Company's growth based on the laws and regulations as well as principles of integrity and accountability.
6. Put forward the aspects of credibility and authenticity as well as legality that are accountable in selecting creditors/investors.
7. Submit Company performance report periodically to creditors on monthly basis.

Complaint and Customer Service Facilities

As an effort to create and build two-way communication between PUSRI and the customers, and at the same time increase the quality of services to customers, PUSRI provides customers with facilities to establish such communication as follows:

"HALO PUSRI"
0800 12 000 11
Telepon Bebas Pulsa
Toll-Free Telephone



E-Mail:
Niaga@pusri.co.id
Manager Perencanaan & Pengendalian Pemasaran
Manager of Marketing Planning & Controlling

Divisi Distribusi & Pemasaran
Distribution & Marketing Division

Kantor Pusat Head Office
PT Pupuk Sriwidjaja Palembang 5th F1
Jl. Mayor Zen, Sei Selayur, Kolidoni Palembang 30118

Pada tahun 2021, Perusahaan menerima respons dari sarana layanan pelanggan, dimana sebagian besar respons yang masuk berisi tentang pertanyaan terkait pemasaran dan penjualan. Perusahaan telah memberikan jawaban untuk seluruh kebutuhan informasi yang diharapkan.

In 2021, the Company received from customer service facilities. Most of the responses that come in are about marketing and sales related questions. The company has provided answers to all expected information needs.

Perusahaan juga telah menyusun mekanisme dalam menyelesaikan keluhan pelanggan dalam rangka memberikan pelayanan sesuai dengan kebutuhan pelanggan, yang dijelaskan dalam bagan berikut.

The Company has also set up the mechanism in handling and resolving customer complaints in the context of providing services in accordance with the needs of the customers, as explained in the diagram below.





Sertifikasi yang Berlaku Tahun 2021

Valid Certification in 2021

| JUDUL SERTIFIKASI Certification Title | LEMBAGA PENERBIT | TANGGAL BERLAKU Effective Date | TANGGAL KADALUARSA Expiry Date | MASA BERLAKU Validity | Certificate Organizer |
|--|--|-----------------------------------|-----------------------------------|--------------------------|--|
| ISO 9001:2015 | SGS Indonesia Sistem Manajemen Mutu ISO 9001:2015, Sertifikat dikeluarkan oleh Badan Sertifikasi PT SGS Indonesia sejak tahun 1995 | 03 Juni 2021 | 10 April 2024 | 3 Tahun | SGS Indonesia ISO 9001:2015 Quality Management System, Certificate issued by PT SGS Indonesia Certification Body since 1995 |
| ISO 14001:2015 | SGS Indonesia Sistem Manajemen Lingkungan ISO 14001:2015, Sertifikat dikeluarkan oleh Badan Sertifikasi PT SGS Indonesia sejak tahun 1997 | 29 Juni 2021 | 28 April 2024 | 3 Tahun | SGS Indonesia ISO 14001:2015 Environmental Management System, Certificate issued by PT SGS Indonesia Certification Body since 1997 |
| ISO 17025 Laboratorium Kalibrasi | KAN ISO 17025 adalah Sistem Manajemen Mutu Laboratorium, dikeluarkan oleh Badan Sertifikasi Komite Akreditasi Nasional (KAN) dikeluarkan tahun 2002, yang sebelumnya dikeluarkan oleh NATA-Australia | 23 September 2020 | 20 September 2025 | 5 Tahun | KAN ISO 17025 is a Laboratory Quality Management System, issued by the National Accreditation Committee (KAN) Certification Body issued in 2002, previously issued by NATA-Australia |
| ISO 17025 Laboratorium Penguji | KAN ISO 17025 adalah Sistem Manajemen Mutu Laboratorium, dikeluarkan oleh Badan Sertifikasi Komite Akreditasi Nasional (KAN) dikeluarkan tahun 2002, yang sebelumnya dikeluarkan oleh NATA-Australia | 29 Juli 2019 | 28 Juli 2024 | 5 Tahun | KAN ISO 17025 is a Laboratory Quality Management System, issued by the National Accreditation Committee (KAN) Certification Body issued in 2002, previously issued by NATA-Australia |
| SMK3 | Kementerian Ketenagakerjaan Sertifikasi SMK3 dikeluarkan oleh Departemen Tenaga Kerja dan Sertifikat pertama kali didapat | 29 Maret 2019 | 29 Maret 2024 | 3 Tahun | Ministry of Manpower SMK3 certification is issued by the Ministry of Manpower and the first certificate is obtained |
| ISO 45001:2018 | SGS Indonesia Sistem Manajemen K3 ISO 45001:2018, Sertifikat dikeluarkan oleh Badan Sertifikasi PT SGS Indonesia sejak tahun 2021 | 10 September 2021 | 10 September 2024 | 3 Tahun | SGS Indonesia ISO 45001:2018 OHS Management System, Certificate issued by PT SGS Indonesia Certification Body since 2021 |
| ISO 50001:2018 | British Standard Institution Sistem Manajemen Energi ISO 50001:2011 diterbitkan pertama kali pada 16 Mei 2019 | 16 Mei 2019 | 15 Mei 2022 | 3 Tahun | British Standard Institution ISO 50001:2011 Energy Management System first published on May 16, 2019 |

| JUDUL SERTIFIKASI Certification Title | LEMBAGA PENERBIT | TANGGAL BERLAKU Effective Date | TANGGAL KADALUARSA Expiry Date | MASA BERLAKU Validity | Certificate Organizer |
|--|---|--|--|--------------------------|--|
| ISO 37001:2018 | TUV Nord Sistem Manajemen Anti Penyuapan ISO 37001:2018 15 Juli 2020 | 15 Juli 2020 | 14 Juli 2023 | 3 Tahun | TUV Nord ISO 37001:2018 Anti-Bribery Management System 15 July 2020 |
| DUKS | Dirjen Perhubungan Laut (HUBLA) Sertifikat Dermaga untuk keperluan sendiri (DUKS), Sertifikat dikeluarkan oleh Direktorat Perhubungan Laut (HUBLA) sejak tanggal 9 Juni 2005 | 2019 | 2024 | 5 Tahun | Director General of Sea Transportation (HUBLA) Dock Certificate for own use (DUKS), Certificate issued by the Directorate General of Sea Transportation (HUBLA) since June 9, 2005 |
| SNI Urea | Balai Sertifikasi Industri Sertifikat Produk Pengguna Tanda SNI Urea untuk merek PUSRI, PIHC dan Nitrea | 07 April 2021 & 21 Juli 2021 (PIHC Nitrea) | 21 Februari 2025 | 4 Tahun | Industry Certification Center Urea SNI Mark User Product Certificate for PUSRI, PIHC and Nitrea brands |
| SNI Amonia Cair | Balai Sertifikasi Industri Sertifikat Produk Pengguna Tanda SNI Amoniak merek PUSRI | 07 April 2021 | 21 Februari 2025 | 4 Tahun | Industry Certification Center Product Certificate of SNI Mark Ammonia brand PUSRI |
| SNI NPK (Sukarela) | Balai Sertifikasi Industri Sertifikat Produk Pengguna Tanda SNI NPK merek PUSRI, Phonska, Pupuk Kujang, Pusri Hydro dan Pupindo Balai Sertifikasi Industri Sertifikat Produk Pengguna Tanda SNI NPK merek PIHC Phonska Plus | 07 April 2021 21 Juli 2021 | 21 Februari 2025 | 4 Tahun | Industry Certification Center Product Certificates for Users of SNI NPK Marks for PSURI, Phonska, Kujang, Pusri Hydro and Pupindo Industry Certification Center Product Certificate for Users of SNI NPK Mark PIHC Phonska Plus |
| SNI Pupuk NPK (Sukarela) | Baristand Industri Palembang Sertifikat Produk Pengguna Tanda SNI NPK merek Pusri, Phonska Pupuk Indonesia Holding Company, Pupuk KUJang, Pusri Hydro, PUPINDO | 19 November 2019 | 18 November 2023 | 4 Tahun | Palembang Industrial Baristand Product Certificates for Users of the SNI NPK Mark of Pusri, Phonska Pupuk Indonesia Holding Company, Pupuk KUJang, Pusri Hydro, PUPINDO |
| SNI CO2 Cair (Sukarela) | Balai Sertifikasi Industri Sertifikat Produk Pengguna Tanda SNI CO2 Cair merek PUSRI | 22 Februari 2017 | 21 Agustus 2021 (belum dapat dilakukan sertifikasi terkait ruang lingkup LS Pro) | 4 Tahun | Industry Certification Center Product Certificate of SNI CO2 Solid User Mark PUSRI brand |
| SNI CO2 Padat (Sukarela) | Balai Sertifikasi Industri Sertifikat Produk Pengguna Tanda SNI CO2 Padat merek PUSRI | 22 Februari 2017 | 21 Agustus 2021 (belum dapat dilakukan sertifikasi terkait ruang lingkup LS Pro) | 4 Tahun | Industry Certification Center Product Certificate of SNI Nitrogen Mark User PUSRI brand |



| JUDUL SERTIFIKASI Certification Title | LEMBAGA PENERBIT | TANGGAL BERLAKU Effective Date | TANGGAL KADALUARSA Expiry Date | MASA BERLAKU Validity | Certificate Organizer |
|--|---|-----------------------------------|---|--------------------------|---|
| SNI Nitrogen (Sukarela) | Balai Sertifikasi Industri Sertifikat Produk Pengguna Tanda SNI Nitrogen merek PUSRI | 22 Februari 2017 | 21 Agustus 2021 (belum dapat dilakukan sertifikasi terkait ruang lingkup LS Pro) | 4 Tahun | Industry Certification Center Product Certificate of SNI CO2 Solid User Mark PUSRI brand |
| SNI Oksigen (Sukarela) | Balai Sertifikasi Industri Sertifikat Produk Pengguna Tanda SNI Oksigen Cair merek PUSRI | 22 Februari 2017 | 21 Agustus 2021 (belum dapat dilakukan sertifikasi terkait ruang lingkup LS Pro) | 4 Tahun | Industry Certification Center Product Certificate of SNI Mark for Liquid Oxygen with PUSRI brand |

Besaran Investasi untuk Penerapan Bidang Mutu dan Layanan

Berikut adalah biaya bidang mutu dan layanan tahun 2021, beserta perubahannya dibandingkan dengan tahun 2020 dan penyerapan dari anggaran yang telah dialokasikan.

Investment for Implementation of Quality and Service

Following are details of costs for quality and service during the year 2021, and comparative of the year 2020 as well as the absorption rate from the allocated budget.

| Kegiatan | RKAP 2021 RKAP 2021 | REAL 2021 REAL 2021 | REAL 2020 REAL 2020 | Event |
|---|------------------------|------------------------|------------------------|---|
| Pameran | 1.301 | 171 | 109 | Exhibition |
| Promosi | 52.501 | 11.505 | 4.545 | Promotion |
| Publikasi | 4.093 | 1.190 | 425 | Publication |
| Gerakan Peningk. Prod. Pangan Basis Korp (GP3K) | 4.059 | - | - | Movement to Increase Corps-Based Food Production (GP3K) |
| | 61.954 | 12.865 | 5.080 | |

Rencana Pengelolaan Produk dan Jasa Serta Hubungan Dengan Konsumen dan Mitra Kerja Tahun 2021

Menghadapi tantangan bisnis yang semakin kompetitif maka Perusahaan perlu melakukan pemasaran yang lebih cermat dan masif dengan mengoptimalkan semua jaringan distribusi yang ada dan melakukan pengembangan inovasi serta memperkuat strategi pemasaran antara lain:

Plans for Management of Product, Service, Customer and Business Partner Relations in 2022

Facing the increasingly competitive business challenges, the Company needs a more accurate and massive marketing by optimizing all distribution networks and conduct innovation development and strengthen marketing strategies as follows:

Customer Centric Model

Melalui Customer Centric Model, perusahaan memperkuat hubungan Kerjasama dengan Distributor dan Retailer, mengadakan pendekatan serta memberikan solusi kepada petani dengan menerapkan Key Account Management dengan penetapan harga yang terkoordinasi

Program Makmur

Program Makmur merupakan program khusus untuk pendampingan intensif kepada para petani dalam budidaya pertanian yang berkelanjutan dengan melibatkan rantai pasok yang didukung teknologi berbasis *Triple Bottom-Line* 3P (People, Planet, Profit) untuk memakmurkan Petani Indonesia.

Adapun manfaat yang ditawarkan kepada para petani dengan bergabung didalam program Makmur antara lain :

1. Dapat meningkatkan produktifitas pertanian
2. Membantu peningkatan keuntungan petani
3. Penggunaan teknologi pertanian
4. Memiliki kepastian keaslian dan kualitas terjaga produk komersil

Program Peningkatan Produktivitas Pangan

Metode edukasi berupa pendampingan dan kawalan teknologi budidaya pertanian kepada petani atau kelompok tani yang bekerjasama dengna Dinas Pertanian Kabupaten dan Penyuluh Pertanian tingkat kecamatan dalam upaya peningkatan produktivitas pertanian.

Pemasaran untuk Meningkatkan Volume Penjualan

- Mengembangkan produk-produk yang dapat memenuhi kebutuhan nutrisi tanaman.
- Mengembangkan agrisolution services untuk memastikan customer stickiness.
- Mengembangkan riset institute dan melakukan riset pasar serta advokasi policy development.
- Melakukan market intelligent terhadap kebutuhan pupuk oleh pihak perkebunan dan industry.
- Memanfaatkan jaringan distributor dan pengecer

Customer Centric Model

Through Customer Centric Model, the company strengthens partnerships with distributors and retailers, approaches and provides solutions to farmers by implementing Key Account Management with coordinated pricing.

Makmur Program

Makmur Program is a special program for intensive assistance to farmers in sustainable agricultural cultivation by involving supply chains that are supported by technology based on Triple Bottom-Line 3P (People, Planet, Profit) to prosper Indonesian farmers.

The benefits offered to farmers by joining the Makmur program include:

1. Can increase agricultural productivity
2. Help increase farmers' profits
3. Use of agricultural technology
4. Have certainty of authenticity and quality of commercial products maintained

Food Productivity Improvement Program

The educational method is in the form of assistance and control of agricultural cultivation technology to farmers or farmer groups in collaboration with the District Agriculture Office and Agricultural Extension Officers at the sub-district level in an effort to increase agricultural productivity

Marketing to Increase Sales Volume

- Develop products to meet the nutritional needs of plants.
- Develop agrisolution services to ensure customer stickiness.
- Develop research institutes and conduct market research and policy development advocacy.
- Conduct market intelligent on fertilizer needs by plantation and industry parties.
- Utilizing the existing network of distributors and



- eksisting dalam mencapai target penjualan sektor pangan, hortikultura dan perkebunan rakyat.
- Aktif melakukan penawaran kepada pembeli baru, baik dalam negeri maupun ekspor dengan jaminan supply.
 - Melakukan rekrutmen tenaga penjualan (asisten lapangan) yang berkompeten dalam bidang penjualan maupun agronomis.
 - Pelatihan untuk meningkatkan kemampuan kompetensi dan pengetahuan dibidang penjualan.
 - Peningkatan layanan dalam penjualan.
 - Menghilangkan penggunaan gancu baik di lini I,II dan III.
 - Survey dan Pemetaan terhadap kebutuhan pupuk.

- retailers in achieving sales targets for the food, horticulture and smallholder plantation sectors.
- Actively make offers to new buyers, both domestic and export with guaranteed supply.
 - Recruiting sales force (field assistants) who are competent in the field of sales and agronomy.
 - Training to improve competence and knowledge in the field of sales.
 - Service improvement in sales.
 - Eliminate the use of cannabis in both lines I, II and III.
 - Survey and Mapping of fertilizer needs.

REFERENSI ANNUAL REPORT 2021

Annual Report Reference

IKHTISAR DATA KEUANGAN PENTING

KEY FINANCIAL HIGHLIGHTS

| KRITERIA / CRITERIA | PENJELASAN / DESCRIPTION | HALAMAN / PAGE | |
|--|---|---|----|
| <p>1. Informasi hasil usaha perusahaan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun.</p> <p>Information of comparatives statements of incomes within recent 3 (three) fiscal years or since the beginning of operation, if the Company commences its business activity less than 3 (three) years</p> | <p>Informasi memuat antara lain:</p> <ol style="list-style-type: none"> 1. Penjualan/pendapatan usaha; 2. Laba (rugi): <ol style="list-style-type: none"> a. Dibagikan kepada pemilik entitas induk; dan b. Dibagikan kepada kepentingan nonpengendali; 3. Penghasilan komprehensif periode berjalan; <ol style="list-style-type: none"> a. Dibagikan kepada pemilik entitas induk; b. Dibagikan kepada kepentingan nonpengendali; dan 4. Laba (rugi) per saham. <p>Catatan: Apabila perusahaan tidak memiliki entitas anak, perusahaan menyajikan laba (rugi) dan penghasilan komprehensif periode berjalan secara total.</p> | <p>The information includes:</p> <ol style="list-style-type: none"> 1. Revenue/Sales; 2. Earning (loss); <ol style="list-style-type: none"> a. Attributable to owner of parent entity; and b. Attributable to non-controlling interest 3. Comprehensive Income for the year; <ol style="list-style-type: none"> a. Attributable to owner of parent entity; and b. Attributable to non-controlling interest 4. Profit (loss) per share. <p>Notes: if the Company does not have subsidiary, the Company shall present total statements of profit (loss) and comprehensive income for current period.</p> | 39 |
| <p>2. Informasi posisi keuangan perusahaan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun.</p> <p>Information of comparative financial positions within recent 3 (three) fiscal years or since the beginning of operation, if the Company commences its business activity less than 3 (three) years</p> | <p>Informasi memuat antara lain:</p> <ol style="list-style-type: none"> 1. Jumlah investasi pada entitas asosiasi; 2. Jumlah aset; 3. Jumlah liabilitas; dan 4. Jumlah ekuitas. | <p>The information includes:</p> <ol style="list-style-type: none"> 1. Total investment with associations; 2. Total assets; 3. Total liabilities; and 4. Total equity. | 39 |
| <p>3. Rasio keuangan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun.</p> <p>Comparative financial ratio within recent 3 (three) fiscal years or since the beginning of operation, if the Company commences its business activity less than 3 (three) years</p> | <p>Informasi memuat 5 (lima) rasio keuangan yang umum dan relevan dengan industri perusahaan.</p> | <p>The information covers 5 (five) common financial ratio that are relevant with the Company's industry.</p> | 42 |
| <p>4. Informasi harga saham dalam bentuk tabel dan grafik.</p> <p>Shares Price Information in Table and Chart.</p> | <p>Informasi dalam bentuk tabel dan grafik</p> <ol style="list-style-type: none"> 1. Jumlah saham yang beredar; 2. Informasi dalam bentuk tabel yang memuat: <ol style="list-style-type: none"> a. Kapitalisasi pasar berdasarkan harga pada Bursa Efek tempat saham dicatatkan; b. Harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; c. Volume perdagangan saham pada Bursa Efek tempat saham dicatatkan. 3. Informasi dalam bentuk grafik yang memuat paling kurang: <ol style="list-style-type: none"> a. Harga penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; dan b. Volume perdagangan saham pada Bursa Efek tempat saham dicatatkan. <p>Untuk setiap masa triwulan dalam 2 (dua) tahun buku terakhir.</p> | <p>Information in the form of tables and graphs</p> <ol style="list-style-type: none"> 1. Total Shares Outstanding 2. Information as table includes: <ol style="list-style-type: none"> a. Market capitalization based on price at the Stock Exchange where the shares are listed; b. The highest, lowest and closing shares prices based on price at the Stock Exchange where the shares are listed c. Shares trading volume at the Stock Exchange where the shares are listed. 3. Information in chart is at least including: <ol style="list-style-type: none"> a. Closing price based on price at the Stock Exchange where the shares are listed; b. Shares trading volume at Stock Exchange where shares trading is at the Stock Exchange where the Company's shares are listed. <p>For every quarter in the last 2 years.</p> | 44 |



IKHTISAR DATA KEUANGAN PENTING

KEY FINANCIAL HIGHLIGHTS

| KRITERIA / CRITERIA | PENJELASAN / DESCRIPTION | HALAMAN / PAGE |
|---|--|--|
| 5. Informasi mengenai obligasi, sukuk atau obligasi konversi yang masih beredar dalam 2 (dua) tahun buku terakhir. <i>Information on issued Bonds, Sukuk or Converted Bonds within recent 2 (two) fiscal years</i> | Informasi memuat: 1. Jumlah obligasi /sukuk /obligasi konversi yang beredar (outstanding); 2. Tingkat bunga/imbalan; 3. Tanggal jatuh tempo; dan 4. Peringkat obligasi/sukuk 2015 & 2016. Catatan: apabila perusahaan tidak memiliki obligasi/sukuk/obligasi konversi, agar diungkapkan. | The information includes: 1. Total bonds/ sukuk/ converted bonds outstanding; 2. Interest/yield rate; 3. Date of Maturity; and 4. Bonds/Sukuk Rating in 2015 and 2016 Notes: if the Company did not have bonds/sukuk/converted bonds, the condition shall be reported. |

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LAPORAN DEWAN KOMISARIS & DIREKSI

REPORT FROM BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

| KRITERIA / CRITERIA | PENJELASAN / DESCRIPTION | HALAMAN / PAGE |
|---|--|--|
| 1. Laporan Dewan Komisaris. <i>Report from Board of Commissioners</i> | Memuat hal-hal sebagai berikut: 1. Penilaian atas kinerja Direksi mengenai pengelolaan perusahaan dan dasar penilaiannya; 2. Pandangan atas prospek usaha perusahaan yang disusun oleh Direksi dan dasar pertimbangannya; 3. Pandangan atas penerapan/pengelolaan <i>whistleblowing system</i> (WBS) di perusahaan dan peran Dewan Komisaris dalam WBS tersebut; dan 4. Perubahan komposisi Dewan Komisaris (jika ada) dan alasan perubahannya. | Contains the followings: 1. Assessment on the Board of Directors Performance in the course of Company's management altogether with the assessment basis; 2. View on the Company's business prospect prepared by the Board of Directors and basis for the consideration; 3. View on Whistleblowing System (WBS) implementation and role of the Board of Commissioners in the WBS practice; 4. Change to Board of Commissioners composition altogether with the reason. |
| 2. Laporan Direksi. <i>Report from Board of Directors</i> | Memuat hal-hal sebagai berikut: 1. Analisis atas kinerja perusahaan, yang mencakup antara lain: a. kebijakan strategis; b. perbandingan antara hasil yang dicapai dengan yang ditargetkan; dan c. kendala-kendala yang dihadapi perusahaan dan langkah-langkah penyelesaiannya; 2. Analisis tentang prospek usaha; 3. Perkembangan penerapan tata kelola perusahaan pada tahun buku; 4. Perubahan komposisi anggota Direksi (jika ada) dan alasan perubahannya. | Contains the followings: 1. Analysis on the Company's performance including: a. strategic policy; b. comparison between target and realization; and c. issues experienced by the Company and settlement plants; 2. Business prospect analysis; 3. Corporate governance practice; and 4. Change to Board of Directors composition altogether with the reason (if any). |
| 3. Tanda tangan anggota Dewan Komisaris dan anggota Direksi <i>Sign of approval from the Board of Commissioners and the Board of Directors</i> | Memuat hal-hal sebagai berikut: 1. Tanda tangan dituangkan pada lembaran tersendiri; 2. Pernyataan bahwa Dewan Komisaris dan Direksi bertanggung jawab penuh atas kebenaran isi laporan tahunan; 3. Ditandatangani seluruh anggota Dewan Komisaris dan anggota Direksi dengan menyebutkan nama dan jabatannya; 4. Penjelasan tertulis dalam surat tersendiri dari yang bersangkutan dalam hal terdapat anggota Dewan Komisaris atau anggota Direksi yang tidak menandatangani laporan tahunan, atau penjelasan tertulis dalam surat tersendiri dari anggota yang lain dalam hal tidak terdapat penjelasan tertulis dari yang bersangkutan. | Contains the followings: 1. The signatures are disclosed in separated sheet; 2. Board of Directors and Board of Commissioners Responsibility Statement upon the Authenticity of the Annual Report Contents; 3. Signed by all Board of Directors and Board of Commissioners Members by declaring their name and position; and 4. Written explanation in a separated letter for any Board of Directors or Board of Commissioners member not signing the Annual Report, or: written explanation in a separated letter for other members if the written explanation from respective member is unavailable. |

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PROFIL PERUSAHAAN

COMPANY PROFILE

| KRITERIA / CRITERIA | PENJELASAN / DESCRIPTION | HALAMAN / PAGE | |
|--|---|--|-----|
| 1. Nama dan alamat lengkap perusahaan. Name and Full Address of the Company | Informasi memuat antara lain: nama & alamat, kode pos, no.telp, no.fax, email, dan website. | The information includes name and address, zip code, phone number, fax number, email and website. | 76 |
| 2. Riwayat singkat perusahaan. Brief History of the Company | Mencakup antara lain: tanggal/tahun pendirian, nama, perubahan nama perusahaan (jika ada), dan tanggal efektif perubahan nama perusahaan. Catatan: apabila perusahaan tidak pernah melakukan perubahan nama, agar diungkapkan | Includes, among others: date/year of establishment, name and effective date of the Company's name change. Notes: if the Company's not doing any name changes, the condition shall be disclosed. | 82 |
| 3. Bidang usaha. Line of Business | Uraian mengenai antara lain: 1. Kegiatan usaha perusahaan menurut anggaran dasar terakhir; 2. Kegiatan usaha yang dijalankan; dan 3. Produk dan/atau jasa yang dihasilkan. | The description includes: 1. Business activity based on the latest Articles of Association; 2. Business activity that is operated; and 3. Products and services provided. | 85 |
| 4. Struktur organisasi. Organization Structure | Dalam bentuk bagan, meliputi nama dan jabatan paling kurang sampai dengan struktur satu tingkat di bawah direksi. | In chart, including name and position at least until one level below the Board of Directors | 98 |
| 5. Visi dan Misi Perusahaan. Vision and Mission | Mencakup: 1. Visi perusahaan; 2. Misi perusahaan; 3. Keterangan bahwa visi dan misi tersebut telah direviu dan disetujui oleh Direksi/Dewan Komisaris pada tahun buku; dan 4. Pernyataan mengenai budaya perusahaan (corporate culture) yang dimiliki perusahaan. | Includes: 1. Vision; 2. Mission; and 3. Explanation of the Vision and Mission Approval by the Board of Directors/ Board of Commissioners 4. Statements of Corporate Culture | 94 |
| 6. Identitas dan riwayat hidup singkat anggota Dewan Komisaris. Identity and Brief Profile of Board of Commissioners Members | Informasi memuat antara lain: 1. Nama; 2. Jabatan dan periode jabatan (termasuk jabatan pada perusahaan atau lembaga lain); 3. Umur; 4. Domisili; 5. Pendidikan (Bidang Studi dan Lembaga Pendidikan); 6. Pengalaman kerja (Jabatan, Instansi & Periode Menjabat); dan 7. Riwayat penunjukkan (periode dan jabatan) sebagai anggota Dewan Komisaris di Perusahaan sejak pertama kali ditunjuk. | The information includes: 1. Name; 2. Position (including position in other companies or organizations); 3. Age; 4. Domicile; 5. Education (Major and Educational Institution) 6. Career History (Position, Institution & Serving Period); and 7. Appointment History (period and position) as member of Board of Commissioners in the Company since initial appointment. | 100 |
| 7. Identitas dan riwayat hidup singkat anggota Direksi. Identity and Brief Profile of Board of Directors Members | Informasi memuat antara lain: 1. Nama; 2. Jabatan dan periode jabatan (termasuk jabatan pada perusahaan atau lembaga lain); 3. Umur; 4. Domisili; 5. Pendidikan (Bidang Studi dan Lembaga Pendidikan); 6. Pengalaman kerja (Jabatan, Instansi & Periode Menjabat); dan 7. Riwayat penunjukkan (periode dan jabatan) sebagai anggota Dewan Komisaris di Perusahaan sejak pertama kali ditunjuk. | The information includes: 1. Name; 2. Position (including position in other companies or organizations); 3. Age; 4. Domicile; 5. Education (Major and Educational Institution) 6. Career History (Position, Institution and Serving Period); and 7. Appointment History (period and position) as member of Board of Directors in the Company since initial appointment. | 106 |
| 8. Jumlah pekerja (komparatif 2 tahun) dan data pengembangan kompetensi pekerja yang mencerminkan adanya kesempatan untuk masing-masing level organisasi Employee Demography (2 years comparative) and description of their competency development (i.e. employee education and training aspects) | Informasi memuat antara lain: 1. Jumlah pekerja untuk masing-masing level organisasi; 2. Jumlah pekerja untuk masing-masing tingkat pendidikan; 3. Jumlah pekerja berdasarkan status kepegawaian; 4. Data pengembangan kompetensi pekerja yang telah dilakukan pada tahun buku yang terdiri dari pihak (level jabatan) yang mengikuti pelatihan, jenis pelatihan, dan tujuan pelatihan; dan 5. Biaya pengembangan kompetensi pekerja yang telah dikeluarkan pada tahun buku. | The information includes: 1. Employee demography by organization level; 2. Employee demography by education level; 3. Employee demography by employment status; 4. Employee competency development program initiated in recent fiscal year consists of training participants (position level), type of training, and purpose of the training; and 5. Realization of employee competency development budget. | 109 |



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| 9. Komposisi pemegang saham. Shareholders Composition | Mencakup antara lain: 1. Rincian nama pemegang saham yang meliputi 20 pemegang saham terbesar dan persentase kepemilikannya; 2. Rincian pemegang saham dan persentase kepemilikannya meliputi: a. Nama pemegang saham yang memiliki 5% atau lebih saham; dan b. Kelompok pemegang saham masyarakat dengan kepemilikan saham masing-masing kurang dari 5%. 3. Nama Direktur dan Komisaris serta persentase kepemilikan sahamnya secara langsung dan tidak langsung. Catatan: apabila Direktur dan Komisaris tidak memiliki saham langsung dan tidak langsung, agar diungkapkan. | Contains the followings: 1. List of Top 20 Shareholders Name and Ownership Percentage; 2. Name of Shareholders and ownership percentage, including: a. Name of Shareholders with 5% or higher Shares Ownership; and b. Public shareholders with less than 5% shares ownership; and the ownership percentage. 3. Name of Director and Commissioner with Shares Ownership; Notes: If the Board of Directors and Board of Commissioners do not have direct shares ownership, the condition shall be disclosed. | 118 |
| 10. Daftar entitas anak dan/atau entitas asosiasi. List of subsidiary and/or association | Dalam bentuk tabel memuat informasi antara lain: 1. Nama entitas anak dan/atau asosiasi; 2. Persentase kepemilikan saham; 3. Keterangan tentang bidang usaha entitas anak dan/atau entitas asosiasi; 4. Keterangan status operasi entitas anak dan/atau entitas asosiasi (telah beroperasi atau belum beroperasi). | The information in tables includes: 1. Subsidiary and Association; 2. Shares ownership percentage; 3. Description of business line of the subsidiary and/or association; and 4. Description of operational status of the subsidiary and/or association (operating or not yet operated) | 121 |
| 11. Struktur Grup Perusahaan. Company Group Structure | Struktur grup perusahaan dalam bentuk bagan yang menggambarkan entitas anak, entitas asosiasi, joint venture, dan Special Purpose Vehicle (SPV). | Group Structure as chart illustrating the subsidiary, association, joint venture and special purpose vehicle (SPV). | 120 |
| 12. Kronologis pencatatan saham (termasuk private placement) dan/atau pencatatan saham dari awal penerbitan sampai dengan akhir tahun buku Shares Listing Chronology (including private placement) and/or shares listing since the initial issuance until end of fiscal year | Mencakup antara lain: 1. Tahun penerbitan saham, jumlah saham, nilai nominal saham, dan harga penawaran saham untuk masing-masing tindakan korporasi (corporate action); 2. Jumlah saham tercatat setelah masing-masing tindakan korporasi (corporate action); 3. Nama bursa di mana saham perusahaan dicatatkan. Catatan: apabila perusahaan tidak memiliki kronologi pencatatan saham, agar diungkapkan. | Includes the information, as follows: 1. Years of shares listing, total shares, shares par value and shares offering prices for each corporate action. 2. Total shares listed after each corporate action; and 3. Name of the stock exchange where the shares are listed. Notes: If the Company does not have shares listing chronology, the condition shall be disclosed. | 127 |
| 13. Kronologi penerbitan dan/atau pencatatan efek lainnya dalam tahun buku terakhir sampai dengan akhir tahun buku Other Securities Listing Issuance and/or Listing Chronology since the initial issuance until end of fiscal year | Mencakup antara lain: 1. Nama efek lainnya, tahun penerbitan efek lainnya, tingkat bunga/imbalance efek lainnya, dan tanggal jatuh tempo efek lainnya; 2. Nilai penawaran efek lainnya; 3. Nama bursa di mana efek lainnya dicatatkan; dan 4. Peringkat efek. Catatan: apabila perusahaan tidak memiliki kronologi penerbitan dan pencatatan efek lainnya, agar diungkapkan. | Includes the information, as follows: 1. Name of other securities, other securities issuance date, interest/yield rate of other securities, and maturity date of other securities; 2. Other securities offering price; 3. Name of stock exchange where other securities are listed; and 4. Securities rating. Notes: if the Company does not have other securities listing chronology and issuance, the condition shall be disclosed. | 127 |
| 14. Nama dan alamat lembaga dan/atau profesi penunjang Name and address of stock market supporting institution and/or profession | Informasi memuat antara lain: 1. Nama dan alamat BAE/pihak yang mengadministrasikan saham perusahaan; 2. Nama dan alamat Kantor Akuntan Publik; 3. Nama dan alamat perusahaan pemeringkat efek | Includes the information, as follows: 1. Name and address of Shares Registrar/ Company's Shares Administrator; 2. Name and Address of Public Accountant Firm; and 3. Name and address of rating company. | 133 |
| 15. Penghargaan yang diterima dalam tahun buku terakhir dan/atau sertifikasi yang masih berlaku dalam tahun buku terakhir baik yang berskala nasional maupun internasional National and International scales awards received and/or valid certifications in recent fiscal year | Informasi memuat antara lain: 1. Nama penghargaan dan/atau sertifikasi; 2. Tahun perolehan penghargaan dan/atau sertifikasi; 3. Badan pemberi penghargaan dan/atau sertifikasi; dan 4. Masa berlaku (untuk sertifikasi). | Information includes: 1. Name of award and / or certification; 2. Year of award and / or certification; 3. Agency for awarding and / or certification; and 4. Validity period (for certification). | 26 |

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| 16. Nama dan alamat entitas anak dan/atau kantor cabang atau kantor perwakilan (jika ada). <i>Name and address of subsidiary or branch office or representative office (if any)</i> | Memuat informasi antara lain: 1. Nama dan alamat entitas anak; dan 2. Nama dan alamat kantor cabang/ perwakilan. Catatan: apabila perusahaan tidak memiliki entitas anak, kantor cabang, dan kantor perwakilan, agar diungkapkan. | 131 |
| 17. Informasi pada Website Perusahaan. <i>Information at Official Website</i> | Meliputi paling kurang: 1. Informasi pemegang saham sampai dengan pemilik akhir individu; 2. Isi Kode Etik; 3. 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; 4. Laporan keuangan tahunan terpisah (5 tahun terakhir); 5. Profil Dewan Komisaris dan Direksi; dan 6. Piagam/Charter Dewan Komisaris, Direksi, Komite-komite, dan Unit Audit Internal. | 136 |
| 18. Pendidikan dan/atau pelatihan Dewan Komisaris, Direksi, Komite-komite, Sekretaris Perusahaan, dan Unit Audit Internal. <i>Education and/or training program participated by Board of Commissioners, Board of Directors, the Committees, Corporate Secretary and Internal Audit Unit</i> | Meliputi paling kurang informasi (jenis dan pihak yang relevan dalam mengikuti): 1. Pendidikan dan/atau pelatihan untuk Dewan Komisaris; 2. Pendidikan dan/atau pelatihan untuk Direksi; 3. Pendidikan dan/atau pelatihan untuk Komite Audit; 4. Pendidikan dan/atau pelatihan untuk Komite Nominasi dan Remunerasi; 5. Pendidikan dan/atau pelatihan untuk Komite Lainnya; 6. Pendidikan dan/atau pelatihan untuk Sekretaris Perusahaan; dan 7. Pendidikan dan/atau pelatihan untuk Unit Audit Internal yang diikuti pada tahun buku. Catatan: apabila tidak terdapat pendidikan dan/atau pelatihan pada tahun buku, agar diungkapkan. | 115 |

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| 1. Tinjauan operasi per segmen usaha. <i>Operational Review by Business Segment</i> | Memuat uraian mengenai: 1. Penjelasan masing-masing segmen usaha. 2. Kinerja per segmen usaha, antara lain: a. Produksi; b. Peningkatan/penurunan kapasitas produksi; c. Penjualan/pendapatan usaha; dan d. Profitabilitas. | 178 |



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| 2. Uraian atas kinerja keuangan perusahaan. <i>Description on Financial Performance</i> | <p>Analisis kinerja keuangan yang mencakup perbandingan antara kinerja keuangan tahun yang bersangkutan dengan tahun sebelumnya dan penyebab kenaikan/penurunan suatu akun (dalam bentuk narasi dan tabel), antara lain mengenai:</p> <ol style="list-style-type: none"> 1. Aset lancar, aset tidak lancar, dan total aset; 2. Liabilitas jangka pendek, liabilitas jangka panjang dan total liabilitas; 3. Ekuitas; 4. Penjualan/pendapatan usaha, beban, laba (rugi), penghasilan komprehensif lain & penghasilan komprehensif periode berjalan; 5. Arus kas. | 200 |
| 3. Bahasan dan analisis tentang kemampuan membayar utang dan tingkat kolektibilitas piutang perusahaan, dengan menyajikan perhitungan rasio yang relevan sesuai dengan jenis industri perusahaan./ <i>Discussion and analysis on solvency and receivables collectability by presenting calculation of ratio that are relevant with the Company's industry</i> | <p>Penjelasan tentang :</p> <ol style="list-style-type: none"> 1. Kemampuan membayar hutang, baik jangka pendek maupun jangka panjang; dan 2. Tingkat kolektibilitas piutang. | 231 |
| 4. Bahasan tentang struktur modal (capital structure), dan kebijakan manajemen atas struktur modal (capital structure policy). <i>Discussion on capital structure and capital structure policy</i> | <p>Penjelasan atas:</p> <ol style="list-style-type: none"> 1. Rincian struktur modal (capital structure) yang terdiri dari utang berbasis bunga/sukuk dan ekuitas; 2. Kebijakan manajemen atas struktur modal; 3. Dasar pemilihan kebijakan manajemen atas struktur modal. | 232 |
| 5. Bahasan mengenai ikatan yang material untuk investasi barang modal pada tahun buku terakhir. <i>Discussion on material commitment for capital expenditure</i> | <p>Penjelasan tentang:</p> <ol style="list-style-type: none"> 1. Nama pihak yang melakukan ikatan; 2. Tujuan dari ikatan tersebut; 3. Sumber dana yang diharapkan untuk memenuhi ikatan-ikatan tersebut; 4. Mata uang yang menjadi denominasi; 5. Langkah-langkah yang direncanakan perusahaan untuk melindungi risiko dari posisi mata uang asing yang terkait. <p>Catatan: apabila perusahaan tidak mempunyai ikatan terkait investasi barang modal pada tahun buku terakhir agar diungkapkan.</p> | 235 |
| 6. Bahasan mengenai investasi barang modal yang direalisasikan pada tahun buku terakhir. <i>Discussion on capital expenditure realization in recent fiscal year</i> | <p>Penjelasan tentang:</p> <ol style="list-style-type: none"> 1. Jenis investasi barang modal; 2. Tujuan investasi barang modal; dan 3. Nilai investasi barang modal yang dikeluarkan pada tahun buku terakhir. <p>Catatan: apabila tidak terdapat realisasi investasi barang modal, agar diungkapkan.</p> | 237 |

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| <p>7. Informasi perbandingan antara target pada awal tahun buku dengan hasil yang dicapai (realisasi), dan target atau proyeksi yang ingin dicapai untuk satu tahun mendatang mengenai pendapatan, laba, struktur permodalan, atau lainnya yang dianggap penting bagi perusahaan.</p> <p>Information on comparison between target at beginning of fiscal year with the result (realization), and target or projection to be achieved within one upcoming period in terms of revenue, profit, capital structure or others considered necessary for the Company.</p> | <p>Informasi memuat antara lain:</p> <ol style="list-style-type: none"> 1. Perbandingan antara target pada awal tahun buku dengan hasil yang dicapai (realisasi); 2. Target atau proyeksi yang ingin dicapai dalam 1 (satu) tahun mendatang. | <p>The information includes:</p> <ol style="list-style-type: none"> 1. Comparison between target at beginning of fiscal year and result (realization); and 2. Target or projection to be achieved within one upcoming period <p>239</p> |
| <p>8. Informasi dan fakta material yang terjadi setelah tanggal laporan akuntan.</p> <p>Subsequent material information and fact after accountant reporting date</p> | <p>Uraian kejadian penting setelah tanggal laporan akuntan termasuk dampaknya terhadap kinerja dan risiko usaha di masa mendatang.</p> <p>Catatan: apabila tidak ada kejadian penting setelah tanggal laporan akuntan, agar diungkapkan.</p> | <p>Description on subsequent material event after accountant reporting date including its impact to future performance and business risk.</p> <p>Notes: If there is no subsequent material information after accountant reporting date, the condition shall be disclosed.</p> <p>233</p> |
| <p>9. Uraian tentang Prospek Usaha Perusahaan.</p> <p>Description on business prospect</p> | <p>Uraian mengenai prospek perusahaan dikaitkan dengan industri dan ekonomi secara umum disertai data pendukung kuantitatif dari sumber data yang layak dipercaya.</p> | <p>Description on business prospect related with the industry and economics generally followed by quantitative supporting data from reliable sources.</p> <p>242</p> |
| <p>10. Uraian tentang aspek pemasaran.</p> <p>Description on marketing aspect</p> | <p>Uraian tentang aspek pemasaran atas produk dan/atau jasa perusahaan, antara lain strategi pemasaran dan pangsa pasar.</p> | <p>Description on marketing aspect of the Company's products and/or services, i.e. marketing strategy and market share.</p> <p>248</p> |
| <p>11. Uraian mengenai kebijakan dividen dan jumlah dividen kas per saham dan jumlah dividen per tahun yang diumumkan atau dibayar selama 2 (dua) tahun buku terakhir.</p> <p>Description on dividend policy and amount of cash dividend per share and total dividend per annum that is announced or paid within 2 (two) recent fiscal years</p> | <p>Memuat uraian mengenai:</p> <ol style="list-style-type: none"> 1. Kebijakan pembagian dividen; 2. Total dividen yang dibagikan; 3. Jumlah dividen kas per saham; 4. Payout ratio; dan 5. Tanggal pengumuman dan pembayaran dividen kas untuk masing-masing tahun. <p>Catatan: apabila tidak ada pembagian dividen, agar diungkapkan alasannya.</p> | <p>The information includes:</p> <ol style="list-style-type: none"> 1. Dividend policy; 2. Total dividend paid; 3. Total cash dividend per share; 4. Payout ratio; and 5. Cash dividend announcement and payment date in each year. <p>Notes: If no dividend payment, the reason shall be disclosed.</p> <p>250</p> |
| <p>12. Program kepemilikan saham oleh pekerja dan/atau manajemen yang dilaksanakan perusahaan (ESOP/MSOP).</p> <p>Employee and/or management stock option plan (ESOP/MSOP)</p> | <p>Memuat uraian mengenai:</p> <ol style="list-style-type: none"> 1. Jumlah saham ESOP/MSOP dan realisasinya; 2. Jangka waktu; 3. Persyaratan pekerja dan/atau manajemen yang berhak; 4. Harga exercise. <p>Catatan: apabila tidak memiliki program dimaksud, agar diungkapkan.</p> | <p>The information includes:</p> <ol style="list-style-type: none"> 1. Amount of ESOP/MSOP shares and realization; 2. Maturity; 3. Requirement for eligible employee and/or management; 4. Exercise price. <p>Notes: If the program is unavailable, the condition shall be disclosed.</p> <p>254</p> |
| <p>13. Realisasi penggunaan dana hasil penawaran umum (dalam hal perusahaan masih diwajibkan menyampaikan laporan realisasi penggunaan dana).</p> <p>Public offering proceeds realization (in the course of the Company has a mandatory to report proceeds realization)</p> | <p>Memuat uraian mengenai:</p> <ol style="list-style-type: none"> 1. Total perolehan dana; 2. Rencana penggunaan dana; 3. Rincian penggunaan dana; 4. Saldo dana; dan 5. Tanggal persetujuan RUPS/RUPO atas perubahan penggunaan dana (jika ada). <p>Catatan: apabila tidak memiliki informasi realisasi penggunaan dana hasil penawaran umum, agar diungkapkan.</p> | <p>The information includes:</p> <ol style="list-style-type: none"> 1. Total proceeds; 2. Proceeds realization plan; 3. Detail of proceeds realization; 4. Outstanding; and 5. Date of GMS approval on the change of proceeds realization (if any). <p>Notes: if the public offering proceeds realization information is not available, the condition shall be disclosed.</p> <p>254</p> |



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| 14. Informasi transaksi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi <i>Material information on investment, expansion, divestment, business merger/joint, acquisition and/or debt/capital restructuring</i> | Memuat uraian mengenai: 1. Nama pihak yang bertransaksi dan sifat hubungan afiliasi; 2. Penjelasan mengenai kewajaran transaksi; 3. Alasan dilakukannya transaksi; 4. Realisasi transaksi pada periode tahun buku terakhir; 5. Kebijakan perusahaan terkait dengan mekanisme review atas transaksi; dan 6. Pemenuhan peraturan dan ketentuan terkait. Catatan: apabila tidak mempunyai transaksi dimaksud, agar diungkapkan. | 255 |
| 15. Uraian mengenai perubahan peraturan perundang-undangan terhadap perusahaan pada tahun buku terakhir <i>Description on change in regulation in recent fiscal year.</i> | Uraian memuat antara lain: 1. Nama peraturan perundang-undangan yang mengalami perubahan; dan 2. Dampaknya (kuantitatif dan/atau kualitatif) terhadap perusahaan (jika signifikan) atau pernyataan bahwa dampaknya tidak signifikan. Catatan: apabila tidak terdapat perubahan peraturan | 259 |
| 16. Uraian mengenai perubahan kebijakan akuntansi yang diterapkan perusahaan pada tahun buku terakhir. <i>Description on change in accounting policy implemented in recent fiscal years</i> | Uraian memuat antara lain: 1. Perubahan kebijakan akuntansi; 2. Alasan perubahan kebijakan akuntansi; dan 3. Dampaknya secara kuantitatif terhadap laporan keuangan. Catatan: apabila tidak terdapat perubahan kebijakan akuntansi pada tahun buku terakhir, agar diungkapkan. | 273 |
| 17. Informasi kelangsungan usaha <i>Information on Business Sustainability</i> | Pengungkapan informasi mengenai: 1. Hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha perusahaan pada tahun buku terakhir; 2. Assessment manajemen atas hal-hal pada angka 1; dan 3. Asumsi yang digunakan manajemen dalam melakukan assessment. | 276 |

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| 1. Uraian Dewan Komisaris <i>Description on Board of Commissioners</i> | Uraian memuat antara lain: 1. Uraian tanggung jawab Dewan Komisaris; 2. Penilaian atas kinerja masing-masing komite yang berada di bawah Komisaris dan dasar penilaiannya 3. Pengungkapan mengenai Board Charter (pedoman dan tata tertib Dewan Komisaris) 4. Frekuensi pertemuan dan tingkat kehadiran Dewan Komisaris dalam pertemuan; | 303 |
| 2. Komisaris Independen (jumlahnya minimal 30% dari total Dewan Komisaris) <i>Independent Commissioner (minimum 30% of total Board of Commissioners)</i> | Meliputi antara lain: 1. Kriteria penentuan Komisaris Independen; dan 2. Pernyataan tentang independensi masing-masing Komisaris Independen. | 323 |

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| 3. Uraian Direksi. Description of Board of Directors | Uraian memuat antara lain: 1. Ruang lingkup pekerjaan dan tanggung jawab masing-masing anggota Direksi; 2. Penilaian atas kinerja komite-komite yang berada di bawah Direksi (jika ada); 3. Pengungkapan mengenai Board Charter (pedoman dan tata tertib kerja Direksi). | The information includes: 1. Scope of individual duty and responsibility for every Board of Directors member; 2. Assessment on the Committees under the Board of Directors (if any); and 3. Disclosure on Board Charter (Board of Directors Working Guideline and Procedure). 327 |
| 4. Penilaian Penerapan GCG untuk tahun buku 2015 yang meliputi paling kurang aspek Dewan Komisaris dan Direksi GCG Assessment for Fiscal Year 2015 including, at least, Board of Commissioners and Board of Directors aspects | Memuat uraian mengenai: 1. Kriteria yang digunakan dalam penilaian; 2. Pihak yang melakukan penilaian; 3. Skor penilaian masing-masing kriteria; 4. Rekomendasi hasil penilaian; dan 5. Alasan belum/tidak diterapkannya rekomendasi. Catatan: apabila tidak ada penilaian penerapan GCG untuk tahun buku 2015, agar diungkapkan. | The information includes: 1. Assessment criteria; 2. Name of the Assessor; 3. Score for each criteria; 4. Assessment recommendation; and 5. Reason for recommendation that is not/not yet implemented. Notes: If there is no GCG Assessment in 2015, the condition shall be disclosed. 370 |
| 5. Uraian mengenai kebijakan remunerasi bagi Dewan Komisaris dan Direksi. Description on remuneration policy for Board of Commissioners and Board of Directors | Mencakup antara lain: 1. Pengungkapan prosedur pengusulan sampai dengan penetapan remunerasi Dewan Komisaris; 2. Pengungkapan prosedur pengusulan sampai dengan penetapan remunerasi Direksi; 3. Struktur remunerasi yang menunjukkan komponen remunerasi dan jumlah nominal per komponen untuk setiap anggota Dewan Komisaris; 4. Struktur remunerasi yang menunjukkan komponen remunerasi dan jumlah nominal per komponen untuk setiap anggota Direksi; 5. Pengungkapan indikator untuk penetapan remunerasi Direksi; dan 6. Pengungkapan bonus kinerja, bonus non kinerja, dan/atau opsi saham yang diterima setiap anggota Dewan Komisaris dan Direksi (jika ada). Catatan: apabila tidak terdapat bonus kinerja, bonus non kinerja, dan opsi saham yang diterima setiap anggota Dewan Komisaris dan Direksi, agar diungkapkan. | The information includes: 1. Disclosure of Board of Commissioners remuneration proposal until stipulation procedure; 2. Disclosure of Board of Directors remuneration proposal until stipulation procedure; 3. Remuneration structure indicating remuneration component and amount per component for every Board of Commissioners member; 4. Remuneration structure indicating remuneration component and amount per component for every Board of Directors member; 5. Disclosure of Board of Directors remuneration indicator; and 6. Disclosure of performance and non-performance incentives and/or stock option received by every Board of Commissioners and Board of Directors member (if any). Notes: If the performance and non-performance incentives and/or stock option received by every Board of Commissioners and Board of Directors member are unavailable, the condition shall be disclosed. 378 |
| 6. Frekuensi dan Tingkat Kehadiran Rapat yang dihadiri mayoritas anggota pada rapat Dewan Komisaris (minimal 1 kali dalam 2 bulan), Rapat Direksi (minimal 1 kali dalam 1 bulan), dan Rapat Gabungan Dewan Komisaris dengan Direksi (minimal 1 kali dalam 4 bulan) Meeting frequency & attendance list that is attended by majority of the members in Board of Commissioners meeting (minimum once in 2 months), Board of Directors meeting (minimum once in 1 month), and Board of Commissioners and Board of Directors Joint Meeting (Management Meeting) (minimum once in 4 months) | Informasi memuat antara lain: 1. Tanggal Rapat; 2. Peserta Rapat; dan 3. Agenda Rapat. Untuk masing-masing rapat Dewan Komisaris, Direksi, dan rapat gabungan. | The information includes: 1. Meeting date; 2. Meeting participants; and 3. Meeting agenda. For every Board of Commissioners meeting, Board of Directors meeting or Management Meeting 308, 355 |



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| 7. Informasi mengenai pemegang saham utama dan pengendali, baik langsung maupun tidak langsung, sampai kepada pemilik individu. <i>Information about ultimate and controlling shareholders, both direct and non-direct shareholders until individual shareholder.</i> | Dalam bentuk skema atau diagram yang memisahkan pemegang saham utama dengan pemegang saham pengendali. Catatan: yang dimaksud pemegang saham utama adalah pihak yang, baik secara langsung maupun tidak langsung, memiliki sekurang-kurangnya 20% (dua puluh perseratus) hak suara dari seluruh saham yang mempunyai hak suara yang dikeluarkan oleh suatu Perseroan, tetapi bukan pemegang saham pengendali. | Presented as scheme or chart, with separation between ultimate and controlling shareholders. Notes: Ultimate shareholders refer to any party with direct and indirect shares ownership minimum 20% (twenty per cent) of voting rights from total shares with voting rights issued by a Company who are not controlling Shareholders. |
| 8. Pengungkapan hubungan afiliasi antara anggota Direksi, Dewan Komisaris, dan Pemegang Saham Utama dan/atau pengendali. <i>Disclosure of affiliation among the Board of Directors members, Board of Commissioners and Ultimate/Controlling Shareholders</i> | Mencakup antara lain: 1. Hubungan afiliasi antara anggota Direksi dengan anggota Direksi lainnya; 2. Hubungan afiliasi antara anggota Direksi dan anggota Dewan Komisaris; 3. Hubungan afiliasi antara anggota Direksi dengan Pemegang Saham Utama dan/atau Pengendali; 4. Hubungan afiliasi antara anggota Dewan Komisaris dan anggota Komisaris lainnya; 5. Hubungan afiliasi antara anggota Dewan Komisaris dengan Pemegang Saham Utama dan/atau Pengendali. Catatan: apabila tidak mempunyai hubungan afiliasi dimaksud, agar diungkapkan. | The information includes: 1. Affiliation among the Board of Directors members; 2. Affiliation between Board of Directors and Board of Commissioners members; 3. Affiliation between Board of Directors members with Ultimate and/or Controlling Shareholders; 4. Affiliation among the Board of Commissioners members; and 5. Affiliation between Board of Commissioners members with Ultimate and/or Controlling Shareholders. Notes: If the affiliation is unavailable, the condition shall be disclosed. |
| 9. Komite Audit. <i>Audit Committee</i> | Mencakup antara lain: 1. Nama, jabatan, dan periode jabatan anggota komite audit; 2. Riwayat pendidikan (Bidang Studi dan Lembaga Pendidikan) dan pengalaman kerja (Jabatan, Instansi, dan Periode Menjabat) anggota komite audit; 3. Independensi anggota komite audit; 4. Uraian tugas dan tanggung jawab; 5. Uraian pelaksanaan kegiatan komite audit pada tahun buku; 6. Frekuensi pertemuan dan tingkat kehadiran komite audit. | The information includes: 1. Name and position of Audit Committee members; 2. Educational background (Major and Institution) and career history (Position, Institution, and tenure) of the Audit Committee members; 3. Independency of Audit Committee members; 4. Description of duty and responsibility; 5. Description of Audit Committee working report in the fiscal year; 6. Audit Committee meeting frequency and attendance level. |
| 10. Komite Nominasi dan Remunerasi <i>Nomination and/or Remuneration Committee</i> | Mencakup antara lain: 1. Nama, jabatan, dan riwayat hidup singkat anggota komite nominasi dan/atau remunerasi; 2. Independensi komite nominasi dan/atau remunerasi; 3. Uraian tugas dan tanggung jawab; 4. Uraian pelaksanaan kegiatan komite nominasi dan/atau remunerasi pada tahun buku; 5. Frekuensi pertemuan dan tingkat kehadiran komite nominasi dan/atau remunerasi; 6. Pernyataan adanya pedoman komite nominasi dan/atau remunerasi; dan 7. Kebijakan mengenai suksesi direksi. | The information includes: 1. Name, position and brief profile of Nomination and/or remuneration committee members; 2. Independency of nomination and/or remuneration committee members; 3. Description of duty and responsibility; 4. Description of nomination and/or remuneration committee working report in the fiscal year; and 5. Nomination and/or remuneration committee meeting frequency and attendance level; 6. Statements of nomination and/or remuneration committee charter; and 7. Board of Directors succession policy. |
| 11. Komite-komite lain di bawah Dewan Komisaris yang dimiliki oleh perusahaan. <i>Other Committees under the Board of Commissioners established by the Company</i> | Mencakup antara lain: 1. Nama, jabatan, dan riwayat hidup singkat anggota komite lain; 2. Independensi komite lain; 3. Uraian tugas dan tanggung jawab; 4. Uraian pelaksanaan kegiatan komite lain pada tahun buku; dan 5. Frekuensi pertemuan dan tingkat kehadiran komite lain. | The information includes: 1. Name, position, and brief profile of the other committee's members; 2. Independency of other committee's members; 3. Description of duty and responsibility; 4. Description of working report by the other committees; and 5. Other committees meeting frequency and attendance level. |

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| 12. Uraian tugas dan fungsi Sekretaris Perusahaan. Description of Corporate Secretary Duty and Function | Mencakup antara lain: 1. Nama, dan riwayat jabatan singkat sekretaris perusahaan; 2. Domisili; 3. Uraian tugas dan tanggung jawab; dan 4. Uraian pelaksanaan tugas sekretaris perusahaan pada tahun buku. | The information includes: 1. Name and brief profile of Corporate Secretary; 2. Domicile; 3. Description of duty and responsibility; 4. Corporate secretary working report in the fiscal year. | 439 |
| 13. Uraian mengenai unit audit internal Description on Internal Audit Unit | Mencakup antara lain: 1. Nama ketua unit audit internal; 2. Jumlah pekerja (auditor internal) pada unit audit internal; 3. Sertifikasi sebagai profesi audit internal; 4. Kedudukan unit audit internal dalam struktur perusahaan; 5. Uraian pelaksanaan kegiatan unit audit internal pada tahun buku; dan 6. Pihak yang mengangkat dan member-hentikan ketua unit audit internal. | The information includes: 1. Name of Internal Audit Unit Chief; 2. Total personnel (internal auditor) at Internal Audit Unit; 3. Certification as internal audit profession; 4. Position of internal audit unit in the organization structure; 5. Description of internal audit unit working report; and 6. Party who appointed and discharged Head of Internal Audit Unit. | 449 |
| 14. Akuntan Publik Public Accountant | Informasi memuat antara lain: 1. Nama dan tahun akuntan publik yang melakukan audit laporan keuangan tahunan selama 5 tahun terakhir; 2. Nama dan tahun Kantor Akuntan Publik yang melakukan audit laporan keuangan tahunan selama 5 tahun terakhir; 3. Besarnya fee untuk masing-masing jenis jasa yang diberikan oleh Kantor Akuntan Publik pada tahun buku terakhir; dan 4. Jasa lain yang diberikan Kantor Akuntan Publik dan akuntan publik selain jasa audit laporan keuangan tahunan pada tahun buku terakhir. Catatan: apabila tidak ada jasa lain dimaksud, agar diungkapkan. | The information includes: 1. Name and period of public accountant auditing the annual financial statements for 5 recent years; 2. Name and period of Public Accountant Firm auditing annual financial statements for 5 recent years; 3. Amount of fee for each service provided by the public accountant in recent fiscal year; and 4. Other service provided by Public Accountant Firm besides annual financial statements audit service Notes: If there is no other service provided, the condition shall be disclosed. | 459 |
| 15. Uraian mengenai manajemen risiko perusahaan Description on Risk Management | Mencakup antara lain: 1. Penjelasan mengenai sistem manajemen risiko yang diterapkan perusahaan; 2. Penjelasan mengenai hasil reviu yang dilakukan atas sistem manajemen risiko pada tahun buku; 3. Penjelasan mengenai risiko-risiko yang dihadapi perusahaan; dan 4. Upaya untuk mengelola risiko tersebut. | The information includes: 1. Explanation on risk management system implemented by the Company 2. Explanation on evaluation done to effectiveness of the risk management system; 3. Explanation on risks profile of the Company; and 4. Risk mitigation plan. | 469 |
| 16. Uraian mengenai sistem pengendalian intern Description on internal control system | Mencakup antara lain: 1. Penjelasan singkat mengenai sistem pengendalian internal, antara lain mencakup pengendalian keuangan dan operasional; 2. Penjelasan kesesuaian sistem pengendalian intern dengan kerangka yang diakui secara internasional (COSO – internal control framework); 3. Penjelasan mengenai hasil reviu yang dilakukan atas pelaksanaan sistem pengendalian internal pada tahun buku. | The information includes: 1. Brief explanation on internal control system including financial and operational controlling; 2. Explanation of internal control system compliance with international-standard framework (COSO – internal control framework); 3. Explanation on evaluation to the internal control system | 463 |



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| <p>17. Uraian mengenai corporate social responsibility yang terkait dengan lingkungan hidup Description on corporate social responsibility related with environment</p> | <p>Mencakup antara lain informasi tentang:</p> <ol style="list-style-type: none"> 1. Informasi komitmen pada tanggung jawab sosial 2. Informasi mengenai methoda dan lingkup due diligent terhadap dampak sosial, ekonomi dan lingkungan dari aktifitas perusahaan 3. Informasi tentang stakeholder penting yang terdampak atau berpengaruh pada dampak dari kegiatan perusahaan 4. Informasi tentang isu isu penting sosial ekonomi dan lingkungan terkait dampak kegiatan perusahaan 5. Informasi tentang lingkup tanggung jawab sosial perusahaan baik yang merupakan kewajiban maupun yang melebihi kewajiban 6. Informasi tentang strategi dan program kerja perusahaan dalam menangani isu isu sosial, ekonomi dan lingkungan dalam upaya stakeholders engagement dan meningkatkan value untuk stakeholder dan shareholder 7. Informasi tentang berbagai program yang melebihi tanggung jawab minimal perusahaan yang relevan dengan bisnis yang dijalankan 8. Informasi tentang pembiayaan dan anggaran tanggung | 532 |
| <p>18. Uraian mengenai corporate social responsibility yang terkait dengan core subject hak asasi manusia Description on corporate social responsibility related to Human Rights subject</p> | <p>Mencakup antara lain informasi tentang:</p> <ol style="list-style-type: none"> 1. Informasi tentang komitmen dan kebijakan tanggung jawab sosial core subjek Hak Azasi Manusia 2. Informasi tentang rumusan perusahaan lingkup tanggung jawab sosial core subjek Hak Azasi Manusia 3. Informasi tentang perencanaan corporate social responsibility bidang Hak Azasi Manusia 4. Informasi tentang pelaksanaan inisiatif CSR bidang Hak Azasi Manusia 5. Informasi tentang capaian dan penghargaan inisiatif CSR bidang Hak Azasi Manusia | 541 |
| <p>19. Uraian mengenai corporate social responsibility yang terkait core subjek Operasi yang adil Description on Social Responsibility related to Fair Operation Core Subject</p> | <p>Mencakup antara lain informasi tentang:</p> <ol style="list-style-type: none"> 1. Informasi tentang komitmen dan kebijakan tanggung jawab sosial core subjek Operasi yang adil 2. Informasi tentang rumusan perusahaan lingkup tanggung jawab sosial core subjek operasi yang adil 3. Informasi tentang perencanaan corporate social responsibility bidang operasi yang adil 4. Informasi tentang pelaksanaan inisiatif CSR bidang operasi yang adil 5. Informasi tentang capaian dan penghargaan inisiatif CSR bidang operasi yang adil | 543 |

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| <p>20. Uraian mengenai corporate social responsibility yang terkait dengan lingkungan hidup <i>Description on Corporate Social Responsibility related to Environment</i></p> | <p>Penyampaian Informasi Tentang:</p> <ol style="list-style-type: none"> 1. Informasi tentang komitmen dan kebijakan lingkungan 2. Informasi tentang dampak dan risiko lingkungan penting yang terkait secara langsung atau tidak langsung dengan perusahaan 3. Informasi tentang target/rencana kegiatan pada tahun 2018 yang ditetapkan manajemen; 4. Informasi tentang kegiatan yang dilakukan dan terkait program lingkungan hidup yang berhubungan dengan kegiatan operasional perusahaan 5. Informasi tentang pelaksanaan inisiatif CSR terkait lingkungan hidup 6. Informasi tentang capaian dampak kuantitatif atas kegiatan tersebut; dan, seperti penggunaan material dan energi yang ramah lingkungan dan dapat didaur ulang, sistem pengolahan limbah perusahaan, mekanisme pengaduan masalah lingkungan, pertimbangan aspek lingkungan dalam pemberian kredit kepada nasabah, dan lain-lain. 7. Sertifikasi di bidang lingkungan yang dimiliki. | <p>Disclosure of information, as follows:</p> <ol style="list-style-type: none"> 1. Information about environmental commitment and policy 2. Information about environmental impact and risk that are related directly or non-directly with the Company 3. Information about activity target/plan for 2018 as stipulated by the management; 4. Information about activities that are done and related to environmental program engaging with the Company's operational activity 5. Information about implementation of CSR in environment 6. Information about quantitative impact from the activities, and, the use of eco-friendly material and energy, and during the recycle process, the Company's waste management treatment, environmental issue reporting mechanism, considering environmental aspect in loans disbursement to the customers and others. 7. Certification in environment aspect. | 546 |
| <p>21. Uraian mengenai corporate social responsibility yang terkait dengan ketenagakerjaan, kesehatan, dan keselamatan kerja <i>Description on corporate social responsibility related to employment, occupational health and safety.</i></p> | <p>Mencakup antara lain:</p> <ol style="list-style-type: none"> 1. Kebijakan dan komitmen tanggung jawab sosial perusahaan core subjek ketenagakerjaan 2. Informasi lingkup dan perumusan tanggung jawab sosial bidang ketenagakerjaan 3. Informasi terkait target/rencana kegiatan pada tahun 2018 yang ditetapkan manajemen; dan 4. Kegiatan yang dilakukan dan dampak kuantitatif atas kegiatan tersebut 5. Informasi terkait praktik ketenagakerjaan, kesehatan, dan keselamatan kerja, seperti kesetaraan gender dan kesempatan kerja, sarana dan keselamatan kerja, tingkat turnover pekerja, tingkat kecelakaan kerja, remunerasi, mekanisme pengaduan masalah ketenagakerjaan, dan lain-lain. | <p>The information includes:</p> <ol style="list-style-type: none"> 1. Corporate social responsibility policy and commitment in employment subject 2. Information about social responsibility scope and formulation in employment aspect 3. Information related to target/activity plan in 2018 as stipulated by the management; and 4. Implemented activity and quantitative impact from the activity 5. Information about occupational health, safety and employment such as gender equity and working opportunity, occupational health and equipment, employee turnover rate, accident rate, remuneration, employment issue reporting mechanism, and others. | 563 |
| <p>22. Uraian mengenai corporate social responsibility yang terkait dengan tanggung jawab kepada konsumen <i>Description on corporate social responsibility related to responsibility to the customers</i></p> | <p>Mencakup antara lain:</p> <ol style="list-style-type: none"> 1. Target/rencana kegiatan yang pada tahun 2018 ditetapkan manajemen; dan 2. Kegiatan yang dilakukan dan dampak atas kegiatan tersebut 3. Terkait tanggung jawab produk, seperti kesehatan dan keselamatan konsumen, informasi produk, sarana, jumlah dan penanggulangan atas pengaduan konsumen, dan lain-lain. | <p>Including, among others:</p> <ol style="list-style-type: none"> 1. Activity target/plan in 2018 as stipulated by the management; 2. Activities done and its impact 3. Related to product responsibility such as customer's health and safety, product information, facilities, amount and handling process upon the customer complaint, and others. | 600 |



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| <p>23. Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan pengembangan sosial dan masyarakat</p> <p>Description on Corporate Social Responsibility related to social and community development</p> | <p>Mencakup antara lain informasi tentang:</p> <ol style="list-style-type: none"> 1. Kebijakan dan komitmen tanggung jawab sosial perusahaan core subjek pengembangan sosial dan masyarakat 2. Informasi tentang isu-isu sosial yang relevan dengan perusahaan 3. Informasi tentang risiko sosial yang dikelola perusahaan 4. Informasi lingkup dan perumusan tanggung jawab sosial bidang pengembangan sosial dan masyarakat 5. Target/rencana kegiatan pada tahun 2018 yang ditetapkan manajemen; 6. Kegiatan yang dilakukan dan dampak atas kegiatan tersebut; dan 7. Biaya yang dikeluarkan terkait pengembangan sosial & masyarakat, seperti penggunaan tenaga kerja lokal, pemberdayaan masyarakat sekitar perusahaan, perbaikan sarana dan prasarana sosial, bentuk donasi lainnya, komunikasi mengenai kebijakan dan prosedur anti korupsi, pelatihan mengenai anti korupsi, dan lain-lain. | 584 |
| <p>24. Perkara penting yang sedang dihadapi oleh perusahaan, entitas anak, serta anggota Dewan Komisaris dan anggota Direksi yang menjabat pada periode laporan tahunan</p> <p>Litigation encountered by the Company, subsidiary, Board of Directors and/or Board of Commissioners members serving in the Annual Report period</p> | <p>Mencakup antara lain:</p> <ol style="list-style-type: none"> 1. Pokok perkara/gugatan; 2. Status penyelesaian perkara/gugatan; 3. Risiko yang dihadapi perusahaan dan nilai nominal tuntutan/gugatan; dan 4. Sanksi administrasi yang dikenakan kepada perusahaan, anggota Dewan Komisaris dan Direksi, oleh otoritas terkait (pasar modal, perbankan dan lainnya) pada tahun buku terakhir (atau terdapat pernyataan bahwa tidak dikenakan sanksi administrasi) <p>Catatan: dalam hal perusahaan, entitas anak, anggota Dewan Komisaris, anggota Direksi tidak memiliki perkara penting, agar diungkapkan</p> | 491 |
| <p>25. Akses informasi dan data perusahaan: Uraian mengenai tersedianya akses informasi dan data perusahaan kepada publik</p> <p>Access to company information and data: A description of the availability of access to company information and data to the public</p> | <p>Misalnya melalui website (dalam bahasa Indonesia dan bahasa Inggris), media massa, mailing list, buletin, pertemuan dengan analis, dan sebagainya.</p> | 493 |
| <p>26. Bahasan mengenai kode etik</p> <p>Description on Code of Conducts</p> | <p>Memuat uraian antara lain:</p> <ol style="list-style-type: none"> 1. Pokok-pokok kode etik; 2. Pengungkapan bahwa kode etik berlaku bagi seluruh level organisasi; 3. Penyebarluasan kode etik; 4. Sanksi untuk masing-masing jenis pelanggaran yang diatur dalam kode etik (normatif); dan 5. Jumlah pelanggaran kode etik & sanksi yang diberikan pada tahun buku terakhir. <p>Catatan: apabila tidak terdapat pelanggaran kode etik pada tahun buku terakhir, agar diungkapkan</p> | 498 |

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| 27. Pengungkapan mengenai whistleblowing system Disclosure on Whistleblowing System | Memuat uraian tentang mekanisme whistleblowing system antara lain: 1. Penyampaian laporan pelanggaran; 2. Perlindungan bagi whistleblower; 3. Penanganan pengaduan; 4. Pihak yang mengelola pengaduan; 5. Jumlah pengaduan yang masuk dan diproses pada tahun buku terakhir; 6. Sanksi/tindak lanjut atas pengaduan yang telah selesai diproses pada tahun buku. Catatan: apabila tidak terdapat pengaduan yang masuk dan telah selesai diproses pada tahun buku terakhir, agar diungkapkan. | The information includes Whistleblowing System mechanism, as follows: 1. Fraud report submission; 2. Protection to the Whistle Blower; 3. Report handling; 4. Report Manager authority; and 5. Total report received and processed in recent fiscal year; and 6. Punishment/follow-up on the report that had been processed completely during the fiscal year. Notes: If neither incoming or processed report in recent fiscal year, the condition shall be disclosed. | 511 |
| 28. Kebijakan mengenai keberagaman komposisi Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Composition Diversity Policy | Uraian kebijakan tertulis Perusahaan mengenai keberagaman komposisi Dewan Komisaris dan Direksi dalam pendidikan (bidang studi), pengalaman kerja, usia, dan jenis kelamin. Catatan: apabila tidak ada kebijakan dimaksud, agar diungkapkan alasan dan pertimbangannya. | Description of written policy of the Company on Board of Commissioners and Board of Directors composition diversity policy in terms of educational background (major), career history, age and gender. Notes: if the policy is unavailable, the condition shall be disclosed altogether with the consideration. | 348 |

INFORMASI KEUANGAN

FINANCIAL INFORMATION

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| 1. Surat pernyataan Direksi dan/atau Dewan Komisaris tentang tanggung jawab atas Laporan Keuangan. Declaration from the Board of Directors and/or Board of Commissioners on Financial Statements Responsibility | Kesesuaian dengan peraturan terkait tentang Tanggung Jawab atas Laporan Keuangan. | Compliance with regulations related with Financial Statements Responsibility | LK |
| 2. Opini auditor independen atas laporan keuangan. Independent Auditor Opinion on the Financial Statements | | | LK |
| 3. Deskripsi Auditor Independen di Opini. Description of Independent Auditor in the Opinion | Deskripsi memuat tentang: 1. Nama & tanda tangan; 2. Tanggal Laporan Audit; dan 3. Nomor ijin KAP & nomor ijin Akuntan Publik. | Description includes, as follows: 1. Name & signature; 2. Date of Audit Report; and 3. KAP and Public Accountant Registries. | LK |
| 4. Laporan keuangan yang lengkap. Complete Financial Statements | Memuat secara lengkap unsur-unsur laporan keuangan: 1. Laporan posisi keuangan (neraca); 2. Laporan laba rugi komprehensif; 3. Laporan perubahan ekuitas; 4. Laporan arus kas; | Full disclosure of financial statements parts, as follows: 1. Statements of financial position (balance sheet); 2. Statements of profit or loss; 3. Statements of equity change; 4. Statements of cash flows; | LK |
| | 5. Catatan atas laporan keuangan; 6. Laporan komparatif mengenai periode sebelumnya; dan 7. Laporan posisi keuangan pada awal periode sebelumnya ketika entitas menerapkan suatu kebijakan akuntansi secara retrospektif atau membuat penyajian kembali pos-pos laporan keuangan, atau ketika entitas mereklasifikasi pos-pos dalam laporan keuangannya (jika relevan). | 5. Note on the financial statements; 6. Comparative statements on earlier period; 7. Statements of financial position at beginning of earlier period when the entity implemented certain accounting policy retrospectively or restating the financial statement accounts, or when the entity reclassified the accounts in the financial statements (if relevant) | LK |



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|--|--|--|----|
| 5. Perbandingan tingkat profitabilitas. <i>Comparison of profitability</i> | Perbandingan kinerja/laba (rugi) tahun berjalan dengan tahun sebelumnya. | Comparative profit (loss) for the year and earlier year | LK |
| 6. Laporan Arus Kas. <i>Statements of Cash Flows</i> | Memenuhi ketentuan sebagai berikut: 1. Pengelompokan dalam tiga kategori aktivitas: operasi, investasi, dan pendanaan; 2. Penggunaan metode langsung (direct method) untuk melaporkan arus kas dari aktivitas operasi; 3. Pemisahan penyajian antara penerimaan kas dan/atau pengeluaran kas selama tahun berjalan pada aktivitas operasi, investasi dan pendanaan 4. Pengungkapan transaksi non kas harus dicantumkan dalam catatan atas laporan keuangan | The information includes: 1. Classification of three activity categories: operating, investing and financing; 2. Implementation of direct method to report cash flows from operating activities; 3. Separation of disclosure between inflow and outflow cash in recent year on operating, investing and financing activities; 4. Disclosure of non-cash transaction that shall be disclosed in the notes on financial statements. | LK |
| 7. Ikhtisar kebijakan akuntansi. <i>Summary of Accounting Policy</i> | Meliputi sekurang-kurangnya: 1. Pernyataan kepatuhan terhadap SAK; 2. Dasar pengukuran dan penyusunan laporan keuangan; 3. Pajak penghasilan; 4. Imbalan kerja; dan 5. Instrumen Keuangan. | The information, at least, includes: 1. Statement of compliance with the FAS; 2. Basis of Financial Statements measurement and preparation; 3. Recognition of income and expenses; 4. Employment benefits; and 5. Financial Instruments. | LK |
| 8. Pengungkapan transaksi pihak berelasi. <i>Disclosure of related party transaction</i> | Hal-hal yang diungkapkan antara lain: 1. Nama pihak berelasi, serta sifat dan hubungan dengan pihak berelasi; 2. Nilai transaksi beserta persentasenya terhadap total pendapatan dan beban terkait; dan 3. Jumlah saldo beserta persentasenya terhadap total aset atau liabilitas terkait. | The disclosure includes: 1. Name of related parties; and nature and relation with the related parties; 2. Amount of the transaction and percentage total related income and expenses; and 3. Amount of balance and percentage to total assets or liabilities. | LK |
| 9. Pengungkapan yang berhubungan dengan perpajakan. <i>Disclosure of taxation-related information</i> | Hal-hal yang harus diungkapkan: 1. Rekonsiliasi fiskal dan perhitungan beban pajak kini; 2. Penjelasan hubungan antara beban (penghasilan) pajak dan laba akuntansi; 3. Pernyataan bahwa Laba Kena Pajak (LKP) hasil rekonsiliasi dijadikan dasar dalam pengisian SPT Tahunan PPh Badan; 4. Rincian aset dan liabilitas pajak tangguhan yang diakui pada laporan posisi keuangan untuk setiap periode penyajian, dan jumlah beban (penghasilan) pajak tangguhan yang diakui pada laporan laba rugi apabila jumlah tersebut tidak terlihat dari jumlah aset atau liabilitas pajak tangguhan yang diakui pada laporan posisi keuangan; 5. Pengungkapan ada atau tidak ada sengketa pajak. | The disclosure shall present information as follows: 1. Fiscal reconciliation and current tax calculation; 2. Explanation on relationship between tax income (expense) and accounting income. 3. Statements of reconciliated Taxable Income (LKP) is placed as basis for the Entity Income Tax Annual SPT submission; 4. Detail of deferred tax assets and liabilities recognized in the financial statements for every presentation period, and total deferred tax income (expenses) recognized in statements of profit or loss if the amount is unrecognized in the total deferred tax assets or liabilities recognized in the statements of financial position; and 5. Disclosure of any tax dispute event | LK |

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|--|---|---|----|
| 10. Pengungkapan yang berhubungan dengan aset tetap. <i>Disclosure related with fixed assets</i> | Hal-hal yang harus diungkapkan: 1. Metode penyusutan yang digunakan; 2. Uraian mengenai kebijakan akuntansi yang dipilih antara model revaluasi dan model biaya; 3. Metode dan asumsi signifikan yang digunakan dalam meng-estimasi nilai wajar aset tetap (untuk model revaluasi) atau pengungkapan nilai wajar aset tetap (untuk model biaya); 4. Rekonsiliasi jumlah tercatat bruto dan akumulasi penyusutan aset tetap pada awal dan akhir periode dengan menunjukkan: penambahan, pengurangan dan reklasifikasi. | The disclosure shall present information as follows: 1. Depreciation method applied; 2. Disclosure on selected accounting policy between revaluation model and cost model; 3. Significant method and assumption applied to estimate fair value of the fixed assets (for revaluation model) or disclosure of fixed assets fair value (for cost model); and 4. Reconciliation of total fixed assets gross booked value and accumulative depreciation at beginning and end of period by presenting: addition, deduction and reclassification. | LK |
| 11. Pengungkapan yang berhubungan dengan segmen operasi. <i>Disclosure related with operation segment</i> | Hal-hal yang harus diungkapkan: 1. Informasi umum meliputi faktor-faktor yang digunakan untuk mengidentifikasi segmen yang dilaporkan; 2. Informasi tentang laba rugi, aset, dan liabilitas segmen yang dilaporkan; 3. Rekonsiliasi dari total pendapatan segmen, laba rugi segmen yang dilaporkan, aset segmen, liabilitas segmen, dan unsur material segmen lainnya terhadap jumlah terkait dalam entitas; dan 4. Pengungkapan pada level entitas, yang meliputi informasi tentang produk dan/atau jasa, wilayah geografis dan pelanggan utama. | The disclosure shall present information as follows: 1. General information including factors applied to identify the reported segment; 2. Information on profit or loss, assets and liabilities of the reported segment; 3. Reconciliation of total segment revenue, reported segment profit or loss, segment assets, segment liabilities and other material elements of the segments to total related in the entity; and 4. Disclosure at entity level, including information about product and/or service, geographical area and main customers. | LK |
| 12. Pengungkapan yang berhubungan dengan Instrumen Keuangan. <i>Disclosure related with Financial Instruments</i> | Hal-hal yang harus diungkapkan: 1. Rincian instrumen keuangan yang dimiliki berdasarkan klasifikasinya; 2. Nilai wajar dan hirarkinya untuk setiap kelompok instrumen keuangan; 3. Kebijakan manajemen risiko; 4. Penjelasan risiko yang terkait dengan instrumen keuangan: risiko pasar, risiko kredit dan risiko likuiditas; dan 5. Analisis risiko yang terkait dengan instrumen keuangan secara kuantitatif. | The disclosure shall present information: 1. Detail information of owned financial instruments by classification; 2. Fair value and its hierarchical level for every financial instrument group; 3. Explanation of risk related with the financial instrument; market risk, credit risk and liquidity risk; 4. Risk management policy; and 5. Quantitative risk analysis related with financial instrument. | LK |
| 13. Penerbitan Laporan Keuangan. <i>Financial Staements Publication</i> | Hal-hal yang diungkapkan antara lain: 1. Tanggal laporan keuangan diotorisasi untuk terbit; dan 2. Pihak yang bertanggung jawab mengotorisasi laporan keuangan. | The disclosure shall present information: 1. Date of authorization for the financial statements publication; and 2. Authorized party of the financial statements. | LK |

INDEKS LAPORAN TAHUNAN BERDASARKAN SK-16 (ASESMEN GCG)

Annual Report Index based on SK-16 (GCG Assessment)

| No | Keterangan | Posisi dalam Laporan Tahunan | Halaman |
|----|---|---|---------|
| 1 | <ul style="list-style-type: none"> a. Laporan tahunan disajikan dalam bahasa Indonesia dan bahasa Inggris secara berdampingan. b. Laporan tahunan dicetak pada kertas yang berwarna terang agar mudah dibaca dan jelas. c. Laporan tahunan mencantumkan identitas perusahaan dengan jelas, yakni terdapat tahun Laporan Tahunan dan identitas perusahaan berupa nama perusahaan (bukan nama Group) di halaman depan (sampul), di samping (yang dicetak dengan huruf yang jelas, mudah terbaca), halaman belakang (sampul) dan identitas perusahaan di setiap halaman. | Laporan Tahunan | ✓ |
| 2 | Laporan Tahunan disajikan dalam website Perusahaan dan dapat diunduh. Yang dimaksud dengan website Perusahaan adalah website yang dimiliki sendiri atau oleh induk, bukan website pihak lain. | Laporan Tahunan di tampilkan di Web | ✓ |
| 3 | Perusahaan menyajikan informasi keuangan (laporan posisi keuangan, laporan laba rugi komprehensif, rasio-rasio keuangan secara umum dan yang relevan dengan industri perusahaan) dalam bentuk perbandingan selama 5 (lima) tahun buku. | Bab Ikhtisar Keuangan | 39 |
| 4 | Laporan Direksi memuat hal-hal: <ul style="list-style-type: none"> a. Kinerja perusahaan mencakup antara lain kebijakan strategis, perbandingan antara hasil yang dicapai dengan yang ditargetkan, dan kendala-kendala yang dihadapi perusahaan; b. Prospek usaha; c. Penerapan Tata Kelola Perusahaan yang Baik yang telah dilaksanakan oleh perusahaan; d. Perubahan komposisi direksi (jika ada). | Bab Laporan Direksi | 58 |
| 5 | <ul style="list-style-type: none"> a. Tanda tangan dituangkan pada lembaran tersendiri; b. Pernyataan bahwa direksi dan dekom bertanggung jawab penuh atas kebenaran isi laporan tahunan; c. Ditandatangani seluruh anggota dekom dan anggota direksi dengan menyebutkan nama dan jabatannya; d. Penjelasan tertulis dalam surat tersendiri dari ybs dalam hal terdapat anggota dekom atau direksi yang tidak menandatangani laporan tahunan, atau penjelasan tertulis dalam surat tersendiri dari anggota yang lain dalam hal tidak terdapat penjelasan tertulis dari yang bersangkutan. | Bab Laporan Pertanggung jawaban Komisaris dan Direksi | 72 |
| 6 | Nama dan alamat perusahaan, antara lain mencakup informasi tentang nama dan alamat, kode pos, no. Telp & atau no. Fax, email, dan website. | BAB Profil Perusahaan | 76 |
| 7 | Riwayat singkat perusahaan mencakup antara lain: tanggal/tahun pendirian, nama dan perubahan nama perusahaan jika ada. | BAB Profil Perusahaan | 82 |
| 8 | Bidang usaha meliputi jenis produk dan atau jasa yang dihasilkan. | BAB Profil Perusahaan | 85 |
| 9 | Struktur Organisasi dalam bentuk bagan, meliputi nama dan jabatan. | BAB Profil Perusahaan | 98 |
| 10 | Visi dan Misi Perusahaan yang mencakup: (a) Penjelasan tentang visi perusahaan; (b) Penjelasan tentang misi perusahaan. | BAB Profil Perusahaan | 94 |
| 11 | Nama, jabatan, dan riwayat hidup singkat anggota Dewan Komisaris/ Dewan Pengawas (umur, pendidikan dan pengalaman kerja). | BAB Profil Perusahaan | 100 |
| 12 | Nama, jabatan, dan riwayat hidup singkat anggota direksi (umur, pendidikan, dan pengalaman kerja). | BAB Profil Perusahaan | 106 |

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| 13 | <p>Jumlah Karyawan (komparatif 2 tahun) dan deskripsi pengembangan kompetensinya (misal: aspek pendidikan dan pelatihan karyawan). Informasi paling sedikit memuat antara lain:</p> <ol style="list-style-type: none"> Jumlah karyawan untuk masing-masing level organisasi; Jumlah karyawan untuk masing-masing tingkat pendidikan; Pelatihan karyawan yang telah dan akan dilakukan; Adanya persamaan kesempatan kepada seluruh karyawan; Biaya yang telah dikeluarkan. | Bab SDM | 109 |
| 14 | <p>Komposisi Pemegang Saham mencakup antara lain:</p> <ol style="list-style-type: none"> Nama pemegang Saham yang memiliki 5% atau lebih Saham; Direktur dan komisaris yang memiliki Saham (Direksi dan Dewan Komisaris/Dewan Pengawas wajib melaporkan kepada perusahaan mengenai kepemilikan Sahamnya dan/atau keluarganya pada perusahaan yang bersangkutan dan perusahaan lain, termasuk setiap perubahannya); Pemegang Saham masyarakat dengan kepemilikan Saham masing-masing kurang dari 5%. | BAB Profil Perusahaan | 118 |
| 15 | <p>Daftar Anak Perusahaan dan atau Perusahaan Asosiasi antara lain memuat informasi:</p> <ol style="list-style-type: none"> Nama Anak Perusahaan/Perusahaan Asosiasi; % Kepemilikan Saham; Keterangan tentang bidang usaha anak perusahaan atau perusahaan asosiasi; Keterangan status operasi perusahaan anak atau perusahaan asosiasi (telah beroperasi atau belum beroperasi). <p>Catatan:</p> <ol style="list-style-type: none"> Bila perusahaan tidak mempunyai anak perusahaan tetapi mempunyai perusahaan asosiasi tetap diberlakukan kriteria penilaian diatas. Tentang ada/tidaknya perusahaan anak dan perusahaan asosiasi dapat dipastikan di catatan atas laporan keuangan bagian investasi jangka panjang atau dengan diketahui pada judul laporan keuangan (konsolidasi atau tidak). | BAB Profil Perusahaan | 121 |
| 16 | <p>Kronologis pencatatan Saham, antara lain memuat informasi:</p> <ol style="list-style-type: none"> Kronologis pencatatan Saham; Jenis tindakan perusahaan (corporate action) yang menyebabkan perubahan jumlah Saham; Perubahan jumlah Saham dari awal pencatatan sampai dengan akhir tahun buku; Nama bursa dimana Saham perusahaan dicatatkan (NA bagi listed company yang hanya menerbitkan obligasi atau non listed company). | BAB Profil Perusahaan | 127 |
| 17 | <p>Kronologis pencatatan Efek lainnya mencakup antara lain:</p> <ol style="list-style-type: none"> Kronologis pencatatan efek lainnya; Jenis tindakan perusahaan (corporate action) yang menyebabkan perubahan jumlah efek lainnya; Perubahan jumlah efek lainnya dari awal pencatatan sampai dengan akhir tahun buku; Nama Bursa dimana efek lainnya perusahaan dicatatkan; Peringkat efek (NA listed company yang hanya menerbitkan Saham atau non listed company). | BAB Profil Perusahaan | 127 |
| 18 | <p>Nama dan alamat lembaga dan atau profesi penunjang pasar modal memuat antara lain:</p> <ol style="list-style-type: none"> Nama dan alamat BAE; Nama dan alamat Kantor Akuntan Publik; Nama dan alamat perusahaan pemeringkat efek. <p>Catatan:</p> <ol style="list-style-type: none"> Untuk perusahaan yg hanya menerbitkan Saham, dianggap lengkap jika kriteria a & b terpenuhi Untuk perusahaan yg hanya menerbitkan obligasi, dianggap lengkap jika kriteria b & c terpenuhi; Untuk perusahaan yang menerbitkan Saham & obligasi, dianggap lengkap jika semua kriteria terpenuhi | BAB Profil Perusahaan | 133 |



| No | Keterangan | Posisi dalam Laporan Tahunan | Halaman |
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| 19 | Akuntan Perseroan memuat antara lain: a. Berapa periode audit akuntan publik telah mengaudit laporan keuangan perusahaan; b. Berapa periode audit kantor akuntan publik telah mengaudit laporan keuangan perusahaan; (3) Besarnya fee audit; (4) Jasa lain yang diberikan akuntan selain jasa financial audit. | Bab GCG : Sub Bab Eksternal Audit | 459 |
| 20 | Akuntan Perseroan memuat antara lain: a. Berapa periode audit akuntan publik telah mengaudit laporan keuangan perusahaan; b. Berapa periode audit kantor akuntan publik telah mengaudit laporan keuangan perusahaan; (3) Besarnya fee audit; (4) Jasa lain yang diberikan akuntan selain jasa financial audit. | Bab GCG : Sub Bab Eksternal Audit | 459 |
| 21 | Nama dan alamat anak perusahaan dan atau kantor cabang atau kantor perwakilan (jika ada). | BAB Profil Perusahaan | 131 |
| 22 | Tinjauan operasi per segmen usaha, memuat uraian mengenai: (1) produksi; (2) penjualan/ pendapatan usaha; (3) profitabilitas; (4) Peningkatan/ penurunan kapasitas produksi untuk masing-masing segmen usaha (NA untuk perusahaan yang tidak mempunyai segmen). | Bab Analisa Kinerja Manajemen : Sub Bab Kinerja Operasional | 178 |
| 23 | Uraian atas Kinerja Keuangan Perusahaan yakni analisis kinerja keuangan yang mencakup perbandingan antara kinerja keuangan tahun yang bersangkutan dengan tahun sebelumnya (dalam bentuk narasi dan tabel) , antara lain mengenai: (1) aktiva lancar, aktiva tidak lancar, dan jumlah aktiva; (2) kewajiban lancar, kewajiban tidak lancar, dan jumlah kewajiban; (3) penjualan/pendapatan usaha; (4) beban usaha; (5) laba/ rugi bersih. | Bab Kinerja Manajemen : Sub Bab Kinerja Keuangan | 200 |
| 24 | Bahasan dan analisis tentang kemampuan membayar hutang dan tingkat kolektibilitas piutang Perusahaan antara lain memuat penjelasan tentang: (1) kemampuan membayar hutang; (2) tingkat kolektibilitas piutang. | Bab Kinerja Manajemen : Sub Bab Kinerja Keuangan | 231 |
| 25 | Bahasan tentang struktur modal (capital structure), kebijakan manajemen atas struktur modal (capital structure policies), dan tingkat likuiditas perusahaan (liquidity) antara lain penjelasan atas: (1) struktur modal (capital structure); (2) kebijakan manajemen atas struktur modal (capital structure policies); (3) tingkat likuiditas perusahaan (liquidity). | Bab Kinerja Manajemen : Sub Bab Kinerja Keuangan | 232 |
| 26 | Bahasan mengenai ikatan yang material untuk investasi barang modal memuat antara lain penjelasan tentang: (1) tujuan dari ikatan tersebut; (2) sumber dana yang diharapkan untuk memenuhi ikatan-ikatan tersebut: (3) mata uang yang menjadi denominasi; (4) langkah-langkah yang direncanakan perusahaan untuk melindungi risiko dari posisi mata uang asing yang terkait. | Bab Kinerja Manajemen : Sub Bab Kinerja Keuangan | 235 |
| 27 | Bahasan dan analisis tentang informasi keuangan yang telah dilaporkan yang mengandung kejadian yang sifatnya luar biasa dan jarang terjadi. | Bab Kinerja Manajemen : Sub Bab Kinerja Keuangan | 233 |
| 28 | Uraian tentang komponen-komponen substansial dari pendapatan dan beban lainnya, untuk dapat mengetahui hasil usaha perusahaan. | Bab Kinerja Manajemen : Sub Bab Kinerja Keuangan | 235 |
| 29 | Jika laporan keuangan mengungkapkan peningkatan atau penurunan yang material dari penjualan atau pendapatan bersih, maka wajib disertai dengan bahasan tentang sejauh mana perubahan tersebut dapat dikaitkan antara lain dengan, jumlah barang atau jasa yang dijual, dan atau adanya produk atau jasa baru. | Bab Kinerja Manajemen : Sub Bab Kinerja Keuangan | 234 |
| 30 | Bahasan tentang dampak perubahan harga terhadap penjualan atau pendapatan bersih perusahaan serta laba operasi perusahaan selama 2 (dua) tahun atau sejak perusahaan memulai usahanya, jika baru memulai usahanya kurang dari 2 (dua) tahun. | Bab Kinerja Manajemen : Sub Bab Kinerja Keuangan | 238 |
| 31 | Informasi dan fakta material yang terjadi setelah tanggal laporan akuntan, termasuk dampaknya terhadap kinerja dan resiko usaha di masa mendatang. | Bab Kinerja Manajemen : Sub Bab Kinerja Keuangan | 233 |

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| 32 | Uraian tentang prospek usaha perusahaan sehubungan dengan industri, ekonomi secara umum dan pasar internasional serta dapat disertai data pendukung kuantitatif jika ada sumber data yang layak dipercaya. | Bab Kinerja Manajemen : Sub Bab Kinerja Keuangan | 242 |
| 33 | Uraian tentang aspek pemasaran atas produk dan jasa perusahaan, antara lain meliputi pangsa pasar. | Bab Kinerja Manajemen : Sub Bab Kinerja Keuangan | 242 |
| 34 | Pernyataan mengenai kebijakan dividen dan tanggal serta jumlah dividen kas per Saham dan jumlah dividen per tahun yang diumumkan atau dibayar selama 2 (dua) tahun buku terakhir, memuat uraian mengenai: (1) besarnya dividen untuk masing-masing tahun; (2) besarnya Payout Ratio. | Bab Kinerja Manajemen : Sub Bab Kinerja Keuangan | 248 |
| 35 | Informasi material, antara lain mengenai investasi, ekspansi, divestasi, akuisisi, restrukturisasi hutang/modal, transaksi yang mengandung benturan kepentingan dan sifat transaksi dengan pihak afiliasi. | Bab Kinerja Manajemen : Sub Bab Kinerja Keuangan | 254 |
| 36 | Uraian mengenai perubahan peraturan perundang-undangan yang berpengaruh signifikan terhadap perusahaan dan dampaknya terhadap laporan keuangan. | Bab Kinerja Manajemen : Sub Bab Kinerja Keuangan | 259 |
| 37 | Uraian mengenai perubahan kebijakan akuntansi, alasan dan dampaknya terhadap laporan keuangan | Bab Kinerja Manajemen : Sub Bab Kinerja Keuangan | 273 |
| 38 | Uraian Dewan Komisaris/Dewan Pengawas memuat antara lain: (1). Uraian pelaksanaan tugas Dewan Komisaris/Dewan Pengawas; (2) Pengungkapan prosedur penetapan dan besarnya remunerasi anggota Dewan Komisaris/Dewan Pengawas; (3) Frekuensi pertemuan; (4)Tingkat kehadiran Dewan Komisaris/Dewan Pengawas dalam pertemuan. | Bab GCG : Sub bab Dewan Komisaris | 303 |
| 39 | Uraian Direksi memuat antara lain: (1) Ruang lingkup pekerjaan dan tanggung jawab masing-masing anggota Direksi; (2) Pengungkapan prosedur penetapan dan besarnya remunerasi anggota direksi, yang meliputi gaji, fasilitas, dan/atau tunjangan lain yang diterima dari perusahaan yang bersangkutan dan anak perusahaan/perusahaan patungan perusahaan yang bersangkutan; (3) Frekuensi pertemuan; (4) tingkat kehadiran anggota direksi dalam pertemuan; (5) Program pelatihan dalam rangka meningkatkan kompetensi direksi. | Bab GCG : Sub bab Direksi | 323 |
| 40 | Komite Audit mencakup antara lain: (1) Nama, jabatan, dan riwayat hidup singkat anggota komite audit; (2) Uraian tugas dan tanggung jawab; (3) Frekuensi pertemuan dan tingkat kehadiran komite audit; (4) Laporan singkat pelaksanaan kegiatan komite audit; (5) Independensi anggota komite audit | Bab GCG : Sub Bab Komite Audit | 391 |
| 41 | Komite manajemen resiko mencakup antara lain: (1) Nama, jabatan, dan riwayat hidup singkat anggota komite pemantauan resiko; (2) Independensi anggota komite pemantauan resiko; (3) Uraian tugas dan tanggung jawab; (4) Uraian pelaksanaan kegiatan komite pemantauan resiko; (5) Frekuensi pertemuan dan tingkat kehadiran komite pemantauan resiko. | Bab GCG: Sub bab Komite Risiko | 403 |
| 42 | Uraian tugas dan Fungsi Sekretaris Perusahaan mencakup antara lain: (1) Nama dan riwayat jabatan singkat sekretaris perusahaan; (2) Uraian pelaksanaan tugas sekretaris perusahaan. | Bab GCG : Sub bab Sekretaris Perusahaan | 439 |
| 43 | Uraian mengenai pelaksanaan pengawasan dan pengendalian intern (internal audit and control). | Bab GCG : Sub Bab Sistem Pengendalian Internal | 449 |
| 44 | Uraian tentang Unit Audit internal mencakup antara lain: (1) Informasi tentang keberadaan Unit Audit Internal; (2) Penjelasan tentang Piagam Audit Internal; (3) Penjelasan mengenai tugas dan tanggung jawab Unit Audit Internal; (4) Uraian pelaksanaan kegiatan Unit Audit Internal; (5) Nama dan riwayat hidup singkat kepala Unit Audit Internal. | Bab GCG : Sub Bab Satuan Pengendalian Internal | 449 |



| No | Keterangan | Posisi dalam Laporan Tahunan | Halaman |
|----|--|---|---------|
| 45 | Uraian mengenai manajemen risiko perusahaan mencakup antara lain: (1) Penjelasan mengenai risiko-risiko yang dihadapi perusahaan (misalnya risiko yang disebabkan oleh fluktuasi kurs atau suku bunga, persaingan usaha, pasokan bahan baku, ketentuan negara lain atau peraturan internasional, dan kebijakan pemerintah); (2) Upaya untuk mengelola risiko tersebut. | Bab GCG: Sub bab manajemen Risiko | 469 |
| 46 | Uraian mengenai aktivitas dan biaya yang dikeluarkan berkaitan dengan tanggung jawab sosial perusahaan terutama mengenai komitmen perusahaan terhadap perlindungan konsumen mencakup antara lain informasi tentang: (1) Pembentukan Pusat Pengaduan Konsumen; (2) Program peningkatan layanan kepada konsumen; (3) Biaya yang telah dikeluarkan. | Bab GCG Sub bab Tata Kelola CSR | 600 |
| 47 | Uraian mengenai aktivitas dan biaya yang dikeluarkan berkaitan dengan tanggung jawab sosial perusahaan terutama mengenai "community development program" yang telah dilakukan, mencakup antara lain informasi tentang: (1) Mitra Usaha binaan Perusahaan; (2) Program pengembangan pendidikan; (3) Program perbaikan kesehatan; (4) Program pengembangan seni budaya; (5) Biaya yang telah dikeluarkan. | Bab CSR sub bab Tanggung jawab sosial kepada masyarakat | 584 |
| 48 | Uraian mengenai aktivitas dan biaya yang dikeluarkan berkaitan dengan tanggung jawab sosial perusahaan terutama aktivitas lingkungan, mencakup antara lain informasi tentang (1) Aktivitas pelestarian lingkungan (2) Aktivitas pengelolaan lingkungan; (3) sertifikasi atas pengelolaan lingkungan; (4) Biaya yang telah dikeluarkan. | Bab CSR sub bab Tanggung jawab sosial Lingkungan | 546 |
| 49 | Perkara penting yang sedang dihadapi oleh perusahaan, Direksi dan anggota Dewan Komisaris/Dewan Pengawas yang sedang menjabat dan klaim material yang diajukan oleh dan/atau terhadap perusahaan, dan perkara yang ada di badan peradilan atau badan arbitrase yang melibatkan perusahaan, mencakup antara lain: (1) pokok perkara/gugatan; (2) kasus posisi; (2) status penyelesaian perkara/gugatan; (4) pengaruhnya terhadap kondisi keuangan perusahaan. | Bab GCG : Sub bab Perkara Penting | 491 |
| 50 | Akses informasi dan data perusahaan, yaitu uraian mengenai tersedianya akses informasi dan data perusahaan kepada publik, misalnya melalui website, media massa, mailing list, bulletin dsb. | Bab GCG : Sub bab Akses Informasi | 493 |
| 51 | Etika Perusahaan memuat uraian antara lain: (1) Keberadaan Pedoman Perilaku ; (2) Isi Pedoman Perilaku; (3) penyebaran Pedoman Perilaku kepada karyawan dan upaya penegakannya; (4) pernyataan mengenai budaya perusahaan (corporate culture) yang dimiliki perusahaan. | Bab GCG : Sub bab Etika Bisnis | 498 |
| 52 | Surat Pernyataan Direksi tentang Tanggung Jawab Direksi atas Laporan Keuangan sesuai dengan peraturan Bapepam. | Lampiran Laporan Tahunan : Laporan Keuangan Audited | ✓ |
| 53 | Opini akuntan atas laporan keuangan adalah wajar tanpa pengecualian (WTP). | Lampiran Laporan Tahunan : Laporan Keuangan Audited | ✓ |
| 54 | Deskripsi Auditor Independen di Opini antara lain: (1) Nama & tanda tangan; (2) Tanggal Laporan Audit; (3) No. ijin KAP (jika ada). | Lampiran Laporan Tahunan : Laporan Keuangan Audited | ✓ |
| 55 | Laporan keuangan yang lengkap, yaitu: neraca, laporan laba rugi, laporan perubahan ekuitas, laporan arus kas, dan catatan atas laporan keuangan serta disajikan untuk jangka waktu 2 (dua) tahun terakhir atau sejak usaha dimulai bagi perusahaan yang memulai usahanya kurang dari 2 (dua) tahun buku. | Lampiran Laporan Tahunan : Laporan Keuangan Audited | ✓ |
| 56 | Penyajian laporan keuangan sesuai ketentuan Pedoman Penyajian Laporan Keuangan yang diterbitkan Bapepam & LK dan/atau institusi yang berwenang. | Lampiran Laporan Tahunan : Laporan Keuangan Audited | ✓ |



LAPORAN KEUANGAN AUDITED

Audited Financial Statements



**PT PUPUK SRIWIDJAJA PALEMBANG
DAN ENTITAS ANAK/*AND SUBSIDIARY***

**LAPORAN KEUANGAN KONSOLIDASIAN/
*CONSOLIDATED FINANCIAL STATEMENTS***

31 DESEMBER/*DECEMBER* 2021



PUPUK SRIWIDJAJA PALEMBANG

PT PUPUK SRIWIDJAJA PALEMBANG DAN
ENTITAS ANAK ("Grup")

**SURAT PERNYATAAN DIREKSI
TENTANG TANGGUNG JAWAB ATAS
LAPORAN KEUANGAN KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2021 DAN 2020**

Atas nama Direksi,
kami yang bertanda tangan dibawah ini:

- | | | | |
|---|---|---|--|
| 1. Nama | : Tri Wahyudi Saleh | : | Name 1. |
| Alamat Kantor | : Jl. Mayor Zen, Palembang 30118 - Indonesia | : | Office Address |
| Alamat Domisili (sesuai KTP atau kartu identitas lain) | : Jl. Taurus Nomor 14, RT 001 RW 009, Kelurahan Gumuruh, Kecamatan Batu Nunggal, Kota Bandung, Jawa Barat | : | Residential Address (as in identity card or other qualifier) |
| Nomor Telepon | : +62711 712222 | : | Telephone |
| Jabatan | : Direktur Utama/President Director | : | Position |
| 2. Nama | : Saifullah Lasindrang | : | Name 2. |
| Alamat Kantor | : Jl. Mayor Zen, Palembang 30118 - Indonesia | : | Office Address |
| Alamat Domisili (sesuai KTP atau kartu identitas lain) | : Jl. Alamanda 2 Nomor 9, Perumahan Pondok Hijau 1 RT 004 RW 010, Kelurahan Ciwaruga, Kecamatan Parongpong, Kabupaten Bandung Barat, Jawa Barat | : | Residential Address (as in identity card or other qualifier) |
| Nomor Telepon | : +62711 712222 | : | Telephone |
| Jabatan | : Direktur Keuangan dan Umum/ Finance and General Director | : | Position |

Menyatakan bahwa:

- Bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian Grup;
- Laporan keuangan konsolidasian telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan yang berlaku di Indonesia;
- Semua informasi dalam laporan keuangan konsolidasian Grup telah dimuat secara lengkap dan benar; dan
 - Laporan keuangan konsolidasian Grup tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material;
- Bertanggung jawab atas sistem pengendalian internal dalam Grup.

Demikian pernyataan ini dibuat dengan sebenarnya.

Declare that:

- Responsible for the preparation and presentation of the Group's consolidated financial statements;
- The Group's consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards;
- All information contained in the Group's consolidated financial statements have been fully and correctly disclosed; and
 - The Group's consolidated financial statements do not contain any incorrect material information or facts and do not omit material information or facts;
- Responsible for the Group's internal control system.

This statement is made truthfully.

Jakarta, 28 Maret/March 2022

Direktur Utama/
President Director

Direktur Keuangan dan Umum/
Finance and General Director

Tri Wahyudi Saleh

Saifullah Lasindrang

Kantor Pusat
Jalan Mayor Zen,
Palembang 30118 - Indonesia
Telp. (0711) 712111 / 712222
Faks. (0711) 712100

www.pusri.co.id
PT Pupuk Sriwidjaja Palembang
is a subsidiary of
PT PUPUK INDONESIA (Persero)



**LAPORAN AUDITOR INDEPENDEN
KEPADA PARA PEMEGANG SAHAM**

**INDEPENDENT AUDITORS' REPORT
TO THE SHAREHOLDERS OF**

PT PUPUK SRIWIDJAJA PALEMBANG

Kami telah mengaudit laporan keuangan konsolidasian PT Pupuk Sriwidjaja Palembang dan entitas anaknya terlampir, yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2021, serta laporan laba-rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, dan suatu ikhtisar kebijakan akuntansi signifikan dan informasi penjelasan lainnya.

Tanggung jawab manajemen atas 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.

Tanggung jawab auditor

Tanggung jawab kami adalah untuk menyatakan suatu opini atas laporan keuangan konsolidasian ini berdasarkan audit kami. Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Standar tersebut mengharuskan kami untuk mematuhi ketentuan etika serta merencanakan dan melaksanakan audit untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian tersebut bebas dari kesalahan penyajian material.

We have audited the accompanying consolidated financial statements of PT Pupuk Sriwidjaja Palembang and its subsidiary, which comprise the consolidated statement of financial position as at 31 December 2021, and the consolidated statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the consolidated financial statements

Management is responsible for the preparation and fair presentation of these 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.

Auditors' responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan

WTC 3, Jl. Jend. Sudirman Kav. 29-31, Jakarta 12920 – Indonesia

T: +62 21 50992901 / 31192901, F: +62 21 52905555 / 52905050, www.pwc.com/id



Suatu audit melibatkan pelaksanaan prosedur untuk memperoleh bukti audit tentang angka-angka dan pengungkapan dalam laporan keuangan konsolidasian. Prosedur yang dipilih bergantung pada pertimbangan auditor, termasuk penilaian atas risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan. Dalam melakukan penilaian risiko tersebut, auditor mempertimbangkan pengendalian internal yang relevan dengan penyusunan dan penyajian wajar laporan keuangan konsolidasian entitas untuk merancang prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektifitasan pengendalian internal entitas. Suatu audit juga mencakup pengevaluasian atas ketepatan kebijakan akuntansi yang digunakan dan kewajaran estimasi akuntansi yang dibuat oleh manajemen, serta pengevaluasian atas penyajian laporan keuangan konsolidasian secara keseluruhan.

Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Opini

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian PT Pupuk Sriwidjaja Palembang dan entitas anaknya tanggal 31 Desember 2021, serta kinerja keuangan dan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of PT Pupuk Sriwidjaja Palembang and its subsidiary as at 31 December 2021, and their consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

JAKARTA,
28 Maret/March 2022

Toto Harsono, S.E.

Izin Akuntan Publik/License of Public Accountant No. AP.1122



**PT PUPUK SRIWIDJAJA PALEMBANG
DAN ENTITAS ANAK/AND SUBSIDIARY**

Lampiran 1/1 Schedule

**LAPORAN POSISI KEUANGAN
KONSOLIDASIAN
31 DESEMBER 2021**

(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

**CONSOLIDATED STATEMENT OF
FINANCIAL POSITION
31 DECEMBER 2021**

(Expressed in millions of Rupiah, unless otherwise stated)

| | <u>Catatan/ Notes</u> | <u>2021</u> | <u>2020</u> | |
|--|---------------------------|--------------------------|--------------------------|---|
| ASET | | | | ASSETS |
| ASET LANCAR | | | | CURRENT ASSETS |
| Kas dan setara kas | 4 | 1,431,017 | 1,005,702 | <i>Cash and cash equivalents</i> |
| Piutang usaha: | 5 | | | <i>Trade receivables:</i> |
| - Pihak berelasi | 28 | 72,801 | 516,932 | <i>Related parties -</i> |
| - Pihak ketiga | | 23,840 | 132,477 | <i>Third parties -</i> |
| Piutang subsidi dari Pemerintah Indonesia | 6a, 28 | 552,937 | 277,293 | <i>Subsidy receivables from the Government of Indonesia</i> |
| Piutang subsidi yang belum ditagih | 6b, 28 | 241,517 | 88,284 | <i>Unbilled subsidy receivables</i> |
| Pajak dibayar di muka: | 18a | | | <i>Prepaid taxes:</i> |
| - Pajak lainnya | | 4,692 | 3,160 | <i>Other taxes -</i> |
| Persediaan | 7 | 1,737,222 | 1,994,751 | <i>Inventories</i> |
| Uang muka dan biaya dibayar di muka | 8 | 135,796 | 186,073 | <i>Advances and prepayments</i> |
| Piutang lain-lain: | 9 | | | <i>Other receivables:</i> |
| - Pihak berelasi | 28 | 193,496 | 310,100 | <i>Related parties -</i> |
| - Pihak ketiga | | 6,237 | 4,975 | <i>Third parties -</i> |
| Jumlah aset lancar | | <u>4,399,555</u> | <u>4,519,747</u> | <i>Total current assets</i> |
| ASET TIDAK LANCAR | | | | NON-CURRENT ASSETS |
| Aset pajak tangguhan | 18e | 3,154 | - | <i>Deferred tax assets</i> |
| Piutang subsidi dari Pemerintah Indonesia | 6a, 28 | 167,285 | 89,355 | <i>Subsidy receivables from the Government of Indonesia</i> |
| Pajak dibayar di muka: | 18a | | | <i>Prepaid taxes:</i> |
| - Pajak penghasilan badan | | 216,342 | 144,294 | <i>Corporate income tax -</i> |
| - Pajak lainnya | | 59,376 | 88,781 | <i>Other taxes -</i> |
| Investasi pada entitas asosiasi | 10 | 140,008 | 146,900 | <i>Investment in associate</i> |
| Aset keuangan tidak lancar lainnya | | 86,315 | 120,053 | <i>Other non-current financial assets</i> |
| Uang muka dan biaya dibayar di muka | 8 | 7,777 | 64 | <i>Advances and prepayments</i> |
| Properti investasi | | 18,059 | 18,276 | <i>Investment properties</i> |
| Aset tetap | 11 | 18,788,017 | 19,382,109 | <i>Fixed assets</i> |
| Aset tidak lancar lainnya | 12 | 36,868 | 44,064 | <i>Other non-current assets</i> |
| Jumlah aset tidak lancar | | <u>19,523,201</u> | <u>20,033,896</u> | <i>Total non-current assets</i> |
| JUMLAH ASET | | <u>23,922,756</u> | <u>24,553,643</u> | TOTAL ASSETS |

**PT PUPUK SRIWIDJAJA PALEMBANG
DAN ENTITAS ANAK/AND SUBSIDIARY**

Lampiran 1/2 Schedule

**LAPORAN POSISI KEUANGAN
KONSOLIDASIAN
31 DESEMBER 2021**

(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

**CONSOLIDATED STATEMENT OF
FINANCIAL POSITION
31 DECEMBER 2021**

(Expressed in millions of Rupiah, unless otherwise stated)

| | <u>Catatan/ Notes</u> | <u>2021</u> | <u>2020</u> | |
|--|---------------------------|-------------------------|--------------------------|--|
| LIABILITAS | | | | LIABILITIES |
| LIABILITAS JANGKA PENDEK | | | | CURRENT LIABILITIES |
| Pinjaman jangka pendek | 13 | 395,000 | - | Short-term loans |
| Utang usaha: | 14 | | | Trade payables: |
| - Pihak berelasi | 28 | 12,639 | 20,296 | Related parties - |
| - Pihak ketiga | | 80,754 | 41,920 | Third parties - |
| Utang lain-lain | 15 | 192,062 | 218,295 | Other payables |
| Liabilitas yang masih harus dibayar | 16 | 1,036,291 | 935,986 | Accrued liabilities |
| Utang pajak: | 18b | | | Taxes payable: |
| - Pajak penghasilan badan | | 17,203 | - | Corporate income tax - |
| - Pajak lainnya | | 33,102 | 24,741 | Other taxes - |
| Bagian jangka pendek atas: | | | | Current portion of: |
| - Liabilitas sewa | | 2,760 | 6,086 | Lease liabilities - |
| - Pinjaman jangka panjang | 17 | 831,832 | 772,881 | Long-term loans - |
| Liabilitas imbalan kerja jangka pendek | 19a | <u>260,388</u> | <u>243,654</u> | Short-term employee benefits liabilities |
| Jumlah liabilitas jangka pendek | | <u>2,862,031</u> | <u>2,263,859</u> | Total current liabilities |
| LIABILITAS JANGKA PANJANG | | | | NON-CURRENT LIABILITIES |
| Liabilitas pajak tangguhan | 18e | 189,195 | 57,104 | Deferred tax liabilities |
| Utang retensi | 28 | 23,468 | 23,468 | Retention payables |
| Bagian jangka panjang atas: | | | | Non-current portion of: |
| - Liabilitas sewa | | 3,428 | 4,221 | Lease liabilities - |
| - Pinjaman jangka panjang | 17 | 5,225,163 | 7,563,040 | Long-term loans - |
| Liabilitas imbalan pascakerja | 19c | <u>900,725</u> | <u>743,539</u> | Post-employment benefit liabilities |
| Jumlah liabilitas jangka panjang | | <u>6,341,979</u> | <u>8,391,372</u> | Total non-current liabilities |
| JUMLAH LIABILITAS | | <u>9,204,010</u> | <u>10,655,231</u> | TOTAL LIABILITIES |



**PT PUPUK SRIWIDJAJA PALEMBANG
DAN ENTITAS ANAK/AND SUBSIDIARY**

Lampiran 1/3 Schedule

**LAPORAN POSISI KEUANGAN
KONSOLIDASIAN
31 DESEMBER 2021**

(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

**CONSOLIDATED STATEMENT OF
FINANCIAL POSITION
31 DECEMBER 2021**

(Expressed in millions of Rupiah, unless otherwise stated)

| | <u>Catatan/ Notes</u> | <u>2021</u> | <u>2020</u> | |
|---|---------------------------|--------------------------|--------------------------|--|
| EKUITAS | | | | EQUITY |
| Ekuitas yang dapat diatribusikan kepada pemilik entitas induk | | | | Equity attributable to owners of the parent entity |
| Modal saham – modal dasar 15.000.000 lembar saham; ditempatkan dan disetor penuh - 5.800.000 lembar saham dengan nominal Rp1.000.000 (nilai penuh) per lembar saham | 20 | 5,800,000 | 5,800,000 | <i>Share capital – authorised 15,000,000 shares; issued and fully paid 5,800,000 shares at a par value of Rp1,000,000 (full amount) per shares</i> |
| Tambahan modal disetor | 21 | (333,876) | (333,876) | <i>Additional paid-in-capital</i> |
| Saldo laba: | | | | <i>Retained earnings:</i> |
| - Ditetapkan penggunaannya | 22 | 1,876,363 | 1,798,132 | <i>Appropriated -</i> |
| - Belum ditentukan penggunaannya | | 912,664 | 78,231 | <i>Unappropriated -</i> |
| Penghasilan komprehensif lain | | <u>6,441,829</u> | <u>6,533,827</u> | <i>Other comprehensive income</i> |
| Jumlah ekuitas yang diatribusikan kepada pemilik entitas induk | | 14,696,980 | 13,876,314 | Total equity attributable to owners of the parent entity |
| Kepentingan nonpengendali | | <u>21,766</u> | <u>22,098</u> | <i>Non-controlling interest</i> |
| JUMLAH EKUITAS | | <u>14,718,746</u> | <u>13,898,412</u> | TOTAL EQUITY |
| JUMLAH LIABILITAS DAN EKUITAS | | <u>23,922,756</u> | <u>24,553,643</u> | TOTAL LIABILITIES AND EQUITY |

Catatan atas laporan keuangan konsolidasian 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

**PT PUPUK SRIWIDJAJA PALEMBANG
DAN ENTITAS ANAK/AND SUBSIDIARY**

Lampiran 2 Schedule

**LAPORAN LABA RUGI DAN PENGHASILAN
KOMPREHENSIF LAIN KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2021**

(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

**CONSOLIDATED STATEMENT OF PROFIT OR LOSS
AND COMPREHENSIVE INCOME
FOR THE YEAR ENDED
31 DECEMBER 2021**

(Expressed in millions of Rupiah, unless otherwise stated)

| | Catatan/ Notes | 2021 | 2020 | |
|---|---------------------------|------------------|------------------|--|
| Pendapatan | 23 | 12,480,575 | 10,718,032 | Revenue |
| Beban pokok pendapatan | 24 | (10,227,254) | (9,171,211) | Cost of revenues |
| LABA BRUTO | | 2,253,321 | 1,546,821 | GROSS PROFIT |
| Beban penjualan | 25 | (315,126) | (284,410) | Selling expenses |
| Beban umum dan administrasi | 26 | (344,339) | (350,523) | General and administrative expenses |
| Pendapatan lainnya – bersih | 27 | 56,721 | 79,232 | Other income – net |
| LABA OPERASI | | 1,650,577 | 991,120 | OPERATING PROFIT |
| Pendapatan keuangan | | 23,190 | 62,134 | Finance income |
| Biaya keuangan | | (517,315) | (755,698) | Finance costs |
| Bagian atas rugi bersih entitas asosiasi | 10 | (6,892) | (11,827) | Shares of net loss of associates |
| LABA SEBELUM PAJAK PENGHASILAN | | 1,149,560 | 285,729 | PROFIT BEFORE INCOME TAX |
| (Beban)/manfaat pajak penghasilan | 18c | (237,228) | 6,789 | Income tax (expenses)/benefit |
| LABA TAHUN BERJALAN | | 912,332 | 292,518 | PROFIT FOR THE YEAR |
| PENGHASILAN/(RUGI) KOMPREHENSIF LAIN | | | | OTHER COMPREHENSIVE INCOME/(LOSS) |
| Pos-pos yang tidak akan direklasifikasi ke laba rugi | | | | Items that will not be reclassified to profit or loss |
| Kerugian pengukuran kembali imbalan pasca kerja | 19c | (97,388) | (138,000) | Remeasurement loss on post-employment benefit |
| Perubahan nilai wajar dari investasi ekuitas yang diukur pada nilai wajar melalui penghasilan komprehensif lain | | (33,387) | 38,001 | Changes in the fair value equity investment at fair value through other comprehensive income |
| Pajak penghasilan terkait | | 38,777 | (8,878) | Related income tax |
| | | (91,998) | (108,877) | |
| TOTAL PENGHASILAN KOMPREHENSIF LAIN TAHUN BERJALAN | | 820,334 | 183,641 | TOTAL OTHER COMPREHENSIVE INCOME FOR THE YEAR |
| JUMLAH LABA TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA: | | | | TOTAL PROFIT FOR THE YEAR ATTRIBUTABLE TO: |
| Pemilik entitas induk | | 912,664 | 293,377 | Owner of the parent entity |
| Kepentingan nonpengendali | | (332) | (859) | Non-controlling interests |
| | | 912,332 | 292,518 | |
| JUMLAH PENGHASILAN KOMPREHENSIF TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA: | | | | TOTAL COMPREHENSIVE INCOME FOR THE YEAR ATTRIBUTABLE TO: |
| Pemilik entitas induk | | 820,666 | 184,500 | Owner of the parent entity |
| Kepentingan nonpengendali | | (332) | (859) | Non-controlling interests |
| | | 820,334 | 183,641 | |

Catatan atas laporan keuangan konsolidasian 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



PT PUPUK SRIWIDJAJA PALEMBANG
DAN ENTITAS ANAK/LAND SUBSIDIARY

Lampiran 3 Schedule

LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2021
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED
31 DECEMBER 2021
(Expressed in millions of Rupiah, unless otherwise stated)

| | Saldo labar/ Residual earnings | | Komponen ekuitas lainnya/ Other components of equity | | | | Aset keuangan tersedia untuk dijual/ Financial assets for sale | Jumlah/ Total | Kopentingan/ nonparental/ noncontrolling interest | Jumlah ekuitas/ equity | Balance as at |
|---|-----------------------------------|--|---|--------------------------------------|---|---|---|------------------|--|------------------------------|--|
| | Saldo pada 1 Januari 2020 | Tambahan modal Adversal paid in capital | Ditentukan parental/ Attributed | Belum ditentukan/ Unrecognized | Surplus revaluasi aset/ Assess surplus | Pengukuran kembali lambatan past/ Remeasurement benefit/delin | | | | | |
| Saldo pada 1 Januari 2020 | 5.800.000 | (333.873) | 1.444.655 | 299.292 | 7.174.759 | (551.150) | - | 13.833.685 | 22.952 | 13.856.637 | 1 January 2020 |
| Penghasilan atas peredaran PSAK 71 | - | - | - | (9.546) | - | - | 19.095 | 9.546 | - | 9.546 | Adjustment upon application of PSAS 71 |
| Dividen | 22 | - | - | (151.417) | - | - | - | (151.417) | - | (151.417) | Dividends |
| Cadangan umum | 22 | - | 353.477 | (353.477) | - | - | - | - | - | - | General reserves |
| Jumlah penghasilan komprehensif tahun berjalan | - | - | - | 293.372 | - | (146.878) | 38.001 | 184.500 | (839) | 183.641 | Total comprehensive Income for the year |
| Saldo pada 31 Desember 2020 | 5.800.000 | (333.873) | 1.798.132 | 78.231 | 7.174.759 | (698.028) | 57.096 | 13.876.314 | 22.088 | 13.898.412 | Balance as at 31 December 2020 |
| Cadangan umum | 22 | - | 78.231 | (78.231) | - | - | - | - | - | - | General reserves |
| Jumlah penghasilan komprehensif tahun berjalan | - | - | - | 912.664 | - | (58.611) | (33.387) | 820.666 | (332) | 820.334 | Total comprehensive Income for the year |
| Saldo pada 31 Desember 2021 | 5.800.000 | (333.873) | 1.876.563 | 912.664 | 7.174.759 | (756.639) | 23.709 | 14.696.980 | 21.756 | 14.718.736 | Balance as at 31 December 2021 |

Catatan atas laporan keuangan konsolidasian 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

**PT PUPUK SRIWIDJAJA PALEMBANG
DAN ENTITAS ANAK/AND SUBSIDIARY**

Lampiran 4 Schedule

**LAPORAN ARUS KAS KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2021**

(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

**CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED
31 DECEMBER 2021**

(Expressed in millions of Rupiah, unless otherwise stated)

| | <u>2021</u> | <u>2020</u> | |
|---|--------------------------------|--------------------------------|--|
| ARUS KAS DARI | | | CASH FLOWS FROM |
| AKTIVITAS OPERASI | | | OPERATING ACTIVITIES |
| Penerimaan kas dari pelanggan | 8,187,193 | 6,045,961 | Receipts from customers |
| Penerimaan subsidi pupuk dari Pemerintah Indonesia | 4,241,847 | 5,204,258 | Receipts of fertiliser subsidy from the Government of Indonesia |
| Pembayaran kepada pemasok | (8,318,486) | (7,528,679) | Payment to suppliers |
| Pembayaran kepada karyawan | (1,054,195) | (942,093) | Payment to employees |
| Penerimaan pendapatan keuangan | 23,190 | 62,134 | Receipts of finance income |
| Pembayaran beban keuangan | (512,731) | (730,479) | Payment of finance costs |
| Pembayaran pajak penghasilan badan | <u>(124,089)</u> | <u>(65,041)</u> | Payment of corporate income taxes |
| Arus kas bersih yang diperoleh dari aktivitas operasi | <u>2.442,729</u> | <u>2.046,061</u> | Net cash flows generated from operating activities |
| ARUS KAS DARI | | | CASH FLOWS FROM |
| AKTIVITAS INVESTASI | | | INVESTING ACTIVITIES |
| Penerimaan penjualan aset tetap dan properti investasi | - | 224 | Proceeds from sale of fixed assets and investment properties |
| Pembelian aset takberwujud | (3,965) | (1,511) | Purchase of intangible asset |
| Pembelian aset tetap | <u>(125,360)</u> | <u>(284,047)</u> | Purchase of fixed assets |
| Arus kas bersih yang digunakan untuk aktivitas investasi | <u>(129,325)</u> | <u>(285,334)</u> | Net cash flows used in investing activities |
| ARUS KAS DARI AKTIVITAS | | | CASH FLOWS FROM |
| PENDANAAN | | | FINANCING ACTIVITIES |
| Penerimaan pinjaman bank jangka pendek | 3,495,000 | 8,822,000 | Proceeds of short-term bank loans |
| Penerimaan pinjaman bank jangka panjang | 495,000 | 5,028,053 | Proceeds of long-term bank loans |
| Pembayaran pinjaman bank jangka pendek | (3,100,000) | (12,932,000) | Repayments of short-term bank loans |
| Pembayaran pinjaman bank jangka panjang | (2,772,877) | (1,764,678) | Repayments of long-term bank loans |
| Penerimaan dividen | 2,552 | 1,338 | Proceeds of dividends |
| Pembayaran liabilitas sewa | (9,190) | (22,935) | Payment of lease liabilities |
| Pembayaran dividen | - | (151,417) | Payment of dividends |
| Pembayaran pinjaman dari pemegang saham | <u>-</u> | <u>(1.738.500)</u> | Repayments of shareholder loans |
| Arus kas bersih yang digunakan untuk aktivitas pendanaan | <u>(1.889,515)</u> | <u>(2.758,139)</u> | Net cash flows used in financing activities |
| KENAIKAN/(PENURUNAN) BERSIH | | | NET INCREASE/(DECREASE) IN |
| KAS DAN SETARA KAS | 423,889 | (997,412) | CASH AND CASH EQUIVALENTS |
| Efek perubahan nilai kurs pada kas dan setara kas | <u>1.426</u> | <u>694</u> | Effect of exchange rate changes on cash and cash equivalents |
| SALDO KAS DAN SETARA KAS | | | CASH AND CASH EQUIVALENTS |
| PADA AWAL TAHUN | <u>1,005,702</u> | <u>2,002,420</u> | AT THE BEGINNING |
| | | | OF THE YEAR |
| SALDO KAS DAN SETARA KAS | | | CASH AND CASH EQUIVALENTS |
| PADA AKHIR TAHUN | <u><u>1,431,017</u></u> | <u><u>1,005,702</u></u> | AT THE END OF THE YEAR |

Tambahan informasi aktivitas yang tidak mempengaruhi arus kas disajikan pada Catatan 32.

Additional information of non-cash activities is presented in Note 32.

Catatan atas laporan keuangan konsolidasian 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



**PT PUPUK SRIWIDJAJA PALEMBANG
DAN ENTITAS ANAK/AND SUBSIDIARY**

Lampiran 5/1 Schedule

**CATATAN ATAS LAPORAN
KEUANGAN KONSOLIDASIAN
31 DESEMBER 2021**

(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

**NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS
31 DECEMBER 2021**

(Expressed in millions of Rupiah, unless otherwise stated)

1. INFORMASI UMUM

a. Pendirian Perusahaan

PT Pupuk Sriwidjaja Palembang ("Perusahaan") didirikan dengan akta notaris Fathiah Helmi, S.H., No.14 tanggal 12 November 2010. Anggaran Dasar Perusahaan telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan tanggal 13 Desember 2010 No. AHU-57993.AH.01.01 tahun 2010. Pendirian Perusahaan merupakan hasil pemisahan (*spin-off*) dari PT Pupuk Indonesia (Persero) (dahulu PT Pupuk Sriwidjaja (Persero)) berdasarkan keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 24 Desember 2010. Pengalihan hak dan kewajiban sehubungan dengan *spin-off* yang berlaku efektif tanggal 1 Januari 2011.

Anggaran Dasar tersebut telah diubah beberapa kali, perubahan terakhir berdasarkan Akta Pernyataan Keputusan Pemegang Saham PT Pupuk Sriwidjaja Palembang No. 11 tanggal 27 Oktober 2020 oleh notaris Lumassia, S.H., tentang Perubahan Anggaran Dasar Pasal 3 Maksud dan Tujuan serta Kegiatan Usaha. Perubahan tersebut telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui surat penerimaan persetujuan No. AHU-AH.01.03.0405621 tahun 2020 tanggal 27 Oktober 2020.

Sesuai dengan Pasal 3 Anggaran Dasar Perusahaan, ruang lingkup kegiatan Perusahaan adalah turut melaksanakan dan menunjang kebijakan dan program Pemerintah di bidang ekonomi dan pembangunan nasional pada umumnya, khususnya di bidang industri, perdagangan, jasa dan angkutan.

Perusahaan berkedudukan dan berkantor pusat di Jalan Mayor Zen, Palembang, Sumatera Selatan. Saat ini Perusahaan mempunyai kegiatan operasi utama yaitu memproduksi pupuk urea, amoniak, NPK, utilitas maupun produk samping. Perusahaan mempunyai empat unit pabrik pupuk urea dan amoniak, yaitu pabrik IB, IIB, III, IV serta dua pabrik NPK yaitu NPK Fusion I dan NPK Fusion II/III.

Entitas induk Perusahaan adalah PT Pupuk Indonesia (Persero), perusahaan yang didirikan di Indonesia dan pemegang saham utama adalah Pemerintah Republik Indonesia.

1. GENERAL INFORMATION

a. The Company's establishment

*PT Pupuk Sriwidjaja Palembang ("the Company") was established by notarial deed Fathiah Helmi, S.H., No. 14 dated 12 November 2010. The Company's Articles of Association was approved by the Minister of Law and Human Rights of the Republic of Indonesia in a Decision Letter dated 13 December 2010 No. AHU-57993.AH.01.01 year 2010. The establishment of the Company is a result of the separation (*spin-off*) of PT Pupuk Indonesia (Persero) (formerly PT Pupuk Sriwidjaja (Persero)) by the General Meeting of Extraordinary Shareholders dated 24 December 2010. The transfer of rights and obligations with respect to the *spin-off* which became effective on 1 January 2011.*

The Company's Articles of Association has been amended several times, most recently based on Deed Statements of Shareholders Resolution No. 11 dated 27 October 2020 by notary Lumassia, S.H., concerning change of Article 3 of the Company's articles of association purposes and objectives and business activities. The changes was approved by the Minister of Law and Human Rights of the Republic of Indonesia through an approval letter No. AHU-AH.01.03.0405621 year 2020 dated 27 October 2020.

In accordance with Article 3 of the Company's Articles of Association, the scope of its activities comprises executing and supporting the Government's policies and programmes in the areas of economy and national development in general, especially in industry, trading, services and transportation.

The Company and its head office is located in Jalan Mayor Zen, Palembang, South Sumatera. Currently, the Company's main activities are producing urea fertiliser, ammonia, NPK, utilities and by-product. The Company has four ammonia and urea plants, namely, the IB, IIB, III, and IV and two NPK plants, namely NPK Fusion I and NPK Fusion II/III.

The Company's parent entity is PT Pupuk Indonesia (Persero), a company that is incorporated in Indonesia and the Company's ultimate parent is the Government of the Republic of Indonesia.

**PT PUPUK SRIWIDJAJA PALEMBANG
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Lampiran 5/2 Schedule

**CATATAN ATAS LAPORAN
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(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

**NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS
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(Expressed in millions of Rupiah, unless otherwise stated)

1. INFORMASI UMUM (lanjutan)

a. Pendirian Perusahaan (lanjutan)

Susunan Dewan Komisaris dan Dewan Direksi Perusahaan per 31 Desember 2021 dan 2020 adalah sebagai berikut:

1. GENERAL INFORMATION (continued)

a. The Company's establishment (continued)

The composition of the Company's Board of Commissioners and Directors as at 31 December 2021 and 2020 were as follows:

31 Desember/December 2021

Dewan Komisaris

Komisaris Utama
Komisaris
Komisaris
Komisaris
Komisaris
Komisaris

Imam Apriyanto Putro
Setya Utama
Prahoro Yulijanto Nurtjahyo
Ali Jamil Harahap
Sally Salamah
Bambang Supriyambodo

Board of Commissioners

President Commissioner
Commissioner
Commissioner
Commissioner
Commissioner

Dewan Direksi

Direktur Utama
Direktur Operasi dan Produksi
Direktur Keuangan dan Umum

Tri Wahyudi Saleh
Filius Yuliandi
Saifullah Lasindrang

Board of Directors

President Director
Production and Operation Director
Finance and General Director

31 Desember/December 2020

Dewan Komisaris

Komisaris Utama
Komisaris
Komisaris
Komisaris
Komisaris
Komisaris

Imam Apriyanto Putro
Hartono Laras
Prahoro Yulijanto Nurtjahyo
Sarwo Edhy
Najib Matjan
Bambang Supriyambodo

Board of Commissioners

President Commissioner
Commissioner
Commissioner
Commissioner
Commissioner

Dewan Direksi

Direktur Utama
Direktur Operasi dan Produksi
Direktur Keuangan dan Umum

Tri Wahyudi Saleh
Filius Yuliandi
Saifullah Lasindrang

Board of Directors

President Director
Production and Operation Director
Finance and General Director

Susunan Komite Audit Perusahaan pada tanggal 31 Desember 2021 dan 2020 adalah sebagai berikut:

The Company's Audit Committee as of 31 December 2021 and 2020 were as follows:

31 Desember/December 2021

Komite Audit

Ketua
Anggota
Anggota

Sally Salamah
Faisal Warganegara
Harry Hartelan

Audit Committee

Chairman
Member
Member



**PT PUPUK SRIWIDJAJA PALEMBANG
DAN ENTITAS ANAK/AND SUBSIDIARY**

Lampiran 5/3 Schedule

**CATATAN ATAS LAPORAN
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(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

**NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS
31 DECEMBER 2021**

(Expressed in millions of Rupiah, unless otherwise stated)

1. INFORMASI UMUM (lanjutan)

a. Pendirian Perusahaan (lanjutan)

31 Desember/December 2020

Komite Audit

Ketua
Anggota
Anggota

Bambang Supriyambodo
Faisal Warganegara
Harry Hartelan

Audit Committee

Chairman
Member
Member

Jumlah karyawan Grup pada tanggal 31 Desember 2021 dan 2020 adalah masing-masing 1.867 dan 1.936 karyawan tetap (tidak diaudit).

As at 31 December 2021 and 2020, the number of employees of the Group were 1,867 and 1,936 permanent employees (unaudited), respectively.

b. Struktur grup

Pada tanggal 31 Desember 2021 dan 2020, struktur Perusahaan dan entitas anak (secara bersama-sama disebut "Grup") adalah sebagai berikut:

b. Group Structure

As at 31 December 2021 and 2020, the structure of the Company and its subsidiary (collectively referred to as the "Group") are as follows:

| Entitas/ <i>Entity</i> | Kegiatan usaha/ <i>Nature of business</i> | Kedudukan/ <i>Domicile</i> | Persentase kepemilikan saham/ <i>Percentage of ownership</i> | | Jumlah aset (sebelum eliminasi)/ <i>Total assets (before elimination)</i> | |
|---|---|-------------------------------|---|--------|--|--------|
| | | | 2021 | 2020 | 2021 | 2020 |
| Dimiliki langsung oleh Perusahaan/Held directly by the Company | | | | | | |
| PT Pusri Agro Lestari ("PAL") | Perdagangan pestisida dan bahan senyawa nitrogen/ <i>Trading of pesticide and nitrogen compound material</i> | Jakarta | 51.00% | 51.00% | 51,717 | 56,311 |

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN

a. Dasar penyusunan laporan keuangan konsolidasian

Laporan keuangan konsolidasian ini telah disusun sesuai dengan Standar Akuntansi Keuangan di Indonesia, yang mencakup Pernyataan Standar Akuntansi Keuangan ("PSAK") dan Interpretasi Standar Akuntansi Keuangan ("ISAK").

Laporan keuangan konsolidasian disusun berdasarkan konsep harga perolehan, yang dimodifikasi oleh revaluasi tanah (aset tetap), dan aset dan liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi dan pendapatan komprehensif lain, serta menggunakan dasar akrual kecuali untuk laporan arus kas konsolidasian.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

a. Basis of preparation of the consolidated financial statements

The consolidated financial statements have been prepared in accordance with Indonesian Financial Accounting Standards, including Statements of Financial Accounting Standards ("SFAS") and Interpretations of Financial Accounting Standards ("IFAS").

The consolidated financial statements have been prepared under the historical cost convention, as modified by revaluation of land (fixed assets), and financial assets and liabilities at fair value through profit or loss and other comprehensive income, and using the accrual basis except for the consolidated statement of cash flows.

**PT PUPUK SRIWIDJAJA PALEMBANG
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Lampiran 5/4 Schedule

**CATATAN ATAS LAPORAN
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(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

**NOTES TO THE CONSOLIDATED
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(Expressed in millions of Rupiah, unless otherwise stated)

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
SIGNIFIKAN (lanjutan)**

**a. Dasar pengukuran dan penyusunan laporan
keuangan konsolidasian (lanjutan)**

Laporan arus kas konsolidasian disusun dengan menggunakan metode langsung dengan mengelompokkan arus kas ke dalam aktivitas operasi, investasi dan pendanaan.

Angka dalam laporan keuangan konsolidasian ini, dibulatkan dan disajikan dalam jutaan Rupiah ("Rp"), kecuali dinyatakan lain.

Penyusunan laporan keuangan konsolidasian berdasarkan Standar Akuntansi Keuangan di Indonesia memerlukan penggunaan estimasi akuntansi penting tertentu. Penyusunan laporan keuangan konsolidasian juga mengharuskan manajemen untuk menggunakan pertimbangan dalam proses penerapan kebijakan akuntansi Grup. Area-area yang memerlukan tingkat pertimbangan atau kompleksitas yang tinggi, atau area dimana asumsi dan estimasi yang berdampak signifikan terhadap laporan keuangan konsolidasian, diungkapkan di Catatan 3.

Kecuali dinyatakan pada di bawah ini, kebijakan akuntansi telah diterapkan secara konsisten dengan laporan keuangan konsolidasian untuk tahun yang berakhir 31 Desember 2020 yang telah sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Perubahan pada PSAK dan ISAK

Penerapan dari standar, interpretasi, amandemen dan penyesuaian tahunan yang berlaku efektif sejak tanggal 1 Januari 2021 yang tidak menyebabkan perubahan signifikan atas kebijakan akuntansi entitas dan tidak memiliki dampak material terhadap jumlah yang dilaporkan di tahun berjalan atau tahun sebelumnya:

- Amandemen PSAK 22: Kombinasi Bisnis – Definisi Bisnis
- Amandemen PSAK 71: Instrumen Keuangan, PSAK 55: Instrumen Keuangan: Pengakuan dan Pengukuran, PSAK 60: Instrumen Keuangan – Pengungkapan dan PSAK 73: Sewa tentang Reformasi Acuan Suku Bunga (Bagian 2)
- Amandemen PSAK 73: Sewa tentang Jasa Konsesi Sewa terkait Corona Virus Disease 2019 ("COVID-19")

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**a. Basis of preparation of the consolidated
financial statements (continued)**

The consolidated statement of cash flow is prepared based on the direct method by classifying cash flows on the basis of operating, investing and financing activities.

Figures in the consolidated financial statements are rounded to and stated in millions of Rupiah ("Rp"), unless otherwise specified.

The preparation of consolidated financial statements in conformity with Indonesian Financial Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Group's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements, are disclosed in Note 3.

Except as described below, the accounting policies applied are consistent with those of the consolidated financial statements for the year ended 31 December 2020, which conform to Indonesian Financial Accounting Standards.

Changes to the SFAS and IFAS

The adoption of the following standards, interpretations, amendments and annual improvements which are effective from 1 January 2021 did not result in substantial changes to the entity's accounting policies and had no material effect on the amounts reported for the current or prior years:

- Amendment to SFAS 22: Business Combination – Definition of Business
- Amendments to SFAS 71: Financial Instruments, SFAS 55: Financial Instruments – Recognition and Measurement, SFAS 60: Financial Instruments – Disclosures and SFAS 73: Leases regarding Interbank Offered Rate ("IBOR") Reform (Batch 2)
- Amendment to SFAS 73: Leases regarding Corona Virus Disease 2019 ("COVID-19") related Rent Concession



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Lampiran 5/5 Schedule

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31 DESEMBER 2021**

(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

**NOTES TO THE CONSOLIDATED
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(Expressed in millions of Rupiah, unless otherwise stated)

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
SIGNIFIKAN (lanjutan)**

**a. Dasar pengukuran dan penyusunan laporan
keuangan konsolidasian (lanjutan)**

Perubahan pada PSAK dan ISAK (lanjutan)

Standar, amandemen dan interpretasi standar akuntansi baru tertentu telah dikeluarkan tetapi tidak wajib diterapkan pada tahun yang berakhir 31 Desember 2021 dan belum diterapkan secara dini oleh Grup adalah sebagai berikut:

- Amandemen PSAK 1: Penyajian Laporan Keuangan
- Amandemen PSAK 16: Aset Tetap tentang hasil sebelum penggunaan yang diintensikan
- Amandemen PSAK 22: Bisnis Kombinasi tentang referensi ke kerangka konseptual
- Amandemen PSAK 57: Provisi, Liabilitas Kontijensi dan Aset Kontijensi tentang Kontrak Memberatkan – Biaya memenuhi Kontrak
- PSAK 74: Kontrak Asuransi
- Penyesuaian tahunan PSAK 69: Agrikultur
- Penyesuaian tahunan PSAK 71: Instrumen Keuangan
- Penyesuaian tahunan PSAK 73: Sewa

Amandemen dan penyesuaian tahunan terhadap standar akuntansi di atas berlaku efektif mulai 1 Januari 2022, kecuali Amandemen PSAK 1 dan PSAK 16 yang berlaku efektif mulai 1 Januari 2023 dan PSAK 74 yang berlaku efektif mulai 1 Januari 2025, tetapi penerapan dini diperkenankan.

Pada tanggal penerbitan laporan keuangan konsolidasian ini, Grup sedang mempelajari dampak yang mungkin timbul dari penerapan standar baru dan amandemen terhadap laporan keuangan konsolidasian Grup.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**a. Basis of preparation of the consolidated
financial statements (continued)**

Changes to the SFAS and IFAS (continued)

Certain new standards, amendments and interpretations have been published that are not mandatory for the year ended 31 December 2021 and have not been early adopted by the Group are as set out below:

- Amendment of SFAS 1: Presentation of Financial Statements
- Amendment of SFAS 16: Fixed Assets regarding proceeds before intended use
- Amendment of SFAS 22: Business Combination regarding reference to the conceptual framework
- Amendment of SFAS 57: Provisions, Contingent Liabilities and Contingent Assets on Onerous Contracts – Cost of Fulfilling Contracts
- SFAS 74: Insurance Contracts
- Annual improvements on SFAS 69: Agriculture
- Annual improvements on SFAS 71: Financial Instruments
- Annual improvements on PSAK 73: Leases

Amendments and annual improvements to the above accounting standards are effective from 1 January 2022, except for Amendment to SFAS 1 and SFAS 16 which are effective from 1 January 2023 and SFAS 74 which is effective from 1 January 2025, but early adoption is permitted.

As at the issuance date of these consolidated financial statements, the Group is evaluating the potential impact of these new standards and amendments on the Group's consolidated financial statements.

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Lampiran 5/6 Schedule

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
SIGNIFIKAN (lanjutan)**

b. Prinsip-prinsip konsolidasi

(i) Entitas anak

Laporan keuangan konsolidasian meliputi laporan keuangan Perusahaan dan entitas anak. Entitas anak adalah entitas dimana Grup memiliki pengendalian. Grup mengendalikan entitas lain ketika Grup terkekspos atas, atau memiliki hak untuk, pengembalian yang bervariasi dari keterlibatannya dengan entitas dan memiliki kemampuan untuk mempengaruhi pengembalian tersebut melalui kekuasaannya atas entitas tersebut. Entitas anak dikonsolidasikan secara penuh sejak tanggal dimana pengendalian dialihkan kepada Grup. Entitas anak tidak dikonsolidasikan lagi sejak tanggal dimana Grup kehilangan pengendalian.

Transaksi, saldo, dan keuntungan antar entitas Grup yang belum direalisasi telah dieliminasi. Kerugian yang belum direalisasi juga dieliminasi. Jika diperlukan, nilai yang dilaporkan oleh entitas anak telah diubah untuk menyesuaikan dengan kebijakan akuntansi yang diadopsi oleh Grup.

Transaksi dengan kepentingan nonpengendali yang tidak mengakibatkan hilangnya pengendalian dicatat sebagai transaksi ekuitas. Selisih antara nilai wajar imbalan yang dibayarkan dan bagiannya atas jumlah tercatat aset bersih yang diperoleh dicatat dalam ekuitas. Keuntungan atau kerugian atas pelepasan kepada kepentingan nonpengendali juga dicatat pada ekuitas.

Ketika Grup kehilangan pengendalian atas entitas anak, Grup menghentikan pengakuan aset (termasuk setiap goodwill) dan liabilitas entitas anak pada nilai tercatatnya ketika pengendalian hilang. Jumlah yang sebelumnya diakui dalam penghasilan komprehensif lain juga direklasifikasi ke laba rugi atau dialihkan secara langsung ke saldo laba jika disyaratkan oleh PSAK lain.

Imbalan kontinjensi yang masih harus dialihkan oleh Grup diakui sebesar nilai wajar pada tanggal akuisisi. Perubahan selanjutnya atas nilai wajar imbalan kontinjensi yang diakui sebagai aset atau liabilitas dan dicatat sesuai dengan PSAK 71, dalam laba rugi. Imbalan kontinjensi yang diklasifikasikan sebagai ekuitas tidak diukur kembali dan penyelesaian selanjutnya diperhitungkan dalam ekuitas.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

b. Principles of consolidation

(i) Subsidiary

The consolidated financial statements include the financial statements of the Company and its subsidiary. A subsidiary is an entity over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The Subsidiary is fully consolidated from the date on which control is transferred to the Group. It is deconsolidated from the date on which that control ceases.

Intercompany transactions, balances and unrealised gains on transactions between Group companies are eliminated. Unrealised losses are also eliminated. When necessary amounts reported by the subsidiary have been adjusted to conform to the Group's accounting policies.

Transactions with non-controlling interests that do not result in a loss of control are accounted for as equity transactions. The difference between the fair value of any consideration paid and the relevant share acquired of the carrying amount of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

When the Group loses control of a subsidiary, the Group derecognises the assets (including any goodwill) and liabilities of the subsidiary at their carrying amounts as at the date on which control is lost. Amounts previously recognised in other comprehensive income are also reclassified to profit or loss or transferred directly to retained earnings if required under other SFAS.

Any contingent consideration to be transferred by the Group is recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration that are deemed to be an asset or liability are recognised in accordance with SFAS 71, in profit or loss. Contingent consideration that is classified as equity is not remeasured, and its subsequent settlement is accounted for within equity.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
SIGNIFIKAN (lanjutan)**

b. Prinsip-prinsip konsolidasi (lanjutan)

(ii) Entitas asosiasi

Entitas asosiasi adalah seluruh entitas dimana Grup memiliki pengaruh signifikan namun bukan pengendalian, biasanya melalui kepemilikan hak suara antara 20% dan 50%. Investasi pada entitas asosiasi dicatat dengan metode ekuitas. Sesuai metode ekuitas, investasi pada awalnya dicatat pada biaya, dan nilai tercatat akan meningkat atau menurun untuk mengakui bagian investor atas laba rugi. Investasi Grup pada entitas asosiasi juga termasuk *goodwill* yang diidentifikasi ketika akuisisi.

Jika kepemilikan kepentingan pada entitas asosiasi berkurang namun tetap memiliki pengaruh signifikan, hanya suatu bagian proporsional atas jumlah yang telah diakui sebelumnya pada penghasilan komprehensif lain yang direklasifikasikan ke laba rugi.

Bagian Grup atas laba atau rugi entitas asosiasi pasca akuisisi diakui dalam laba rugi dan bagian atas mutasi penghasilan komprehensif lain pasca akuisisi diakui di dalam penghasilan komprehensif lain dan diikuti dengan penyesuaian pada jumlah tercatat investasi. Dividen dari entitas asosiasi diakui sebagai pengurang jumlah tercatat investasi.

Pada setiap tanggal pelaporan, Grup menentukan apakah terdapat bukti objektif bahwa telah terjadi penurunan nilai pada investasi pada entitas asosiasi. Jika demikian, maka Grup menghitung besarnya penurunan nilai sebagai selisih antara jumlah yang terpulihkan dan nilai tercatat atas investasi pada perusahaan asosiasi dan mengakui selisih tersebut pada "bagian atas laba bersih entitas asosiasi dan ventura bersama" di laba rugi. Kerugian yang belum direalisasi juga dieliminasi kecuali transaksi tersebut memberikan bukti penurunan nilai atas aset yang ditransfer. Kebijakan akuntansi entitas asosiasi disesuaikan jika diperlukan untuk memastikan konsistensi dengan kebijakan yang diterapkan oleh Grup.

Laba dan rugi yang dihasilkan dari transaksi hulu dan hilir antara Grup dengan entitas asosiasi diakui dalam laporan keuangan Grup hanya sebesar bagian investor lain dalam entitas asosiasi.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

b. Principles of consolidation (continued)

(ii) Associates

Associates are all entities over which the Group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investments in associates are accounted for using the equity method. Under the equity method, the investment is initially recognised at cost and the carrying amount is increased or decreased to recognise the investor's share of profit or loss. The Group's investment in associates includes goodwill identified on acquisition.

If the ownership interest in an associate is reduced but significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income is reclassified to profit or loss where appropriate.

The Group's share of post-acquisition profits or losses is recognised in profit or loss, and its share of post acquisition movements in other comprehensive income is recognised in other comprehensive income with a corresponding adjustment to the carrying amount of the investment. Dividends from associates are recognised as reduction in the carrying amount of the investment.

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 associate and its carrying value and recognises the difference to "share of net profit of associates and joint ventures" in profit or loss. Unrealised losses are eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of associates have been changed where necessary to ensure the consistency with the policies adopted by the Group.

Profits and losses resulting from upstream and downstream transactions between the Group and its associates are recognised in the Group's financial statements only for the portion of other investors' interest in the associates.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
SIGNIFIKAN (lanjutan)**

b. Prinsip-prinsip konsolidasi (lanjutan)

(ii) Entitas asosiasi (lanjutan)

Keuntungan dan kerugian dilusi yang timbul pada investasi entitas asosiasi diakui dalam laba rugi.

c. Transaksi dengan pihak-pihak berelasi

Grup mempunyai transaksi dengan pihak berelasi sebagaimana didefinisikan pada PSAK 7 (Revisi 2015).

Saldo dan transaksi yang material antara Grup dengan Pemerintah Negara Republik Indonesia dan entitas berelasi dengan Pemerintah diungkapkan dalam catatan atas laporan keuangan konsolidasian yang relevan. Grup memilih untuk mengungkapkan transaksi dengan entitas berelasi dengan Pemerintah dengan menggunakan pengecualian dari persyaratan pengungkapan pihak berelasi.

d. Penjabaran mata uang asing

(i) Mata uang fungsional dan penyajian

Akun-akun yang tercakup dalam laporan keuangan setiap entitas di dalam Grup diukur menggunakan mata uang dari lingkungan ekonomi utama dimana entitas tersebut beroperasi ("mata uang fungsional"). Laporan keuangan konsolidasian disajikan dalam Rupiah yang merupakan mata uang fungsional Perusahaan dan penyajian Grup.

(ii) Transaksi dan saldo

Transaksi dalam mata uang asing dijabarkan menjadi mata uang fungsional menggunakan kurs yang berlaku pada tanggal transaksi.

Pada setiap tanggal pelaporan, setiap aset dan liabilitas moneter dalam mata uang asing dijabarkan ke dalam mata uang Rupiah disesuaikan untuk mencerminkan kurs penutup. Keuntungan dan kerugian selisih kurs yang timbul dari penyelesaian transaksi dalam mata uang asing dan dari penjabaran aset dan liabilitas moneter dalam mata uang asing menggunakan kurs yang berlaku pada akhir tahun pelaporan diakui di dalam laba rugi.

Kurs yang digunakan pada tanggal pelaporan, berdasarkan kurs tengah yang diterbitkan Bank Indonesia, adalah sebagai berikut (nilai penuh):

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

b. Principles of consolidation (continued)

(ii) Associates (continued)

Diluted gains and losses arising in investments in associates are recognised in profit or loss.

c. Transactions with related parties

The Group has transactions with related parties as defined in SFAS 7 (Revised 2015).

The significant transactions and balances of the Group with the Government of the Republic of Indonesia and Government-related entities are disclosed in the relevant notes to the consolidated financial statements. The Group elected to disclose the transactions with Government-related entities, using the exemption from general related party disclosure requirements.

d. Foreign currency translation

(i) Functional and presentation currency

Items included in the financial statements of each of the entities within the Group are measured using the currency of the primary economic environment in which the relevant entity operates (the "functional currency"). The consolidated financial statements are presented in Rupiah which is the functional currency of the Company and presentation currency of the Group.

(ii) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rate prevailing at the date of the transactions.

At each reporting date, monetary assets and liabilities denominated in foreign currencies are adjusted to reflect the prevailing exchange rates at such date. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

As at the reporting dates, the exchange rates used, based on the middle rates published by Bank Indonesia, were as follows (full amount):

| | <u>2021</u> | <u>2020</u> | |
|--------------------------------|-------------|-------------|------------------------------|
| Dollar Amerika Serikat ("USD") | 14,269 | 14,105 | United States Dollar ("USD") |



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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
SIGNIFIKAN (lanjutan)**

e. Instrumen keuangan

Klasifikasi, pengakuan, dan pengukuran

Grup mengklasifikasikan aset keuangan dalam dua kategori sebagai berikut:

- (i) Aset keuangan yang diukur dengan biaya diamortisasi; dan
- (ii) Aset keuangan yang diukur dengan nilai wajar melalui laba rugi atau melalui penghasilan komprehensif lain.

Klasifikasi ini tergantung pada model bisnis Grup dan persyaratan kontraktual ketika menentukan apakah arus kasnya semata dari pembayaran pokok dan bunga.

Grup menentukan klasifikasi aset keuangan tersebut pada pengakuan awal dan tidak bisa melakukan perubahan setelah penerapan awal tersebut.

Untuk investasi pada instrumen ekuitas yang bukan termasuk dimiliki untuk diperdagangkan, tergantung apakah Grup telah melakukan pemilihan yang tidak dapat dibatalkan pada saat pengakuan awal untuk instrumen ekuitas yang diukur dengan nilai wajar melalui penghasilan komprehensif lain.

Grup melakukan reklasifikasi instrumen utang jika dan hanya jika terdapat perubahan model bisnis atas aset keuangan tersebut.

Saat pengakuan awal, Grup mengukur aset keuangan pada nilai wajar ditambah dengan biaya transaksi, dalam hal aset keuangan diukur dengan nilai wajar tidak melalui laporan laba rugi, biaya transaksi yang dapat diatribusikan secara langsung pada akuisisi aset keuangan. Biaya transaksi atas aset keuangan pada nilai wajar melalui laporan laba rugi dibebankan pada laba rugi.

Pada tanggal 31 Desember 2021 dan 2020, Grup memiliki aset keuangan yang diklasifikasikan pada biaya perolehan yang diamortisasi dan nilai wajar melalui penghasilan komprehensif lain.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

e. Financial instrument

Classifications, recognition and measurement

The Group classifies its financial assets into the following two categories:

- (i) Financial assets at amortised cost; and
- (ii) Financial assets at FVTPL or fair value through other comprehensive income ("FVOCI").

The classification depends on the Group's business model and the contractual terms of the cash flows when determining whether their cash flows are solely payment of principal and interest.

The Group determines the classification of its financial assets at initial recognition and can not change the classification already made at initial adoption.

For investments in equity instruments that are not held for trading, this will depend on whether the Group has made an irrevocable election at the time of initial recognition to account for the equity investment at FVOCI.

The Group reclassifies debt investments when and only when its business model for managing those assets changes.

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 FVTPL, transaction costs that are directly attributable to the acquisition of the financial assets. Transaction costs of financial assets carried at FVTPL are expensed in profit or loss.

As at 31 December 2021 and 2020, the Group had financial assets which were categorised as at amortised cost and fair value through other comprehensive income.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
SIGNIFIKAN (lanjutan)**

e. Instrumen keuangan (lanjutan)

**Klasifikasi, pengakuan, dan pengukuran
(lanjutan)**

Instrumen utang

Pengukuran selanjutnya atas instrumen utang bergantung kepada model bisnis Grup dalam mengelola aset dan karakteristik dari arus kas. Terdapat tiga kategori pengukuran dalam mengklasifikasikan instrumen utang:

- (i) Biaya perolehan diamortisasi: Aset yang dimiliki untuk pengumpulan arus kas kontraktual, dimana arus kas tersebut merupakan pembayaran pokok dan bunga, diukur dengan biaya perolehan diamortisasi. Penghasilan bunga dari aset keuangan ini termasuk dalam penghasilan keuangan menggunakan metode suku bunga efektif. Laba atau rugi yang timbul dari penghentian pengakuan diakui secara langsung dalam laporan laba rugi dan disajikan dalam pendapatan/(beban) lainnya. Penurunan nilai aset keuangan disajikan terpisah dalam laporan laba rugi.
- (ii) Nilai wajar melalui penghasilan komprehensif lain: Aset yang dimiliki untuk pengumpulan arus kas kontraktual dan untuk penjualan keuangan aset, dimana arus kas aset merupakan pembayaran pokok dan bunga diukur pada nilai wajar melalui penghasilan komprehensif lain. Mutasi dalam jumlah tercatat dilakukan melalui penghasilan komprehensif lain, kecuali untuk pengakuan keuntungan atau kerugian penurunan nilai, pendapatan bunga dan keuntungan dan kerugian selisih kurs, yang diakui dalam laporan laba rugi. Ketika aset keuangan dihentikan pengakuannya, akumulasi keuntungan atau kerugian yang sebelumnya diakui dalam penghasilan komprehensif lain direklasifikasi dari ekuitas ke laporan laba rugi pada pendapatan/(beban) lainnya. Pendapatan bunga dari aset keuangan ini termasuk dalam penghasilan keuangan menggunakan metode suku bunga efektif. Keuntungan dan kerugian selisih kurs disajikan pada pendapatan/(beban) lainnya, dan penurunan nilai disajikan pada bagian terpisah dalam laporan laba rugi.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

e. Financial instrument (continued)

**Classifications, recognition and measurement
(continued)**

Debt instruments

The subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the group classifies its debt instruments:

- (i) *Amortised cost: Assets that are held for collection of contractual cash flows, where those cash flows represent solely payments of principal and interest, are measured at amortised cost. Interest income from these financial assets is included in finance income using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in profit or loss and presented in other gains/(losses). Impairment losses are presented as separate line item in the statement of profit or loss.*
- (ii) *FVOCI: Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVOCI. Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses, which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in other income/(expenses). Interest income from these financial assets is included in finance income using the effective interest rate method. Foreign exchange gains and losses are presented in other income/(expenses), and impairment expenses are presented as separate line item in the statement of profit or loss.*



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SIGNIFIKAN (lanjutan)**

e. Instrumen keuangan (lanjutan)

**Klasifikasi, pengakuan, dan pengukuran
(lanjutan)**

Instrumen utang (lanjutan)

- (iii) Nilai wajar melalui laba rugi: Aset yang tidak memenuhi kriteria untuk biaya perolehan diamortisasi atau nilai wajar melalui penghasilan komprehensif lain diukur pada nilai wajar melalui laporan laba rugi. Keuntungan atau kerugian dari investasi utang yang selanjutnya diukur pada nilai wajar melalui laporan laba rugi dan bukan merupakan bagian dari hubungan lindung nilai, diakui dalam laporan laba rugi dan disajikan bersih dalam laporan laba rugi di dalam pendapatan/(beban) lainnya dalam periode keterjadiannya.

Instrumen ekuitas

Grup selanjutnya mengukur semua investasi ekuitas pada nilai wajar. Jika manajemen Grup telah memilih untuk menyajikan keuntungan dan kerugian nilai wajar dari investasi ekuitas pada penghasilan komprehensif lain, tidak ada reklasifikasi selanjutnya atas keuntungan dan kerugian dari nilai wajar ke laba rugi setelah penghentian pengakuan investasi. Dividen dari investasi tersebut terus diakui dalam laporan laba rugi sebagai pendapatan lainnya ketika hak Grup untuk menerima pembayaran ditetapkan. Kerugian penurunan nilai (dan pembalikan kerugian penurunan nilai) pada investasi ekuitas yang diukur pada nilai wajar melalui penghasilan komprehensif lain tidak dilaporkan secara terpisah dari perubahan nilai wajarnya.

Penghentian pengakuan

Aset keuangan dihentikan pengakuannya ketika hak untuk menerima arus kas dari investasi tersebut telah jatuh tempo atau telah ditransfer dan Grup telah mentransfer secara substansial seluruh risiko dan manfaat atas kepemilikan aset.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

e. Financial instrument (continued)

**Classifications, recognition and measurement
(continued)**

Debt instruments (continued)

- (iii) *FVTPL: Assets that do not meet the criteria for amortised cost or FVOCI are measured at FVTPL. A gain or loss on a debt investment that is subsequently measured at FVTPL and is not part of a hedging relationship is recognised in profit or loss and presented net in the statement of profit or loss within other gains/(losses) in the period in which it occurs.*

Equity instruments

The Group subsequently measures all equity investments at fair value where the Group's management has elected to present fair value gains and losses on equity investments in OCI, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognised in profit or loss as other income when the Group's right to receive payments is established. Impairment losses (and reversal of impairment losses) on equity investments measured at FVOCI are not reported separately from changes in fair value.

Derecognition

Financial assets are derecognised when the rights to receive cash flows from the investments have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership.

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Lampiran 5/12 Schedule

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
SIGNIFIKAN (lanjutan)**

e. Instrumen keuangan (lanjutan)

**Klasifikasi, pengakuan, dan pengukuran
(lanjutan)**

Instrumen keuangan disalinghapus

Aset keuangan dan liabilitas keuangan saling hapus dan nilai bersihnya disajikan dalam laporan posisi keuangan konsolidasian jika terdapat hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut dan terdapat maksud untuk menyelesaikan secara bersih atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan.

Hak saling hapus tidak kontingen atas peristiwa di masa depan dan dapat dipaksakan secara hukum dalam situasi bisnis yang normal dan dalam peristiwa gagal bayar, atau peristiwa kepailitan atau kebangkrutan Grup atau pihak lawan.

f. Penurunan nilai dari aset keuangan

Grup menilai apakah risiko kredit dari instrumen keuangan telah meningkat secara signifikan sejak pengakuan awal. Ketika melakukan penilaian, Grup menggunakan perubahan atas risiko gagal bayar yang terjadi sepanjang perkiraan usia instrumen keuangan daripada perubahan atas jumlah kerugian kredit ekspektasian.

Dalam melakukan penilaian, Grup membandingkan antara risiko gagal bayar yang terjadi atas instrumen keuangan pada saat periode pelaporan dengan risiko gagal bayar yang terjadi atas instrumen keuangan pada saat pengakuan awal dan mempertimbangkan kewajaran serta ketersediaan informasi, yang tersedia tanpa biaya atau usaha, yang mengindikasikan kenaikan risiko kredit sejak pengakuan awal.

Grup menerapkan pendekatan yang disederhanakan untuk mengukur kerugian kredit ekspektasian ("KKE") yang menggunakan cadangan KKE seumur hidup berdasarkan basis *forward-looking* untuk saldo piutang usaha. Selain untuk piutang usaha, Grup menerapkan pendekatan umum untuk mengukur KKE.

Grup menilai berdasarkan basis *forward-looking* untuk mengukur KKE terhadap instrumen utang yang diukur dengan nilai wajar melalui penghasilan komprehensif lain. Metode penurunan nilai dilakukan dengan mempertimbangkan apakah risiko kredit telah meningkat secara signifikan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

e. Financial instrument (continued)

**Classifications, recognition and measurement
(continued)**

Offsetting financial instruments

Financial assets and liabilities are offset and their net amounts are reported in the consolidated statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously.

The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default in insolvency or bankruptcy of the Group or the counterparty.

f. Impairment of financial assets

The Group assesses whether the credit risk on a financial instrument has increased significantly since initial recognition. When making the assessment, the Group uses the change in the risk of a default occurring over the expected life of the financial instrument instead of the change in the amount of expected credit losses.

To make that assessment, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition and considers reasonable and supportable information, that is available without undue cost or effort, that is indicative of significant increases in credit risk since initial recognition.

The Group applies the "simplified approach" to measure the expected credit loss ("ECL") which uses a lifetime expected loss allowance on a forward-looking basis for all trade receivables. Other than the trade receivables, the Group applies a general model to measure ECL.

The Group assesses on a forward-looking basis the ECL associated with its debt instruments carried at FVOCI. The impairment methodology applied depends on whether there has been a significant increase in credit risk.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
SIGNIFIKAN (lanjutan)**

g. Kas dan setara kas

Kas dan setara kas termasuk kas, bank dan deposito berjangka yang jatuh tempo dalam jangka waktu tiga bulan atau kurang sejak tanggal penempatan dan tidak digunakan sebagai jaminan atau tidak dibatasi penggunaannya.

h. Piutang

(i) Piutang usaha dan piutang lainnya

Piutang usaha merupakan jumlah yang terutang dari pelanggan atas penjualan barang dagangan atau jasa dalam kegiatan usaha normal. Piutang lainnya merupakan saldo piutang yang timbul dari transaksi di luar kegiatan usaha normal. Jika piutang diperkirakan dapat ditagih dalam waktu satu tahun atau kurang, piutang diklasifikasikan sebagai aset lancar. Jika tidak, piutang disajikan sebagai aset tidak lancar.

Piutang usaha dan piutang lainnya pada awalnya diakui sebesar nilai wajar dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode bunga efektif, apabila dampak pendiskontoan signifikan, dikurangi cadangan atas penurunan nilai.

Piutang lainnya dari pihak berelasi merupakan saldo piutang yang terkait dengan pinjaman yang diberikan kepada pihak berelasi Grup.

Kolektibilitas piutang usaha dan piutang lainnya ditinjau secara berkala. Piutang yang diketahui tidak tertagih, dihapuskan dengan secara langsung mengurangi nilai tercatatnya. Akun penyisihan piutang digunakan untuk mencatat dampak kerugian kredit ekspektasian, menggunakan pertimbangan dalam mendefinisikan hal apa yang dianggap sebagai kenaikan risiko kredit yang signifikan dan dalam pembuatan asumsi dan estimasi, untuk menghubungkan informasi yang relevan tentang kejadian masa lalu, kondisi terkini dan perkiraan atas kondisi ekonomi. Arus kas terkait dengan piutang jangka pendek tidak didiskontokan apabila efek diskonto tidak material.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

g. Cash and cash equivalents

Cash and cash equivalents are cash on hand, cash in banks and time deposits with original maturity of three months or less at the time of placement and which are not used as collateral or not restricted.

h. Receivables

(i) Trade and other receivables

Trade receivables are amounts due from customers for goods sold or services performed in the ordinary course of business. Other receivables are receivables arising from transactions outside of the ordinary course of business. If collection of the trade receivables is expected in one year or less, they are classified as current assets. If not, they are presented as non-current assets.

Trade and other receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, if the impact of discounting is significant, less any reserve for impairment.

Other receivables from related parties are receivables balance reflecting loan given to related parties of the Group.

Collectibility of trade and other receivables are reviewed on an ongoing basis. Receivables which are known to be uncollectible are written-off by reducing the carrying amount directly. An allowance account is used to record impact from expected credit losses, using exercise judgement in defining what is considered to be a significant increase in credit risk and in making assumptions and estimates to incorporate relevant information about past events, current conditions and forecasts of economic conditions. Cash flow relating to short-term receivables is not discounted if the effect of discounting is immaterial.

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SIGNIFIKAN (lanjutan)**

h. Piutang (lanjutan)

**(i) Piutang usaha dan piutang lainnya
(lanjutan)**

Jumlah kerugian penurunan nilai dibebankan pada laba rugi dan disajikan sebagai "Beban umum dan administrasi". Ketika piutang usaha dan piutang lainnya, yang rugi penurunan nilainya telah diakui, tidak dapat ditagih pada periode selanjutnya, maka piutang tersebut dihapusbukukan dengan mengurangi akun penyisihan. Jumlah yang selanjutnya dapat ditagih kembali atas piutang yang sebelumnya telah dihapusbukukan, diakui sebagai "Pendapatan lainnya – bersih" pada laba rugi.

(ii) Piutang subsidi dari Pemerintah Indonesia

Piutang subsidi merupakan saldo piutang subsidi dari Pemerintah Indonesia atas penyaluran pupuk urea dan NPK yang bersubsidi.

Jumlah tersebut menjadi subjek audit tahunan dan persetujuan dari Badan Pemeriksa Keuangan Republik Indonesia ("BPK-RI").

i. Persediaan

Persediaan dicatat pada nilai terendah antara harga perolehan atau nilai realisasi bersihnya. Harga perolehan ditentukan dengan menggunakan metode rata-rata tertimbang. Harga perolehan barang jadi dan barang dalam proses terdiri dari biaya bahan baku, tenaga kerja serta alokasi biaya *overhead* langsung maupun tidak langsung baik yang bersifat tetap maupun variabel. Nilai realisasi bersih adalah estimasi harga penjualan dalam kegiatan usaha biasa dikurangi beban penjualan.

Penurunan nilai atas persediaan dan suku cadang yang usang dan perputarannya lambat, jika ada, ditentukan berdasarkan hasil penelaahan terhadap umur persediaan dan kondisi persediaan pada akhir periode laporan. Setiap pemulihan kembali penurunan nilai persediaan karena peningkatan kembali nilai realisasi bersih, diakui sebagai pengurangan terhadap jumlah beban persediaan pada periode terjadinya pemulihan tersebut.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

h. Receivables (continued)

(i) Trade and other receivables (continued)

The amount of the impairment loss is charged to profit or loss as "General and administrative expenses". When a trade and other receivable for which an impairment allowance had been recognised becomes uncollectible in a subsequent period, it is written-off against the allowance account. Subsequent recoveries of amounts previously written-off are recognised as "Other income – net" in profit or loss.

(ii) Subsidy receivables from the Government of Indonesia

Subsidy receivables represent the subsidy receivables balance from the Government of Indonesia for the distribution of subsidised urea and NPK.

The amount is subject to annual audit and approval by the Supreme Audit Agency of Republic Indonesia ("BPK-RI").

i. Inventories

Inventories are stated at the lower of cost or net realisable value. Cost is determined by the weighted-average method. The cost of finished goods and work in process comprises materials, labour and an appropriate proportion of directly attributable fixed and variable overheads. Net realisable value is the estimate of the selling price in the ordinary course of business less applicable selling expense.

Impairment for obsolete and slow moving inventories and spare parts, if any, is determined based on a review of the inventories aging and physical condition of the inventories at the end of reporting period. Any reversal of decline in value of inventories due to an increase in net realisable value is recognised as a reduction in the amount of inventory expenses in the period in which the recovery occurs.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
SIGNIFIKAN (lanjutan)**

j. Properti investasi

Properti investasi merupakan tanah, bangunan, dan prasarana yang dimiliki untuk disewakan dalam jangka panjang atau untuk kenaikan harga atau keduanya, dan yang tidak ditempati oleh entitas di dalam Grup konsolidasian. Properti investasi juga termasuk properti yang sedang dikonstruksi atau pembangunan untuk penggunaan di masa yang akan datang sebagai properti investasi.

Properti investasi dalam bentuk tanah dinyatakan pada biaya perolehan dan tidak disusutkan.

Properti investasi lainnya diakui sebesar biaya perolehan dan disusutkan sesuai dengan estimasi umur ekonomisnya. Penyusutan dihitung dengan menggunakan metode garis lurus berdasarkan estimasi masa manfaat ekonomis properti investasi yaitu 5 sampai dengan 40 tahun.

Biaya pemeliharaan dan perbaikan dibebankan pada laba rugi pada saat terjadinya. Pengeluaran yang memperpanjang masa manfaat atau memberi manfaat ekonomis di masa yang akan datang dalam bentuk peningkatan kapasitas, atau peningkatan standar kinerja, dikapitalisasi. Properti investasi yang tidak digunakan lagi atau dijual dikeluarkan dari kelompok properti investasi berikut akumulasi penyusutan dan penurunan nilainya, jika ada. Keuntungan atau kerugian dari penjualan properti investasi tersebut dibukukan dalam laba rugi pada tahun penjualan terjadi.

Manajemen melakukan penilaian atas properti investasi secara berkala untuk memastikan ada tidaknya penurunan nilai permanen yang material.

k. Aset tetap

Aset tetap pada awalnya diakui sebesar biaya perolehan yang meliputi biaya perolehannya dan setiap biaya yang dapat diatribusikan langsung untuk membawa aset ke kondisi dan lokasi yang diinginkan agar aset siap digunakan sesuai intensi manajemen.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

j. Investment properties

Investment properties represent land, buildings and infrastructure that are held for long-term rental yields or for capital appreciation or both and that are not occupied by the companies in the consolidated Group. Investment properties also include property that is being constructed or developed for future use as investment properties.

Investment properties in form of land is presented at acquisition cost and not depreciated.

Other investment property is recognised at cost and depreciated over the estimated economic life. Depreciation is computed using the straight-line method based on the estimated useful lives of the assets which is 5 to 40 years.

The cost of repairs and maintenance is charged to profit or loss as incurred. Expenditures which extend the useful lives of the property or result in increasing future economic benefits such as an increase in capacity and improvement in the quality of output or standard of performance, are capitalised. When the property is unused or otherwise disposed of, the carrying value and accumulated impairment losses, if any, are removed from the investment property account. Gains or losses from the sale of investment property are recorded in profit or loss in the year of sale.

Management performs valuation of investment properties regularly to ensure whether there is a material permanent impairment.

k. Fixed assets

Fixed assets are initially recognised at cost, which comprises its acquisition cost and any cost directly attributable in bringing the assets to the location and condition necessary for it to be capable of operating in the manner intended by management.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
SIGNIFIKAN (lanjutan)**

k. Aset tetap (lanjutan)

Biaya-biaya setelah pengakuan awal aset diakui sebagai bagian dari nilai tercatat aset atau sebagai aset yang terpisah, sebagaimana mestinya, hanya apabila kemungkinan besar Grup akan mendapatkan manfaat ekonomis masa depan berkenaan dengan aset tersebut dan biaya perolehan aset dapat diukur dengan handal. Nilai tercatat komponen yang diganti tidak lagi diakui. Biaya perbaikan dan pemeliharaan dibebankan ke dalam laba rugi dalam periode dimana biaya-biaya tersebut terjadi.

Tanah dinyatakan berdasarkan model revaluasi dan tidak disusutkan. Aset tetap yang tidak digunakan dinyatakan sebesar jumlah terendah antara jumlah tercatat atau jumlah terpulihkan.

Penilaian terhadap tanah tersebut dilakukan oleh penilai independen eksternal yang terdaftar di Otoritas Jasa Keuangan. Penilaian atas aset tersebut dilakukan secara berkala (3 tahun sekali) untuk memastikan bahwa nilai wajar aset yang direvaluasi tidak berbeda secara material dengan nilai tercatatnya.

Kenaikan nilai tercatat yang timbul dari revaluasi tanah dikreditkan pada penghasilan komprehensif lainnya dan disajikan sebagai "Surplus revaluasi aset" di ekuitas. Penurunan yang menghapus nilai kenaikan yang sebelumnya dicatat atas aset yang sama dibebankan di penghasilan komprehensif lainnya dan didebitkan terhadap "Surplus revaluasi aset" di ekuitas; penurunan lainnya dibebankan pada laba rugi.

Keuntungan atau kerugian bersih dari pelepasan aset tetap ditentukan dengan membandingkan hasil bersih pelepasan dengan nilai tercatat dan diakui dalam "Pendapatan lainnya – bersih" di laba rugi.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

k. Fixed assets (continued)

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance costs are charged to profit or loss during the financial period in which they are incurred.

Land is stated at revaluation model and not depreciated. Unused fixed assets are stated at the lower of carrying value or recoverable amount.

Valuation of land performed by external independent appraiser which are registered at Otoritas Jasa Keuangan. Valuations are performed regularly (once in 3 years) to ensure that the fair value of a revalued asset does not differ materially from its carrying amount.

Increases in the carrying amount arising on revaluation of land are credited to other comprehensive income and shown as "Asset revaluation surplus" in equity. Decreases that offset previous increases of the same asset are charged in other comprehensive income and debited against "Asset revaluation surplus" in equity; all other decreases are charged to profit or loss.

Net gains or losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised within "Other income – net" in profit or loss.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
SIGNIFIKAN (lanjutan)**

k. Aset tetap (lanjutan)

Penyusutan aset tetap lainnya dihitung dengan menggunakan metode garis lurus untuk mengalokasikan harga perolehan sampai dengan nilai sisanya selama masa manfaat yang diestimasi, sebagai berikut:

| | <u>Tahun/Years</u> |
|----------------------------|--------------------|
| Bangunan | 10 - 20 |
| Mesin dan peralatan pabrik | 8 - 20 |
| Kapal dan sarana | 10 - 35 |
| Kendaraan dan alat berat | 4 - 8 |
| Perlengkapan kantor | 4 |
| Aset penyangga | 8 - 20 |

Hak atas tanah diakui sebesar harga perolehan.

Grup menganalisis fakta dan keadaan untuk masing-masing jenis hak atas tanah dalam menentukan akuntansi untuk hak atas tanah tersebut sehingga dapat merepresentasikan dengan tepat kejadian atau transaksi ekonomi yang mendasarinya. Jika hak atas tanah tersebut tidak mengalihkan pengendalian atas aset pendasar kepada Grup, melainkan mengalihkan hak untuk menggunakan aset pendasar, Grup menerapkan perlakuan akuntansi atas transaksi tersebut sebagai sewa berdasarkan PSAK 73: Sewa. Jika hak atas tanah secara substansi menyerupai pembelian tanah, maka Grup menerapkan PSAK 16: Aset tetap.

Masa manfaat dan metode penyusutan ditelaah dan jika perlu disesuaikan, pada setiap akhir tahun buku. Dampak dari setiap revisi diakui dalam laba rugi, ketika perubahan terjadi.

Nilai tercatat aset segera diturunkan sebesar jumlah yang dapat dipulihkan apabila nilai tercatat aset lebih besar daripada estimasi jumlah yang dapat terpulihkan (Catatan 2n).

Akumulasi biaya konstruksi bangunan, pabrik dan pemasangan mesin dikapitalisasi sebagai aset dalam penyelesaian. Biaya tersebut direklasifikasi ke akun aset tetap pada saat proses konstruksi atau pemasangan selesai. Penyusutan dimulai pada saat aset tersebut siap untuk digunakan sesuai dengan tujuan yang diinginkan manajemen.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

k. Fixed assets (continued)

Depreciation on other fixed assets is calculated using the straight-line method to allocate their cost to their residual values over their estimated useful lives, as follows:

| | <u>Tahun/Years</u> | |
|--|--------------------|--------------------------------------|
| | 10 - 20 | <i>Building</i> |
| | 8 - 20 | <i>Machinery and plant</i> |
| | 10 - 35 | <i>Ships and facilities</i> |
| | 4 - 8 | <i>Vehicles and heavy equipments</i> |
| | 4 | <i>Office supplies</i> |
| | 8 - 20 | <i>Asset supporting</i> |

Land rights are recognised at cost.

The Group analyses the facts and circumstances for each type of land rights in determining the accounting for each of these land rights so that it can accurately represent an underlying economic event or transaction. If the land rights do not transfer control of the underlying assets to the Group, but give the rights to use the underlying assets, the Group applies the accounting treatment of these transactions as leases under SFAS 73: Leases. If land rights are substantially similar with land purchases, the Group applies SFAS 16: Fixed assets.

The asset's useful life and depreciation method are reviewed and adjusted if appropriate, at the end of each financial year. The effects of any revisions are recognised in profit or loss, when the changes arise.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount (Note 2n).

The accumulated costs of the construction of buildings, plants and the installation of machinery are capitalised as construction in progress. These costs are reclassified to fixed assets when the construction or installation is complete. Depreciation is charged from the date the assets are ready for use in the manner intended by management.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
SIGNIFIKAN (lanjutan)**

l. Aset takberwujud

Piranti lunak komputer

Biaya yang terkait dengan pemeliharaan program piranti lunak komputer diakui sebagai beban pada saat terjadinya. Biaya pengembangan yang dapat secara langsung diatribusikan kepada desain dan pengujian produk piranti lunak yang dapat diidentifikasi dan unik yang dikendalikan oleh Grup diakui sebagai aset takberwujud.

Biaya pengembangan piranti lunak komputer diakui sebagai aset yang diamortisasi selama estimasi masa manfaat, yang tidak lebih dari tiga tahun.

m. Biaya dibayar di muka

Biaya dibayar di muka diamortisasi dengan menggunakan metode garis lurus selama periode manfaat masing-masing biaya.

n. Penurunan nilai aset nonkeuangan

Aset tetap dan aset tidak lancar lainnya, kecuali *goodwill*, ditelaah untuk mengetahui apakah telah terjadi indikasi penurunan nilai bilamana terdapat kejadian atau perubahan keadaan yang mengindikasikan bahwa nilai tercatat aset tersebut tidak dapat diperoleh kembali. Kerugian akibat penurunan nilai diakui sebesar selisih antara nilai tercatat aset dengan nilai yang dapat diperoleh kembali dari aset tersebut. Nilai yang dapat diperoleh kembali adalah nilai yang lebih tinggi di antara nilai wajar dikurangi biaya untuk menjual dan nilai pakai aset. Dalam rangka mengukur penurunan nilai, aset dikelompokkan hingga unit terkecil yang menghasilkan arus kas terpisah.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

l. Intangible asset

Computer software

The costs that are associated with the maintenance of computer software program are recognised as expenses when they are incurred. Development costs that are directly attributable to the design and testing of identifiable and unique software products that are controlled by the Group are recognised as intangible asset.

Computer software development costs recognised as assets are amortised over the estimated useful lives, which does not exceed three years.

m. Prepayments

Prepayments are amortised on a straight-line basis over the estimated beneficial periods of the prepayments.

n. Impairment of non-financial assets

Fixed assets and other non-current assets, excluding goodwill, are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the carrying amount of the asset exceeds its recoverable amount, which is the higher of an asset's fair value less cost of disposal and value in use. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
SIGNIFIKAN (lanjutan)**

n. Penurunan nilai aset nonkeuangan (lanjutan)

Goodwill sebagai bagian dari investasi di asosiasi diuji penurunan nilainya bersamaan dengan investasi di asosiasi sebagai satu unit penghasil kas.

Pembalikan rugi penurunan nilai, untuk aset selain *goodwill*, diakui jika, dan hanya jika, terdapat perubahan estimasi yang digunakan dalam menentukan jumlah terpulihkan aset sejak pengujian penurunan nilai terakhir kali. Pembalikan rugi penurunan nilai tersebut diakui segera dalam laba rugi, kecuali aset yang disajikan pada jumlah revaluasi sesuai dengan PSAK lain. Rugi penurunan nilai yang diakui atas *goodwill* tidak dibalik lagi.

o. Imbalan kerja

(i) Imbalan kerja jangka pendek

Imbalan kerja jangka pendek diakui pada saat terutang kepada karyawan.

(ii) Imbalan pensiun, imbalan pascakerja lainnya, dan imbalan jangka panjang lainnya

Grup memberikan imbalan manfaat pasti sesuai dengan Perjanjian Kerja Bersama ("PKB"), yang jumlahnya lebih besar dibanding dengan imbalan berdasarkan peraturan ketenagakerjaan yang berlaku. Karena peraturan ketenagakerjaan atau PKB menentukan rumus tertentu untuk menghitung jumlah minimal imbalan pensiun, pada dasarnya program pensiun berdasarkan peraturan ketenagakerjaan atau PKB adalah program pensiun imbalan pasti.

Program pensiun imbalan pasti ditentukan berdasarkan jumlah imbalan pensiun yang akan diterima seorang pekerja pada saat pensiun, biasanya tergantung beberapa faktor, misalnya usia, masa kerja dan kompensasi.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

n. Impairment of non-financial assets (continued)

Goodwill as part of investment in associates is assessed for impairment together with investment in associate as one cash generating unit.

Reversal on impairment losses of assets other than goodwill would be recognised if, and only if, there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment test was carried out. Reversal in impairment losses will be immediately recognised in profit or loss, except for assets measured using the revaluation model as required by other SFAS. Impairment losses related to goodwill would not be reversed.

o. Employees benefits

(i) Short-term employee benefits

Short-term employee benefits are recognised when accrued to the employees.

(ii) Pension benefits, other post-employment benefits and other long-term benefits

The Group provides defined benefits in accordance with the Collective Labour Agreement ("CLA"), which are higher than those required under prevailing regulations related to manpower. Since manpower regulations and the CLA set the formula for determining the minimum amount of benefits, in substance pension plans under the manpower regulations or the CLA represent defined benefit plans.

Defined benefit pension plan program defines an amount at pension benefit that an employee will receive on retirement, usually depending on factors such as age, years of service and compensations.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
SIGNIFIKAN (lanjutan)**

o. Imbalan kerja (lanjutan)

**(ii) Imbalan pensiun, imbalan pascakerja
lainnya, dan imbalan jangka panjang
lainnya (lanjutan)**

Liabilitas imbalan pensiun merupakan nilai kini liabilitas imbalan pasti pada akhir periode pelaporan dikurangi dengan nilai wajar aset program. Liabilitas imbalan pasti dihitung sekali setahun oleh aktuaris independen dengan menggunakan metode *projected unit credit*. Nilai kini liabilitas imbalan pasti ditentukan dengan mendiskontokan estimasi arus kas keluar masa depan dengan menggunakan tingkat bunga obligasi pemerintah (dengan pertimbangan saat ini tidak ada pasar aktif untuk obligasi korporat berkualitas tinggi) dalam mata uang Rupiah sesuai dengan mata uang dimana imbalan tersebut akan dibayarkan dan yang memiliki jangka waktu yang kurang lebih sama dengan waktu jatuh tempo liabilitas imbalan pensiun yang bersangkutan.

Grup memberikan imbalan pascakerja lainnya dan imbalan jangka panjang lainnya seperti uang penghargaan, santunan kematian, penghargaan pengabdian, dan uang pisah. Imbalan berupa uang penghargaan diberikan apabila karyawan bekerja hingga mencapai usia pensiun. Santunan kematian diberikan bila pegawai dan anggota keluarga tertentu meninggal dunia. Nilai imbalan yang diberikan didasari pada peraturan Perusahaan atau PKB. Sedangkan imbalan berupa uang pisah, dibayarkan kepada karyawan yang mengundurkan diri secara sukarela, setelah memenuhi minimal masa kerja tertentu. Imbalan ini dihitung dengan menggunakan metodologi yang sama dengan metodologi yang digunakan dalam perhitungan program pensiun imbalan pasti.

Biaya bunga bersih dihitung dengan menerapkan tingkat diskonto terhadap saldo bersih kewajiban imbalan pasti dan nilai wajar aset program. Biaya ini termasuk dalam beban imbalan kerja dalam laporan laba rugi.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

o. Employees benefits (continued)

**(ii) Pension benefits, other post-employment
benefits and other long-term benefits
(continued)**

The pension benefit obligation is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of government bonds (considering currently there is no deep market for high quality corporate bonds) that are denominated in Rupiah, the currency in which the benefits will be paid and that have terms to maturity approximating the terms to the related pension obligation.

The Group also provides other post-employment benefits and other long-term benefits such as long service reward, death allowance, jubilee rewards, and separation reward. The long service reward is paid when the employees reach their retirement age. Death allowance is paid when the employee or the qualified family members pass away. The value of benefits provided to the employee is based on the Company Regulation or the CLA. The separation reward benefit is paid to employees in the event of voluntary resignation, subject to a minimum number of years of service. These benefits have been accounted for using the same methodology as for the defined benefit pension plan.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. This cost is included in employee benefit expense in the statement of profit or loss.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
SIGNIFIKAN (lanjutan)**

o. Imbalan kerja (lanjutan)

**(ii) Imbalan pensiun, imbalan pascakerja
lainnya, dan imbalan jangka panjang
lainnya (lanjutan)**

Keuntungan dan kerugian aktuarial yang timbul dari penyesuaian dan perubahan dalam asumsi-asumsi aktuarial dibebankan atau dikreditkan ke ekuitas pada pos penghasilan komprehensif lain pada periode terjadinya, kecuali imbalan jangka panjang lainnya dimana keuntungan dan kerugian aktuarial diakui langsung sebagai beban pada laba rugi.

Biaya jasa lalu diakui secara langsung dalam laba rugi. Keuntungan dan kerugian dari kurtailmen atau penyelesaian program manfaat pasti diakui dalam laba rugi ketika kurtailmen atau penyelesaian tersebut terjadi.

(iii) Imbalan kesehatan pascakerja

Grup menyediakan imbalan kesehatan pascakerja untuk pensiunan. Hak atas imbalan ini pada umumnya diberikan apabila karyawan bekerja sampai usia pensiun dan memenuhi masa kerja minimum tertentu. Perkiraan biaya imbalan ini dicatat sebagai akrual sepanjang masa kerja karyawan, dengan menggunakan metode *projected unit credit*.

p. Sewa

Grup sebagai pesewa

Ketika Grup bertindak sebagai pesewa, Grup mengklasifikasi masing-masing sewanya baik sewa operasi atau sewa pembiayaan.

Untuk mengklasifikasi masing-masing sewa, Grup membuat penilaian secara keseluruhan atas apakah sewa mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset pendasar. Jika penilaian membuktikan hal tersebut, maka sewa diklasifikasikan sebagai sewa pembiayaan; jika tidak maka, merupakan sewa operasi. Sebagai bagian dari penilaian ini, Grup mempertimbangkan beberapa indikator seperti apakah masa sewa adalah sebagian besar dari umur ekonomis aset pendasar.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

o. Employees benefits (continued)

**(ii) Pension benefits, other post-employment
benefits and other long-term benefits
(continued)**

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise, except for other long-term benefits where actuarial gains and losses are directly recognised as expenses in profit or loss.

Past service costs are recognised immediately in profit or loss. Gains or losses on the curtailment or settlement of a defined benefit plan are recognised in profit or loss when the curtailment or settlement occurs.

(iii) Post-retirement healthcare benefits

The Group provides post-retirement healthcare benefits to their retirees. The entitlement to these benefits is usually based on the employee remaining in service up to retirement age and the completion of a minimum service period. The expected costs of these benefits are accrued over the period of employment, using projected unit credit method.

p. Leases

Group as a lessor

When the Group acts as a lessor, it shall classify each of its leases as either an operating lease or a finance lease.

To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is classified as a finance lease; if not, then it is an operating lease. As part of this assessment, the Group considers certain indicators such as whether the lease term is for the major part of the economic life of the asset.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
SIGNIFIKAN (lanjutan)**

p. Sewa (lanjutan)

Grup sebagai penyewa

Pada tanggal permulaan kontrak, Grup menilai apakah kontrak merupakan, atau mengandung, sewa. Suatu kontrak merupakan atau mengandung sewa jika kontrak tersebut memberikan hak untuk mengendalikan penggunaan aset identifikasian selama suatu jangka waktu untuk dipertukarkan dengan imbalan.

Untuk menilai apakah kontrak memberikan hak untuk mengendalikan penggunaan aset identifikasian, Grup mempertimbangkan apakah:

- (i) Grup memiliki hak untuk mendapatkan secara substansial seluruh manfaat ekonomi dari penggunaan aset identifikasian; dan
- (ii) Grup memiliki hak untuk mengarahkan penggunaan aset identifikasian. Grup memiliki hak ini ketika Grup memiliki hak untuk pengambilan keputusan yang relevan tentang penentuan bagaimana dan untuk tujuan apa aset digunakan telah ditentukan sebelumnya dan:
 - Grup memiliki hak untuk mengoperasikan aset; atau
 - Grup telah mendesain aset dengan cara menetapkan sebelumnya bagaimana dan untuk tujuan apa aset akan digunakan selama periode penggunaan.

Pada tanggal insepisi atau pada penilaian kembali atas kontrak yang mengandung sebuah komponen sewa, Grup mengalokasikan imbalan dalam kontrak ke masing-masing komponen sewa berdasarkan harga tersendiri relatif dari komponen sewa dan harga tersendiri agregat dari komponen non-sewa.

Pada tanggal permulaan sewa, Grup mengakui aset hak-guna dan liabilitas sewa. Aset hak-guna diukur pada biaya perolehan, di mana meliputi jumlah pengukuran awal liabilitas sewa yang disesuaikan dengan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan, ditambah dengan biaya langsung awal yang dikeluarkan dan estimasi biaya yang akan dikeluarkan untuk membongkar dan memindahkan aset pendasar atau untuk merestorasi aset pendasar ke kondisi yang disyaratkan dan ketentuan sewa, dikurangi dengan insentif sewa yang diterima.

Aset hak-guna kemudian disusutkan menggunakan metode garis lurus dari tanggal permulaan hingga tanggal yang lebih awal antara akhir umur manfaat aset hak-guna atau akhir masa sewa.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

p. Leases (continued)

Group as a lessee

At the inception of a contract, the Group assesses whether the contract is, or contains, a lease. A contract is or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

To assess whether a contract conveys the right to control the use of an identified asset, the Group considers whether:

- (i) The Group has the right to obtain substantially all the economic benefits from use of the asset throughout the period of use; and
- (ii) The Group has the right to direct the use of the asset. The Group has this right when it has the decision-making rights that are the most relevant to changing the determination of how and for what purpose the asset is used and:
 - The Group has the right to operate the asset; or
 - The Group has designed the asset in a way that predetermines how and for what purpose it will be used.

At the inception or on reassessment of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of the relative stand-alone prices and the aggregate stand-alone price of the non-lease components.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payment made at or before the commencement date, plus any initial direct cost incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset to the condition required by the terms and conditions of the lease, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
SIGNIFIKAN (lanjutan)**

p. Sewa (lanjutan)

Grup sebagai penyewa (lanjutan)

Liabilitas sewa diukur pada nilai kini pembayaran sewa yang belum dibayar pada tanggal permulaan, didiskontokan dengan menggunakan suku bunga implisit dalam sewa atau jika suku bunga tersebut tidak dapat ditentukan, maka menggunakan suku bunga pinjaman inkremental. Pada umumnya, Grup menggunakan suku bunga pinjaman inkremental sebagai tingkat bunga diskonto.

Pembayaran sewa yang termasuk dalam pengukuran liabilitas sewa meliputi pembayaran berikut ini:

- (i) pembayaran tetap, termasuk pembayaran tetap secara substansi dikurangi dengan piutang insentif sewa;
- (ii) pembayaran sewa variabel yang bergantung pada indeks atau suku bunga yang pada awalnya diukur dengan menggunakan indeks atau suku bunga pada tanggal permulaan;
- (iii) harga eksekusi opsi beli jika Grup cukup pasti untuk mengeksekusi opsi tersebut; dan
- (iv) penalti karena penghentian awal sewa kecuali jika Grup cukup pasti untuk tidak menghentikan lebih awal.

Setiap pembayaran sewa dialokasikan sebagai beban keuangan dan pengurangan liabilitas sehingga menghasilkan tingkat suku bunga yang konstan atas saldo liabilitas yang tersisa. Utang sewa yang terkait, dikurangi dengan beban keuangan, dimasukkan ke dalam "liabilitas sewa". Elemen bunga dari beban keuangan dibebankan pada laba rugi selama periode sewa sehingga menghasilkan tingkat bunga periodik yang konstan untuk saldo liabilitas yang tersisa pada setiap periode.

Grup menyajikan aset hak-guna dalam "Aset tetap" dan liabilitas sewa di dalam laporan posisi keuangan.

Jika sewa mengalihkan kepemilikan aset pendasar kepada Grup pada akhir masa sewa atau jika biaya perolehan aset hak-guna merefleksikan Grup akan mengeksekusi opsi beli, maka Grup menyusutkan aset hak-guna dari tanggal permulaan hingga akhir umur manfaat aset pendasar. Jika tidak, maka Grup menyusutkan aset hak-guna dari tanggal permulaan hingga tanggal yang lebih awal antara akhir umur manfaat aset hak-guna atau akhir masa sewa.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

p. Leases (continued)

Group as a lessee (continued)

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, using the incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- (i) fixed payments, including in-substance fixed payments less any lease incentive receivable;
- (ii) variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- (iii) the exercise price under a purchase option that the Group is reasonably certain to exercise; and
- (iv) penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

Each lease payment is allocated between finance charges and reduction of the lease liability so as to achieve a constant rate on the finance balance outstanding. The corresponding rental obligations, net of finance charges, are included in "lease liabilities". The interest element of the finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

The Group presents right-of-use assets in the "Fixed assets" and lease liabilities in the statement of financial position.

If the lease transfers ownership of the underlying asset to the Group by the end of the lease term or if the cost of the right-of-use asset reflects that the Group will exercise a purchase option, the Group depreciates the right-of-use asset from the commencement date to the end of the useful life of the underlying asset. Otherwise, the Group depreciates the right-of-use asset from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
SIGNIFIKAN (lanjutan)**

p. Sewa (lanjutan)

Grup sebagai penyewa (lanjutan)

Sewa jangka pendek

Grup memutuskan untuk tidak mengakui aset hak-guna dan liabilitas sewa untuk sewa jangka pendek yang memiliki masa sewa 12 bulan atau kurang. Grup mengakui pembayaran sewa atas sewa tersebut sebagai beban dengan dasar garis lurus selama masa sewa.

Sewa aset bernilai rendah

Grup memutuskan untuk tidak mengakui aset hak-guna dan liabilitas sewa untuk sewa jangka pendek yang memiliki masa sewa 12 bulan atau kurang. Grup mengakui pembayaran sewa atas sewa tersebut sebagai beban dengan dasar garis lurus selama masa sewa.

q. Utang usaha dan utang lainnya

Utang usaha adalah kewajiban membayar barang atau jasa yang telah diterima dalam kegiatan usaha normal dari pemasok. Utang lainnya terdiri dari uang muka kontrak pelanggan, utang iuran, dan utang retensi. Utang usaha dan utang lainnya diklasifikasikan sebagai liabilitas jangka pendek jika pembayarannya jatuh tempo dalam waktu satu tahun atau kurang. Jika tidak, utang tersebut disajikan sebagai liabilitas jangka panjang.

Utang usaha dan utang lainnya pada awalnya diakui sebesar nilai wajar dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode bunga efektif.

r. Provisi

Provisi diakui apabila Grup mempunyai kewajiban kini (baik bersifat hukum maupun konstruktif) sebagai akibat peristiwa masa lalu, besar kemungkinan penyelesaian kewajiban tersebut mengakibatkan arus keluar sumber daya dan kewajiban tersebut dapat diestimasi dengan andal. Provisi tidak diakui untuk kerugian operasi masa depan. Ketika terdapat beberapa kewajiban yang serupa, kemungkinan penyelesaian mengakibatkan arus kas keluar ditentukan dengan mempertimbangkan kelas kewajiban secara keseluruhan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

p. Leases (continued)

Group as a lessee (continued)

Short-term leases

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Low-value assets leases

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

q. Trade and other payables

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Other payables consist of contractual cash advances, contribution payables and retention payables. Trade and other payables are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.

Trade and other payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

r. Provision

Provisions are recognised when the Group has a present obligation (either legal or constructive) as a result of past events, it is more likely than not than an outflow of resources embodying economic benefits will be required to settle the obligation and the obligation can be reliably estimated. Provision is not recognised for future operating losses. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
SIGNIFIKAN (lanjutan)**

s. Pinjaman

Pada saat pengakuan awal, pinjaman diakui sebesar nilai wajar, dikurangi dengan biaya transaksi yang terjadi. Selanjutnya, pinjaman diukur sebesar biaya perolehan diamortisasi; selisih antara penerimaan (dikurangi biaya transaksi) dan nilai pelunasan dicatat pada laporan laba rugi selama periode pinjaman dengan menggunakan metode bunga efektif.

Biaya yang dibayar untuk memperoleh fasilitas pinjaman diakui sebagai biaya transaksi pinjaman sepanjang besar kemungkinan sebagian atau seluruh fasilitas akan ditarik. Dalam hal ini, biaya memperoleh pinjaman ditangguhkan sampai penarikan pinjaman terjadi. Sepanjang tidak terdapat bukti bahwa besar kemungkinan sebagian atau seluruh fasilitas akan ditarik, biaya memperoleh pinjaman dikapitalisasi sebagai pembayaran di muka untuk jasa likuiditas dan diamortisasi selama periode fasilitas yang terkait.

Pinjaman akan dihentikan pengakuannya dari laporan posisi keuangan ketika kewajiban yang tertulis pada kontrak dibatalkan, atau sudah tidak berlaku. Selisih antara nilai tercatat dari liabilitas keuangan yang sudah berakhir atau dialihkan ke pihak lain, dan imbalan yang dibayarkan, termasuk aset non kas yang dialihkan atau liabilitas yang ditanggung, diakui dalam laba rugi sebagai pendapatan lainnya atau biaya keuangan.

Pinjaman diklasifikasikan sebagai liabilitas jangka pendek kecuali Grup memiliki hak tanpa syarat untuk menunda pembayaran liabilitas selama paling tidak 12 bulan setelah tanggal pelaporan.

t. Biaya pinjaman

Biaya bunga dan biaya pinjaman lainnya, seperti biaya diskonto pinjaman baik yang secara langsung atau tidak langsung digunakan untuk pendanaan konstruksi aset kualifikasian, dikapitalisasi hingga aset tersebut selesai dikonstruksi. Untuk biaya pinjaman yang dapat diatribusikan secara langsung pada aset kualifikasian, jumlah yang dikapitalisasi ditentukan dari biaya pinjaman aktual yang terjadi selama periode berjalan, dikurangi penghasilan yang diperoleh dari investasi sementara atas dana hasil pinjaman tersebut. Untuk pinjaman yang tidak dapat diatribusikan secara langsung pada suatu aset kualifikasian, jumlah yang dikapitalisasi ditentukan dengan mengalikan tingkat kapitalisasi terhadap jumlah yang dikeluarkan untuk memperoleh aset kualifikasian. Tingkat kapitalisasi dihitung berdasarkan rata-rata tertimbang biaya pinjaman yang dibagi dengan jumlah pinjaman yang tersedia selama periode, selain pinjaman yang secara spesifik diambil untuk tujuan memperoleh suatu aset kualifikasian.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

s. Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently carried at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the profit or loss over the period of the borrowings using the effective interest method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawdown. In this case, the fee is deferred until the drawdown occurs. To the extent that there is no evidence that it is probable that some or all of the facility will be drawdown, the fee is capitalised as a prepayment for liquidity services and amortised over the period of the facility to which it relates.

Borrowings are removed from the statement of financial position when the obligation specified in the contract is discharged or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss as other income or finance costs.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer the settlement of the liability for at least 12 months after the reporting date.

t. Borrowing costs

Interest and other borrowing costs, such as discount fees on loans either directly or indirectly used in financing the construction of a qualifying asset, are capitalised up to the date when construction is complete. For borrowings that are directly attributable to a qualifying asset, the amount to be capitalised is determined as the actual borrowing cost incurred during the period, less any income earned on the temporary investment of such borrowings. For borrowings that are not directly attributable to a qualifying asset, the amount to be capitalised is determined by applying a capitalisation rate to the amount expended on the qualifying assets. The capitalisation rate is the weighted average of the total borrowing costs applicable to the total borrowings outstanding during the period, other than borrowings made specifically for the purpose of obtaining a qualifying asset.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
SIGNIFIKAN (lanjutan)**

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

u. Pengakuan pendapatan dan beban

u. Revenue and expense recognition

Pengakuan pendapatan harus memenuhi lima langkah analisa sebagai berikut:

Revenue recognition has to fulfil five steps of assessment as follows:

- (i) Identifikasi kontrak dengan pelanggan;
- (ii) Identifikasi kewajiban pelaksanaan dalam kontrak. Kewajiban pelaksanaan merupakan janji-janji dalam kontrak untuk menyerahkan barang atau jasa yang memiliki karakteristik berbeda ke pelanggan;
- (iii) Penetapan harga transaksi. Harga transaksi merupakan jumlah imbalan yang berhak diperoleh suatu entitas sebagai kompensasi atas diteruskannya barang atau jasa yang dijanjikan ke pelanggan. Jika imbalan yang dijanjikan di kontrak mengandung suatu jumlah yang bersifat variabel, maka Grup membuat estimasi jumlah imbalan tersebut sebesar jumlah yang diharapkan berhak diterima atas diteruskannya barang atau jasa yang dijanjikan ke pelanggan yang akan dibayarkan selama periode kontrak;
- (iv) Alokasi harga transaksi ke setiap kewajiban pelaksanaan dengan menggunakan dasar harga jual berdiri sendiri relatif dari setiap barang atau jasa berbeda yang dijanjikan di kontrak. Ketika tidak dapat diamati secara langsung, harga jual berdiri sendiri relatif diperkirakan berdasarkan biaya yang diharapkan ditambah margin;
- (v) Pengakuan pendapatan ketika kewajiban pelaksanaan telah dipenuhi dengan menyerahkan barang atau jasa yang dijanjikan ke pelanggan (ketika pelanggan telah memiliki kendali atas barang atau jasa tersebut).

- (i) *Identify contract(s) with a customer;*
- (ii) *Identify the performance obligations in the contract. Performance obligations are promises in a contract to transfer to a customer goods or services that are distinct;*

- (iii) *Determine the transaction price. Transaction price is the amount of consideration to which an entity expects to be entitled in exchange for transferring promised goods or services to a customer. If the consideration promised in a contract includes a variable amount, the Group estimates the amount of consideration to which it expects to be entitled in exchange for transferring the promised goods or services to a customer which will be paid during the contract period;*

- (iv) *Allocate the transaction price to each performance obligation on the basis of the relative stand-alone selling prices of each distinct good or service promised in the contract. Where these are not directly observable, the relative stand-alone selling prices are estimated based on expected cost plus margin;*

- (v) *Recognise revenue when the performance obligation is satisfied by transferring a promised good or service to a customer (which is when the customer obtains control of that good or service).*

Kewajiban pelaksanaan dapat dipenuhi:

A performance obligation may be satisfied:

- (i) Pada suatu titik waktu (umumnya janji untuk menyerahkan barang ke pelanggan); atau
- (ii) Suatu periode waktu (umumnya janji untuk menyerahkan jasa ke pelanggan). Untuk kewajiban pelaksanaan yang dipenuhi dalam suatu periode waktu, Grup memilih ukuran penyelesaian yang sesuai untuk penentuan jumlah pendapatan yang harus diakui karena telah terpenuhinya kewajiban pelaksanaan.

- (i) *At a point in time (typically for promises to transfer goods to a customer); or*
- (ii) *Over time (typically for promises to transfer services to a customer). For a performance obligation satisfied over time, the Group selects an appropriate measure of progress to determine the amount of revenue that should be recognised as the performance obligation is satisfied.*

Beban diakui pada saat terjadinya dengan dasar akrual.

Expenses are recognised as incurred on an accrual basis.

Subsidi pupuk Pemerintah diakui sebagai pendapatan atas dasar akrual yang dihitung berdasarkan ketentuan Peraturan Menteri Keuangan, Menteri Pertanian dan Menteri Perdagangan Republik Indonesia.

The Government's fertiliser subsidy is recognized as revenue on an accrual basis which is calculated in accordance with the requirements stipulated in the Decree of Minister of Finance, Minister of Agriculture and Minister of Trade of the Republic of Indonesia.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
SIGNIFIKAN (lanjutan)**

v. Pajak penghasilan kini dan tangguhan

Beban pajak terdiri dari pajak kini dan pajak tangguhan. Beban pajak diakui dalam laba rugi, kecuali jika pajak itu berkaitan dengan kejadian atau transaksi yang diakui pada penghasilan komprehensif lainnya atau secara langsung dicatat ke ekuitas. Pada kasus ini, masing-masing beban pajak juga diakui pada penghasilan komprehensif lainnya atau secara langsung dicatat ke ekuitas.

Beban pajak penghasilan kini dihitung berdasarkan peraturan pajak yang berlaku pada tanggal pelaporan di negara dimana Perusahaan dan entitas anak beroperasi dan menghasilkan penghasilan kena pajak.

Manajemen secara periodik mengevaluasi posisi yang diambil dalam Surat Pemberitahuan ("SPT") Tahunan terkait dengan situasi dimana diperlukan interpretasi atas peraturan pajak yang berlaku. Provisi dibentuk berdasarkan jumlah yang diharapkan akan dibayar pada otoritas pajak.

Pajak penghasilan final disajikan terpisah dari beban pajak penghasilan pada laba rugi.

Perbedaan nilai tercatat aset dan liabilitas yang berhubungan dengan pajak penghasilan final dengan dasar pengenaan pajaknya tidak diakui sebagai aset atau liabilitas pajak tangguhan.

Pajak penghasilan tangguhan diakui, dengan menggunakan metode *balance sheet liability* untuk semua perbedaan temporer antara dasar pengenaan pajak aset dan liabilitas dengan nilai tercatatnya pada laporan keuangan konsolidasian. Namun, liabilitas pajak tangguhan tidak diakui jika timbul dari pengakuan awal *goodwill*; atau pada saat pengakuan awal suatu aset atau liabilitas yang timbul dari transaksi selain kombinasi bisnis yang pada saat transaksi tersebut tidak mempengaruhi laba rugi akuntansi maupun laba rugi kena pajak. Pajak penghasilan tangguhan ditentukan menggunakan tarif (atau peraturan) pajak yang berlaku atau yang secara substansial telah berlaku pada tanggal pelaporan dan diharapkan untuk diterapkan jika aset pajak tangguhan direalisasikan atau liabilitas pajak tangguhan diselesaikan.

Aset pajak tangguhan diakui sepanjang kemungkinan besar laba kena pajak mendatang akan tersedia untuk dikompensasi dengan perbedaan temporer yang masih dapat dimanfaatkan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

v. Current and deferred income tax

The tax expense for the year comprises current and deferred tax. The tax expense is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax expense is also recognised in other comprehensive income or directly in equity, respectively.

The current income tax charge is calculated on the basis of the tax laws enacted as at the reporting date in the countries where the Company and its subsidiary operate and generate taxable income.

Management periodically evaluates the positions taken in Annual Tax Returns ("SPT") in situations in which the applicable tax regulations are subject to interpretation. Where appropriate, it establishes a provision on the basis of the amounts expected to be paid to the tax authorities.

Final income tax is presented separately from income tax expenses in profit or loss.

The difference between the financial statement carrying amounts of existing assets and liabilities relate to the final income tax, and their respective final tax bases are not recognised as deferred tax assets or liabilities.

Deferred income tax is recognised, using the balance sheet liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill; deferred income tax is not accounted for if it arises from the initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred income tax is determined using tax rates (or laws) that have been enacted or substantially enacted as at the reporting date and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred income tax assets are recognised only to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
SIGNIFIKAN (lanjutan)**

**v. Pajak penghasilan kini dan tangguhan
(lanjutan)**

Aset dan liabilitas pajak penghasilan tangguhan dapat saling hapus apabila terdapat hak yang berkekuatan hukum untuk melakukan saling hapus antara aset pajak kini dengan liabilitas pajak kini dan apabila aset dan liabilitas pajak penghasilan tangguhan dikenakan oleh otoritas perpajakan yang sama, baik atas entitas kena pajak yang sama ataupun berbeda dan adanya niat untuk melakukan penyelesaian saldo-saldo tersebut secara bersih.

Kekurangan/kelebihan pembayaran pajak penghasilan disajikan sebagai bagian dari "Beban pajak penghasilan – kini" dalam laba rugi. Grup juga menyajikan bunga/denda, jika ada, sebagai bagian dari "Beban pajak penghasilan – kini".

w. Modal saham

Saham biasa diklasifikasikan sebagai ekuitas. Biaya tambahan yang secara langsung dapat diatribusikan kepada penerbitan saham biasa atau opsi disajikan pada ekuitas sebagai pengurang penerimaan, setelah dikurangi pajak. Biaya emisi saham disajikan sebagai pengurang akun tambahan modal disetor.

x. Distribusi dividen

Distribusi dividen kepada pemegang saham Perusahaan diakui sebagai liabilitas dalam laporan keuangan konsolidasian Grup pada periode dimana dividen dideklarasikan dan telah disetujui oleh pemegang saham Perusahaan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

v. Current and deferred income tax (continued)

Deferred income tax assets and liabilities are offset when there are legally-enforceable rights to offset current tax assets against current tax liabilities and when the deferred income tax assets and liabilities relate to income taxes levied by the same taxation authority on the same taxable entities and where there is an intention to settle the balances on a net basis.

The underpayment/overpayment of income tax is presented as part of "Income tax expense – current" in profit or loss. The Group also presents interest/penalties, if any, as part of "Income tax expense – current".

w. Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issuing of new ordinary shares or options are shown in equity as a deduction, net of tax from the proceeds. Share issuance costs are presented as a deduction from the additional paid-in capital account.

x. Dividend distributions

Dividend distribution to the Company's shareholders is recognised as a liability in the Group's consolidated financial statements in the period in which the dividends are declared and approved by the Company's shareholders.



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**3. PERTIMBANGAN, ESTIMASI, DAN ASUMSI
AKUNTANSI SIGNIFIKAN**

Penyusunan laporan keuangan konsolidasian yang sesuai dengan Standar Akuntansi Keuangan di Indonesia mengharuskan manajemen untuk membuat estimasi dan asumsi yang mempengaruhi jumlah aset dan liabilitas yang dilaporkan dan pengungkapan aset dan liabilitas kontinjensi pada tanggal pelaporan, serta jumlah pendapatan dan beban selama tahun pelaporan. Estimasi, asumsi, dan pertimbangan tersebut dievaluasi secara terus menerus dan berdasarkan pengalaman historis dan faktor-faktor lainnya, termasuk harapan peristiwa di masa datang yang diyakini wajar berdasarkan kondisi yang ada.

Grup telah mengidentifikasi hal-hal berikut dimana diperlukan pertimbangan, estimasi dan asumsi signifikan dan dimana hasil aktual dapat berbeda dari estimasi tersebut jika menggunakan asumsi dan kondisi yang berbeda dan dapat mempengaruhi secara material hasil keuangan atau posisi keuangan konsolidasian Grup yang dilaporkan dalam tahun mendatang.

a. Penentuan mata uang fungsional

Mata uang fungsional adalah mata uang dari lingkungan ekonomi primer dimana setiap entitas di dalam Grup beroperasi. Manajemen mempertimbangkan mata uang yang paling mempengaruhi pendapatan dan beban dari barang dan jasa yang diberikan serta mempertimbangkan indikator lainnya dalam menentukan mata uang yang paling tepat menggambarkan pengaruh ekonomi dari transaksi, kejadian dan kondisi yang mendasari.

b. Estimasi umur manfaat aset tetap dan properti investasi

Grup mengestimasi masa manfaat aset tetap berdasarkan ekspektasi utilisasi aset yang sesuai dengan rencana dan strategi usaha setelah mempertimbangkan perkembangan teknologi di masa depan dan perilaku pasar. Di samping itu, estimasi dari masa manfaat aset tetap juga mempertimbangkan penelaahan Grup secara kolektif terhadap praktek industri, evaluasi teknis internal dan pengalaman untuk aset yang sejenis. Estimasi masa manfaat ditelaah paling sedikit setiap akhir tahun pelaporan dan diperbaharui jika ekspektasi berbeda dari estimasi sebelumnya dikarenakan pemakaian dan kerusakan fisik, keusangan secara teknis atau komersial dan keterbatasan hukum atau pembatasan lainnya atas penggunaan dari aset. Namun, ada kemungkinan, hasil operasi di masa depan dapat dipengaruhi secara material oleh perubahan-perubahan dalam estimasi yang diakibatkan oleh perubahan faktor-faktor yang disebutkan di atas.

Biaya perolehan aset tetap disusutkan dengan menggunakan metode garis lurus berdasarkan taksiran masa manfaatnya. Manajemen mengestimasi masa manfaat ekonomis properti investasi dan aset tetap 4 sampai dengan 40 tahun. Perubahan tingkat pemakaian dan perkembangan teknologi dapat mempengaruhi masa manfaat ekonomis dan nilai sisa properti investasi dan aset tetap.

**3. SIGNIFICANT ACCOUNTING JUDGEMENTS,
ESTIMATES AND ASSUMPTIONS**

The preparation of the consolidated financial statements in conformity with the Indonesian Financial Accounting Standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the reporting date and the reported amounts of revenue and expenses during the reporting period. Estimates, assumptions, and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Group has identified the following matters under which significant judgements, estimates and assumptions are made and where actual results may differ from these estimates under different assumptions and conditions and may materially affect the consolidated financial results or financial position of the Group reported in future years.

a. Determination of functional currency

The functional currency is the currency of the primary economic environment in which each of the entities in the Group operates. Management considered the currency that mainly influences the revenue and cost of goods sold and services rendered and other indicators in determining the currency that most faithfully represents the economic effects of the underlying transactions, events and conditions.

b. Estimated useful lives of fixed assets and investment properties

The Group estimates the useful lives of its fixed assets based on expected asset utilisation as supported by business plans and strategies that also consider expected future technological developments and market behaviour. In addition, the Group's collective assessment of industry practice, an internal technical evaluation and experience with similar assets are also considered when estimating the useful lives of fixed assets. The estimated useful lives are reviewed at least each financial year end and are updated if expectations differ from previous estimates due to physical wear and tear, technical or commercial obsolescence and legal or other limitations on the use of the assets. It is possible, however, that future results of operations could be materially affected by changes in the estimates caused by changes in the factors mentioned above.

The costs of fixed assets are depreciated on a straight-line basis over their estimated useful life. Management estimates the useful life of these investment properties and fixed assets to be within 4 to 40 years. Changes in the expected level of usage and technological development could have an impact on the economic useful life and the residual values of these investment properties and fixed assets.

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**b. Estimasi umur manfaat aset tetap dan
properti investasi (lanjutan)**

Nilai tercatat atas aset tetap pada tanggal-tanggal pelaporan masing-masing diungkapkan dalam Catatan 11.

c. Liabilitas imbalan pascakerja

Nilai kini liabilitas imbalan pascakerja tergantung pada beberapa faktor yang ditentukan dengan dasar aktuarial berdasarkan beberapa asumsi. Asumsi yang digunakan untuk menentukan biaya/(penghasilan) pensiun bersih mencakup tingkat diskonto, kenaikan gaji di masa datang dan kenaikan biaya kesehatan. Adanya perubahan pada asumsi ini akan mempengaruhi jumlah tercatat liabilitas imbalan pascakerja.

Grup menentukan tingkat diskonto yang sesuai pada akhir periode pelaporan, yakni tingkat suku bunga yang harus digunakan untuk menentukan nilai kini arus kas keluar masa depan estimasian yang diharapkan untuk menyelesaikan liabilitas. Dalam menentukan tingkat suku bunga yang sesuai, Grup mempertimbangkan tingkat suku bunga obligasi pemerintah yang didenominasikan dalam mata uang dimana imbalan akan dibayar dan memiliki jangka waktu yang serupa dengan jangka waktu kewajiban yang terkait.

Asumsi kunci liabilitas imbalan pascakerja sebagian ditentukan berdasarkan kondisi pasar saat ini. Informasi tambahan diungkapkan pada Catatan 19.

**d. Provisi atas kerugian kredit ekspektasian
piutang usaha dan piutang lainnya**

Grup menghitung KKE kas dan setara kas, piutang usaha dan piutang lainnya. Tingkat provisi adalah berdasarkan hari jatuh tempo atas kelompok segmen pelanggan yang mempunyai karakteristik risiko kredit yang serupa.

Grup menyesuaikan pengalaman kerugian kredit historis dengan informasi *forward-looking*. Sebagai contoh, jika prakiraan atas kondisi ekonomi diperkirakan memburuk selama periode/tahun depan, yang dapat menyebabkan meningkatnya jumlah gagal bayar, tingkat gagal bayar historis disesuaikan. Pada setiap tanggal pelaporan, tingkat gagal bayar historis diperbaharui dan perubahan estimasi *forward-looking* dianalisis.

Penilaian atas korelasi antara tingkat gagal bayar historis yang diobservasi, prakiraan atas kondisi ekonomi dan kerugian kredit ekspektasian merupakan estimasi yang signifikan. Jumlah KKE paling dipengaruhi oleh perubahan keadaan dan prakiraan kondisi ekonomi. Pengalaman kerugian kredit historis Grup dan prakiraan kondisi ekonomi juga mungkin tidak menggambarkan gagal bayar aktual pelanggan di masa yang akan datang. Penjelasan lebih rinci diungkapkan dalam Catatan 5.

**3. SIGNIFICANT ACCOUNTING JUDGEMENTS,
ESTIMATES AND ASSUMPTIONS (continued)**

**b. Estimated useful lives of fixed assets and
investment properties (continued)**

The net carrying amounts of the Group's fixed assets at reporting dates are disclosed in Note 11.

c. Post-employment benefits liabilities

The present value of the post-employment benefits liabilities depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost/(income) for pensions include the discount rate, future salary increase and future medical costs. Any changes in these assumptions will have an impact on the carrying amount of post-employment benefits liabilities.

The Group determines the appropriate discount rate at the end of each reporting period. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the obligations. In determining the appropriate discount rate, the Group considers the interest rates of government bonds that are denominated in the currency in which the benefits will be paid and that have terms to maturity approximating the terms of the related obligation.

Other key assumptions for post-employment benefit liabilities are based in part on current market conditions. Additional information is disclosed in Note 19.

**d. Provision for expected credit losses of trade
and other receivables**

The Group calculates ECLs for cash and cash equivalents, trade receivables and other receivables. The provision rates are based on days past due for groupings of various customer segments that have similar credit risk characteristics.

The Group adjusts the historical credit loss experience with forward-looking information. For instance, if forecast economic conditions are expected to deteriorate over the next period/year, which can lead to an increased number of defaults, the historical default rates are adjusted. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation between historical observed default rates and forecast economic conditions and ECLs is a significant estimate. The amount of expected credit losses is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future. Further details are disclosed in Note 5.



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e. Pengakuan pendapatan dan piutang subsidi

Pemerintah Republik Indonesia memberikan subsidi pupuk melalui Grup berdasarkan Peraturan Menteri Perdagangan ("Permendag") No. 15/M-DAG/PER/4/2013. Subsidi pupuk diberikan untuk kebutuhan kelompok tani dan/atau petani di sektor pertanian meliputi pupuk jenis urea, SP 36, ZA, NPK dan pupuk organik yang ditetapkan oleh Kementerian Pertanian.

Tata cara penyediaan, pencairan dan pertanggungjawaban subsidi pupuk diatur dalam Peraturan Menteri Keuangan ("PMK") No. 68/PMK.02/2016. Besaran subsidi pupuk dihitung berdasarkan selisih antara harga pokok penjualan dengan harga eceran tertinggi.

Pendapatan subsidi dibukukan berdasarkan harga pupuk subsidi yang telah diaudit oleh BPK-RI yang tertuang pada Berita Acara Hasil Pemeriksaan dan estimasi kuantitas penyaluran pupuk yang tertuang pada Berita Acara Hasil Pemeriksaan tersebut yang didasarkan pada kuantitas tersalur bulanan yang telah diverifikasi Kementerian Pertanian. Secara historis, aktual kuantitas penyaluran pupuk yang disetujui dan estimasi dari kuantitas penyaluran tidak berbeda signifikan.

Klasifikasi piutang subsidi antara porsi lancar dan tidak lancar ditentukan berdasarkan estimasi dan pertimbangan manajemen selama setahun ke depan berdasarkan ketersediaan sisa *budget* Daftar Isian Pelaksanaan Anggaran ("DIPA") tahun berikutnya yang dapat digunakan untuk penagihan piutang subsidi per tanggal neraca yang didukung oleh tren pembayaran historis oleh Pemerintah Indonesia.

f. Provisi penurunan nilai persediaan usang dan bergerak lambat

Provisi penurunan persediaan usang dan bergerak lambat 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. Provisi dievaluasi kembali dan disesuaikan jika terdapat tambahan informasi yang mempengaruhi jumlah yang diestimasi. Penjelasan lebih rinci diungkapkan dalam Catatan 7.

**3. SIGNIFICANT ACCOUNTING JUDGEMENTS,
ESTIMATES AND ASSUMPTIONS (continued)**

**e. Revenue and receivable recognition of
subsidy**

The Government of Indonesia provides a fertiliser subsidy through the Group based on Ministry of Trading ("Permendag") Regulation No. 15/M-DAG/PER/4/2013. Fertiliser subsidies is given for the needs of farmers group and/or farmer in agricultural sector including fertiliser type urea, SP 36, ZA, NPK and organic fertilisers stipulated by the Ministry of Agriculture.

The procedure for the reserve, settlement and accountability of subsidised fertiliser is stipulated by the Ministry of Finance Regulation ("PMK") No. 68/PMK.02/2016. Fertiliser subsidy amount is calculated based on the difference between cost of goods sold and the highest retail price.

Revenue from the Government subsidy is recorded based on subsidised fertiliser price audited by BPK-RI as stated on Minutes of Audit Result and estimates of distributed quantity as stated in Minutes of Audit Result which is based on monthly distributed quantity that has been verified by the Ministry of Agriculture. Historically, the actual approved distributed quantity and estimates of distributed quantity are not significantly different.

The classification of current and non-current portion of subsidy receivables is determined based on management's estimation and judgement for a year using the availability of the remaining budget of Daftar Isian Pelaksanaan Anggaran ("DIPA") for the following year that available for collection of subsidy receivables as of balance sheet date which were supported by historical payment trends from the Government of Indonesia.

**f. Provision for obsolete and slow-moving
inventories**

The provision for obsolete and slow-moving inventories is estimated according to the best available facts and circumstances, including but not limited to, the physical conditions of the inventories, their market selling prices, estimated costs of completion, and the estimated costs that are likely to be incurred in their sales. The provision is reevaluated and adjusted as any additional information that is received affects the amount that has been estimated. Further details are disclosed in Note 7.

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**3. PERTIMBANGAN, ESTIMASI, DAN ASUMSI
AKUNTANSI SIGNIFIKAN (lanjutan)**

g. Ketidakpastian eksposur perpajakan

Pertimbangan dan estimasi diperlukan dalam menentukan besaran provisi yang perlu dibukukan terkait dengan kasus pajak yang sedang berjalan. Perhitungan provisi tersebut juga melibatkan penafsiran manajemen terhadap peraturan dan perundang-undangan perpajakan yang berlaku. Kantor Pajak mungkin memiliki penafsiran yang berbeda dengan manajemen sehingga keputusan akhir atas kasus pajak tersebut hasilnya mungkin berbeda dengan yang sebelumnya diperkirakan oleh manajemen.

Proses keberatan dan banding dalam kasus pajak dapat berlangsung bertahun-tahun. Jika pada akhirnya terdapat perbedaan antara hasil keputusan akhir kasus pajak tersebut dengan jumlah yang tercatat, perbedaan tersebut akan berdampak pada laba rugi periode dimana hasil keputusan pajak itu dibuat.

h. Sewa

Grup mempunyai beberapa perjanjian sewa dimana Grup bertindak sebagai penyewa untuk beberapa aset tertentu. Grup mengevaluasi apakah Grup memiliki hak untuk mengendalikan aset sewaan berdasarkan PSAK 73: Sewa, yang mensyaratkan Grup untuk membuat pertimbangan dan estimasi dari hak untuk mengendalikan aset sewaan.

Karena Grup tidak dapat dengan mudah menentukan suku bunga implisit, manajemen menggunakan suku bunga pinjaman inkremental Grup sebagai tingkat diskonto. Ada beberapa faktor yang perlu dipertimbangkan dalam menentukan suku bunga pinjaman inkremental, yang banyak di antaranya memerlukan pertimbangan untuk dapat secara andal mengukur penyesuaian yang diperlukan untuk sampai pada tingkat diskonto akhir. Dalam menentukan suku bunga pinjaman inkremental, Grup mempertimbangkan faktor-faktor utama berikut: risiko kredit korporat Grup, jangka waktu sewa, jangka waktu pembayaran sewa, lingkungan ekonomi, waktu saat sewa terjadi, dan mata uang dimana pembayaran sewa ditentukan.

Dalam menentukan jangka waktu sewa, Grup mempertimbangkan semua fakta dan keadaan yang menimbulkan insentif ekonomi untuk menggunakan opsi perpanjangan, opsi pembelian atau tidak menggunakan opsi penghentian. Opsi perpanjangan (atau periode setelah opsi penghentian kontrak kerja) hanya termasuk dalam jangka waktu sewa jika cukup pasti akan diperpanjang (atau tidak dihentikan). Penilaian tersebut ditinjau jika terjadi peristiwa signifikan atau perubahan signifikan dalam situasi yang memengaruhi penilaian ini dan berada dalam kendali Grup. Untuk tahun yang berakhir pada 31 Desember 2021, tidak ada revisi persyaratan sewa untuk mencerminkan efek dari melaksanakan opsi perpanjangan dan opsi penghentian.

**3. SIGNIFICANT ACCOUNTING JUDGEMENTS,
ESTIMATES AND ASSUMPTIONS (continued)**

g. Uncertainty tax exposures

Judgements and estimates are required in determining the level of provision to be booked for ongoing tax cases. The calculation of provision also involves management's interpretation of the applicable tax laws and regulations. The tax authority may have interpretation that is different from management's, as such the final decision on the tax cases may result in different outcomes from those previously estimated by management.

Objection and appeal processes on tax cases may last for years. If there was ultimately a difference between the final decision on the tax cases and the recorded amount, the difference would affect the profit or loss for the period in which the final decision was made.

h. Leases

The Group has various lease agreements where the Group acts as a lessee in respect of certain assets. The Group evaluates whether the Group has the right to control the use of leased asset based on SFAS 73: Leases, which requires the Group to make judgements and estimates of right to control the leased asset.

Since the Group could not readily determine the implicit rate, management uses the Group's incremental borrowing rate as a discount rate. There are a number factors to consider in determining an incremental borrowing rate, many of which need judgement in order to be able to reliably quantify any necessary adjustments to arrive at the final discount rates. In determining an incremental borrowing rate, the Group considers the following main factors: the Group's corporate credit risk, the lease term, the lease payment term, the economic environment, the time at which the lease is entered into, and the currency in which the lease payments are denominated.

In determining the lease term, the Group considers all facts and circumstances that create an economic incentive to exercise an extension option, purchase option or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). The lease term is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the Group. For the year ended 31 December 2021, there is no revision of lease terms to reflect the effect of exercising extension and termination options.



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**3. PERTIMBANGAN, ESTIMASI, DAN ASUMSI
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i. Penurunan nilai aset nonkeuangan

Aset nonkeuangan ditelaah untuk penurunan nilai apabila terdapat kejadian atau perubahan keadaan yang mengindikasikan bahwa jumlah tercatat aset melebihi nilai terpulihkan. Nilai terpulihkan suatu aset atau unit penghasil kas ditentukan berdasarkan yang lebih tinggi antara harga jual bersih dan nilai pakai, yang dihitung berdasarkan asumsi dan estimasi manajemen. Perubahan asumsi penting, termasuk ekspektasi produksi dan volume penjualan, harga komoditas (dengan mempertimbangkan harga saat ini dan masa lalu, tren harga dan faktor-faktor terkait), biaya operasi, serta belanja modal di masa depan, dapat mempengaruhi perhitungan nilai terpulihkan secara material.

j. Nilai wajar aset tetap yang menggunakan model revaluasi

Tanah dinyatakan berdasarkan nilai wajar. Penentuan nilai wajar dilakukan oleh penilai publik independen.

Dalam proses penilaian, manajemen, dengan bantuan penilai publik independen, menentukan data dan asumsi, menelaah metode penilaian serta berdiskusi dengan penilai. Pendekatan dan metode yang digunakan dalam melakukan revaluasi tergantung pada kelas aset. Walaupun data dan asumsi Grup dianggap tepat dan wajar, namun perubahan signifikan pada data input atau asumsi yang digunakan dapat berpengaruh secara signifikan terhadap nilai aset yang menggunakan model revaluasi.

**3. SIGNIFICANT ACCOUNTING JUDGEMENTS,
ESTIMATES AND ASSUMPTIONS (continued)**

i. Impairment of non-financial assets

Non-financial assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amounts of the assets exceed their recoverable amounts. The recoverable amounts of an asset or a cash-generating unit is determined according to the higher of its fair value less costs to sell and its value in use, calculated on the basis of management's assumptions and estimates. Changing the key assumptions, including the expected production and sales volumes, commodity prices (considering current and historical prices, price trends and related factors), operating costs and future capital expenditures, could materially affect the calculation of the recoverable amounts.

j. Fair value of fixed assets that use revaluation model

Land is stated at fair value. The determination of the fair value was performed by an independent public appraiser.

Management, with the assistance of an independent public appraiser, determines the data inputs and assumptions, assesses the valuation methods and holds discussions with the appraisers as part of the valuation process. The approaches and methods that are used in the revaluation depend upon the group of assets. While it is believed that the Group's data and assumptions are reasonable and appropriate, significant changes in data inputs, or significant changes in assumptions, may materially affect the value of the assets that use the revaluation model.

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4. KAS DAN SETARA KAS

4. CASH AND CASH EQUIVALENTS

| | <u>2021</u> | <u>2020</u> | |
|---|------------------|------------------|---|
| Kas | 1,631 | 1,025 | Cash on hand |
| Kas di bank | | | Cash in banks |
| Pihak berelasi (Catatan 28) | 144,800 | 184,661 | Related parties (Note 28) |
| Pihak ketiga | | | Third parties |
| Rupiah | | | Rupiah |
| PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk ("Bank BJB") | 271,612 | 66,647 | PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk ("Bank BJB") |
| PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung ("Bank Sumsel") | 8,007 | 12 | PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung ("Bank Sumsel") |
| PT Bank Pan Indonesia Tbk ("PNBN") | 448 | 43 | PT Bank Pan Indonesia Tbk ("PNBN") |
| PT Bank Central Asia Tbk ("BCA") | 251 | 125 | PT Bank Central Asia Tbk ("BCA") |
| PT Bank Bukopin Tbk ("Bank Bukopin") | 178 | 177 | PT Bank Bukopin Tbk ("Bank Bukopin") |
| Deutsche Bank AG ("Deutsche Bank") | 119 | 120 | Deutsche Bank AG ("Deutsche Bank") |
| Lain-lain (masing-masing dibawah Rp100) | 192 | 276 | Others (each below Rp100) |
| Pihak ketiga | | | Third parties |
| USD | | | USD |
| Bank BJB | 15,550 | 1,624 | Bank BJB |
| BCA | 399 | 396 | BCA |
| BTPN | 3 | 416 | BTPN |
| Lain-lain (masing-masing di bawah Rp100) | 178 | 180 | Others (each below Rp100) |
| Jumlah kas di bank | <u>441,737</u> | <u>254,677</u> | Total cash in banks |
| Deposito berjangka | | | Time deposits |
| Pihak berelasi (Catatan 28) | 893,894 | 734,000 | Related parties (Note 28) |
| Pihak ketiga | | | Third party |
| Bank Sumsel | 93,755 | 16,000 | Bank Sumsel |
| Jumlah deposito berjangka | <u>987,649</u> | <u>750,000</u> | Total time deposits |
| Jumlah kas dan setara kas | <u>1,431,017</u> | <u>1,005,702</u> | Total cash and cash equivalents |
| Deposito berjangka memperoleh bunga per tahun sebagai berikut: | | | Time deposits earned the following annual interest rates: |
| | <u>2021</u> | <u>2020</u> | |
| Rupiah | | | Rupiah |
| Tingkat suku bunga | 2% - 3.50% | 4% - 5.75% | Interest rate |
| Jangka waktu | 1 bulan/month | 1 bulan/month | Time period |



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5. PIUTANG USAHA

5. TRADE RECEIVABLES

| | <u>2021</u> | <u>2020</u> | |
|-----------------------------|----------------------|-----------------------|----------------------------------|
| Pihak berelasi (Catatan 28) | 72,988 | 523,056 | <i>Related parties (Note 28)</i> |
| Cadangan penurunan nilai | <u>(187)</u> | <u>(6,124)</u> | <i>Allowance for impairment</i> |
| | 72,801 | 516,932 | |
| Pihak ketiga | 112,650 | 222,764 | <i>Third parties</i> |
| Cadangan penurunan nilai | <u>(88,810)</u> | <u>(90,287)</u> | <i>Allowance for impairment</i> |
| | <u>23,840</u> | <u>132,477</u> | |
| Jumlah – bersih | <u><u>96,641</u></u> | <u><u>649,409</u></u> | <i>Total – net</i> |

Nilai tercatat piutang usaha Grup berdasarkan mata uang adalah sebagai berikut: *The carrying amount of the Group's trade receivables are denominated in the following currencies:*

| | <u>2021</u> | <u>2020</u> | |
|-----------------|----------------------|-----------------------|--------------------|
| Rupiah | 87,837 | 596,814 | <i>Rupiah</i> |
| USD | <u>8,804</u> | <u>52,595</u> | <i>USD</i> |
| Jumlah – bersih | <u><u>96,641</u></u> | <u><u>649,409</u></u> | <i>Total – net</i> |

Rincian umur piutang usaha adalah sebagai berikut: *The aging of these trade receivables is as follows:*

| | <u>2021</u> | <u>2020</u> | |
|--------------------------|----------------------|-----------------------|---------------------------------|
| Lancar | 31,978 | 461,627 | <i>Not yet due</i> |
| Sudah jatuh tempo: | | | <i>Overdue:</i> |
| 1 - 90 hari | 13,525 | 142,637 | <i>1 - 90 days</i> |
| 91 - 120 hari | 71 | 40,379 | <i>91 - 120 days</i> |
| 121 - 365 hari | 4,299 | 7,812 | <i>121 - 365 days</i> |
| >365 hari | <u>135,765</u> | <u>93,365</u> | <i>>365 days</i> |
| | 185,638 | 745,820 | |
| Cadangan penurunan nilai | <u>(88,997)</u> | <u>(96,411)</u> | <i>Allowance for impairment</i> |
| Jumlah – bersih | <u><u>96,641</u></u> | <u><u>649,409</u></u> | <i>Total – net</i> |

Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut: *The changes in the allowance for impairment losses are as follows:*

| | <u>2021</u> | <u>2020</u> | |
|---|----------------------|----------------------|--|
| Saldo awal | 96,411 | 88,766 | <i>Beginning balance</i> |
| Penyesuaian saldo awal atas penerapan PSAK 71 | - | 3,925 | <i>Opening balance adjustment upon adoption of SFAS 71</i> |
| Penambahan | 101 | 4,574 | <i>Addition</i> |
| Pemulihan | <u>(7,515)</u> | <u>(854)</u> | <i>Recovery</i> |
| Saldo akhir | <u><u>88,997</u></u> | <u><u>96,411</u></u> | <i>Ending balance</i> |

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5. PIUTANG USAHA (lanjutan)

Grup menerapkan cadangan kerugian ekspektasian seumur hidup untuk seluruh piutang usaha. Untuk mengukur kerugian kredit ekspektasian, piutang usaha telah dikelompokkan berdasarkan karakteristik risiko kredit dan waktu jatuh tempo yang serupa.

Perhitungan cadangan kerugian penurunan nilai piutang secara individual dilakukan untuk pelanggan yang telah mengalami kesulitan pembayaran sesuai dengan periode yang telah ditentukan dan pelanggan yang umumnya memiliki peringkat kredit.

Perhitungan cadangan kerugian penurunan nilai piutang secara kolektif dilakukan untuk pelanggan yang secara nilai tidak signifikan dan ada kemungkinan gagal bayar. Perhitungan ini mempertimbangkan tren pembayaran piutang yang dilakukan oleh konsumen, informasi yang relevan tentang kejadian masa lalu, kondisi terkini dan perkiraan atas kondisi ekonomi.

Karena jatuh temponya yang pendek, nilai wajar piutang usaha kurang lebih sama dengan jumlah tercatatnya.

Berdasarkan hasil penelaahan atas piutang masing-masing dan kolektif pelanggan pada akhir tahun, manajemen Grup berkeyakinan bahwa nilai provisi atas penurunan nilai telah memadai untuk menutup potensi kerugian atas piutang usaha tidak tertagih.

Lihat Catatan 28 untuk informasi mengenai pihak berelasi.

5. TRADE RECEIVABLES (continued)

The Group applies the lifetime expected loss provision for all trade receivables. To measure the expected credit losses, trade receivables have been grouped based on similar credit risk characteristics and the days past due.

Allowance for impairment losses for individual receivables are provided for customers that have difficulties in fulfilling their obligations according to the defined period and generally have credit ratings.

Allowance for impairment losses for collective receivables are provided for customers that have insignificant balances and with possibilities of payment default. This calculation considers trends of payment made by customers, relevant information about past events, current conditions and forecasts of economic conditions.

Due to the short-term nature, the fair value of trade receivables approximates their carrying amount.

Based on the review of the status of the individual and collective customers at the end of the year, the Group's management believes that the provision for the impairment of trade receivables is adequate to cover potential losses from uncollectible trade receivables.

See Note 28 for related parties information.

6. PIUTANG SUBSIDI DARI PEMERINTAH INDONESIA

a. Piutang subsidi dari Pemerintah Indonesia

Saldo piutang subsidi merupakan saldo piutang subsidi dari Pemerintah Republik Indonesia atas penyaluran pupuk urea dan NPK bersubsidi oleh Perusahaan. Berikut rincian piutang subsidi:

| | <u>2021</u> | <u>2020</u> | |
|---|------------------|------------------|---|
| Tahun: | | | Year: |
| 2021 | 779,181 | - | 2021 |
| 2020 | 13,063 | 98,290 | 2020 |
| 2019 | - | 305,023 | 2019 |
| | <u>792,244</u> | <u>403,313</u> | |
| Dikurangi: | | | Less: |
| Utang Pajak Pertambahan Nilai ("PPN") keluaran atas subsidi yang belum dibayarkan | <u>(72,022)</u> | <u>(36,665)</u> | Value Added Tax ("VAT") out payable from unpaid subsidy receivables |
| Jumlah | <u>720,222</u> | <u>366,648</u> | Total |
| Dikurangi: | | | Less: |
| Bagian lancar | <u>(552,937)</u> | <u>(277,293)</u> | Current portion |
| Bagian tidak lancar | <u>167,285</u> | <u>89,355</u> | Non-current portion |

6. SUBSIDY RECEIVABLES FROM THE GOVERNMENT OF INDONESIA

a. Subsidy receivables from the Government of Indonesia

The balance of the subsidy receivables is the balance of the subsidy receivables from the Government of the Republic of Indonesia for distributing urea and NPK subsidised fertiliser performed by the Company. The details of the subsidy receivables are as follows:



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**6. PIUTANG SUBSIDI DARI PEMERINTAH
INDONESIA (lanjutan)**

**a. Piutang subsidi dari Pemerintah Indonesia
(lanjutan)**

Estimasi piutang subsidi dari Pemerintah merupakan estimasi piutang subsidi atas penyaluran pupuk untuk tahun 2021. Lihat Catatan 2u dan 3e mengenai pengakuan pendapatan dan piutang subsidi.

Piutang subsidi dari Pemerintah merupakan piutang subsidi atas penyaluran pupuk subsidi untuk tahun 2021, 2020 dan 2019 berdasarkan hasil audit oleh BPK-RI yang tertuang pada Berita Acara Hasil Pemeriksaan tertanggal 24 Maret 2022 (untuk tahun 2021), 17 Mei 2021 (untuk tahun 2020), dan 27 Maret 2020 (untuk tahun 2019) dikurangi jumlah subsidi yang telah dibayarkan oleh Pemerintah pada tahun 2021 dan 2020.

Mutasi saldo piutang subsidi Grup adalah sebagai berikut:

| | <u>2021</u> | <u>2020</u> |
|--|-----------------------|-----------------------|
| Saldo awal | 403,313 | 1,179,865 |
| Subsidi Pemerintah (Catatan 23) | 4,595,421 | 4,494,607 |
| PPN subsidi tahun berjalan | 459,542 | 449,461 |
| Penerimaan dari Pemerintah | (4,241,847) | (5,204,258) |
| Penerimaan PPN subsidi | <u>(424,185)</u> | <u>(516,362)</u> |
| | 792,244 | 403,313 |
| Dikurangi: | | |
| Utang PPN keluaran atas subsidi yang belum dibayarkan | <u>(72,022)</u> | <u>(36,665)</u> |
| Saldo akhir | <u><u>720,222</u></u> | <u><u>366,648</u></u> |

**6. SUBSIDY RECEIVABLES FROM THE
GOVERNMENT OF INDONESIA (continued)**

**a. Subsidy receivables from the Government of
Indonesia (continued)**

Estimated subsidy receivables from Government represent estimated receivables from fertiliser distribution in 2021. Refer to Note 2u and 3e regarding subsidy revenue and receivable recognition.

Subsidy receivables from the Government represent subsidy receivables from subsidised fertiliser distribution in 2021, 2020, and 2019 determined based on the audit result by BPK-RI as stated on Minutes of Audit Result dated on 24 March 2022 (for the year 2021), 17 May 2021 (for the year 2020), and 27 March 2020 (for the year 2019) deducted with the amount of subsidy paid by the Government during 2021 and 2020.

The movements of the subsidy receivables of the Group are as follows:

| |
|--|
| Beginning balance Government subsidy (Note 23) |
| Current year subsidy VAT Receipt from the Government Receipt VAT subsidy |
| Less: VAT out payable from unpaid subsidy receivables |
| Ending balance |

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**6. PIUTANG SUBSIDI DARI PEMERINTAH
INDONESIA (lanjutan)**

**a. Piutang subsidi dari Pemerintah Indonesia
(lanjutan)**

Utang PPN keluaran atas subsidi yang belum dibayarkan merupakan utang PPN atas penjualan subsidi yang penyelesaiannya akan dilakukan melalui saling hapus dengan porsi PPN atas utang pelunasan piutang subsidi.

Tidak ada kerugian penurunan nilai yang dicatat sehubungan dengan piutang di atas. Risiko kredit pada piutang subsidi pupuk dianggap dapat diabaikan, sebab pihak debitur merupakan Pemerintah Republik Indonesia.

b. Piutang subsidi yang belum ditagih

Piutang subsidi yang belum ditagih adalah sebagai berikut:

| | <u>2021</u> | <u>2020</u> |
|--|-----------------------|----------------------|
| Piutang subsidi belum ditagih | 265,669 | 97,112 |
| Dikurangi: | | |
| Utang PPN keluaran atas subsidi yang belum ditagih | <u>(24,152)</u> | <u>(8,828)</u> |
| Jumlah | <u><u>241,517</u></u> | <u><u>88,284</u></u> |

Piutang subsidi yang belum ditagih merupakan pendapatan atas penjualan pupuk bersubsidi ke distributor namun belum tersalur ke petani.

**6. SUBSIDY RECEIVABLES FROM THE
GOVERNMENT OF INDONESIA (continued)**

**a. Subsidy receivables from the Government of
Indonesia (continued)**

VAT out payable from unpaid subsidy receivables is VAT payable from subsidy sales which settlement will be performed by offsetting VAT portion from settlement of subsidy receivables.

No impairment loss has been recorded in relation to the receivables mentioned above. The credit risk on receivables from the fertiliser subsidy is considered negligible, since the counterparty is the Government of the Republic of Indonesia.

b. Unbilled subsidy receivables

Unbilled subsidy receivables were as follows:

Less:
VAT out payable from unbilled
subsidy receivables

Unbilled subsidy receivables arise from sales to distributors of subsidised fertilisers which have not yet been distributed to farmers.



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7. PERSEDIAAN

7. INVENTORIES

| | <u>2021</u> | <u>2020</u> | |
|-------------------------|------------------|------------------|-----------------------------|
| Barang jadi | 1,270,961 | 1,394,671 | <i>Finished goods</i> |
| Suku cadang | 391,677 | 405,010 | <i>Spare parts</i> |
| Barang dalam proses | 51,445 | 121,623 | <i>Work in process</i> |
| Lain-lain | <u>247,862</u> | <u>303,858</u> | <i>Others</i> |
| | <u>1,961,945</u> | <u>2,225,162</u> | |
| Provisi penurunan nilai | <u>(224,723)</u> | <u>(230,411)</u> | <i>Provision impairment</i> |
| Jumlah | <u>1.737,222</u> | <u>1,994,751</u> | <i>Total</i> |

Mutasi provisi penurunan nilai persediaan adalah sebagai berikut:

Movements of provision for decline in value of inventories is as follows:

| | <u>2021</u> | <u>2020</u> | |
|-------------|----------------|----------------|--------------------------|
| Saldo awal | 230,411 | 239,140 | <i>Beginning balance</i> |
| Pemulihan | <u>(5,688)</u> | <u>(8,729)</u> | <i>Recovery</i> |
| Saldo akhir | <u>224,723</u> | <u>230,411</u> | <i>Ending balance</i> |

Pada tanggal 31 Desember 2021, persediaan barang jadi diasuransikan terhadap risiko kerugian, gempa bumi, kebakaran dan risiko lainnya (*all risks*) dengan nilai pertanggungan sebesar Rp1.872.077 (2020: Rp1.117.034). Manajemen berpendapat bahwa nilai pertanggungan asuransi tersebut cukup untuk menutup kemungkinan kerugian atas persediaan yang dipertanggungkan.

As at 31 December 2021, finished goods are covered by insurance against the risk of losses, earthquake, fire and other risks (all risks) with total sum insured of Rp1,872,077 (2020: Rp1,117,034). Management believes that the insurance coverage is adequate to cover possible losses on inventories insured.

Berdasarkan hasil penelaahan pada tanggal pelaporan, manajemen Grup berkeyakinan bahwa provisi tersebut cukup untuk menutupi kerugian dari persediaan usang atau penurunan nilai.

Based on a review at the reporting date, the Group's management believes that the above provision is adequate to cover any losses from obsolescence or impairment of inventories.

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8. UANG MUKA DAN BIAYA DIBAYAR DI MUKA

8. ADVANCES AND PREPAYMENTS

| | <u>2021</u> | <u>2020</u> | |
|---|------------------|------------------|--|
| Uang muka | | | Advances |
| Uang muka pembelian | 111,459 | 84,974 | <i>Purchases advances</i> |
| Uang muka operasional | 5,907 | 1,471 | <i>Advances for operation</i> |
| Gas | 4,793 | 64,232 | <i>Gas</i> |
| Lain-lain | 31 | 350 | <i>Others</i> |
| | <u>122,190</u> | <u>151,027</u> | |
| Biaya dibayar di muka | | | Prepayments |
| Asuransi | 11,278 | 10,624 | <i>Insurance</i> |
| Sewa | 1,009 | 1,722 | <i>Rental</i> |
| Lain-lain | 9,096 | 22,764 | <i>Others</i> |
| | <u>21,383</u> | <u>35,110</u> | |
| Jumlah | <u>143,573</u> | <u>186,137</u> | <i>Total</i> |
| Dikurangi: | | | <i>Less:</i> |
| Bagian lancar | <u>(135,796)</u> | <u>(186,073)</u> | <i>Current portion</i> |
| Bagian tidak lancar | <u>7,777</u> | <u>64</u> | <i>Non-current portion</i> |
| Uang muka pembelian merupakan uang muka <i>letter of credit</i> ("L/C") yang digunakan pada pembelian bahan baku. | | | <i>Purchases advances is a letter of credit ("L/C") advances used in purchasing raw materials.</i> |

9. PIUTANG LAIN-LAIN

9. OTHER RECEIVABLES

| | <u>2021</u> | <u>2020</u> | |
|--|-----------------|-----------------|--|
| Pihak berelasi (Catatan 28) | 195,178 | 314,271 | <i>Related parties (Note 28)</i> |
| Cadangan penurunan nilai | <u>(1,682)</u> | <u>(4,171)</u> | <i>Allowance for impairment</i> |
| | <u>193,496</u> | <u>310,100</u> | |
| Pihak ketiga | 18,681 | 19,155 | <i>Third parties</i> |
| Cadangan penurunan nilai | <u>(12,444)</u> | <u>(14,180)</u> | <i>Allowance for impairment</i> |
| | <u>6,237</u> | <u>4,975</u> | |
| Jumlah | <u>199,733</u> | <u>315,075</u> | <i>Total</i> |
| Mutasi cadangan penurunan nilai piutang lain-lain sebagai berikut: | | | <i>Changes in allowance for impairment in the value of other receivables are as follows:</i> |
| | <u>2021</u> | <u>2020</u> | |
| Saldo awal | 18,351 | 10,419 | <i>Beginning balance</i> |
| Penyesuaian saldo awal atas penerapan PSAK 71 | - | 8,004 | <i>Opening balance adjustment upon adoption of SFAS 71</i> |
| Pemulihan | <u>(4,225)</u> | <u>(72)</u> | <i>Recovery</i> |
| Saldo akhir | <u>14,126</u> | <u>18,351</u> | <i>Ending balance</i> |

Manajemen berkeyakinan bahwa cadangan penurunan nilai atas piutang lain-lain adalah cukup untuk menutupi kerugian yang mungkin timbul dari tidak tertagihnya piutang tersebut.

The management believes that the allowance for impairment of other receivables is adequate to cover possible losses on uncollectible accounts.



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10. INVESTASI PADA ENTITAS ASOSIASI

10. INVESTMENT IN ASSOCIATE

| <u>Nama perusahaan/ Name of company</u> | <u>Nilai tercatat awal tahun/ Carrying value at the beginning of the year</u> | <u>Bagian atas (rugi)/ laba bersih/ Equity in net (loss)/income</u> | <u>Penyesuaian lainnya/ Other Adjustments ^(a)</u> | <u>Nilai tercatat akhir tahun/ Carrying value at the end of the year</u> |
|--|---|---|--|--|
| 31 Desember/December 2021 PT Pupuk Indonesia Logistik | 146,900 | 1,858 | (8,750) | 140,008 |
| 31 Desember/December 2020 PT Pupuk Indonesia Logistik | 158,727 | (11,827) | - | 146,900 |

(a) Pada tahun 2021 terdapat penyajian kembali laporan keuangan PT Pupuk Indonesia Logistik untuk tahun yang berakhir pada 31 Desember 2020, namun Perusahaan mencatat dampak atas penyajian kembali tersebut sebagai penyesuaian nilai tercatat investasi di tahun berjalan sebesar Rp8,750.

(a) In 2021, as an impact from restatement of PT Pupuk Indonesia Logistik's financial statement for the year ended 31 December 2020, the Company recorded an impact from restatement by adjusting the investment carrying value of Rp8,750 in the current year.

Ringkasan informasi keuangan entitas asosiasi, dimana tidak diperdagangkan di bursa, adalah sebagai berikut:

The summary of the associate entity financial information, which is unlisted, is as follows:

| <u>Nama perusahaan/ Name of company</u> | <u>Negara domisili/ Country of domicile</u> | <u>Aset lancar/ Current assets</u> | <u>Aset tidak lancar/ Non-current assets</u> | <u>Liabilitas jangka pendek/ Current liabilities</u> | <u>Liabilitas jangka panjang/ Non-current liabilities</u> | <u>Pendapatan/ Revenues</u> | <u>Laba/(rugi) bersih/ Net profit/(loss)</u> | <u>Laba/(rugi) komprehensif lain/Other comprehensive income/(loss)</u> | <u>Persentase kepemilikan/ Percentage of ownership</u> |
|--|---|--|--|--|---|---------------------------------|--|--|--|
| 31 Desember/ December 2021 PT Pupuk Indonesia Logistik | Indonesia | 229,212 | 346,171 | 87,595 | 243,949 | 404,406 | 4,201 | 1,272 | 44,23% |
| 31 Desember/ December 2020 PT Pupuk Indonesia Logistik | Indonesia | 220,998 | 347,814 | 307,043 | 3,620 | 349,961 | (26,740) | (292) | 44,23% |

Entitas asosiasi tersebut merupakan perusahaan swasta yang tidak terdaftar di bursa dan tidak terdapat harga pasar yang dikutip yang tersedia untuk sahamnya.

The associate is unlisted private company and there is no quoted market price available for their shares.

Rekonsiliasi atas ringkasan informasi keuangan yang disajikan terhadap nilai buku dari kepentingan entitas asosiasi adalah sebagai berikut:

The reconciliation of the summarised financial information presented to the carrying amounts of the interests in associate is as follows:

| | <u>2021</u> | <u>2020</u> | |
|--|-------------|-------------|----------------------------------|
| Ringkasan informasi keuangan | | | Summarised financial information |
| Pada awal tahun | 332,128 | 358,868 | At the beginning of the year |
| Penambahan | - | - | Additions |
| Laba/(rugi) tahun berjalan | 4,201 | (26,740) | Profit/(loss) for the year |
| Dividen | - | - | Dividend |
| Pada akhir tahun | 336,329 | 332,128 | At the end of the year |
| Bagian atas aset bersih entitas asosiasi | 148,758 | 146,900 | Share in net assets of associate |
| Penyesuaian lainnya | (8,750) | - | Other adjustments |
| Nilai buku | 140,008 | 146,900 | Carrying value |

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11. ASET TETAP

11. FIXED ASSETS

| | 31 Desember/December 2021 | | | | | |
|---------------------------------|-------------------------------------|--------------------------|----------------------------|---|-----------------------------------|-------------------------------------|
| | Saldo awal/ Beginning balance | Penambahan/ Additions | Pengurangan/ Deductions | Reklasifikasi/ Re- classification | Saldo akhir/ Ending balance | |
| Harga perolehan | | | | | | Acquisition cost |
| Tanah | 7,499,496 | - | - | - | 7,499,496 | Land |
| Bangunan | 860,123 | 31,508 | (1,830) | 4,762 | 894,563 | Building |
| Mesin dan peralatan pabrik | 13,611,786 | 22,994 | (3) | 234,041 | 13,868,818 | Machinery and plant |
| Kapal dan sarana | 1,519 | - | - | - | 1,519 | Ships and facilities |
| Kendaraan dan alat berat | 36,311 | 2,399 | (27) | - | 38,683 | Vehicles and heavy equipments |
| Perlengkapan kantor | 224,624 | 16,633 | (468) | 810 | 241,599 | Office supplies |
| Aset penyangga | 186,886 | 28,920 | - | 722 | 216,528 | Asset supporting |
| Aset dalam penyelesaian | 145,353 | 121,852 | - | (240,335) | 26,870 | Asset under construction |
| Aset hak-guna | 41,515 | 36,573 | (7,413) | - | 70,675 | Right-of-use assets |
| Jumlah | 22,607,613 | 260,879 | (9,741) | - | 22,858,751 | Total |
| Akumulasi penyusutan | | | | | | Accumulated depreciation |
| Bangunan | (177,896) | (43,369) | 1,373 | - | (219,892) | Building |
| Mesin dan peralatan pabrik | (2,732,232) | (741,510) | 3 | - | (3,473,739) | Machinery and plant |
| Kapal dan sarana | (400) | (65) | - | - | (465) | Ships and facilities |
| Kendaraan dan alat berat | (30,170) | (1,290) | 27 | - | (31,433) | Vehicles and heavy equipments |
| Perlengkapan kantor | (183,634) | (18,883) | 468 | - | (202,049) | Office supplies |
| Aset penyangga | (86,889) | (15,224) | - | - | (102,113) | Asset supporting |
| Aset hak-guna | (14,283) | (34,173) | 7,413 | - | (41,043) | Right-of-use assets |
| Jumlah | (3,225,504) | (854,514) | 9,284 | - | (4,070,734) | Total |
| Nilai tercatat | 19,382,109 | | | | 18,788,017 | Carrying value |



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11. ASET TETAP (lanjutan)

11. FIXED ASSETS (continued)

| 31 Desember/December 2020 | | | | | | |
|-----------------------------|-------------------------------------|---|--------------------------|----------------------------|---|--|
| | Saldo awal/ Beginning balance | Penyesuaian saldo awal atas penerapan PSAK 73/ Beginning balance adjustment upon application of SFAS 73 | Penambahan/ Additions | Pengurangan/ Deductions | Reklasifikasi/ Re- classification | Saldo akhir/ Ending Balance |
| Harga perolehan | | | | | | Acquisition cost |
| Tanah | 7,485,179 | - | 14,317 | - | - | 7,499,496 Land |
| Bangunan | 669,099 | - | 3,632 | (175) | 187,567 | 860,123 Building |
| Mesin dan peralatan pabrik | 13,163,700 | - | 55,951 | - | 392,135 | 13,611,786 Machinery and plant |
| Kapal dan sarana | 1,519 | - | - | - | - | 1,519 Ships and facilities |
| Kendaraan dan alat berat | 34,711 | - | 1,600 | - | - | 36,311 Vehicles and heavy equipments |
| Perlengkapan kantor | 211,995 | - | 12,629 | - | - | 224,624 Office supplies |
| Aset penyangga | 89,778 | - | 41,867 | (72) | 55,313 | 186,886 Asset supporting construction |
| Aset dalam penyelesaian | 608,586 | - | 155,910 | (2,293) | (616,850) | 145,353 Asset under construction |
| Aset hak-guna | - | 28,887 | 12,628 | - | - | 41,515 Right-of-use assets |
| Jumlah | 22,264,567 | 28,887 | 298,534 | (2,540) | 18,165 | 22,607,613 Total |
| Akumulasi penyusutan | | | | | | Accumulated depreciation |
| Bangunan | (136,501) | - | (41,461) | 66 | - | (177,896) Building |
| Mesin dan peralatan pabrik | (1,897,278) | - | (834,954) | - | - | (2,732,232) Machinery and plant |
| Kapal dan sarana | (334) | - | (66) | - | - | (400) Ships and facilities |
| Kendaraan dan alat berat | (28,794) | - | (1,376) | - | - | (30,170) Vehicles and heavy equipments |
| Perlengkapan kantor | (165,084) | - | (18,550) | - | - | (183,634) Office supplies |
| Aset penyangga | (78,259) | - | (8,630) | - | - | (86,889) Asset supporting construction |
| Aset hak-guna | - | - | (14,283) | - | - | (14,283) Right-of-use assets |
| Jumlah | (2,306,250) | - | (919,320) | 66 | - | (3,225,504) Total |
| Nilai tercatat | <u>19,958,317</u> | | | | | <u>19,382,109</u> Carrying value |

Pembebanan penyusutan atas aset tetap adalah sebagai berikut:

Depreciation of fixed assets was allocated as follows:

| | 2021 | 2020 | |
|---|----------------|----------------|--|
| Beban pokok pendapatan (Catatan 24) | 810,081 | 890,987 | Cost of revenues (Note 24) |
| Beban penjualan (Catatan 25) | 32,388 | 1,713 | Selling expenses (Note 25) |
| Beban umum dan administrasi (Catatan 26) | 12,045 | 26,620 | General and administrative expenses (Note 26) |
| Jumlah | 854,514 | 919,320 | Total |

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11. ASET TETAP (lanjutan)

(Kerugian)/keuntungan atas penjualan aset tetap untuk tahun - tahun yang berakhir pada tanggal 31 Desember 2021 dan 2020 adalah sebagai berikut:

| | <u>2021</u> | <u>2020</u> | |
|-----------------------|--------------|--------------|----------------|
| Harga jual | - | 224 | Selling price |
| Nilai tercatat | <u>(457)</u> | <u>(102)</u> | Carrying value |
| (Kerugian)/keuntungan | <u>(457)</u> | <u>122</u> | (Loss)/gain |

Aset tetap dan properti investasi Grup diasuransikan terhadap risiko kebakaran dan resiko lainnya berdasarkan suatu paket polis dengan nilai pertanggungan pada tanggal 31 Desember 2021 sebesar USD785.153.130 dan Rp3.558.130 (2020: USD552.290.480 dan Rp1.009.923).

Manajemen berpendapat bahwa nilai pertanggungan tersebut cukup untuk menutupi kemungkinan kerugian atas aset tetap yang dipertanggungkan.

Aset tetap berupa pabrik Pusri IIB, tanah Hak Guna Bangunan ("HGB") No. 2 dan No. 5 dan Steam Turbin Generator ("STG") telah digunakan sebagai jaminan atas pinjaman jangka panjang (Catatan 17).

Aset tetap berupa bangunan, mesin, dan tanah digunakan sebagai jaminan atas pinjaman (Catatan 13 dan 17).

Berdasarkan penelaahan manajemen pada akhir tahun, tidak terdapat indikator penurunan nilai atas aset tetap milik Grup.

11. FIXED ASSETS (continued)

(Loss)/gain on sale of fixed assets for the years ended 31 December 2021 and 2020 are as follows:

The fixed assets and investment properties of the Group are insured against fire and other risks under insurance package policies coverage as of 31 December 2021 amounting to USD785,153,130 and Rp3,558,130 (2020: USD552,290,480 and Rp1,009,923).

Management believes that the insurance coverage is adequate to cover possible losses on the fixed assets insured.

The fixed assets of plant Pusri IIB, Right to Build ("HGB") land No. 2 and No. 5 and Steam Turbin Generator ("STG") have been used as collateral for long-term loans (Note 17).

Fixed assets such as building, machinery, and land are used as collateral for loans (Notes 13 and 17).

Based on management's evaluation at the end of the year, there was no impairment indicator identified on fixed assets of the Group.

12. ASET TIDAK LANCAR LAINNYA

| | <u>2021</u> | <u>2020</u> | |
|------------------|---------------|---------------|-------------------|
| Aset takberwujud | 36,868 | 39,271 | Intangible assets |
| Lain-lain | <u>-</u> | <u>4,793</u> | Others |
| Jumlah | <u>36,868</u> | <u>44,064</u> | Total |

12. OTHER NON-CURRENT ASSETS



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13. PINJAMAN JANGKA PENDEK

13. SHORT-TERM LOANS

| | <u>2021</u> | <u>2020</u> | |
|--------------------------|--|-------------|---|
| Kredit modal kerja | | | Working capital loan |
| Pihak ketiga: | | | Third party: |
| BCA | 395,000 | - | BCA |
| | | | |
| Kreditur/Creditor | Jadwal pembayaran/ Repayment schedule | | Tingkat suku bunga per tahun/ Interest rates per annum |
| BCA | 30 Maret/March 2022 | | 3.39% |

Sesuai dengan ketentuan dalam perjanjian pinjaman, Grup diharuskan untuk menjaga beberapa rasio keuangan tertentu, dimana telah ditaati oleh Grup pada tanggal 31 Desember 2021. Grup juga diharuskan untuk memenuhi beberapa persyaratan dan ketentuan mengenai Anggaran Dasar, kegiatan usaha, dividen, aksi korporasi, kegiatan pembiayaan, dan lainnya. Grup telah memenuhi persyaratan dan ketentuan tersebut.

In accordance with the loan agreement, the Group is required to maintain certain financial ratios, with which the Group was in compliance as at 31 December 2021. The Group is also required to comply with certain terms and conditions in relation to its Articles of Association, the nature of its business, dividends, corporate actions, financing activities, and other matters. The Group has complied with the relevant terms and conditions.

14. UTANG USAHA

14. TRADE PAYABLES

| | <u>2021</u> | <u>2020</u> | |
|-----------------------------|-------------|-------------|---------------------------|
| Pihak berelasi (Catatan 28) | 12,639 | 20,296 | Related parties (Note 28) |
| Pihak ketiga | 80,754 | 41,920 | Third parties |
| Jumlah | 93,393 | 62,216 | Total |

Rincian utang usaha berdasarkan mata uang adalah sebagai berikut:

Details of trade payable by currency are as follows:

| | <u>2021</u> | <u>2020</u> | |
|--------|-------------|-------------|--------|
| Rupiah | 91,776 | 62,104 | Rupiah |
| USD | 1,617 | 112 | USD |
| Jumlah | 93,393 | 62,216 | Total |

15. UTANG LAIN-LAIN

15. OTHER PAYABLES

| | <u>2021</u> | <u>2020</u> | |
|-----------------------------|-------------|-------------|---------------------------|
| Pihak berelasi (Catatan 28) | 50,167 | 54,438 | Related parties (Note 28) |
| Pihak ketiga | 141,895 | 163,857 | Third parties |
| Jumlah | 192,062 | 218,295 | Total |

Utang lain-lain terdiri atas utang kepada karyawan, utang pembelian aset tetap dan lain-lain.

Other payables consist of payable to employees, payable for purchase of fixed assets and others.

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16. LIABILITAS YANG MASIH HARUS DIBAYAR

16. ACCRUED LIABILITIES

| | <u>2021</u> | <u>2020</u> | |
|----------------|------------------|----------------|----------------------------|
| Gas bumi | 304,052 | 552,607 | <i>Natural gas</i> |
| Distribusi | 182,862 | 98,127 | <i>Distribution</i> |
| Bahan baku NPK | 179,063 | 66,353 | <i>NPK raw material</i> |
| Akrual proyek | 108,920 | 80,875 | <i>Accrual project</i> |
| Batu bara | 64,084 | 19,120 | <i>Coal</i> |
| Bunga pinjaman | 46,246 | 42,024 | <i>Interests</i> |
| Bahan pembantu | 44,090 | 15,640 | <i>Supporting material</i> |
| Lain-lain | 106,974 | 61,240 | <i>Others</i> |
| Jumlah | <u>1,036,291</u> | <u>935,986</u> | <i>Total</i> |

17. PINJAMAN JANGKA PANJANG

17. LONG-TERM LOANS

| | <u>2021</u> | <u>2020</u> | |
|---------------------------------|------------------|------------------|----------------------------------|
| Pihak berelasi (Catatan 28) | | | <i>Related parties (Note 28)</i> |
| Bank Mandiri | 2,942,340 | 3,184,673 | <i>Bank Mandiri</i> |
| Pemegang saham | 2,085,000 | 2,085,000 | <i>Shareholder</i> |
| BRI | 139,663 | 279,317 | <i>BRI</i> |
| BNI | 111,323 | 222,629 | <i>BNI</i> |
| | <u>5,278,326</u> | <u>5,771,619</u> | |
| Pihak ketiga: | | | <i>Third parties:</i> |
| BCA | 721,030 | 2,449,049 | <i>BCA</i> |
| Bank BJB | 37,093 | 74,181 | <i>Bank BJB</i> |
| Bank Sumsel | 20,546 | 41,072 | <i>Bank Sumsel</i> |
| | <u>778,669</u> | <u>2,564,302</u> | |
| Jumlah pinjaman | <u>6,056,995</u> | <u>8,335,921</u> | <i>Total loan</i> |
| Dikurangi: bagian jangka pendek | <u>(831,832)</u> | <u>(772,881)</u> | <i>Less: current portion</i> |
| Bagian jangka panjang | <u>5,225,163</u> | <u>7,563,040</u> | <i>Non-current portion</i> |



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17. PINJAMAN JANGKA PANJANG (lanjutan)

17. LONG-TERM LOANS (continued)

Informasi mengenai pinjaman dari bank pada tanggal 31 Desember 2021 adalah sebagai berikut:

Information related to bank loans as at 31 December 2021 is as follows:

| Kreditur/ Creditors | Jenis fasilitas/ Facilities type | Fasilitas/ Facilities | Periode jatuh tempo/ Maturity period | Tingkat suku bunga per tahun/ Annual interest rates | Jaminan/ Collateral |
|------------------------------|--|--------------------------|---|---|---|
| BRI | - Kredit Investasi/Investment Loan | 1,700,000 | 23 Desember/ December 2022 23 Maret/ March 2023 | 8% untuk tahun pertama, JIBOR 3 bulan + 2,40% untuk tahun seterusnya/8% for the first year, JIBOR 3 months + 2.40% for the next years | Pabrik Pusri II-B, Bangunan Steam Turbine Generator (STG)/ Pusri II-B Plant, STG building |
| Mandiri | - Kredit Investasi/Investment Loan | 1,000,000 | 23 Desember/ December 2022 23 Maret/ March 2023 | 8% untuk tahun pertama, JIBOR 3 bulan + 2,40% untuk tahun seterusnya/8% for the first year, JIBOR 3 months + 2.40% for the next years | Pabrik Pusri II-B, Bangunan Steam Turbine Generator (STG)/ Pusri II-B Plant, STG building |
| | - Term Loan | 3,000,000 | 27 Desember/ December 2026 | JIBOR 3 bulan, + 2,25%/JIBOR 3 months + 2.25% | Negative pledge |
| BNI | - Kredit Investasi/Investment Loan | 1,300,451 | 23 Desember/ December 2022 23 Maret/ March 2023 | 8% untuk tahun pertama, JIBOR 3 bulan + 2,40% untuk tahun seterusnya/8% for the first year, JIBOR 3 months + 2.40% for the next years | Pabrik Pusri II-B, Bangunan Steam Turbine Generator (STG)/ Pusri II-B Plant, STG building |
| BCA | - Kredit Modal Kerja/Working Capital Loan | 2,600,000 | 28 November 2024 | Suku bunga saat penarikan/Interest rate at withdrawal date | Negative pledge |
| | - Kredit Investasi/Investment Credit | 2,600,451 | 23 Desember/ December 2022 23 Maret/ March 2023 | 8% untuk tahun pertama, JIBOR 3 bulan + 2,40% untuk tahun seterusnya/ 8% for the first year, JIBOR 3 months + 2.40% for the next years | Pabrik Pusri II-B, Bangunan Steam Turbine Generator (STG)/ Pusri II-B Plant, STG building |
| Bank BJB | - Kredit Investasi/Investment Loan | 400,000 | 23 Desember/ December 2022 23 Maret/ March 2023 | 8% untuk tahun pertama, JIBOR 3 bulan + 2,40% untuk tahun seterusnya/8% for the first year, JIBOR 3 months + 2.40% for the next years | Pabrik Pusri II-B, Bangunan Steam Turbine Generator (STG)/ Pusri II-B Plant, STG building |
| Bank Sumsel | - Kredit Investasi/Investment Loan | 200,000 | 23 Maret/ March 2023 | 8% untuk tahun pertama, JIBOR 3 bulan + 2,40% untuk tahun seterusnya/8% for the first year, JIBOR 3 months + 2.40% for the next years | Bangunan Steam Turbine Generator (STG)/STG building |
| PT Pupuk Indonesia (Persero) | - Pinjaman pemegang saham/ Shareholders loan | 2,085,000 | 12 Juli/ July 2024 | 8.60% | - |

Sesuai dengan ketentuan dalam perjanjian pinjaman, Grup diharuskan untuk menjaga beberapa rasio keuangan tertentu, dimana telah ditaati oleh Grup pada tanggal 31 Desember 2021. Grup juga diharuskan untuk memenuhi beberapa persyaratan dan ketentuan mengenai Anggaran Dasar, kegiatan usaha, dividen, aksi korporasi, kegiatan pembiayaan, dan lainnya. Grup telah memenuhi persyaratan dan ketentuan tersebut.

In accordance with the loan agreement, the Group is required to maintain certain financial ratios, with which the Group was in compliance as at 31 December 2021. The Group is also required to comply with certain terms and conditions in relation to its Articles of Association, the nature of its business, dividends, corporate actions, financing activities, and other matters. The Group has complied with the relevant terms and conditions.

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18. PERPAJAKAN

18. TAXATION

a. Pajak dibayar di muka

a. Prepaid taxes

| | <u>2021</u> | <u>2020</u> | |
|--------------------------------|-----------------------|-----------------------|-----------------------------|
| Pajak penghasilan badan | | | Corporate income tax |
| Pasal 28A – 2020 | 50,952 | 50,080 | Article 28A – 2020 |
| Pasal 28A – 2019 | 121,699 | 50,523 | Article 28A – 2019 |
| Pasal 28A – 2018 | 31,871 | 31,871 | Article 28A – 2018 |
| Pasal 28A – 2016 | <u>11,820</u> | <u>11,820</u> | Article 28A – 2016 |
| | <u>216,342</u> | <u>144,294</u> | |
| | | | |
| Pajak lainnya: | | | Other taxes: |
| PPN | 59,914 | 67,972 | VAT |
| Lain-lain | <u>4,154</u> | <u>23,969</u> | Others |
| | <u>64,068</u> | <u>91,941</u> | |
| | | | |
| Dikurangi: | | | Less: |
| Bagian lancar | <u>(4,692)</u> | <u>(3,160)</u> | Current portion |
| | | | |
| Bagian tidak lancar | <u><u>275,718</u></u> | <u><u>233,075</u></u> | Non-current portion |

Perusahaan melakukan koreksi pelaporan atas pajak penghasilan badan Perusahaan tahun 2020 dikarenakan adanya bukti potong yang diperoleh. Oleh karena itu, lebih bayar pajak perusahaan menjadi Rp50.952 tanggal 31 Desember 2021.

The Company made corrections to the corporate income tax filing in 2020 due to the receipt of withholding tax slips. As a result, the overpayment of corporate income tax became Rp50,952 as of 31 December 2021.

b. Utang pajak

b. Taxes payable

| | <u>2021</u> | <u>2020</u> | |
|--------------------------|----------------------|----------------------|-----------------------|
| Pajak penghasilan badan: | | | Corporate income tax: |
| Pasal 29 | 17,203 | - | Article 29 |
| | | | |
| Pajak lain-lain: | | | Other taxes: |
| Pasal 21 | 13,898 | 4,256 | Article 21 |
| Pasal 22 | 1,794 | 1,100 | Article 22 |
| Pasal 23 | 1,784 | 1,651 | Article 23 |
| Pasal 4(2) | 944 | 63 | Article 4(2) |
| Pasal 15 | 868 | 562 | Article 15 |
| Pasal 26 | - | 5 | Article 26 |
| PPN | <u>13,814</u> | <u>17,104</u> | VAT |
| | | | |
| Jumlah | <u><u>50,305</u></u> | <u><u>24,741</u></u> | Total |



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18. PERPAJAKAN (lanjutan)

18. TAXATION (continued)

c. (Beban)/manfaat pajak penghasilan

c. Income tax (expenses)/benefit

| | <u>2021</u> | <u>2020</u> | |
|------------------------|------------------|--------------|--|
| Perusahaan: | | | The Company: |
| Pajak kini | (69,514) | - | Current tax |
| Pajak tangguhan | (170,868) | 9,928 | Deferred tax |
| Penyesuaian tahun lalu | - | (3,139) | Adjustment in respect of the prior year |
| | <u>(240,382)</u> | <u>6,789</u> | |
| Entitas anak: | | | Subsidiary: |
| Pajak tangguhan | <u>3,154</u> | - | Deferred tax |
| | <u>3,154</u> | - | |
| Konsolidasian: | | | Consolidated: |
| Pajak kini | (69,514) | - | Current tax |
| Pajak tangguhan | (167,714) | 9,928 | Deferred tax |
| Penyesuaian tahun lalu | - | (3,139) | Adjustment in respect of the prior year |
| | <u>(237,228)</u> | <u>6,789</u> | |

d. Pajak kini

d. Current tax

Rekonsiliasi antara beban pajak penghasilan dan jumlah pajak teoritis atas laba Grup sebelum pajak penghasilan adalah sebagai berikut:

The reconciliation between income tax expense and the theoretical tax amount on the Group's profit before income tax is as follows:

| | <u>2021</u> | <u>2020</u> | |
|--|----------------|-----------------|--|
| Laba sebelum pajak penghasilan | 1,149,560 | 285,729 | Profit before income tax |
| Pajak penghasilan dihitung dengan tarif yang berlaku | 252,903 | 62,860 | Income tax calculated at applicable tax rate |
| Beban yang tidak dapat dikurangkan | 10,698 | 12,349 | Non-deductible expenses |
| Pendapatan dikenakan pajak final | (5,101) | (13,669) | Income subject to final tax |
| Aset tetap yang tidak dapat disusutkan menurut fiskal | (52,987) | (17,398) | Undepreciated fixed asset subject to fiscal |
| Penyesuaian beban pajak tahun sebelumnya | - | 3,139 | Adjustment in respect of prior year |
| Penyesuaian tarif pajak | <u>31,715</u> | <u>(54,070)</u> | Adjustment tax rate |
| Jumlah beban/(manfaat) pajak penghasilan konsolidasian | <u>237,228</u> | <u>(6,789)</u> | Consolidated income tax expenses/(benefit) |

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18. PERPAJAKAN (lanjutan)

e. Pajak tangguhan

Pajak tangguhan dihitung berdasarkan beda waktu antara nilai tercatat dari total aset dan liabilitas yang dicatat berdasarkan laporan keuangan dengan dasar pengenaan pajak atas aset dan liabilitas. Rincian aset pajak tangguhan dan liabilitas pajak tangguhan adalah sebagai berikut:

18. TAXATION (continued)

e. Deferred tax

Deferred tax is calculated based on temporary differences between the carrying value of the total assets and liabilities recorded on the financial statements and the tax bases of assets and liabilities. Details of deferred tax assets and deferred tax liabilities are as follows:

| | 31 Desember/December 2021 | | | | | |
|---|-------------------------------------|--|--|---|--------------------------------|---|
| | Saldo awal/ Beginning balance | Penyesuaian akibat perubahan tarif pajak/ Adjustment due to changes tax rates | (Dibebankan)/dikreditkan ke laba rugi/ (Charged)/credited to profit or loss | Dikreditkan ke penghasilan komprehensif lain/ Credited to other comprehensive income | Saldo akhir/ Ending balance | |
| Perusahaan | | | | | | The Company |
| Liabilitas pajak tangguhan | | | | | | Deferred tax liabilities |
| Liabilitas imbalan pascakerja | 160,399 | (1,311) | 8,401 | 38,777 | 206,266 | Post-employment benefit liabilities |
| Cadangan atas penurunan nilai persediaan | 46,083 | 4,607 | (1,251) | - | 49,439 | Allowance for impairment of inventories |
| Cadangan atas penurunan nilai piutang usaha dan piutang lainnya | 23,020 | 2,301 | (2,634) | - | 22,687 | Allowance for impairment of trade receivables and other receivables |
| Beban penyusutan | (419,665) | (41,966) | (51,508) | - | (513,139) | Depreciation expense |
| Rugi fiskal | 96,076 | 4,574 | (100,650) | - | - | Fiscal loss |
| Bonus, insentif dan tantiem | 36,188 | - | 4,205 | - | 40,393 | Bonus, incentives and tantiem |
| Lain-lain | 795 | 80 | 4,284 | - | 5,159 | Others |
| Jumlah | (57,104) | (31,715) | (139,153) | 38,777 | (189,195) | Total |
| Entitas anak | | | | | | Subsidiary |
| Aset pajak tangguhan | | | | | | Deferred tax asset |
| Lain-lain | - | - | 3,154 | - | 3,154 | Others |



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18. PERPAJAKAN (lanjutan)

e. Pajak tangguhan (lanjutan)

| | 31 Desember/December 2020 | | | | | Saldo akhir/ Ending balance | |
|---|--|--|--|---|----------------------------------|-----------------------------------|---|
| | Penyesuaian akibat perubahan tarif pajak/ Adjustment due to changes tax rates | Penyesuaian atas penerapan PSAK baru/ Adjustment upon application of new SFAS | (Dibebankan) /dikreditkan ke laba rugi/ (Charged)/ credited to profit or loss | Dikreditkan ke penghasilan komprehensif lain/ Credited to other comprehensive income | Saldo awal/ Beginning balance | | |
| Perusahaan | | | | | | | The Company |
| Liabilitas pajak tangguhan | | | | | | | Deferred tax liabilities |
| Liabilitas imbalan pascakerja | 164,922 | 3,407 | - | 948 | (8,878) | 160,399 | Post-employment benefit liabilities |
| Cadangan atas penurunan nilai persediaan | 58,276 | (11,601) | - | (592) | - | 46,083 | Allowance for impairment of inventories |
| Cadangan atas penurunan nilai piutang usaha dan piutang lainnya | 24,796 | (5,039) | 2,380 | 883 | - | 23,020 | Allowance for impairment of trade receivables and other receivables |
| Beban penyusutan | (422,019) | 92,609 | - | (90,255) | - | (419,665) | Depreciation expense |
| Rugi fiskal | 64,682 | (19,368) | - | 50,762 | - | 96,076 | Fiscal loss |
| Bonus, insentif dan tantiem | 48,809 | (5,858) | - | (6,763) | - | 36,188 | Bonus, incentives and tantiem |
| Lain-lain | - | (80) | - | 875 | - | 795 | Others |
| | (60,534) | 54,070 | 2,380 | (44,142) | (8,878) | (57,104) | |

Akumulasi kerugian fiskal entitas anak sampai dengan tahun 2021 adalah sebesar Rp14.336. Manajemen berkeyakinan rugi fiskal tahun 2021 dapat dikompensasi dengan laba fiskal pada tahun pajak yang akan datang.

The subsidiary accumulated fiscal loss until 2021 amounting to Rp14,336. Management believes that the fiscal loss 2021 can be compensated with fiscal income in the following years.

f. Administrasi pajak

Berdasarkan undang-undang perpajakan yang berlaku di Indonesia, Perusahaan dan entitas anak yang berdomisili di Indonesia menghitung dan membayar sendiri besarnya jumlah pajak yang terutang. Direktorat Jenderal Pajak dapat menetapkan atau mengubah liabilitas pajak dalam batas waktu lima tahun sejak tanggal terutangnya pajak.

f. Tax administration

Under the Indonesia taxation laws, the Company and subsidiary, which are domiciled in Indonesia, calculate and pay tax on the basis of self assessment. The Directorate General of Taxation may assess or amend taxes within five years of the time the tax become due.

g. Surat Ketetapan Pajak ("SKP")

Di bawah ini merupakan SKP yang diterima oleh Grup dan pemeriksaan pajak yang memiliki saldo uang muka pajak pada tanggal 31 Desember 2021 dan 2020 untuk status yang belum terselesaikan sampai dengan tanggal laporan keuangan konsolidasian ini diterbitkan:

g. Tax assessment letter ("SKP")

Below are the SKP that have been received by the Group and the tax audits which have prepaid tax balances as at 31 December 2021 and 2020 for which the status is not yet complete as at the date of these consolidated financial statements:

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18. PERPAJAKAN (lanjutan)

18. TAXATION (continued)

g. Surat Ketetapan Pajak ("SKP") (lanjutan)

g. Tax assessment letter ("SKP") (continued)

| 31 Desember/December 2021 | | | | | | |
|----------------------------|--|---|---------------------------------------|--|---------------------------------------|---------------------------------|
| Entitas/ Entities | Jenis pajak/ Type of taxes | Pajak dan status/ Fiscal year and status | Nilai sengketa/ Amount of disputes | Pembayaran di tahun 2021/ Payment in 2021 | Pajak dibayar di muka/ Prepaid tax | Provisi pajak/ Tax provision |
| Perusahaan/ The Company | PPN/VAT | 2015 (Diterima/Accepted) 2016 (Keberatan/Objection) 2018 (Diterima/Accepted) 2018 (Keberatan/Objection) 2018 (Banding/Appeal) 2019 (Keberatan/Objection) | 55,996 | 4,123 | 55,996 | - |
| Perusahaan/ The Company | PPh badan/Corporate income tax | 2016 (Banding/Appeal) 2018 (Keberatan/Objection) 2019 (Keberatan/Objection) | 165,390 | 71,175 | 165,390 | - |
| Perusahaan/ The Company | Pajak dipungut/ Withholding tax dan/and pajak lain - lain/other taxes | 2019 (Keberatan/Objection) | 4,128 | 4,128 | 4,128 | - |
| 31 Desember/December 2020 | | | | | | |
| Entitas/ Entities | Jenis pajak/ Type of taxes | Pajak dan status/ Fiscal year and status | Nilai sengketa/ Amount of disputes | Pembayaran di tahun 2020/ Payment in 2020 | Pajak dibayar di muka/ Prepaid tax | Provisi pajak/ Tax provision |
| Perusahaan/ The Company | PPN/VAT | 2015 (Keberatan/Objection) 2016 (Keberatan/Objection) 2018 (Keberatan/Objection) | 64,838 | 39,101 | 64,838 | - |
| Perusahaan/ The Company | PPh badan/Corporate income tax | 2016 (Keberatan/Objection) 2018 (Keberatan/Objection) | 43,691 | 14,961 | 43,691 | - |
| Perusahaan/ The Company | Pajak dipungut/ Withholding tax dan/and pajak lain - lain/other taxes | 2016 (Keberatan/Objection) | 23,943 | 23,943 | 23,943 | - |

Manajemen berkeyakinan bahwa sengketa pajak yang masih berlangsung tidak akan memberikan dampak merugikan yang signifikan terhadap posisi keuangan dan arus kas Grup.

Management is of the opinion that the ongoing tax disputes will not have a material adverse impact on the Group's financial position and cash flows.

h. Perubahan tarif pajak

Berdasarkan UU No. 7/2021 tentang Harmonisasi Peraturan Perpajakan, Pemerintah Indonesia mencabut penurunan tarif PPh badan sebelumnya dari 22% menjadi 20% pada tahun pajak 2022 yang sebelumnya diatur dalam UU No. 2/2020, sehingga kini tarif PPh badan akan tetap sebesar 22%.

Aset dan kewajiban pajak tangguhan per 31 Desember 2021 telah dihitung dengan memperhitungkan tarif pajak yang diharapkan berlaku pada saat realisasi.

h. Tax rates changes

Based on Law No. 7/2021 regarding the Harmonisation of Tax Regulations, the Government of Indonesia revoked the previous reduction in the corporate income tax rate from 22% to 20% in the 2022 tax year which was previously regulated in Law No. 2/2020, thus the corporate income tax rate will remain at 22%.

Deferred tax assets and liabilities as at 31 December 2021 have been calculated taking into account tax rates expected to be prevailing at the time they realise.



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19. LIABILITAS IMBALAN KERJA

a. Liabilitas imbalan kerja jangka pendek

| | <u>2021</u> |
|--|----------------|
| Bonus | 162,301 |
| Insentif | 21,308 |
| Lain-lain | 39,690 |
| Bagian lancar liabilitas imbalan kerja | <u>37,089</u> |
| Jumlah | <u>260,388</u> |

b. Program imbalan pascakerja dan imbalan kerja jangka panjang lainnya

Grup menyelenggarakan program imbalan pasca kerja ("IPK") dan imbalan kerja jangka panjang lainnya ("IJPL"), sebagai berikut:

1. Program imbalan pascakerja

i. Program pensiun

Grup memberikan Program Pensiun luran Pasti ("PPIP") kepada karyawannya yang dikelola oleh Dana Pensiun PPIP-Pusri. Pendirian Dana Pensiun telah disetujui oleh Otoritas Jasa Keuangan melalui KEP-3077/NB.1/2014 pada tanggal 17 September 2014.

Grup juga menyelenggarakan Program Pensiun Manfaat Pasti ("PPMP") untuk karyawan yang bekerja sebelum periode tahun 2007, dimana peserta dijamin dengan manfaat pensiun bulanan seumur hidup dengan kenaikan otomatis sebesar 6% setiap tahun. luran program ini seluruhnya ditanggung oleh Grup.

ii. Imbalan pascakerja lainnya

Grup memberikan imbalan kerja lainnya dalam bentuk manfaat pesangon.

2. Imbalan kerja jangka panjang lainnya

Grup memberikan imbalan cuti besar dan penghargaan bakti kerja sesuai Perjanjian Kerja Bersama ("PKB") antara Grup dengan serikat pekerja.

19. EMPLOYMENT BENEFIT LIABILITIES

a. Short-term employee benefits liabilities

| | <u>2021</u> | <u>2020</u> | |
|--|----------------|----------------|---|
| Bonus | 162,301 | 142,244 | Bonus |
| Insentif | 21,308 | 22,250 | Incentive |
| Lain-lain | 39,690 | 20,430 | Others |
| Bagian lancar liabilitas imbalan kerja | <u>37,089</u> | <u>58,730</u> | Short-term employment benefit liabilities |
| Jumlah | <u>260,388</u> | <u>243,654</u> | Total |

b. Post-employment benefit plans and other long-term employee benefits

The Group has post-employment benefits ("PEB") plans and other long-term employee benefits ("OLTEB") as follows:

1. Post-employment benefit plans

i. Pension plan

The Group provides a Defined Contribution Pension Plan ("PPIP") to its employees managed by the Dana Pensiun PPIP-Pusri. The establishment of the Pension Fund has been approved by the Financial Services Authority through KEP-3077/NB.1/2014 on 17 September 2014.

The Group also provides a Defined Benefit Pension Program ("PPMP") for employees who work before the period of 2007. Under this plan, participants are guaranteed a lifetime pension benefit with 6% automatic increase every year. The total contribution of this program is borne by the Group.

ii. Other post-employment benefits

The Group provides other employee benefits in the form of terminations benefits.

2. Other long-term employee benefits

The Group provides long service leave and long service award Corresponding Service Work ("PKB") between the Group and the labor union.

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19. LIABILITAS IMBALAN KERJA (lanjutan)

c. Liabilitas imbalan kerja

Liabilitas imbalan kerja dihitung oleh aktuaris independen. Tabel berikut menyajikan ikhtisar liabilitas imbalan kerja sebagaimana tercatat pada laporan posisi keuangan:

| | <u>2021</u> | <u>2020</u> |
|---|-----------------------|-----------------------|
| Perusahaan | | |
| PPMP | 2,735,355 | 2,706,253 |
| Program imbalan pascakerja | 298,931 | 302,493 |
| Program imbalan jangka panjang lainnya | <u>60,814</u> | <u>53,830</u> |
| | <u>3,095,100</u> | <u>3,062,576</u> |
| Nilai wajar aset program | (2,157,529) | (2,260,580) |
| Jumlah – Perusahaan | <u>937,571</u> | <u>801,996</u> |
| Imbalan kerja – entitas anak | <u>243</u> | <u>273</u> |
| Jumlah liabilitas imbalan pascakerja | <u>937,814</u> | <u>802,269</u> |
| Dikurangi: | | |
| Liabilitas imbalan kerja bagian jangka pendek (Catatan 19a) | <u>(37,089)</u> | <u>(58,730)</u> |
| Liabilitas imbalan kerja bagian bagian jangka panjang | <u><u>900,725</u></u> | <u><u>743,539</u></u> |

Tingkat pengembalian yang diharapkan atas investasi dengan bunga tetap didasarkan pada hasil pengembalian bruto per tanggal akhir periode laporan keuangan.

19. EMPLOYEE BENEFITS LIABILITIES (continued)

c. Employee benefits liabilities

The employee benefits liabilities are determined by independent actuaries. The table below presents a summary of the employee benefits liabilities reported in the statement of financial position:

| | <u>2021</u> | <u>2020</u> |
|---|-----------------------|-----------------------|
| The Company | | |
| PPMP | 2,735,355 | 2,706,253 |
| Post-employment benefits | 298,931 | 302,493 |
| Other long-term employee benefits | <u>60,814</u> | <u>53,830</u> |
| | <u>3,095,100</u> | <u>3,062,576</u> |
| Fair value of plan assets | (2,157,529) | (2,260,580) |
| Total – the Company | <u>937,571</u> | <u>801,996</u> |
| Employee benefit liability – subsidiary | <u>243</u> | <u>273</u> |
| Total employee benefit liabilities | <u>937,814</u> | <u>802,269</u> |
| Less: | | |
| Short-term portion of employment benefit liabilities (Note 19a) | <u>(37,089)</u> | <u>(58,730)</u> |
| Long-term portion of employment benefit liabilities | <u><u>900,725</u></u> | <u><u>743,539</u></u> |

Expected yields on fixed interest investments are based on gross redemption yields as at the financial statement date.



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19. IMBALAN KERJA (lanjutan)

19. EMPLOYEE BENEFITS (continued)

c. Liabilitas imbalan kerja (lanjutan)

c. Employee benefits liabilities (continued)

Tabel berikut menyajikan ikhtisar biaya imbalan kerja sebagaimana tercatat pada laporan laba rugi:

The table below presents a summary of the employee benefits expenses reported in the profit or loss:

| | 31 Desember/December 2021 | | | | | |
|---|--|---|--|---|--|--|
| | IPK/PEB | | IJPL/OLTEB | | Dampak batas atas aset/ Impact on assets ceilings | Jumlah/ Total |
| Nilai kini kewajiban/ Present value of obligations | Nilai wajar aset program/ Fair value of plan assets | Nilai kini kewajiban/ Present value of obligations | Nilai wajar aset program/ Fair value of plan assets | | | |
| Pada 1 Januari 2021 | (3,008,746) | 2,260,580 | (53,830) | - | - | (801,996) As at 1 January 2021 |
| Biaya jasa kini | (23,504) | - | (26,830) | - | - | (50,334) Current service cost |
| Biaya bunga bersih | (196,212) | - | (1,987) | - | - | (198,199) Net interest cost |
| Imbalan diluar provisi | (11,335) | - | - | - | - | (11,335) Excess benefit |
| Pendapatan bunga | - | 145,817 | - | - | - | 145,817 Interest income |
| Kerugian aktuarial bersih yang akui | - | - | (5,430) | - | - | (5,430) Net actuarial loss |
| Jumlah yang diakui dalam laba rugi | (231,051) | 145,817 | (34,247) | - | - | (119,481) Balance recognised in profit or loss |
| Pengukuran kembali: Imbal hasil aset program non-bunga – bersih | - | (16,425) | - | - | - | (16,425) Remeasurements: Return on plan assets excluding interest income – net |
| Kerugian aktuarial yang timbul dari perubahan asumsi keuangan | (2,699) | - | - | - | - | (2,699) Actuarial loss from change in financial assumptions |
| Kerugian aktuarial dari penyesuaian pengalaman | (78,264) | - | - | - | - | (78,264) Actuarial loss from experience adjustment |
| Jumlah yang diakui dalam penghasilan komprehensif lain | (80,963) | (16,425) | - | - | - | (97,388) Balance recognised in other comprehensive income |
| Pembayaran dari program: | Payments from plans: | | | | | |
| Pembayaran iuran | - | 1,401 | - | - | - | 1,401 Contribution payments |
| Imbalan yang dibayar | 286,474 | (233,844) | 27,263 | - | - | 79,893 Benefit payments |
| Liabilitas imbalan pascakerja pada 31 Desember 2021 | (3,034,286) | 2,157,529 | (60,814) | - | - | (937,571) Post-employment benefit liabilities as at 31 December 2021 |
| Dampak batas atas aset | - | - | - | - | - | - |
| Aset program yang tidak memenuhi kriteria perspektif akuntansi | (3,034,286) | 2,157,529 | (60,814) | - | - | (937,571) Unqualified plan asset from an accounting perspective |

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19. IMBALAN KERJA (lanjutan)

c. Liabilitas imbalan kerja (lanjutan)

Tabel berikut menyajikan ikhtisar biaya imbalan kerja sebagaimana tercatat pada laporan laba rugi:

19. EMPLOYEE BENEFITS LIABILITIES (continued)

c. Employee benefits liabilities (continued)

The table below presents a summary of the employee benefits expenses reported in the profit or loss:

| | 31 Desember/December 2020 | | | | | Jumlah/ Total | |
|---|--|--|--|--|--|------------------|---|
| | IPK/PEB | | IJPL/OLTEB | | Dampak batas atas aset/ Impact on assets ceilings | | |
| | Nilai kini kewajiban/ Present value of obligations | Nilai wajar aset program/ Fair value of plan assets | Nilai kini kewajiban/ Present value of obligations | Nilai wajar aset program/ Fair value of plan assets | | | |
| Pada 1 Januari 2020 | (2,916,106) | 2,312,630 | (56,211) | - | - | (659,687) | As at 1 January 2020 |
| Biaya jasa kini | (21,526) | - | (25,256) | - | - | (46,782) | Current service cost |
| Biaya bunga bersih | (219,244) | - | (2,345) | - | - | (221,589) | Net interest cost |
| Pendapatan bunga | - | 174,696 | - | - | - | 174,696 | Interest income |
| Kerugian aktuarial bersih yang akui | - | - | (9,611) | - | - | (9,611) | Net actuarial loss |
| Jumlah yang diakui dalam laba rugi | (240,770) | 174,696 | (37,212) | - | - | (103,286) | Balance recognised in profit or loss |
| Pengukuran kembali: Imbal hasil aset program non-bunga – bersih | - | (24,136) | - | - | - | (24,136) | Remeasurements: Return on plan assets excluding interest income – net |
| Kerugian aktuarial yang timbul dari perubahan asumsi demografi | 895 | - | - | - | - | 895 | Actuarial loss from change in demographic assumptions |
| Kerugian aktuarial yang timbul dari perubahan asumsi keuangan | (37,761) | - | - | - | - | (37,761) | Actuarial loss from change in financial assumptions |
| Kerugian aktuarial dari penyesuaian pengalaman | (76,998) | - | - | - | - | (76,998) | Actuarial loss from experience adjustment |
| Jumlah yang diakui dalam penghasilan komprehensif lain | (113,864) | (24,136) | - | - | - | (138,000) | Balance recognised in other comprehensive income |
| Pembayaran dari program: | | | | | | | Payments from plans: |
| Pembayaran iuran | - | 1,555 | - | - | - | 1,555 | Contribution payments |
| Imbalan yang dibayar | 261,994 | (204,165) | 39,593 | - | - | 97,422 | Benefit payments |
| Liabilitas imbalan pascakerja pada 31 Desember 2020 | (3,008,746) | 2,260,580 | (53,830) | - | - | (801,996) | Post-employment benefit liabilities as at 31 December 2020 |
| Dampak batas atas aset | - | - | 13 | - | - | 13 | Impact on assets ceiling |
| Aset program yang tidak memenuhi kriteria perspektif akuntansi | (3,008,746) | 2,260,580 | (53,817) | - | - | (801,983) | Unqualified plan asset from an accounting perspective |

Pada tanggal 31 Desember 2021 dan 2020, aset program ditempatkan dalam bentuk investasi deposito berjangka dan surat berharga yang tidak memiliki harga pasar yang dikutip dan nilai wajarnya mendekati nilai tercatatnya.

As at 31 December 2021 and 2020, the plan assets were mostly placed in the form of investments in time deposits and bonds, which did not have quoted market prices and their fair value approximate their carrying value.



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19. IMBALAN KERJA (lanjutan)

19. EMPLOYEE BENEFITS (continued)

d. Asumsi-asumsi aktuarial

d. Actuarial assumptions

Provisi imbalan kerja karyawan pada tanggal 31 Desember 2021 dan 2020 dihitung oleh Kantor Konsultan Aktuaria ("KKA") Steven & Mourits, aktuaris independen.

Provision for employee benefits as of 31 December 2021 and 2020 were calculated by Actuarial Consulting Office ("KKA") Steven & Mourits, an independent actuary.

Asumsi-asumsi aktuarial signifikan yang diterapkan dalam perhitungan liabilitas imbalan pascakerja dan imbalan kerja jangka panjang lainnya untuk Grup sebagai berikut:

Significant actuarial assumptions applied in the calculation of post-employment benefit obligations and other long-term employment benefits for the Group are as follows:

| | <u>2021</u> | <u>2020</u> | |
|------------------------------------|---------------|---------------|--------------------------------|
| Tingkat diskonto | 3.70% - 7.45% | 4.05% - 7.00% | <i>Discount rate</i> |
| Kenaikan upah: | | | <i>Salary increase:</i> |
| Pensiun | 1.00% | 1.00% | <i>Post-retirement benefit</i> |
| Program lainnya | 5.00% | 5.00% | <i>Other benefits</i> |
| Tingkat pengembalian aset program: | | | <i>Return on plan assets:</i> |
| Program pensiun | 7.15% | 6.80% | <i>Pension program</i> |
| Tabel mortalitas | TMI 2019 | TMI 2019 | <i>Mortality table</i> |

Program imbalan pasti memberikan eksposur terhadap risiko tingkat bunga dan risiko gaji, sebagai berikut:

A defined benefit plan provides exposure to interest rate risk and salary risk, as follows:

a. Risiko tingkat bunga

a. Interest rate risk

Nilai kini kewajiban pensiun imbalan pasti dihitung menggunakan tingkat diskonto yang ditetapkan dengan mengacu pada obligasi Pemerintah Indonesia jangka panjang. Penurunan suku bunga obligasi akan meningkatkan liabilitas program.

The present value of the defined pension obligation is calculated using discount rate determined by reference to yields on Indonesian Government bonds. Decrease in interest rate would increase the liability program.

b. Risiko gaji

b. Salary risk

Nilai kini kewajiban pensiun imbalan pasti dihitung dengan mengacu pada gaji masa depan peserta program. Dengan demikian, kenaikan gaji peserta program akan meningkatkan liabilitas program itu.

The present value of the defined benefit pension obligation is calculated by reference to the salary of the future program participants. Thus, the salary increase of program participants will increase the liability program.

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19. IMBALAN KERJA (lanjutan)

d. Asumsi-asumsi aktuarial (lanjutan)

b. Risiko gaji (lanjutan)

Diasumsikan bahwa tingkat tren diskonto, dan kenaikan gaji di masa depan berdampak signifikan terhadap jumlah yang diakui dalam laba rugi. Satu persen perubahan diasumsikan pada tingkat tren akan memiliki dampak sebagai berikut:

| | Perubahan asumsi/ Change in assumptions | Kenaikan asumsi/ Increase in assumptions | Penurunan asumsi/ Decrease in assumptions | |
|-----------------------|--|---|--|--------------------|
| Tingkat diskonto | 1.00% | Penurunan sebesar/ Decrease by 6.12% | Kenaikan sebesar/ Increase by 10.74% | Discount rate |
| Tingkat kenaikan gaji | 1.00% | Kenaikan sebesar/ Increase by 11.03% | Penurunan sebesar/ Decrease by 6.47% | Salary growth rate |

Manajemen berkeyakinan bahwa perkiraan liabilitas dan imbalan kerja karyawan yang diberikan dari keseluruhan program pensiun Grup, yang didasarkan pada estimasi perhitungan aktuaris, telah melebihi kewajiban minimal yang ditentukan oleh UU Cipta Kerja.

Analisa jatuh tempo yang diharapkan dari manfaat pensiun yang tidak terdiskonto adalah sebagai berikut:

19. EMPLOYEE BENEFITS (continued)

d. Actuarial assumptions (continued)

b. Salary risk (continued)

An assumption has been made that discount rate and salary growth rates have a significant effect on the amounts recognised in profit or loss. One percent of change in the assumption of trend rates will have the following impact:

Management believes that the estimated liabilities of employee benefits from all of the Group's pension programs, based on the estimated calculation provided by the actuaries, exceeds the minimum liability stated by the Job Creation Law.

Expected maturity analysis of undiscounted pension benefits is as follow:

| | 2021 | | | | | |
|------------------|--|---|---|---|--------------------------|----------------------|
| | Kurang dari 1 tahun/ Less than a year | Antara 1 sampai 2 tahun/ Between 1-2 years | Antara 2 sampai 5 tahun/ Between 2-5 years | Lebih dari 5 tahun/ Over 5 years | Jumlah/ Total | |
| PPMP | 232,666 | 239,121 | 753,286 | 4,165,146 | 5,390,219 | PPMP |
| Manfaat pesangon | 37,089 | 55,873 | 144,464 | 2,583,048 | 2,820,474 | Termination benefits |
| | <u>269,755</u> | <u>294,994</u> | <u>897,750</u> | <u>6,748,194</u> | <u>8,210,693</u> | |
| | 2020 | | | | | |
| | Kurang dari 1 tahun/ Less than a year | Antara 1 sampai 2 tahun/ Between 1-2 years | Antara 2 sampai 5 tahun/ Between 2-5 years | Lebih dari 5 tahun/ Over 5 years | Jumlah/ Total | |
| PPMP | 226,951 | 238,582 | 765,069 | 7,510,748 | 8,741,350 | PPMP |
| Manfaat pesangon | 36,338 | 19,551 | 57,167 | 2,010,004 | 2,123,060 | Termination benefits |
| | <u>263,289</u> | <u>258,133</u> | <u>822,236</u> | <u>9,520,752</u> | <u>10,864,410</u> | |



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20. MODAL SAHAM

20. SHARE CAPITAL

31 December/December 2021 dan/and 2020

| <u>Pemegang saham/Shareholders</u> | <u>Jumlah saham ditempatkan dan disetor penuh/ Number of shares issued and fully paid</u> | <u>Persentase pemilikan/ Percentage of ownerships (%)</u> | <u>Jumlah/ Total</u> |
|--|---|---|--------------------------|
| PT Pupuk Indonesia (Persero) | 5,799,986 | 99,9998 | 5,799,986 |
| Yayasan Kesejahteraan Karyawan Pusri ("YKKP") | 14 | 0.0002 | 14 |
| | <u>5,800.000</u> | <u>100</u> | <u>5,800.000</u> |

21. TAMBAHAN MODAL DISETOR

21. ADDITIONAL PAID-IN-CAPITAL

| | <u>2021</u> | <u>2020</u> | |
|--|------------------|------------------|---|
| Saldo awal <i>spin-off</i> | (77,817) | (77,817) | <i>Beginning balance of spin-off</i> |
| Uang muka dividen | (126,098) | (126,098) | <i>Advance payment of dividends</i> |
| Pajak sebelum <i>spin-off</i> | (111,127) | (111,127) | <i>Taxes before spin-off</i> |
| <i>Pooling of funds</i> | (54,967) | (54,967) | <i>Pooling of funds</i> |
| Aset pajak tangguhan sebelum <i>spin-off</i> | (25,769) | (25,769) | <i>Deferred tax assets before spin-off</i> |
| Transaksi inbreng | 70,792 | 70,792 | <i>Inbreng transaction</i> |
| Pendanaan program kemitraan dan bina lingkungan | (8,890) | (8,890) | <i>Funding of the partnership program and community development</i> |
| | <u>(333,876)</u> | <u>(333,876)</u> | |

Berdasarkan laporan konsultan independen, saldo awal *spin-off* laporan posisi keuangan Grup per 1 Januari 2011 adalah sebesar Rp77.817.

Based on independent consultant report, the *spin-off* opening balance on the statement of financial position of the Group as of 1 January 2011 was amounting to Rp77,817.

Pada tahun 2013, Grup melakukan reklasifikasi dari selisih nilai transaksi restrukturisasi entitas sepengendali ke tambahan modal disetor.

In 2013, the Group made a reclassification from the difference in value of restructuring transaction of entities under common control to additional paid in capital.

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21. TAMBAHAN MODAL DISETOR (lanjutan)

Berdasarkan keputusan pemegang saham Grup diluar Rapat Umum Pemegang Saham ("RUPS") tentang tindak lanjut atas keputusan RUPS pemisahan (*spin-off*) Pupuk Indonesia ("PI") dan RUPS PI tentang persetujuan laporan tahunan dan pengesahan laporan keuangan tahun buku 2010 tertanggal 28 Juni 2010 dan berita acara rekonsiliasi kewajiban perpajakan antara PI dengan Grup tertanggal 29 Desember 2011, uang muka dividen sebesar Rp126.098, *pooling of funds* sebesar Rp54.967, pendanaan Program Pendanaan Usaha Mikro dan Kecil ("PPUMK") sebesar Rp8.890 serta pajak sebelum *spin-off* sebesar Rp111.127 merupakan kewajiban yang dibebankan kepada Grup.

Aset pajak tangguhan sebelum *spin-off* sebesar Rp25.769 timbul sebagai akibat dari penyerahan aset dari PI kepada Perusahaan yang memakai nilai buku dari aset tersebut sehingga saldo pajak tangguhan yang berasal dari perbedaan metode penyusutan aset tetap antara akuntansi dan perpajakan (komersial dan fiskal) harus dihapuskan karena nilai aset yang diserahkan dari PI merupakan nilai perolehan awal aset Perusahaan sehingga tidak ada akumulasi penyusutan dari aset tersebut.

Pada tahun 2015, Grup melakukan transaksi dengan entitas sepengendali PT Pupuk Indonesia Logistik sehingga terdapat perbedaan antara jumlah imbalan yang dialihkan dan jumlah tercatat investasi yang diperoleh dari transaksi ini dicatat dalam akun "tambahan modal disetor" sejumlah Rp70.792.

22. PENCADANGAN SALDO LABA DAN DIVIDEN

Mengacu kepada Undang-Undang Perseroan Terbatas, perusahaan diwajibkan untuk menyisihkan cadangan dari keuntungan wajib paling sedikit sebesar 20% dari jumlah saham ditempatkan dan disetor penuh.

Berdasarkan RUPS Kinerja Tahun Buku 2020 tanggal 30 Juni 2021, Perusahaan mencadangkan saldo laba sebesar Rp78,231 untuk tahun yang berakhir 31 Desember 2021.

Sebagaimana telah diputuskan dalam Rapat Umum Tahunan Pemegang Saham mengenai pengesahan Laporan Keuangan Konsolidasian tahun 2019 tanggal 6 Agustus 2020, pemegang saham menyetujui pembagian dividen tunai sebesar Rp151.417 dan mencadangkan saldo laba sebesar Rp353,477 untuk tahun yang berakhir 31 Desember 2020.

21. ADDITIONAL PAID-IN-CAPITAL (continued)

Based on the decision of the Group's shareholders outside the General Meeting of Shareholders ("RUPS"), regarding the RUPS decision about spin-off of Pupuk Indonesia ("PI") and RUPS of PI on the approval of annual reports and ratification of the 2010 financial statements dated 28 June 2010 and the minutes of tax liability reconciliation between PI with the Group dated 29 December 2011, the advance of dividend amounted to Rp126,098, pooling of funds amounted to Rp54,967, funding of the Partnership Micro and Small Business Funding Program ("PPUMK") amounted to Rp8,890 and taxes prior to the spin-off amounting to Rp111,127 are obligations charged to the Group.

Deferred tax assets prior to the spin-off amounting to Rp25,769 were incurred as a result of assets transfer from PI to the Company using book value of the assets thus the deferred tax balances which are derived from the difference between accounting and taxation depreciation method (commercial and fiscal) should be eliminated because the value of the assets given to PI is an acquisition value of assets so there was no accumulated depreciation of the assets.

In 2015, the Group entered into a transaction with an entity under common control PT Pupuk Indonesia Logistik so there was a difference between the purchases consideration and the carrying value of investments obtained from this transaction which was recorded in "additional paid-in-capital" amounting to Rp70,792.

22. APPROPRIATIONS OF RETAINED EARNINGS AND DIVIDEND

Under Indonesian Limited Company Law, the company is required to set up a statutory reserve from profits amounting to at least 20% of issued and fully paid share capital.

Based on the RUPS for the Financial Year 2020 dated 30 June 2021, the Company had appropriated retained earnings of Rp78,231 for the year ended 31 December 2021.

As resolved during the Shareholders' Annual General Meetings concerning the legalisation of the Consolidated Financial Statement for the year 2019 dated on 6 August 2020, the shareholders approved cash dividend of Rp151,417 and had appropriated retained earnings of Rp353,477 for the year ended 31 December 2020.



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23. PENDAPATAN

23. REVENUE

| | <u>2021</u> | <u>2020</u> | |
|---|--------------------------|--------------------------|---|
| Penjualan pupuk | | | Fertiliser sales |
| Subsidi | | | Subsidy |
| Urea sektor pangan | 2,335,558 | 1,708,376 | Urea food sector |
| Nonurea sektor pangan | 401,739 | 188,459 | Nonurea food sector |
| Subsidi Pemerintah (Catatan 6a) | 4,595,421 | 4,494,607 | Government subsidy (Note 6a) |
| Piutang subsidi yang belum ditagih (Catatan 6b) | <u>153,233</u> | <u>(100,073)</u> | Unbilled subsidy receivables (Note 6b) |
| | <u>7,485,951</u> | <u>6,291,369</u> | |
| Nonsubsidi | | | Nonsubsidy |
| Urea sektor perkebunan | 1,648,326 | 1,285,314 | Urea plantation sector |
| Nonurea sektor perkebunan | 184,906 | 283,721 | Nonurea plantation sector |
| Urea sektor industri | 1,167,376 | 1,952,496 | Urea industry sector |
| Nonurea sektor industri | 3,894 | 15,436 | Nonurea industry sector |
| Urea sektor retail | 788,512 | 471,042 | Urea retail sector |
| Nonurea sektor retail | <u>129,078</u> | <u>56,109</u> | Nonurea retail sector |
| | <u>3,922,092</u> | <u>4,064,118</u> | |
| Penjualan non-pupuk | | | Non-fertiliser sales |
| Amonia | 989,363 | 253,278 | Ammonia |
| Jasa pengangkutan | - | 14,803 | Freight services |
| Lain-lain | <u>83,169</u> | <u>94,464</u> | Others |
| | <u>1,072,532</u> | <u>362,545</u> | |
| Jumlah | <u><u>12,480,575</u></u> | <u><u>10,718,032</u></u> | Total |
| Rincian penjualan berdasarkan pelanggan adalah sebagai berikut: | | | <i>Details of the sales, based on the customers are as follows:</i> |
| | <u>2021</u> | <u>2020</u> | |
| Pemerintah Indonesia (Catatan 28) | <u>4,748,654</u> | <u>4,394,534</u> | Government of Indonesia (Note 28) |
| Pihak berelasi (Catatan 28) | | | Related parties (Note 28) |
| Penjualan pupuk: | | | Fertiliser sales: |
| - Subsidi | 131,529 | 75,186 | Subsidy - |
| - Nonsubsidi | 482,575 | 577,222 | Non-subsidy - |
| Penjualan non-pupuk | 429,497 | 56,514 | Non-fertiliser sales |
| Lain-lain | <u>54,347</u> | <u>38,440</u> | Others |
| | <u>1,097,948</u> | <u>747,362</u> | |
| Pihak ketiga | | | Third parties |
| Penjualan pupuk: | | | Fertiliser sales: |
| - Subsidi | 2,605,767 | 1,821,648 | Subsidy - |
| - Nonsubsidi | 3,439,517 | 3,488,470 | Non-subsidy - |
| Penjualan non-pupuk | 573,202 | 255,047 | Non-fertiliser sales |
| Lain-lain | <u>15,487</u> | <u>10,971</u> | Others |
| | <u>6,633,973</u> | <u>5,576,136</u> | |
| Jumlah | <u><u>12,480,575</u></u> | <u><u>10,718,032</u></u> | Total |

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23. PENDAPATAN (lanjutan)

Pendapatan subsidi untuk tahun 2021 dan 2020 dibukukan berdasarkan harga pupuk subsidi yang telah diaudit oleh BPK-RI yang tertuang pada Berita Acara Hasil Pemeriksaan tertanggal 24 Maret 2022 dan 17 Mei 2021. Per tanggal laporan keuangan konsolidasian ini diterbitkan, volume penyaluran subsidi masih dalam proses pemeriksaan BPK-RI. Secara historis, aktual kuantitas penyaluran pupuk yang disetujui dan estimasi dari kuantitas penyaluran tidak signifikan.

23. REVENUE (continued)

Revenue from the Government subsidies for the years 2021 and 2020 was recorded according to the subsidised fertiliser prices as audited by BPK-RI and stated in the Minutes of the Audit Results dated 24 March 2022 and 17 May 2021. As the issuance date of these consolidated financial statements, the subsidy distributed volume are still being audited by BPK-RI. Historically, the actual approved distributed quantity and estimates of distributed quantity are not significantly different.

24. BEBAN POKOK PENDAPATAN

Rincian beban pokok pendapatan berdasarkan kegiatan operasi Grup adalah sebagai berikut:

24. COST OF REVENUES

The details of cost of revenues based on the Group's operations are as follows:

| | <u>2021</u> | <u>2020</u> | |
|---|--------------------|--------------------|---|
| Beban produksi | | | Cost of production |
| Bahan baku dan bahan pembantu | 7,548,088 | 6,493,201 | Raw material and supporting materials |
| Beban penyusutan (Catatan 11) | 810,081 | 890,987 | Depreciation expenses (Note 11) |
| Gaji, upah dan kesejahteraan karyawan | 738,216 | 656,957 | Salaries, wages and employees welfare |
| Biaya pemindahan pupuk | 552,572 | 443,129 | Fertiliser handling expenses |
| Pemeliharaan | 213,474 | 169,069 | Maintenance |
| Lain-lain (masing-masing di bawah Rp150.000) | <u>170,935</u> | <u>38,009</u> | Others (each below Rp150,000) |
| | <u>10,033,366</u> | <u>8,691,352</u> | |
| Persediaan barang jadi dan barang dalam proses: | | | Finished goods and work in process inventories: |
| Awal tahun | 1,516,294 | 1,996,153 | Beginning of the year |
| Akhir tahun | <u>(1,322,406)</u> | <u>(1,516,294)</u> | End of the year |
| Jumlah | <u>10,227,254</u> | <u>9,171,211</u> | Total |

25. BEBAN PENJUALAN

25. SELLING EXPENSES

| | <u>2021</u> | <u>2020</u> | |
|--|----------------|----------------|---------------------------------|
| Distribusi | 104,507 | 105,040 | Distribution |
| Gaji dan kesejahteraan | 83,748 | 95,177 | Salaries and welfare |
| Beban penyusutan (Catatan 11) | 32,388 | 1,713 | Depreciation expenses (Note 11) |
| Beban pelayanan | 16,257 | 8,054 | Services expenses |
| Beban pemeliharaan | 4,313 | 8,938 | Maintenance expenses |
| Beban sewa | 4,012 | 13,699 | Rent expenses |
| Beban perjalanan dinas | 3,054 | 3,407 | Travel expenses |
| Lain-lain (masing-masing di bawah Rp2.500) | <u>66,847</u> | <u>48,382</u> | Others (each below Rp2,500) |
| Jumlah | <u>315,126</u> | <u>284,410</u> | Total |



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26. BEBAN UMUM DAN ADMINISTRASI

26. GENERAL AND ADMINISTRATIVE EXPENSES

| | <u>2021</u> | <u>2020</u> | |
|--|----------------|----------------|----------------------------------|
| Gaji dan kesejahteraan | 189,282 | 182,162 | Salaries and welfare |
| Listrik, air dan utilitas | 39,516 | 37,897 | Electricity, water and utilities |
| Jasa konsultan dan profesi | 25,128 | 19,422 | Consulting services expenses |
| Beban penyuluhan | 24,908 | 18,716 | Counselling expenses |
| Beban pajak | 16,740 | 13,007 | Tax expenses |
| Beban penyusutan (Catatan 11) | 12,045 | 26,620 | Depreciation expenses (Note 11) |
| Beban pemeliharaan | 6,196 | 7,193 | Maintenance expenses |
| Beban perjalanan dinas | 4,337 | 4,146 | Travel expenses |
| Asuransi | 436 | 795 | Insurance |
| Lain-lain (masing-masing di bawah Rp500) | <u>25,751</u> | <u>40,565</u> | Others (each below Rp500) |
| Jumlah | <u>344,339</u> | <u>350,523</u> | Total |

27. PENDAPATAN LAINNYA – BERSIH

27. OTHER INCOME – NET

| | <u>2021</u> | <u>2020</u> | |
|---|---------------|---------------|---|
| Denda dan klaim | 16,379 | 27,960 | Penalty and claim |
| (Rugi)/laba penjualan/penghapusan aset tetap (Catatan 11) | (457) | 122 | (Loss)/gain on sales/disposal of fixed assets (Note 11) |
| Selisih kurs – bersih | (1,727) | 30,356 | Foreign exchange – net |
| Lain-lain – bersih | <u>42,526</u> | <u>20,794</u> | Others – net |
| Jumlah | <u>56,721</u> | <u>79,232</u> | Total |

28. TRANSAKSI DAN SALDO DENGAN PIHAK BERELASI

28. TRANSACTIONS AND BALANCES WITH RELATED PARTIES

Dalam kegiatan usaha normal, Grup melakukan transaksi usaha dan bukan usaha dengan pihak-pihak berelasi, yang terafiliasi dengan Grup melalui kepemilikan langsung dan tidak langsung, dan/atau di bawah kendali pihak yang sama. Harga jual atau beli antara pihak-pihak berelasi ditentukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, yang mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang tidak berelasi.

In the normal course of business, the Group entered into trade and other transactions with related parties, which are affiliated with the Group through equity ownership, either direct or indirect, and/or under common control. Sales or purchase price among related parties is made based on terms agreed by the parties, which may not be the same as those for transactions with non-related parties.

Hubungan dan sifat saldo akun/transaksi dengan pihak-pihak berelasi adalah sebagai berikut:

Nature of relationship and accounts/transactions with related parties are as follows:

| <u>Pihak-pihak yang berelasi/ Related parties</u> | <u>Sifat hubungan dengan pihak berelasi/Relationship with the related parties</u> | <u>Transaksi/ Transactions</u> |
|---|---|---|
| Pemerintah Indonesia/ Government of Indonesia | Pemegang saham induk/ Ultimate shareholder | Penjualan pupuk subsidi dan piutang subsidi/ Sales of subsidies fertiliser and subsidy receivables |
| PT Pupuk Indonesia (Persero) | Entitas induk/Parent entities | Sewa operasi dan pinjaman jangka panjang/ Operating lease and long-term loan |

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28. TRANSAKSI DAN SALDO DENGAN PIHAK BERELASI (lanjutan)

Hubungan dan sifat saldo akun/transaksi dengan pihak-pihak berelasi adalah sebagai berikut: (lanjutan)

28. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

Nature of relationship and transactions with related parties are as follows: (continued)

| Pihak-pihak yang berelasi/ Related parties | Sifat hubungan dengan pihak berelasi/Relationship with the related parties | Transaksi/ Transactions |
|--|---|--|
| PT Perkebunan Nusantara V, PT Perkebunan Nusantara VI, PT Perkebunan Nusantara VII, PT Wijaya Karya (Persero) Tbk, PT Pertani (Persero), PT Bank Rakyat Indonesia (Persero) Tbk, PT Bank Mandiri (Persero) Tbk, PT Bank Negara Indonesia (Persero) Tbk, PT Bank Tabungan Negara (Persero) Tbk, PT Bank Syariah Mandiri, PT Bhanda Ghara Reksa (Persero), Dinas Pertanian Tanaman Pangan, PT Bukit Asam (Persero) Tbk, PT Asuransi Jasa Indonesia, PT Adhi Karya (Persero) Tbk, Direktorat Jenderal Tanaman Pangan, PT Perusahaan Perdagangan Indonesia, PT Pertamina EP, PT Pertamina Gas, dan/and Lain-lain/Others | Entitas di bawah kendali Pemerintah/Entities under control by the Government | Penjualan pupuk, penempatan giro dan deposito, kredit investasi, kredit modal kerja, pembelian bahan baku, pemasok bahan baku, kontrak asuransi, penyedia jasa pergudangan dan logistik/ Sales of fertiliser, placement of current accounts and time deposits, working capital loans facility, investment credit facility, purchase of raw material, insurance contract, logistics service warehousing and provider |
| PT Mega Eltra, PT Pupuk Kujang, PT Petrokimia Gresik, PT Pupuk Iskandar Muda, PT Rekayasa Industri, PT Pupuk Indonesia Logistik, PT Pupuk Kalimantan Timur, PT Puspindo Gresik, PT Graha Sarana Gresik, PT Petrosida Gresik, dan/and PT Gresik Cipta Sejahtera | Entitas sepengendali/ Under common control entities | Penjualan dan pembelian pupuk, jasa pengangkutan pupuk, jasa konstruksi/ Sales and purchase of fertiliser, fertiliser delivery services, construction services |
| Dewan Komisaris dan Direksi/ Board of Commissioners and Directors | Personel manajemen kunci/ Key management personnel | Gaji dan imbalan kerja/ Salaries and employee benefits |



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28. TRANSAKSI DAN SALDO DENGAN PIHAK BERELASI (lanjutan) **28. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)**

Rincian transaksi dan saldo

Details of transaction and balances

| | <u>2021</u> | <u>2020</u> | |
|--------------------------------|------------------|----------------|--------------------------------|
| Kas di bank | | | Cash in banks |
| Rupiah | | | Rupiah |
| Bank Mandiri | 56,543 | 176,881 | Bank Mandiri |
| BRI | 49,523 | 1,555 | BRI |
| BTN | 30,052 | 261 | BTN |
| BNI | 7,255 | 481 | BNI |
| PT Bank Syariah Indonesia, Tbk | 20 | 20 | PT Bank Syariah Indonesia, Tbk |
| USD | | | USD |
| Bank Mandiri | 1,267 | 4,231 | Bank Mandiri |
| BNI | 113 | 128 | BNI |
| BRI | <u>27</u> | <u>1,104</u> | BRI |
| | <u>144,800</u> | <u>184,661</u> | |
| Deposito berjangka | | | Time deposits |
| Rupiah | | | Rupiah |
| BNI | 722,700 | 30,000 | BNI |
| Bank Mandiri | 128,834 | 625,500 | Bank Mandiri |
| BRI | 39,860 | 76,000 | BRI |
| BTN | <u>2,500</u> | <u>2,500</u> | BTN |
| | <u>893,894</u> | <u>734,000</u> | |
| Jumlah | <u>1,038,694</u> | <u>918,661</u> | <i>Total</i> |
| Piutang usaha | | | Trade receivables |
| PT Mega Eltra | 41,201 | 81,291 | PT Mega Eltra |
| PT Petrokimia Gresik | 31,370 | 327,872 | PT Petrokimia Gresik |
| PT Pupuk Kujang | 53 | 111,892 | PT Pupuk Kujang |
| Lain-lain (di bawah Rp2.500) | <u>364</u> | <u>2,001</u> | Others (below Rp2,500) |
| Jumlah | <u>72,988</u> | <u>523,056</u> | <i>Total</i> |

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| 28. TRANSAKSI DAN SALDO DENGAN PIHAK BERELASI (lanjutan) | | | 28. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued) |
|---|------------------|------------------|---|
| Rincian transaksi dan saldo (lanjutan) | | | Details of transaction and balances (continued) |
| | 2021 | 2020 | |
| Piutang subsidi | | | Subsidy receivables |
| Pemerintah Republik Indonesia | <u>720,222</u> | <u>366,648</u> | Government of the Republic of Indonesia |
| Piutang subsidi yang belum ditagih | | | Unbilled subsidy receivables |
| Pemerintah Republik Indonesia | <u>241,517</u> | <u>88,284</u> | Government of the Republic of Indonesia |
| Piutang lainnya | | | Other receivables |
| PT ReKayasa Industri | 128,832 | 127,361 | PT ReKayasa Industri |
| PT Pupuk Indonesia (Persero) | 19,659 | 29,782 | PT Pupuk Indonesia (Persero) |
| PT Adhi Karya (Persero) Tbk | 13,657 | 14,000 | PT Adhi Karya (Persero) Tbk |
| PT Pupuk Kujang | 9,928 | 4,619 | PT Pupuk Kujang |
| PT Pupuk Indonesia Logistik | 7,412 | 121,191 | PT Pupuk Indonesia Logistik |
| PT Petrokimia Gresik | 7,149 | 3,961 | PT Petrokimia Gresik |
| PT Pupuk Iskandar Muda | 2,417 | 3,275 | PT Pupuk Iskandar Muda |
| PT Asuransi Jasa Indonesia | - | 4,495 | PT Asuransi Jasa Indonesia |
| PT Bhanda Ghara Reksa (Persero) | - | 2,551 | PT Bhanda Ghara Reksa (Persero) |
| Lain-lain (di bawah Rp2.500) | <u>6,124</u> | <u>3,036</u> | Others (below Rp2,500) |
| Jumlah | <u>195,178</u> | <u>314,271</u> | Total |
| Pinjaman pemegang saham | | | Shareholder loan |
| PT Pupuk Indonesia (Persero) | <u>2,085,000</u> | <u>2,085,000</u> | PT Pupuk Indonesia (Persero) |
| Utang usaha | | | Trade payables |
| PT Bhanda Ghara Reksa (Persero) | 3,207 | - | PT Bhanda Ghara Reksa (Persero) |
| PT Bukit Asam (Persero) Tbk | - | 9,323 | PT Bukit Asam (Persero) Tbk |
| Lain-lain (di bawah Rp2.500) | <u>9,432</u> | <u>10,973</u> | Others (below Rp2,500) |
| Jumlah | <u>12,639</u> | <u>20,296</u> | Total |
| Utang lain-lain | | | Other payables |
| PT ReKayasa Industri | 41,304 | 40,871 | PT ReKayasa Industri |
| Karyawan | 1,705 | 6,102 | Employees |
| PT Perkebunan Nusantara | - | 2,666 | PT Perkebunan Nusantara |
| Lain-lain (di bawah Rp2.500) | <u>7,158</u> | <u>4,799</u> | Others (below Rp2,500) |
| Jumlah | <u>50,167</u> | <u>54,438</u> | Total |
| Utang retensi | | | Retention payables |
| PT Adhi Karya (Persero) Tbk | <u>23,468</u> | <u>23,468</u> | PT Adhi Karya (Persero) Tbk |



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**28. TRANSAKSI DENGAN PIHAK BERELASI (lanjutan) 28. TRANSACTIONS WITH RELATED PARTIES
(continued)**

Rincian transaksi dan saldo (lanjutan)

Details of transaction and balances (continued)

| | <u>2021</u> | <u>2020</u> | |
|--|------------------|------------------|--|
| Pinjaman jangka panjang | | | Long-term liabilities |
| Bank Mandiri | 2,942,340 | 3,184,673 | Bank Mandiri |
| BRI | 139,663 | 279,317 | BRI |
| BNI | <u>111,323</u> | <u>222,629</u> | BNI |
| Jumlah | <u>3,193,326</u> | <u>3,686,619</u> | Total |
| Pendapatan | | | Revenue |
| Pemerintah Republik Indonesia | 4,748,654 | 4,394,534 | Government of the Republic of Indonesia |
| PT Petrokimia Gresik | 439,259 | 297,123 | PT Petrokimia Gresik |
| PT Mega Eltra | 335,168 | 59,691 | PT Mega Eltra |
| PT Pupuk Kujang | 169,710 | 125,808 | PT Pupuk Kujang |
| PT Perusahaan Perdagangan Indonesia | 37,022 | 15,097 | PT Perusahaan Perdagangan Indonesia |
| PT Pertani (Persero) | 29,942 | 31,056 | PT Pertani (Persero) |
| PT Pupuk Indonesia (Persero) | 19,324 | 14,498 | PT Pupuk Indonesia (Persero) |
| PT Perkebunan Nusantara V | 19,317 | 57,665 | PT Perkebunan Nusantara V |
| PT Petrosida Gresik | 11,730 | - | PT Petrosida Gresik |
| PT Pupuk Iskandar Muda | 6,520 | 85,562 | PT Pupuk Iskandar Muda |
| PT Pupuk Kalimantan Timur | 4,505 | 14,404 | PT Pupuk Kalimantan Timur |
| Lain-lain (di bawah Rp10.000) | <u>25,451</u> | <u>46,458</u> | Others (below Rp10,000) |
| Jumlah | <u>5,846,602</u> | <u>5,141,896</u> | Total |
| Pembelian | | | Purchases |
| PT Pertamina EP | 3,353,096 | 2,801,610 | PT Pertamina EP |
| PT Bukit Asam Tbk | 570,848 | 327,269 | PT Bukit Asam Tbk |
| PT Pertamina Gas | 439,033 | 277,200 | PT Pertamina Gas |
| PT Pupuk Indonesia Logistik | 250,985 | 236,816 | PT Pupuk Indonesia Logistik |
| PT Bhandha Ghara Reksa (Persero) | 35,025 | 14,381 | PT Bhandha Ghara Reksa (Persero) |
| PT Mega Eltra | 14,479 | 24,878 | PT Mega Eltra |
| PT Rekayasa Industri | - | 20,240 | PT Rekayasa Industri |
| Lain-lain (di bawah Rp10.000) | <u>3,500</u> | <u>9,115</u> | Others (below Rp10,000) |
| Jumlah | <u>4,666,966</u> | <u>3,711,509</u> | Total |

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28. TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

**28. TRANSACTIONS WITH RELATED PARTIES
(continued)**

Kompensasi manajemen kunci

Key management compensation

Dewan Komisaris dan Direksi Perusahaan merupakan personil manajemen kunci.

The Boards of Commissioners and Directors of the Company are considered key management personnel.

Remunerasi untuk Dewan Komisaris dan Direksi Perusahaan, untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2021 dan 2020 adalah sebagai berikut:

Remuneration for the Boards of Commissioners and Directors of the Company for the years ended 31 December 2021 and 2020 were as follows:

| | <u>2021</u> | <u>2020</u> | |
|-----------------------------|-------------|-------------|-----------------------------|
| Imbalan kerja jangka pendek | 27,579 | 29,317 | Short-term employee benefit |

29. ASET DAN LIABILITAS KEUANGAN

29. FINANCIAL ASSETS AND LIABILITIES

| <u>31 Desember/December 2021</u> | | | |
|--|--|--|---|
| <u>Jumlah/ Total</u> | <u>Diukur pada biaya perolehan yang diamortisasi/ Measured at amortised cost</u> | <u>Diukur pada nilai wajar melalui penghasilan komprehensif lainnya/ Measured at fair value through other comprehensive income</u> | |
| Aset keuangan | | | Financial assets |
| Kas dan setara kas | 1,431,017 | 1,431,017 | - Cash and cash equivalents |
| Piutang usaha | 96,641 | 96,641 | - Trade receivables |
| Piutang subsidi dari Pemerintah Indonesia | 720,222 | 720,222 | - Subsidy receivables from the Government of Indonesia |
| Piutang subsidi yang belum ditagih | 241,517 | 241,517 | - Unbilled subsidy receivables |
| Piutang lain-lain | 199,733 | 199,733 | - Other receivables |
| Aset keuangan tidak lancar lainnya | 86,315 | 9,006 | 77,309 Other non-current financial assets |
| Jumlah | <u>2.775.445</u> | <u>2.698.136</u> | <u>77.309</u> Total |
| Liabilitas keuangan | | | Financial liabilities |
| Utang usaha | 93,393 | 93,393 | - Trade payables |
| Utang lain-lain | 192,062 | 192,062 | - Other payables |
| Liabilitas yang masih harus dibayar | 1,036,291 | 1,036,291 | - Accrued liabilities |
| Pinjaman jangka pendek | 395,000 | 395,000 | - Short-term loans |
| Pinjaman jangka panjang | 6,056,995 | 6,056,995 | - Long-term loans |
| Liabilitas sewa | 6,188 | 6,188 | - Lease liabilities |
| Utang retensi | 23,468 | 23,468 | - Retention payable |
| Jumlah | <u>7.803.397</u> | <u>7.803.397</u> | <u>-</u> Total |



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29. ASET DAN LIABILITAS KEUANGAN (lanjutan)

29. FINANCIAL ASSETS AND LIABILITIES (continued)

| | 31 Desember/December 2020 | | | |
|--|----------------------------------|--|--|---|
| | Jumlah/ Total | Diukur pada biaya perolehan yang diamortisasi/ Measured at amortised cost | Diukur pada nilai wajar melalui penghasilan komprehensif lainnya/ Measured at fair value through other comprehensive income | |
| Aset keuangan | | | | Financial assets |
| Kas dan setara kas | 1,005,702 | 1,005,702 | - | Cash and cash equivalents |
| Piutang usaha | 649,409 | 649,409 | - | Trade receivables |
| Piutang subsidi dari Pemerintah Indonesia | 366,648 | 366,648 | - | Subsidy receivables from the Government of Indonesia |
| Piutang subsidi yang belum ditagih | 88,284 | 88,284 | - | Unbilled subsidy receivables |
| Piutang lain-lain | 315,075 | 315,075 | - | Other receivables |
| Aset keuangan tidak lancar lainnya | <u>120,053</u> | <u>9,357</u> | <u>110,696</u> | Other non-current financial assets |
| Jumlah | <u>2,545,171</u> | <u>2,434,475</u> | <u>110,696</u> | Total |
| Liabilitas keuangan | | | | Financial liabilities |
| Utang usaha | 62,216 | 62,216 | - | Trade payables |
| Utang lain-lain | 218,295 | 218,295 | - | Other payables |
| Liabilitas yang masih harus dibayar | 935,986 | 935,986 | - | Accrued liabilities |
| Pinjaman jangka panjang | 8,335,921 | 8,335,921 | - | Long-term loans |
| Liabilitas sewa | 10,307 | 10,307 | - | Lease liabilities |
| Utang retensi | <u>23,468</u> | <u>23,468</u> | - | Retention payable |
| Jumlah | <u>9,586,193</u> | <u>9,586,193</u> | <u>-</u> | Total |

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**30. KEBIJAKAN DAN TUJUAN MANAJEMEN RISIKO
KEUANGAN**

Berbagai aktivitas yang dilakukan membuat Grup terekspos berbagai risiko keuangan diantaranya: risiko pasar (termasuk dampak risiko nilai tukar mata uang asing, risiko tingkat harga komoditas, dan risiko tingkat suku bunga), risiko kredit, dan risiko likuiditas. Tujuan dari manajemen risiko keuangan Grup adalah untuk mengidentifikasi, menganalisis, mengukur, mengawasi, dan mengelola risiko keuangan dalam upaya melindungi kesinambungan bisnis dalam jangka panjang dan meminimalkan potensi kerugian yang timbul dari ketidakpastian atau perubahan tak terduga dalam kondisi pasar dan kinerja keuangan konsolidasian Grup.

Grup menggunakan berbagai metode untuk mengukur risiko yang dihadapinya. Metode ini meliputi analisis sensitivitas untuk risiko tingkat suku bunga, nilai tukar dan risiko harga lainnya dan analisis umur piutang untuk risiko kredit.

a. Risiko pasar

Risiko nilai tukar mata uang asing

Perubahan nilai tukar telah, dan diperkirakan akan terus, memberikan pengaruh terhadap usaha dan arus kas Grup. Beberapa belanja modal dan pembelian bahan baku berupa gas alam diperkirakan akan terus didenominasi dengan mata uang Dolar Amerika Serikat.

Tabel berikut menyajikan aset dan liabilitas keuangan Grup yang terutama berdenominasi dalam mata uang USD:

| | | 2021 | | 2020 | | |
|-------------------------------------|-----|---|--------------------|---|--------------------|---------------------------|
| | | Mata uang asing (nilai penuh)/ Foreign currency (full amount) | Setara/ Equivalent | Mata uang asing (nilai penuh)/ Foreign currency (full amount) | Setara/ Equivalent | |
| Aset | | | | | | Assets |
| Kas dan setara kas | USD | 1,229,062 | 17,537 | 572,879 | 8,080 | Cash and cash equivalents |
| Piutang usaha | USD | 617,023 | 8,804 | 3,728,895 | 52,596 | Trade receivables |
| Piutang lain-lain | USD | 8,978,601 | 128,116 | 9,092,190 | 128,245 | Other receivables |
| Jumlah aset | | | 154,457 | | 188,921 | Total assets |
| Liabilitas | | | | | | Liabilities |
| Utang usaha | USD | 113,341 | 1,617 | 7,949 | 112 | Trade payables |
| Utang lain-lain | USD | 2,741,677 | 39,121 | 2,643,974 | 37,293 | Other payables |
| Liabilitas yang masih harus dibayar | USD | 34,195,415 | 487,934 | 26,667,897 | 376,151 | Accrued liabilities |
| Jumlah liabilitas | | | 528,672 | | 413,556 | Total liabilities |
| Liabilitas – bersih | | | (374,215) | | (224,635) | Liabilities – net |

**30. FINANCIAL RISK MANAGEMENT OBJECTIVES
AND POLICIES**

The Group's activities are exposed to a variety of financial risks as follows: market risk (including foreign currency exchange rates risk, commodity prices risk and interest rates risk), credit risk and liquidity risk. The objectives of the Group's risk management are to identify, measure, monitor and manage basic risks in order to safeguard the Group's long-term business continuity and to minimise potential losses arising from uncertainties or unexpected changes in market conditions and the Group's consolidated financial performance.

The Group uses various methods to measure risk to which it is exposed. These methods include sensitivity analysis in the case of interest rate, foreign exchange and other price risks and aging analysis for credit risk.

a. Market risk

Foreign exchange risk

Changes in exchange rates have affected and may continue to affect the Group's operations and cash flows. Some of the Group's capital expenditures and purchases of raw material in the form of natural gas are expected to continue to be denominated in the United States Dollars.

The following table presents the Group's financial assets and liabilities denominated in foreign currency, mainly in USD:



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**30. KEBIJAKAN DAN TUJUAN MANAJEMEN RISIKO
KEUANGAN (lanjutan)**

a. Risiko pasar (lanjutan)

Pada tanggal 31 Desember 2021, jika Rupiah melemah/menguat 1% terhadap mata uang asing dengan seluruh variabel lain tetap, maka laba sebelum pajak tahun berjalan berkurang/bertambah Rp3.970 pada tahun 2021 terutama yang timbul sebagai akibat kerugian selisih kurs atas penjabaran aset dan liabilitas moneter dalam mata uang asing.

b. Risiko tingkat suku bunga

Risiko suku bunga Grup terutama timbul dari pinjaman jangka pendek dan pinjaman jangka Panjang. Risiko suku bunga dari kas di bank dan deposito tidak signifikan dan semua instrumen keuangan lainnya tidak dikenakan bunga. Grup memiliki pinjaman dengan tingkat suku bunga tetap dan tingkat suku bunga mengambang. Pinjaman dengan tingkat suku bunga mengambang terekspos terhadap risiko suku bunga arus kas. Pinjaman dengan tingkat suku bunga tetap mengekspos Grup terhadap risiko suku bunga nilai wajar. Grup mengelola risiko dengan menyeimbangkan porsi pinjaman dengan bunga tetap dan bunga mengambang.

Pada tanggal 31 Desember 2021, jika tingkat suku bunga atas pinjaman jangka pendek dan panjang 100 basis poin lebih tinggi/lebih rendah, dengan asumsi semua variabel lain konstan, beban keuangan untuk tahun berjalan akan menjadi lebih tinggi/lebih rendah sebesar Rp48.034 (2020: Rp65.020).

c. Risiko kredit

Pada tanggal 31 Desember 2021, jumlah maksimum eksposur dari risiko kredit adalah Rp2.773.814 (2020: Rp2.544.146). Risiko kredit terutama berasal dari penempatan dana pada bank, piutang usaha, piutang subsidi kepada Pemerintah Republik Indonesia, piutang subsidi yang belum ditagih, piutang lain-lain, dan aset keuangan tidak lancar lainnya.

Semua kas di bank dan deposito ditempatkan di bank asing dan lokal yang memiliki reputasi.

Lihat Catatan 5 untuk pembahasan mengenai risiko kredit piutang usaha.

Pada tanggal 31 Desember 2021 dan 2020, saldo dari piutang usaha dan piutang lain-lain adalah sebagai berikut:

**30. FINANCIAL RISK MANAGEMENT OBJECTIVES
AND POLICIES (continued)**

a. Market risk (continued)

As of 31 December 2021, if the Rupiah had weakened/strengthened by 1% against the foreign currency with all other variables held constant, the profit for the year would have been lower/higher by Rp3,970 in 2021 mainly as a result of foreign exchange losses on the translation of monetary assets and liabilities denominated in a foreign currency.

b. Interest risk

The Group's interest rate risk arises from short-term borrowings and long-term borrowings. The interest rate risk from cash in bank and deposits is not significant and all other financial instruments are not interest bearing. The Group has borrowings with fixed and floating interest rates. Borrowings with floating interest rates are exposed to cashflow interest rate risk. Borrowings with fixed rates exposes the Group to fair value interest risk. The Group manages the risk by maintaining an appropriate mix of fixed and floating rate borrowings.

As of 31 December 2021, if interest rates on short-term and long-term borrowings had been 100 basis points higher/lower with all other variables held constant, the finance costs for the year would have been Rp48,034 higher/lower (2020: Rp65,020).

c. Credit risk

As at 31 December 2021, the total maximum exposure from credit risk was Rp2,773,814 (2020: Rp2,544,146). Credit risk arises from cash in banks, trade receivables, subsidy receivables from the Government of the Republic of Indonesia, unbilled subsidy receivables, other receivables, and other non-current financial assets.

All the cash in banks and deposits are placed in reputable foreign and government-related banks.

Refer to Note 5 for explanation related for credit risk from trade receivables.

As of 31 December 2021 and 2020, the balances outstanding from trade receivables and other receivables were as follows:

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**30. KEBIJAKAN DAN TUJUAN MANAJEMEN RISIKO
KEUANGAN (lanjutan)**

c. Risiko kredit (lanjutan)

**30. FINANCIAL RISK MANAGEMENT OBJECTIVES
AND POLICIES (continued)**

c. Credit risk (continued)

| | 2021 | | | |
|-------------------|---|---|-------------------------|--------------------------|
| | Tidak mengalami penurunan nilai/ <i>Not impaired</i> | Mengalami penurunan nilai/ <i>Impaired</i> | Jumlah/ <i>Total</i> | |
| Piutang usaha | 96,641 | 88,997 | 185,638 | <i>Trade receivables</i> |
| Piutang lain-lain | 199,733 | 14,127 | 213,860 | <i>Other receivables</i> |
| Jumlah | <u>296,374</u> | <u>103,124</u> | <u>399,498</u> | <i>Total</i> |
| | 2020 | | | |
| | Tidak mengalami penurunan nilai/ <i>Not impaired</i> | Mengalami penurunan nilai/ <i>Impaired</i> | Jumlah/ <i>Total</i> | |
| Piutang usaha | 649,409 | 96,411 | 745,820 | <i>Trade receivables</i> |
| Piutang lain-lain | 315,075 | 18,351 | 333,426 | <i>Other receivables</i> |
| Jumlah | <u>964,484</u> | <u>114,762</u> | <u>1,079,246</u> | <i>Total</i> |

Grup menerapkan cadangan kerugian ekspektasian seumur hidup untuk seluruh piutang usaha. Untuk mengukur kerugian kredit ekspektasian, piutang usaha telah dikelompokkan berdasarkan karakteristik risiko kredit dan waktu jatuh tempo yang serupa.

Untuk mengukur kerugian kredit ekspektasian, piutang dikelompokkan berdasarkan karakteristik risiko kredit bersama dan hari lewat jatuh tempo. Tingkat kerugian ekspektasian didasarkan pada profil pembayaran pelanggan selama 36 bulan sebelum 1 Januari 2021 atau 31 Desember 2021 serta kerugian kredit historis yang dialami, bila ada. Tingkat kerugian historis kemudian disesuaikan untuk mencerminkan informasi terkini dan informasi *forward-looking* mengenai faktor-faktor makroekonomi yang mempengaruhi kemampuan pelanggan untuk melunasi piutang.

The Group applies the lifetime expected loss provision for all trade receivables. To measure the expected credit losses, trade receivables have been grouped based on similar credit risk characteristics and the days past due.

To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due. The expected loss rates are based on the profile of payments from customers over a period of 36 months before 1 January 2021 or 31 December 2021 and historical credit losses, if any. The historical loss rates are then adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables.



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**30. KEBIJAKAN DAN TUJUAN MANAJEMEN RISIKO
KEUANGAN (lanjutan)**

c. Risiko kredit (lanjutan)

Pada tanggal 31 Desember 2021 dan 2020 Grup telah mencadangkan nilai piutang usaha dan piutang lainnya yang telah jatuh tempo dan mengalami penurunan nilai.

Seluruh saldo piutang usaha dan piutang lainnya di atas yang belum jatuh tempo dan tidak mengalami penurunan nilai sebagian besar berasal dari pelanggan pihak ketiga dan pihak berelasi yang sudah ada lebih dari 12 bulan yang tersebar merata atas jumlah pelanggan yang besar. Grup juga melakukan evaluasi kredit berkelanjutan atas kondisi keuangan piutang secara berkala.

Manajemen yakin akan kemampuannya untuk terus mengendalikan dan mempertahankan eksposur yang minimal terhadap risiko kredit mengingat Grup memiliki kebijakan yang jelas dalam pemilihan pelanggan, perjanjian yang mengikat secara hukum untuk penjualan pupuk, nonpupuk, dan jasa lainnya yang telah dilakukan.

Kebijakan umum Grup untuk penjualan pupuk, nonpupuk, dan jasa lainnya untuk pelanggan yang sudah ada dan pelanggan baru adalah sebagai berikut:

- (i) memilih pelanggan dengan kondisi keuangan yang kuat dan reputasi yang baik;
- (ii) menerima pelanggan baru dan penjualan pupuk, nonpupuk, dan jasa lainnya yang disetujui oleh pihak yang berwenang sesuai dengan kebijakan delegasi kewenangan Grup; dan
- (iii) meminta pembayaran di muka untuk penjualan pupuk dan nonpupuk untuk pelanggan lama dan baru.

d. Risiko likuiditas

Risiko likuiditas merupakan risiko yang muncul dalam situasi dimana posisi arus kas mengindikasikan bahwa arus kas masuk dari pendapatan jangka pendek tidak cukup untuk memenuhi arus kas keluar untuk pengeluaran jangka pendek. Untuk mengatur risiko likuiditas, Grup memonitor dan menjaga tingkat kas dan setara kas yang diperkirakan cukup untuk mendanai kegiatan operasional Grup dan mengurangi pengaruh fluktuasi arus kas. Manajemen Grup juga secara rutin memonitor perkiraan arus kas dan arus kas aktual, termasuk profil jatuh tempo pinjaman, dan secara terus-menerus menilai kondisi pasar keuangan untuk kesempatan memperoleh dana.

**30. FINANCIAL RISK MANAGEMENT OBJECTIVES
AND POLICIES (continued)**

c. Credit risk (continued)

As at 31 December 2021 and 2020, the Group had provided the provision for the balance of trade receivables and other receivables which have been past due and impaired.

The entire balance from trade receivables and other receivables is mostly derived from third party and related party customers which have existed for more than 12 months and are spread over a large number of customers. The Group also performs ongoing credit evaluation on the financial condition of its receivables.

Management is confident in its ability to continue to control and maintain minimal exposure to credit risk, since the Group has clear policies on the selection of customers, legally binding agreements in place for sale of fertiliser and non-fertiliser and other services rendered.

The Group's general policies for sale of fertiliser, non-fertiliser and other services rendered to new and existing customers are as follows:

- (i) selecting customers with strong financial conditions and good reputations;
- (ii) acceptance of new customers and sale of fertiliser and non-fertiliser and other services rendered being approved by the authorised personnel according to the Group's delegation of authority policy; and
- (iii) requesting advance payments for sales of fertiliser and non-fertiliser for recurring and new customers.

d. Liquidity risk

Liquidity risk is defined as a risk that arises in situations where the cash inflow from short-term revenue is not enough to cover the cash outflow from short-term expenditures. To manage its liquidity risk, the Group monitors its level of cash and cash equivalents and maintains these at a level deemed adequate to finance the Group's operational activities and to mitigate the effect of fluctuations in cash flow. The Group's management also regularly monitors projected and actual cash flow, including loan maturity profiles and continuously assesses the financial markets for opportunities to raise funds.

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**30. KEBIJAKAN DAN TUJUAN MANAJEMEN RISIKO
KEUANGAN (lanjutan)**

d. Risiko likuiditas (lanjutan)

Tabel di bawah menunjukkan analisis jatuh tempo liabilitas keuangan Grup dalam rentang waktu yang menunjukkan jatuh tempo kontraktual untuk semua liabilitas keuangan non-derivatif dimana jatuh tempo kontraktual sangat penting untuk pemahaman terhadap arus kas. Jumlah yang diungkapkan dalam tabel adalah arus kas kontraktual yang tidak terdiskonto (termasuk pembayaran pokok dan bunga).

**30. FINANCIAL RISK MANAGEMENT OBJECTIVES
AND POLICIES (continued)**

d. Liquidity risk (continued)

The following table analyses the Group's financial liabilities into relevant maturity groupings based on their contractual maturities for all non-derivative financial liabilities instruments for which the contractual maturities are essential for an understanding of the timing of the cash flows. The amounts disclosed in the table are the contractual undiscounted cash flows (including principal and interest payment).

| | 2021 | | | Jumlah/ Total | |
|-------------------------------------|---|---|--|-------------------|------------------------------|
| | Kurang dari satu tahun/ Less than one year | Lebih dari satu tahun dan kurang dari lima tahun/ More than one year and not later than five years | Lebih dari lima tahun/ More than five years | | |
| Liabilitas keuangan | | | | | Financial liabilities |
| Utang usaha | 93,393 | - | - | 93,393 | Trade payables |
| Utang lain-lain | 192,062 | - | - | 192,062 | Other payables |
| Liabilitas yang masih harus dibayar | 1,036,291 | - | - | 1,036,291 | Accrued liabilities |
| Liabilitas sewa | 3,092 | 3,825 | - | 6,917 | Lease liabilities |
| Pinjaman jangka pendek | 408,391 | - | - | 408,391 | Short-term loans |
| Pinjaman jangka panjang | 1,363,205 | 5,447,076 | - | 6,810,281 | Long-term loans |
| Utang retensi | - | 23,468 | - | 23,468 | Retention payables |
| Jumlah | 3,096,434 | 5,474,369 | - | 8,570,803 | Total |
| | 2020 | | | | |
| | Kurang dari satu tahun/ Less than one year | Lebih dari satu tahun dan kurang dari lima tahun/ More than one year and not later than five years | Lebih dari lima tahun/ More than five years | Jumlah/ Total | |
| Liabilitas keuangan | | | | | Financial liabilities |
| Utang usaha | 62,216 | - | - | 62,216 | Trade payables |
| Utang lain-lain | 218,295 | - | - | 218,295 | Other payables |
| Liabilitas yang masih harus dibayar | 935,986 | - | - | 935,986 | Accrued liabilities |
| Liabilitas sewa | 6,161 | 5,197 | - | 11,358 | Lease liabilities |
| Pinjaman jangka panjang | 820,414 | 8,297,262 | - | 9,117,676 | Long-term loans |
| Utang retensi | - | 23,468 | - | 23,468 | Retention payables |
| Jumlah | 2,043,072 | 8,325,927 | - | 10,368,999 | Total |



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**30. KEBIJAKAN DAN TUJUAN MANAJEMEN RISIKO
KEUANGAN (lanjutan)**

e. Estimasi nilai wajar

Pada tanggal 31 Desember 2021 dan 2020, seluruh nilai tercatat dari aset dan liabilitas keuangan lainnya mendekati nilai wajarnya karena sifat jangka pendek dari instrumen keuangan. Sedangkan untuk pinjaman jangka panjang, sudah menggunakan tingkat suku bunga sesuai dengan pasar kecuali untuk pinjaman kepada induk perusahaan.

Instrumen keuangan yang diukur pada nilai wajar pada tanggal laporan posisi keuangan dan pengukuran nilai wajarnya diungkapkan dengan tingkatan hierarki pengukuran nilai wajar sebagai berikut:

- Harga dikutip (tidak disesuaikan) dalam pasar aktif untuk aset atau liabilitas yang identik (Tingkat 1).
- Input selain harga yang dikutip dari pasar yang termasuk dalam Tingkat 1 yang dapat diobservasi untuk aset atau liabilitas, baik secara langsung (misalnya harga) atau secara tidak langsung (misalnya turunan dari harga) (Tingkat 2).
- Input untuk aset atau liabilitas yang bukan berdasarkan data pasar yang dapat diobservasi (informasi yang tidak dapat diobservasi) (Tingkat 3).

Tabel dibawah ini menggambarkan nilai tercatat dan nilai wajar dari liabilitas keuangan yang tidak disajikan Grup pada nilai wajarnya:

| | 2021 | | |
|---|------------------------------------|----------------------------|---|
| | Nilai tercatat/ Carrying amount | Nilai wajar/ Fair value | |
| Pinjaman jangka panjang – PT Pupuk Indonesia (Persero) | 2,085,000 | 2,125,658 | Long-term loans – PT Pupuk Indonesia (Persero) |
| | 2020 | | |
| | Nilai tercatat/ Carrying amount | Nilai wajar/ Fair value | |
| Pinjaman jangka panjang – PT Pupuk Indonesia (Persero) | 2,085,000 | 2,214,638 | Long-term loans – PT Pupuk Indonesia (Persero) |

**30. FINANCIAL RISK MANAGEMENT OBJECTIVES
AND POLICIES (continued)**

e. Fair value estimation

As at 31 December 2021 and 2020, the carrying amounts of the other financial assets and liabilities approximated their fair values because of the short-term nature of the financial instruments. While for long-term borrowing, the market-driven interest rate has been applied except for long-term loan from the parent company.

Financial instruments that are measured at fair value at statement of financial position date and the corresponding fair value are disclosed by level of the following fair value measurement hierarchy:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1).
- Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (Level 2).
- Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs) (Level 3).

The table below describes the carrying amounts and fair value of financial liabilities that are not presented by the Group at fair value:

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**30. KEBIJAKAN DAN TUJUAN MANAJEMEN RISIKO
KEUANGAN (lanjutan)**

e. Estimasi nilai wajar (lanjutan)

Nilai wajar pinjaman jangka panjang dari PT Pupuk Indonesia (Persero) dinilai dengan menggunakan diskonto arus kas berdasarkan tingkat suku bunga yang dikenakan pada fasilitas pinjaman jangka panjang terakhir yang didapat oleh Grup.

f. Manajemen risiko permodalan

Dalam mengelola permodalannya, Grup senantiasa mempertahankan kelangsungan usaha serta memaksimalkan manfaat bagi pemegang saham dan pemangku kepentingan lainnya.

Grup secara aktif dan rutin menelaah dan mengelola permodalannya untuk memastikan struktur modal dan pengembalian yang optimal bagi pemegang saham, dengan mempertimbangkan efisiensi penggunaan modal berdasarkan arus kas operasi dan belanja modal, serta mempertimbangkan kebutuhan modal di masa yang akan datang.

Grup juga berusaha mempertahankan keseimbangan antara tingkat pinjaman dan posisi ekuitas untuk memastikan struktur modal dan pengembalian yang optimal. Tidak ada perubahan pada pendekatan Grup dalam mengelola permodalannya selama tahun berjalan.

**30. FINANCIAL RISK MANAGEMENT OBJECTIVES
AND POLICIES (continued)**

e. Fair value estimation (continued)

The fair value of the long-term loan from PT Pupuk Indonesia (Persero) is measured using the discounted cash flows based on the interest rate of the latest long-term loan that has been obtained by the Group.

f. Capital risk management

In managing capital, the Group safeguards its ability to continue as a going concern and to maximise benefits to the shareholders and other stakeholders.

The Group actively and regularly reviews and manages its capital to ensure the optimal capital structure and return to the shareholders, taking into consideration the efficiency of capital use based on operating cash flows and capital expenditures and also consideration of future capital needs.

The Group also seeks to maintain a balance between its level of borrowings and equity position in order to ensure the optimal capital structure and return. There were no changes in the Group's approach to capital management during the year.

31. PERJANJIAN SIGNIFIKAN DAN PERIKATAN

Pada tanggal 30 Juli 2021, Menteri Energi dan Sumber Daya Mineral Republik Indonesia menerbitkan Keputusan Menteri ESDM No. 134.K/HK.02/MEM.M/2021 tentang Pengguna dan Harga Gas Bumi Tertentu di Bidang Industri yang menetapkan mengenai pengguna dan harga gas bumi tertentu untuk beberapa pengguna dengan rekanannya, termasuk didalamnya Perusahaan. Perusahaan juga menandatangani beberapa perjanjian yang signifikan diantaranya:

**31. SIGNIFICANT AGREEMENTS AND
COMMITMENTS**

On 30 July 2021, the Minister of Energy and Mineral Resources of the Republic of Indonesia issued a decree No. 134.K/HK.02/MEM.M/2021 regarding Certain Natural Gas Users in the Industrial Sector which stipulates certain users and prices of natural gas for several users and their partners, including the Company. The Company also entered into various significant agreements, such as:

| Pemasok/ Supplier | Kontrak/Contract | Jenis/ Type | Harga/ Price | Kuantitas/ Volume | Periode/ Period |
|----------------------|---|--------------------------------|-----------------|---|---|
| PT Pertamina EP | Surat perjanjian untuk implementasi penyesuaian harga gas bumi berdasarkan Keputusan Menteri 134.K/HK.02/MEM.M/2021 antara Pertamina EP dan PT Pupuk Sriwidjaja Palembang tanggal 1 Desember 2021/Letter of agreement for the implementation of natural gas price adjustment based on Keputusan Menteri 134.K/HK.02/MEM.M/2021 between Pertamina EP and PT Pupuk Sriwidjaja Palembang dated 1 December 2021 | Gas Alam/ Natural Gas | USD6,00/MMBTU | 100 Billion British Thermal Unit per Day ("BBTUD") | 30 Juli/July 2021 – 31 Desember/ December 2023 |



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31. PERJANJIAN SIGNIFIKAN DAN PERIKATAN 31. SIGNIFICANT AGREEMENTS AND COMMITMENTS
(lanjutan) (continued)

| Pemasok/ Supplier | Kontrak/Contract | Jenis/ Type | Harga/ Price | Volume/ Volume | Periode/ Period |
|------------------------------|--|--------------------------|---|---------------------------|--|
| PT Tropik Energi Pandan | 390A/SP/DIR/2018 | Gas Alam/ Natural Gas | USD5,558 + 0.3* (ammonia-320)/35 + 0,5 * (UREA-320)/30,66 | 10 BBTUD | 1 Januari/ January 2022 – 31 Desember/ December 2024 |
| | Kesepakatan Bersama Implementasi Kepmen ESDM 134.K/HK.02/MEM.M/2021 tanggal 1 September 2021/ <i>Joint Decree on the Implementation of Minister of Energy and Mineral Resources 134.K/HK.02/MEM.M/2021 dated 1 September 2021</i> | | USD5,558/MMBTU | 8 BBTUD | 1 Januari/ January 2025 – 31 Desember/ December 2027 |
| | | | | 9 BBTUD | |
| | | | | 10 BBTUD | |
| ConocoPhillips (Grissik) Ltd | Amandemen PJBG tanggal 4 Juni 2018/ <i>Amendment of PJBG dated 4 June 2018</i> | Gas Alam/ Natural Gas | USD5,25 + 0.3* (ammonia-320)/35 + 0,5 * (UREA-320)/30,66 | 73 BBTUD | 20 Juli/ July 2021 – 31 Desember/ December 2023 |
| | Perubahan terhadap Surat Perjanjian untuk implementasi atas penyesuaian harga gas bumi Tanggal 1 Desember 2021/ <i>Amendments to the Letter of Agreement for the implementation of the adjustment of natural gas prices on 1 December 2021</i> | | USD5,1/MMBTU | 73 BBTUD | |
| PT Medco E&P Indonesia | 598/SP/DIR/2020 | Gas Alam/ Natural Gas | USD5,1/MMBTU | 15 BBTUD | 1 Agustus/ August 2021 – 27 November/ November 2033 |

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31. PERJANJIAN SIGNIFIKAN DAN PERIKATAN 31. SIGNIFICANT AGREEMENTS AND COMMITMENTS
(lanjutan) (continued)

| Pemasok/ Supplier | Kontrak/Contract | Jenis/ Type | Harga/Price | Volume/ Volume | Periode/ Period |
|----------------------|--|------------------------|--|---|---|
| PT Bukit Asam Tbk | Addendum I No.017/AD- SP/DIR/2022 atas No. 309/SP/DIR/2020 | Batu bara/ Coals | Harga Patokan Batu Bara ("HPB") yang dihitung berdasarkan Keputusan Menteri ESDM No. 206.K/HK.02/MEM.B/2021 + Biaya angkut dari Pelabuhan Muat ke Pelabuhan Bongkar sebesar Rp37.000,- / ton <i>The HPB which is calculated based on Keputusan Menteri of the Minister of Energy and Mineral Resources No. 206.K/HK.02/MEM.B/2021 + The cost of transportation from the loading port to the unloading port is IDR 37,000,- /ton</i> | 500.000 metrik ton dengan deviasi 10%/ metric tons with 10% deviation | 1 November/ November 2021 - 31 Maret/March 2022 |
| | | | HPB yang digunakan adalah periode triwulan ke N untuk penyerahan batubara triwulan ke N+1 sebagaimana diatur dalam Kepmen ESDM No. 206.K/HK.02/MEM.B/2021 <i>The HPB used is the Nth quarter for coal delivery in the N + 1 quarter as regulated in the Minister of Energy and Mineral Resources Decree No. 206.K/HK.02/MEM.B/2021</i> | | |

32. TRANSAKSI NON-KAS

Berikut adalah aktivitas investasi dan pendanaan yang tidak memerlukan penggunaan kas dan setara kas, sehingga tidak disajikan dalam laporan arus kas konsolidasian:

32. NON-CASH TRANSACTIONS

Below are the investing and financing activities that do not require the use of cash and cash equivalents, which are not presented in the consolidated statement of cash flows:

| | <u>2021</u> | <u>2020</u> | |
|---|-------------|-------------|---|
| Aktivitas investasi | | | Investing activities |
| Perolehan aset dalam penyelesaian melalui utang retensi | - | 1,065 | Acquisition of asset under construction ("AUC") through retention payable |
| Perolehan aset tetap melalui utang lain-lain | 33,231 | 74,032 | Acquisition of fixed assets through other payable |
| Perolehan aset dalam penyelesaian melalui uang muka | 2,276 | 6,645 | Acquisition of AUC through advance settlement |
| Penambahan aset tetap melalui liabilitas sewa | 3,660 | 33,242 | Acquisition of fixed assets through lease liabilities |
| Penambahan aset tetap melalui reklasifikasi persediaan | 63,439 | - | Acquisition of fixed assets through reclassification of inventories |



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33. REKONSILIASI UTANG BERSIH

Tabel di bawah ini menunjukkan rekonsiliasi liabilitas yang timbul dari pendanaan untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2021 dan 2020:

33. NET DEBT RECONCILIATION

The table below sets out a reconciliation of liabilities arising from financing activities for the years ended 31 December 2021 and 2020:

| | Liabilitas sewa/ Lease liabilities | Pinjaman/ Borrowings | Jumlah/ Total | |
|--|---|---------------------------------|--------------------------|---|
| Saldo pada 1 Januari 2020 | - | 10,919,042 | 10,919,042 | <i>Balance as at 1 January 2020</i> |
| Arus kas masuk | - | 13,850,053 | 13,850,053 | <i>Cash in flows</i> |
| Arus kas keluar | (22,935) | (16,435,178) | (16,458,113) | <i>Cash out flows</i> |
| Akuisisi – liabilitas sewa | 12,628 | - | 12,628 | <i>Acquisition – lease liabilities</i> |
| Penyesuaian saldo awal berdasarkan PSAK 73 | 20,614 | - | 20,614 | <i>Adjustment to the beginning balance based on SFAS 73</i> |
| Transaksi nonkas lainnya | - | 2,004 | 2,004 | <i>Other non-cash transactions</i> |
| Saldo pada 31 Desember 2020 | 10,307 | 8,335,921 | 8,346,228 | <i>Balance as at 31 December 2020</i> |
| Arus kas masuk | - | 3,990,000 | 3,990,000 | <i>Cash in flows</i> |
| Arus kas keluar | (9,190) | (5,872,877) | (5,882,067) | <i>Cash out flows</i> |
| Akuisisi – liabilitas sewa | 3,660 | - | 3,660 | <i>Acquisition – lease liabilities</i> |
| Transaksi nonkas lainnya | 1,411 | (1,049) | 362 | <i>Other non-cash transactions</i> |
| Saldo pada 31 Desember 2021 | 6,188 | 6,451,995 | 6,458,183 | <i>Balance as at 31 December 2021</i> |

34. PERISTIWA SETELAH PERIODE PELAPORAN

Pada tahun 2022, Perusahaan melakukan pembayaran atas pinjaman bank BCA sebesar Rp100.000.

34. EVENT AFTER THE REPORTING PERIOD

In 2022, the Company repaid loan from bank BCA amounting to Rp100,000.

35. WABAH COVID-19

Sejak awal tahun 2020, pandemi COVID-19 telah menyebar ke berbagai negara termasuk Indonesia dan juga berimbas pada bisnis dan kegiatan perekonomian Grup di beberapa aspek.

Grup telah menilai dampak potensial COVID-19 terhadap bisnis dan operasional Grup, termasuk proyeksi finansial dan likuiditasnya. Berdasarkan hal ini, Grup tidak melihat adanya ketidakpastian material yang dapat berdampak buruk secara signifikan terhadap bisnis dan operasional Grup atau menimbulkan keraguan signifikan atas kemampuan Grup untuk mempertahankan kelangsungan usahanya. Grup secara berkelanjutan memantau perkembangan pandemi COVID-19 dan mengevaluasi dampaknya.

35. COVID-19 OUTBREAK

Since early 2020, the COVID-19 pandemic has spread across many countries including Indonesia and has also affected the business and economic activities of the Group to some extent.

The Group has assessed the potential impact of COVID-19 to the business and operation, as well as the financial projection and liquidity plan. Based on this, the Group does not foresee any material uncertainty that may have a significant adverse impact to the Group's business and operation or may cast significant doubt on the Group's ability to continue as a going concern. The Group continuously monitors the development of the COVID-19 pandemic and evaluates the impact.

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36. UNDANG-UNDANG CIPTA KERJA

Pada 5 Oktober 2020, Dewan Perwakilan Rakyat Republik Indonesia ("DPR") menyetujui Undang-undang Cipta Kerja ("RUU Cipta Kerja") - yang biasa dikenal dengan "Undang-Undang Omnibus", yang kemudian ditandatangani Presiden pada 2 November 2020. Undang-Undang Omnibus mengamandemen lebih dari 75 undang-undang dan mengharuskan pemerintah pusat untuk menerbitkan lebih dari 30 peraturan pemerintah dan peraturan pelaksana lainnya yang harus dikeluarkan dalam waktu tiga bulan setelah diundangkan Undang-Undang Omnibus. Undang-Undang Omnibus berfokus pada peningkatan kemudahan berusaha di Indonesia (diantaranya, menyederhanakan proses perizinan, menyederhanakan proses pengadaan tanah, memformalkan zona ekonomi, memberikan lebih banyak insentif untuk zona perdagangan bebas dan mengubah undang-undang ketenagakerjaan).

Grup telah mengikuti pembaruan yang ada pada Undang-undang No. 11 Tahun 2020 Tentang Cipta Kerja Klaster Perpajakan sesuai PMK No. 18/PMK.03/2021 sesuai dengan kondisi transaksi Grup dan mulai diberlakukan sesuai ketentuan dalam Undang-Undang tersebut. Dalam menentukan perhitungan kewajiban imbalan kerja karyawan, Grup memperhatikan undang-undang yang berlaku dan Perjanjian Kerja Bersama/Peraturan Grup.

36. JOB CREATION LAW

On 5 October 2020, the Indonesian House of Representatives ("DPR") approved the job creation law - commonly known as the "Omnibus Law", which was later signed by the President on 2 November 2020. The Omnibus Law amended more than 75 current laws and will require the central government to issue more than 30 government regulations and other implementing regulations which must be issued within three months of its enactment. The Omnibus Law focuses on increasing the ease of doing business in Indonesia (e.g., simplifying licensing processes, simplifying land acquisition processes, formalising economic zones, providing more incentives for free trade zones and amending the labour law).

The Group has followed the existing updates on Law No. 11 Year 2020 of Job Creation concerning Tax Cluster in accordance with PMK No. 18/PMK.03/2021 for the conditions of the Group's transactions and shall be enforced in accordance with the provisions of the Law. In determining the calculation of the employee benefit obligations and the prevailing regulations and the Collective Labor Agreement/Group Regulations.

**37. TANGGUNG JAWAB MANAJEMEN ATAS
LAPORAN KEUANGAN**

Manajemen Grup bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian yang diotorisasi oleh Dewan Direksi untuk diterbitkan pada tanggal 28 Maret 2022.

**37. MANAGEMENT RESPONSIBILITY ON THE
FINANCIAL STATEMENTS**

The management of the Group is responsible for the preparation and presentation of consolidated financial statements that were authorised to be issued by the Board of Directors on 28 March 2022.

38. INFORMASI KEUANGAN TAMBAHAN

Informasi keuangan Perusahaan (entitas induk) terlampir, yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2021 dan 2020, serta laporan laba rugi dan penghasilan komprehensif lainnya, laporan perubahan ekuitas, dan laporan arus kas untuk tahun-tahun yang berakhir pada tanggal tersebut, (secara kolektif disebut sebagai "Informasi Keuangan Entitas Induk") yang disajikan sebagai informasi tambahan terhadap laporan keuangan konsolidasian, disajikan untuk tujuan analisis tambahan dan bukan merupakan bagian dari laporan keuangan konsolidasian yang diharuskan menurut Standar Akuntansi Keuangan di Indonesia. Informasi Keuangan Entitas Induk merupakan tanggung jawab manajemen serta dihasilkan dari dan berkaitan secara langsung dengan catatan akuntansi dan catatan lainnya yang mendasarinya yang digunakan untuk menyusun laporan keuangan konsolidasian.

38. SUPPLEMENTARY FINANCIAL INFORMATION

The accompanying financial information of the Company (parent), which comprises the statements of financial position as of 31 December 2021 and 2020, and the statements of profit or loss and other comprehensive income, changes in equity, and cash flows for the years then ended, (collectively referred to as the "Parent Financial Information"), which is presented as a supplementary information to the consolidated financial statements, is presented for the purposes of additional analysis and is not a required part of the consolidated financial statements under Indonesian Financial Accounting Standards. The Parent Financial Information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements.



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INFORMASI TAMBAHAN SENDIRI
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SUPPLEMENTARY INFORMATION OF
STATEMENT OF FINANCIAL POSITION
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| 38. INFORMASI KEUANGAN TAMBAHAN (lanjutan) | 38. SUPPLEMENTARY FINANCIAL INFORMATION (continued) | | FINANCIAL INFORMATION |
|---|--|--------------------------|---|
| | 2021 | 2020 | |
| ASET | | | ASSETS |
| ASET LANCAR | | | CURRENT ASSETS |
| Kas dan setara kas | 1,430,090 | 1,004,852 | <i>Cash and cash equivalents</i> |
| Piutang usaha: | | | <i>Trade receivables:</i> |
| - Pihak berelasi | 72,796 | 516,927 | <i>Related parties -</i> |
| - Pihak ketiga | 13,501 | 116,125 | <i>Third parties -</i> |
| Piutang subsidi dari Pemerintah Indonesia | 552,937 | 277,293 | <i>Subsidy receivables from the Government of Indonesia</i> |
| Piutang subsidi yang belum ditagih | 241,517 | 88,284 | <i>Unbilled subsidy receivables</i> |
| Pajak dibayar di muka: | | | <i>Prepaid taxes:</i> |
| - Pajak lainnya | 4,521 | 3,160 | <i>Other taxes -</i> |
| Persediaan | 1,733,734 | 1,991,547 | <i>Inventories</i> |
| Uang muka dan biaya dibayar di muka | 134,665 | 185,677 | <i>Advance and prepaid expenses</i> |
| Piutang lainnya: | | | <i>Other receivables:</i> |
| - Pihak berelasi | 193,230 | 310,130 | <i>Related parties -</i> |
| - Pihak ketiga | 6,227 | 4,965 | <i>Third parties -</i> |
| Jumlah aset lancar | <u>4,383,218</u> | <u>4,498,960</u> | <i>Total current assets</i> |
| ASET TIDAK LANCAR | | | NON-CURRENT ASSETS |
| Piutang subsidi dari Pemerintah Indonesia | 167,285 | 89,355 | <i>Subsidy receivables from the Government of Indonesia</i> |
| Pajak dibayar di muka: | | | <i>Prepaid taxes:</i> |
| - Pajak penghasilan badan | 216,342 | 144,294 | <i>Corporate income tax -</i> |
| - Pajak lainnya | 59,376 | 88,781 | <i>Other taxes -</i> |
| Investasi pada entitas anak dan asosiasi | 166,788 | 173,680 | <i>Investment in subsidiary and associate</i> |
| Aset keuangan tidak lancar lainnya | 77,309 | 110,696 | <i>Other non-current financial assets</i> |
| Uang muka dan biaya dibayar di muka | 7,777 | 64 | <i>Advances and prepayments</i> |
| Properti investasi | 18,060 | 18,276 | <i>Investment properties</i> |
| Aset tetap | 18,765,139 | 19,359,119 | <i>Fixed assets</i> |
| Aset tidak lancar lainnya | <u>36,612</u> | <u>43,738</u> | <i>Other non-current assets</i> |
| Jumlah aset tidak lancar | <u>19,514,688</u> | <u>20,028,003</u> | <i>Total non-current assets</i> |
| JUMLAH ASET | <u>23,897,906</u> | <u>24,526,963</u> | TOTAL ASSETS |

PT PUPUK SRIWIDJAJA PALEMBANG
ENTITAS INDUK SAJA/PARENT COMPANY ONLY

Lampiran 6/2 Schedule

INFORMASI TAMBAHAN SENDIRI
LAPORAN POSISI KEUANGAN
31 DESEMBER 2021

(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

SUPPLEMENTARY INFORMATION OF
STATEMENT OF FINANCIAL POSITION
31 DECEMBER 2021

(Expressed in millions of Rupiah, unless otherwise stated)

38. INFORMASI KEUANGAN TAMBAHAN (lanjutan)

38. SUPPLEMENTARY
(continued)

FINANCIAL INFORMATION

| | <u>2021</u> | <u>2020</u> | |
|--|-------------------------|--------------------------|--|
| LIABILITAS | | | LIABILITIES |
| LIABILITAS JANGKA PENDEK | | | CURRENT LIABILITIES |
| Pinjaman jangka pendek | 395,000 | - | Short-term loans |
| Utang usaha | | | Trade payables |
| - Pihak berelasi | 12,643 | 20,300 | Related parties - |
| - Pihak ketiga | 76,845 | 36,164 | Third parties - |
| Utang lain-lain | 189,702 | 213,719 | Other payables |
| Utang pajak: | | | Taxes payable: |
| - Pajak penghasilan badan | 17,203 | - | Corporate income tax - |
| - Pajak lainnya | 32,635 | 24,132 | Other taxes - |
| Liabilitas yang masih harus dibayar | 1,036,291 | 935,985 | Accrued liabilities |
| Bagian jangka pendek atas: | | | Current portion of: |
| - Pinjaman jangka panjang | 831,832 | 772,881 | Long-term loans - |
| - Liabilitas sewa | 2,760 | 6,086 | Lease liabilities - |
| Liabilitas imbalan kerja jangka pendek | <u>260,152</u> | <u>243,419</u> | Short-term employee benefits liabilities |
| Jumlah liabilitas jangka pendek | <u>2,855,063</u> | <u>2,252,686</u> | Total current liabilities |
| LIABILITAS JANGKA PANJANG | | | NON-CURRENT LIABILITIES |
| Liabilitas pajak tangguhan | 189,195 | 60,187 | Deferred tax liabilities |
| Utang retensi | 23,468 | 23,468 | Retention payable |
| Bagian jangka panjang atas: | | | Non-current portion of: |
| - Liabilitas sewa | 3,428 | 4,221 | Lease liabilities - |
| - Pinjaman jangka panjang | 5,225,163 | 7,563,040 | Long-term loans - |
| Liabilitas imbalan pascakerja | <u>900,482</u> | <u>743,266</u> | Post employment benefit liabilities |
| Jumlah liabilitas jangka panjang | <u>6,341,736</u> | <u>8,394,182</u> | Total non-current liabilities |
| JUMLAH LIABILITAS | <u>9,196,799</u> | <u>10,646,868</u> | TOTAL LIABILITIES |



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Lampiran 6/3 Schedule

INFORMASI KEUANGAN TAMBAHAN
LAPORAN POSISI KEUANGAN
31 DESEMBER 2021

(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

SUPPLEMENTARY FINANCIAL INFORMATION
STATEMENT OF FINANCIAL POSITION
31 DECEMBER 2021

(Expressed in millions of Rupiah, unless otherwise stated)

38. INFORMASI KEUANGAN TAMBAHAN (lanjutan)

38. SUPPLEMENTARY FINANCIAL INFORMATION
(continued)

| | 2021 | 2020 | |
|---|-------------------|-------------------|--|
| EKUITAS | | | EQUITY |
| Ekuitas yang dapat diatribusikan kepada pemilik entitas induk | | | Equity attributable to owner of the parent Entity |
| Modal saham – modal dasar 15.000.000 lembar; ditempatkan dan disetor penuh - 5.800.000 lembar dengan nominal Rp1.000.000 (nilai penuh) per lembar saham | 5,800,000 | 5,800,000 | <i>Share capital – authorised 15,000,000 shares; issued and fully paid 5,800,000 shares at a par value of Rp1,000,000 (full amount) per shares</i> |
| Tambahan modal disetor | (333,876) | (333,876) | <i>Additional paid-in-capital</i> |
| Saldo laba: | | | <i>Retained earnings:</i> |
| - Ditetapkan penggunaannya | 1,880,144 | 1,801,019 | <i>Appropriated -</i> |
| - Belum ditentukan penggunaannya | 913,010 | 79,125 | <i>Unappropriated -</i> |
| Penghasilan komprehensif lain | 6,441,829 | 6,533,827 | <i>Other comprehensive income</i> |
| JUMLAH EKUITAS | 14,701,107 | 13,880,095 | TOTAL EQUITY |
| JUMLAH LIABILITAS DAN EKUITAS | 23,897,906 | 24,526,963 | TOTAL LIABILITIES AND EQUITY |

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ENTITAS INDUK SAJA/PARENT COMPANY ONLY

Lampiran 6/4 Schedule

INFORMASI KEUANGAN TAMBAHAN
LAPORAN LABA RUGI DAN PENGHASILAN
KOMPREHENSIF LAIN
UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2021

(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

SUPPLEMENTARY FINANCIAL INFORMATION
STATEMENT OF PROFIT OR LOSS
AND COMPREHENSIVE INCOME
FOR THE YEAR ENDED
31 DECEMBER 2021

(Expressed in millions of Rupiah, unless otherwise stated)

| 38. INFORMASI KEUANGAN TAMBAHAN (lanjutan) | 2021 | 2020 | 38. SUPPLEMENTARY FINANCIAL INFORMATION (continued) |
|---|------------------|------------------|--|
| Pendapatan | 12,465,011 | 10,707,445 | Revenue |
| Beban pokok pendapatan | (10,214,186) | (9,163,177) | Cost of revenues |
| LABA BRUTO | 2,250,825 | 1,544,268 | GROSS PROFIT |
| Beban penjualan | (315,126) | (287,624) | Selling expenses |
| Beban umum dan administrasi | (340,652) | (342,633) | General and administrative expenses |
| Pendapatan lainnya, bersih | 55,635 | 79,198 | Other income, net |
| LABA OPERASI | 1,650,682 | 993,209 | OPERATING PROFIT |
| Pendapatan keuangan | 23,174 | 62,121 | Finance income |
| Beban bunga | (516,654) | (755,571) | Finance costs |
| Bagian atas rugi bersih entitas asosiasi | (6,892) | (11,827) | Shares of net loss from associates |
| LABA SEBELUM PAJAK PENGHASILAN | 1,150,310 | 287,932 | PROFIT BEFORE INCOME TAX |
| (Beban)/manfaat pajak penghasilan | (237,300) | 6,340 | Income tax (expenses)/benefit |
| LABA TAHUN BERJALAN | 913,010 | 294,272 | PROFIT FOR THE YEAR |
| PENGHASILAN/(RUGI) KOMPREHENSIF LAIN | | | OTHER COMPREHENSIVE INCOME/(LOSS) |
| Kerugian pengukuran kembali program imbalan pasti | (97,388) | (138,000) | Remeasurement loss on defined benefits plan |
| Perubahan nilai wajar dari investasi ekuitas yang diukur pada nilai wajar melalui penghasilan komprehensif lain | (33,387) | 38,001 | Changes in the fair value equity investment at fair value through other comprehensive income |
| Pajak penghasilan terkait | 38,777 | (8,878) | Related income tax |
| TOTAL RUGI KOMPREHENSIF LAIN TAHUN BERJALAN SETELAH PAJAK | (91,998) | (108,877) | TOTAL OTHER COMPREHENSIVE LOSS FOR THE YEAR AFTER TAX |
| TOTAL PENGHASILAN KOMPREHENSIF TAHUN BERJALAN | 821,012 | 185,395 | TOTAL COMPREHENSIVE INCOME FOR THE YEAR |



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Lampiran 6/5 Schedule

INFORMASI KEUANGAN TAMBAHAN
LAPORAN PERUBAHAN EKUITAS
UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2021
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

SUPPLEMENTARY FINANCIAL INFORMATION
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED
31 DECEMBER 2021
(Expressed in millions of Rupiah, unless otherwise stated)

38. INFORMASI KEUANGAN TAMBAHAN (lanjutan)

38. SUPPLEMENTARY FINANCIAL INFORMATION (continued)

| | Saldo labar/ Retained earnings | | Komponen ekuitas lainnya/ Other components of equity | | | | Jumlah ekuitas/ Total equity | | |
|---|---|--|--|--|---|-----------|---------------------------------------|------------|--|
| | Ditentukan penggunaannya/ Allocated | Belum ditentukan penggunaannya/ Unallocated | Surplus revaluasi aset/ Assets revaluation surplus | Pengukuran kembali imbalan pasti/ Remeasurement on defined benefit | Aset tersedia untuk dijual/ Financial assets available for sale | | | | |
| Saldo pada 1 Januari 2020 | 5.800.000 | (333.878) | 1.445.717 | 301.121 | 7.174.759 | (551.150) | - | 13.836.571 | Balance as at 1 January 2020 |
| Penyesuaian atas penerapan PSAK 71 | - | - | - | (9.549) | - | - | 19.095 | 9.546 | Adjustment upon application of SFAS 71 |
| Dividen | - | - | - | (151.417) | - | - | - | (151.417) | Dividends |
| Cadangan umum | - | - | 355.302 | (355.302) | - | - | - | - | General reserves |
| Jumlah penghasilan komprehensif tahun berjalan | - | - | - | 294.272 | - | (146.878) | 38.001 | 185.395 | Total comprehensive Income for the year |
| Saldo pada 31 Desember 2020 | 5.800.000 | (333.878) | 1.801.019 | 79.125 | 7.174.759 | (698.028) | 57.096 | 13.880.095 | Balance as at 31 December 2020 |
| Cadangan umum | - | - | 79.125 | (79.125) | - | - | - | - | General reserves |
| Jumlah penghasilan komprehensif tahun berjalan | - | - | - | 913.010 | - | (58.611) | (33.382) | 821.012 | Total comprehensive Income for the year |
| Saldo pada 31 Desember 2021 | 5.800.000 | (333.878) | 1.880.144 | 913.010 | 7.174.759 | (756.639) | 23.709 | 14.701.402 | Balance as at 31 December 2021 |

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Lampiran 6/6 Schedule

| INFORMASI KEUANGAN TAMBAHAN | | | SUPPLEMENTARY FINANCIAL INFORMATION |
|---|-------------------------|-------------------------|---|
| LAPORAN ARUS KAS | | | STATEMENT OF CASH FLOWS |
| UNTUK TAHUN YANG BERAKHIR | | | FOR THE YEAR ENDED |
| 31 DESEMBER 2021 | | | 31 DECEMBER 2021 |
| (Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain) | | | (Expressed in millions of Rupiah, unless otherwise stated) |
| 38. INFORMASI KEUANGAN TAMBAHAN (lanjutan) | | | 38. SUPPLEMENTARY FINANCIAL INFORMATION (continued) |
| | <u>2021</u> | <u>2020</u> | |
| ARUS KAS DARI | | | CASH FLOWS FROM |
| AKTIVITAS OPERASI | | | OPERATING ACTIVITIES |
| Penerimaan kas dari pelanggan | 8,165,616 | 6,039,708 | Receipts from customers |
| Penerimaan subsidi pupuk dari Pemerintah Indonesia | 4,241,847 | 5,204,258 | Receipts of fertiliser subsidy from the Government of Indonesia |
| Pembayaran kepada pemasok | (8,299,949) | (7,544,624) | Payment to suppliers |
| Pembayaran kepada karyawan | (1,052,372) | (938,770) | Payment to employees |
| Penerimaan pendapatan keuangan | 23,669 | 62,121 | Receipts of finance income |
| Pembayaran beban keuangan | (512,070) | (730,352) | Payment of finance costs |
| Pembayaran pajak penghasilan | (124,089) | (65,041) | Payment of corporate income taxes |
| Arus kas bersih yang diperoleh dari aktivitas operasi | <u>2,442,652</u> | <u>2,027,300</u> | Net cash flows generated from operating activities |
| ARUS KAS DARI | | | CASH FLOWS FROM |
| AKTIVITAS INVESTASI | | | INVESTING ACTIVITIES |
| Penerimaan penjualan aset tetap dan properti investasi | - | 224 | Proceeds from sale of fixed assets and investment properties |
| Pembelian aset takberwujud | (3,965) | (1,511) | Purchase intangible asset |
| Pembelian aset tetap | (125,360) | (284,047) | Purchase of fixed assets |
| Arus kas bersih yang digunakan untuk aktivitas investasi | <u>(129,325)</u> | <u>(285,334)</u> | Net cash flows used in investing activities |
| ARUS KAS DARI AKTIVITAS | | | CASH FLOWS FROM |
| PENDANAAN | | | FINANCING ACTIVITIES |
| Penerimaan pinjaman bank jangka pendek | 3,495,000 | 8,822,000 | Proceeds of short-term bank loans |
| Penerimaan pinjaman bank jangka panjang | 495,000 | 5,028,053 | Proceeds from non-current borrowings |
| Pembayaran pinjaman bank jangka pendek | (3,100,000) | (12,932,000) | Repayments of non-current borrowings |
| Pembayaran pinjaman bank jangka panjang | (2,772,877) | (1,746,678) | Repayments of long-term loans |
| Penerimaan dividen | 2,552 | 1,338 | Proceeds of dividends |
| Pembayaran dividen | - | (151,417) | Payment of dividends |
| Pembayaran liabilitas sewa | (9,190) | (22,935) | Payment of lease liabilities |
| Pembayaran dari pinjaman pemegang saham | - | (1,738,500) | Repayments of shareholder loans |
| Arus kas bersih yang digunakan untuk aktivitas pendanaan | <u>(1,889,515)</u> | <u>(2,740,139)</u> | Net cash flows used in financing activities |
| KENAIKAN/(PENURUNAN) BERSIH KAS DAN SETARA KAS | 423,812 | (998,173) | NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS |
| Efek perubahan nilai kurs pada kas dan setara kas | 1,426 | 694 | Effect of exchange rate changes on cash and cash equivalents |
| SALDO KAS DAN SETARA KAS PADA AWAL TAHUN | <u>1,004,852</u> | <u>2,002,331</u> | CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR |
| SALDO KAS DAN SETARA KAS PADA AKHIR TAHUN | <u>1,430,090</u> | <u>1,004,852</u> | CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR |



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