



PERUSAHAAN  
PERDAGANGAN  
INDONESIA  
(PERSERO)

Laporan Tahunan  
Annual Report  
2020



**GROWING &  
CARING WITH SOCIETY**



## TEMA DAN PENJELASAN THEME & EXPLANATION OF THEME



## GROWING & CARING WITH SOCIETY

Sebagai entitas Badan Usaha Milik Negara (BUMN) yang memegang peranan besar di sektor perdagangan nasional, PT Perusahaan Perdagangan Indonesia (Persero) atau “Perseroan” secara berkesinambungan melakukan berbagai upaya perbaikan pada berbagai aspek agar mampu bertahan ditengah masa-masa sulit akibat pandemi COVID-19.

Berbekal tekad kuat dan semangat transformasi untuk dapat terus melangkah maju, bertumbuh, dan memberikan kontribusi yang lebih besar bagi masyarakat serta komunitas sekitar, Perseroan telah menjalankan sejumlah inisiatif strategis yang tepat sasaran sehingga dapat membukukan keuntungan bersih di tahun buku 2020. Sebagai Agen Pembangunan pemerintah, Perseroan tidak hanya mementingkan *profit* semata, akan tetapi juga berfokus pada pemberian manfaat bagi sesama. Hal inilah yang menjadi dasar tema Laporan Tahunan 2020 PT Perusahaan Perdagangan Indonesia (Persero), yaitu **“Growing & Sharing with Society”**.

Kedepan, Perseroan berkomitmen akan terus menjaga keberlanjutan usahanya dengan menghadirkan ekosistem bisnis dari hulu ke hilir yang melibatkan berbagai pihak dan mitra usaha.

As a State-Owned Enterprise (BUMN) that plays a major role in the national trade sector, PT Perusahaan Perdagangan Indonesia (Persero) or the “Company” continuously makes various efforts to improve many aspects in order to be able to survive in the midst of difficult times due to the COVID-19 pandemic.

Armed with strong determination and a spirit of transformation to continue moving forward, grow, and make a greater contribution to the community and the surrounding community, the Company has conducted a number of strategic initiatives that are right on target so that it can record a net profit in the 2020 financial year. As a government’s Development Agency, the Company is not merely focuses on profit alone, but also focuses on providing benefits for others. This is the basis for the theme of the 2020 Annual Report of PT Perusahaan Perdagangan Indonesia (Persero), namely **“Growing & Sharing with Society”**.

In the future, the Company is committed to continuing to maintain its business sustainability by presenting a business ecosystem from upstream to downstream that involves various parties and business partners.

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### Ikhtisar Posisi Keuangan

Statement of Financial Position Highlights

(dalam jutaan Rupiah | in million Rupiah)

Keterangan	2020	2019	2018	2017	2016	Pertumbuhan/ Penurunan (2020-2019) Increase/ Decrease (2020-2019)	%	Description
Aset Lancar	389.282	313.546	436.171	961.865	1.217.849	75.736	24,15%	Current Assets
Aset Tidak Lancar	2.831.477	2.843.628	2.864.888	2.237.948	2.240.534	(12.152)	(0,43%)	Non-Current Assets
<b>Jumlah Aset</b>	<b>3.220.758</b>	<b>3.157.174</b>	<b>3.301.059</b>	<b>3.199.814</b>	<b>3.458.383</b>	<b>63.584</b>	<b>2,01%</b>	<b>Total Assets</b>
Liabilitas Jangka Pendek	222.447	165.086	143.978	274.036	740.927	57.361	34,75%	Current Liabilities
Liabilitas Jangka Panjang	944.643	952.756	1.007.780	889.321	601.239	(8.113)	(0,85%)	Non-Current Liabilities
<b>Jumlah Liabilitas</b>	<b>1.167.089</b>	<b>1.117.842</b>	<b>1.151.759</b>	<b>1.163.357</b>	<b>1.342.167</b>	<b>49.248</b>	<b>4,41%</b>	<b>Total Liabilities</b>
<b>Jumlah Ekuitas</b>	<b>2.053.669</b>	<b>2.039.333</b>	<b>2.149.301</b>	<b>2.036.456</b>	<b>2.116.216</b>	<b>14.336</b>	<b>0,70%</b>	<b>Total Equity</b>

### Ikhtisar Laba (Rugi)

Statement of Profit (Loss) Highlights

(dalam jutaan Rupiah | in million Rupiah)

Keterangan	2020	2019	2018	2017	2016	Pertumbuhan/ Penurunan (2020-2019) Increase/ Decrease (2020-2019)	%	Description
Pendapatan Usaha	2.865.138	2.047.951	1.496.513	1.299.764	2.769.392	817.187	39,90%	Revenues
Beban Usaha	(181.433)	(208.769)	(173.177)	(145.992)	(140.078)	(27.336)	(13,09%)	Operating Expenses
Laba (Rugi) Usaha	60.261	15.670	5.543	(922)	11.111	44.591	284,56%	Operating Profit (Loss)
Pendapatan (Beban) Non-Usaha – Bersih	(7.352)	(165.150)	139.708	(192)	1.582	(157.798)	(95,55%)	Non-Operating Income (Expense)
Laba (Rugi) Sebelum Pajak Penghasilan	52.909	(149.480)	145.250	(1.115)	12.693	202.389	(135,40%)	(Loss) Income Before Income Tax
Jumlah Penghasilan (Beban) Pajak	(19.901)	50.398	(34.784)	4.124	163	(70.299)	(139,49%)	Total Tax Income (Expense)
Laba (Rugi) Bersih Tahun Berjalan	33.008	(99.082)	110.466	2.854	12.289	132.090	(133,31%)	Net Income (Loss) for Current Year
Penghasilan (Rugi) Komprehensif Lain Tahun Berjalan	(14.233)	(10.786)	2.493	(567)	(12.820)	(3.447)	31,95%	Other Comprehensive Income (Loss) for Current Year
Jumlah Penghasilan (Rugi) Komprehensif Tahun Berjalan	18.775	(109.868)	112.959	2.287	(531)	128.643	(117,09%)	Total Comprehensive Income (Loss) for Current Year

## Ikhtisar Laporan Arus Kas Statement of Cash Flow Highlights

(dalam jutaan Rupiah | in million Rupiah)

Keterangan	2020	2019	2018	2017	2016	Description
Arus kas bersih yang diperoleh (digunakan) dari aktivitas operasi	136.023	(6.467)	(71.088)	32.518	(129.154)	Net cash flows provided by (used in) operating activities
Arus kas bersih digunakan untuk aktivitas investasi	19.609	39.734	38.168	(74.521)	(7.151)	Net cash provided by investing activities
Arus kas bersih yang digunakan untuk aktivitas pendanaan	(23.302)	(61.596)	4.022	(90.937)	101.334	Net cash used in financing activities

## Rasio Keuangan Financial Ratios

Keterangan	2020	2019	2018	2017	2016	Description
Rasio Likuiditas (%)   Liquidity Ratio						
Rasio Kas	78,71	35,69	57,60	61,54	35,14	Cash Ratio
Rasio Cepat	105,76	90,82	110,50	105,82	42,65	Quick Ratio
Rasio Lancar	175,00	189,93	302,94	350,95	164,37	Current Ratio
Rasio Aktivitas   Activity Ratio						
Perputaran Total Aktiva (kali)	89,85	63,42	46,04	39,04	83,76	Total Asset Turnover (times)
Perputaran Persediaan (hari)	15,87	23,43	43,28	42,49	30,90	Inventory Turnover (days)
Perputaran Piutang (kali)	7,67	16,22	18,58	34,08	7,33	Receivable Turnover (days)
Perputaran Hutang (kali)	19,44	13,27	17,26	11,47	21,17	Payable Turnover (days)
Rasio Solvabilitas (%)   Solvency Ratio						
Rasio Utang terhadap Aset	36,24	35,41	34,89	36,36	38,81	Debt to Asset Ratio
Rasio Utang terhadap Modal	56,83	54,81	53,59	57,13	63,42	Debt to Equity Ratio
Rasio Rentabilitas (%)   Rentability Ratio						
Margin Laba Kotor	8,44	10,96	11,94	11,16	5,46	Gross Profit Margin
Margin EBITDA	2,65	1,56	1,57	1,83	1,23	EBITDA Margin
Margin Laba Bersih	1,15	(4,84)	7,38	0,22	0,44	Net Profit Margin
Tingkat Pengembalian Investasi	2,50	(104,73)	0,54	0,54	0,88	Return on Investment (ROI)
Tingkat Pengembalian Modal	1,6	(4,86)	5,14	0,14	0,58	Return on Equity (ROE)

## IKHTISAR SAHAM STOCK HIGHLIGHTS

Sampai dengan Laporan Tahunan ini diterbitkan, Perseroan belum pernah memperdagangkan saham ataupun surat efek lainnya di Bursa Efek Indonesia (BEI) atau bursa manapun, sehingga Perseroan tidak diwajibkan untuk menyajikan informasi mengenai Ikhtisar Saham, Kronologis Pencatatan Saham, dan Kronologis Penerbitan Efek Lainnya, dalam Laporan Tahunan 2020.

As of the issuance date of this Annual Report, the Company has never traded its shares or other securities on the Indonesia Stock Exchange (IDX) or any other exchange, hence the Company does not oblige to disclose information regarding Shares Overview, Share Listing Chronology, and Other Securities Issuance Chronology, in the 2020 Annual Report.

# PENGHARGAAN DAN SERTIFIKASI

## AWARDS AND CERTIFICATIONS

### Penghargaan Diterima Tahun 2020

Awards Received in 2020



#### Anugerah Keterbukaan Informasi Publik Tahun 2020 - Kategori BUMN sebagai Badan Publik dengan Predikat Cukup Informatif

Anugerah Keterbukaan Informasi Publik Tahun 2020 - BUMN Category as a Public Entity with a Fairly Informative Predicate

Penyelenggara | Organizer :

**Komisi Informasi Pusat (KIP) Republik Indonesia**  
Central Information Commission (KIP) of the Republic of Indonesia

Tanggal | Date :

**25 November 2020** | November 25, 2020

### Sertifikasi Masih Berlaku Selama Tahun 2020

Valid Certifications Throughout 2020



#### Sertifikat SNI ISO 37001:2016 Sistem Manajemen Anti-Penyuapan

Certificate of SNI ISO 37001:2016 Anti-Bribery Management System

Institusi Pemberi | Given by :

**Sucofindo International Certification Services**

Masa Berlaku | Validity period :

**12 Agustus 2020 - 11 Agustus 2023**  
August 12, 2020 - August 11, 2023



## KERJA SAMA PERSEROAN DENGAN MITRA USAHA COMPANY COOPERATION WITH BUSINESS PARTNERS

Perseroan menjalin kerja sama kemitraan baik dengan sesama BUMN, Anak Perusahaan BUMN maupun mitra usaha lain yang berdomisili di dalam dan luar negeri. Sepanjang tahun 2020, kerja sama yang telah ditandatangani maupun yang sedang dalam proses penandatanganan, antara lain sebagai berikut:

The Company establishes good partnerships with other SOEs, SOE Subsidiaries, and other business partners domiciled in the country and abroad. Throughout 2020, collaborations that have been signed and are still under the signing process include the following:

### Kerja Sama Antar-BUMN dan Anak Perusahaan BUMN

Cooperation between SOEs and SOE Subsidiaries



#### PT Kimia Farma

Jenis Kerja Sama Types of Cooperation	Layanan Kesehatan Health Services
Produk/Jasa Products/Services	Pelayanan pemeriksaan kesehatan Health checkup service



#### PT Bank Negara Indonesia

Jenis Kerja Sama Types of Cooperation	Penyewaan Aset Asset Lease
Produk/Jasa Products/Services	Lokasi Mesin ATM ATM Machine Location



#### PT Krakatau Steel

Jenis Kerja Sama Types of Cooperation	Pemasaran dan Penjualan Marketing and Sales
Produk/Jasa Products/Services	Besi dan baja dan/atau non-besi dan non-baja Iron and steel and/or non-iron and non-steel



#### PT Pos Indonesia

Jenis Kerja Sama Types of Cooperation	Penyaluran Barang Goods Distribution
Produk/Jasa Products/Services	Bantuan sosial penanganan COVID-19 Social assistance for handling COVID-19



#### PT Surveyor Indonesia

Jenis Kerja Sama Types of Cooperation	Penyewaan Aset Asset Lease
Produk/Jasa Products/Services	Sewa bangunan Property lease



#### PT Sarana Pembangunan Jawa Tengah

Jenis Kerja Sama Types of Cooperation	Penyusunan <i>Feasibility Study</i> Feasibility Study Preparation
Produk/Jasa Products/Services	<i>Feasibility Study Stock Point</i>

## Kerja Sama Antar-BUMN dengan Mitra Usaha Lain

### Cooperation Between SOEs and Other Business Partners

No.	Mitra Partners	Jenis Kerja Sama Types of Cooperation	Produk/Jasa Products/Services
1	PT Inti Everspring Indonesia	Produksi   Production	Pestisida   Pesticide
2	PT Sinar Susu Murni	Jual Beli   Buy and Sell	Drink Powder Mix
3	PT Trinusa Travelindo	Layanan Reservasi   Reservation Service	Pemesanan tiket   Ticket reservations
4	CV Prayoga Bunga Mandiri	Pengemasan   Packaging	Minyak Goreng Kelapa Sawit   Palm Cooking Oil
5	PT Chemco Prima Mandiri	Jual Beli   Buy and Sell	Sodium Saccharin dan Sodium Siklamat   Sodium Saccharin and Sodium Cyclamate
6	CV Media Interlintas Niaga	Pemasaran dan Penjualan   Marketing and Sales	Beras   Rice
7	PT Dwi Kencana Makmur Sentosa	Jual Beli   Buy and Sell	Beras Ketan   Glutinous Rice
8	PT Jakarta Sereal	Jual Beli   Buy and Sell	Beras Ketan   Glutinous Rice
9	Agro Tani Nusantara	Jual Beli   Buy and Sell	Gula Kristal Putih   White Crystal Sugar
10	CV Abad Baru	Jual Beli   Buy and Sell	Gula Kristal Putih   White Crystal Sugar
11	Agro Tani Sentosa	Jual Beli   Buy and Sell	Gula Kristal Putih   White Crystal Sugar
12	Garindo Food Internasional	Jual Beli   Buy and Sell	Daging Sapi dan Kerbau Impor   Imported Beef and Buffalo Meat
13	PT Hajar Aswad Tani Indonesia	Jual Beli   Buy and Sell	Gula Kristal Putih dan Beras Japonica   White Crystal Sugar and Japonica Rice
14	CV Putra Benteng Sejahtera	Jual Beli   Buy and Sell	Gula Kristal Putih   White Crystal Sugar
15	PT LAPI ITB	Konsultan   Consultant	Kajian Rantai Pasok   Supply Chain Studies
16	United Silkroad	Pemasok Kemasan   Packaging Supplier	Plastik Kemasan Benih   Seed Packaging Plastic
17	PT Cipta Andhika Teladan	Jual Beli   Buy and Sell	Gula Kristal Putih   White Crystal Sugar
18	PT Coco Murni Prima Jaya	Jual Beli   Buy and Sell	Dessicated Coconut
19	LKBH PPS FHUI	Konsultan   Consultant	Penyelesaian Sengketa   Dispute Resolution
20	PT Sultana Agro Lestari	Jual Beli   Buy and Sell	Beras Basmati   Basmati Rice
21	PT Dewa Tunggal Abadi	Jual Beli   Buy and Sell	Beras Basmati   Basmati Rice
22	PT Lantabura Internasional	Jual Beli   Buy and Sell	Beras Basmati   Basmati Rice

## Kerja Sama Antar-BUMN dengan Mitra Luar Negeri

### Cooperation between SOEs and Foreign Partners

No.	Mitra Partners	Jenis Kerja Sama Types of Cooperation	Produk/Jasa Products/Services
1.	GC Amazing Fruits	Jaminan Pasokan   Supply Guarantee	Buah Nanas   Pineapple
2	Legacy Singapore	Penjajakan Pasar   Market Survey	Komoditi Ekspor dan Impor   Export and Import Commodities
3	Marianna Golden Chemical	Jual Beli   Buy and Sell	Gula Kristal Putih   White Crystal Sugar
4	RNS Trade Pte. Ltd.	Pengemasan   Packaging	Gula Kristal Putih   White Crystal Sugar
5	HMA Agro Industries Ltd	Jual Beli   Buy and Sell	Daging Kerbau   Buffalo Meat
6	Fair Export India	Pemasok Produk Impor   Imported Products Supplier	Daging Kerbau   Buffalo Meat
7	Minerva Foods	Pemasok Produk Impor   Imported Products Supplier	Daging Sapi   Beef Meat
8	Abott Cold Storages Pvt Ltd	Pemasok Produk Impor   Imported Products Supplier	Daging Kerbau   Buffalo Meat
9	Qilu Quanyan Co Ltd	Jual Beli   Buy and Sell	Apel   Apple
10	Aastar Trading Pte Ltd	Pemasok Produk Impor   Imported Products Supplier	Gula Kristal Putih   White Crystal Sugar
11	OCI Limited	Pemasok   Supplier	Daging Sapi   Beef Meat
12	Marhabba Frozen Foods	Pemasok   Supplier	Daging Kerbau   Buffalo Meat

## PERISTIWA PENTING TAHUN 2020 EVENT HIGHLIGHTS IN 2020



**4 Januari | January 4**

Bekerja sama dengan instansi daerah setempat, Perseroan menyalurkan bantuan berupa makanan pokok, perlengkapan bayi, dan produk sanitasi kepada warga terdampak banjir di wilayah Jakarta, Tangerang, dan Bekasi.

In collaboration with local regional agencies, the Company distributed assistance in the form of basic food, baby equipment, and sanitation products to flood-affected citizens in the Jakarta, Tangerang, and Bekasi areas.

### Sepanjang tahun 2020

#### Throughout 2020

Perseroan berkolaborasi dengan ITPC (*Indonesia Trade Promotion Center*) untuk memasarkan produk-produk PPI di kota-kota besar di luar negeri. Kolaborasi ini dilakukan dalam rangka pemetaan/pemilihan komoditas yang dinilai potensial untuk diperdagangkan di pasar ekspor, seperti kopi, teh, *charcoal*, *frozen fish*, rempah-rempah dan rotan.

The Company has collaborated with ITPC (Indonesia Trade Promotion Center) to market PPI products in big cities abroad. Such collaboration is conducted to mapping/deciding commodities that are potentially traded in the export market, such as coffee, tea, charcoal, frozen fish, spices, and rattan.



**5 Februari | February 5**

Perseroan dan BUMN Pangan menghadiri Rapat Kerja bersama Komisi VI DPR RI dalam rangka penyusunan *roadmap* dan strategi peningkatan kinerja Perseroan serta mendorong sinergi antar-BUMN Pangan untuk mewujudkan percepatan kedaulatan pangan nasional.

The Company and SOE of Staple Food attended the Work Meeting of Commission VI DPR RI in order to prepare a roadmap and strategy that aims to improve the Company's performance and to encourage synergy among SOE of Staple Food to realize the acceleration of national food sovereignty.



**20 Februari | February 20**

Perseroan menyosialisasikan produk farmasi dan alat kesehatan di dalam Rapat Kerja Teknis (Rakernis) Pusat Kedokteran dan Kesehatan Kepolisian Negara Republik Indonesia (Pusdokkes Polri). Kegiatan ini bertujuan untuk memperkenalkan produk farmasi dan alat kesehatan yang distribusikan Perseroan guna menunjang kegiatan pelayanan kesehatan di Rumah Sakit Bhayangkara yang tersebar di seluruh Indonesia.

The Company socialized pharmaceutical products and medical equipment in the Technical Working Meeting (Rakernis) of the Indonesian National Police Medical and Health Center (Pusdokkes Polri). This activity aims to introduce pharmaceutical products and medical equipment that are distributed by the Company to support health service activities at Bhayangkara Hospital spread throughout Indonesia.

**28 Februari | February 28**

Badan Pengawas Obat dan Makanan (BPOM) menerbitkan izin edar untuk Kopi Covare varian Aceh Gayo (bubuk), Papua Wamena (bubuk dan *roasted beans*), Papua Blend (bubuk), Sumatera Mandailing (bubuk) dan Sumatera Toba (*roasted beans & drip*).

The Drug and Food Supervisory Body (BPOM) issued distribution permits for Covare Coffee variants of Aceh Gayo (powder), Papua Wamena (powder and roasted beans), Papua Blend (powder), Sumatra Mandailing (powder), and Sumatra Toba (roasted beans & drip).



**16 Maret | March 16**

- Pemerintah menugaskan Perseroan untuk mengimpor 10.000 ton daging sapi dan 20.000 ton daging kerbau. Menindaklanjuti penugasan tersebut, Menteri BUMN memberikan izin impor kepada Perseroan untuk melakukan importasi daging sapi dari Brazil/Argentina dan penyediaan daging kerbau dari India.

The government assigned the Company to import 10,000 tons of beef and 20,000 tons of buffalo meat. Following up on that assignment, the SOE Minister granted the Company an import permit to import beef from Brazil/Argentina and supply of buffalo meat from India.

- Pemerintah menugaskan Perum Bulog, PT RNI, dan Perseroan untuk melakukan importasi gula konsumsi dalam rangka menekan lonjakan harga eceran gula pasir menjelang Idul Fitri 1441H. Menindaklanjuti keputusan tersebut, Kementerian Perdagangan menyetujui importasi gula kristal putih oleh Perseroan sebanyak 50.000 MT.

The government assigned Perum Bulog, PT RNI, and the Company to import white crystal consumption sugar to control the spike in retail prices of granulated sugar ahead of Eid al-Fitr 1441H. Following up on the decision, the Ministry of Trade approved the Company's import of 50,000 MT of white crystal sugar.

**20 April | April 20**

Perseroan terlibat di dalam kegiatan penyaluran bantuan sosial berupa paket sembako bagi warga Jabodetabek yang diselenggarakan oleh Kementerian Sosial. Pembagian sembako tersebut merupakan implementasi dari program Bantuan Khusus Presiden RI di masa pandemi COVID-19.

The Company was involved in the distribution of social aids in the form of basic food packages for Jabodetabek citizens organized by the Ministry of Social Affairs. The distribution of basic needs is a form of the Special Assistance program of the President of the Republic of Indonesia during the COVID-19 pandemic.



**3 Mei | May 3**

Perseroan bersama dengan DPR RI menginisiasi pembentukan dapur umum di 5 (lima) wilayah DKI Jakarta yang bertujuan untuk memenuhi kebutuhan pangan masyarakat selama PSBB diberlakukan. Upaya dan kesiapan dapur umum diharapkan menjadi sebuah bukti nyata Kementerian BUMN dan Sinergitas BUMN dalam mendukung misi percepatan, pengentasan dan penanggulangan COVID-19.

The Company together with the Indonesian House of Representatives initiated the establishment of public kitchens in 5 (five) areas of DKI Jakarta which aims to meet the community's food needs during the PSBB period. The efforts and readiness of public kitchens are expected to be a real attempt of the Ministry of SOEs and SOEs Synergy in promoting the mission of accelerating, alleviating, and overcoming the COVID-19 outbreak.



**5 Mei | May 5**

Perseroan menerima penugasan dari Kementerian BUMN untuk melakukan penyerapan *Livebird* dari peternak mandiri dan penyaluran hasil potong. Melalui Divisi Pengembangan Bisnis, Perseroan sudah melakukan *trial project* dengan sumber *supply* peternak mandiri yang berada di wilayah Subang, Jawa Barat dan selanjutnya dilakukan proses pemotongan dengan hasil karkas, *boneless* dada, *boneless* paha, sampingan (kerongkongan, kulit ayam, tulang paha, sayap utuh, minyak ayam, kepala, kaki, ati ampela, tembolok dan usus bersih) di Rumah Potong Hewan wilayah Cikarang, Jawa Barat.

The Company received an assignment from the Ministry of SOEs to absorb Livebird from independent breeders and distribute cut products. Through the Business Development Division, the Company has conducted a trial project with a source of supply for independent breeders located in the Subang area, West Java, and the cutting process is further carried with the results of a carcass, breast boneless, thigh boneless, side (esophagus, chicken skin, thigh bone, whole wing), chicken oil, head, legs, liver gizzard, crop and intestines clean) at the Slaughterhouse in Cikarang, West Java.



### 13 Mei | May 13

Perseroan menyalurkan bantuan berupa Alat Pelindung Diri (APD) yang terdiri dari *Coverall Suit Reusable* beserta masker anti-bakteri dan sarung tangan bagi tenaga medis di Rumah Sakit Umum Daerah (RSUD) Tarakan.

The Company distributed assistance in the form of Personal Protective Equipment (PPE) which consists of Reusable Coverall Suits along with anti-bacterial masks and gloves for medical personnel at Rumah Sakit Umum Daerah (RSUD) Tarakan.



### 16 Mei | May 16

Di tengah masa pandemi COVID-19, Perseroan tetap melakukan ekspor ikan laut ke Taiwan. Perseroan berkomitmen akan terus menggenjot aktivitas ekspor agar pangsa pasar Perseroan pada skala internasional dapat terus berkembang.

In the midst of the COVID-19 pandemic, the Company continues to export marine fish to Taiwan. The Company is committed to continuing to boost export activities so that the Company's market shares on an international scale can continue to grow.



### 20 Mei | May 20

Dewan Komisaris dan Direksi Perseroan beserta anak perusahaan membagikan paket bantuan lebaran kepada rekan-rekan sekuriti, *driver*, *office boy* dan *cleaning service* yang bekerja di lingkungan Perseroan.

The Board of Commissioners and Board of Directors of the Company and its subsidiaries distributed Eid aid packages to security officers, drivers, office boys and cleaning services working who work within the Company.



### 5 Juni | June 5

Merespons situasi dan kondisi *new normal* yang terjadi di masa pandemi, Perseroan membentuk *Covid Rangers PPI* yang berasal dari unit-unit kerja di Kantor Pusat dan Kantor Cabang di seluruh Indonesia. *Covid Rangers PPI* bertugas menyusun rencana teknis dan penerapan pedoman kerja di masa pandemi serta berperan sebagai agen perubahan menuju kondisi *New Normal*.

Responding to the new normal situation and conditions that occurred during the pandemic, the Company formed PPI Covid Rangers who were recruited from work units at the Head Office and Branch Offices throughout Indonesia. The PPI Covid Rangers are tasked with compiling technical plans and implementing work guidelines during the pandemic and acting as agents of change towards New Normal conditions.

### 19 Juni | June 19

Perseroan memberikan bantuan APD dan Paket Pangan ke rumah sakit di wilayah Depok. Adapun bantuan yang disalurkan tersebut adalah produk-produk milik Perseroan, seperti Beras Panganesia, Minyak Goreng Panganesia, Sarden Kiku dan lain-lain.

The Company delivered PPE assistance and food packages to hospitals in the Depok area. The assistance distributed was in the form of the Company's products, such as Panganesia Rice, Panganesia Cooking Oil, Kiku Sardines and others.



### 3 Juli | July 3

Perseroan kembali menyerahkan paket bantuan berupa APD dan kebutuhan pangan kepada para tenaga kesehatan yang bertugas di RSUD Kota Bekasi.

The Company handed over a package of aids in the form of PPE and food assistance to the frontline health workers who work at RSUD Kota Bekasi.



### 8 Juli | July 8

*Covid Rangers* PPI berkontribusi terhadap pengembangan aplikasi *Cosmic* dan *Peduli Lindungi*. Hal ini dilakukan sebagai bentuk dukungan atas akselerasi pelaksanaan protokol *New Normal* di lingkungan Kementerian BUMN.

PPI Covid Rangers has contributed to the development of the *Cosmic* and *Peduli Lindungi* applications. This is done as a form of support to accelerate the *New Normal* protocol implementation in the Ministry of SOEs.



### 13 Juli | July 13

Dalam rangka perluasan penetrasi pasar ekspor dan ekspansi bisnis, Perseroan melakukan penandatanganan MoU bersama Legacy Singapura Holdings PTE. LTD., terkait pendirian *Representative Office* (RO) di Singapura. Ke depan, RO ini akan menjadi *hub trading* ke Jepang, Malaysia dan China, serta ke negara-negara Asia dan sekitarnya, terutama untuk produk pangan/hortikultura.

In order to expand export market penetration and business expansion, the Company signed an MoU with Legacy Singapore Holdings PTE. LTD., regarding the establishment of a *Representative Office* (RO) in Singapore. In the future, this RO will become a trading hub to Japan, Malaysia, and China, as well as to the Asian region and surrounding countries, especially for food/horticultural products.



### 14 Juli

July  
14

Perseroan dan Badan Pengurus Pusat Himpunan Pengusaha Muda Indonesia (BPP HIPMI) menjalin sinergi yang bertujuan untuk mendorong ekspor produk UMKM. Hal ini dilakukan sebagai wujud komitmen Perseroan dalam meningkatkan kemitraan dengan pelaku usaha seperti petani dan nelayan untuk percepatan ekspor.

The Company and the Central Executive Board of the Indonesian Young Entrepreneurs Association (BPP HIPMI) built a synergy that endeavors to boost exports of SME products. This is conducted as a form of the Company's commitment to strengthening partnerships with business players such as farmers and fishermen to accelerate exports.

### 22 Juli | July 22

Perseroan memperkenalkan Core Value BUMN - AKHLAK sebagai dasar momentum bagi transformasi SDM Perseroan. Perseroan berkomitmen akan terus melakukan sosialisasi dan transformasi SDM berbasis AKHLAK, melalui internalisasi dan implementasi AKHLAK tersebut.

The Company introduced the SOEs Core Value, called AKHLAK as the basis of momentum for the Company's HR transformation. The Company is committed to continuously socializes and transforms human resources based on AKHLAK values, through internalization and implementation of the AKHLAK.



### 25 Juli | July 25

Perseroan meluncurkan produk baru berupa pestisida herbisida sebagai produk pengganti Amara dengan merek Dharmara. Selama tahun 2020, Perseroan sudah memproduksi pestisida herbisida sebanyak 101.670 liter.

The Company launched a new product in the form of herbicide pesticides as a substitute for Amara under the Dharmara brand. During 2020, the Company has produced 101,670 liters of herbicide pesticides.



### 30 Juli | July 30

Perseroan menggelar Program Panen Rejeki Dharmabrand yang diperuntukkan bagi para petani dan outlet yang menjadi mitra PPI di seluruh Indonesia.

The Company held the Panen Rejeki Dharmabrand Program which was intended for farmers and outlets who have become PPI partners throughout Indonesia.



### 11-14 Agustus | August 11-14

Menyambut HUT RI ke-75, Perseroan menggelar Pasar Murah Merdeka di wilayah Purwokerto dan Yogyakarta. Aktivitas tersebut dilakukan dengan menerapkan protokol kesehatan yang ketat.

In commemorating the 75th Indonesian Independence Day, the Company held Pasar Murah Merdeka in Purwokerto and Yogyakarta areas. These activities were carried out by applying stringent health protocols.

### 12 Agustus | August 12

Perseroan berhasil memperoleh sertifikat ISO 37001:2016 pada Divisi/unit kerja Pengadaan. Penerapan dan proses sertifikasi ISO Anti-Suap sejalan dengan *core value* BUMN, yaitu Amanah, Kompeten, Harmonis, Loyal, Adaptif dan Kolaboratif (AKHLAK).

The Company succeeded in obtaining ISO 37001:2016 certificate in the Procurement Division/work unit. Such implementation and ISO Anti-Bribery certification process have aligned with the SOEs' core values, namely Amanah, Competent, Harmonious, Loyal, Adaptive, and Collaborative (AKHLAK).



### 1 September | September 1

Perseroan mengekspor 100 ton *Coconut Charcoal* ke Sri Lanka dari total 1000 ton yang di ekspor melalui Pelabuhan Tanjung Priok menuju Colombo, Srilanka.

The Company exported 100 tons of Coconut Charcoal to Sri Lanka out of a total of 1000 tons which were shipped from Tanjung Priok Port to Colombo, Sri Lanka.



### 15 September | September 15

Perseroan dan Kementerian Sosial membangun platform e-Warung (Elektronik Warung Gotong Royong) sebagai program pemberdayaan masyarakat melalui warung yang sudah ditunjuk pemerintah untuk menyalurkan bantuan sosial pangan.

The Company and the Ministry of Social Affairs built the e-Warung (Electronic Warung Gotong Royong) platform as a community empowerment program through stalls that have been appointed by the government to distribute basic food social assistance.

### 25 September | September 25

Walikota Jakarta Pusat dan Dandim mengunjungi kantor pusat Perseroan untuk meninjau penerapan protokol kesehatan yang diterapkan di lingkungan Perseroan. Hasil peninjauan menunjukkan bahwa Perseroan sudah mentaati Peraturan Gubernur DKI Jakarta Nomor 88 tahun 2020 mengenai PSBB Tahap II yang diberlakukan di Jakarta.

The Mayor of Central Jakarta and the Dandim visited the Company's head office to evaluate the health protocols implementation in the Company. The inspection results revealed that the Company has complied with the DKI Jakarta Governor Regulation Number 88 of 2020 regarding PSBB Phase II which was enacted in Jakarta.



### 1 Oktober | October 1

Bertepatan dengan hari Kesaktian Pancasila 1 Oktober 2020, Perseroan menggelar acara *Graduation of Management Trainee* atau seremoni kelulusan bagi 19 peserta yang selanjutnya akan menjalani ikatan dinas di Perseroan.

Coincided with the Pancasila Sanctity Day, October 1, 2020, the Company held a Graduation of Management Trainee event or a graduation ceremony for 19 participants who would undergo official relations in the Company.

### 13 Oktober | October 13

Karyawan Perseroan berpartisipasi menjadi relawan vaksin COVID-19 di Bandung. Penelitian ini bertujuan untuk mengetahui respon kekebalan tubuh, keamanan dan efikasi (kemampuan mencegah penyakit) terhadap vaksin SARS Cov-2 setelah pemberian 2 dosis vaksin.

The Company's employees participated as a volunteer of the COVID-19 vaccine in Bandung. This study aims to determine the immune response, safety, and efficacy (ability to prevent disease) against the SARS Cov-2 vaccine after giving 2 doses of the vaccine.



### 20 Oktober | October 20

- Perseroan melakukan leapfrog transformasi SDM berbasis kinerja core value AKHLAK dengan penerapan reward & performance management system berdasarkan Key Performance Indicator (KPI) Kementerian BUMN, KPI Operasional, dan KPI SDM.

The Company has leapfrogged the performance transformation based on the AKHLAK core values by applying a reward & performance management system according to the Key Performance Indicators (KPI) of the Ministry of SOEs, Operational KPIs, and HR KPIs.

- Bekerja sama dengan Satgas Bencana BUMN DKI Jakarta, Perseroan berpartisipasi aktif dalam menyosialisasikan Program 3M yang digalakkan oleh Pemerintah, serta terjun langsung membagikan masker kepada masyarakat.

In collaboration with the Jakarta BUMN National Disaster Task Force, the Company actively participates in socializing the 3M Program promoted by the Government and directly involved in distributing masks to the public.



### 18 Oktober October 18

The Company together with Al Buraq Investment and Star Food Investment Hongkong signed a memorandum of understanding regarding the export and import of trade products and commodities

Perseroan bersama Al Buraq Investment dan Star Food Investment Hongkong menandatangani nota kesepahaman mengenai ekspor impor produk dan komoditas perdagangan.





## 25 November | November 25

- Perseroan menyalurkan bantuan penanggulangan COVID-19 berupa cairan disinfektan beserta alat penyemprotannya ke Rumah Sakit Darurat Wisma Atlet – Jakarta.  
The Company distributed COVID-19 relief assistance in the form of disinfectant liquid and its spraying equipment to the Wisma Atlet Emergency Hospital – Jakarta.
- Perseroan menerima penghargaan Keterbukaan Informasi Publik (KIP) dengan kriteria “Cukup Informatif” untuk kategori BUMN pada Anugerah Keterbukaan Informasi Publik yang diselenggarakan Komisi Informasi Pusat (KIP) Republik Indonesia.  
The Company obtained the Public Information Disclosure Award (KIP) with the criteria of “Informative Enough” for the SOEs category at the Public Information Openness Award organized by the Central Information Commission of the Republic of Indonesia (KIP RI).






## 15 Desember | December 15

Perseroan menyerahkan paket bantuan sembako untuk sejumlah panti asuhan dan Dhuafa yang tersebar di Jabodetabek dan Lampung.  
The Company handed over packages of basic food assistance to a number of orphanages and poor people in Jabodetabek and Lampung.







## 17 & 22 Desember December 17 & 22


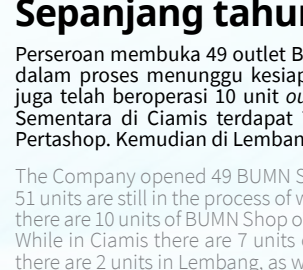
- Sebagai koordinator BUMN Cluster Pangan, Perseroan dan RNI menyosialisasikan rencana pembentukan Holding Pangan kepada seluruh Keluarga Besar PPI.  
As coordinator of the SOE of Staple Food, the Company and RNI disseminated the plan to establish a Food Holding to the entire PPI Family.
- Perseroan berhasil meraih Predikat Distributor of The Year sebagai Distributor Utama NPK Phonska Plus wilayah Indonesia Tengah dan Timur. Ajang penghargaan tersebut diselenggarakan oleh Pupuk Petrokimia Gresik dan Pupuk Indonesia Holding Persero.  
The Company won the Distributor of The Year Predicate as the Main Distributor of NPK Phonska Plus in Central and Eastern Indonesia. The award event was organized by Pupuk Petrokimia Gresik and Pupuk Indonesia Holding Persero.



## Sepanjang tahun 2020 | Throughout 2020

Perseroan membuka 49 outlet BUMN Shop di Sukabumi dari total 100 gerai dimana 51 unit sisanya masih dalam proses menunggu kesiapan dari BUMDes setempat untuk beroperasi. Selain itu, di Tasikmalaya juga telah beroperasi 10 unit outlet BUMN Shop dimana 4 unit di antaranya telah terpasang Pertashop. Sementara di Ciamis terdapat 7 unit outlet BUMN Shop dimana 3 unit diantaranya sudah dilengkapi Pertashop. Kemudian di Lembang terdapat 2 unit, di Temanggung dan Trenggalek telah beroperasi 3 unit.  
The Company opened 49 BUMN Shop outlets in Sukabumi out of a total of 100 outlets, of which the remaining 51 units are still in the process of waiting for the local BUMDes' readiness to operate. In addition, in Tasikmalaya there are 10 units of BUMN Shop outlets have also operated, of which 4 units have been installed with Pertashop. While in Ciamis there are 7 units of BUMN Shop outlets, 3 of which are equipped with Pertashop. In addition, there are 2 units in Lembang, as well as 3 units that have been operating in Temanggung and Trenggalek.







## Sepanjang tahun 2020 | Throughout 2020


Dalam rangka penerapan *System Information and Communication Technology* (ICT), Perseroan menyelesaikan tahapan penting dalam membangun Enterprise Resources Planning (ERP) berbasis Dynamics-365 dimana semua transaksi baik di Kantor Pusat maupun Kantor Cabang sudah memanfaatkan aplikasi Dynamics365 dengan mengaplikasikan modul *Supply Chain Management* (SCM) serta modul Akuntansi dan Keuangan.  
In order to implement the Information and Communication Technology (ICT) System, the Company completed an important stage in building Dynamics-365-based Enterprise Resources Planning (ERP) where all transactions both at the Head Office and Branch Offices have utilized the Dynamics365 application by applying the Supply Chain Management (SCM) module and the Accounting and Finance module





## Sepanjang tahun 2020 | Throughout 2020

Perseroan merealisasikan program kerja Optimalisasi Aset tahun 2020 yang menargetkan penerbitan 216 SKPT dan *carry over* tahun 2019. Sampai akhir 2020, sebanyak 74 SKPT telah selesai diterbitkan oleh kantor BPN. Sementara target penerbitan 60 sertifikasi di tahun 2020 sudah diproses pengajuan pembaharuannya namun hanya sekitar 14.  
The Company realized the Asset Optimization work program in 2020 which targets the issuance of 216 SKPT and carried over in 2019. By the end of 2020, as many as 74 SKPT have been issued by the BPN office. While the target for the issuance of 60 certifications in 2020 has been processed for renewal, but only about 14 certificates that have been issued.



# LAPORAN MANAJEMEN

## MANAGEMENT REPORT

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**Nina Sulistyowati**  
**Direktur Utama**  
President Director

## LAPORAN DIREKSI BOARD OF DIRECTORS' REPORT

### Para pemegang saham dan pemangku kepentingan yang kami hormati,

Pertama-tama marilah kita panjatkan puji dan syukur ke hadirat Tuhan Yang Maha Esa karena atas rahmat dan karunia-Nya Perseroan mampu melewati tahun 2020 dengan baik meskipun berhadapan dengan sejumlah tantangan dan ketidakpastian di masa pandemi global COVID-19.

Sehubungan dengan hal tersebut maka pada kesempatan ini, izinkanlah kami menyampaikan Laporan Pelaksanaan Tugas Direksi untuk tahun buku 2020 yang mencakup analisis kinerja Perseroan, analisis prospek usaha, perkembangan penerapan tata kelola perusahaan serta perubahan komposisi Direksi.

### Tinjauan Kondisi Perekonomian Di Masa Pandemi COVID-19

Sejak kuartal pertama tahun 2020 sampai dengan saat ini, Indonesia dihadapkan dengan berbagai tantangan dan tekanan yang cukup berat seiring dengan merebaknya virus COVID-19. Kondisi pandemi menjadikan tahun 2020 sebagai tahun yang penuh dengan masa-masa sulit tidak hanya bagi sektor kesehatan, akan tetapi juga membawa pengaruh buruk bagi kinerja sektoral lainnya.

Tidak hanya Indonesia, hampir seluruh negara di belahan dunia lainnya juga mengalami nasib serupa. Tidak ada satupun yang berhasil luput dari dampak pandemi COVID-19. Sepanjang tahun 2020, perekonomian global mengalami kontraksi yang dikontribusikan oleh koreksi pertumbuhan di negara-negara maju yang selama ini berperan sebagai motor ekonomi dunia, seperti Amerika Serikat (AS) dan Uni Eropa yang masing-masing mencatatkan pertumbuhan ekonomi negatif sebesar 3,5% (yoy) dan 6,4% (yoy).

Demikian juga dari kawasan Asia, China juga dilaporkan membukukan pertumbuhan ekonomi yang paling lambat dalam sejarahnya, yakni sebesar 2,3% (yoy). Demikian halnya dengan Singapura dan India yang merupakan negara tujuan ekspor Perseroan masing-masing mencatatkan kontraksi pertumbuhan sebesar -5,8% (yoy) dan -8,5% (yoy).

Kebijakan *lockdown* atau pembatasan aktivitas sosial menjadi opsi populer yang diambil oleh para pemangku kebijakan di seluruh negara, termasuk di Indonesia. Hal inilah yang sedikit banyak membawa dampak berat bagi kinerja perekonomian baik pada skala global maupun nasional. Alih-alih diharapkan dapat menekan angka penyebaran virus, justru penutupan gedung kantor, toko retail dan pabrik, serta penutupan perbatasan negara mendorong terciptanya resesi ekonomi.

### Dear honoured shareholders and stakeholders,

First and foremost, we would like to extend praise and gratitude to the presence of God Almighty as for His mercy and grace, so that the Company was able to pass the 2020 year properly despite facing a number of challenges and uncertainties during the global COVID-19 pandemic.

On this occasion, please allow us to submit a Report regarding the Implementation of the Board of Directors' Duties for the financial year 2020 that includes analysis of the Company's performance, analysis of business prospects, developments in the implementation of corporate governance, and changes in the composition of the Board of Directors.

### Overview of Economic Conditions During the COVID-19 Pandemic

Since the first quarter of 2020 until now, Indonesia has been faced with various challenges and pressures that are considered quite severe in line with the COVID-19 virus outbreak. The pandemic conditions highlighted the 2020 as a year full of difficulties not only for the health sector but also had a bad influence on the performance of other sectors.

Not only Indonesia, but almost all countries in other parts of the world also suffered the same fate. No one could escape the impact of the COVID-19 pandemic. Throughout 2020, the global economy experienced a contraction, which was contributed by the growth correction in developed countries that have been working as the main driver behind the global economy, such as the United States (US) and the European Union, each of which recorded negative economic growth of 3.5% (yoy) and 6.4% (yoy).

Likewise, from the Asian region, China has also reported the slowest economic growth in its history, at 2.3% (yoy). Furthermore, Singapore and India, which are the Company's export destinations, recorded growth contractions of -5.8% (yoy) and -8.5% (yoy) respectively.

Lockdown policy or restriction on social activities have become a popular option taken by policymakers throughout the country, including in Indonesia. This has possessed a severe impact on the economic performance both on a global and national scale. Instead of being expected to reduce the virus spreads, the closure of office buildings, retail stores, and factories, as well as the closure of national borders have led to an economic recession.

Arus perdagangan menjadi terhambat, produktivitas dan optimalisasi sektor riil menurun, akibatnya Pemutusan Hubungan Kerja (PHK) menjadi isu yang paling rentan terjadi di tahun 2020. Secara agregat, kondisi tersebut pada akhirnya berpengaruh terhadap menurunnya daya beli masyarakat. Hal ini setidaknya tercermin dari laju inflasi Indonesia tahun 2020 yang dibukukan sebesar 1,68% (yoy), terendah sepanjang sejarah. Sementara laju pertumbuhan ekonomi nasional mengalami kontraksi 2,07% (yoy) sepanjang tahun ini. Meskipun mengalami penyusutan, kontraksi ekonomi yang dialami Indonesia masih relatif lebih baik dibandingkan negara-negara tetangga.

Namun demikian, tanda-tanda pemulihan ekonomi mulai terlihat menjelang akhir 2020. Sektor riil perlahan mampu menunjukkan kemampuannya untuk beradaptasi dengan cara berbisnis yang baru di era *new normal*. Di sisi lain, masyarakat juga terlihat semakin memiliki kesadaran tinggi akan bahaya virus COVID-19 sehingga mendorong mereka untuk lebih taat menerapkan protokol kesehatan yang ketat di area terbuka.

Merespons situasi sulit yang sedang terjadi, pada tahun 2020, pemerintah mengeksekusi Program Pemulihan Ekonomi (PEN) dengan total dana yang sudah terealisasi sejumlah Rp502,71 triliun atau 72,3% dari total anggaran Rp695,2 triliun. Program PEN dimaksudkan untuk mendukung pergerakan ekonomi masyarakat sekaligus sebagai daya ungkit pertumbuhan ekonomi nasional di masa pandemi. Di samping itu, Pemerintah juga bekerja keras menjaga stabilitas keuangan dan ekonomi nasional dengan menerbitkan sejumlah relaksasi kebijakan bagi sektor-sektor industri terdampak, serta menerapkan bauran kebijakan moneter longgar dan fiskal ekspansif yang diharapkan dapat mempercepat proses pemulihan ekonomi di tahun-tahun mendatang.

### Analisa Kinerja Perseroan Tahun 2020 Inisiatif Kebijakan Strategis

Merespons kondisi sulit yang terjadi di masa pandemi sepanjang tahun 2020, Direksi memutuskan untuk melakukan penyesuaian terhadap target-target yang hendak dicapai dan juga terhadap sejumlah inisiatif strategis yang telah ditetapkan sebelumnya agar lebih berfokus pada keberlanjutan usaha di masa depan. Program kerja Perseroan disesuaikan kembali berdasarkan perubahan arah kebijakan/strategi bisnis serta mempertimbangkan efisiensi biaya dan investasi yang tercermin pada RKAP Revisi Tahun 2020.

Pada penerapannya meski tidak mudah, penetrasi pasar domestik tetap diupayakan berjalan optimal di tahun ini walaupun mengalami keterbatasan akibat diterapkannya kebijakan *lockdown* di sejumlah wilayah di Indonesia. Kemudian dalam rangka memperluas pangsa pasar di skala internasional, Perseroan juga tetap melakukan aktivitas ekspor impor ke beberapa negara. Pengembangan ekosistem bisnis (*networking* dan *partnership*) di dalam dan luar negeri juga dilakukan melalui Pembukaan *Representative Office* di Singapura dan Dubai.

Trade flow has been hampered so that productivity and optimization of the real sector decreased, as a result, Termination of Employment (PHK) became the most vulnerable issue raised in 2020. In aggregate, these conditions ultimately affected the decline in people's purchasing power. This has been reflected in Indonesia's inflation rate in 2020 which was recorded at 1.68% (yoy), the lowest in history. Meanwhile, the national economic growth rate contracted by 2.07% (yoy) this year. Despite the contraction, Indonesia's economic contraction was also relatively better in comparison with other neighbouring countries.

However, signs of economic recovery started to appear towards the end of 2020. The real sector has been gradually showing its ability to be adapted to the new ways of doing business in the new normal era. On the other hand, people also seem to have a higher awareness of the COVID-19 virus threats, thus what encouraged them to be more obedient in implementing stringent health protocols in public areas.

Responding to current difficult circumstances, in 2020, the government executed the Economic Recovery Program (PEN) with a total realized fund of Rp502.71 trillion or 72.3% of the total budget of Rp695.2 trillion. The PEN program is intended to support the community's economic movement as well as to leverage national economic growth during the pandemic. Aside from that, the Government have also worked hard to maintain national financial and economic stability by publishing a number of policy relaxations for the affected industrial sectors, as well as implementing a mix of loose monetary policy and expansionary fiscal policy which is expected to accelerate the process of economic recovery in the coming years.

### Company Performance Analysis in 2020 Strategic Policy Initiatives

Responding to a challenging situation that occurred during the pandemic throughout 2020, the Board of Directors decided to make adjustments to the targets achieved as well as to several strategic initiatives that have been determined to focus more on business sustainability in the future. The Company's work program has been readjusted based on changes in the direction of business policy/strategy as well as by taking into account the cost and investment efficiency as reflected in the 2020 Revised RKAP.

In practice, although it was not easy, the domestic market penetration still strived to run optimally this year despite experienced restrictions due to lockdown policy enactment in a number of regions in Indonesia. In order to expand the market share worldwide, the Company also continues to carry out import-export activities to several countries. The development of business ecosystems (*networking* and *partnerships*) at domestic and worldwide scale is also conducted through the opening of Representative Offices in Singapore and Dubai.



Ditopang oleh semangat kuat dan kegigihan seluruh elemen Perseroan serta didukung oleh perumusan langkah-langkah mitigasi risiko di masa pandemi yang komprehensif dan *prudent*, Perseroan kembali dapat melanjutkan program BUMN Shop dengan membuka sejumlah *outlet* baru di beberapa wilayah. Selain itu, Perseroan juga berhasil meluncurkan produk pestisida jenis herbisida baru di tahun ini, serta melakukan *offtake* Livebird dari peternak mandiri dan penyaluran hasil potong.

Di sisi lain, Direksi semakin menyadari bahwa dewasa ini untuk memenangkan pangsa pasar di sektor perdagangan yang semakin ketat, maka keberadaan infrastruktur Teknologi Informasi (TI) yang *secure* dan andal sangat diperlukan untuk mendukung kelancaran proses operasional bisnis sehari-hari. Oleh sebab itu, pada tahun ini, Perseroan menjalankan program ERP secara optimal di seluruh aktivitas bisnis Perseroan sehingga berpengaruh positif terhadap kecepatan, keakuratan, dan keamanan data transaksi secara terintegrasi.

Sepanjang tahun 2020, Direksi dan seluruh unit kerja telah bekerja keras merumuskan inisiatif strategis dan kebijakan yang dinamis agar Perseroan mampu beradaptasi dan bertahan melewati tahun 2020 dengan hasil kinerja yang memuaskan. Seluruh inisiatif tersebut sudah melalui tahapan riset dan analisa yang mendalam dengan mempertimbangkan rekomendasi atau saran yang telah diberikan oleh Dewan Komisaris terkait pengelolaan perusahaan, serta memperhatikan faktor-faktor eksternal dan internal Perseroan di masa pandemi.

### Performa *Bottom Line* dan *Top Line* Tahun 2020

Sebagai perusahaan BUMN yang menjalankan kegiatan usaha utama di bidang perdagangan, Direksi sangat menyadari bahwa keberlanjutan usaha Perseroan sangat ditentukan dari kemampuan atau daya beli masyarakat dan stabilitas perekonomian. Oleh sebab itu, tidak dapat dipungkiri dampak masif yang ditimbulkan oleh pandemi COVID-19 sedikit banyak berpengaruh terhadap kinerja Perseroan.

Secara garis besar, Direksi menyambut baik segala upaya, sinergi, dan kerja keras yang telah dilakukan oleh seluruh insan Perseroan sehingga di tahun yang penuh dengan tantangan ini Perseroan justru mampu mencatatkan laba bersih sebesar Rp33,01 miliar, setelah sempat merugi di tahun sebelumnya. Perolehan laba bersih tersebut selaras dengan pertumbuhan pendapatan sebesar 39,90%, dari senilai Rp2,05 triliun pada 2019 menjadi Rp2,87 triliun di tahun 2020. Sementara beban usaha mengalami penurunan dari sebesar Rp208,77 miliar pada 2019 menjadi Rp181,43 miliar di akhir 2020.

Kemudian jika dilihat berdasarkan segmen bisnis usaha, berikut ini adalah gambaran kinerja pada masing-masing lini bisnis utama Perseroan, yaitu:

#### 1. Perdagangan Dalam Negeri

Sepanjang tahun 2020, Perdagangan Dalam Negeri memberikan kontribusi 29% penjualan terhadap total penjualan keseluruhan dengan nilai sebesar Rp829,24 miliar (terrealisasi 76% dari target). Apabila dibandingkan

Supported by the strong spirit and persistence of all elements of the Company and armed by the formulation of comprehensive and prudent risk mitigation measures during the pandemic, the Company was able to continue the BUMN Shop program by opening a number of new outlets in several areas. In addition, the Company also succeeded in launching a new type of herbicide pesticide product this year, as well as *offtake* Livebird from independent breeders and distribution of slaughter products.

On the other hand, the Board of Directors has become more aware that to win market share in the increasingly tight trade sector, the existence of a secure and reliable Information Technology (IT) infrastructure is very important to support the smooth running of daily business operations. Therefore, this year, the Company runs the ERP program optimally in all of the Company's business activities so that it has a positive effect on the speed, accuracy, and security of integrated transaction data.

In 2020, the Board of Directors and all work units have worked extra miles to formulate some strategic initiatives and flexible policies that enabled the Company to adapt and survive to go through the 2020 year with satisfactory performance results. All of these initiatives have gone through the stages of in-depth research and analysis by considering the recommendations or suggestions given by the Board of Commissioners regarding the management of the company, as well as taking into account the Company's external and internal factors during the pandemic.

### Bottom Line and Top Line Performances in 2020

As a SOE company that engages in trading sector business activity, the Board of Directors is well aware that the Company's business sustainability is largely determined by the ability or people's purchasing power and economic stability. Therefore, it can be stated that the massive impact caused by the COVID-19 pandemic has been affected the Company's performance.

Broadly speaking, the Board of Directors welcomes all the efforts, synergies, and hard work that has been conducted by all of the Company's personnel so that in this challenging year the Company was able to record a net income of Rp33.01 billion compared to a net loss recorded back in the previous year. The net income booked was in line with revenue growth of 39.90%, from Rp2.05 trillion in 2019 to Rp2.87 trillion in 2020. Meanwhile, operating expenses decreased from Rp208.77 billion in 2019 to Rp181.43 billion at the end of 2020.

Furthermore, based on business segment, the following are explanations on the performance of each of the Company's main business lines, among others:

#### 1. Domestic Trade

During 2020, the Domestic Trade segment accounted for 29% of sales contribution to total sales with a value of Rp829.24 billion (76% realized from the target). If compared with the achievements in 2019, it can be said

dengan pencapaian tahun 2019, terlihat bahwa omset penjualan pada lini usaha ini membukukan pertumbuhan tipis sebesar 2%.

Meski mampu mencatatkan penjualan, Direksi mengakui bahwa kinerja Perdagangan Dalam Negeri mengalami keterbatasan dalam melakukan penetrasi pasar akibat pandemi COVID-19 yang berdampak pada penurunan daya beli pelanggan, terkecuali produk Pupuk (subsidi & non-subsidi) dan produk konsumsi milik Unilever.

## 2. Perdagangan Internasional (Ekspor & Impor)

Selama tahun 2020, segmen Perdagangan Internasional membukukan total penjualan sebesar Rp1,96 triliun (terrealisasi 119% dari target) atau menyumbang 69% kontribusi terhadap total penjualan Perseroan. Sekitar 87% dari total penjualan Perdagangan Internasional berasal dari penjualan komoditas impor Gula Kristal Putih serta Daging Sapi dan Daging Kerbau yang masing-masing membukukan penjualan sebesar Rp399,30 miliar dan Rp1,17 triliun.

Sementara penjualan komoditi Bahan Kimia Berbahaya (B2) mengalami perlambatan bisnis yang cukup signifikan dikarenakan penerbitan Surat Persetujuan Impor (SPI) untuk barang-barang tersebut memerlukan waktu yang lebih panjang dibanding tahun-tahun sebelumnya.

Selain melakukan transaksi perdagangan komoditas reguler, Perseroan juga menerima penugasan khusus untuk melakukan perdagangan komoditas non-reguler. Di tengah keterbatasan pandemi COVID-19, Direksi menilai pelaksanaan penugasan khusus yang diberikan oleh pemerintah telah berjalan dengan baik. Pada tahun 2020, Perseroan telah mengimpor gula kristal putih sebanyak 39.758 MT atau 80% dari target dikarenakan keterbatasan ruang gerak dengan masih diberlakukannya kebijakan *lockdown* di sejumlah negara termasuk negara asal/eksportir, seperti di India. Sementara importasi daging kerbau dan daging sapi masing-masing terealisasi 98,7% dan 99,1% dari target alokasi impor.

### Mengelola Tantangan di Masa Pandemi COVID-19

Keberhasilan Perseroan dalam menjalankan kegiatan usaha perdagangan di masa pandemi tentunya tidak lepas dari berbagai tantangan maupun kendala yang dihadapi. Pada tahun 2020, Direksi menilai faktor-faktor berikut ini adalah sejumlah tantangan ataupun kendala yang berpengaruh cukup signifikan bagi kegiatan operasional bisnis Perseroan, di antaranya:

- Pembatasan mobilitas berdampak pada keterlambatan pengiriman barang dan terhambatnya pasokan dari wilayah-wilayah kunci baik domestik maupun luar negeri;
- Penurunan daya beli pelanggan mengakibatkan turunnya *volume* perdagangan Perseroan secara agregat di hampir seluruh komoditi yang diperdagangkan;
- Penurunan daya saing produk dagangan karena terimbas oleh naiknya biaya logistik dan distribusi sehingga berpengaruh negatif terhadap daya saing produk

that sales turnover of this line of business posted a slight growth of 2%.

Although enabled to record sales, the Board of Directors acknowledged that the performance of Domestic Trade experienced limitations in penetrating the market due to the COVID-19 pandemic which had an impact on the decline of customer's purchasing power, except for Fertilizer products (subsidized & non-subsidized) and Unilever's consumer products.

## 2. International Trade (Export & Import)

In 2020, the International Trade segment recorded total sales of Rp1.96 trillion (realized 119% of the target) or contributed 69% of the contribution to the Company's total sales. About 87% of total international trade sales came from imported white crystal sugar as well as beef and buffalo meat, which recorded sales of Rp399.30 billion and Rp1.17 trillion, respectively.

Meanwhile, sales of Hazardous Chemicals (B2) commodities experienced a significant business slowdown due to the issuance of Import by Permit Only (SPI) for these goods which took a longer time than previous years.

In addition to conducting regular commodity trading transactions, the Company also received special assignments to trade non-regular commodities. Amidst the restrictions happened due to the COVID-19 pandemic, the Board of Directors assessed that the implementation of special assignments given by the government had performed well. In 2020, the Company has imported 39,758 MT of white crystal sugar, or 80% of the target due to limited space along with the implementation of lockdown policy in a number of countries including countries of origin/exporters, such as India. Meanwhile, imports of buffalo meat and beef were realized at 98.7% and 99.1% of the import allocation target, respectively.

### Managing Challenges During the COVID-19 Pandemic

The Company's ability in conducting trading business activities during the pandemic certainly can't be separated from various challenges and obstacles faced. In 2020, the Board of Directors considered that the following factors to be a number of challenges or obstacles that have a significant effect on the Company's business operations, namely:

- Mobility restrictions brought an impact on delays in the delivery of goods and delays in supply from key regions, both domestic and overseas;
- The customer's purchasing power declined has resulted in a decrease in the Company's aggregate trading volume in almost all traded commodities;
- Decreased competitiveness of merchandise products as affected by rising costs of logistics and distribution so that it possessed a negative effect on the Company's products

- Perseroan; dan
- d. Keterbatasan eksistensi karyawan unggul dikarenakan sebagian besar karyawan Perseroan sempat terinfeksi virus COVID-19.

Meskipun berhadapan dengan tekanan dan tantangan yang cukup berat di tahun ini, Direksi memilih untuk tidak menyerah dan terus melangkah maju. Dengan penuh optimis dan kerja keras, Perseroan mampu bersikap adaptif dalam merespons disrupsi yang terjadi. Keberhasilan Perseroan dalam mengelola tantangan yang ada setidaknya tercermin dari performa *bottom line* dan *top line* Perseroan yang menunjukkan kinerja positif di tahun ini.

### Prospek Usaha Tahun 2021

Bank Dunia memproyeksikan ekonomi global akan tumbuh di kisaran 4% (yoy) pada 2021 mendatang didukung asumsi tercapainya *herd immunity* paska berjalannya program vaksinasi COVID-19 yang dilakukan secara masif dan serempak di banyak negara, termasuk di Indonesia. Sejalan dengan proyeksi pemulihan ekonomi global, Pemerintah Indonesia juga memperkirakan laju perekonomian nasional akan kembali tumbuh positif di level sekitar 5,0% (yoy).

Berlandaskan pada optimisme yang telah disusun oleh lembaga tinggi dunia dan pemerintah Indonesia, maka Direksi juga menaruh harapan yang sama dalam menyambut prospek usaha tahun 2021 mendatang. Hal tersebut tercermin dari target-target optimis yang hendak dicapai sebagaimana tercantum di dalam RKAP Tahun 2021 yang mengusung tema: “Fokus pada Bisnis untuk Transformasi Holding Pangan, mendukung Program Pemulihan Ekonomi Nasional”.

Direksi meyakini kegiatan usaha utama/pendukung yang dijalankan Perseroan cukup menjanjikan dan memiliki potensi pasar yang besar pada jangka panjang. Oleh sebab itu, Perseroan akan terus melanjutkan strategi optimalisasi aset dan memanfaatkan peluang perdagangan yang ada baik di *cluster* pangan maupun *non-cluster* pangan. Perseroan juga berkomitmen akan terus berinovasi dan adaptif dalam menghadapi disrupsi yang terjadi agar senantiasa dapat berperan kuat sebagai integrator dan agregator perdagangan baik di dalam maupun luar negeri, sesuai dengan *tagline* Perseroan, yaitu “*Flagship Trading Company of Indonesia*”.

Meski demikian, Direksi berpendapat dampak pandemi COVID-19 masih akan tetap mewarnai kegiatan operasional bisnis Perseroan ke depan. Sehingga, implementasi inisiatif strategis Perseroan di tahun mendatang tetap akan memperhatikan faktor-faktor eksternal yang terjadi.

### Sumber Daya Manusia (“SDM”) Sebagai Aset Perseroan

Perseroan meyakini eksistensi SDM unggul dan berkompentensi tinggi berperan besar di dalam proses pencapaian visi, misi dan tujuan jangka panjang Perseroan. Berangkat dari kesadaran penuh tersebut, maka Perseroan menaruh perhatian besar terhadap program pengembangan kompetensi dan kapabilitas

competitiveness; and

- d. Lacking existence of excellent employees was due to most of the Company’s employees were infected by the COVID-19 virus.

Despite facing quite heavy pressures and challenges this year, the Board of Directors had chosen not to give up and kept moving forward. With full optimism and relied on a hard work, the Company was able to be adaptive in responding to the disruptions that occurred. The Company’s success in managing the existing challenges has reflected in the Company’s bottom line and top line performances that have shown positive performance throughout the year.

### Business Prospects in 2021

The World Bank is projected that the global economy will grow around 4% (yoy) in 2021, bolstered by the assumption of reaching herd immunity following the massive and simultaneous implementation of the COVID-19 vaccination program in many countries, including Indonesia. Aligned with the projected global economic recovery, the Indonesian Government also estimates that the national economy will grow again positively at around 5.0% (yoy).

According to the optimism that has been prepared by the world’s top institutions and the Indonesian government, the Board of Directors also has the same expectation in welcoming the 2021 business prospects. This has reflected under the optimistic targets to be achieved as contained in the 2021 RKAP which carries the theme: “Focus on Business for Food Holding Transformation, to Support the National Economic Recovery Program”.

The Board of Directors believes that the main/supporting business activities run by the Company are quite promising and have large market potential in the long term. Accordingly, the Company will continue its asset optimization strategy and take advantage of existing trade opportunities both in food clusters and non-food clusters. The Company is also committed to continue the innovation and be adaptive in overcoming any disruptions that occurred so that it can always play a strong role as an integrator and trade aggregator both at home and overseas, in accordance with the Company’s tagline, namely “*Flagship Trading Company of Indonesia*”.

Nevertheless, the Board of Directors deems that the impact of the COVID-19 pandemic will continue to encompass the Company’s business operations in the future. Thus, the implementation of the Company’s strategic initiatives in the coming year will remain focus on external factors that occur.

### Human Resources (“HR”) as the Company’s Assets

The Company believes that the existence of excellent and highly competent human resources plays a major role in the process of achieving the Company’s vision, mission, and long-term goals. Going from this full awareness, the Company pays great attention to employee competency and capability development programs

karyawan yang dilaksanakan secara berkesinambungan setiap tahunnya.

Pada tahun 2020, kebijakan pengelolaan SDM berlangsung dinamis dengan mempertimbangkan kebutuhan pengembangan bisnis Perseroan di masa pandemi COVID-19. Meski berhadapan dengan sejumlah disrupsi pada cara bekerja di masa *new normal* serta adanya keterbatasan dalam hal pelaksanaan kegiatan, Direksi menegaskan bahwa program peningkatan kompetensi karyawan tidak boleh berhenti di masa pandemi. Oleh sebab itu, dengan penuh semangat dan setelah melalui proses adaptasi yang cukup panjang, maka sejumlah kegiatan pelatihan dan pengembangan kompetensi SDM tahun 2020 dapat diselenggarakan dengan metode *webinar*.

Selain berfokus pada program peningkatan kompetensi SDM, Perseroan juga menjalankan program retensi karyawan dalam rangka mempertahankan talenta-talenta terbaik yang dimiliki. Hal ini dilakukan dengan memberikan kepastian jenjang karier dan kesempatan yang sama kepada seluruh karyawan, serta memberikan remunerasi dan *benefit* yang kompetitif.

### **Human Capital Engineering PT PPI (Persero) dengan Metode Pay Performance Tahun 2020**

Transformasi SDM turut menjadi salah satu prioritas Perseroan pada tahun ini. Untuk mewujudkan hal tersebut, Perseroan terus berupaya meningkatkan kinerjanya menuju perusahaan yang kompetitif dan berkinerja unggul melalui program transformasi SDM. Adapun transformasi SDM yang berjalan di Perseroan berlandaskan pada 5 (lima) prioritas Kementerian BUMN yang salah satunya berfokus pada pengembangan talenta.

Pada penerapannya, program transformasi SDM Perseroan dilakukan dengan menginternalisasi *core value* BUMN yaitu Amanah, Kompeten, Harmonis, Loyal, Adaptif dan Kolaboratif (AKHLAK). Disamping itu, Perseroan juga menerapkan sistem *pay for performance*, sistem manajemen kinerja berbasis AKHLAK/Simak AKHLAK, dan *grading* jabatan.

Dengan demikian, Perseroan berharap dapat menghasilkan talenta-talenta unggul di masa depan sebagai penerus perusahaan, BUMN, dan Indonesia.

### **Kontribusi Perseroan Bagi Komunitas Sekitar Melalui Program CSR dan PKBL**

Di tengah masa pandemi COVID-19, Perseroan tetap gencar melaksanakan kegiatan Tanggung Jawab Sosial Perusahaan (*Corporate Social Responsibility*/"*CSR*") yang diwujudkan melalui Program Kemitraan dan Bina Lingkungan (PKBL) serta program CSR. Hal ini dilakukan sebagai bentuk komitmen Perseroan sebagai BUMN untuk senantiasa tumbuh dan berkembang yang selaras dengan pemberian kontribusi positif kepada masyarakat dan pemangku kepentingan lainnya.

### **Penguatan Tata Kelola Perusahaan yang Baik**

Direksi menyadari bahwa penerapan prinsip-prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*/"*GCG*") pada

which are conducted continuously each year.

In 2020, HR management policy has taken place dynamically by considering the Company's business development needs during the COVID-19 outbreak. Despite dealing with a number of disruptions to the way of working in the new normal period as well as limitations in the implementation of activities, the Board of Directors emphasized that the employee competency development program shall not to stop during the pandemic. Hence, along with enthusiasm and after went through a fairly long adaptation process, a number of training activities and HR competency development in 2020 can be held by practicing the webinar method.

Beside focusing on HR competency development programs, the Company also runs employee retention programs to maintain the best talents it has. This has been done by providing certainty of career paths and equal opportunities to all employees, as well as providing competitive remuneration and benefits.

### **Human Capital Engineering of PT PPI (Persero) with Pay Performance Method in 2020**

HR transformation was also one of the Company's priorities this year. To accomplish this objective, the Company continues to improve its performance towards a competitive and superior-performing Company through the HR transformation program. The HR transformation that runs in the Company is based on 5 (five) priorities of the Ministry of SOEs, one of which focuses on talent development.

In practice, the Company's HR transformation program is conducted by rooting the SOEs' core values, namely Amanah, Competent, Harmonious, Loyal, Adaptive, and Collaborative (AKHLAK). In addition, the Company also executes a pay-for-performance system, management system performance based on AKHLAK/Simak AKHLAK, and job grading.

Thus, the Company expects can produce excellent talents in the future as the successors of the Company, SOEs, and Indonesia.

### **The Company's Contribution to the Surrounding Communities Through CSR and PKBL Programs**

Among the COVID-19 outbreak, the Company still managed to perform Corporate Social Responsibility ("CSR") activities which have been actualized through the Partnership and Community Development Program (PKBL) and CSR program. This has been taken as the Company's commitment as part of SOEs to continually grow and develop aligned with positive contributions given to the community and other stakeholders.

### **Strengthening Good Corporate Governance**

The Board of Directors recognizes that the application of Good Corporate Governance ("GCG") principles in every line of

setiap lini bisnis dan jenjang organisasi merupakan sebuah kebutuhan mendasar dan vital yang harus dilaksanakan secara konsisten untuk dapat mewujudkan hadirnya sebuah perusahaan yang dipercaya oleh pemangku kepentingan, berkinerja unggul, serta tumbuh secara berkelanjutan.

Keberhasilan Perseroan dalam mencatatkan kinerja positif di tahun 2020 tentunya tidak lepas dari pengelolaan bisnis secara transparan dan *prudent* di masa pandemi. Direksi memastikan seluruh organ-organ utama maupun pendukung telah menjalankan tugas dan tanggung jawabnya sesuai *Board Manual* sehingga aktivitas perdagangan dapat berjalan sesuai harapan dan mitigasi risiko berlangsung optimal.

Sebagai BUMN yang menjunjung tinggi nilai-nilai AKHLAK, Direksi menaruh perhatian penuh terhadap peningkatan kualitas penerapan GCG Perseroan. Komitmen tersebut tercermin dari realisasi skor penilaian GCG tahun 2020 sebesar 85,18 pada kategori “BAIK” dimana capaian skor tersebut meningkat dibandingkan skor GCG periode sebelumnya sebesar 82,07. Direksi berkomitmen akan menindaklanjuti setiap rekomendasi perbaikan yang diberikan oleh PT Citra Solusi Manajemen (“CSM”) selaku pihak penilai eksternal agar proses pengembangan penerapan prinsip-prinsip GCG di Perseroan dapat berjalan lebih terarah dan terfokus.

Selain itu, pada tahun 2020 Perseroan juga berhasil meraih sertifikasi ISO 37001:2016 Sistem Manajemen Anti Penyuapan dari lembaga sertifikasi independen nasional - PT Sucofindo (Persero). Pencapaian ini menjadi bukti nyata atas komitmen Direksi dalam memperkuat penerapan GCG di seluruh sendi bisnis Perseroan demi terwujudnya praktik bisnis yang transparan, adil, dan bebas dari aksi penyuapan dan *fraud*. Kemudian sebagai wujud implementasi penguatan tata kelola perusahaan dalam rangka menghadirkan lingkungan kerja yang aman dan nyaman, Perseroan turut menunjukkan keandalan dan kualifikasinya dalam memenuhi kriteria ISO 45001:2018 tentang Sistem Manajemen Kesehatan dan Keselamatan Kerja (SMK3). Sertifikasi tersebut diperoleh setelah melalui *assessment* pada aktivitas perdagangan umum, pergudangan dan pengelolaan *site* di Medan.

Berkolaborasi dengan Komite Audit, Satuan Pengawas Intern dan perangkat organ lainnya, Direksi berjanji akan terus berupaya memastikan tingkat kepatuhan Perseroan terhadap prinsip-prinsip GCG dan regulasi yang berlaku agar Perseroan dapat menjadi contoh BUMN yang baik bagi perusahaan lainnya.

## Perubahan Komposisi Anggota Direksi

Selama tahun 2020, susunan Direksi Perseroan mengalami beberapa kali perubahan dengan kronologis sebagai berikut:

business and organizational level should be a fundamental and vital need that must be implemented consistently in order to present a company that is trusted by stakeholders, able to record outstanding performance, and grows sustainably.

The Company's success in recording positive performance in 2020 certainly can't be separated from a transparent and prudent business management during the pandemic. The Board of Directors guaranteed that all main and supporting organs have performed their duties and responsibilities properly according to the Board Manual so that trading activity could run as expected and risk mitigation took place optimally.

As a SOE company that upholds the core values of AKHLAK, the Board of Directors gives full attention to improve the Company's GCG implementation quality. This commitment has been bestowed through the realization of GCG assessment scores in 2020 of 85.18 in the “GOOD” category where this score achievement has increased compared to the previous period's GCG score of 82.07. The Board of Directors is committed to following up on any recommendations for improvement provided by PT Citra Solusi Manajemen (“CSM”) as the external assessor so that the process of improving the GCG principles implementation within the Company can be run more directed and focused.

In 2020, the Company also obtained the ISO 37001:2016 certification regarding Anti-Bribery Management System from the national independent certification agency, named PT Sucofindo (Persero). This achievement should be treated as a clear sign of the Board of Directors' commitment to strengthen the implementation of GCG in all aspects of the Company's business in order to realize a business practice that are transparent, fair, as well as free from bribery and fraud. As a form of implementation in strengthening corporate governance to provide a safe and comfortable work environment, the Company also demonstrated its reliability and qualifications in meeting the criteria of ISO 45001:2018 regarding Occupational Health and Safety Management System (OHSAS). The certification was obtained after going through an assessment on general trading, warehousing and site management activities in Medan.

In collaboration with the Audit Committee, Internal Audit Unit, and other organs, the Board of Directors keep promising will continue to ensure the Company's level of compliance with GCG principles and applicable regulations so that the Company can be a good example of SOE for other companies.

## Changes in the Composition of the Board of Directors

During 2020, the composition of the Company's Board of Directors underwent several changes in chronological order as follows:

## 1 Januari 2020 - 13 April 2020 | January 1, 2020 - April 13, 2020

Nama   Name	Jabatan   Position	Pelaksana Appointed by	Dasar Pengangkatan Basic of Appointment	Periode Jabatan Term of Office
Agus Andiyani	Direktur Utama President Director	Kementerian BUMN Ministry of SOEs	SK-192/MBU/08/2016 tanggal 24 Agustus 2016 SK-192/MBU/08/2016 dated August 24, 2016	2016-2021
Prasetyo Indroharto	Direktur Teknik dan Pengembangan Director of Engineering and Development	Kementerian BUMN Ministry of SOEs	SK-220/MBU/10/2019 tanggal 17 Oktober 2019 SK-220/MBU/10/2019 dated October 17, 2019	2019-2024
Anton Mart Irianto	Direktur Operasi Director of Operations	Kementerian BUMN Ministry of SOEs	SK-282/MBU/12/2017 tanggal 11 Desember 2017 SK-282/MBU/12/2017 dated December 11, 2017	2017-2022
A. Yaniarsyah Hasan	Direktur Komersil Director of Commerce	Kementerian BUMN Ministry of SOEs	SK-282/MBU/12/2018 tanggal 11 Desember 2017 SK-282/MBU/12/2018 dated December 11, 2017	2017-2022
Abdi Mustakim	Direktur Keuangan, Sumber Daya Manusia dan Umum Director of Finance, Human Resources and General Affairs	Kementerian BUMN Ministry of SOEs	SK-220/MBU/10/2019 tanggal 17 Oktober 2019 SK-220/MBU/10/2019 dated October 17, 2019	2019-2024

## 13 April 2020 - 17 Juni 2020 | April 13, 2020 - June 17, 2020

Nama   Name	Jabatan   Position	Pelaksana Appointed by	Dasar Pengangkatan Basic of Appointment	Periode Jabatan Term of Office
Fasika Khaerul Zaman	Direktur Utama President Director	Kementerian BUMN Ministry of SOEs	SK-101/MBU/04/2020 tanggal 2 April 2020 SK-102/MBU/04/2020 dated April 2, 2020	2020-2025
Prasetyo Indroharto	Direktur Teknik dan Pengembangan Director of Engineering and Development	Kementerian BUMN Ministry of SOEs	SK-220/MBU/10/2019 tanggal 17 Oktober 2019 SK-220/MBU/10/2019 dated October 17, 2019	2019-2024
Anton Mart Irianto	Direktur Operasi Director of Operations	Kementerian BUMN Ministry of SOEs	SK-282/MBU/12/2017 tanggal 11 Desember 2017 SK-282/MBU/12/2017 dated December 11, 2017	2017-2022
Eko Budianto	Direktur Komersil Director of Commerce	Kementerian BUMN Ministry of SOEs	SK-101/MBU/04/2020 tanggal 2 April 2020 SK-102/MBU/04/2020 dated April 2, 2020	2020-2025
Abdi Mustakim	Direktur Keuangan, Sumber Daya Manusia dan Umum Director of Finance, Human Resources and General Affairs	Kementerian BUMN Ministry of SOEs	SK-220/MBU/10/2019 tanggal 17 Oktober 2019 SK-220/MBU/10/2019 dated October 17, 2019	2019-2024

## 17 Juni 2020 - 31 Desember 2020 | June 17, 2020 - December 31, 2020

Nama   Name	Jabatan   Position	Pelaksana Appointed by	Dasar Pengangkatan Basic of Appointment	Periode Jabatan Term of Office
Fasika Khaerul Zaman	Direktur Utama President Director	Kementerian BUMN Ministry of SOEs	SK-101/MBU/04/2020 tanggal 2 April 2020 SK-102/MBU/04/2020 dated April 2, 2020	2020-2025
Prasetyo Indroharto	Direktur Teknik dan Pengembangan Director of Engineering and Development	Kementerian BUMN Ministry of SOEs	SK-220/MBU/10/2019 tanggal 17 Oktober 2019 SK-220/MBU/10/2019 dated October 17, 2019	2019-2024
Anton Mart Irianto	Direktur Perdagangan Dalam Negeri Director of Domestic Trade	Kementerian BUMN Ministry of SOEs	SK-282/MBU/12/2017 tanggal 11 Desember 2017 SK-282/MBU/12/2017 dated December 11, 2017	2017-2022
Eko Budianto	Direktur Perdagangan Internasional Director of International Trade	Kementerian BUMN Ministry of SOEs	SK-101/MBU/04/2020 tanggal 2 April 2020 SK-102/MBU/04/2020 dated April 2, 2020	2020-2025
Kindy Rinaldy Syahrir	Direktur Keuangan, Sumber Daya Manusia dan Umum Director of Finance, Human Resources and General Affairs	Kementerian BUMN Ministry of SOEs	SK - 204/MBU/06/2020 tanggal 15 Juni 2020 SK — 204/MBU/06/2020 dated June 15, 2020	2020-2025

Perubahan komposisi Direksi pada tahun 2020 merupakan bagian dari roadmap dan transformasi Kementerian BUMN RI.

Changes in the composition of the Board of Directors in 2020 were part of the roadmap and transformation of the Ministry of SOEs.

### Apresiasi

Menutup Laporan Pelaksanaan Tugas Direksi tahun buku 2020, perkenankan saya mewakili jajaran Direksi Perseroan menyampaikan ungkapan terima kasih yang tulus kepada segenap karyawan yang telah berupaya memberikan kontribusi terbaiknya bagi Perseroan.

### Appreciation

To conclude the Report on the Implementation of the Board of Directors' Duties for the financial year 2020, please allow me on behalf of the Board of Directors of the Company to express my sincere gratitude to all employees who have tried to give their best contribution to the Company.

Apresiasi yang setinggi-tingginya juga kami berikan kepada Dewan Komisaris atas dukungan, bimbingan, dan nasehat yang telah diberikan sehingga Perseroan mampu melalui tahun 2020 yang berat ini.

We also would like to extend our highest appreciation to the Board of Commissioners for the support, guidance, and advice that has been given so that the Company managed to pass through this very tough 2020 year.

Direksi juga sangat bersyukur atas dukungan dan kerja sama yang sudah terjalin kokoh bersama para mitra, pelanggan, dan pemasok. Kami berharap semoga sinergi yang sudah terjalin solid ini dapat terus dipertahankan di tahun-tahun mendatang sehingga Perseroan mampu membukukan kinerja yang lebih baik ke depannya.

The Board of Directors was also very grateful for the support and cooperation that has been strongly established with partners, customers, and suppliers. We are hoping that this solid synergy can be maintained in the years to come so that the Company can record better performance in the future.

Atas nama Direksi,  
On behalf of the Board of Directors,

**Nina Sulistyowati**  
Direktur Utama  
President Director

# PROFIL PERUSAHAAN

## COMPANY PROFILE

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PT PERUSAHAAN PERDAGANGAN INDONESIA (PERSERO)

PERUSAHAAN  
PERDAGANGAN  
INDONESIA  
(PERSERO)

76<sup>TH</sup>

## INFORMASI PERUSAHAAN COMPANY INFORMATION

Nama Perusahaan   <i>Company Name</i>	<b>PT PERUSAHAAN PERDAGANGAN INDONESIA (PERSERO)</b>
Status Badan Hukum Perusahaan   <i>Company Legal Entity Status</i>	Badan Usaha Miliki Negara (BUMN)   State-Owned Enterprise (SOE)
Bidang Usaha   <i>Line of Businesses</i>	Perdagangan dalam negeri dan perdagangan internasional <i>Domestic trade and international trade</i>
Ruang Lingkup Usaha   <i>Scope of Businesses</i>	Kegiatan ekspor, impor, antar pulau, perdagangan lokal, distribusi, perwakilan dan keagenan, retail, dan pengadaan barang-barang. <i>Export, import, inter-island activities, local trade, distribution, representation and agency, retail, and procurement of goods.</i>
Tanggal Pendirian   <i>Establishment Date</i>	19 Juni 2003 / <i>June 19, 2003</i>
Dasar Hukum Pendirian <i>Legal Basis of Establishment</i>	<ul style="list-style-type: none"> <li>Akta Notaris Engawati Ghazali, S.H. No. 03 tanggal 4 Oktober 2016 <i>Notarial Deed Engawati Ghazali, S.H. No. 03 October 4, 2016</i></li> <li>Surat Keputusan No. AHUAH. 01.03-0086086 tahun 2016 tanggal 4 Oktober 2016 <i>Decree No. AHUAH. 01.03-0086086 year 2016 October 4, 2016</i></li> </ul>
Modal Dasar   <i>Authorized Capital</i>	Rp575.000.000.000 (lima ratus tujuh puluh lima miliar rupiah) <i>Rp575,000,000,000 (five hundred seventy-five billion rupiah)</i>
Modal Disetor   <i>Paid-in Capital</i>	Rp156.200.000.000 (seratus lima puluh enam miliar dua ratus juta rupiah) <i>Rp156,200,000,000 (one hundred fifty-six billion two hundred million rupiah)</i>
Kepemilikan Saham   <i>Shareholding</i>	Seluruh saham Perseroan dimiliki oleh Pemerintah Republik Indonesia (100%) yang Pemegang Saham nya diwakili oleh Kementerian BUMN RI   <i>All of the Company's shares are owned by the Government of the Republic of Indonesia (100%) whose shareholder is represented by the Ministry of SOEs of the Republic of Indonesia</i>
Jumlah Karyawan tahun 2020   <i>Number of Employees in 2020</i>	533 orang yang terdiri dari 499 orang pegawai Perseroan dan 34 orang dari Entitas Anak. <i>533 persons consisting of 499 employees of the Company and 34 employees from Subsidiaries.</i>
Alamat Kantor Pusat   <i>Head Office Address</i>	GRAHA PPI Jl. Abdul Muis No.8, Jakarta Pusat, 10160 Tel.: (021) 3862141 Fax.: (021) 3862143 e-mail: ppi.info@ptppi.co.id Website: www.ptppi.co.id
Jaringan Kantor   <i>Office Network</i>	<ul style="list-style-type: none"> <li>Kantor Pusat PT PPI (Persero) di Jakarta Pusat <i>PT PPI (Persero) Head Office in Central Jakarta</i></li> <li>Kantor Cabang PT PPI (Persero) 32 Unit <i>32 Branch Offices of PT PPI (Persero)</i></li> <li>BUMN Shop 6 Unit <i>6 Units of BUMN Shop</i></li> <li>Graha Ekspor di Kantor Pusat <i>Graha Ekspor at Head Office</i></li> <li>Representative Office di Tiongkok, Taiwan dan Mesir <i>Representative Offices in China, Taiwan and Egypt</i></li> </ul>
Sekretaris Perusahaan   <i>Corporate Secretary</i>	Syailendra e-mail: syailendra@ptppi.co.id Tel. : 085888213867
Media Sosial   <i>Social Media</i>	<ul style="list-style-type: none"> <li> PPI Persero</li> <li> @PTPPI(Persero)</li> <li> PPIPersero</li> <li> @ppipersero</li> </ul>



## RIWAYAT SINGKAT PERUSAHAAN A BRIEF HISTORY OF THE COMPANY

PT Perusahaan Perdagangan Indonesia (Persero) (“Perseroan”) atau Indonesia Trading Company (ITC) didirikan pada 19 Juni 2003 melalui aksi *merger* dari 3 (tiga) Badan Usaha Milik Negara (BUMN), yaitu PT Dharma Niaga (Persero), PT Pantja Niaga (Persero) dan PT Cipta Niaga (Persero). Aksi *merger* ketiga BUMN tersebut dilakukan sesuai dengan ketentuan UU No. 1 tahun 1995 tentang Perseroan Terbatas dan PP No. 27 Tahun 1998 Pasal 34 tentang Penggabungan, Peleburan dan Pengambilalihan Perseroan Terbatas serta PP No. 22 Tahun 2003 tanggal 31 Maret 2003 tentang penggabungan PT Dharma Niaga (Persero) dan PT Pantja Niaga (Persero) ke dalam PT Cipta Niaga (Persero) yang mana rancangan penggabungannya telah disepakati di dalam Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) masing-masing perusahaan pada 4 Februari 2003. Keputusan tersebut juga telah dikukuhkan dengan Akta Notaris Betsail Untajana, S.H. No. 4 tanggal 9 Juni 2003.

Selanjutnya, penggabungan 3 (tiga) perusahaan atas nama PT Dharma Niaga (Persero), PT Pantja Niaga (Persero), dan PT Cipta Niaga disahkan melalui Akta Risaalah RUPSLB yang dibuat di hadapan Notaris Sri Rahayu Hadi Prasetyo, S.H. No. 3 tanggal 9 Juni 2003 yang antara lain mengesahkan perubahan nama menjadi PT Perusahaan Perdagangan Indonesia (Persero), perubahan Anggaran Dasar serta peningkatan modal dasar, modal ditempatkan dan modal disetor. Perubahan Anggaran Dasar tersebut telah disahkan oleh Menteri Kehakiman dan Hak Asasi Manusia melalui Surat Keputusan No. C-14008HT.04-TH.2003 tanggal 19 Juni 2003 dan diumumkan dalam Berita Negara Nomor 75 Tambahan Nomor 8784 tanggal 19 Juni 2003.

Perubahan terakhir Anggaran Dasar Perseroan dilakukan dengan akta Pernyataan Keputusan Pemegang Saham Perusahaan PT Perusahaan Perdagangan Indonesia (Persero), dibuat di hadapan notaris Engawati Ghazali, S.H. No. 03 tanggal 4 Oktober 2016 untuk disesuaikan dengan UU No. 40 Tahun 2007 tentang Perseroan Terbatas. Perubahan tersebut telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan Surat Keputusan No.AHUAH. 01.03-0086086 tahun 2016 tanggal 4 Oktober 2016.

Setelah lebih dari 17 tahun menelan asam garam dalam menjalankan kegiatan usaha di bidang perdagangan ekspor, impor, dan distribusi, saat ini Perseroan telah berkembang sebagai BUMN besar dan ternama yang bergerak di bidang perdagangan dalam negeri dan perdagangan internasional.

Sampai dengan akhir 2020, Perseroan tercatat memiliki sebanyak 32 kantor cabang dan lebih dari 12.000 kios/*outlet* yang tersebar di wilayah Indonesia, serta memiliki *Representative Office* (Luar Negeri), BUMN Shop (Dalam Negeri) dan Mitra Penjualan.

PT Perusahaan Perdagangan Indonesia (Persero) (“the Company”) or Indonesia Trading Company (ITC) was established on June 19, 2003 through the merger of 3 (three) State-Owned Enterprises (SOEs), namely PT Dharma Niaga (Persero), PT Pantja Niaga (Persero) and PT Cipta Niaga (Persero). Merger action of these three SOEs was implemented in accordance with the provisions of Law no. 1 of 1995 concerning Limited Liability Companies and Government Regulation No. 27 of 1998 Article 34 concerning Merger, Consolidation, and Acquisition of Limited Liability Companies and Government Regulation No. 22 of 2003 dated March 31, 2003, regarding the merger of PT Dharma Niaga (Persero) dan PT Pantja Niaga (Persero) into PT Cipta Niaga (Persero) in which the merger plan was agreed at the Extraordinary General Meeting of Shareholders (EGMS) of each company on February 4, 2003. This decision was confirmed by Notarial Deed Betsail Untajana, S.H. No. 4 dated June 9, 2003.

Subsequently, the merger of 3 (three) companies on behalf of PT Dharma Niaga (Persero), PT Pantja Niaga (Persero), and PT Cipta Niaga was ratified through the Deed of Minutes of the EGMS drawn up before Notary Sri Rahayu Hadi Prasetyo, S.H. No. 3 dated June 9, 2003, which among others approved the company name change to PT Perusahaan Perdagangan Indonesia (Persero), amended the Articles of Association and increased authorized capital, issued capital, and paid-up capital. The amendments to the Articles of Association was approved by the Minister of Justice and Human Rights through Decree No. C-14008HT.04-TH.2003 dated June 19, 2003, and announced in State Gazette Number 75 Supplement Number 8784 dated June 19, 2003.

The latest amendments to the Company’s Articles of Association were made upon the deed of the Company’s Shareholders’ Decision Statement of PT Perusahaan Perdagangan Indonesia (Persero), made before a notary Engawati Ghazali, S.H. No. 03 dated October 4, 2016, to be adjusted to Law no. 40 of 2007 concerning Limited Liability Companies. The amendment was approved by the Minister of Law and Human Rights of the Republic of Indonesia based on Decree No.AHUAH. 01.03-0086086 of 2016 dated October 4, 2016.

With over 17 years of experience managing business activities in the field of export, import, and distribution trade, today, the Company has now developed as a large and well-known SOE engaged in domestic trade and international trade.

By the end of 2020, the Company has 32 branch offices and more than 12,000 outlets spread across Indonesia, and has Representative Offices (Overseas), BUMN Shops (Domestic) and Sales Partners.

## JEJAK LANGKAH MILESTONES

### 1950

Pemerintah Indonesia menasionalisasi seluruh perusahaan perdagangan menjadi perusahaan milik negara dan disebut Niaga.

The Indonesian government nationalized all trading companies to become state-owned companies and called Niaga.

### 1961

- Perubahan nama PN Budi Bhakti, PN Sedjati Bhakti, PN Sinar Bhakti, dan PN Fadjar Bhakti menjadi PT Dharma Niaga sebagaimana tertuang di dalam PP No. 75/1961, PP No. 90/1961, PP No. 71/1967, PP No. 74/1961;
- Perubahan nama PN Djaya Bhakti menjadi PT Cipta Niaga sebagaimana tertuang di dalam PP No. 78/1961, PP No. 76/1961; dan
- Perubahan nama PN Marga Bhakti, PN Tri Bhakti, dan PN Tulus menjadi PT Aneka Bhakti dan PT Panjta Niaga sebagaimana tertuang di dalam PP No. 73/1961, PP No. 77/1961, PP No. 72/1961.
- Name change of PN Budi Bhakti, PN Sedjati Bhakti, PN Sinar Bhakti, and PN Fadjar Bhakti to PT Dharma Niaga as contained in PP no. 75/1961, PP No. 90/1961, PP No. 71/1967, PP No. 74/1961;
- Name change of PN Djaya Bhakti to PT Cipta Niaga as contained in PP No. 78/1961, PP No. 76/1961; and
- Name change of PN Marga Bhakti, PN Tri Bhakti, and PN Tulus to PT Aneka Bhakti and PT Panjta Niaga as contained in PP No. 73/1961, PP No. 77/1961, PP No. 72/1961.

### 1964

- Perubahan nama PN Budi Bhakti menjadi PT Aduma Niaga I, PN Sedjati Bhakti menjadi PT Aneka Niaga II, PN Sinar Bhakti menjadi PN Dharma, dan PN Fadjar Bhakti menjadi PN Satya Niaga telah dituangkan di dalam PP 31/1964 dan PP 30/1964.
- Perubahan nama PN Djaya Bhakti menjadi PT Pembangunan Aneka Niaga II telah dituangkan di dalam PP No. 30/1964.
- Name change of PN Budi Bhakti to PT Aduma Niaga I, PN Sedjati Bhakti to PT Aneka Niaga II, PN Sinar Bhakti to PN Dharma, and PN Fadjar Bhakti to PN Satya Niaga as stated in PP. 31/1964 and PP 30/1964.
- Name change of PN Djaya Bhakti to PT Pembangunan Aneka Niaga II as stated in PP. 30/1964.

### 1965

Perubahan nama PN Djaya Bhakti menjadi PT Pembangunan Niaga III tercantum di dalam Keputusan Menteri. PDN No. 002/1965 dan Keputusan Menteri. PDN No. 010/1965.

Name change of PN Djaya Bhakti to PT Pembangunan Niaga III as contained in the Ministerial Decree. PDN No. 002/1965 and Ministerial Decree. PDN No. 010/1965.

### 1971

- Perubahan nama PT Aduma Niaga I menjadi PT Aduma Niaga sebagaimana tertuang di dalam PP No. 52/1971;
- Perubahan nama PN Satya Niaga menjadi PT Satya Niaga sebagaimana tertuang di dalam PP No. 10/1971;
- Perubahan nama PT Aneka Niaga I menjadi PT Aneka Niaga sebagaimana tertuang di dalam PP No. 73/1971;
- Perubahan nama PN Dirga Niaga menjadi PT Dirga sebagaimana tertuang di dalam PP No. 36/1971;
- Perubahan nama PT Pantja berubah menjadi PT Pantja Niaga sebagaimana tertuang di dalam PP No. 37/1971; dan
- Perubahan nama PN Pembangunan Niaga I menjadi PT Pembangunan Niaga sebagaimana tertuang di dalam berdasarkan PP No. 47/1971.
- Name change of PT Aduma Niaga I to PT Aduma Niaga as contained in PP No. 52/1971;
- Name change of PN Satya Niaga to PT Satya Niaga as contained in PP No. 10/1971;
- Name change of PT Aneka Niaga I to PT Aneka Niaga as contained in PP No. 73/1971;
- Name change of PN Dirga Niaga to PT Dirga as contained in PP No. 36/1971;
- Name change of PT Pantja to PT Pantja Niaga as contained in PP No. 37/1971; and
- Name change of PN Pembangunan Niaga I to PT Pembangunan Niaga as contained in the PP No. 47/1971.

### 1970

- Perubahan nama PN Kerta Niaga menjadi PT Kerta Niaga sebagaimana tertuang di dalam PP No. 32/1970.
- Perubahan nama PN Dharma menjadi PT Dharma Niaga sebagaimana tertuang di dalam PP No. 22/1970.
- Perubahan nama PT Satya Niaga menjadi PT Dharma Niaga sebagaimana tertuang di dalam RUPSLB PT Dharma Niaga Tanggal 06 April 1970.
- Name change of PN Kerta Niaga to PT Kerta Niaga as stated in PP No. 32/1970.
- Name change of PN Dharma to PT Dharma Niaga as stated in PP No. 22/1970.
- Name change of PT Satya Niaga to PT Dharma Niaga as stated in the EGMS of PT Dharma Niaga on April 6, 1970.

### 1966

Perubahan nama PT Aneka Niaga II menjadi PN Kerta Niaga, PT Pembangunan menjadi PT Cipta Niaga, dan PT Aduma Niaga III berubah menjadi PT Dirga Niaga. Seluruh perubahan tersebut tercantum di dalam PP No. 7/1966.

Name change of PT Aneka Niaga II to PN Kerta Niaga, PT Pembangunan to PT Cipta Niaga, and PT Aduma Niaga III to PT Dirga Niaga. All of these changes are listed in PP No. 7/1966.

1982

Penggabungan PN Dirga Niaga dan PT Pembangunan Niaga menjadi PT Pantja Niaga sebagaimana tertuang di dalam Keputusan RUPSLB No. 17/1982.  
The merger of PN Dirga Niaga and PT Pembangunan Niaga to become PT Pantja Niaga as stated in the EGMS Resolution No. 17/1982.

1998

Perubahan nama PT Kerta Niaga menjadi PT Dharma Niaga sebagaimana tertuang di dalam PP No. 28/1998.  
Name change of PT Kerta Niaga to PT Dharma Niaga as contained in PP No. 28/1998.

2003

Penggabungan 3 (tiga) Perusahaan Niaga atau perusahaan perdagangan, yakni PT Tjipta Niaga (Persero), PT Dharma Niaga (Persero) dan PT Pantja Niaga (Persero) menjadi PT Perusahaan Perdagangan Indonesia (Persero) ("PT PPI") atau Indonesia Trading Company (ITC). Hal ini tercantum di dalam PP No. 22/2003.  
Merger of 3 (three) trading companies, namely PT Tjipta Niaga (Persero), PT Dharma Niaga (Persero) and PT Pantja Niaga (Persero) to become PT Perusahaan Perdagangan Indonesia (Persero) ("PT PPI") or Indonesia Trading Company (ITC). It is stated in PP No. 22/2003.

2015

Melakukan perubahan logo perusahaan yang sebelumnya dikenal dengan ITC (*Indonesian Trading Company*) menjadi Perusahaan Perdagangan Indonesia (Persero) sesuai dengan Surat persetujuan dari Kementerian BUMN nomor S-28/MBU/01/2015 pada tanggal 14 Januari 2015.  
Changed the company logo which was previously known as ITC (Indonesian Trading Company) to become Perusahaan Perdagangan Indonesia (Persero) in accordance with the approval letter from the Ministry of SOE number S-28/MBU/01/2015 on January 14, 2015.

2017

Bekerja sama dengan *partner* Zhong Ni, Perseroan meresmikan *Representative Office* di China.  
In collaboration with partner Zhong Ni, the Company inaugurated Representative Office in China.

2020

- Bekerja sama dengan *partner* Al Buraq Investment & Hongkong Star Food, Perseroan meresmikan *Representative Office* di Dubai.
- Bekerja sama dengan *partner* Legacy Singapore Holding Pte Ltd, Perseroan meresmikan *Representative Office* di Singapura.
- In collaboration with partner Al Buraq Investment & Hongkong Star Food, the Company inaugurated Representative Office in Dubai.
- In collaboration with partner Legacy Singapore Holding Pte Ltd, the Company inaugurated Representative Office in Singapore.

2019

- Bekerja sama dengan *partner* Elhamd Trading Company, Perseroan meresmikan *Representative Office* di Mesir.
- Bekerja sama dengan *partner* Ascent Hi-Tech Corp, Perseroan meresmikan *Representative Office* di Taiwan.
- In collaboration with partner Elhamd Trading Company, the Company inaugurated Representative Office in Egypt.
- In collaboration with partner Ascent Hi-Tech Corp, the Company inaugurated Representative Office in Taiwan.

2018

- Pertama kalinya menerapkan Sistem *Information and Communication Technology* (ICT) yang dimulai dengan penerapan sistem ERP di tahun 2017.
- PPI mengeksport komoditi Arang Batok Kelapa ke Sri Lanka dengan sumber pasokan komoditi berasal dari area Jawa Barat, Jawa Timur, Sulawesi, dan Sumatera Selatan.
- Perseroan memproduksi Dharmafur kemasan 1 kg untuk segmen petani/rumah tangga dengan luasan lahan kecil.
- PPI mengeluarkan produk baru dengan *brand* sendiri, yaitu Panganesia.
- Berkolaborasi dengan produsen minyak goreng di sejumlah wilayah terutama di Sumatera Utara, Perseroan mulai memasarkan produk minyak goreng kemasan 1 liter dan 2 liter dengan *brand* Minyak Goreng Panganesia.
- PPI bekerja sama dengan produsen beras di sejumlah sentra produksi beras dan memasarkan produk beras premium kemasan 5 kg dengan *brand* Beras Panganesia.
- Perseroan merintis peluang bisnis baru berupa pengembangan usaha kopi beserta produk turunannya dan meluncurkan produk KOPI COVARE.
- PPI meresmikan 15 BUMN Shop yang beroperasi di sejumlah wilayah di Indonesia.
- For the first time applied the Information and Communication Technology (ICT) System starting with the implementation of ERP system in 2017.
- PPI exports Coconut Shell Charcoal commodity to Sri Lanka with the source of commodity supply coming from West Java, East Java, Sulawesi and South Sumatra.
- The Company produces 1 kg of Dharmafur for the farmer/household segment with a small land area.
- PPI launched new product under its own brand, named Panganesia.
- In collaboration with cooking oil producers in a number of areas, especially in North Sumatra, the Company has marketed 1 liter and 2 liter cooking oil products under the Panganesia Cooking Oil brand.
- PPI cooperated with rice producers in several rice production centers and marketed the premium rice products in 5 kg packaging under the Panganesia Rice brand.
- The Company started new business opportunities by opening several coffee shops and its derivative products and launched the KOPI COVARE product.
- PPI inaugurated 15 BUMN Shops which operating in a number of regions in Indonesia.

## LOGO PERUSAHAAN CORPORATE LOGO



- Simbol “P” pada logo menunjukkan PPI merupakan perusahaan perdagangan yang terpercaya di Indonesia.
- Warna Orange melambangkan dinamis dan bijaksana.
- Warna Biru melambangkan percaya diri, kemandirian, teknologi dan tanggung jawab.
- The “P” symbol in the logo indicates that PPI is a trusted trading company in Indonesia.
- Orange color symbolizes dynamic and wise.
- Blue color symbolizes confidence, independence, technology and responsibility.

## VISI, MISI, DAN NILAI-NILAI BUDAYA PERSEROAN THE COMPANY’S VISION, MISSION, AND CULTURAL VALUES

### Persetujuan Oleh Manajemen Kunci

Dewan Komisaris dan Direksi yang menjabat selama tahun buku 2020 telah meninjau dan menyetujui bahwa Visi, Misi & Nilai-Nilai Budaya Perseroan yang digunakan sampai dengan saat ini masih selaras dengan potensi dan perkembangan bisnis Perseroan. Perubahan terakhir atas Visi & Misi Perseroan dilakukan pada tahun 2018 dan telah disetujui perubahannya oleh pemegang saham melalui Keputusan Direksi No. 100/DU/SKD/PPI/VI/2018.

### Approval By Key Management

The Board of Commissioners and Board of Directors who served during the 2020 financial year have reviewed and agreed that the Company’s Vision, Mission & Cultural Values used to date are still in line with the Company’s business potential and development. The latest amendment to the Company’s Vision & Mission was conducted in 2018 and the changes have been approved by the shareholders through The Board of Directors’ Decree No. 100/DU/SKD/PPI/VI/2018.

# VISI

**Menjadi Perusahaan Dagang Terpercaya dan Terkemuka serta Mempunyai Akses Sumber dan Jaringan Pemasaran di Dalam dan Luar Negeri.**

**To be a Trusted and Leading Trading Company and Having Access to Marketing Resources and Networks at Home and Abroad**

# VISION



# MISI

1. Melakukan perdagangan umum dan khusus yang menangani beraneka ragam produk sejak dari hulu hingga hilir secara komersial dan terukur;

Conducting general and special trades that handle a wide range of products from upstream to downstream in a commercial and scalable manner;

2. Melaksanakan transaksi perdagangan lokal maupun lintas negara;

Carry out local and cross-country trade transactions;

3. Melakukan produksi barang-barang yang mendukung perdagangan;

Producing goods that support trade;

4. Menjalinkan kemitraan dengan layanan yang terintegrasi dengan memanfaatkan jaringan dan sistem Teknologi Informasi yang handal;

Forge partnerships with integrated services by utilizing reliable Information Technology networks and systems;

5. Meningkatkan kesejahteraan pegawai melalui produktivitas.

Improve employee welfare through productivity



# MISSION

## FILOSOFI PERUSAHAAN COMPANY PHILOSOPHY

**“Meningkatkan nilai perusahaan melalui kemanfaatan bagi masyarakat.”**

“Increase the value of the company through benefits for the community.”

## NILAI-NILAI PERUSAHAAN – AKHLAK COMPANY VALUES

**BUMN** UNTUK INDONESIA

**A** **MANAH**  
Memegang teguh kepercayaan yang diberikan  
*SINCERITY, uphold the trust given*

**K** **OMPETEN**  
Terus belajar dan mengembangkan kapasitas  
*COMPETENT, continue to learn and develop capacity*

**H** **ARMONIS**  
Saling Peduli dan menghargai perbedaan  
*HARMONIA, care for each other and appreciate differences*

**L** **OYAL**  
Berdedikasi dan mengutamakan kepentingan Bangsa  
*LOYAL, dedicated and prioritizing the interests of the nation and state*

**A** **DAPTIF**  
Terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan  
*ADAPTIVE, keep innovating and enthusiastic in moving or facing change*

**K** **OLABORATIF**  
Membangun kerja sama yang sinergis  
*COLLABORATIVE, build synergistic cooperation*



## BUDAYA KERJA PERSEROAN WORK CULTURES



## FILOSOFI PERDAGANGAN TRADING PHILOSOPHY

### KOMERSIAL | COMMERCIAL

PPI sebagai Perusahaan Perseroan Terbatas bertujuan untuk melaksanakan kegiatan perdagangan yang keuntungannya diutamakan untuk pertumbuhan usaha dan tujuan stabilisasi harga.

PPI as a Limited Liability Company aims to carry out trading activities whose profits are prioritized for business growth and price stabilization purposes.

### TERUKUR | MEASURED

Setiap kebijakan dan strategi perdagangan PPI dilaksanakan secara terukur termasuk dalam menetapkan margin keuntungan agar dapat memberikan manfaat kepada setiap *stakeholder*.

Every PPI trade policy and strategy is carried out in a measured manner, including determining profit margins in order to provide benefits to each stakeholder.

## SASARAN DAN STRATEGI PERUSAHAAN CORPORATE OBJECTIVES AND STRATEGY

### SASARAN PERUSAHAAN | COMPANY OBJECTIVES

1. *Key Product dan Operation Excellence*  
Essential Product and Operation Excellence
2. Pengembangan Sistem Informasi dari Hulu ke Hilir  
Development of Information Systems from Upstream to Downstream
3. Kemampuan Rantai Pasokan  
Supply Chain Capabilities
4. Saluran Penjualan  
Sales Channel
5. Penerapan *Human Capital Management System (HCMS)*  
Implementation of the Human Capital Management System (HCMS)
6. Penguatan Tata Kelola Perusahaan  
Strengthening Corporate Governance

### STRATEGI PERUSAHAAN | COMPANY STRATEGY

1. Meningkatkan *High Profit* dengan menjaga *Cash Flow* dan *Healthy Balance Sheet*  
Increase high profit by maintaining cash flow and a healthy balance sheet
2. Meningkatkan Inovasi Produk dan mengoptimalkan Operasional melalui Pengembangan Teknologi yang terintegrasi  
Increase Product Innovation and optimize Operations through Integrated Technology Development
3. Pengembangan Bisnis dan Produk melalui penguatan *Supply Chain* dan *Sales Channel*  
Business and Product Development by Strengthening Supply Chain and Sales Channels
4. Penguatan Struktur dan Kompetensi SDM  
Strengthening HR Structure and Competence
5. Implementasi Tata Kelola Perusahaan  
Implementation of Corporate Governance

## MAKSUD DAN TUJUAN PERUSAHAAN COMPANY PURPOSE AND OBJECTIVES

Berdasarkan pasal 3 Anggaran Dasar Perseroan, adapun maksud dan tujuan pendirian Perseroan adalah melakukan usaha di bidang perdagangan pada umumnya, serta optimalisasi pemanfaatan sumber daya yang dimiliki Perseroan untuk menghasilkan barang dan/atau jasa yang bermutu tinggi dan berdaya saing kuat untuk mendapatkan/mengejar keuntungan guna meningkatkan nilai Perseroan dengan menerapkan prinsip-prinsip Perseroan Terbatas.

Pursuant to article 3 of the Company's Articles of Association, the purpose and objective of the Company's establishment is to conduct business in the field of trading in general, as well as optimize the utilization of the Company's resources to produce high quality and highly competitive goods and/or services to gain/pursue profits in order to increase the Company's value by applying the principles of Limited Liability Company.

## BIDANG USAHA LINE OF BUSINESSES

Sebagaimana tercantum di dalam Anggaran Dasar Perseroan, maka dalam rangka mencapai maksud dan tujuan tersebut di atas, Perseroan menjalankan kegiatan usaha utama dan pendukung sebagai berikut

As stated in the Company's Articles of Association, in order to achieve the aforementioned purposes and objectives, the Company conducts the following main and supporting business activities:

## KEGIATAN USAHA UTAMA | MAIN BUSINESS ACTIVITIES

### Perdagangan Internasional & Perdagangan Dalam Negeri International & Domestic Trade

- Hasil pertanian serta produk turunannya berikut alat-alat pertanian;  
Agricultural products as well as its derivative products including agricultural implements;
- Hasil kehutanan serta produk turunannya berikut alat-alat eksploitasi hutan;  
Forestry products as well as its derivative products including forest exploitation tools;
- Hasil perkebunan serta produk turunannya berikut alat-alat perkebunan;  
Plantation products as well as its derivative products including plantation tools;
- Bahan-bahan untuk konstruksi;  
Construction Materials;
- Alat-alat untuk konstruksi;  
Construction Tools;
- Alat-alat kesehatan dan laboratorium;  
Medical and laboratory equipment;
- Hasil perikanan serta produk turunannya berikut alat-alat perikanan;  
Fishery products as well as its derivative products including fishery tools;
- Hasil pertambangan umum serta produk turunannya berikut alat-alat pertambangan;  
General mining products as well as its derivative products including mining equipment;
- Hasil industri serta produk turunannya, alat-alat/mesin produksi;  
Industrial products as well as its derivative products, production tools/machines;
- Jasa bidang perdagangan;  
Trade services;
- Pedagang Besar Farmasi;  
Pharmaceutical Wholesalers;
- Minyak dan gas serta produk turunannya.  
Oil and Gas as well as its derivative products.

## KEGIATAN USAHA PENDUKUNG | SUPPORTING BUSINESS ACTIVITIES

### Produksi Barang-Barang yang Mendukung Perdagangan Production of Goods that Support Trade

Selain menjalankan kegiatan usaha utama, Perseroan juga dapat melakukan kegiatan usaha dalam rangka optimalisasi pemanfaatan sumber daya yang meliputi pergudangan, perkantoran, pertokoan, pemanfaatan lahan, transportasi, properti dan pariwisata serta melaksanakan penugasan pemerintah sesuai dengan prinsip-prinsip pengelolaan perusahaan dan peraturan perundang-undangan. In addition to carrying out its main business activities, the Company can also carry out business activities in the context of optimizing the use of resources, which include warehousing, offices, shops, land use, transportation, property, and tourism, as well as perform government assignments in accordance with corporate management principles and laws and regulations.

## PRODUK DAN/ATAU JASA DIHASILKAN | PRODUCTS AND/OR SERVICES PRODUCED



## STRUKTUR ORGANISASI ORGANIZATIONAL STRUCTURE

Mengacu pada Surat Keputusan Menteri BUMN No-220/MBU/10/2019 tanggal 17 Oktober 2019, Direksi melakukan penyempurnaan terhadap struktur organisasi Perseroan yang dituangkan melalui Surat Keputusan Direksi No. 23/DU/SKD/PPI/XI/2019, tanggal 14 November 2019, sehingga susunan organisasi Perseroan adalah sebagai berikut:

According to Decree of the Minister of SOEs No-220/MBU/10/2019 dated October 17, 2019, the Board of Directors made improvements to the Company's organizational structure as outlined in the Board of Directors' Decree No. 23/DU/SKD/PPI/XI/2019, dated November 14, 2019, so that the Company's organizational structure is as follows:





--- - - - - **Garis Koordinasi**  
————— **Garis Komando**

# PROFIL DEWAN KOMISARIS

## THE BOARD OF COMMISSIONERS' PROFILE

### Didi Sumedi

#### Komisaris Utama | President Commissioner



Warga Negara Indonesia, 56 tahun, berdomisili di Bogor.  
Indonesian Citizen, 56 years old, domiciled in Bogor.

**Dasar Hukum Pengangkatan**  
Legal Basis of Appointment

Keputusan Menteri Badan Usaha Milik Negara selaku pemegang saham di dalam RUPS PT Perusahaan Perdagangan Indonesia (Persero) No. SK-379/MBU/11/2020 tanggal 23 November 2020.

The Decree of the Minister of State-Owned Enterprises as a shareholder in the GMS of PT Perusahaan Perdagangan Indonesia (Persero) No. SK-379/MBU/11/2020 dated November 23, 2020.

**Riwayat Pendidikan**  
Education History

- Sarjana Sosial Politik, jurusan Administrasi Negara dari Universitas Padjadjaran (1988)  
Bachelor of Social Politics, majoring in State Administration from Padjadjaran University (1988)
- *Master of Business Administration* dari Saint Marys University, Kanada (1996)  
Master of Business Administration from Saint Marys University, Canada (1996)

**Riwayat Pekerjaan**  
Career History

- Kepala Sub-Bagian Konsultasi dan Pelayanan Informasi & Kepala Sub-Bagian Kerja Sama - Sekretariat Ditjen Perdagangan Luar Negeri (PLN) (1999-2005)  
Sub-Section Head of Consulting and Information Services & Sub-Section Head of Cooperation - Secretariat of the Directorate General of Foreign Trade (PLN) (1999-2005)
- Kepala Sub-Ditjen Barang Berbahaya dan Limbah (2005-2008)  
Head of Sub-Directorate General of Hazardous Goods and Waste (2005-2008)
- Kepala ITPC Hamburg, Jerman - ITPC Perwakilan di Luar Negeri (2008-2009)  
Head of ITPC Hamburg, Germany - ITPC's Representative Overseas (2008-2009)
- Atase Perdagangan - Atase Perdagangan Perwakilan di Luar Negeri (2008-2009)  
Trade Attaché - Trade Attaché Representative Overseas (2008-2009)
- Direktur Logistik dan Sarana Distribusi - Ditjen Logistik dan Sarana Distribusi Direktorat Jenderal Perdagangan Dalam Negeri (2011-2012)  
Director of Logistics and Distribution Facilities - Directorate General of Logistics and Distribution Facilities Directorate General of Domestic Trade (2011-2012)
- Direktur Impor - Ditjen Impor Direktorat Jenderal Perdagangan Luar Negeri (2012-2014)  
Director of Imports - Directorate General of Imports Directorate General of Foreign Trade (2012-2014)
- Direktur Ekspor Produk Industri dan Pertambangan - Direktorat Ekspor Produk Industri dan Pertambangan Direktorat Jenderal Perdagangan Luar Negeri (2014-2016)  
Export Director of Industrial and Mining Product - Directorate of Export of Industrial and Mining Products Directorate General of Foreign Trade (2014-2016)
- Sekretaris Badan Pengawas Perdagangan Berjangka Komoditi - Sekretariat Badan Pengawas Perdagangan Berjangka Komoditi (2016-2017)  
Secretary of the Commodity Futures Trading Commission - Secretariat of the Commodity Futures Trading Commission (2016-2017)
- Kepala Biro Perencanaan - Biro Perencanaan Sekretariat Jenderal (2017-2018)  
Head of Bureau for Planning - Secretariat General of Planning Bureau (2017-2018)
- Kepala KDEI - KDEI Perwakilan di Luar Negeri (2018-2020)  
Head of IETO - IETO Representative Abroad (2018-2020)

**Rangkap Jabatan**  
Concurrent Position

Direktur Jenderal Perdagangan Luar Negeri Kementerian Perdagangan RI (2020-sekarang)  
Director General of Foreign Trade Ministry of Trade of the Republic of Indonesia (2020-present)

**Pelatihan/Sertifikasi tahun 2020**  
2020 Training/Certification

Daftar pelatihan dapat dilihat pada sub-bab Pelatihan dan/atau Pengembangan Kompetensi Dewan Komisaris, halaman xxx.  
The list of training can be seen in the sub-chapter Training and/or Competency Development for the Board of Commissioners, page xxx.

**Hubungan Afiliasi**  
Affiliated Relationship

Beliau tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya, maupun pemegang saham utama dan/atau pengendali.  
He has no affiliation with members of the Board of Directors and other members of the Board of Commissioners, as well as major and/or controlling shareholders.

## Hamli

### Komisaris | Commissioner



Warga Negara Indonesia, 58 tahun, berdomisili di Jakarta.  
Indonesian Citizen, 58 years old, domiciled in Jakarta.

**Dasar Hukum  
Pengangkatan**  
Legal Basis of  
Appointment

Keputusan Menteri Badan Usaha Milik Negara selaku pemegang saham di dalam RUPS PT Perusahaan Perdagangan Indonesia (Persero) No. SK-102/MBU/04/2020 tanggal 2 April 2020.

The Decree of the Minister of State-Owned Enterprises as a shareholder in the GMS of PT Perusahaan Perdagangan Indonesia (Persero) No. SK-102/MBU/04/2020 dated April 2, 2020.

**Riwayat Pendidikan**  
Education History

- Sarjana Teknik, jurusan Teknik Kimia dari Institut Teknologi Sepuluh November (1987)  
Bachelor of Engineering, majoring in Chemical Engineering from Sepuluh November Institute of Technology (ITS) (1987)
- Magister Ekonomi dari Universitas Indonesia (1999)  
Master of Economics from University of Indonesia (1999)

**Riwayat Pekerjaan**  
Career History

- Letnan Satu Polisi (1 Mei 1989)  
First Police Lieutenant (May 1, 1989)
- Perwira Unit Balistik Metalurgi Forensik, Bareskrim Polri (1989-1995)  
Forensic Metallurgy Ballistics Unit Officer, Bareskrim Polri (1989-1995)
- Perwira Unit Bahan Peledak Forensik, Bareskrim Polri (1995-1999)  
Forensic Explosives Unit Officer, Bareskrim Polri (1995-1999)
- Kepala Sub-Bagian Program dan Anggaran, Bareskrim Polri (1999-2001)  
Sub-Section Head of Program and Budget, Bareskrim Polri (1999-2001)
- Kepala Sub-Bidang Senjata Api dan Bahan Peledak, Bareskrim Polri (2001-2003)  
Sub-Division Head of Firearms and Explosives, Bareskrim Polri (2001-2003)
- Kepala Bagian Perencanaan Puslabfor, Bareskrim Polri (2003-2005)  
Head of Planning Division of Forensic Laboratory, Bareskrim Polri (2003-2005)
- Wakil Kepala Laboratorium Forensik Cabang Denpasar, Bareskrim Polri (2005-2009)  
Deputy Head of Denpasar Branch of the Forensic Laboratory, Bareskrim Polri (2005-2009)
- Analis Utama, Pusat Laboratorium Forensik Bareskrim Polri (2009-2010)  
Principal Analyst, Center for Forensic Laboratory of Bareskrim Polri (2009-2010)
- Kepala Bidang Fisika Forensik, Pusat Laboratorium Forensik Bareskrim Polri (2010)  
Head of Forensic Physics Division, Forensic Laboratory Center of Bareskrim Polri (2010)
- Kepala Bagian Operasi - Densus 88 Anti-Terror, Polri (2010-2014)  
Head of Operations - Special Detachment 88 Anti-Terror, Polri (2010-2014)
- Analis Kebijakan Bidang Penindakan - Densus 88 Anti-Terror, Polri (2014-2015)  
Policy Analyst for Enforcement - Special Detachment 88 Anti-Terror (2014-2015)
- Kepala Bidang Pencegahan - Densus 88 Anti-Terror, Polri (2015-2017)  
Head of Prevention - Special Detachment 88 Anti-Terror, Polri (2015-2017)

**Rangkap Jabatan**  
Concurrent Position

- Direktur Pencegahan BNPT (2017 - sekarang)  
Director of Prevention of BNPT (2017 - present)
- Dosen/Pengajar (2010 - sekarang)  
Lecturer/Teacher (2010 - present)

**Pelatihan/Sertifikasi tahun  
2020**  
2020 Training/Certification

Daftar pelatihan dapat dilihat pada sub-bab Pelatihan dan/atau Pengembangan Kompetensi Dewan Komisaris, halaman xxx.  
The list of training can be seen in the sub-chapter Training and/or Competency Development for the Board of Commissioners, page xxx.

**Hubungan Afiliasi**  
Affiliated Relationship

Beliau tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya, maupun pemegang saham utama dan/atau pengendali.  
He has no affiliation with members of the Board of Directors and other members of the Board of Commissioners, as well as major and/or controlling shareholders.

## Muhammad Kapitra Ampera Komisaris | Commissioner



Warga Negara Indonesia, 54 tahun, berdomisili di Jakarta.  
Indonesian Citizen, 54 years old, domiciled in Jakarta.

**Dasar Hukum Pengangkatan**  
Legal Basis of Appointment

Keputusan Menteri Badan Usaha Milik Negara selaku pemegang saham di dalam RUPS PT Perusahaan Perdagangan Indonesia (Persero) No. SK-102/MBU/04/2020 tanggal 2 April 2020.

The Decree of the Minister of State-Owned Enterprises as a shareholder in the GMS of PT Perusahaan Perdagangan Indonesia (Persero) No. SK-102/MBU/04/2020 dated April 2, 2020.

**Riwayat Pendidikan**  
Education History

- Sarjana Hukum – Jurusan Hukum Pidana dari Universitas Muhammadiyah, Jakarta (1991)  
Bachelor of Law – Majoring in Criminal Law from University of Muhammadiyah, Jakarta (1991)
- Magister Hukum – Jurusan Hukum Tata Negara dari Universitas Islam Indonesia (UII), Yogyakarta (2005)  
Master of Law – Majoring in Constitutional Law from Islamic University of Indonesia (UII), Yogyakarta (2005)
- Doktor Hukum – Jurusan Hukum Tata Negara dari Universitas Islam Indonesia (UII), Yogyakarta (2016)  
Doctor of Law – Majoring in Constitutional Law from Islamic University of Indonesia (UII), Yogyakarta (2016)

**Riwayat Pekerjaan**  
Career History

Beliau merupakan seorang ahli hukum yang berprofesi sebagai pengacara dan memiliki Firma Hukum bernama M. Kapitra Ampera & Associates. Saat ini beliau juga menjabat sebagai Ketua Harian Himpunan Advokat Pengacara Indonesia (HAPI).

He is a legal expert who works as a lawyer and leads his own Law Firm named M. Kapitra Ampera & Associates. Currently, he also serves as the Daily Chairman of the Indonesian Lawyers Association (HAPI).

**Rangkap Jabatan**  
Concurrent Position

- Staf Khusus Kepala Badan Intelijen Indonesia (BIN) (Oktober 2018-sekarang)  
Special Staff to the Head of the Indonesian State Intelligence Agency (BIN) (October 2018-present)
- Komisaris Independen PT Bank Syariah Mandiri (Oktober 2018-sekarang)  
Independent Commissioner of PT Bank Syariah Mandiri (October 2018-present)

**Pelatihan/Sertifikasi tahun 2020**  
2020 Training/Certification

Daftar pelatihan dapat dilihat pada sub-bab Pelatihan dan/atau Pengembangan Kompetensi Dewan Komisaris, halaman xxx.

The list of training can be seen in the sub-chapter Training and/or Competency Development for the Board of Commissioners, page xxx.

**Hubungan Afiliasi**  
Affiliated Relationship

Beliau tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya, maupun pemegang saham utama dan/atau pengendali.

He has no affiliation with members of the Board of Directors and other members of the Board of Commissioners, as well as major and/or controlling shareholders.



## Panel Barus

### Komisaris | Commissioner



Warga Negara Indonesia, 41 tahun, berdomisili di Jakarta.

Indonesian Citizen, 41 years old, domiciled in Jakarta.

**Dasar Hukum  
Pangkat**

Legal Basis of  
Appointment

Keputusan Menteri Badan Usaha Milik Negara No. SK-226/MBU/07/2020 tanggal 6 Juli 2020.

The Decree of the Minister of State-Owned Enterprises No. SK-226/MBU/07/2020 dated July 6, 2020.

**Riwayat Pendidikan**  
Education History

Sarjana Ekonomi, Manajemen Investasi dan Pasar Modal dari Sekolah Tinggi Ilmu Ekonomi Nusantara (2005)

Bachelor of Economics, Investment Management and Capital Market from Nusantara College of Economics (2005)

**Riwayat Pekerjaan**  
Career History:

- **Komisaris PT Indonesia Berdikari (2010-2016)**  
Commissioner of PT Indonesia Berdikari (2010-2016)
- **Konsultan GAPPRI (Industri Nasional) (2010-2016)**  
GAPPRI Consultant (National Industry) (2010-2016)
- **Konsultan Pengembangan Desa dan Kawasan (2014-2017)**  
Village and Regional Development Consultant (2014-2017)

**Rangkap Jabatan**  
Concurrent Position

Direktur Utama PT Serpico (2017-sekarang)  
President Director of PT Serpico (2017-present)

**Pelatihan/Sertifikasi tahun  
2020**  
2020 Training/Certification

Daftar pelatihan dapat dilihat pada sub-bab Pelatihan dan/atau Pengembangan Kompetensi Dewan Komisaris, halaman xxx.  
The list of training can be seen in the sub-chapter Training and/or Competency Development for the Board of Commissioners, page xxx.

**Hubungan Afiliasi**  
Affiliated Relationship

Beliau tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya, maupun pemegang saham utama dan/atau pengendali.  
He has no affiliation with members of the Board of Directors and other members of the Board of Commissioners, as well as major and/or controlling shareholders.



## Edy Cahyono

### Komisaris | Commissioner

Warga Negara Indonesia, 51 tahun, berdomisili di Bekasi.  
Indonesian Citizen, 51 years old, domiciled in Bekasi.

**Dasar Hukum Pengangkatan**  
Legal Basis of Appointment

Keputusan Menteri Badan Usaha Milik Negara No. SK-200/MBU/09/2019 tanggal 13 September 2019.  
The Decree of the Minister of State-Owned Enterprises No. SK-200/MBU/09/2019 dated September 13, 2019.

**Riwayat Pendidikan**  
Education History

- Sarjana Teknik dari Fakultas Teknik Geologi, Universitas Gajah Mada, Yogyakarta (1995)  
Bachelor of Engineering from Faculty of Geological Engineering, Gajah Mada University, Yogyakarta (1995)
- Magister Manajemen, jurusan Manajemen Keuangan dari Pasca Sarjana Fakultas Ekonomi Universitas Indonesia (2005).  
Master of Management, majoring in Financial Management from the postgraduate degree of Faculty of Economics, University of Indonesia (2005).

**Riwayat Pekerjaan**  
Career History

- Kepala Bidang Usaha Industri Argo dan Farmasi Ila, Kementerian BUMN (2019-sekarang)  
Head of Argo and Pharmaceutical Industry Ila, Ministry of SOEs (2019-present)
- Kepala Bidang Usaha Energi, Logistik, Kawasan dan Pariwisata IIb, Kementerian BUMN (2017-2018)  
Head of Energy, Logistics, Regions and Tourism IIb, Ministry of SOEs (2017-2018)
- Kepala Bidang Usaha Energi, Logistik, Kawasan dan Pariwisata Ila, Kementerian BUMN (2016-2017)  
Head of Energy, Logistics, Regions and Tourism Ila, Ministry of SOEs (2016-2017)
- Kepala Bidang Usaha Energi, Logistik, Kawasan dan Pariwisata IIIa, Kementerian BUMN (2015-2016)  
Head of Energy, Logistics, Regional and Tourism Business Division IIIa, Ministry of SOEs (2015-2016)
- Kepala Bidang Usaha Percetakan dan Parawisata, Kementerian BUMN (2014-2015)  
Head of Printing and Tourism Business, Ministry of SOEs (2014-2015)
- Kepala Bidang Pendayagunaan Aset dan Sinergi I, Kementerian BUMN (2012-2014)  
Head of Asset Utilization and Synergy I, Ministry of SOEs (2012-2014)
- Kepala Bidang Restrukturisasi dan Privatisasi Usaha Perbankan dan Jasa Keuangan, Kementerian BUMN (2008-2010)  
Head of Restructuring and Privatization of Banking and Financial Services Business, Ministry of SOEs (2008-2010)
- Kepala Sub-Bidang Perencanaan Restrukturisasi dan Privatisasi Usaha Jasa Logistik dan Pariwisata, Kementerian BUMN (2006-2008)  
Sub-Sector Head of Planning for Restructuring and Privatization of Logistics and Tourism Services Business, Ministry of SOEs (2006-2008)

**Rangkap Jabatan**  
Concurrent Position

Kepala Bidang Usaha Industri Argo dan Farmasi Ila, Kementerian BUMN (2019-sekarang)  
Head of Argo and Pharmaceutical Industry Ila, Ministry of SOEs (2019-present)

**Pelatihan/Sertifikasi tahun 2020**  
2020 Training/Certification

Daftar pelatihan dapat dilihat pada sub-bab Pelatihan dan/atau Pengembangan Kompetensi Dewan Komisaris, halaman xxx.  
The list of training can be seen in the sub-chapter Training and/or Competency Development for the Board of Commissioners, page xxx.

**Hubungan Afiliasi**  
Affiliated Relationship

Beliau tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya, maupun pemegang saham utama dan/atau pengendali.  
He has no affiliation with members of the Board of Directors and other members of the Board of Commissioners, as well as major and/or controlling shareholders.

## PROFIL DEWAN KOMISARIS TAHUN 2021 SAAT LAPORAN TAHUNAN DITERBITKAN

### PROFILE OF THE BOARD OF COMMISSIONERS SERVES IN 2021 UNTIL THE ANNUAL REPORT IS PUBLISHED

#### Herman Heru Suprobo

##### Komisaris Utama | President Commissioner



Warga Negara Indonesia, 61 tahun, berdomisili di Tangerang Selatan.  
Indonesian citizen, 61 years old, domiciled in South Tangerang.

**Dasar Hukum Pengangkatan**  
Legal Basis of Appointment

Keputusan Menteri BUMN nomor: SK-93/MBU/03/2021 tanggal 23 November 2020.  
SOE Minister Decree number: SK-93/MBU/03/2021 dated November 23, 2020.

**Riwayat Pendidikan**  
Education History

- Sarjana Hukum – Universitas Atmajaya, Jakarta (1984)  
Bachelor of Law – Atmajaya University, Jakarta (1984)
- Magister Notaris, Universitas Gadjah Mada, Yogyakarta (1998)  
Master of Notary, Gadjah Mada University, Yogyakarta (1998)

**Riwayat Pekerjaan**  
Career History

- Staff Khusus, Kementerian Perdagangan (saat ini)  
Special Staff, Ministry of Trade (currently)
- Komisaris Independent – PT Gapura Angkasa (Juni 2020 – 2021)  
Independent Commissioner – PT Gapura Angkasa (June 2020 – 2021)
- Spesialis Hubungan Pemerintah – Perkebunan Minamas (April 2017 – April 2020)  
Government Relations Specialist – Minamas Plantation (April 2017 – April 2020)
- Komisaris Utama – PT Guthrie Pecconina (2017 – 2020)  
President Commissioner – PT Guthrie Pecconina (2017 – 2020)
- Direktur Pertambangan, Nikel, Mineral & Emas – PT Swarnadwipa Nusanta (2006-2016)  
Director of Mining, Nickel, Mineral & Gold – PT Swarnadwipa Nusanta (2006-2016)
- Direktur – PT Manira Mitra Jakarta (2012-2013)  
Director – PT Manira Mitra Jakarta (2012-2013)
- Direktur Utama Power Plan – PT Kirana Berau Jakarta (2012 – 2013)  
President Director of Power Plan – PT Kirana Berau Jakarta (2012 – 2013)
- Penasehat – Samudra Energy (2012)  
Advisor – Samudra Energy (2012)
- Komisaris – PT Bintang Matahari (1999 – 2006)  
Commissioner – PT Bintang Matahari (1999 – 2006)
- Direktur - PT Equator Group (1996 – 1998)  
Director - PT Equator Group (1996 – 1998)
- Direktur - PT Prabawa Mandala Shinta (1988 – 1994)  
Director - PT Prabawa Mandala Shinta (1988 – 1994)
- Direktur - PT Ganesha Husti Arta (1988 – 1994)  
Director - PT Ganesha Husti Arta (1988 – 1994)
- Advocate & Legal Consultant, Jakarta (1984 – 1995)  
Advocate & Legal Consultant, Jakarta (1984 – 1995)
- Legal Consultant, Jakarta (1984)  
Legal Consultant, Jakarta (1984)

**Rangkap Jabatan**  
Concurrent Position

Staff Khusus, Kementerian Perdagangan (saat ini)  
Special Staff, Ministry of Trade (currently)

**Pelatihan/Sertifikasi tahun 2020**  
2020 Training/Certification

Daftar pelatihan dapat dilihat pada sub-bab Pelatihan dan/atau Pengembangan Kompetensi Dewan Komisaris, halaman xxx.  
The list of training can be seen in the sub-chapter Training and/or Competency Development for the Board of Commissioners, page xxx.

**Hubungan Afiliasi**  
Affiliated Relationship

Beliau tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya, maupun pemegang saham utama dan/atau pengendali.  
He has no affiliation with members of the Board of Directors and other members of the Board of Commissioners, as well as major and/or controlling shareholders.

## PROFIL DIREKSI

### THE BOARD OF DIRECTORS' PROFILE



#### Fasika Khaerul Zaman

##### Direktur Utama | President Director

Warga Negara Indonesia, 48 tahun, berdomisili di Jakarta.  
Indonesian Citizen, 48 years old, domiciled in Jakarta.

**Dasar Hukum  
Pengangkatan**  
Legal Basis of  
Appointment

Keputusan Menteri Badan Usaha Milik Negara No. SK-101/MBU/04/2020 tanggal 2 April 2020.  
The Decree of the Minister of State-Owned Enterprises No. SK-101/MBU/04/2020 April 2, 2020.

**Riwayat Pendidikan**  
Education History

- Sarjana Pertanian – Jurusan Sosial Ekonomi Pertanian, Fakultas Pertanian dari Institut Pertanian Bogor (1996)  
Bachelor of Agriculture – Majoring in Agricultural Socio-Economic, Faculty of Agriculture from Bogor Agricultural University (1996)
- Magister Manajemen Agribisnis dari Institut Pertanian Bogor (2011)  
Master in Agribusiness Management from Bogor Agricultural University (2011)

**Riwayat Pekerjaan**  
Career History

- Staf Sub-Seksi Perawatan Kualitas Dolog Kalimantan Timur (1998-1999)  
Sub-Section Staff of the East Kalimantan Dolog Quality Treatment (1998-1999)
- Kepala Sub-Seksi Persediaan Dolog Kalimantan Timur (1999-2003)  
Sub-Section Head of the East Kalimantan Dolog Inventory (1999-2003)
- Kepala Seksi Perawatan Kualitas Divre Kalimantan Timur (2003-2006)  
Head of the Quality Care Section of the East Kalimantan Divre (2003-2006)
- Kepala Sub-Divisi Perawatan Kualitas dan Pengolahan Divisi Persediaan dan Perawatan (2006-2011)  
Sub-Division Head of Quality Maintenance and Processing of Inventory and Maintenance Division (2006-2011)
- Kepala Sub-Divisi Pekalongan Divre Jawa Tengah (2011-2013)  
Sub-Division Head of Pekalongan of Central Java Divre
- Wakil Kepala Divisi Regional Jawa Timur (2013)  
Deputy Head of the East Java Regional Division (2013)
- Kepala Divisi Regional Sumut (2013-2015)  
Head of North Sumatra Regional Division (2013-2015)
- Kepala Divisi Produk Direktorat Komersial (2015)  
Head of Product Division of the Commercial Directorate (2015)
- Kepala Divisi Pengembangan Bisnis dan Industri Hilir, Direktorat Pengembangan Bisnis dan Industri (2016)  
Head of Downstream Business and Industry Development Division, Directorate of Business and Industry Development (2016)
- Kepala Divisi Pengadaan Pangan Pokok, Direktorat Pengadaan (2016-2018)  
Head of Staple Food Procurement Division, Directorate of Procurement (2016-2018)
- Kepala Divisi Regional Jakarta dan Banten (2018)  
Head of Jakarta and Banten Regional Division (2018)
- Peneliti Utama Pusat Riset dan Perencanaan Strategis (2018-2019)  
Principal Researcher of the Center for Strategic Research and Planning (2018-2019)
- General Manager UB-Jastasma, Direktorat Komersial (2019)  
General Manager of UB-Jastasma, Commercial Directorate (2019)
- Peneliti Utama Divisi Perencanaan Strategis dan Riset yang Diperbantukan Pada Direktur Opp (2018-2019)  
Principal Researcher of the Strategic Planning and Research Division Seconded to the Director of Opp (2018-2019)

**Rangkap Jabatan**  
Concurrent Position

-

**Pelatihan/Sertifikasi tahun  
2020**  
2020 Training/Certification

Daftar pelatihan dapat dilihat pada sub-bab Pelatihan dan/atau Pengembangan Kompetensi Direksi, halaman xxx.  
The list of training can be seen in the sub-chapter Training and/or Competency Development for the Board of Directors, page xxx.

**Hubungan Afiliasi**  
Affiliated Relationship

Beliau tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya, maupun pemegang saham utama dan/atau pengendali.  
She has no affiliation with members of the Board of Directors and other members of the Board of Commissioners, as well as major and/or controlling shareholders.



## Prasetiyo Indroharto

### Direktur Teknik dan Pengembangan Director of Engineering and Development

Warga Negara Indonesia, 53 tahun, berdomisili di Jakarta.  
Indonesian Citizen, 53 years old, domiciled in Jakarta.

**Dasar Hukum  
Pangkat**  
Legal Basis of  
Appointment

Keputusan Menteri Badan Usaha Milik Negara No. SK-220/MBU/10/2019 pada tanggal 17 Oktober 2019.  
The Decree of the Minister of State-Owned Enterprises No. SK-220/MBU/10/2019 dated October 17, 2019.

**Riwayat Pendidikan**  
Education History

- Sarjana Arsitektur, Unika Parahyangan Bandung (1992)  
Bachelor of Architecture, Unika Parahyangan Bandung (1992)
- *Master of Real Estate* dari University of New South Wales, Australia (1997)  
Master of Real Estate from University of New South Wales, Australia (1997)

**Riwayat Pekerjaan**  
Career History

- **Manager Optimalisasi Aset (April 2009 – November 2014)**  
Asset Optimization Manager (April 2009 – November 2014)
- **Kepala Divisi Pengembangan Bisnis (November 2014 – Oktober 2015)**  
Head of Business Development Division (November 2014 – October 2015)
- **Kepala Divisi Bahan Pokok (Oktober 2015 – Oktober 2016)**  
Head of Staples Division (October 2015 – October 2016)
- **Kepala Divisi Pengembangan Aset (Oktober 2016 – sekarang)**  
Head of Asset Development Division (October 2016 – present)

**Rangkap Jabatan**  
Concurrent Position

Kepala Divisi Pengembangan Aset (Oktober 2016 – sekarang)  
Head of Asset Development Division (October 2016 – present)

**Pelatihan/Sertifikasi tahun  
2020**  
2020 Training/Certification

Daftar pelatihan dapat dilihat pada sub-bab Pelatihan dan/atau Pengembangan Kompetensi Direksi, halaman xxx.  
The list of training can be seen in the sub-chapter Training and/or Competency Development for the Board of Commissioners, page xxx.

**Hubungan Afiliasi**  
Affiliated Relationship

Beliau tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya, maupun pemegang saham utama dan/atau pengendali.  
He has no affiliation with members of the Board of Directors and other members of the Board of Commissioners, as well as major and/or controlling shareholders.



## Anton Mart Irianto

### Direktur Perdagangan Dalam Negeri Director of Domestic Trade

Warga Negara Indonesia, 62 tahun, berdomisili di Jakarta.  
Indonesian Citizen, 62 years old, domiciled in Jakarta.

**Dasar Hukum Pengangkatan**  
Legal Basis of Appointment

Keputusan Menteri Badan Usaha Milik Negara No. SK-282/MBU/12/2017 tanggal 11 Desember 2017.  
The Decree of the Minister of State-Owned Enterprises No. SK-282/MBU/12/2017 dated December 11, 2017.

**Riwayat Pendidikan**  
Education History

- Sarjana Ekonomi dari Fakultas Ekonomi Universitas Gajah Mada, Yogyakarta (1983).  
Bachelor of Economics from Faculty of Economics, Gajah Mada University, Yogyakarta (1983).
- Magister Manajemen dari Sekolah Tinggi Manajemen Bandung (1994).  
Master of Management from Bandung College of Management (1994).

#### Riwayat Pekerjaan Career History

- Staff Research Analyst di Divisi Riset PT Danareksa (1990-1994)  
Research Analyst Staff of Research Division at PT Danareksa (1990-1994)
- Staff (Asisten Manajer) Asset Management PT Danareksa (1994-1995)  
Asset Management Staff (Assistant Manager) at PT Danareksa (1994-1995)
- Senior Staff (Asisten Manajer) System Information & Technology di PT Danareksa (1995-1998)  
Senior Staff (Assistant Manager) of System Information & Technology at PT Danareksa (1995-1998)
- Senior Staff (Manajer) Quality Assurance Information & Technology di PT Danareksa (1998-2000)  
Senior Staff (Manager) of Quality Assurance Information & Technology at PT Danareksa (1998-2000)
- Senior Staff (Manajer) Corporate Planning & Business Development di PT Danareksa (2000-2001)  
Senior Staff (Manager) of Corporate Planning & Business Development at PT Danareksa (2000-2001)
- Senior Staff (Manajer) Institutional Client Organization di PT Danareksa (2001-2003)  
Senior Staff (Manager) of Institutional Client Organization at PT Danareksa (2001-2003)
- Senior Staff (Manajer) Corporate Secretary di PT Danareksa (2003-2007)  
Senior Staff (Manager) of Corporate Secretary at PT Danareksa (2003-2007)
- Direktur PT Reksa Sentosa Dinamika (anak usaha PT Danareksa) (2007-2010)  
Director of PT Reksa Sentosa Dinamika (a subsidiary of PT Danareksa) (2007-2010)
- Kepala Divisi Sekretaris Perusahaan di PT Permodalan Nasional Madani (Persero) (2011-Maret 2013)  
Head of Corporate Secretary Division at PT Permodalan Nasional Madani (Persero) (2011-March 2013)
- Kepala Divisi Pengadaan & Pengendalian Infrastruktur di PT Permodalan Nasional Madani (Persero) (2011-Maret 2013)  
Head of Infrastructure Procurement & Control Division at PT Permodalan Nasional Madani (Persero) (2011-March 2013)
- Direktur PT Mitra Niaga Madani (Afiliasi PT PNM) (Juni 2014-November 2015)  
Director of PT Mitra Niaga Madani (an Affiliate of PT PNM) (June 2014-November 2015)
- Direktur PT Mitra Bisnis Madani (Afiliasi PT PNM) (November 2015 – sekarang)  
Director of PT Mitra Bisnis Madani (an Affiliate of PT PNM) (November 2015- present)

#### Rangkap Jabatan Concurrent Position

Direktur PT Mitra Bisnis Madani (Afiliasi PT PNM) (November 2015 – sekarang)  
Director of PT Mitra Bisnis Madani (an Affiliate of PT PNM) (November 2015-present)

#### Pelatihan/Sertifikasi tahun 2020 2020 Training/Certification

Daftar pelatihan dapat dilihat pada sub-bab Pelatihan dan/atau Pengembangan Kompetensi Direksi, halaman xxx.  
The list of training can be seen in the sub-chapter Training and/or Competency Development for the Board of Commissioners, page xxx.

#### Hubungan Afiliasi Affiliated Relationship

Beliau tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya, maupun pemegang saham utama dan/atau pengendali.  
He has no affiliation with members of the Board of Directors and other members of the Board of Commissioners, as well as major and/or controlling shareholders.



## Eko Budianto

### Direktur Perdagangan Internasional Director of International Trade

Warga Negara Indonesia, 54 tahun, berdomisili di Depok.  
Indonesian Citizen, 54 years old, domiciled in Depok.

#### Dasar Hukum Pengangkatan

Legal Basis of  
Appointment

Keputusan Menteri Badan Usaha Milik Negara No. SK-101/MBU/04/2020 tanggal 2 April 2020.

The Decree of the Minister of State-Owned Enterprises No. SK-101/MBU/04/2020 dated April 2, 2020.

#### Riwayat Pendidikan

Education History

Sarjana (S-1) jurusan Mekanisasi Pertanian, Institut Pertanian Bogor (1990).

Bachelor (S-1) majoring in Agricultural Mechanization, Bogor Agricultural University (1990).

#### Riwayat Pekerjaan Career History

- Kepala Bagian Bina Usaha wilayah Jawa Timur di PT Pertani (Persero) (1998-2002)  
Head of the East Java Regional Business Development Division at PT Pertani (Persero) (1998-2002)
- Kepala Divisi Bina Usaha – Kantor Pusat PT Pertani (Persero) (2003-2006)  
Head of Business Development Division – PT Pertani (Persero) Head Office (2003-2006)
- Kepala SBU Hortikultura PT Pertani (Persero) (2006-2007)  
Head of SBU Horticulture at PT Pertani (Persero) (2006-2007)
- Kepala SPI PT Pertani (Persero) (2008-2010)  
Head of SPI at PT Pertani (Persero) (2008-2010)
- Kepala Divisi SDM & Asset PT Pertani (Persero) (2010-2011)  
Head of HR & Asset Division at PT Pertani (Persero) (2010-2011)
- Kepala Divisi Perencanaan & Manajemen Risiko PT Pertani (Persero) (2011-2012)  
Head of Planning & Risk Management Division of PT Pertani (Persero) (2011-2012)
- Sekretaris Perusahaan PT Pertani (Persero) (2012-2014)  
Corporate Secretary of PT Pertani (Persero) (2012-2014)
- Kepala Divisi Aset dan Umum PT Pertani (Persero) (2014-2016)  
Head of Assets and General Division at PT Pertani (Persero) (2014-2016)
- Kepala Divisi Hukum dan Aset PT Pertani (Persero) (2019 – sekarang)  
Head of Legal and Asset Division at PT Pertani (Persero) (2019 – present)

#### Rangkap Jabatan Concurrent Position

Kepala Divisi Hukum dan Aset PT Pertani (Persero) (2019 – sekarang)  
Head of Legal and Asset Division at PT Pertani (Persero) (2019 – present)

#### Pelatihan/Sertifikasi tahun 2020 2020 Training/Certification

Daftar pelatihan dapat dilihat pada sub-bab Pelatihan dan/atau Pengembangan Kompetensi Direksi, halaman xxx.  
The list of training can be seen in the sub-chapter Training and/or Competency Development for the Board of Commissioners, page xxx.

#### Hubungan Afiliasi Affiliated Relationship

Beliau tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya, maupun pemegang saham utama dan/atau pengendali.  
He has no affiliation with members of the Board of Directors and other members of the Board of Commissioners, as well as major and/or controlling shareholders.

## Kindy Rinaldy Syahrir

### Direktur Keuangan, Sumber Daya Manusia dan Umum Director of Finance, Human Resources and General Affairs



Warga Negara Indonesia, 48 tahun, berdomisili di Jakarta.  
Indonesian Citizen, 48 years old, domiciled in Jakarta.

**Dasar Hukum  
Pengangkatan**  
Legal Basis of  
Appointment

Keputusan Menteri Badan Usaha Milik Negara No. SK – 204/MBU/06/2020 tanggal 15 Juni 2020.  
The Decree of the Minister of State-Owned Enterprises No. SK – 204/MBU/06/2020 dated June 15, 2020.

**Riwayat Pendidikan**  
Education History

- Sarjana Jurusan Fisika, Fakultas MIPA, Institut Teknologi Bandung (ITB), Bandung (1993)  
Bachelor of Physics, Faculty of Mathematics and Natural Sciences, Institute of Technology Bandung (ITB), Bandung (1993)
- *Bachelor of Engineering Program Mechanical & Manufacturing Engineering* dari University of New South Wales, Australia (1998)  
Bachelor of Engineering Program in Mechanical & Manufacturing Engineering from University of New South Wales, Australia (1998)
- *Master of Commerce Program in Finance*, dari University of New South Wales, Australia (2000)  
Master of Commerce Program in Finance, from University of New South Wales, Australia (2000)
- *Master of Economics Program* dari University of New South Wales, Australia (2008)  
Master of Economics Program from University of New South Wales, Australia (2008)
- *Doctoral Economics Program* dari Universitas Padjajaran (2013)  
Doctoral Economics Program from Padjajaran University (2013)

**Riwayat Pekerjaan**  
Career History

Beliau mengabdikan di Kementerian Keuangan RI selama kurang lebih 20 (dua puluh) tahun dengan posisi terakhir sebagai Kepala Bidang Pemantauan Sistem Keuangan – Badan Kebijakan Fiskal (BKF) (2015-2019). Selanjutnya pada tahun 2019, beliau melanjutkan kariernya di Kementerian BUMN sebagai Asisten Deputi Pengembangan Usaha dan Privatisasi (2019-sekarang).

He served at the Ministry of Finance of the Republic of Indonesia for approximately 20 (twenty) years with his last position as Head of the Financial Systems Surveillance Division – Fiscal Policy Agency (BKF) (2015-2019). Later in 2019, he continued his career at the Ministry of SOEs as Assistant Deputy for Business Development and Privatization (2019-present).

**Rangkap Jabatan**  
Concurrent Position

Anggota Dewan Pengawas Perum Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia (LPP-NPI) atau AirNav (2019-sekarang).  
Member of the Supervisory Board of the Indonesian Aviation Navigation Service Provider (LPP-NPI) or AirNav (2019-present).

**Pelatihan/Sertifikasi tahun 2020**  
2020 Training/Certification

Daftar pelatihan dapat dilihat pada sub-bab Pelatihan dan/atau Pengembangan Kompetensi Direksi, halaman xxx.  
The list of training can be seen in the sub-chapter Training and/or Competency Development for the Board of Commissioners, page xxx.

**Hubungan Afiliasi**  
Affiliated Relationship

Beliau tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya, maupun pemegang saham utama dan/atau pengendali.  
He has no affiliation with members of the Board of Directors and other members of the Board of Commissioners, as well as major and/or controlling shareholders.



## PROFIL DIREKSI TAHUN 2021 SAAT LAPORAN TAHUNAN DITERBITKAN

### PROFILE OF THE BOARD OF DIRECTORS SERVES IN 2021 UNTIL THE ANNUAL REPORT IS PUBLISHED



#### Nina Sulistyowati Direktur Utama | President Director

Warga Negara Indonesia, 56 tahun, berdomisili di Bekasi.  
Indonesian Citizen, 56 years old, domiciled in Bekasi.

**Dasar Hukum Pengangkatan**  
Legal Basis of Appointment

Keputusan Menteri Badan Usaha Milik Negara Nomor: SK-92/MBU/03/2021 tanggal 18 Maret 2021.  
The Decree of the Minister of State-Owned Enterprises No. SK-92/MBU/03/2021 dated March 18, 2021.

**Riwayat Pendidikan**  
Education History

- Sarjana Ekonomi dari Fakultas Ekonomi Universitas Padjajaran, Bandung (1988)  
Bachelor of Economics from Faculty of Economics, Padjadjaran University, Bandung (1988)
- Magister Manajemen dari Fakultas Ekonomi Universitas Gadjah Mada (2009)  
Master of Management from Faculty of Economics, Gadjah Mada University (2009)

**Riwayat Pekerjaan**  
Career History

- VP Strategic Planning & Business Development Dit. Marketing PT Pertamina (Persero) (Januari 2011-April 2017)  
VP Strategic Planning & Business Development Directorate General of Marketing PT Pertamina (Persero) (January 2011-April 2017)
- Pj. Direktur Utama PT Pertamina Lubricants (10-12 April 2017)  
Acting President Director of PT Pertamina Lubricants (10-12 April 2017)
- Direktur Marketing & IT PT Garuda Indonesia (selanjutnya nomenklatur disesuaikan menjadi Direktur Niaga Domestik) (April 2017-September 2018)  
Director of Marketing & IT PT Garuda Indonesia (hereinafter the nomenclature was adjusted to become Director of Domestic Commerce) (April 2017-September 2018)
- Direktur Utama PT Pertamina Patra Niaga (Januari 2019-Juni 2020)  
President Director of PT Pertamina Patra Niaga (January 2019-June 2020)

**Rangkap Jabatan**  
Concurrent Position

Komisaris Utama PT Patra Badak Arun Solusi (PT PBAS) (2019-sekarang)  
President Commissioner of PT Patra Badak Arun Solusi (PT PBAS) (2019-present)

**Pelatihan/Sertifikasi tahun 2020**  
2020 Training/Certification

Daftar pelatihan dapat dilihat pada sub-bab Pelatihan dan/atau Pengembangan Kompetensi Direksi, halaman xxx.  
The list of training can be seen in the sub-chapter Training and/or Competency Development for the Board of Directors, page xxx.

**Hubungan Afiliasi**  
Affiliated Relationship

Beliau tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya, maupun pemegang saham utama dan/atau pengendali.  
She has no affiliation with members of the Board of Directors and other members of the Board of Commissioners, as well as major and/or controlling shareholders.



## Andry Tanudjaja

### Direktur Komersial & Pengembangan Director of Commercial & Development

Warga Negara Indonesia, 49 tahun, berdomisili di Jakarta.  
Indonesian Citizen, 49 years old, domiciled in Jakarta.

**Dasar Hukum Pengangkatan** Keputusan Menteri Badan Usaha Milik Negara No. SK-92/MBU/03/2021 tanggal 18 Maret 2021.  
Legal Basis of Appointment The Decree of the Minister of State-Owned Enterprises No. SK-92/MBU/03/2021 dated March 18, 2021.

**Riwayat Pendidikan** D3 – Sekolah Tinggi Pariwisata Bandung  
Education History Diploma III – Sekolah Tinggi Pariwisata Bandung

#### Riwayat Pekerjaan Career History

- **Vice President PT Recapital, Jakarta (2003-2005)**  
Vice President of PT Recapital, Jakarta (2003-2005)
- **Vice President MF Global Pte Ltd, Singapura (2005-2008)**  
Vice President of MF Global Pte Ltd, Singapore (2005-2008)
- **Direktur Utama & Pemilik PT Finenz Indonesia, Jakarta (2009 – 2017)**  
President Director & Owner of PT Finenz Indonesia, Jakarta (2009 – 2017)
- **Direktur Utama & Pemilik PT Buana Megah Abadi Asset Management (2010 – 2012)**  
President Director & Owner of PT Buana Megah Abadi Asset Management (2010 – 2012)

#### Rangkap Jabatan Concurrent Position

- **Komisaris PT Finenz Indonesia, Jakarta (2017-sekarang)**  
Commissioner of PT Finenz Indonesia, Jakarta (2017-present)
- **Komisaris PT Dhanadipa Karya Adhika (2019-sekarang)**  
Commissioner of PT Dhanadipa Karya Adhika (2019-present)

#### Pelatihan/Sertifikasi tahun 2020 2020 Training/Certification

Daftar pelatihan dapat dilihat pada sub-bab Pelatihan dan/atau Pengembangan Kompetensi Direksi, halaman xxx.  
The list of training can be seen in the sub-chapter Training and/or Competency Development for the Board of Commissioners, page xxx.

#### Hubungan Afiliasi Affiliated Relationship

Beliau tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya, maupun pemegang saham utama dan/atau pengendali.  
He has no affiliation with members of the Board of Directors and other members of the Board of Commissioners, as well as major and/or controlling shareholders.



## Wien Irwanto

### Direktur Keuangan, Manajemen Risiko, SDM, dan Umum Director of Finance, Risk Management, HR, and General Affairs

Warga Negara Indonesia, 48 tahun, berdomisili di Tangerang Selatan.  
Indonesian Citizen, 48 years old, domiciled in South Tangerang.

#### Dasar Hukum Pengangkatan

Legal Basis of  
Appointment

Keputusan Menteri Badan Usaha Milik Negara No. SK-221/MBU/07/2021.

The Decree of the Minister of State-Owned Enterprises No. SK-221/MBU/07/2021.

#### Riwayat Pendidikan Education History

- Sarjana Ekonomi dari Fakultas Ekonomi Universitas Katolik Parahyangan, Bandung (1996)  
Bachelor of Economics from Faculty of Economics, Parahyangan Catholic University, Bandung (1996)
- Magister Ekonomi – Jurusan Ekonomi Syariah dari Fakultas Ekonomi Universitas Indonesia, Depok (2009)  
Master of Economics – Majoring in Sharia Economics from Faculty of Economics, University of Indonesia, Depok (2009)

#### Riwayat Pekerjaan Career History

- Kepala Sub-Direktorat Pengelolaan Portfolio Surat Utang Negara, Direktorat Surat Utang Negara Direktorat Jenderal Pengelolaan Utang, Kementerian Keuangan RI (2009)  
Head of Sub-Directorate of Government Securities Portfolio Management, Directorate of Government Securities, Directorate General of Debt Management, Ministry of Finance of the Republic of Indonesia (2009)
- Kepala Sub-Direktorat Analisis Keuangan dan Pasar Surat Utang Negara, Direktorat Surat Utang Negara, Direktorat Jenderal Pengelolaan Utang, Kementerian Keuangan RI (2009)  
Head of Sub-Directorate of Financial Analysis and Government Securities Market, Directorate of Government Securities, Directorate General of Debt Management, Ministry of Finance of the Republic of Indonesia (2009)
- Kepala Sub-Direktorat Pengelolaan Transaksi Direktorat Pembiayaan Syariah, Direktorat Jenderal Pengelolaan Utang, Kementerian Keuangan RI (2012)  
Head of Sub-Directorate of Transaction Management, Directorate of Sharia Financing, Directorate General of Debt Management, Ministry of Finance of the Republic of Indonesia (2012)
- Kepala Sub-Direktorat Pengelolaan Transaksi Surat Berharga Syariah Negara Direktorat Jenderal Pengelolaan Pembiayaan dan Risiko, Kementerian Keuangan RI (2015-2016)  
Head of Sub-Directorate of State Sharia Securities Transaction Management Directorate General of Financing and Risk Management, Ministry of Finance of the Republic of Indonesia (2015-2016)
- Asisten Deputi Bidang Usaha Jasa Keuangan, Jasa Survei & Konsultan II, Kementerian BUMN RI (2016-2019)  
Deputy Assistant of Financial Services, Survey and Finance II Service, Ministry of SOEs RI (2016-2019)
- Komisaris PT Mandiri Sekuritas (2019)  
Commissioner of PT Mandiri Sekuritas (2019)
- Asisten Deputi Bidang Usaha Energi, Logistik, Kawasan dan Pariwisata I, Kementerian BUMN RI (2019)  
Deputy Assistant for Energy, Logistics, Regions, and Tourism I, Ministry of SOEs (2019)
- Kepala Cabang DAPENBUN PTPN XII (2019)  
Head of PTPN XII DAPENBUN Branch (2019)
- Direktur Komersil PTPN XII (2019-2020)  
Commercial Director of PTPN XII (2019-2020)

#### Rangkap Jabatan Concurrent Position

Komisaris PT Rolas Nusantara Medika (2019-2021)  
Commissioner of PT Rolas Nusantara Medika (2019-2021)

#### Pelatihan/Sertifikasi tahun 2020 2020 Training/Certification

Daftar pelatihan dapat dilihat pada sub-bab Pelatihan dan/atau Pengembangan Kompetensi Direksi, halaman xxx.  
The list of training can be seen in the sub-chapter Training and/or Competency Development for the Board of Commissioners, page xxx.

#### Hubungan Afiliasi Affiliated Relationship

Beliau tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya, maupun pemegang saham utama dan/atau pengendali.  
He has no affiliation with members of the Board of Directors and other members of the Board of Commissioners, as well as major and/or controlling shareholders.

## DEMOGRAFI KARYAWAN

### EMPLOYEE DEMOGRAPHIC

Jumlah karyawan Perseroan per 31 Desember 2020 adalah sebanyak 499 orang, atau mengalami penurunan 20,29% dari tahun sebelumnya sejumlah 626 orang. Komposisi dan jumlah karyawan pada tahun ini telah disesuaikan dengan kebutuhan organisasi Perseroan dengan mempertimbangkan dinamika bisnis dan situasi pandemi COVID-19 yang sedang terjadi.

Pada tabel berikut dapat dilihat komposisi karyawan berdasarkan jenis kelamin, fungsi jabatan, level jabatan, status kepegawaian, tingkat pendidikan, kelompok usia dan masa kerja selama 2 (dua) tahun terakhir, yaitu:

As of December 31, 2020, the Company had 499 total employees or decreased by 20.29% from the previous year's 626 employees. Composition and total employees throughout this year has been tailored to the needs of the Company's organization by taking into account the current business dynamics and the ongoing COVID-19 pandemic situation.

Through the following table it can be seen the employees' composition based on gender, job function, position level, employment status, educational level, age group and terms of service within the last 2 (two) years, namely:

#### Komposisi Karyawan Tetap Berdasarkan Jenis Kelamin

##### Composition of Permanent Employees Based on Gender

Uraian Description	2020		2019	
	Jumlah Total	%	Jumlah Total	%
Laki-Laki   Male	307	61,52	400	63,90
Perempuan   Female	192	38,48	226	36,10
<b>Jumlah   Total</b>	<b>499</b>	<b>100</b>	<b>626</b>	<b>100</b>

#### Komposisi Karyawan Tetap Berdasarkan Fungsi Jabatan

##### Composition of Permanent Employees Based on Job Function

Uraian Description	2020		2019	
	Jumlah Total	%	Jumlah Total	%
Komersial   Commercial	272	54,51	347	52,66
Non-Komersial   Non-Commercial	227	45,49	279	42,34
<b>Jumlah   Total</b>	<b>499</b>	<b>45,49</b>	<b>659</b>	<b>42,34</b>

#### Komposisi Karyawan Tetap Berdasarkan Level Jabatan

##### Composition of Permanent Employees Based on Position Level

Uraian Description	2020		2019	
	Jumlah Total	%	Jumlah Total	%
Senior Manager	18	3,6%	12	1,92
General Manager	33	6,6%	28	4,47
Manager	70	14,0%	90	14,38
Asisten Senior Manager Senior Manager Assistant	-	0%	24	3,83
Asisten Manager Manager Assistant	55	11,0%	47	7,51
Apoteker   Pharmacist	30	6,0%	30	4,79
Kepala Biro   Head of Bureau	-	0%	1	0,16
Kepala Divisi   Head of Division	-	-	2	0,32
Kepala Gudang   Head of Warehouse	28	5,6%	29	4,63

Uraian Description	2020		2019	
	Jumlah Total	%	Jumlah Total	%
Kepala Sekretariat Head of the Secretariat	1	0.2%	1	0,16
Kepala Unit   Head of Unit	1	0.2%	1	0,16
Spesialis Utama Primary Specialist	-	0%	7	1,12
Spesialis Madya Intermediate Specialist	1	0.2%	2	0,32
Staf	134	26.9%	184	29,39
Salesman	81	16.2%	109	17,41
Fakturis   Invoiceist	1	0.2%	1	0,16
Kasir   Cashier	27	5.4%	31	4,95
Management Trainee	19	3.8%	20	3,19
Tenaga Dasar   Basic Employee	-	0%	3	0,48
Supir   Driver	-	0%	4	0,64
<b>Jumlah   Total</b>	<b>499</b>	<b>100</b>	<b>626</b>	<b>100</b>

### Komposisi Karyawan Tetap Berdasarkan Status Kepegawaian Composition of Permanent Employees Based on Employment Status

Uraian Description	2020		2019	
	Jumlah Total	%	Jumlah Total	%
Karyawan Tetap Permanent Employees	428	85.8%	448	71.6%
Karyawan Tidak Tetap Temporary Employees	71	14.2%	178	28.4%
<b>Jumlah   Total</b>	<b>499</b>	<b>100</b>	<b>626</b>	<b>100</b>

### Komposisi Karyawan Tetap Berdasarkan Tingkat Pendidikan Composition of Permanent Employees Based on Educational Level

Uraian Description	2020		2019	
	Jumlah Total	%	Jumlah Total	%
Pasca Sarjana/S2 Master/S2	29	5,81	35	5,59
Sarjana/S1 Bachelor/S1	312	62,53	386	61,66
Sarjana Muda (D3) Diploma III	48	9,62	61	9,74
<SMA <High School	110	22,04	144	23,00
<b>Jumlah   Total</b>	<b>499</b>	<b>100</b>	<b>626</b>	<b>100</b>

### Komposisi Karyawan Tetap Berdasarkan Kelompok Usia Composition of Permanent Employees Based on Age Group

Uraian Description	2020		2019	
	Jumlah Total	%	Jumlah Total	%
<25 tahun/years old	10	2,00	197	31,47
25-36 tahun/years old	230	46,09	181	28,91
37-45 tahun/years old	103	20,64	56	8,95
46-50 tahun/years old	63	12,63	76	12,14
51-55 tahun/years old	92	18,44	116	18,53
>55 tahun/years old	1	0,20	-	-
<b>Jumlah   Total</b>	<b>499</b>	<b>100</b>	<b>626</b>	<b>100</b>

### Komposisi Karyawan Tetap Berdasarkan Masa Kerja Composition of Permanent Employees Based on Terms of Service

Uraian Description	2020		2019	
	Jumlah Total	%	Jumlah Total	%
<24 tahun/years	365	73.15	462	73.8
24-29 tahun/years	84	16.83	100	16.0
30-39 tahun/years	50	10.02	64	10.2
40-49 tahun/years	-	0	-	0
50-55 tahun/years	-	0	-	0
>55 tahun/years	-	0	-	0
<b>Jumlah   Total</b>	<b>499</b>	<b>100</b>	<b>626</b>	<b>100</b>



## PENGEMBANGAN KOMPETENSI KARYAWAN EMPLOYEE COMPETENCY DEVELOPMENT

Perseroan memiliki komitmen penuh untuk terus meningkatkan kualitas dan kapabilitas Sumber Daya Manusia (“SDM”) yang dimiliki agar senantiasa berdaya saing tinggi. Di tengah persaingan industri nasional dan global yang semakin ramai, Perseroan memiliki kesadaran penuh bahwa keberadaan SDM yang profesional, jujur, dan kompeten adalah aset yang berperan besar dalam mendukung kemajuan Perseroan.

Untuk itu, Perseroan menyediakan program pelatihan dan pengembangan kompetensi SDM yang diselenggarakan setiap tahun dimana subjek pelatihan dan peserta yang terlibat disesuaikan dengan kebutuhan masing-masing individu dan kebutuhan pengembangan organisasi. Dengan adanya program dan kegiatan pelatihan tersebut diharapkan seluruh karyawan menjadi lebih termotivasi untuk meningkatkan kualifikasinya sesuai bidang profesi masing-masing, serta terpacu untuk meningkatkan kemampuan, keahlian, dan pengetahuannya sehingga berdampak positif terhadap kinerja Perseroan.

Jenis program pengembangan SDM yang dilaksanakan Perseroan di tahun ini mengacu pada Program Kerja Divisi SDM Tahun 2020 yang telah diselaraskan dengan Sasaran Tahun 2020 yaitu Penyusunan Program *People Development System* yang meliputi:

- Development Program*: pelatihan yang dikhususkan untuk karyawan dengan posisi jabatan setingkat Senior Manager, Manager, Asisten Manager dan Staf;
- Management Trainee*: pelatihan yang disediakan untuk beberapa batch;
- Program BUMN Value;
- Mental Ideologi Belanegara;
- Outbond* dan outing yang mencakup *training* karyawan;
- Sertifikasi kompetensi; dan
- Inhouse training* masa persiapan pensiun.

Pada tahun 2020, sebanyak 416 karyawan mengikuti kegiatan *In-House Training* dan sebanyak 34 karyawan berpartisipasi pada program pelatihan eksternal. Seluruh kegiatan pelatihan tersebut menghabiskan total jam pelatihan sebesar 28.217,75 jam.

The Company is fully committed to continuously improving the quality and capability of its Human Resources (“HR”) to remain highly competitive. In the midst of increasingly tight national and global industry competition, the Company is having high awareness that the existence of professional, honest, and competent human resources are assets that play a vital role in supporting the Company’s progress.

For that end, the Company provides training and HR competency development programs which are held annually where the training subjects and participants involved are tailored to the needs of each individual and the needs of organizational development. Backed by these training programs and activities, it is expected that all employees will be more motivated to improve their qualifications according to their respective professional fields, and be motivated to improve their abilities, expertise, and knowledge so they can contribute positive impact on the Company’s performance.

The type of HR development program executed by the Company this year refers to the 2020 HR Division Work Program which has been aligned with the 2020 Target, namely the Preparation of *People Development System* Program that includes:

- Development Program*: a training that specifically designed for employees with level positions of Senior Manager, Manager, Assistant Manager and Staff;
- Management Trainee*: training provided for several batches;
- BUMN Value Program;
- Mental Ideology of Defending the State;
- Outbound and outing which includes employee training;
- Competency certification; and
- Inhouse training for retirement preparation.

In 2020, as many as 416 employees participated in In-House Training activities and 34 employees joined in external training programs. All of these training activities spent a total of 28,217.75 hours of training.

Keterangan Description	Durasi (Jam) Duration (Hours)			Jumlah Peserta (Orang) Number of Participants (Persons)		
	Manajemen Management	Staff Staff	Total	Laki Laki Male	Perempuan Female	Total
<i>In-House Training</i>	8	27.773,75	27.781,75	253	163	416
Pelatihan Eksternal External Training	21	415	436	20	14	34
<b>Total</b>	<b>29</b>	<b>28.188,75</b>	<b>28.217,75</b>			

## BIAYA PENGEMBANGAN KOMPETENSI SDM HR COMPETENCY DEVELOPMENT COSTS

Pada tahun 2020, Perseroan telah merealisasikan biaya investasi sebesar Rp433.973.029,22 untuk mengadakan kegiatan pelatihan dan pengembangan kompetensi karyawan. Nominal tersebut mengalami penurunan dibandingkan tahun sebelumnya dikarenakan situasi andemic COVID-19 membatasi pelaksanaan kegiatan pelatihan secara fisik atau *face-to-face*.

In 2020, the Company has realized an investment cost of Rp433,973,029.22 to conduct employee training and competency development activities. Such amount has decreased compared to previous year's due to the COVID-19 pandemic situation which limiting the physically or face-to-face training activities.

## KOMPOSISI PEMEGANG SAHAM SHAREHOLDERS' COMPOSITION

Kepemilikan saham Perseroan adalah 100% dimiliki oleh Negara Republik Indonesia melalui Kementerian BUMN. Kepemilikan saham tersebut telah dicatat dan diadministrasikan dalam Daftar Pemegang Saham (DPS) yang pengelolannya dilakukan oleh Sekretaris Perusahaan. Dengan demikian di dalam Laporan Tahunan 2020 ini Perseroan tidak menyajikan informasi mengenai:

1. Pemegang saham berdasarkan klasifikasi institusional;
2. Pemegang saham sampai tingkat individu;
3. Pemegang saham pengendali;
4. Pemegang saham dengan kepemilikan sebesar 5% atau lebih;
5. Kepemilikan saham oleh Direksi & Dewan Komisaris; dan
6. Daftar 20 Pemegang Saham Terbesar.

The Company's share ownership is 100% owned by the Republic of Indonesia through the Ministry of SOEs. The share ownership has been recorded and administered in the Shareholders Register (DPS) managed by the Corporate Secretary. Therefore, in this 2020 Annual Report the Company does not attach any information regarding:

1. Shareholders' composition based on institutional classification;
2. Shareholders' composition up to the ultimate level;
3. Controlling shareholder;
4. Shareholders with ownership of 5% or more;
5. Share ownership by the Board of Directors & Board of Commissioners; and
6. List of 20 Largest Shareholders.

Berikut adalah uraian struktur kepemilikan saham Perseroan per 31 Desember 2020:

The following is a description of the Company's share ownership structure as of December 31, 2020:

Nama Name	Jumlah Lembar Saham Number of Shares	Nilai Nominal (Rp) Par Value(Rp)	Saham Ditempatkan dan Disetor Penuh Issued and Fully-Paid Capital
Pemerintah Republik Indonesia State of Republic of Indonesia	156.200	1.000.000	156.200.000.000

### Kepemilikan Saham Oleh Dewan Komisaris dan Direksi

Perseroan adalah BUMN yang 100% kepemilikan sahamnya dikuasai oleh Pemerintah Republik Indonesia sehingga tidak ada anggota Dewan Komisaris dan Direksi Perseroan yang memiliki saham Perseroan.

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

The Company is a State-Owned Enterprise whose ownership are 100% controlled by the Government of the Republic of Indonesia so that no member of the Board of Commissioners and Board of Directors of the Company owns the Company's shares.



## INFORMASI PEMEGANG SAHAM UTAMA/PENGENDALI MAJOR/CONTROLLING SHAREHOLDERS INFORMATION

Sebagai suatu badan hukum yang dimiliki oleh negara, maka seluruh saham Perseroan dimiliki oleh Pemerintah Republik Indonesia yang dalam hal ini diwakili oleh Kementerian BUMN RI. Uraian lengkap mengenai struktur kepemilikan saham Perseroan telah disajikan pada tabel di atas.

As a legal entity owned by the state, all of the Company's shares are owned by the Government of the Republic of Indonesia, represented by the Ministry of SOEs of the Republic of Indonesia. A complete description of the Company's share ownership structure has been presented through the table above.

## KRONOLOGIS PENCATATAN SAHAM SHARE LISTING CHRONOLOGY

Sampai dengan Laporan Tahunan 2020 diterbitkan, Perseroan belum pernah melakukan penawaran umum perdana saham di bursa efek manapun sehingga tidak ada informasi terkait kronologis pencatatan saham, jenis tindakan korporasi (*corporate action*), perubahan jumlah saham, maupun nama bursa saham.

As of the issuance date of the 2020 Annual Report, the Company has never conducted an initial public offering of shares on any stock exchange, so there is no information regarding the chronology of share listing, types of corporate actions, changes in the number of shares, or the name of stock exchange.

## KRONOLOGIS PENCATATAN EFEK LAINNYA CHRONOLOGY OF OTHER SECURITIES LISTING

Sampai dengan Laporan Tahunan 2020 diterbitkan, Perseroan belum pernah melakukan penawaran efek dalam bentuk apapun sehingga tidak ada informasi terkait kronologis pencatatan, jenis tindakan korporasi, perubahan jumlah efek, nama bursa maupun peringkat efek.

As of the issuance date of the 2020 Annual Report, the Company has never listed any securities in any form, so there is no information relating to the chronology of listing, types of corporate actions, changes in the number of securities, the name of stock exchange, and ratings of securities.

## STRUKTUR GRUP PERUSAHAAN CORPORATE GROUP STRUCTURE



## DAFTAR ENTITAS ANAK LIST OF SUBSIDIARIES

Per 31 Desember 2020, Perseroan tercatat memiliki 2 (dua) Entitas Anak, yaitu PT PPI Industri dan PT Trisari Veem. Informasi tersebut dapat dilihat pada tabel berikut ini:

As of December 31, 2020, the Company has 2 (two) Subsidiaries, namely PT PPI Industri and PT Trisari Veem. This information can be seen in the following table:

Nama Perusahaan Company Name	PT Perusahaan Perdagangan Indonesia Industri (PT PPI Industri)	PT Trisari Veem
Tahun Pendirian   Year of Establishment	1986	1963
Dasar Pendirian   Basis of Establishment	Akta Notaris Syamsul Hadi, S.H. No.33 tanggal 18 September 1986	Akta Notaris Eliza Pondaag, S.H. No.49 tanggal 19 November 1963.
Dimulainya Kegiatan Komersial Commencement of Commercial Activities	18 September 1986	19 November 1963
Domisili   Domicile	Palembang	Jakarta
Bidang Usaha   Line of Businesses	Manufaktur dan Perdagangan Manufacturing and Trading	Jasa Pengurusan Transportasi Transportation Service
Kepemilikan Saham oleh Perseroan (%) Share Ownership by the Company (%)	99,90%	60%
Jumlah Aset (Rp)   Total Assets (Rp)	9.479.759.127	19.913.725.610
Status   Status	Tidak Beroperasi   Not Operating	Beroperasi   Operating
Alamat   Address	Jl. Talang Kramat No.25 Kenten Talang Kelapa, Musi Banyuasin, PO.Box. 130 Palembang 30001 Sumatera Selatan, Indonesia Phone: (0711) 810573/810233 Fax: (0711) 810473	Jl.Raya Plumpang Semper No.25 Tanjung Priok 14260 Indonesia Phone : (021) 4301536( hunting) Fax: (021) 4301500 Email: tsari@pacific.net.id

## PT Perusahaan Perdagangan Indonesia Industri ("PPI Industri")



PT Perusahaan Perdagangan Indonesia Industri ("PPI Industri") pertama kali didirikan dengan nama PT Dharma Niaga Putera Steel berdasarkan Akta Notaris Syamsul Hadi, S.H. No. 33 tanggal 18 September 1986. Selanjutnya, akta pendirian tersebut mengalami beberapa kali perubahan termasuk di antaranya terkait perubahan nama PT Dharma Niaga Putera Steel menjadi PT PPI Industri sebagaimana tertuang di dalam Akta No. 13 tanggal 25 Agustus 2009 yang dibuat di hadapan Henny Jeanne Pattinama, S.H., Notaris di Palembang.

Berdasarkan akta perubahan terakhir No. 30 tanggal 27 Agustus 2020 yang dibuat di hadapan Kurnia Ariyani, S.H., Notaris di Tangerang, telah disetujui perubahan mengenai Pernyataan Keputusan Sirkuler Para Pemegang Saham PT PPI Industri. Perubahan Anggaran Dasar tersebut telah memperoleh pengesahan dari Menteri Hukum dan Hak Asasi Manusia dalam surat keputusan nomor AHU-AH.01.03-0371005 Tahun 2020 tanggal 27 Agustus 2020.

PPI Industri adalah salah satu entitas anak Perseroan yang menjalankan kegiatan usaha di bidang perindustrian umum dalam bidang pembuatan seng dan bahan bangunan lainnya; perdagangan yang berkaitan dengan kegiatan perindustrian, tidak terbatas pada pengadaan bahan baku dan perdagangan hasil produksi seng.

### Kepengurusan PPI Industri

Per 31 Desember 2020, susunan pengurus PPI Industri adalah sebagai berikut:

Dewan Komisaris   Board of Commissioners	
Komisaris   Commissioner	Eko Budianto
Direksi   Board of Directors	
Direktur   Director	Syailendra

### Struktur Permodalan PPI Industri

Modal dasar PPI Industri adalah sebesar Rp1.000.000.000 yang terbagi atas 800 saham prioritas dan 200 saham biasa, masing-masing dengan nilai nominal Rp1.000.000 per saham.

### Kinerja PPI Industri

Ikhtisar kinerja PPI Industri selama tahun 2020 adalah sebagai berikut:

PT Perusahaan Perdagangan Indonesia Industri ("PPI Industri") was established under the name of PT Dharma Niaga Putera Steel based on Notarial Deed of Syamsul Hadi, S.H. No. 33 dated September 18, 1986. Furthermore, the deed of establishment underwent several changes, including the name change of PT Dharma Niaga Putera Steel to PT PPI Industri as stated in Deed No. 13 dated August 25, 2009, made before Henny Jeanne Pattinama, S.H., Notary in Palembang.

Based on the latest amendment in Deed No. 30 dated August 27, 2020, which was made before Kurnia Ariyani, S.H., Notary in Tangerang, it has been approved changes regarding the circular resolution of shareholders of PT PPI Industri. That amendment to the Articles of Association has been approved by the Minister of Law and Human Rights in a decree number AHU-AH.01.03-0371005 Year 2020 dated August 27, 2020.

PPI Industri is one of the Company's subsidiaries that conducts business activities in the field of general industry sector, specifically in the manufacture of zinc and other building materials; trading related to industrial activities, not limited to the procurement of raw materials and zinc production trading.

### Management of PPI Industry

As of December 31, 2020, the composition of PPI Industri's management are as follows:

### Capital Structure of PPI Industri

The authorized capital of PPI Industri is Rp1,000,000,000 which divided into 800 priority shares and 200 ordinary shares, each with a par value of Rp1,000,000 per share.

### PPI Industri's Performance

Highlights of the PPI Industry's performance during 2020 are as follows:

(dalam jutaan Rupiah/In million Rupiah)

Keterangan   Description	2020	2019
Pendapatan   Revenues	12.082	-
Laba (Rugi) Usaha   Operating Profit (Loss)	1.181	(401)
Laba (Rugi) Bersih   Net Income (Loss)	968	(446)

## PT Trisari Veem



PT Trisari Veem didirikan berdasarkan Akta Notaris Eliza Pondaag, S.H. No. 49 tanggal 19 November 1963. Anggaran Dasar PT Trisari Veem mengalami perubahan sehubungan dengan perubahan susunan pengurus dan telah tercantum di dalam Akta Notaris I Nyoman Satria Wijaya, S.H., M.Kn. No. 21 tanggal 14 Maret 2019, Notaris di Tangerang. Akta perubahan ini telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan Surat Keputusan No. AHUAH.01.03-0109737 tanggal 14 Maret 2019.

Sesuai dengan Anggaran Dasar, PT Trisari Veem didirikan dengan maksud dan tujuan untuk menjalankan usaha dalam bidang jasa pengurusan transportasi (*freight forwarding*) mewakili kepentingan pemilik barang untuk mengurus semua kegiatan demi terlaksananya pengiriman dan penerimaan barang.

Kegiatan usaha yang dilakukan PT Trisari Veem meliputi penerimaan, penyimpanan, sortasi, pengepakan, penandaan, pengukuran, penimbangan pengurusan dokumen, penerbitan dokumen angkutan, perhitungan beban angkutan, klaim asuransi atas pengiriman barang, serta penyelesaian tagihan barang-barang sampai dengan diterima oleh pemilik.

### Kepengurusan PT Trisari Veem

Per 31 Desember 2020, susunan pengurus PT Trisari Veem adalah sebagai berikut:

Dewan Komisaris   Board of Commissioners	
Komisaris Utama   President Commissioner	Anton Mart Irianto
Komisaris   Commissioner	Ferdy Suwandi
Direksi   Board of Directors	
Direktur Utama   President Director	Dwiko Raharjo
Direktur   Director	Hari Subagyo

### Struktur Permodalan PT Trisari Veem

Modal dasar PT Trisari Veem adalah sebesar Rp5.000.000.000 yang terbagi atas 5.000 saham masing-masing bernilai nominal Rp1.000.000. Dari modal dasar tersebut, telah ditempatkan dan disetor penuh oleh pemegang saham sebesar Rp2.500.000.000.

### Kinerja PT Trisari Veem

Ikhtisar kinerja PT Trisari Veem selama tahun 2020 adalah sebagai berikut:

(dalam jutaan Rupiah/In million Rupiah)

Keterangan   Description	2020	2019
Pendapatan   Revenues	45.955	25.613
Laba (Rugi) Usaha   Operating Profit (Loss)	6.261	1.447
Laba (Rugi) Bersih   Net Income (Loss)	5.370	1.297

PT Trisari Veem was established based on the Notarial Deed of Eliza Pondaag, S.H. No. 49 dated November 19, 1963. The Articles of Association of PT Trisari Veem has been amended concerning changes in the Board composition and was listed in the Deed of Notary I Nyoman Satria Wijaya, S.H., M.Kn. No. 21 dated March 14, 2019, Notary in Tangerang. This deed of amendment has been ratified by the Minister of Law and Human Rights of the Republic of Indonesia based on Decree No. AHUAH.01.03-0109737 March 14, 2019.

In accordance with the Articles of Association, PT Trisari Veem was established with the intention and purpose of running a business in the field of transportation management services (*freight forwarding*) representing the owner's interests of the goods to handle all activities in the scope of delivery and receipt of the goods.

Business activities conducted by PT Trisari Veem include receiving, storing, sorting, packing, marking, measuring, weighing document management, issuing transportation documents, calculating transportation loads, insurance claims for shipping goods, and settling bills for goods until they are received by the owner.

### Management of PT Trisari Veem

As of December 31, 2020, the composition of PT Trisari Veem's management are as follows:

### Capital Structure of PT Trisari Veem

The authorized capital of PT Trisari Veem is Rp5,000,000,000 which is divided into 5,000 shares each with a nominal value of Rp1,000,000. Of the authorized capital, has been issued and fully paid by the shareholders amounting to Rp2,500,000,000.

### PT Trisari Veem's Performance

Highlights of PT Trisari Veem's performance during 2020 are as follows:

Pada Tahun 2020, PT Tri Sari Veem masih menghadapi berbagai kendala mendasar baik dari sisi internal maupun eksternal, yaitu:

- a) Kesulitan memenuhi modal kerja, dikarenakan PT Tri Sari Veem belum memperoleh fasilitas pembiayaan dari Bank terkait tidak adanya jaminan aset tetap tidak bergerak;
- b) Lahan seluas 2,3 Ha yang dimiliki perusahaan tidak didukung dengan sertifikat;
- c) Kapasitas kendaraan truk yang dimiliki belum bisa memenuhi permintaan;
- d) Kegiatan Cabang Belawan belum didukung sumber daya (modal, sarana dan SDM) yang optimal;
- e) Belum adanya kepastian atas izin domisili untuk kegiatan *trucking* dan depo oleh Pemprov DKI; dan
- f) Kecenderungan Importir dan Eksportir menggunakan jasa PPJK langsung ke *Shipping Line*.

Dalam mengatasi berbagai tantangan dan kendala pencapaian target kinerja, Manajemen PT Tri Sari Veem telah melakukan berbagai upaya antara lain:

- a) Peningkatan kompetensi dan produktivitas SDM;
- b) Perluasan kerja sama dengan berbagai pelanggan baru dan berupaya untuk menjalin kerja sama kembali dengan pelanggan lama; dan
- c) Penambahan/peremajaan kendaraan operasional.

In 2020, PT Tri Sari Veem encountered a number of primary obstacles both internally and externally, among others:

- a) Difficulty in meeting working capital, since PT Tri Sari Veem has not obtained financing facilities from the Bank related to the absence of collateral for immovable fixed assets;
- b) The 2.3 Ha land owned by the company is not supported by a certificate;
- c) The trucks capacity owned is unable to keep up with demand;
- d) Belawan Branch activities have not been supported by optimal resources (capital, facilities and human resources);
- e) No certainty regarding the domicile permit given by the DKI Provincial Government regarding trucking and depot activities;
- f) The tendency of importers and exporters to use PPJK services directly to the shipping line.

In overcoming various challenges and obstacles while attaining performance targets, the Management of PT Tri Sari Veem has made various efforts, including:

- a) Increased competence and productivity of human resources;
- b) Expansion of collaboration with new customers and strive to re-establish cooperation with existing customers; and
- c) Addition/rejuvenation of operational vehicles.



## PETA WILAYAH OPERASIONAL OPERATIONAL AREAS MAP



## NAMA DAN ALAMAT ENTITAS ANAK DAN/ATAU KANTOR CABANG ATAU KANTOR PERWAKILAN NAME AND ADDRESS OF SUBSIDIARIES AND/OR BRANCH OFFICES OR REPRESENTATIVE OFFICES

### Daftar Alamat Cabang Branch Address List

No.	Nama Cabang   Branch Name	Alamat Cabang   Branch Address
1	BANDA ACEH	Jl.Tgk. H.M. Daud Beureueh No. 181. Banda Aceh,23126. Telp. (0651) 22231. 22093. 23080,Fax. 33150
2	MEDAN	Jl. Badur No.3 Sumatera Utara. 20151,Telp. (061) 4530933, 4156833, Fax. 4156722
3	PEKANBARU	Jl. Nuri No.19 Sukajadi. Riau 26124,Telp. (0761) 25105. 22590, Fax. 853823
4	PADANG	Jl. Jend.Sudirman 37. Sumatera Barat 25215. Telp (0751) 23491. 22686,Fax. 23490
5	PALEMBANG	Jl. Kap.A.Rivai No. 41, Sumatera Selatan 30134,Telp. (0711) 351164, 313348. Fax. 312963
6	PANGKAL PINANG	Jl. Hamidah No. 38. Taman Sari, Bangka Belitung 33121, Telp. (0717) 432557,Fax. 432779
7	JAMBI	Jl. Pangeran Hidayat No.30C Pal V Kata Baru,36128.Telp. (0741) 43246, Fax. 40269
8	BENGKULU	Jl. A. Yani No.28. Bengkulu 38116. Telp.(0736) 21024. Fax.22130
9	BANDUNG	Jl. Jawa No.12, Babakan Ciamis, Bandung 40117,Telp. (022) 4203696, 4204024, Fax. 4204027

No.	Nama Cabang   Branch Name	Alamat Cabang   Branch Address
10	CIREBON	Jl. Kebumen no. 1 Kel. Lemahwungkuk Kec. Lemahwungkuk Kata Cirebon, Jawa Barat 45111. Telp. (0231) 201153, 209765. Fax. 207368
11	SEMARANG	Jl. Letjend. Suprpto No.30. Jawa Tengah 50137, Telp. (024) 3546161, 3545481, Fax. 3511482
12	PURWOKERTO	Jl. Jend Sudirman No.347, Purwokerto 53116, Telp. (0281) 626935, 636583. Fax. 626935, 636583,
13	YOGYAKARTA	Kompleks EMPLS. PT.KAI Lempuyangan. Yogyakarta 55212. Telp. (0274) 547533, Fax. 586640
14	SURAKARTA	Jl. Letjend . Sutoyo No.52. Jawa Tengah 57136. Telp. (0271) 852323. 852755. Fax. 852755
15	MADIUN	Jl. DR Sutomo No.33, Jawa Timur 63116, Telp. (0351) 452057, 454470, Fax. 495530
16	MALANG	Jl. Ahmad Yani Utara No.2, Jawa Timur 65126, Telp. (0341) 485995, Fax. 491864
17	SURABAYA	Jl. Rajawali No.54. Jawa Timur 60176. Telp. (031) 3520041. 3520262. Fax. 3520233
18	DENPASAR	Jl. Hayam Wuruk No. 117, Denpasar-Bali. 80235, Telp. (0361) 222315, 224104. Fax. 224104
19	MATARAM	Jl. T G H Saleh Hambali no 88 Bengkel Labuapi, Lombok Barat NTB 83361. Telp/Fax. (0370) 631288
20	KUPANG	Jl. Kakatua No.24 Bonipoi. Nusa Tenggara Timur 85221. Telp. (0380) 833617. 833294, Fax. 833294
21	MAKASSAR	Jl. Bali No.9 Kelurahan Pattunuang Kec. Wajo Kota Makassar 90173. Telp. (0411) 3635421. Fax. 3635361
22	PARE - PARE	Jl. Atletik No. 50 Kel. Kampung Baru. Kec. Baeukiki Barat, Kota Parepare, Sulawesi Selatan kode Post 91111 telp (0421) 25205, Fax. 25224
23	AMBON	Jl. Dr. Apituley 21/31, Maluku 97112. Telp. (0911) 344670, Fax. 343897
24	BANJARMASIN	Jl. R. Soeprpto No.53, Kalimantan Selatan 70114, Telp. (0511) 3352095, 3354102, Fax. 3352442, 3354157
25	BALIKPAPAN	Jl. Gajah Mada No. 22. Kalimantan Timur 76113, Telp. (0542) 410564, 424493, Fax. 422280
26	BANDAR LAMPUNG	Jl. Jend. Sudirman No 22, Lampung. 35118, Telp. (0721) 266555, 266959, Fax. 266702
27	PONTIANAK	Jl. Kapten Marsan No. 3. Kalimantan Barat. 78117. Telp. (0561) 732119. 734254, Fax. 734512
28	KENDARI	Jl. Budi Utomo RT.08 RW.03 Kel. Mataiwoi Kec. Wua-Wua Kata Kendari Sulawesi Tenggara 93117, Telp. (0401) 3122425. Fax. 3122425
29	GORONTALO	Jl. Cendrawasih No. 12, Gorontalo. 96118. Telp. (0435) 821443. 821042. Fax. 829944
30	MANADO	Jl. Garuda no 16 Kel. Mahakeret Barat Kec. Wenang Manado, Telp. (0431) 862066, 862366. Fax. 863221
31	PALU	Jl. Sungai Wera No. 4 Kel. Ujuna Kec. Palu Barat. Kade Pos 94222, Telp. (0451) 8204242. Fax. 424497
32	JAKARTA	Jalan Malaka No.7-9 DICE Jakarta, 11230, Telp. (021) 6927519, 6928030, Fax. 6911162

## NAMA DAN ALAMAT LEMBAGA DAN/ATAU PROFESI PENUNJANG

### NAME AND ADDRESS OF SUPPORTING INSTITUTIONS AND/OR PROFESSIONS

Nama dan Alamat Name and Address	Jenis dan Bentuk Jasa Type and Form of Services	Periode Penugasan Assignment Period	Komisi Fee	Tugas & Tanggung Jawab Duties & Responsibilities
<b>Kantor Akuntan Publik I</b> <b>Public Accountant Firm</b>  KAP Hendrawinata Hanny Erwin & Sumargo (Kreston HHES) Intiland Tower, lantai 18/18 <sup>th</sup> floor Jl. Jend. Sudirman No. 32 Jakarta 10220	<ul style="list-style-type: none"> <li>Audit atas Laporan Keuangan Perseroan</li> <li>Audit Kepatuhan (PSA 62)</li> <li>Audit Kinerja</li> <li>Audit atas Laporan Keuangan PKBL</li> <li>Audit of the Company's Financial Statements</li> <li>Compliance Audit (PSA 62)</li> <li>Performance Audit</li> <li>Audit of PKBL Financial Statements</li> </ul>	Tahun Buku 2020 Financial Year 2020	Rp 660.000.000	<ul style="list-style-type: none"> <li>Melakukan audit Laporan Keuangan Konsolidasian PT PPI dan Anak Perusahaan Tahun Buku 2020</li> <li>Melakukan audit kepatuhan terhadap peraturan perundang-undangan dan sistem pengendalian intern</li> <li>Melakukan jasa review atas Laporan Evaluasi Kinerja PT PPI (Persero)</li> <li>Audit Keuangan PKBL Tahun Buku 2020</li> <li>Conduct audit for the Consolidated Financial Statements of PT PPI and its Subsidiaries for Financial Year 2020</li> <li>Conduct compliance audits with laws and regulations and internal control systems</li> <li>Perform review services on the Performance Evaluation Report of PT PPI (Persero)</li> <li>PKBL Financial Audit for Financial Year 2020</li> </ul>
<b>Konsultan Hukum I</b> <b>Legal Consultant</b> 1. Hendrayanto & Partners Graha PPI Jl Abdul Muis No. 8, Jakpus, Lantai 4  2. Law Office Suhandono & Partners Ruko Perkantoran Selmis Jalan Asem Baris Raya No. 52 Blok II Lantai 2 Tebet Jakarta Selatan  3. ARAKATA Lawfirm Grand Wijaya Centre Blok H-32 Kel. Pulo, Kec. Kebayoran Baru, Jakarta Selatan  4. Sahat Ambarita & Partners Komplek Simprug Diporis Blok E.5 No.17 A, Poris Gaga Baru, Batu Ceper- Kota Tangerang	<ul style="list-style-type: none"> <li>Jasa hukum penyelesaian kasus daging impor PT Agrochemindo Niagatama Sukses Makmur Legal services for the settlement of imported meat cases at PT Agrochemindo Niagatama Sukses Makmur</li> <li>Jasa hukum penyelesaian masalah Aset di Makassar Legal services for solving Asset problems in Makassar</li> <li>Jasa hukum <i>retainer</i> terkait Sumber Daya Manusia Retainer legal services related to Human Resources</li> <li>Jasa kajian legalitas perdagangan dan regulasi perizinan kratom Trade legality review services and kratom licensing regulations</li> </ul>	<ul style="list-style-type: none"> <li>Sampai dengan adanya Putusan Pengadilan <i>inkracht</i> Until the Court's Decision <i>inkracht</i></li> <li>27 Juli I July 2021 - 26 Juli I July 2022</li> <li>27 Mei 2021 - 26 Desember 2021. May 27, 2021 - December 26, 2021</li> <li>23 Februari 2021 - 26 Februari 2021. February 23, 2021 - February 26, 2021.</li> </ul>	<ul style="list-style-type: none"> <li>Rp 1.250.000.000</li> <li>Rp340.000.000</li> <li>Rp15.000.000 per bulan</li> <li>Rp25.000.000</li> </ul>	<ul style="list-style-type: none"> <li>Melakukan pendampingan hukum dan memberikan pendapat hukum Provide legal assistance and provide legal opinions</li> <li>Melakukan pendampingan hukum dan memberikan pendapat hukum. Provide legal assistance and provide legal opinions</li> <li>Menyusun kajian yang berkaitan dengan SDM Prepare studies related to HR</li> <li>Memberikan pendapat hukum dan saran hukum terkait legalitas perdagangan dan regulasi tentang perizinan ekspor kratom Provide legal opinion and legal advice regarding trade legality and regulations on kratom export licensing.</li> </ul>



Nama dan Alamat Name and Address	Jenis dan Bentuk Jasa Type and Form of Services	Periode Penugasan Assignment Period	Komisi Fee	Tugas & Tanggung Jawab Duties & Responsibilities
<b>Notaris I Notary</b>	<ul style="list-style-type: none"> <li>Perubahan anggaran dasar perusahaan</li> <li>Perubahan jajaran pemegang saham, Direksi dan Komisaris</li> <li>Pembuatan akta perubahan keputusan rapat umum pemegang saham</li> <li>Melakukan legalisir dokumen perusahaan</li> <li>Changes to the company's articles of association</li> <li>Changes in the ranks of shareholders, the Board of Directors and Commissioners</li> <li>Prepare the deed of amendment to the resolutions of general meeting of shareholders</li> <li>Legalizing company documents</li> </ul>	Apabila diperlukan If required	Rp300.000,-  Rp10.000.000,-	<ul style="list-style-type: none"> <li>Melakukan perubahan anggaran dasar, jajaran pemegang saham, Direksi dan Komisaris</li> <li>Melakukan pendaftaran AHU online di Kemenhumham RI</li> <li>Legalisir akta</li> <li>Amend the articles of association, the ranks of shareholders, the Board of Directors and Commissioners</li> <li>Register AHU online at the RI Ministry of Human Rights RI</li> <li>Legalization of deed</li> </ul>
Notrais Kurnia Ariyani, SH Jl. Raden Saleh No. 36E Karang Tengah – Tangerang				
Diana Idola Hotmarito, S.H., M.Kn Ruko Sentra Niaga Kalimas Blok A No.08 C Jl. K. H. Noer Ali – Kabupaten Bekasi 17510				
Tris Nur Patrini, S.H., M.Kn Jl. Kenanga A 96 Perum Cileungsi Indah – Bogor 16820				
Edy Priyono, S.H. Sentra Salemba Mas Jl. Salemba Raya – Jakarta 10430				

## INFORMASI PADA SITUS WEB INFORMATION ON THE WEBSITE

Informasi umum mengenai Perseroan dapat diakses dengan mudah oleh investor ataupun pemangku kepentingan lainnya melalui situs web PT Perusahaan Perdagangan Indonesia (Persero) yang beralamat di [www.ptppi.co.id](http://www.ptppi.co.id). Informasi yang disajikan pada situs web tersedia dalam 2 (dua) bahasa yaitu Bahasa Indonesia dan Bahasa Inggris. Pada prinsipnya, pengungkapan seluruh informasi umum Perseroan pada situs web memperhatikan 4 (empat) hal utama yang wajib diungkapkan, antara lain:

- 1) Informasi umum Perseroan;
- 2) Informasi bagi pemodal atau investor;
- 3) Informasi tata kelola perusahaan; dan
- 4) Informasi tanggung jawab sosial perusahaan.

Perseroan berkomitmen akan terus mengoptimalkan penggunaan situs web Perseroan sebagai media yang paling efektif dan efisien untuk mempromosikan produk dan/atau layanan yang disediakan Perseroan, serta untuk mengkomunikasikan hal-hal yang berkaitan dengan kebijakan/berita/informasi penting lainnya kepada para pemangku kepentingan.

### Pengelola Situs Web Perseroan

Pengelolaan dan pemutakhiran situs web Perseroan dilakukan secara profesional sebagaimana diatur dalam Surat Keputusan Direksi Nomor: 13/DU/SKD/POB/PPI/IX/2018 tanggal 30 September 2018 tentang Prosedur Operasi Baku (POB) Pengelolaan Website PT Perusahaan Perdagangan Indonesia (Persero). Berdasarkan Surat Keputusan tersebut, Direksi menunjuk Sekretaris Perusahaan dan Senior Manager Divisi

General information about the Company can be easily accessed by investors or other stakeholders through PT Perusahaan Perdagangan Indonesia (Persero) official website at [www.ptppi.co.id](http://www.ptppi.co.id). Information presented on the website is available in 2 (two) languages, namely Bahasa and English. In principle, the publication of all Company's general information on the website always takes into account these 4 (four) main things that must be disclosed, among others:

- 1) General information of the Company;
- 2) Information for investors;
- 3) Corporate governance information; and
- 4) Corporate social responsibility information.

The Company is committed to continually optimize the use of the Company's website as the most effective and efficient platform to help the promotion of products and/or services offered by the Company as well as to communicate matters related to policies/news/other important information to stakeholders.

### Company Website Manager

Management and updating of the Company's website is managed professionally as stipulated in the Board of Directors' Decree Number: 13/DU/SKD/POB/PPI/IX/2018 dated September 30, 2018 concerning Standard Operating Procedures (SOP) for Website Management of PT Perusahaan Perdagangan Indonesia (Persero). Based on the Decree, the Board of Directors appointed Corporate Secretary and Senior Manager of IT Division as the party in charge

TI sebagai penanggung jawab atas pengelolaan situs web Perseroan. Perseroan juga membentuk Tim Admin Portal BUMN yang ditetapkan melalui Surat Keputusan Direksi Nomor: 28/DU/SKD/PPI/III/2017 tanggal 16 Maret 2017 tentang Pembentukan Tim Admin Portal BUMN PT Perusahaan Perdagangan Indonesia (Persero).

of managing the Company's website. The Company also formed the SOE Portal Admin Team which was stipulated through the Board of Directors' Decree Number: 28/DU/SKD/PPI/III/2017 dated March 16, 2017 concerning the Establishment of the BUMN Portal Admin Team of PT Perusahaan Perdagangan Indonesia (Persero).

### Pemenuhan Informasi Pada Situs Web Perseroan

### Fulfillment of Information on the Company's Website

Secara sederhana, dapat disimpulkan bahwa situs web Perseroan telah menyajikan informasi sebagai berikut:

It can be simply concluded that the Company's website has provided the following information:

Uraian   Description	Ketersediaan Availability	Keterangan   Note
Informasi pemegang saham sampai dengan pemilik akhir individu Information on shareholders up to individual end owners	☑	Tersedia pada situs web Perseroan Available on the Company's website
Struktur grup perusahaan Company group structure	☑	Tersedia pada situs web Perseroan Available on the Company's website
Analisis kinerja keuangan Analysis on financial performance	☑	Tersedia pada situs web Perseroan Available on the Company's website
Laporan keuangan tahunan (5 tahun terakhir) Annual financial reports (last 5 years)	☑	Tersedia pada situs web Perseroan Available on the Company's website
Profil Dewan Komisaris dan Direksi Profile of the Board of Commissioners and the Board of Directors	☑	Tersedia pada situs web Perseroan Available on the Company's website
Informasi pemegang saham sampai pemilik individu Ultimate beneficial ownership information	☑	Tersedia pada situs web Perseroan Available on the Company's website



## PENDIDIKAN DAN/ATAU PELATIHAN DEWAN KOMISARIS, DIREKSI, KOMITE-KOMITE, SEKRETARIS PERUSAHAAN, DIVISI MANAJEMEN RISIKO, DAN SATUAN PENGAWAS INTERN

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

#### Pendidikan dan/atau pelatihan untuk Dewan Komisaris

Sepanjang tahun 2020, Dewan Komisaris Perseroan tidak mengikuti kegiatan pelatihan ataupun pengembangan kompetensi yang berkaitan dengan tugas dan tanggung jawabnya.

#### Education and/or training for the Board of Commissioners

Throughout 2020, the Company's Board of Commissioners did not participate in training or competency development activities related to their duties and responsibilities.

#### Pendidikan dan/atau pelatihan untuk Direksi

Education and/or training for the Board of Directors

Nama Name	Jabatan Position	Jenis Program dan/atau Kegiatan Pengembangan Kompetensi Types of Competency Development Programs and/or Activities	Penyelenggara Organizer	Tanggal Date
Kindy Rinaldy Syahrir	Direktur Keuangan, Sumber Daya Manusia dan Umum Director of Finance, Human Resources and General Affairs	<ul style="list-style-type: none"> <li>Review Persiapan <i>Chartered Accountant (CA)</i> untuk Akuntansi Manajemen Lanjutan Chartered Accountant (CA) Preparation Review for Advanced Management Accounting</li> </ul>	Program Pendidikan Profesi Akuntan Fakultas Ekonomi dan Bisnis Universitas Padjadjaran Professional Accountant Education Program, Faculty of Economics and Business, Padjadjaran University	20-21 Juni 2020 June 20-21, 2020
		<ul style="list-style-type: none"> <li><i>e-Workshop</i> Pengajaran Matematika Keuangan Syariah e-Workshop for Islamic Finance Mathematics Teaching</li> </ul>	Kelompok Keahlian Matematika Industri dan Keuangan ITB Industrial and Financial Mathematics Research Group of ITB	27-28 Juli 2020 July 27-28, 2020
		<ul style="list-style-type: none"> <li><i>Analytical Network Process (ANP)</i></li> </ul>	Pusat Studi Ekonomi dan Pembangunan, Fakultas Ekonomi dan Bisnis, Universitas Padjadjaran Center for Economics and Development Studies, Faculty of Economics and Business, Padjadjaran University	21 November 2020 November 21, 2020

#### Pendidikan dan/atau pelatihan untuk Komite Audit

Sepanjang tahun 2020, Komite Audit Perseroan tidak mengikuti kegiatan pelatihan ataupun pengembangan kompetensi yang berkaitan dengan tugas dan tanggung jawabnya.

#### Education and/or training for Audit Committee

Throughout 2020, the Company's Audit Committee did not participate in any training or competency development activities related to its duties and responsibilities.

#### Pendidikan dan/atau pelatihan untuk Komite Manajemen Risiko

Sepanjang tahun 2020, Komite Manajemen Risiko Perseroan tidak mengikuti kegiatan pelatihan ataupun pengembangan kompetensi yang berkaitan dengan tugas dan tanggung jawabnya.

#### Education and/or training for Risk Management Committee

Throughout 2020, the Company's Risk Management Committee did not participate in any training or competency development activities related to its duties and responsibilities.

## Pendidikan dan/atau pelatihan untuk Sekretaris Perusahaan

### Education and/or training for Corporate Secretary

Nama Name	Jabatan Position	Jenis Program dan/atau Kegiatan Pengembangan Kompetensi Types of Competency Development Programs and/ or Activities	Penyelenggara Organizer	Tanggal Date
Syailendra	Kepala Sekretariat Perusahaan Head of Corporate Secretariat	<i>Going Concern</i> Bisnis Dalam Rangka Penataan Anak Perusahaan Going Concern Business in the Context of Structuring Subsidiaries	PT Barka Cahaya Mediatama	14 Februari 2020 February 14, 2020
		Implementor SMAP SNI ISO 37001:2016 Implementor of SMAP SNI ISO 37001:2016	Bina Petrogas Mandiri	23-27 Juni 2020 June 23-27, 2020

## Pendidikan dan/atau pelatihan untuk Satuan Pengawas Intern

### Education and/or training for Unit Audit Internal

Nama Name	Jabatan Position	Jenis Program dan/atau Kegiatan Pengembangan Kompetensi Types of Competency Development Programs and/ or Activities	Penyelenggara Organizer	Tanggal Date
Deny Suwarno	Kepala Pengawas Intern Perusahaan Head of the Company's Internal Audit Unit	Auditor Internal SMAP SNI ISO 37001:2016 Internal Auditor of SMAP SNI ISO 37001:2016	Bina Petrogas Mandiri	23-27 Juni 2020 June 23-27, 2020



# ANALISIS DAN PEMBAHASAN MANAJEMEN

## MANAGEMENT DISCUSSION & ANALYSIS

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## TINJAUAN MAKROEKONOMI GLOBAL DAN NASIONAL GLOBAL AND NATIONAL MACROECONOMIC REVIEW

Sebagaimana sudah kita lalui bersama, tahun 2020 menjadi tahun yang berat dan penuh tantangan seiring dengan terjadinya pandemi COVID-19. Masa pandemi telah membawa dampak yang luar biasa (*extraordinary*) berat bagi aspek kesehatan, kemanusiaan, ekonomi, dan stabilitas sistem keuangan nasional. Berupaya menjawab persoalan tersebut, Pemerintah Indonesia mengambil langkah kebijakan pembatasan aktivitas sosial berskala besar yang pada akhirnya menimbulkan gejolak pada pasar keuangan dan aktivitas perekonomian.

Pada lingkup global, arus perdagangan internasional pun mengalami kendala karena setidaknya tercatat sekitar 80 negara menerapkan pembatasan ekspor selama masa pandemi. Kebijakan tersebut diambil dengan maksud untuk menekan penyebaran virus COVID-19 di wilayah negara masing-masing. Berhadapan dengan kondisi yang tidak ideal tersebut pada akhirnya memberikan tekanan yang cukup berat sehingga kontraksi pertumbuhan ekonomi dan resesi menjadi hal yang tidak terhindarkan baik bagi negara-negara maju maupun negara berkembang.

Sepanjang tahun 2020, pertumbuhan ekonomi AS dilaporkan minus -3,5% (yoy), sementara perekonomian negara-negara yang tergabung di dalam Uni Eropa berkontraksi hingga -6,4% (yoy). Kondisi serupa juga dialami negara-negara tetangga Indonesia, seperti Singapura yang melaporkan pertumbuhan berkontraksi sebesar -5,8% (yoy) dan Filipina sebesar -9,5% (yoy). Demikian juga dengan negara-negara lainnya, tidak ada satupun yang luput dari dampak pandemi, termasuk Indonesia.

Menyikapi berbagai ketidakpastian dan tantangan yang timbul di masa pandemi, Pemerintah bersama-sama dengan Otoritas Jasa Keuangan (OJK) dan Bank Indonesia (BI) telah merumuskan bauran kebijakan fiskal ekspansif dan kebijakan moneter longgar yang berfokus pada ketahanan ekonomi nasional. Keberhasilan pemerintah dalam mengelola masa-masa yang penuh tantangan ini tercermin dari laju pertumbuhan ekonomi nasional yang dibukukan berada pada rentang kontraksi ekonomi yang relatif lebih baik dibandingkan negara-negara tetangga, yakni sebesar -2,07% (yoy). Sementara itu laju inflasi tahun 2020 dilaporkan tumbuh 1,68% (yoy), lebih rendah dibandingkan laju inflasi tahun 2019 sebesar 2,72% (yoy). Kontraksi ekonomi dan rendahnya inflasi menandakan bahwa daya beli masyarakat tengah mengalami pelemahan.

Namun demikian, memasuki kuartal IV/2020, stabilitas pasar keuangan nasional mulai membaik tercermin dari kontraksi pertumbuhan ekonomi nasional selama Q4/2020 yang dibukukan sebesar -2,19% (yoy), menyempit dibandingkan *gap* kontraksi Q3/2020 sebesar -3,49% (yoy).

Tanda-tanda perbaikan ekonomi di penghujung tahun 2020 menunjukkan komitmen penuh pemerintah dalam menjaga ketahanan ekonomi nasional di masa pandemi. Sehingga

As we have been through together, 2020 has been a tough and challenging year along with the COVID-19 pandemic. The pandemic period has brought an extraordinary impact on many aspects of health, humanity, economy, and stability of the national financial system. To address this issue, the Indonesian Government has taken some policy steps to restrain large-scale social activities, which in turn caused turmoil in financial markets and economic activity.

Globally, the international trade flow was also hindered since at least 80 countries have implemented export restrictions during the pandemic. This policy was taken to suppress the COVID-19 virus spread within the territory of their respective countries. Dealing with these unfavorable conditions, in the end, has put quite heavy pressure so that the economic growth contraction and recession were inevitable for both developed and developing countries.

Throughout 2020, US economic growth was reported to be -3.5% (yoy), while the European Union economy contracted by -6.4% (yoy). Similar conditions were also experienced by Indonesia's neighboring countries, such as Singapore which reported contracted growth of -5.8% (yoy) and the Philippines by -9.5% (yoy). Likewise with other countries, no one escaped the pandemic's impact, including Indonesia.

Responding to various uncertainties and challenges arise during the pandemic, the Government together with the Financial Services Authority (OJK) and Bank Indonesia (BI) have formulated a combination of expansionary fiscal policy and loose monetary policy that focuses on national economic resilience. The government's success in managing these challenging circumstances has been reflected through the national economic growth rate which was recorded an economic contraction, though, it was relatively better than neighboring countries, namely stood at -2.07% (yoy). Meanwhile, the inflation rate in 2020 was reported to have grown by 1.68% (yoy), lower than the inflation rate in 2019 of 2.72% (yoy). Economic contraction and low inflation indicated that people's purchasing power is weakened.

Nevertheless, entering the fourth quarter of 2020, the stability of national financial market began to improve as reflected in the contraction of national economic growth during Q4/2020 which was recorded at -2.19% (yoy), narrowed if compared to the contraction gap in Q3/2020 of -3.49% (yoy).

Signs of economic improvement toward the end of 2020 have shown the government's full commitment to boost national economic resilience during the pandemic. So, it is expected that



diharapkan kondisi perekonomian nasional pada tahun 2021 mendatang dapat berangsur pulih agar kegiatan *business as usual* dapat berjalan normal kembali.

the national economic condition in 2021 will gradually recover, thus, the business-as-usual activities can run normally again.

## TINJAUAN OPERASI PER SEGMENT USAHA OPERATIONS REVIEW PER BUSINESS SEGMENT

Untuk tujuan Manajemen, segmen usaha Perseroan dikelompokkan berdasarkan:

- Lokal (Perdagangan Dalam Negeri);
- Impor & Ekspor (Perdagangan Internasional);
- Penyewaan Properti dan Jasa Kepabeanan & Angkutan dan SPBU (Bisnis Lain).

For Management purposes, the Company's business segments are grouped based on:

- Local (Domestic Trade);
- Import & Export (International Trade);
- Rental Property, Customs & Freight Service, and Gas Station (Other Business).

### Perdagangan Dalam Negeri

Kinerja Perseroan berdasarkan lini usaha Perdagangan Dalam Negeri dilihat berdasarkan pencapaian jumlah penjualan komoditas di pasar lokal atau dalam negeri sepanjang tahun 2020. Pada lini Perdagangan Dalam Negeri, Perseroan menjual komoditas berupa pupuk dan pestisida, produk farmasi dan alat kesehatan, produk konsumsi dan bahan pangan, bahan bangunan serta produk dan alat pertanian.

### Domestic Trade

The Company's performance based on the Domestic Trade segment can be analyzed based on the realization of total commodity sales in the local or domestic market throughout 2020. In the Domestic Trade business segment, the Company sells commodities in the form of fertilizers and pesticides, pharmaceutical products and medical devices, consumption and staple products, building materials, as well as agricultural products and equipment.

Pada tahun 2020, kinerja perdagangan dalam negeri mengalami kontraksi seiring dengan melemahnya daya beli masyarakat di masa pandemi COVID-19. Berikut ini adalah kinerja Perseroan berdasarkan lini Perdagangan Dalam Negeri sepanjang tahun 2020:

In 2020, the domestic trade's performance has contracted aligned with the weakening of people's purchasing power during the COVID-19 pandemic. The following is the Company's performance based on the Domestic Trade segment throughout 2020:

(Dalam Jutaan Rupiah/In million rupiah)

No.	Komoditi Commodities	2019			2020			Penjualan   Sales							
		Realisasi   Realization			RKAP   CWPB			Realisasi   Realization			RKAP   CWPB			Realisasi 2019 2019 Realization	
		Penjualan Sales	Laba Kotor Gross Profit	%	Penjualan Sales	Laba Kotor Gross Profit	%	Penjualan Sales	Laba Kotor Gross Profit	%	Penjualan Sales	Laba Kotor Gross Profit	Penjualan Sales	Laba Kotor Gross Profit	
I.	Perdagangan Dalam Negeri Domestic Trade														
A.	Pupuk Dan Pestisida   Fertilizers And Pesticides	546.451	28.234	5%	671.615	33.997	5%	591.256	37.351	6%	88%	110%	108%	132%	
	1. Pupuk   Fertilizers	505.879	18.889	4%	605.156	21.279	4%	525.617	20.973	4%	87%	99%	104%	111%	
	A. Pupuk Subsidi   Subsidized Fertilizers	396.783	12.977	3%	451.086	15.973	4%	385.518	14.507	4%	85%	91%	97%	112%	
	B. Pupuk Non-Subsidi   Non-Subsidized Fertilizers	109.097	5.912	5%	154.069	5.307	3%	140.099	6.466	5%	91%	122%	128%	109%	
	2. Pestisida   Pesticides	40.572	9.345	23%	66.459	12.718	19%	65.639	16.379	25%	99%	129%	162%	175%	
B.	Farmasi & Alat Kesehatan Pharmacy And Medical Devices	48.973	4.745	10%	101.228	9.193	9%	53.926	5.762	11%	53%	63%	110%	121%	
	1. Transamin   Transamin	2.729	513	19%	9.084	2.098	23%	3.025	1.023	34%	33%	49%	111%	199%	
	2. Farmasi   Pharmacy	46.095	4.200	9%	86.144	6.480	8%	49.855	4.578	9%	58%	71%	108%	109%	
	3. Alat Kesehatan   Medical Devices	149	32	21%	6.000	615	10%	1.046	161	15%	17%	26%	700%	507%	
C.	Produk Konsumsi Dan Bahan Pokok Consumer Products And Foodstuffs	186.130	7.468	4%	271.546	12.434	5%	170.279	8.519	5%	63%	69%	91%	114%	
	1. Produk Unilever   Unilever Products	76.290	3.408	4%	80.000	3.200	4%	75.504	3.591	5%	94%	112%	99%	105%	
	2. Makanan Dan Minuman   Food And Drink	11.039	619	6%	15.653	919	6%	5.774	623	11%	37%	68%	52%	101%	
	3. Bahan Pokok Dan Pangan   Basic Necessities And Staple Products	88.770	2.844	3%	131.331	3.952	3%	82.185	3.785	5%	63%	96%	93%	133%	

No.	Komoditi Commodities	2019			2020			Penjualan   Sales							
		Realisasi   Realization			RKAP   CWPB			Realisasi   Realization			RKAP   CWPB			Realisasi 2019 2019 Realization	
		Penjualan Sales	Laba Kotor Gross Profit	%	Penjualan Sales	Laba Kotor Gross Profit	%	Penjualan Sales	Laba Kotor Gross Profit	%	Penjualan Sales	Laba Kotor Gross Profit	Penjualan Sales	Laba Kotor Gross Profit	
4.	Produk PPI   PPI Products	-	-	0%	44.563	4.363	10%	6.060	467	8%	14%	11%	0%	0%	
5.	Produk Konsumsi Lainnya Other Consumption Products	10.031	597	6%	-	-	0%	755	53	7%	0%	0%	8%	9%	
D.	Bahan Bangunan   Building Material	28.432	1.811	6%	29.430	1.046	4%	12.168	465	4%	41%	44%	43%	26%	
E.	Produk Pertanian   Agriculture Products	6.327	188	3%	12.068	459	4%	1.608	90	6%	13%	20%	25%	48%	
<b>TOTAL PERDAGANGAN DALAM NEGERI   TOTAL DOMESTIC TRADE</b>		<b>816.312</b>	<b>42.446</b>	<b>5%</b>	<b>1.085.887</b>	<b>57.128</b>	<b>5%</b>	<b>829.237</b>	<b>52.188</b>	<b>6%</b>	<b>76%</b>	<b>91%</b>	<b>102%</b>	<b>123%</b>	

Pada saat ini setidaknya 71% dari penjualan komoditas pada kelompok Perdagangan Dalam Negeri didominasi oleh penjualan Pupuk dan Pestisida dengan nilai penjualan mencapai Rp591,26 miliar, sementara 29% sisanya sebesar Rp237,98 miliar dikontribusikan oleh perdagangan Produk Konsumsi dan Bahan Pokok, Farmasi dan Alat Kesehatan, Bahan Bangunan, serta Produk dan Alat Pertanian.

Saat ini, Perseroan telah bersinergi dengan Pupuk Indonesia Holding Company (PIHC) dalam melakukan penyaluran pupuk bersubsidi yang tersebar di 24 wilayah di Indonesia. Hal tersebut didukung oleh ketersediaan infrastruktur gudang yang dimiliki oleh Perseroan di sejumlah wilayah. Selain menjalin kerja sama dalam hal penyaluran pupuk subsidi, Perseroan juga berperan sebagai distributor utama pupuk non-subsidi PT Petrokimia Gresik.

Produk lainnya yang dinilai memiliki potensi luar biasa besar yang dimiliki oleh Perseroan, yakni produk pestisida dengan merek dagang Dharma. Keberadaan produk Dharmabrand dengan banyak varian telah dikenal oleh petani dan memiliki *customer loyalty* cukup tinggi.

Adapun hal lain yang juga menjadi fokus Perseroan dalam hal pengembangan adalah produk farmasi dan alat kesehatan. Pada lini produk tersebut, Perseroan memiliki produk Transamin yang sudah sejak lama diperdagangkan di pasar industri kesehatan. Sedangkan untuk produk farmasi, Perseroan telah menjalin kerja sama dengan prinsipal farmasi, diantaranya Satoria, Emjebe, Cendo, dan prinsipal-prinsipal lainnya dalam mendistribusikan produk farmasi melalui jaringan Perseroan yang mencakup hingga ke wilayah Indonesia Timur.

Sementara untuk produk-produk konsumsi dan bahan pokok, Perseroan ditunjuk sebagai distributor utama produk Unilever di daerah Lampung. Kegiatan distribusi bahan pokok didukung oleh jaringan cabang yang besar dimana aktivitas perdagangan pada lini produk ini didominasi oleh beras, tepung terigu, dan bahan pokok lainnya. Selain itu, Perseroan juga telah mengembangkan merek dagang Panganesia dengan produk beras dan minyak goreng.

Total penjualan komoditas Perdagangan Dalam Negeri memberikan sumbangsih penjualan 29% terhadap total penjualan keseluruhan dengan nilai sebesar Rp829,24 miliar

At this time at least 71% of commodity sales in the domestic trade group were dominated by the sales of Fertilizers and Pesticides with a total sales value of Rp591.26 billion, while the remaining 29% of Rp237.98 billion was contributed by the sales of Consumption and Staple Products, Pharmaceuticals and Medical Devices, Building Materials, as well as Agricultural Products and Equipment.

Recently, the Company has synergized with Pupuk Indonesia Holding Company (PIHC) in distributing subsidized fertilizers which are spread across around 24 regions in Indonesia. This is supported by the availability of warehouse infrastructure owned by the Company in a number of regions. In addition to cooperating in terms of distribution of subsidized fertilizer, the Company also acts as the main distributor of non-subsidized fertilizer of PT Petrokimia Gresik.

Other products that are considered having great remarkable potential owned by the Company, namely pesticide products under the Dharma brand. The existence of Dharmabrand products with many variants has been known by farmers and has high customer loyalty.

Another topic that was also becoming the Company's main focus in terms of development, namely pharmaceutical products and medical equipment. In these product lines, the Company has Transamin product that has long been traded in the health industry market. As for pharmaceutical products, the Company has collaborated with the pharmaceutical principals, including Satoria, Emjebe, Cendo, and other principals in distributing pharmaceutical products through the Company's network which covered up to the East Indonesia region.

While for consumption and basic material products, the Company has been appointed as the main distributor of Unilever products in the Lampung area. The basic material distribution activities are supported by large branch networks where trading activities on this product line are dominated by rice, flour, and other basic commodities. In addition, the Company has also developed its own brand called Panganesia with the rice and cooking oil products.

Total sales generated by the Domestic Trade commodities contributed 29% to total sales with a value of Rp829.24 billion (76% realized of the target), while gross profit was booked at

(teralisasi 76% dari target), sedangkan laba kotor dibukukan mencapai Rp52,19 miliar (teralisasi 91% dari target). Apabila dibandingkan dengan pencapaian tahun 2019, terlihat bahwa omset penjualan yang didapat dari segmen Perdagangan Dalam Negeri pada tahun ini meningkat 2% dan laba kotor meningkat sebesar 23%.

## Perdagangan Internasional

Kinerja Perseroan berdasarkan lini Perdagangan Internasional dinilai berdasarkan realisasi penjualan komoditas produk ekspor di pasar internasional atau luar negeri, serta jumlah penjualan komoditas produk impor di pasar dalam negeri sepanjang 2020.

Pada lini Perdagangan Internasional, Perseroan menjual komoditas produk impor yang diperoleh dari kegiatan impor berupa Bahan kimia Berbahaya (B2), beras, daging kerbau serta produk impor lainnya. Selain itu, melalui lini usaha ini Perseroan juga menjual komoditas dari dalam negeri berupa kopi, teh, produk hortikultura dan produk ekspor lainnya ke pasar internasional atau pasar luar negeri.

Berdasarkan kontribusi omset penjualan, maka Perdagangan Internasional menempati pareto pendapatan tertinggi dibandingkan segmen operasi lainnya. Berikut ini adalah kinerja Perseroan berdasarkan lini Perdagangan Internasional sepanjang tahun 2020:

Rp52.19 billion (91% realized of the target). If compared with the achievements in 2019, it can be seen that the Domestic Trade segment's sales during this year increased by 2%, and gross profit increased by 23%.

## International trade

The Company's performance based on the International Trade segment is evaluated based on the achievement of sales of export commodity products in international or foreign markets, as well as total sales of imported product commodities in the domestic market throughout 2020.

In the International Trade segment, the Company sells imported commodity products obtained from import activities in the form of Hazardous Chemicals (B2), rice, buffalo meat, and other imported products. In addition, through this line of business, the Company also sells domestic commodities in the form of coffee, tea, horticultural products, and other export products to international markets or overseas markets.

According to the contribution of sales, the International Trade segment served as the highest revenue position compared to other operating segments. The following is the Company's performance based on the International Trade business segment throughout 2020:

(Dalam Jutaan Rupiah/In million rupiah)

No.	Komoditi Commodities	2019			2020			Penjualan   Sales							
		Realisasi   Realization			RKAP   CWPB			Realisasi   Realization			RKAP   CWPB			Realisasi 2019 2019 Realization	
		Penjualan Sales	Laba Kotor Gross Profit	%	Penjualan Sales	Laba Kotor Gross Profit	%	Penjualan Sales	Laba Kotor Gross Profit	%	Penjualan Sales	Laba Kotor Gross Profit	Penjualan Sales	Laba Kotor Gross Profit	
<b>II. Perdagangan Internasional International Trade</b>															
1.	Produk Impor   Imported Products	1.145.150	155.223	14%	1.597.193	130.967	8%	1.960.580	159.420	8%	123%	122%	171%	103%	
	A. Bahan Kimia Berbahaya (B2)   Hazardous Chemicals	349.745	71.406	20%	299.089	33.692	11%	260.268	36.090	14%	87%	107%	74%	51%	
	1. Bahan Kimia Perkebunan   Plantation Chemicals	92.639	16.507	18%	119.298	11.930	10%	65.493	9.276	14%	55%	78%	71%	56%	
	2. Bahan Kimia Pertambangan   Mining Chemicals	133.634	37.637	28%	106.825	17.098	16%	108.337	16.830	16%	101%	98%	81%	45%	
	3. Bahan Kimia Industri   Industrial Chemicals	90.061	13.965	16%	30.086	2.560	9%	42.717	6.947	16%	142%	271%	47%	50%	
	4. Bahan Kimia Lainnya   Other Chemicals	33.412	3.298	10%	42.880	2.104	5%	43.721	3.036	7%	102%	144%	131%	92%	
	B. Produk Pertanian   Agriculture Products	795.404	83.817	11%	1.298.104	97.275	7%	1.700.312	123.331	7%	131%	127%	214%	147%	
	1. Hasil Pertanian   Agricultural Products	-	-	0%	389.190	35.596	9%	443.828	78.769	18%	114%	221%	0%	0%	
	2. Produk Peternakan   Livestock Products	795.092	83.774	11%	892.125	60.840	7%	1.256.483	44.562	4%	141%	73%	158%	53%	
	3. Saproitan	312	42	14%	16.789	838	5%	-	-	0%	0%	0%	0%	0%	
	C. Produk Industri   Industrial Products	-	-	0%	-	-	0%	-	-	0%	0%	0%	0%	0%	
2.	Produk Ekspor   Exported Products	4.501	607	13%	52.929	1.588	3%	1.816	196	11%	3%	12%	40%	32%	
<b>Total Perdagangan Internasional Total International Trade</b>		<b>1.149.650</b>	<b>155.830</b>	<b>14%</b>	<b>1.650.122</b>	<b>132.555</b>	<b>8%</b>	<b>1.962.396</b>	<b>159.617</b>	<b>8%</b>	<b>119%</b>	<b>120%</b>	<b>171%</b>	<b>102%</b>	

Selama tahun 2020, segmen Perdagangan Internasional membukukan total penjualan sebesar Rp1,96 triliun (terrealisasi 119% dari target RKAP 2020) atau menyumbang 69% kontribusi terhadap total penjualan Perseroan. Sementara itu, laba kotor dibukukan mencapai Rp159,62 miliar (terrealisasi 120% dari target RKAP 2020) atau berkontribusi 70% terhadap total perolehan laba kotor Perseroan.

Sebanyak 87% dari total penjualan Perdagangan Internasional berasal dari penjualan komoditas impor Gula Kristal Putih serta Daging Sapi dan Daging Kerbau yang masing-masing membukukan penjualan sebesar Rp399,30 miliar dan Rp1,17 triliun. Sementara 13% sisanya berasal dari penjualan komoditi Bahan Kimia Berbahaya dengan angka penjualan sebesar Rp260,27 miliar.

Pada tahun 2020, penjualan ekspor tercatat sebesar Rp1,8 miliar berasal dari ekspor komoditi kopi, kelapa dan turunannya serta ikan. Rendahnya realisasi ekspor tahun 2020 dikarenakan negara-negara tujuan ekspor lebih memprioritaskan impor alat kesehatan khususnya terkait alat kesehatan pandemi COVID-19 serta banyaknya negara yang menerapkan kebijakan *lockdown*.

Secara menyeluruh, kinerja penjualan pada segmen komoditas Perdagangan Internasional mengalami peningkatan yang cukup tajam hingga 71% dibandingkan tahun sebelumnya, sementara laba kotor membukukan peningkatan tipis sebesar 2%.

Selain karena terdampak efek pandemi COVID-19, kontribusi penjualan dan laba kotor Perdagangan Internasional tahun 2020 dibanding targetnya maupun dibanding pencapaian tahun 2019, sangat dipengaruhi oleh:

- Kenaikan penjualan produk penugasan (beras premium, daging sapi/kerbau), namun di sisi lain terjadi penurunan yang signifikan terhadap laba kotor dari 11% menjadi 7%;
- Implikasi dari Permendag 47 Tahun 2019, dimana PT PPI tidak lagi menjadi satu-satunya importir B2 menyebabkan tidak tercapainya target penjualan serta menurunnya laba kotor penjualan produk B2 (pasar penjualan B2 menjadi terbatas, margin menjadi mengecil); dan
- Penerbitan Surat Persetujuan Impor (SPI) produk B2, yang dikeluarkan oleh Departemen Perdagangan membutuhkan waktu yang lebih panjang.

## Bisnis Lain

Selain menjalankan kegiatan Perdagangan Dalam Negeri dan Perdagangan Internasional, Perseroan juga mengerjakan operasi Bisnis Lain, seperti penjualan dari bisnis properti dan non-properti, serta pengembangan bisnis lainnya di tahun 2020. Melalui lini bisnis ini, Perseroan mendapat penghasilan dari unsur-unsur properti berupa pengoperasian SPBU, pengelolaan Cafe Covare, serta penyewaan media *advertising/videotron*. Selain itu, Perseroan juga memperoleh penghasilan dari penyewaan properti, yaitu Graha PPI dan properti lainnya, serta melakukan kerja sama pengembangan aset dan pengembangan bisnis lainnya.

Berikut ini adalah kinerja Perseroan berdasarkan lini bisnis lain sepanjang tahun 2020:

During 2020, the International Trade segment recorded total sales of Rp1.96 trillion (119% realized of the RKAP target in 2020) or accounted for 69% contribution to the Company's total sales. Meanwhile, gross profit was recorded at Rp159.62 billion (120% realized of the RKAP target in 2020) or contributed 70% to the Company's total gross profit.

Approximately 87% of total international trade sales came from the sales of imported White Crystal Sugar as well as Beef and Buffalo Meat which recorded sales of Rp399.30 billion and Rp1.17 trillion, respectively. Meanwhile, the remaining 13% came from the sales of Hazardous Chemicals commodities with a total sales value amounting to Rp260.27 billion.

In 2020, export sales was booked at Rp1.8 billion generated from exports of coffee, coconut, and its derivatives as well as fish products. Low export realization in 2020 was caused by a number of export destination countries prioritized the import of medical devices, especially those related to the COVID-19 medical equipment as well as many countries that have implemented lockdown policy.

Overall, the sales performance of the International Trade segment experienced a sharp increase of up to 71% compared to the previous year, while gross profit posted a slight increase of 2%.

In addition to being affected by the COVID-19 pandemic's impacts, the contribution of sales and gross profit of International Trade segment in 2020 compared to the target and its achievements in 2019 were greatly influenced by:

- Increase in sales of assigned products (premium rice, beef/buffalo meat), hence, on the other hand there was a significant decrease in gross profit from 11% to 7%;
- Implications of Permendag 47 of 2019 stated that PT PPI is no longer the only B2 importer which has resulted in not achieving sales targets and causing gross profit decreased on B2 products sales (B2 sales market is limited thus the margin is shrinking);
- The issuance of Import Approval Letter (SPI) for B2 products, which was issued by the Ministry of Trade took a longer time.

## Other Business

Besides conducting the Domestic Trade and International Trade activities, the Company also runs other Business Operations, such as sales of property and non-property businesses, as well as other business developments in 2020. Through this business lines, the Company earns income from property segment in the form of gas station operations (SPBU), Covare Cafe, and advertising/videotron media rental. Aside from that, the Company also generates income from property rental, namely Graha PPI and other properties, as well as establish cooperation in terms of asset development and other business development.

The following is the Company's performance based on other business lines throughout 2020:

(Dalam Jutaan Rupiah/In million rupiah)

No.	Komoditi Commodities	2019			2020			Penjualan   Sales						
		Realisasi   Realization			RKAP   CWPB			Realisasi   Realization			RKAP   CWPB		Realisasi 2019 2019 Realization	
		Penjualan Sales	Laba Kotor Gross Profit	%	Penjualan Sales	Laba Kotor Gross Profit	%	Penjualan Sales	Laba Kotor Gross Profit	%	Penjualan Sales	Laba Kotor Gross Profit	Penjualan Sales	Laba Kotor Gross Profit
<b>III BISNIS LAIN   OTHER BUSINESS</b>														
1.	PROPERTI   PROPERTY	16.424	16.302	99%	46.647	43.113	92%	15.792	15.574	99%	34%	36%	96%	96%
	- Penyewaan Gedung   Building Rental (Graha PPI)	3.949	3.931	100%	6.849	6.164	90%	4.458	4.458	100%	65%	72%	113%	113%
	- Penyewaan Gedung (Lainnya)   Building Rental (Others)	12.475	12.371	99%	18.998	16.148	85%	11.334	11.116	98%	60%	69%	91%	90%
	- Kerja Sama Pengembangan Aset Asset Development Cooperation	-	-	0%	20.800	20.800	100%	-	-	0%	0%	0%	0%	0%
2.	NON-PROPERTI   NON-PROPERTY	49.494	2.052	4%	41.000	2.361	6%	42.062	1.493	4%	103%	63%	85%	73%
	- SPBU   Gas Station	49.494	2.052	4%	40.000	1.361	3%	42.062	1.493	4%	105%	110%	85%	73%
	- Penyewaan Media Advertising   Advertising Media Rental	-	-	0%	1.000	1.000	100%	-	-	0%	0%	0%	0%	0%
3.	PRODUK PENGEMBANGAN   PRODUCT DEVELOPMENT	2.272	93	4%	13.988	1.133	8%	2.074	334	16%	15%	29%	91%	357%
	A. COVARE	-	-	0%	2.365	621	26%	522	279	53%	22%	45%	0%	0%
	B. BUMN SHOP	2.272	93	4%	11.623	511	4%	502	27	5%	4%	5%	22%	29%
	C. Lainnya   Others	-	-	0%	-	-	0%	1.050	27	3%	0%	0%	0%	0%
	<b>Total Bisnis Lain   Total Other Business</b>	<b>68.191</b>	<b>18.448</b>	<b>27%</b>	<b>101.635</b>	<b>46.606</b>	<b>46%</b>	<b>59.928</b>	<b>17.400</b>	<b>29%</b>	<b>59%</b>	<b>37%</b>	<b>88%</b>	<b>94%</b>

Aktivitas usaha yang dijalankan pada lini Bisnis Lain bersifat sebagai pelengkap *core* bisnis yang sudah ada, antara lain:

- Pendapatan properti berbentuk persewaan aset serta pendapatan bagi hasil dari kerja sama optimalisasi tanah dan bangunan dengan pihak mitra bisnis; dan
- Pendapatan non-properti, khususnya pendapatan dari hasil pengoperasian 1 (satu) unit SPBU.

Sepanjang tahun 2020, segmen Bisnis Lain menyumbang 2% terhadap total penjualan Perseroan, yakni sebesar Rp59,93 miliar (terrealisasi 59% dari target RKAP 2020). Sedangkan laba kotor pada segmen Bisnis Lain berkontribusi sebesar 8% dari total capaian laba kotor konsolidasi, yakni sebesar Rp17,40 miliar (terrealisasi 37% dari target RKAP 2020).

Jika dibandingkan dengan pencapaian kinerja tahun 2019, maka pendapatan dan laba kotor yang diperoleh dari segmen Bisnis Lain mengalami penurunan masing-masing sebesar 12% dan 6%.

Berikut ini adalah beberapa proyek bisnis pada kategori Produk Pengembangan baik yang bersifat lanjutan ataupun proyek baru selama periode tahun 2020, antara lain:

### 1) Kopi Covare

Sejak tahun 2018, Perseroan bersinergi dengan BUMN lain dalam rangka mengembangkan perkebunan kopi masyarakat Papua. Sinergi ini dibangun untuk meningkatkan pendapatan para petani kopi serta memperluas pasar eksisting produk kopi Perseroan.

Sejauh ini, Kopi Covare memiliki 5 (lima) varian produk yaitu Aceh Gayo, Sumatera Mandailing, Sumatera Toba, Papua Wamena dan Papua Blend.

Business activities runs in the Other Business segment are complementary to the existing core business, among others:

- Property income obtained from asset rental and revenue sharing through cooperation in land and buildings optimization with business partners; and
- Non-property income, particularly income from the operation of 1 (one) gas station unit.

Throughout 2020, the Other Business segment contributed 2% of the Company's total sales, which amounted to Rp59.93 billion (59% realized of the RKAP target in 2020). Meanwhile, gross profit in the Other Business segment contributed 8% of the total consolidated gross profit, which was recorded at Rp17.40 billion (37% realized of the RKAP target in 2020).

If compared to the performance achievements in 2019, revenue and gross profit generated from the Other Business segment decreased by 12% and 6%, respectively.

The following are several business projects in the Product Development category, both ongoing and new projects during the 2020 period, among others:

### 1) Covare Coffee

Since 2018, the Company has been synergizing with other SOEs to develop coffee plantations for the Papuan community. This synergy was established to raise the income of coffee farmers and to expand the existing market for the Company's coffee products.

Covare Coffee has 5 (five) product variants, namely Aceh Gayo, Sumatra Mandailing, Sumatra Toba, Papua Wamena and Papua Blend.

Pada 28 Februari 2020 Badan POM telah menerbitkan izin edar untuk varian Aceh Gayo (bubuk), Papua Wamena (bubuk dan *roasted beans*), Papua Blend (bubuk), Sumatera Mandailing (bubuk) dan Sumatera Toba (*roasted beans* dan *drip*). Selanjutnya, pada 9 Maret 2020, telah terbit izin edar untuk varian Aceh Gayo (*roasted beans* dan *drip*), Sumatera Toba (bubuk), Papua Blend (*roasted beans* dan *drip*), Sumatera Mandailing (*roasted beans* dan *drip*), Papua Wamena (*drip*).

Pengembangan produk kopi tidak hanya dilakukan dalam bentuk kemasan, akan tetapi juga melalui pengembangan lokasi Café Covaré yang cukup tinggi peminat sampai saat ini, terutama di Café Covare Graha PPI dan Café Covare di Kota Lama, Semarang.

## 2) BUMN Shop

Pada bulan November 2018, Perseroan bersama HIMBARA (Himpunan Bank Negara) merintis program *BUMN Shop* yang tersebar di sejumlah wilayah Indonesia. Program *BUMN Shop* bertujuan untuk memberikan kemudahan akses kepada masyarakat desa dalam memenuhi kebutuhan sehari-hari dengan harga relatif wajar. *BUMN Shop* adalah sinergi usaha berbentuk outlet penjualan yang dimiliki dan dikelola oleh BUMDes yang menyediakan 3 (tiga) jenis layanan, yaitu retail (produk konsumsi), *Pertashop* (bahan bakar) dan *wifi corner* (sambungan Internet).

Selama tahun 2020, 49 unit *outlet BUMN Shop* telah beroperasi di Sukabumi sedangkan 51 unit sisanya masih dalam proses menunggu kesiapan dari BUMDes setempat untuk beroperasi. Dari 49 unit tahap 1 dan 2 yang sudah beroperasi tersebut, telah terpasang *Pertashop* sebanyak 27 unit dan 15 unit di antaranya sudah beroperasi. Sementara di Tasikmalaya telah beroperasi 10 unit dan 4 unit di antaranya telah terpasang *Pertashop*. Kemudian untuk wilayah Ciamis terdapat 7 unit dimana 3 unit diantaranya sudah dilengkapi *Pertashop*, lalu wilayah Lembang terdapat 2 unit dan di wilayah Temanggung dan Trenggalek telah beroperasi 3 unit.

## 3) Livebird

Berdasarkan surat penugasan Kementerian BUMN S-300/MBU/05/2020, Perseroan ditugaskan untuk melaksanakan penyerapan *Livebird* dari peternak mandiri dan penyaluran hasil potong. Pada tahun 2020, Perseroan melalui Divisi Pengembangan Bisnis telah melakukan *trial project* dengan sumber *supply* peternak mandiri yang berada di Subang, Jawa Barat dan selanjutnya dilakukan proses pemotongan dengan hasil karkas, *boneless dada*, *boneless paha*, sampingan (kerongkongan, kulit ayam, tulang paha, sayap utuh, minyak ayam, kepala, kaki, ati ampela, tembolok dan usus bersih) di Rumah Potong Hewan wilayah Cikarang, Jawa Barat.

Proses penjualan dilakukan ke distributor dan industri olahan ayam melalui *offline selling* di wilayah Jakarta dan Jawa Barat. Sampai dengan Desember 2020, Perseroan telah melakukan *offtake* penyerapan sebanyak 27.342 ekor atau setara dengan

On February 28, 2020, the POM Agency has issued distribution permits for the Aceh Gayo (powder), Papua Wamena (powder and roasted beans), Papua Blend (powder), Sumatra Mandailing (powder), and Sumatra Toba (*roasted beans* and *drip*) variants. Furthermore, on March 9, 2020, distribution permits were issued for the Aceh Gayo variants (*roasted beans* and *drip*), Sumatra Toba (powder), Papua Blend (*roasted beans* and *drip*), Sumatra Mandailing (*roasted beans* and *drip*), Papua Wamena (*drip*).

The development of coffee products is not only conducted in terms of packaging but also through the development of Café Covaré location which is quite high in demand, especially at Café Covare Graha PPI and Café Covare in Kota Lama, Semarang.

## 2) BUMN Shop

In November 2018, the Company and HIMBARA (Himpunan Bank Negara) pioneered the *BUMN Shop* program that spread across a number of regions in Indonesia. The *BUMN Shop* program aims to provide easy access to rural communities in meeting their daily needs at a relatively reasonable price. *BUMN Shop* is a business synergy in the form of sales outlets owned and managed by BUMDes that provide 3 (three) types of services, namely retail (consumer products), *Pertashop* (fuel), and *wifi corner* (internet connection).

Throughout 2020, 49 units of *BUMN Shop* outlets have been operating in Sukabumi while the remaining 51 units are still in the process of waiting for the readiness of the local BUMDes to operate. From the total of 49 units of phases 1 and 2 that are already operating, 27 units of *Pertashop* have been installed and 15 of them are already operating. While in Tasikmalaya, 10 units have been operating and 4 of them have been installed with *Pertashop*. In Ciamis area, there are 7 units of which 3 units are equipped with *Pertashop*, while there are 2 units in the Lembang area and in Temanggung and Trenggalek areas, 3 units have been operating.

## 3) Livebird

According to the assignment letter from the Ministry of SOEs S-300/MBU/05/2020, the Company was assigned to drive the absorption of *Livebird* from independent breeders and the distribution of slaughter by-products. In 2020, the Company through the Business Development Division has conducted a trial project with a source of supply for independent breeders located in Subang, West Java, and later the slaughtering process is conducted with the results of a carcass, breast boneless, thigh boneless, side (esophagus, chicken skin, thigh bone, whole wings, chicken oil, head, legs, liver gizzard, crop and intestines clean) at the Slaughterhouse in Cikarang, West Java.

Sales process is carried out to distributors and the chicken processing industry is performed through *offline selling* in Jakarta and West Java areas. As of December 2020, the Company has conducted an absorption *offtake* of 27,342 tails

54.233 kg daging ayam (*livebird*).

Secara menyeluruh, realisasi kinerja segmen Bisnis Lain sepanjang tahun 2020 sangat dipengaruhi oleh faktor-faktor berikut ini, yaitu:

- Sejumlah calon penyewa/*tenant* membatalkan rencana untuk membuka kantor di beberapa properti potensial yang dimiliki PT PPI;
- Mundurnya sejumlah calon mitra yang sudah menandatangani MoU dalam kerja sama Pengembangan Aset; dan
- Menurunnya penjualan dari *outlet BUMN Shop*, karena menurunnya daya beli masyarakat.

or equal to 54,233 kg of chicken meat (*livebird*).

In general, the realization of Other Business segment's performance in 2020 was strongly influenced by the following factors, namely:

- A number of prospective lessees/tenants canceled their plans to open offices in several potential properties owned by PT PPI;
- Cancellation of a number of potential clients who have signed the MoU under Asset Development cooperation; and
- The decrease in sales from BUMN Shop outlets, due to the decline in people's purchasing power.

## KINERJA ANAK PERUSAHAAN TAHUN 2020 SUBSIDIARIES' PERFORMANCES IN 2020

Per 31 Desember 2020, Perseroan memiliki 2 (dua) entitas anak usaha yakni, PT PPI Industri (dahulu PT Dharma Niaga Putera Steel) dan PT Tri Sari Veem.

### PT PPI Industri

Kegiatan usaha PT PPI Industri adalah perindustrian umum dalam bidang pembuatan seng dan bahan bangunan lainnya; perdagangan yang berkaitan dengan kegiatan perindustrian, tidak terbatas pada pengadaan bahan baku dan perdagangan hasil produksi seng.

Dalam perjalanannya, dikarenakan terkendala permodalan dan peralatan produksi yang sudah rusak, serta sebagai salah satu implementasi strategi *refocussing* bisnis Perseroan, maka pada saat ini Perseroan telah mengaktifkan kembali PT PPI Industri sebagai distributor bahan kimia.

### PT Tri Sari Veem

PT Tri Sari Veem didirikan dengan maksud dan tujuan untuk menjalankan usaha di bidang jasa pengurusan transportasi (*freight forwarding*) yang meliputi kegiatan penerimaan, penyimpanan, sortasi, pengepakan, penandaan, pengukuran, penimbangan pengurusan dokumen, penerbitan dokumen angkutan, perhitungan beban angkutan, klaim asuransi atas pengiriman barang, serta penyelesaian tagihan barang-barang sampai dengan diterima oleh pemilik.

Sepanjang tahun 2020, PT Tri Sari Veem telah menjalankan kegiatan usahanya dengan uraian kinerja sebagai berikut:

As of December 31, 2020, the Company has 2 (two) subsidiaries, namely, PT PPI Industri (formerly known as PT Dharma Niaga Putera Steel) and PT Tri Sari Veem.

### PT PPI Industri

PT PPI Industri runs the business in the field of general industry in the manufacture of zinc and other building materials; trading related to industrial activities, not limited to procurement of raw materials and trading of zinc production.

In its business journey, due to capital constrained and damaged in production equipment, as well as one of the implementations of the Company's refocusing business strategy, at this time, the Company has reactivated PT PPI Industry as a chemical distributor.

### PT Tri Sari Veem

PT Tri Sari Veem was established with the intent and purpose to run a business in the field of transportation management services (*freight forwarding*) which includes receiving, storing, sorting, packing, marking, measuring, weighing document management, issuing transportation documents, calculating transportation loads, insurance claims for delivery of goods, as well as settlement of the invoice of goods until they are received by the owner.

Throughout 2020, PT Tri Sari Veem has conducted its business activities with the following performance description:

(Dalam Jutaan Rupiah/In million rupiah)

No.	Keterangan Descriptions	2019		2020		% Capaian Realisasi 2020 Terhadap % 2020 Realization Achievements Against					
		Realisasi   Realization		Rkap I Cwpb		Realisasi   Realization		Rkap I Cwpb		Realisasi 2019 2019 Realization	
		Penjualan Sales	Laba Kotor Gross Profit	Penjualan Sales	Laba Kotor Gross Profit	Penjualan Sales	Laba Kotor Gross Profit	Penjualan Sales	Laba Kotor Gross Profit	Penjualan Sales	Laba Kotor Gross Profit
Entitas Anak   Subsidiary											
1.	PT TRI SARI VEEM	13.798	7.715	31.576	10.636	13.578	12.482	43%	117%	98%	162%
<b>Total Entitas Anak   Total Subsidiary</b>		<b>13.798</b>	<b>7.715</b>	<b>31.576</b>	<b>10.636</b>	<b>13.578</b>	<b>12.482</b>	<b>43%</b>	<b>117%</b>	<b>98%</b>	<b>162%</b>

PT Tri Sari Veem berhasil membukukan penjualan sebesar Rp13,58 miliar di tahun 2020, sedikit mengalami penurunan dibandingkan realisasi tahun sebelumnya. Namun sebaliknya, PT Tri Sari Veem berhasil mencatatkan perolehan laba kotor sebesar Rp12,48 miliar, meningkat 62% dari pencapaian laba kotor tahun 2019.

PT Tri Sari Veem managed to record sales of Rp13.58 billion in 2020, a slight decrease compared to the previous year's realization. On the other hand, PT Tri Sari Veem managed to record a gross profit of Rp12.48 billion, an increase of 62% from the gross profit achievement in 2019.

## TINJAUAN KEUANGAN FINANCIAL REVIEW

Diskusi dan analisa keuangan berikut ini disusun berdasarkan Laporan Keuangan Konsolidasian Perseroan dan Entitas Anak yang berakhir pada tanggal-tanggal 31 Desember 2020 dan 31 Desember 2019. Laporan Keuangan telah diaudit oleh Kantor Akuntan Publik (KAP) Hendrawinata Hanny Erwin & Sumargo ("KRESTON HHES") dan mendapat opini wajar, dalam semua hal yang material, posisi keuangan Perseroan pada tanggal 31 Desember 2020 dan 31 Desember 2019 serta kinerja keuangan dari tanggal tersebut sesuai dengan Standar Akuntansi Keuangan (SAK) di Indonesia.

The following financial analysis and review are prepared based on Financial Statements of the Company and its Subsidiaries which ended on December 31, 2020 and December 31, 2019. The Financial Statements have been audited by Public Accounting Firm (PAF) of Hendrawinata Hanny Erwin & Sumargo ("KRESTON HHES") and obtained fair opinion, in all material respects, the Company's financial position as of December 31, 2020 and December 31, 2019 as well as financial performance on that date in accordance with Indonesian Financial Accounting Standards (SAK) in Indonesia.

## LAPORAN POSISI KEUANGAN STATEMENT OF FINANCIAL POSITION

### ASET

Per 31 Desember 2020, posisi aset Perseroan dibukukan sebesar Rp3,22 triliun, mengalami kenaikan tipis 2,01% dari tahun sebelumnya sebesar Rp3,16 triliun. Pertumbuhan tersebut selaras dengan meningkatnya jumlah aset lancar Perseroan sepanjang tahun ini.

Uraian perkembangan aset Perseroan selama tahun 2020 dapat dilihat pada tabel di bawah ini:

### ASSETS

As of December 31, 2020, the Company's asset position was recorded at Rp3.22 trillion, a slight increase of 2.01% from the previous year of Rp3.16 trillion. This growth was in line with the increasing number of the Company's current assets throughout the year.

A summary of the Company's assets trend throughout 2020 can be seen in the following table:

(Dinyatakan dalam Rupiah Penuh, kecuali Dinyatakan Lain/Expressed in Rupiah, Unless Otherwise Stated)

Deskripsi   Description	2020	2019	Pertumbuhan   Growth	
			Nominal Amount	Persentase Percentage
Kas dan Setara Kas   Cash and Cash Equivalents	173.687.952.970	41.357.643.372	132.330.309.598	319,97%
Deposito Dijaminkan   Guarantee Deposit	1.400.000.000	17.567.199.050	(16.167.199.050)	(92,03%)
Piutang Usaha – Bersih   Trade receivables – Net	60.174.928.144	91.010.829.969	(30.835.901.825)	(33,88%)
Piutang Lain-Lain – Bersih   Other receivables - Net	3.732.376.692	1.861.680.904	1.870.695.788	100,48%
Persediaan   Inventories	114.087.671.800	117.068.721.300	(2.981.049.500)	(2,55%)
Uang Muka   Advances	16.399.335.942	8.876.495.880	7.522.840.062	84,75%
Pajak Dibayar Dimuka   Prepaid Taxes	18.322.545.651	32.973.359.591	(14.650.813.940)	(44,43%)
Biaya Dibayar Dimuka   Prepaid Expenses	1.476.865.458	2.830.146.952	(1.353.281.494)	(47,82%)
<b>Jumlah Aset Lancar   Total Current Assets</b>	<b>389.281.676.657</b>	<b>313.546.077.018</b>	<b>75.735.599.639</b>	<b>24,15%</b>



Deskripsi   Description	2020	2019	Pertumbuhan   Growth	
			Nominal Amount	Persentase Percentage
Investasi nilai wajar melalui penghasilan komprehensif lain   Investments at FVOCI	10.623.917.699	10.451.636.125	172.281.574	1,65%
Aset Tetap - Nilai Buku   Property, Plant and Equipment - Book Value	1.968.703.741.412	1.972.288.859.491	(3.585.118.079)	(0,18%)
Properti Investasi   Investment Properties	306.896.840.000	305.194.950.000	1.701.890.000	0,56%
Aset Hak Guna   Right of Use Asset	693.235.656	0	693.235.656	100%
Aset Keuangan Tidak Lancar Lainnya Other Non-Current Financial Assets	287.000.000	9.430.000.000	(9.143.000.000)	(96,96%)
Aset Pajak Tangguhan   Deferred Tax Assets	86.755.885.394	93.798.293.015	(7.042.407.621)	(7,51%)
Aset Lain-lain   Other Assets	457.516.031.966	452.464.451.806	5.051.580.160	1,12%
<b>Jumlah Aset Tidak Lancar Total Non-Current Assets</b>	<b>2.831.476.652.127</b>	<b>2.843.628.190.437</b>	<b>(12.151.538.310)</b>	<b>(0,43%)</b>
<b>JUMLAH ASET   TOTAL ASSETS</b>	<b>3.220.758.328.784</b>	<b>3.157.174.267.455</b>	<b>63.584.061.329</b>	<b>2,01%</b>

### ASET LANCAR

Pada akhir 2020, posisi aset lancar Perseroan adalah sebesar Rp389,28 miliar, tumbuh 24,15% dari tahun sebelumnya senilai Rp313,55 miliar seiring dengan peningkatan bisnis perusahaan pada tahun 2020.

#### Kas dan Setara Kas

Posisi kas dan setara kas Perseroan pada akhir 2020 adalah sebesar Rp173,69 miliar, mengalami peningkatan yang cukup signifikan hingga 319,97% dari tahun 2019 sebesar Rp41,36 miliar.

#### Deposito Dijaminkan

Deposito dijaminkan mengalami penurunan 92,03% dari sebesar Rp17,57 miliar pada 2019 menjadi Rp1,40 miliar.

#### Piutang Usaha - Bersih

Piutang usaha (bersih) tercatat sebesar Rp60,17 miliar pada akhir 2020, turun 33,88% dari tahun sebelumnya senilai Rp91,01 miliar.

#### Piutang Lain-lain - Bersih

Sementara itu, piutang lain-lain (bersih) mengalami kenaikan 100,48% dari Rp1,86 miliar pada 2019 menjadi sebesar Rp3,73 miliar.

#### Persediaan

Posisi persediaan per 31 Desember 2020 dibukukan sebesar Rp114,09 miliar, menurun 2,55% dari tahun sebelumnya sejumlah Rp117,07 miliar.

#### Uang Muka

Uang muka dicatatkan sebesar Rp16,40 miliar, naik 84,75% dari posisi 2019 senilai Rp8,88 miliar disebabkan adanya barang dalam perjalanan pada saat 31 Desember 2020.

#### Biaya Dibayar Dimuka

Biaya dibayar dimuka dibukukan sebesar Rp1,48 miliar atau turun 47,82% dari tahun 2019 sebesar Rp2,83 miliar.

### CURRENT ASSETS

By the end of 2020, the Company's current asset position was Rp389.28 billion, which grew by 24.15% from the previous year's Rp313.55 billion along with the increase in the company's business in 2020.

#### Cash and Cash Equivalents

The Company's cash and cash equivalent position at the end of 2020 was Rp173.69 billion, a significant increase to 319.97% from Rp41.36 billion in 2019.

#### Guarantee Deposit

Guarantee deposits decreased by 92.03% from Rp17.57 billion in 2019 to Rp1.40 billion.

#### Accounts Receivable - Net

Trade receivables (net) was recorded at Rp60.17 billion by the end of 2020, down 33.88% from the previous year's Rp91.01 billion.

#### Other Receivables - Net

Meanwhile, other receivables (net) increased by 100.48% from Rp1.86 billion in 2019 to Rp3.73 billion.

#### Inventories

Inventory position as of December 31, 2020, was recorded at Rp114.09 billion, a 2.55%-declined from the previous year's Rp117.07 billion.

#### Advances

Advances balance was recorded at Rp16.40 billion, up 84.75% from the 2019 position's Rp8.88 billion due to goods in transit as of December 31, 2020.

#### Prepaid Expenses

Prepaid expenses was recorded at Rp1.48 billion, decreased by 47.82% from 2019 of Rp2.83 billion.

## ASET TIDAK LANCAR

Jumlah aset tidak lancar mengalami penurunan tipis 0,43% dari sebesar Rp2,84 triliun pada 2019 menjadi Rp2,83 triliun di akhir 2020.

### Investasi Nilai Wajar melalui Penghasilan Komprehensif Lain

Posisi investasi nilai wajar pada akhir 2020 dibukukan sebesar Rp10,62 miliar, tumbuh tipis 1,65% dari tahun 2019 senilai Rp10,45 miliar. Hal ini sesuai dengan PSAK 71 tahun 2020 yang mengatur tentang investasi harus dinilai berdasarkan nilai wajar.

### Properti Investasi

Properti investasi tercatat sejumlah Rp306,90 miliar pada akhir 2020, meningkat tipis 0,56% dari sebesar Rp305,19 miliar di tahun 2019. Pertumbuhan tersebut didorong oleh kenaikan penilaian nilai pasar atas properti investasi yang dilakukan oleh KJPP.

### Aset Hak Guna

Pada tahun 2020, Perseroan mencatatkan aset hak guna sebesar Rp693,24 juta. Sementara pada tahun 2019 Perseroan tidak membukukan adanya aset hak guna (nihil).

### Aset Keuangan Tidak Lancar Lainnya

Sementara itu, aset keuangan tidak lancar lainnya mengalami penurunan yang cukup signifikan hingga 96,96% dari sebesar Rp9,43 miliar pada 2019 menjadi Rp287 juta. Kondisi tersebut terjadi karena bank garansi yang diatas satu tahun yang dialihkan menjadi fasilitas KMK BNI.

### Aset Lain-Lain

Posisi aset lain-lain pada akhir 2020 tercatat sebesar Rp457,52 miliar, tumbuh 1,12% dari tahun 2019 sebesar Rp452,46 miliar. Hal ini terjadi karena implikasi dari perpanjangan hak guna bangunan.

## LIABILITAS

Liabilitas Perseroan dibukukan meningkat 4,41% dari sebesar Rp1,12 miliar pada 2019, menjadi Rp1,17 triliun pada akhir ini. Kenaikan tersebut selaras dengan peningkatan liabilitas jangka pendek sepanjang 2020.

Uraian perkembangan liabilitas Perseroan selama tahun 2020 dapat dilihat pada tabel di bawah ini:

## NON-CURRENT ASSETS

Total non-current assets decreased slightly by 0.43% from Rp2.84 trillion in 2019 to Rp2.83 trillion at the end of 2020.

### Investments at Fair Value Other Comprehensive Income

Fair value investment position at the end of 2020 was at Rp10.62 billion, grew slightly by 1.65% from 2019 worth Rp10.45 billion. This is in accordance with PSAK 71 of 2020 which regulates investments must be valued at fair value.

### Investment Properties

Investment properties was recorded at Rp306.90 billion by the end of 2020, slightly growth by 0.56% from Rp305.19 billion in 2019. This growth was driven by an increase in market value assessment of investment properties conducted by KJPP.

### Right-of-Use Assets

In 2020, the Company recorded the right-of-use assets of Rp693.24 million. Meanwhile, in 2019 the Company did not record any right-of-use assets (nil).

### Other Non-Current Financial Assets

Other non-current financial assets experienced a significant decline of up to 96.96% from Rp9.43 billion in 2019 to Rp287 million. This condition occurred because the bank warranty above one year was transferred to the BNI KMK facility.

### Other Assets

Other assets position by the end of 2020 was recorded at Rp457.52 billion, rose by 1.12% from 2019 of Rp452.46 billion. This happened because of the extension of building rights.

## LIABILITIES

The Company's liabilities rose by 4.41% from Rp1.12 billion in 2019, to Rp1.17 trillion at the end of this year. The increase was in line with the increment in short-term liabilities throughout 2020.

A summary of the Company's liabilities trend throughout 2020 can be seen in the following table below:

(Dinyatakan dalam Rupiah Penuh, kecuali Dinyatakan Lain/Expressed in Rupiah, Unless Otherwise Stated)

Deskripsi   Description	2020	2019	Pertumbuhan   Growth	
			Nominal Amount	Persentase Percentage
Utang Usaha   Trade Payable	139.700.921.412	66.273.654.665	73.427.266.747	110,79%
Utang Bank - Jangka Pendek   Bank Loan - Short Term	-	17.461.737.000	(17.461.737.000)	(100,00%)
Utang Pajak   Tax Payables	10.749.056.591	6.948.797.997	3.800.258.594	54,69%

Deskripsi   Description	2020	2019	Pertumbuhan   Growth	
			Nominal Amount	Persentase Percentage
Liabilitas Keuangan Jangka Pendek Lainnya Other short-term financial liabilities	10.172.273.883	11.331.413.384	(1.159.139.501)	(10,23%)
Beban Akrua   Accrued Expenses	29.853.148.812	31.716.296.547	(1.863.147.735)	(5,87%)
Pendapatan Diterima Dimuka Contract Liability	25.158.899.874	23.846.374.242	1.312.525.632	5,50%
Liabilitas jangka panjang yang jatuh tempo dalam waktu satu tahun Current Portion of Long-Term Liabilities	5.762.651.560	5.762.651.560	0	0,00%
Liabilitas Sewa   Lease Liabilities	1.049.858.912	1.744.905.701	(695.046.789)	(39,83%)
<b>Jumlah Liabilitas Jangka Pendek Total Current Liabilities</b>	<b>222.446.811.044</b>	<b>165.085.831.096</b>	<b>57.360.979.948</b>	<b>34,75%</b>
Rekening dana investasi dan eks BPPN Jangka Panjang   Investment Fund and Ex. BPPN Account Long-Term	901.311.668.763	907.051.605.677	(5.739.936.914)	(0,63%)
Kewajiban Sewa Tidak Lancar   Non-Current Lease Liabilities	1.459.273.246	1.915.440.107	(456.166.861)	(23,82%)
Liabilitas Imbalan Pasca Kerja Post-Employment Benefits Obligations	41.871.611.839	43.788.855.054	(1.917.243.215)	(4,38%)
<b>Jumlah Liabilitas Jangka Panjang Total Non-Current Liabilities</b>	<b>944.642.553.848</b>	<b>952.755.900.838</b>	<b>(8.113.346.990)</b>	<b>(0,85%)</b>
<b>JUMLAH LIABILITAS TOTAL LIABILITIES</b>	<b>1.167.089.364.892</b>	<b>1.117.841.731.934</b>	<b>49.247.632.958</b>	<b>4,41%</b>

## LIABILITAS JANGKA PENDEK

Posisi liabilitas jangka pendek per 31 Desember 2020 dibukukan sebesar Rp222,45 miliar, meningkat 34,75% dari tahun sebelumnya sejumlah Rp165,09 miliar. Kenaikan tersebut dikontribusikan oleh adanya kenaikan signifikan pada utang usaha adanya LC yang belum jatuh tempo pada 31 Desember 2021.

### Utang Usaha

Nilai utang usaha mengalami peningkatan tajam 110,79% dari sebesar Rp66,27 miliar pada 2019 menjadi Rp139,70 miliar. Kenaikan tersebut didorong oleh adanya LC yang belum jatuh tempo pada 31 Desember 2021.

### Utang Bank - Jangka Pendek

Pada akhir 2020, Perseroan tidak lagi membukukan utang bank – jangka pendek dikarenakan per 31 Desember 2020, Perseroan tidak lagi menggunakan fasilitas *bank loan*.

### Liabilitas Keuangan Jangka Pendek Lainnya

Perseroan mencatatkan posisi liabilitas keuangan jangka pendek lainnya sebesar Rp10,17 miliar, turun 10,23% dari tahun 2019 sebesar Rp11,33 miliar.

### Beban Akrua

Beban akrua mengalami penurunan 5,87% dari Rp31,72 miliar pada 2019 menjadi Rp29,85 miliar di akhir 2020.

### Pendapatan Diterima Dimuka

Perseroan membukukan pertumbuhan pendapatan diterima

## CURRENT LIABILITIES

Current Liabilities position as of December 31, 2020, was recorded at Rp222.45 billion, increased by 34.75% from the previous year's Rp165.09 billion. The increase was contributed by a significant increase in the business debt of a LC which was not due on December 31, 2021.

### Trade Payable

Total trade payables experienced a sharp increase of 110.79% from Rp66.27 billion in 2019 to Rp139.70 billion. The increase was driven by a LC which was not due on December 31, 2021.

### Bank Loan - Short Term

At the end of 2020, the Company no longer posted a bank debt - short term since as of December 31, 2020, the Company no longer used the Bank Loan facility.

### Other Short-Term Financial Liabilities

The Company recorded a position of other short-term financial liabilities of Rp10.17 billion, decreased by 10.23% from 2019 amounting to Rp11.33 billion.

### Accrued Expenses

Accrued expenses declined by 5.87% from Rp31.72 billion in 2019 to Rp29.85 billion at the end of 2020.

### Contract Liability

The Company recorded a contract liability increase of 5.50% from

dimuka sebesar 5,50% dari Rp23,85 miliar pada 2019 menjadi Rp25,16 miliar. Hal tersebut terjadi seiring peningkatan pendapatan atas sewa aset properti.

### Liabilitas Sewa

Nilai liabilitas sewa mengalami penurunan 39,83% dari Rp1,74 miliar pada 2019 menjadi sebesar Rp1,05 miliar.

### LIABILITAS JANGKA PANJANG

Liabilitas jangka pendek tercatat sebesar Rp944,64 miliar, turun 0,85% dari posisi 2019 sebesar Rp952,76 miliar dikarenakan adanya pembayaran cicilan utang jangka panjang RDI senilai Rp5,7 miliar.

### Rekening Dana Investasi (RDI) Eks BPPN Jangka Panjang

Per 31 Desember 2020, posisi Rekening Dana Investasi (RDI) Eks BPPN jangka panjang tercatat sebesar Rp901,31 miliar, turun 0,63% dari posisi 2019 sebesar Rp907,05 miliar. Hal ini terjadi karena adanya pembayaran cicilan utang jangka Panjang RDI yang rutin dilakukan.

### Kewajiban Sewa Tidak Lancar

Sementara itu, kewajiban sewa tidak lancar tercatat sebesar Rp1,46 miliar, turun 23,82% dari Rp1,92 miliar pada 2019. Penurunan tersebut disebabkan karena masa manfaat sewa hak milik diatas 1 tahun dialihkan menjadi *capital list*.

### Liabilitas Imbalan Pasca Kerja

Liabilitas imbalan paska kerja dibukukan sebesar Rp41,87 miliar pada akhir 2020, turun 4,38% dari tahun 2019 senilai Rp43,79 miliar, sebagai implikasi dari formulasi baru terkait penggajian dan menggunakan dasar UU No. 13 tahun 2003.

## EKUITAS

Rp23.85 billion in 2019 to Rp25.16 billion. This happened along with an increase in property asset rental's income.

### Lease Liabilities

The amount of contract liability decreased by 39.83% from Rp1.74 billion in 2019 to Rp1.05 billion.

### NON-CURRENT LIABILITIES

Non-current liabilities was booked at Rp944.64 billion, declined by 0.85% from the 2019 position of Rp952.76 billion due to the payment of RDI's long-term debt installments that accounted for Rp5.7 billion.

### Investments Fund and Ex BPPN Account – Long Term

As of December 31, 2020, the position of Investments Fund and Ex BPPN Account – Long Term was posted at Rp901.31 billion, decreased by 0.63% from the 2019 position of Rp907.05 billion. This was caused by the payment of RDI's long-term debt installments that are routinely carried out.

### Non-Current Lease Liabilities

Meanwhile, non-current lease liabilities was recorded at Rp1.46 billion, a 23.82%-decrease from Rp1.92 billion in 2019. The decrease was due to the useful life of more than a 1-year lease has transferred to the capital list.

### Post-Employment Benefits Obligations

Post-employment benefits obligations was recorded at Rp41.87 billion at the end of 2020, drop by 4.38% from 2019 amounting to Rp43.79 billion, as implications of new formulation relating to payroll and by using the basis of Law No. 13 of 2003.

## EQUITY

(Dinyatakan dalam Rupiah Penuh, kecuali Dinyatakan Lain/Expressed in Rupiah, Unless Otherwise Stated)

Deskripsi   Description	2020	2019	Pertumbuhan   Growth	
			Nominal Amount	Persentase Percentage
Modal Saham   Share Capital	156.200.000.000	156.200.000.000	0	0,00%
Cadangan Umum   General Reserves	111.890.435.294	111.890.435.294	0	0,00%
Cadangan Khusus   Specific Reserves	1.531.912.169	1.531.912.169	0	0,00%
Saldo Laba   Retained Earnings	1.778.716.244.360	1.766.149.590.452	12.566.653.908	0,71%
<b>Ekuitas yang Dapat Diatribusikan kepada Pemilik</b> <b>Equity Attributable to Owners of the Company</b>	<b>2.048.338.591.823</b>	<b>2.035.771.937.915</b>	<b>12.566.653.908</b>	<b>0,62%</b>
Kepentingan Non-Pengendali   Non-Controlling Interest	5.330.372.069	3.560.597.606	1.769.774.463	49,70%
<b>JUMLAH EKUITAS</b> <b>TOTAL EQUITY</b>	<b>2.053.668.963.892</b>	<b>2.039.332.535.521</b>	<b>14.336.428.371</b>	<b>0,70%</b>

Posisi ekuitas pada akhir 2020 adalah sebesar Rp2,05 triliun, tumbuh tipis 0,70% dari tahun sebelumnya sebesar Rp2,04 triliun. Pertumbuhan tersebut dikontribusi oleh perolehan Laba Bersih tahun 2020 sebesar Rp33 miliar.

The equity position by the end of 2020 was Rp2.05 trillion, which grew slightly by 0.70% from the previous year's Rp2.04 trillion. This growth was contributed by the net income in 2020 of Rp33 billion.

## LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN

### CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

(Dinyatakan dalam Rupiah Penuh, kecuali Dinyatakan Lain/Expressed in Rupiah, Unless Otherwise Stated)

Deskripsi   Description	2020	2019	Pertumbuhan   Growth	
			Nominal Amount	Persentase Percentage
Pendapatan Usaha   Revenues	2.865.138.387.372	2.047.951.063.875	817.187.323.497	39,90%
Beban Pokok Penjualan   Cost of Revenues	(2.623.444.852.138)	(1.823.512.287.603)	799.932.564.535	43,87%
<b>Laba Bruto   Gross Profit</b>	<b>241.693.535.234</b>	<b>224.438.776.272</b>	<b>17.254.758.962</b>	<b>7,69%</b>
Beban Penjualan dan Distribusi Distribution and Selling Expenses	(11.895.099.349)	(16.135.731.027)	(4.240.631.678)	(26,28%)
Beban Umum dan Administrasi   General and Administration Expenses	(169.537.857.394)	(192.633.278.433)	(23.095.421.039)	(11,99%)
<b>Beban Usaha   Total Operating Expenses</b>	<b>(181.432.956.743)</b>	<b>(208.769.009.460)</b>	<b>(27.336.052.717)</b>	<b>(13,09%)</b>
<b>LABA USAHA   OPERATING PROFIT</b>	<b>60.260.578.491</b>	<b>15.669.766.812</b>	<b>44.590.811.679</b>	<b>284,57%</b>
Pendapatan Non-Usaha   Non-Operating Income	6.269.505.308	4.499.779.277	1.769.726.031	39,33%
Beban Non-Usaha   Non-Operating Expenses	(13.621.513.106)	(169.649.798.019)	(156.028.284.913)	(91,97%)
<b>Beban Non-Usaha - bersih   Non-Operating Expense - net</b>	<b>(7.352.007.798)</b>	<b>(165.150.018.742)</b>	<b>(157.798.010.944)</b>	<b>(95,55%)</b>
<b>LABA (RUGI) SEBELUM PAJAK PENGHASILAN   (LOSS) INCOME BEFORE INCOME TAX</b>	<b>52.908.570.693</b>	<b>(149.480.251.930)</b>	<b>202.388.822.623</b>	<b>135,40%</b>
Pajak Kini   Current Tax	(8.937.256.610)	(2.981.688.000)	5.955.568.610	199,74%
SKPLB Tahun 2017   SKPLB 2017	-	(740.170.185)	(740.170.185)	(100,00%)
Pajak Tangguhan   Deferred Income Tax Benefit (Expense)	(10.963.324.611)	54.120.252.428	(65.083.577.039)	(120,26%)
<b>Jumlah Penghasilan (Beban) Pajak   Total Tax Income (Expense)</b>	<b>(19.900.581.221)</b>	<b>50.398.394.243</b>	<b>(70.298.975.464)</b>	<b>(139,49%)</b>
<b>LABA (RUGI) BERSIH TAHUN BERJALAN NET INCOME (LOSS) FOR CURRENT YEAR</b>	<b>33.007.989.472</b>	<b>(99.081.857.687)</b>	<b>132.089.847.159</b>	<b>133,31%</b>
<b>Rugi Komprehensif Lain Tahun Berjalan Other Comprehensive Loss for Current Year</b>	<b>(14.232.755.848)</b>	<b>(10.786.125.481)</b>	<b>3.446.630.367</b>	<b>31,95%</b>
<b>JUMLAH PENGHASILAN (RUGI) KOMPREHENSIF TAHUN BERJALAN   TOTAL COMPREHENSIVE INCOME (LOSS) FOR CURRENT YEAR</b>	<b>18.775.233.624</b>	<b>(109.867.983.168)</b>	<b>128.643.216.792</b>	<b>117,09%</b>
Laba Bersih yang Diatribusikan kepada: Net Income Attributed to:	-	-	-	-
Pemilik Entitas Induk   Owners of the Company	30.859.161.422	(99.602.937.980)	130.462.099.402	130,98%
Kepentingan Non-Pengendali   Non-Controlling Interests	2.148.828.050	521.080.293	1.627.747.757	312,38%
	<b>33.007.989.472</b>	<b>(99.081.857.687)</b>	<b>132.089.847.159</b>	<b>133,31%</b>

Deskripsi   Description	2020	2019	Pertumbuhan   Growth	
			Nominal Amount	Persentase Percentage
Laba (Rugi) Komprehensif yang Diatribusikan kepada: Comprehensive Income (Loss) Attributable to:				
Pemilik Entitas Induk   Owners of the Company	16.872.141.525	(110.354.015.840)	127.226.157.365	115,29%
Kepentingan Non-Pengendali   Non-Controlling Interests	1.903.092.099	486.032.672	1.417.059.427	291,56%
	<b>18.775.233.624</b>	<b>(109.867.983.168)</b>	<b>128.643.216.792</b>	<b>117,09%</b>
<b>LABA (RUGI) BERSIH PER SAHAM DASAR BASIC NET EARNINGS (LOSS) PER SHARE</b>	<b>211.318,75</b>	<b>(634.326,87)</b>	<b>845.646</b>	<b>133,31%</b>

### Pendapatan Usaha

Perseroan membukukan angka pendapatan usaha sebesar Rp2,87 triliun sepanjang tahun ini, meningkat 39,90% dari tahun sebelumnya sebesar Rp2,05 triliun. Peningkatan tersebut dikontribusikan oleh perdagangan luar negeri yang menyumbang kontribusi penjualan sebesar 68%.

### Beban Pokok Penjualan

Selaras dengan kenaikan pendapatan tahun 2020, maka beban pokok penjualan juga meningkat 43,87% dari sebesar Rp1,82 triliun pada 2019 menjadi Rp2,62 triliun di tahun ini.

### Laba Bruto

Laba bruto dibukukan mencapai Rp241,69 miliar, tumbuh 7,69% dari tahun 2019 sebesar Rp224,44 miliar. Kenaikan tersebut didorong oleh peningkatan pada komoditas perdagangan luar negeri.

### Beban Usaha

Sepanjang 2020, Perseroan mencatatkan beban usaha sebesar Rp181,43 miliar, turun 13,09% dari realisasi beban tahun 2019 sebesar Rp208,77 miliar. Penurunan ini terjadi karena Perseroan menerapkan strategi efisiensi biaya pegawai terhadap 122 karyawan.

### Beban Non-Usaha

Sementara itu, pendapatan/(beban) non-usaha tercatat sebesar Rp7,35 miliar, menurun tajam 95,55% dari tahun sebelumnya sebesar Rp165,15 miliar.

### Laba (Rugi) Bersih Tahun Berjalan

Meski berada di masa-masa sulit selama pandemi COVID-19, Perseroan tetap mampu membukukan laba bersih tahun berjalan sebesar Rp33,01 miliar, melonjak 133,31% dibandingkan tahun sebelumnya dengan perolehan rugi bersih sebesar Rp99,08 miliar. Lonjakan laba bersih tahun 2020 didorong oleh meningkatnya pendapatan luar negeri dan efisiensi biaya non-usaha.

### Penghasilan (Rugi) Komprehensif Tahun Berjalan

Demikian halnya, penghasilan (rugi) komprehensif tahun berjalan juga dilaporkan mengalami pertumbuhan yang cukup signifikan hingga 117,09% dari tahun sebelumnya mencatatkan rugi bersih sebesar Rp109,87 miliar menjadi Rp18,78 miliar di akhir 2020.

### Revenues

The Company posted revenues amounting to Rp2.87 trillion this year, increased by 39.90% from the previous year's Rp2.05 trillion. The increase was contributed by the international trade segment which contributed 68% of sales.

### Cost of Revenues

In line with the revenues increased in 2020, the cost of revenues also rose by 43.87% from Rp1.82 trillion in 2019 to Rp2.62 trillion this year.

### Gross Profit

Gross profit was booked at Rp241.69 billion, grew by 7.69% from 2019 of Rp224.44 billion. The increase was driven by an increment in international trade commodities.

### Operating Expenses

Throughout 2020, the Company recorded operating expenses which amounted to Rp181.43 billion, declined by 13.09% from the realization of expenses in 2019 of Rp208.77 billion. This reduction occurred because the Company applied an employee cost-efficiency strategy for 122 employees.

### Non-Operating Expenses

Meanwhile, non-operating income/(expenses) was recorded at Rp7.35 billion, sharply decreased by 95.55% from the previous year of Rp165.15 billion.

### Net Income (Loss) for Current Year

Despite have to deal with difficult times during the COVID-19 pandemic, the Company remained able to record a net income for the current year of Rp33.01 billion, a 133.31% surge over the previous year which recorded a net loss of Rp99.08 billion. The surge in net income during 2020 was driven by the increase of international trade revenues and efficiency in non-business expenses.

### Comprehensive Income (Loss) for Current Year

Furthermore, comprehensive income (loss) for the current year was also reported to have experienced significant growth of up to 117.09% from the previous year which recorded a net loss of Rp109.87 billion to Rp18.78 billion at the end of 2020.

## LAPORAN ARUS KAS

### STATEMENT OF CASH FLOWS

Per 31 Desember 2020, posisi saldo kas dan setara kas Perseroan dibukukan mencapai Rp173,69 miliar, melonjak tajam hingga 319,97% dari posisi akhir kas dan setara kas tahun 2019 sebesar Rp41,36 miliar. Kenaikan tersebut ditopang oleh meningkatnya pendapatan Perseroan di tahun 2020 sebesar 39,90%.

As of December 31, 2020, the Company's cash and cash equivalents balance was recorded at Rp173.69 billion, a sharp jumped of 319.97% from the final position of cash and cash equivalents in 2019 of Rp41.36 billion. This increase was bolstered by the increment in the Company's revenues in 2020 by 39.90%.

(Dinyatakan dalam Rupiah Penuh, kecuali Dinyatakan Lain/Expressed in Rupiah, Unless Otherwise Stated)

Deskripsi   Description	2020	2019	Pertumbuhan   Growth	
			Nominal Amount	Persentase Percentage
<b>Penerimaan kas dari:</b> Cash Receipts from:				
Pencairan piutang dan hasil penjualan Collection of Receivables from Sales on Account	2.883.511.629.991	2.030.909.530.459	852.602.099.532	41,98%
Pendapatan lain-lain   Other Income	3.505.809.627	2.053.163.533	1.452.646.094	70,75%
Pendapatan bunga   Interest Revenue	2.763.695.681	2.292.579.744	471.115.937	20,55%
<b>Pengeluaran/pembayaran kas untuk:</b> Cash Payment to:				
Pembelian persediaan dan pembayaran utang usaha   Acquisition of Inventories and Repayment of Account Payable	(2.549.158.248.069)	(1.792.922.400.972)	756.235.847.097	42,18%
Beban penjualan   Selling Expense	(11.895.099.349)	(5.549.801.921)	6.345.297.428	114,33%
Beban umum dan administrasi General and Administration Expense	(170.376.553.624)	(204.192.268.715)	(33.815.715.091)	(16,56%)
Beban lain-lain   Other Expense	(23.084.504.824)	(43.096.262.133)	(20.011.757.309)	(46,44%)
<b>Kas yang dihasilkan dari operasi</b> Cash Generated (Used in) From Operation	<b>135.266.729.433</b>	<b>(10.505.460.005)</b>	<b>145.772.189.438</b>	<b>1.387,59%</b>
Penerimaan Pajak   Tax Restitutions	8.200.452.558	7.760.099.654	440.352.904	5,67%
Pembayaran Pajak   Tax Payment	(7.443.950.841)	(3.721.858.185)	3.722.092.656	100,01%
<b>Arus Kas Bersih yang Diperoleh (Digunakan) dari Aktivitas Operasi   Net Cash Flows Provided by (Used in) Operating Activities</b>	<b>136.023.231.150</b>	<b>(6.467.218.536)</b>	<b>142.490.449.686</b>	<b>2.203,27%</b>
Pembelian Aset Tetap   Acquisition of Property, Plant and Equipment	(5.701.446.688)	(25.614.775.805)	(19.913.329.117)	(77,74%)
Penempatan Penyertaan   Placement on Investment	-	(250.000.000)	250.000.000	100,00%
Penarikan Deposito   Withdrawal of Deposits	25.310.199.050	65.598.454.968	(40.288.255.918)	(61,42%)
<b>Arus Kas Bersih Digunakan untuk Aktivitas Investasi   Net Cash Provided by Investing Activities</b>	<b>19.608.752.362</b>	<b>39.733.679.163</b>	<b>(20.124.926.801)</b>	<b>(50,65%)</b>
Pembayaran Jangka Pendek (BPPN)   Short Term - BPPN Payment	-	(1.740.537.009)	1.740.537.009	100,00%
Pencairan (Pembayaran) eks BPPN Payment of Ex. BPPN	(5.739.936.914)	(77.371.523.558)	(71.631.586.644)	(92,58%)
Penerimaan Dividen   Dividend Received	-	154.036.000	(154.036.000)	(100,00%)
Pembayaran Dividen   Dividend Payment	(100.000.000)	(100.000.000)	-	0,00%
Pinjaman Bank   Loan Proceeds from Bank	69.379.945.896	17.461.737.000	51.918.208.896	297,33%
Pembayaran Bank   Payment from Bank	(86.841.682.896)	-	(86.841.682.896)	-

Deskripsi   Description	2020	2019	Pertumbuhan   Growth	
			Nominal Amount	Persentase Percentage
<b>Arus Kas Bersih yang Digunakan Untuk Aktivitas Pendanaan   Net Cash Used in Financing Activities</b>	<b>(23.301.673.914)</b>	<b>(61.596.287.567)</b>	<b>(38.294.613.653)</b>	<b>(62,17%)</b>
<b>Kenaikan (Penurunan) Kas Dan Setara Kas   Net Increase (Decrease) In Cash And Cash Equivalents</b>	<b>132.330.309.598</b>	<b>(28.329.826.940)</b>	<b>160.660.136.538</b>	<b>567,11%</b>
<b>Kas Dan Setara Kas - Saldo Awal Cash &amp; Cash Equivalents - Beginning</b>	<b>41.357.643.372</b>	<b>69.687.470.312</b>	<b>(28.329.826.940)</b>	<b>(40,65%)</b>
<b>Kas Dan Setara Kas - Saldo Akhir Cash &amp; Cash Equivalents - Ending Balance</b>	<b>173.687.952.970</b>	<b>41.357.643.372</b>	<b>132.330.309.598</b>	<b>319,97%</b>

### Arus Kas Bersih yang Diperoleh (Digunakan) dari Aktivitas Operasi

Pada akhir 2020, Perseroan membukukan kas bersih dari aktivitas operasi sebesar Rp136,02 miliar, mengalami peningkatan besar dari tahun sebelumnya dengan realisasi penggunaan kas bersih untuk aktivitas operasi sebesar Rp6,47 miliar. Hal ini terjadi karena Perseroan mencatat kenaikan penjualan dan menerima uang muka penjualan dari pelanggan atas transaksi Bahan Kimia Berbahaya.

### Arus Kas Bersih yang Digunakan untuk Aktivitas Investasi

Kas bersih yang digunakan Perseroan untuk melakukan kegiatan investasi pada akhir 2020 tercatat sebesar Rp19,61 miliar, turun 50,65% dari tahun sebelumnya senilai Rp39,73 miliar. Hal ini dikontribusikan oleh penurunan realisasi *Capital Expenditure*.

### Arus Kas Bersih yang Digunakan Untuk Aktivitas Pendanaan

Perseroan menggunakan kas bersih untuk aktivitas pendanaan sebesar Rp23,30 miliar selama tahun 2020, menurun 62,17% dari realisasi 2019 sebesar Rp61,60 miliar. Hal ini terjadi karena pada tahun 2020 Perseroan melakukan pencairan deposito Bank Danamon untuk membayar utang Eks BPPN dan RDI sebesar Rp77 miliar sedangkan di tahun 2019 Perseroan hanya melakukan pembayaran utang RDI senilai Rp5,7 miliar.

### Net Cash Flows Provided by (Used in) Operating Activities

At the end of 2020, the Company recorded net cash from operating activities of Rp136.02 billion, experienced a large increase from previous year with the realization of net cash used for operating activities amounting to Rp6.47 billion. This was befallen because the Company recorded an increase in sales and received advances of sales from over for Hazardous Chemicals transactions.

### Net Cash Provided by Investing Activities

Net cash used by the Company to conduct investment activities at the end of 2020 was recorded at Rp19.61 billion, a decrease of 50.65% from the previous year's Rp39.73 billion. This was caused by a decline in the realization of Capital Expenditure.

### Net Cash Used in Financing Activities

The Company used net cash for financing activities of Rp23.30 billion during 2020, decreased by 62.17% from the realization in 2019 of Rp61.60 billion. This occurred because in 2020 the Company made a disbursement of Bank Danamon time deposits to pay debts of Ex BPPN and RDI amounting to Rp77 billion, while in 2019 the Company only paid RDI debt of Rp5.7 billion.

## RASIO KEUANGAN

### FINANCIAL RATIO

Perseroan menghitung rasio-rasio keuangan dasar berikut ini untuk mengukur tingkat kesehatan dan kinerja Perseroan. Berikut ini adalah perbandingan rasio keuangan konsolidasian Perseroan untuk posisi yang berakhir pada 31 Desember 2020 dan 31 Desember 2019, antara lain sebagai berikut:

The Company calculates the following primary financial ratios to measure the soundness level and performance of the Company. The following is a comparison of the Company's consolidated financial ratios for the positions ended on December 31, 2020, and December 31, 2019, as follows:



Keterangan   Description	2020	2019
<b>Rasio Likuiditas   Liquidity Ratio</b>		
Rasio Kas   Cash Ratio	78,7%	35,7%
Rasio Cepat   Quick Ratio	105,8%	91,0%
Rasio Lancar   Current Ratio	175,0%	190,2%
<i>Net Working Capital to Sales</i>	5,8%	7,2%
<b>Rasio Aktivitas   Activity Ratio</b>		
Perputaran Persediaan Inventory Turnover	14,5 hari/days	20,9 hari/days
Perputaran Piutang Receivable Turnover	47,6 kali/times	22,5 kali/times
Periode Umur Piutang Collection Period	7,7 hari/days	16,2 hari/days
<b>Rasio Solvabilitas   Solvency Ratio</b>		
Rasio Utang terhadap Aset Debt to Aset Ratio	36,2%	35,4%
Rasio Utang terhadap Modal Debt to Equity Ratio	56,8%	54,8%
<i>Debt Service Coverage Ratio</i>	0,03 kali/times	(0,09) kali/times
<b>Rasio Rentabilitas   Rentability Ratio</b>		
Margin Laba Kotor Gross Profit Margin	8,4%	11,0%
Margin EBITDA EBITDA Margin	2,6%	(107,3%)
<i>BOPO/Operating Ratio</i>	97,9%	99,2%
Margin Laba Bersih Net Profit Margin	1,2%	(4,84%)
Tingkat Pengembalian Investasi Return on Investment (ROI)	2,5%	(104,73%)
Tingkat Pengembalian Modal Return on Equity (ROE)	1,6%	(104,86%)

### Rasio Likuiditas

Sepanjang tahun 2020, rasio likuiditas Perseroan menunjukkan bahwa perusahaan lebih mampu dalam memenuhi kewajiban atau membayar utang jangka pendeknya bila dibandingkan dengan tahun 2019.

### Rasio Aktivitas

Sepanjang tahun 2020, rasio aktivitas Perseroan menunjukkan bahwa efektivitas perusahaan dalam memanfaatkan aset yang dimiliki untuk menghasilkan kas dan pendapatan cenderung lebih baik apabila dibandingkan tahun 2019.

### Rasio Solvabilitas

Sepanjang tahun 2020, rasio solvabilitas Perseroan menunjukkan bahwa perusahaan lebih mampu untuk memenuhi kewajiban utang jangka panjangnya bila dibandingkan tahun 2019.

### Rasio Rentabilitas

Sepanjang tahun 2020, rasio rentabilitas Perseroan menunjukkan bahwa perusahaan memiliki kemampuan yang lebih baik dalam menghasilkan laba bila dibandingkan tahun 2019.

### Liquidity Ratio

Throughout 2020, the Company's liquidity ratio proved that the company has a better ability to meet its obligations or pay its short-term debt if compared to 2019.

### Activity Ratio

Throughout 2020, the Company's activity ratio showed that the company's effectiveness in utilizing its assets to generate cash and income tends to be better when compared to 2019.

### Solvency Ratio

Throughout 2020, the Company's solvency ratio indicated that the company was more able to meet its long-term debt obligations if compared to 2019.

### Profitability Ratio

Throughout 2020, the Company's profitability ratio showed that the company has a better ability to generate profits if compared to 2019.

# KEMAMPUAN MEMBAYAR UTANG DAN KOLEKTIBILITAS PIUTANG

## SOLVENCY AND RECEIVABLES COLLECTABILITY

### Kemampuan Membayar Utang Jangka Pendek dan Jangka Panjang

Perseroan senantiasa melakukan evaluasi dan menganalisa tingkat kesehatan keuangannya secara berkala untuk menjaga kemampuannya dalam memenuhi kewajiban jangka panjang dan jangka pendek yang akan jatuh tempo. Keandalan Perseroan dalam membayar utang-utangnya setidaknya tercermin dari hasil perhitungan rasio likuiditas berikut ini:

Keterangan   Description	2020	2019
Rasio Kas   Cash Ratio	78,7%	35,7%
Rasio Cepat   Quick Ratio	105,8%	91,0%
Rasio Lancar   Current Ratio	175,0%	190,2%

Melalui tabel di atas terlihat bahwa likuiditas Perseroan cukup terjaga dengan baik pada tahun 2020. Rasio kas dan rasio cepat menunjukkan peningkatan dibandingkan tahun sebelumnya, sementara rasio lancar mengalami sedikit penurunan. Namun demikian, rasio lancar dengan nilai >100% tetap menandakan bahwa Perseroan memiliki kemampuan yang baik untuk melunasi kewajibannya dikarenakan nilai perbandingan aktivasinya masih lebih besar dibanding kewajiban yang dimiliki.

### Tingkat Kolektibilitas Piutang

Selain menjaga rasio likuiditasnya, Perseroan juga mengoptimalkan kemampuannya dalam mengumpulkan piutang. Sepanjang tahun 2020, tingkat kolektibilitas piutang Perseroan tercatat sebesar 7,7 hari.

Berikut ini adalah tabel perbandingan tingkat kolektibilitas piutang dan perputaran piutang Perseroan dalam kurun 2 (dua) tahun terakhir:

Keterangan   Description	2020	2019
Perputaran Persediaan   Inventory Turnover	14,5 hari/days	20,9 hari/days
Perputaran Piutang   Receivable Turnover	47,6 kali/times	22,5 kali/times
Periode Umur Piutang   Collection Period	7,7 hari/days	16,2 hari/days

Berdasarkan tabel di atas, dapat dilihat bahwa nilai collection period Perseroan semakin kecil di tahun 2020, yakni tercatat sebesar 7,7 hari, lebih cepat 8,5 hari dibandingkan tingkat kolektibilitas piutang tahun 2019. Angka *collection period* yang lebih kecil tersebut mencerminkan kemampuan Perseroan dalam mengumpulkan piutang pada rentang periode yang lebih cepat.

Sementara itu, angka perputaran piutang dibukukan lebih besar pada tahun ini, yaitu sebesar 47,6 kali. Kondisi tersebut menunjukkan bahwa Perseroan semakin efisien dalam menagihkan piutang tertagihnya.

### Ability to Pay Short-Term and Long-Term Debt

The Company always evaluates and analyzes its financial soundness level regularly in order to maintain its ability to meet long-term and short-term obligations that will mature. The Company's reliability in paying its debts is reflected through the following results of liquidity ratio calculation, namely:

From the table above, it can be seen that the Company's liquidity was well maintained in 2020. The cash ratio and quick ratio showed an increase compared to the previous year, while the current ratio slightly decreased. Nonetheless, the current ratio with a value of >100% indicated that the Company has a good ability to pay off its obligations because the comparison value of its assets was greater than the liabilities.

### Accounts Receivable Collectability Level

In addition to maintaining its liquidity ratio, the Company also optimizes its ability to collect receivables. Throughout 2020, the Company's receivables collectability was at 7.7 days.

Below is a comparison table of the Company's receivable collectability and receivable turnover within 2 (two) years:

In accordance with the aforementioned table, it can be concluded that the Company's collection period was getting smaller in 2020 which was recorded at 7.7 days or 8.5 days faster than the receivables collectability level in 2019. The smaller collection period reflected the Company's ability to collect receivables over a shorter period.

Meanwhile, the receivables turnover rate was recorded higher this year, namely stood at 47.6 times. This condition showed that the Company was more efficient in collecting outstanding receivables.

## STRUKTUR MODAL DAN KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

### CAPITAL STRUCTURE AND MANAGEMENT POLICY ABOUT THE CAPITAL STRUCTURE

#### Kebijakan Manajemen atas Struktur Modal

Pengelolaan struktur modal Perseroan dilakukan sesuai dengan ketentuan perundang-undangan yang berlaku dan Anggaran Dasar. Kebijakan struktur modal Perseroan bersifat fleksibel serta senantiasa memperhatikan faktor makroekonomi baik global maupun nasional dan karakteristik risiko aset yang mendasarinya. Perseroan menilai kebijakan struktur modal yang solid sangat penting dalam mendukung keberlangsungan operasi Perseroan.

Dalam rangka menjaga fundamental struktur modal yang ada, Perseroan dapat menyesuaikan jumlah dividen yang dibayarkan kepada pemegang saham, mengelola pengembalian modal kepada pemegang saham, atau menjual aset untuk mengurangi utang. Perseroan memonitor kualitas permodalannya melalui rasio *debt-to-equity* agar nilai utangnya tidak melebihi aset yang dimiliki.

#### Struktur Permodalan

Berikut ini adalah komposisi struktur modal Perseroan selama 2 (dua) tahun terakhir:

Struktur Modal   Capital Structure	2020	Kontribusi Contribution	2019	Kontribusi Contribution
Jumlah Liabilitas   Total Liabilities	1.167.089.364.892	36,24%	1.117.841.731.934	35,41%
Jumlah Ekuitas   Total Equity	2.053.668.963.892	63,76%	2.039.332.535.521	64,59%
<b>Jumlah Aset   Total Assets</b>	<b>3.220.758.328.784</b>		<b>3.157.174.267.455</b>	

Struktur modal Perseroan sepanjang tahun 2020 terdiri atas Liabilitas sebesar Rp1,17 triliun atau 36,24% dari total modal dan Ekuitas sebesar Rp2,05 triliun atau sebesar 63,76% dari total modal. Perseroan tidak memiliki liabilitas lain terkait dengan permodalan karena Perseroan bukan merupakan entitas yang dipersyaratkan atau diwajibkan oleh Pemerintah untuk memenuhi ketentuan permodalan.

#### Kesesuaian Pengungkapan dengan Laporan Keuangan

Pengungkapan informasi mengenai struktur modal Perseroan pada sub-bahasan ini sudah sesuai dengan Laporan Keuangan Perseroan Tahun Buku 31 Desember 2020.

#### Management Policy on Capital Structure

The Company's capital structure management is conducted in accordance with the provisions of the applicable laws and the Articles of Association. The Company's capital structure policy is flexible and always takes into account macroeconomic factors, both global and national, and risk characteristics of underlying assets. The Company considers that a solid capital structure policy is very important in supporting the continuity of the Company's operations.

To maintain the fundamentals of existing capital structure, the Company may adjust the amount of dividends paid to shareholders, manage capital return to shareholders, or sell assets to reduce debt. The Company monitors the quality of its capital through the debt-to-equity ratio so that the debt value does not exceed the assets owned.

#### Capital Structure

The following is the Company's capital structure composition for the last 2 (two) years:

The Company's capital structure throughout 2020 consisted of Liabilities amounting to Rp1.17 trillion or 36.24% of the total capital and Equity amounting to Rp2.05 trillion or 63.76% of the total capital. The Company has no other liabilities relating to capital because the Company is not an entity that is required or ordered by the Government to fulfill capital requirements.

#### Conformity with the Disclosure of Financial Statements

Information disclosure regarding the Company's capital structure in this sub-discussion has in conformity with the Company's Financial Statements for the Financial Year ended on December 31, 2020.

## IKATAN MATERIAL UNTUK INVESTASI BARANG MODAL MATERIAL INFORMATION FOR CAPITAL GOODS INVESTMENT

Sepanjang tahun 2020, Perseroan tidak mencatat adanya ikatan material untuk investasi barang modal.

Throughout 2020, the Company did not record a material commitment for investment in capital goods.

## INVESTASI BARANG MODAL TAHUN 2020

### 2020 CAPITAL GOODS INVESTMENT IN 2020

Sepanjang tahun 2020, Perseroan melakukan 2 (dua) jenis investasi, yakni Investasi Rutin dan Investasi Non-Rutin. Anggaran Investasi Rutin dan Investasi Non-Rutin terserap sebesar Rp14,05 miliar pada tahun ini atau terealisasi 27% dari anggaran RKAP Tahun 2020 sebesar Rp51,73 miliar. Rendahnya penyerapan anggaran investasi terutama disebabkan oleh tertundanya sejumlah rencana divestasi aset properti.

#### Tujuan Investasi

Belanja modal tahun 2020 diarahkan untuk pengembangan usaha dan disesuaikan dengan kondisi keuangan Perseroan menurut skala prioritas yang telah ditetapkan.

#### Sumber Pendanaan

Sumber dana yang digunakan untuk belanja modal tahun 2020 berasal dari pendanaan kas internal yang sudah dianggarkan di dalam RKAP Tahun 2020. Denominasi mata uang yang digunakan adalah Rupiah.

#### Investasi Rutin

Pada tabel berikut ini dapat terlihat realisasi belanja modal yang dilakukan Perseroan sepanjang tahun 2020 dibandingkan dengan target RKAP 2020 dan realisasi belanja modal tahun 2019, yaitu:

Throughout 2020, the Company made 2 (two) types of investments, namely Regular Investment and Non-Regular Investment. The budget for Regular Investment and Non-Regular Investment was absorbed by Rp14.05 billion this year or realized 27% of the 2020 RKAP budget amounting to Rp51.73 billion. Low absorption of investment budget was mainly due to the delay in a number of property asset divestment plans.

#### Investment Purpose

Capital expenditure in 2020 is intended for business development and is adjusted to the Company's financial condition according to a predetermined priority scale.

#### Sources of Funding

Source of funding used for capital expenditure in 2020 came from internal cash funding that has been budgeted in the 2020 RKAP. The denomination currency used is Rupiah.

#### Regular Investment

In the following table, it can be seen that the realization of capital expenditure carried out by the Company throughout 2020 compared to the 2020 RKAP target and the realization of capital expenditure in 2019, namely:

(Dalam Jutaan Rupiah/In Million Rupiah)

Uraian   Description	2019		2020		% Capaian Realisasi 2020 Terhadap % 2020 Realization Achievements Against	
	Realisasi Realization	RKAP   CWPB	Realisasi Realization	RKAP   CWPB 2020	Realisasi 2019 Realization	
<b>INVESTASI RUTIN</b>						
<b>REGULAR INVESTMENTS</b>						
Peralatan dan Perabot Kantor Office Equipment and Furniture	5.717	6.412	1.639	26%	29%	
Pemeliharaan/Perbaikan Gedung Building Maintenance/Repair	7.927	7.883	538	7%	7%	
Peremajaan Kendaraan Operasional Operational Vehicle Replacement	3.142	13.133	2.168	17%	69%	
<b>TOTAL INVESTASI RUTIN</b>	<b>16.786</b>	<b>27.428</b>	<b>4.345</b>	<b>16%</b>	<b>26%</b>	
<b>TOTAL REGULAR INVESTMENTS</b>						

Pengeluaran Investasi Rutin tahun 2020 dilakukan dalam bentuk pengadaan peralatan dan perabot kantor, pemeliharaan/perbaikan gedung dan peremajaan kendaraan operasional dengan nilai mencapai Rp4,35 miliar atau terealisasi 16% dari dana yang dianggarkan di dalam RKAP Tahun 2020 sebesar Rp27,43 miliar.

Sementara jika dibandingkan dengan realisasi belanja investasi tahun 2019, maka investasi barang modal tahun 2020 mengalami penurunan atau hanya terealisasi 26% dari belanja modal tahun 2019.

Regular Investment Expenditures in 2020 were actualized in the form of procurement of office equipment and furniture, building maintenance/repair, and rejuvenation of operational vehicles with a total value of Rp4.35 billion or realized 16% of the funds budgeted in the 2020 RKAP amounting to Rp27.43 billion.

Meanwhile, compared to the realization of investment expenditures in 2019, the capital goods investment in 2020 experienced a decline or only realized 26% of capital expenditure in 2019.

## Investasi Non-Rutin

Sementara itu, penyerapan anggaran Investasi Non-Rutin tahun 2020 tercatat sangat rendah karena terjadi perlambatan aktivitas bisnis efek pandemi COVID-19 serta karena diterapkannya perubahan arah kebijakan bisnis dari yang semula ingin mengembangkan *processing unit* (hulunisasi) menjadi *refocusing* terhadap pada bisnis perdagangan murni.

Pada tahun 2020, anggaran Investasi Non-Rutin dipangkas signifikan hingga 70% dengan uraian sebagai berikut:

## Non-Regular Investment

On the other side, the absorption of non-regular investment budget in 2020 was reported to be very low due to a slowdown in business activity during the COVID-19 pandemic as well as caused by the implementation of changes in the direction of business policies from the original plan to develop a processing unit then turned into a refocusing on a pure trading business.

In 2020, the Non-Regular Investment budget was cut significantly up to 70% with the following description:

(Dalam Jutaan Rupiah/In Million Rupiah)

Uraian   Description	2019		2020		% Capaian Realisasi 2020 Terhadap % 2020 Realization Achievements Against
	Realisasi Realization	RKAP   CWPB	Realisasi Realization	RKAP   CWPB 2020	Realisasi 2019 2019 Realization
<b>INVESTASI NON RUTIN NON-REGULAR INVESTMENTS</b>					
Sertifikasi Aset   Asset Certification	263	4.196	4.909	117%	1865%
Perbaikan Gedung/Gudang Building/Warehouse Repair	4.672	4.478	550	12%	12%
Sistem Informasi   Information System	-	11.625	3.968	34%	0%
Mesin dan Instalasi   Machinery and Installation	29	-	-	0%	0%
Project Pengembangan Development Project	-	4.000	280	7%	0%
<b>TOTAL INVESTASI NON-RUTIN TOTAL NON-REGULAR INVESTMENTS</b>	<b>4.964</b>	<b>24.299</b>	<b>9.707</b>	<b>40%</b>	<b>196%</b>

Realisasi pengeluaran Investasi Non-Rutin hingga akhir 2020 tercatat sebesar Rp9,71 miliar atau tercapai 40% dari anggaran RKAP 2020. Nilai tersebut menunjukkan peningkatan signifikan hingga 196% jika dibandingkan dengan realisasi investasi tahun 2019 sebesar Rp4,96 miliar. Hal ini terjadi karena pada tahun 2020 Perseroan melakukan sertifikasi atas aset-aset yang dimiliki dengan nilai cukup signifikan.

The realization of non-regular investment expenditures until the end of 2020 was recorded at Rp9.71 billion or 40% of the 2020 RKAP budget. These figures showed a significant increase of up to 196% compared to the investment realization in 2019 which amounting to Rp4.96 billion. This happened because the Company certifies its assets with a significant value in 2020.



# PERBANDINGAN ANTARA TARGET DAN REALISASI TAHUN 2020, SERTA PROYEKSI TAHUN 2021

## COMPARISON BETWEEN TARGET AND REALIZATION IN 2020, AND PROJECTIONS FOR 2021

Setiap tahun, Perseroan menyusun komitmen rencana kerja dan anggaran yang disepakati bersama antara Dewan Komisaris dan Direksi. Untuk itu, Perseroan menjadikan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2020 sebagai dasar pelaksanaan seluruh aktivitas operasional di sepanjang tahun ini. Penyusunan proyeksi tersebut senantiasa mempertimbangkan analisa faktor internal dan faktor eksternal, serta mengamati peluang dan tantangan yang berpengaruh terhadap lini usaha Perseroan.

### Target Keuangan

Secara ringkas, berikut ini dapat dilihat perbandingan antara target dan realisasi RKAP Tahun 2020, serta proyeksi tahun 2021 mendatang:

Each year, the Company formulates a commitment to its work plans and budgets that are mutually agreed upon by the Board of Commissioners and Board of Directors. For this reason, the Company has made the Corporate Work Plan and Budget (RKAP) for the 2020 year that used to be the implementation basis of all operational activities conducted throughout the year. The preparation of these projections always considers the analysis of internal factors and external factors, as well as observes any opportunities and challenges that may affect the Company's business lines.

### Financial Target

In summary, the following can be seen in the comparison between the target and realization of the 2020 RKAP, as well as the projection for 2021:

(Dalam Jutaan Rupiah/In Million Rupiah)

Keterangan   Description	2020		2021
	Target RKAP Tahun 2020 RKAP Target 2020	Realisasi Realization	Proyeksi Projections
Total Aset   Total Assets	3.195.502	3.220.758	3.253.128
Total Ekuitas   Total Equity	2.153.374	2.053.669	2.058.585
Pendapatan Usaha   Revenues	2.869.221	2.865.138	1.756.615
Laba (Rugi) Bersih Tahun Berjalan Net Profit (Loss) For Current Year	113.162	33.008	22.018

Perseroan menyadari bahwa target-target RKAP Tahun 2020 tidak dapat terealisasi sepenuhnya sehubungan dengan terjadinya pandemi COVID-19 yang membawa dampak cukup masif bagi kehidupan sehari-hari dan proses bisnis.

The Company realizes that the 2020 RKAP targets can't be fully realized due to the COVID-19 pandemic which has had a massive impact on daily life and business processes.

Per 31 Desember 2020, posisi aset Perseroan tercatat sebesar Rp3,22 triliun atau terealisasi 1% di atas prediksi yang ditetapkan dalam RKAP Tahun 2020. Posisi tersebut menunjukkan adanya kenaikan 2% dibandingkan total aset tahun 2019. Sementara itu nilai ekuitas pada akhir 2020 dibukukan sebesar Rp2,05 triliun. Pada tahun 2021 mendatang, Perseroan menargetkan posisi aset dan ekuitas akan tercatat sebesar Rp3,2 triliun dan Rp2,1 triliun.

As of December 31, 2020, the Company's asset position was recorded at Rp3.22 trillion or realized 1% above the prediction set forth in the 2020 RKAP. This position presented a 2% increased if compared to total assets in 2019. Meanwhile, the equity value at the end of 2020 was posted at Rp2.05 trillion. In 2021, the Company targets the position of assets and equity to be recorded at Rp3.2 trillion and Rp2.1 trillion, respectively.

Hingga akhir 2020, realisasi pendapatan usaha tercatat sebesar Rp2,87 triliun atau tercapai 99,9% dari target RKAP tahun 2020. Pencapaian tersebut lebih tinggi 40% dibandingkan realisasi pendapatan usaha tahun 2019. Pada tahun 2021, pendapatan usaha diproyeksikan menjadi sebesar Rp1,8 triliun.

By the end of 2020, the realization of revenues was recorded at Rp2.87 trillion or reached 99.9% of the 2020 RKAP targets. This achievement was 40% higher than the realization of revenues in 2019. In 2021, revenues is projected to be Rp1.8 trillion.

Sementara itu laba bersih dibukukan sebesar Rp33,01 miliar atau terealisasi 29% dari target RKAP Tahun 2020. Capaian laba bersih pada tahun ini lebih tinggi 94% dibandingkan realisasi tahun 2019

While net income was reported at Rp33.01 billion or achieved 29% of the 2020 RKAP target. The attainment of net income for the current year was 94% higher than the realization in 2019 which

yang saat itu mencatatkan rugi bersih tahun berjalan sebesar Rp99,08 miliar. Perseroan menargetkan realisasi laba bersih pada tahun 2021 mendatang akan sebesar Rp22 triliun.

Seluruh proyeksi dan target-target keuangan yang telah disusun manajemen untuk tahun 2021 mendatang sudah mempertimbangkan prospek ekonomi dan asumsi makro tahun 2021 yang cukup optimistis seperti pertumbuhan ekonomi sebesar 5,0%, tingkat inflasi 3%, dan nilai tukar rupiah Rp14.600 per dolar AS.

Namun demikian, Perseroan tetap akan berhati-hati dalam mengelola aktivitas operasi ke depan terutama mengingat dampak yang ditimbulkan oleh pandemi COVID-19 yang berkepanjangan dan tidak dapat diprediksi kapan akan berakhir. Oleh sebab itu, Perseroan tetap merancang upaya mitigasi risiko secara menyeluruh serta akan berfokus pada implementasi inisiatif strategis yang berfokus pada keberlangsungan usaha di masa depan.

### Target Non-Keuangan

Pada tahun 2021 mendatang, Perseroan menargetkan akan mengelola sebanyak 499 karyawan dengan target total biaya pegawai sebesar Rp76 miliar. Kemudian pada aspek pemasaran, peningkatan penjualan dilakukan melalui e-katalog untuk komoditi dharmabrand, serta berencana akan melakukan peluncuran produk herbisida baru di 6 titik *Representative Office* (RO).

at that moment had recorded a net loss amounting to Rp99.08 billion. The Company targets the realization of net income in 2021 will amount to Rp22 trillion.

All financial projections and targets that have been prepared by management for 2021 have taken into account the economic outlooks and macro assumptions for 2021 that are quite promising, such as the economic growth of 5.0%, inflation rate of 3%, and the rupiah exchange rate of Rp14,600 per US dollar.

Nevertheless, the Company will still be careful in managing the planned operating activities, especially considering the impact caused by the prolonged COVID-19 pandemic that can't be predicted when it will end. Therefore, the Company continues to design the overall risk mitigation efforts and will focus on implementing strategic initiatives that focus on business continuity in the future.

### Non-Financial Target

In 2021, the Company has set the target to manage 499 employees with total employee costs is targeted to be around Rp76 billion. Meanwhile, on the marketing aspect, the increase in sales will perform through e-catalog for dharmabrand commodities and plans to launch new herbicide products at 6 *Representative Offices* (RO).

## INFORMASI DAN FAKTA MATERIAL YANG TERJADI SETELAH TANGGAL LAPORAN AKUNTAN

### MATERIAL INFORMATION SUBSEQUENT TO THE ACCOUNTANT'S REPORT

Peristiwa penting setelah periode pelaporan yang secara material mempengaruhi laporan keuangan konsolidasian PT Perusahaan Perdagangan Indonesia (Persero) untuk tahun yang berakhir 31 Desember 2020, yaitu terjadinya Perubahan Susunan Dewan Komisaris dan Direksi.

#### Direksi

Berdasarkan Salinan Keputusan Menteri Badan Usaha Milik Negara Selaku Rapat Umum Pemegang Saham PT Perusahaan Perdagangan Indonesia (Persero) Nomor: SK-92/MBU/03/2021 tanggal 18 Maret 2021. Tentang Pemberhentian dan Pengangkatan Anggota-anggota Direksi PT Perusahaan Perdagangan Indonesia, antara lain sebagai berikut:

Memberhentikan:

- 1) Sdr. Fasika Khaerul Zaman - sebagai Direktur Utama
- 2) Sdr. Anton Mart Irianto - sebagai Direktur Operasi
- 3) Sdr. Prasetyo Indroharto - sebagai Direktur Teknik dan Pengembangan

Subsequent event after the date of the consolidated statement of financial position that materially affect the consolidated financial statements at PT Perusahaan Perdagangan Indonesia (Persero) for the year ended December 31, 2020, namely Changes in the Composition of The Boards of Commissioners and Directors

#### Boards of Director

Based on a letter of the Decree of the Minister of State-Owned Enterprises as the General Meeting of Shareholders of PT Perusahaan Perdagangan Indonesia (Persero) No: SK-92/MBU/03/2021 dated March 18, 2021. About the Dismissal and Appointment of Members of the Board of Directors of PT Perusahaan Perdagangan Indonesia, among others as follows:

Dismiss:

- 1) Mr. Fasika Khaerul Zaman - as President Director
- 2) Mr. Anton Mart Irianto - as Operational Director
- 3) Mr. Prasetyo Indroharto - as Director of Technic and General Development

**Mengangkat:**

- 1) Sdri. Nina Sulistyowati - sebagai Direktur Utama
- 2) Sdr. Andry Tanudjaja - sebagai Direktur Komersial dan Pengembangan

**Dewan Komisaris**

Berdasarkan Salinan Keputusan Menteri Badan Usaha Milik Negara Selaku Rapat Umum Pemegang Saham PT Perusahaan Perdagangan Indonesia (Persero) Nomor: SK-93/MBU/03/2021. Tentang Pemberhentian dan Pengangkatan Anggota-anggota Dewan Komisaris PT Perusahaan Perdagangan Indonesia, antara lain sebagai berikut:

**Memberhentikan:**

- 1) Sdr. Didi Sumedi - Komisaris Utama

**Mengangkat:**

- 1) Sdr. Herman Heru Suprobo - sebagai Komisaris Utama

**Appointment:**

- 1) Mrs. Nina Sulistyowati - as President Director
- 2) Mr. Andry Tanudjaja - as Commercial Director

**Boards of Commissioner**

Based on a letter of the Decree of the Minister of State-Owned Enterprises as the General Meeting of Shareholders of PT Perusahaan Perdagangan Indonesia (Persero) No: SK-93/MBU/03/2021. About the Dismissal and Appointment of Members of the Board of Commissioners of PT Perusahaan Perdagangan Indonesia, among others as follows:

**Dismiss:**

- 1) Mr. Didi Sumedi - President Commissioner

**Appointment:**

- 1) Mr. Herman Heru Suprobo - as President Commissioner

## PROSPEK USAHA BUSINESS PROSPECT

**Prospek Ekonomi**

Tahun 2020 menjadi tahun yang penuh dengan proses adaptasi dan penyesuaian dalam menghadapi masa-masa sulit akibat pandemi COVID-19 yang belum juga usai. Sebagaimana kita rasakan bersama, pandemi COVID-19 menyebabkan disrupsi yang cukup berat tidak hanya pada kinerja industri sektoral, akan tetapi juga memengaruhi aspek kehidupan sehari-hari.

Namun demikian, menuju penghujung 2020, pemulihan ekonomi nasional mulai menunjukkan tanda-tanda perbaikan yang salah satunya tercermin dari membaiknya kontraksi ekonomi pada Q4/2020 seiring dengan berangsur normalnya kegiatan operasional bisnis sehari-hari paska diterapkannya relaksasi kebijakan pembatasan aktivitas sosial.

Pencapaian tersebut dapat dimaknai bahwa masyarakat dan para pelaku bisnis semakin adaptif dalam menghadapi fase *new normal*, serta keberhasilan pemerintah dalam menstimulus perekonomian melalui bauran kebijakan fiskal ekspansif dan moneter longgar yang telah dijalankan.

Dengan mempertimbangkan faktor-faktor tersebut, diharapkan *outlook* pemulihan ekonomi nasional pada tahun 2021 mendatang dapat mencatatkan akselerasi yang lebih baik seiring dengan meningkatnya aktivitas ekonomi global. Didorong oleh implementasi vaksinasi COVID-19 di banyak negara serta keberlanjutan stimulus kebijakan fiskal dan moneter, maka proyeksi pemulihan ekonomi negara-negara maju seperti Tiongkok dan Amerika Serikat (AS), serta sejumlah negara maju lainnya seperti Eropa dan Jepang, dan negara berkembang seperti India dan ASEAN diproyeksikan akan terus berlanjut pada tahun 2021 mendatang.

**Economic Prospect**

2020 has been a year full of adaptation and adjustment processes while facing difficult times due to the COVID-19 outbreak, which has not yet ended. As we all feel, the COVID-19 pandemic has caused a quite severe disruption not only to the performance of sectoral industries but also to many aspects of daily life.

Nonetheless, towards the end of 2020, the national economic recovery has begun to show signs of improvement, one of which has reflected through the improving economic contraction during Q4/2020 which aligned with the gradual normalization of daily business operations after enforced the relaxation policy of social activity restriction.

This realization can be interpreted that the community and businessmen have become more adaptive in dealing with the new normal phase, as well as the government's success in spurring the economy through a combination of expansionary fiscal policies and loose monetary policies that have been implemented.

Taking into account these factors, it is expected that the projection of national economic recovery in 2021 will be able to record a better acceleration in harmony with the increasing global economic activity. Driven by the implementation of COVID-19 vaccination in many countries as well as the continuation of fiscal and monetary policy stimulus, the projected economic recovery of developed countries such as China and the United States (US), as well as other developed countries such as Europe and Japan, and developing countries such as India and ASEAN are projected to continue in 2021.



Kegiatan vaksinasi COVID-19 yang serempak mulai dilakukan di berbagai negara pada kuartal pertama tahun 2021 juga diprediksi akan menjadi katalis pemulihan ekonomi dalam mendukung tercapainya *herd immunity* di setiap negara sehingga aktivitas operasi bisnis dapat kembali normal seperti sebelum masa pandemi.

Didukung oleh faktor-faktor eksternal pada skala global yang mulai membaik serta didorong dengan implementasi kebijakan fiskal dan APBN yang digunakan secara optimal guna mendorong momentum pemulihan berkelanjutan, maka pemerintah memproyeksikan pertumbuhan ekonomi tahun 2021 mendatang akan berada pada rentang 4,5%-5,3%. Pemerintah berkomitmen akan bekerja keras melanjutkan berbagai kebijakan yang dinilai efektif dalam menstimulus perekonomian di tahun mendatang. Program Pemulihan Ekonomi Nasional (PEN) yang dirancang secara khusus untuk merespons situasi sulit di masa pandemi juga akan dilanjutkan pada tahun 2021 guna mempercepat pemulihan ekonomi. Per 31 Desember 2020, realisasi anggaran PEN tercatat sebesar Rp579,78 triliun atau setara 83,4% target.

### Prospek Perdagangan Komoditas dan Distribusi

Perseroan meletakkan dasar optimisme yang sama dengan pandangan pemerintah dalam menyambut prospek usaha tahun 2021 yang akan datang. Perseroan menilai proyeksi kinerja sektor perdagangan masih cukup bagus mengingat aktivitas ekspor & impor sudah mulai dibuka di sejumlah negara.

Perseroan menilai peluang dan potensi pasar domestik masih cukup menjanjikan ditopang oleh kekayaan sumber daya alam Indonesia sebagai penyedia pasokan pangan, jumlah populasi yang besar sebagai konsumen potensial, serta pertumbuhan tingkat konsumsi per kapita yang terus meningkat tiap tahunnya.

Selain itu, Perseroan juga memiliki kompetensi unggul karena memiliki akses strategis ke jaringan pemasaran nasional didukung oleh eksistensi 32 Kantor Cabang yang tersebar di wilayah Indonesia.

Untuk perdagangan internasional, kegiatan bisnis ekspor-impor Perseroan diharapkan akan terus meningkat didukung oleh akses jaringan pemasaran global didukung oleh keberadaan *representative office* di luar negeri, dan jalur hijau Kepabeanan.

Dengan memperhatikan faktor-faktor di atas, Perseroan optimis dapat terus mempertahankan pertumbuhan positif yang berkelanjutan di tahun-tahun mendatang, serta berkomitmen penuh untuk terus menerapkan berbagai inisiatif strategis yang relevan dengan dinamika bisnis yang sedang terjadi khususnya dalam menghadapi masa-masa sulit akibat pandemi COVID-19.

The COVID-19 vaccination activities that began simultaneously conducted in various countries during the first quarter of 2021 are also prognosticated to be an economic recovery catalyst in reaching herd immunity in each country so that business operations can return to normal as before the pandemic.

Supported by external factors on a global scale that has been showing some improvements and helped by the optimal implementation of fiscal policies and the State Budget to promote a sustained recovery momentum, the government is expected that economic growth in 2021 will be rebound in the range of 4.5%-5.3%. The government is committed to striving hard to continue various policies that are considered effective in stimulating the economy in the coming year. The National Economic Recovery Program (PEN) that is specifically designed to respond to the difficult situation during the pandemic will also be continued in 2021 to accelerate economic recovery. As of December 31, 2020, the realization of the PEN budget was booked at Rp579.78 trillion or equal to 83.4% of the target.

### Prospects of Commodity Trading and Distribution

The Company puts the same optimism as the government's view in welcoming the upcoming business prospects in 2021. The Company assesses that the projected performance of the trade sector is still quite good, by studying those export & import activities have begun to open normally in several countries.

The Company considers that the opportunities and potential of the domestic market are still quite promising, supported by Indonesia's wealth of natural resources as a food supply provider, large population as potential consumers, as well as the growth in consumption level per capita which continues to increase every year.

In addition, the Company also has superior advantages since it has strategic access to the national marketing network supported by the existence of 32 Branch Offices spread across Indonesia.

On the international trade side, the Company's export-import business activities are expected will continue to grow which is helped by global marketing network access supported by the existence of representative offices abroad and Custom green lane.

By considering those factors, the Company is optimistic that it can continue to maintain sustainable positive growth in the years to come, as well as fully committed to continuing the implementation of various strategic initiatives that are relevant to the current business dynamics, especially in facing difficult times due to the COVID-19 pandemic.

## ASPEK PEMASARAN MARKETING ASPECT

Tahun 2020 menjadi tahun yang penuh perubahan dan tantangan seiring dengan terjadinya pandemi COVID-19. Menghadapi situasi yang penuh dengan ketidakpastian tersebut, Perseroan telah melakukan penyesuaian terhadap inisiatif strategis dan program kerja yang dijalankan di tahun ini agar tetap selaras dengan dinamika bisnis dan faktor-faktor eksternal yang terjadi di luar kendali.

### Strategi Pemasaran

Penerapan kebijakan Pembatasan Sosial Berskala Besar (PSBB) di sejumlah wilayah di Indonesia sedikit banyak berpengaruh terhadap kinerja pemasaran dan penjualan. Untuk itu, sepanjang tahun 2020, Perseroan menerapkan strategi pemasaran yang telah mempertimbangkan kondisi pandemi COVID-19, antara lain:

- Peningkatan penjualan brand dharma melalui e-katalog;
- Peluncuran produk herbisida baru;
- Peningkatan kelas SPBU menjadi “Pasti Pas”;
- Akuisisi dan ekspansi ke pasar pelanggan lama; dan
- Mengisi spot worker di cabang-cabang.

The 2020 year was marked as a year full of changes and challenges along with the COVID-19 pandemic. Dealing with this kind of situation that is full of uncertainty has finally forced the Company to make adjustments to the strategic initiatives and work programs run for the year to always be in line with business dynamics and external factors that occur beyond our control.

### Marketing Strategy

The implementation of a Large-Scale Social Restrictions (PSBB) policy in a number of regions in Indonesia has possessed an impact on marketing and sales performance. Therefore, throughout 2020, the Company implemented a marketing strategy that took into account the COVID-19 pandemic conditions, including:

- Increased sales of dharma brand through e-catalog;
- Launched of new herbicide products;
- Gas station class upgraded to “Pasti Pas”;
- Acquisition and expansion into existing customer markets; and
- Filled out worker spots in branches.

## KEBIJAKAN DIVIDEN DIVIDEND POLICY

### Kebijakan Pembagian Dividen

Kebijakan dividen Perseroan sudah sesuai dengan ketentuan perundang-undangan yang berlaku terutama UU No. 40 Tahun 2007 tentang Perseroan Terbatas dimana perusahaan wajib menyetorkan jumlah tertentu dari laba bersih setiap tahun buku agar cadangan tersebut mencapai paling sedikit 20% dari jumlah modal yang ditempatkan dan disetor.

Pada penerapannya, pembagian dividen ditentukan berdasarkan keputusan Rapat Umum Pemegang Saham (RUPS) dengan nominal yang dibayarkan senantiasa mempertimbangkan beberapa hal, antara lain namun tidak terbatas pada tingkat kesehatan perusahaan, tingkat kecukupan modal, kebutuhan dana untuk kegiatan operasional, modal kerja, dan pengembangan usaha, tanpa mengurangi hak RUPS untuk memutuskan lain.

### Pembagian Dividen Dalam 5 (lima) Tahun Terakhir

Sejak tahun 2016 hingga tahun 2020, Perseroan tidak melakukan pembagian dividen kepada pemegang saham.

### Dividend Distribution Policy

The Company's dividend policy is in accordance with the prevailing laws and regulations, especially Law No. 40 of 2007 concerning Limited Liability Company where the company is required to set aside a certain amount of net income in each financial year so that the reserves reach at least 20% of the total issued and paid-up capital.

In practice, the dividend distribution shall be determined based on the General Meeting of Shareholders (GMS) resolution with the amount paid that takes into account several things, including but not limited to the company's soundness level, capital adequacy level, funding needs for operational activities, working capital and business development, without prejudice to the rights of the GMS to decide otherwise.

### Dividend Distribution within the Last 5 (five) Years

From 2016 to 2020, the Company did not distribute dividends to shareholders.

## PROGRAM KEPEMILIKAN SAHAM KARYAWAN ATAU MANAJEMEN (ESOP/MSOP)

### PROGRAM OF EMPLOYEE OR MANAGEMENT STOCK OPTION PLAN (ESOP/MSOP)

Hingga akhir 2020, Perseroan tidak memiliki program kepemilikan saham, baik bagi karyawan maupun manajemen. Oleh karena itu, tidak terdapat informasi mengenai jumlah saham ESOP/MSOP dan realisasinya, jangka waktu, persyaratan karyawan dan/atau manajemen yang berhak, serta harga *exercise* di dalam Laporan Tahunan 2020.

Until the end of 2020, the Company does not have a share ownership program, either for employees or management. Therefore, there is no information presented regarding the number of ESOP/MSOP shares and its realization, time period, requirements for eligible employees and/or management, as well as exercise price in the 2020 Annual Report.

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

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

Program Restrukturisasi Utang Tahun 2020 merupakan kelanjutan program restrukturisasi utang tahun-tahun sebelumnya yang telah mendapat persetujuan RUPS. Per 31 Desember 2020, perkembangan program restrukturisasi utang Perseroan adalah sebagai berikut:

#### 1) Restrukturisasi Utang Eks BPPN

Sesuai rapat pembahasan tanggal 5 September 2019 di Kementerian BUMN yang dihadiri oleh pihak kreditor, telah disepakati bahwa penyelesaian utang Eks BPPN akan dilakukan dalam 3 (tiga) tahap, yaitu:

- Pembayaran dengan pencairan deposito jaminan telah selesai dilaksanakan pada 11 Oktober 2019 dengan jumlah sebesar Rp77.346.808.914;
- *Asset settlement* sampai dengan bulan Januari 2020, proses debt to asset swap telah dilaksanakan dari penentuan 17 titik aset yang akan dijadikan *asset settlement*, persetujuan Direksi dan Pakta Integritas, rekomendasi dari Dewan Komisaris serta pengajuan surat permohonan persetujuan *debt to aset swap* kepada Kementerian BUMN; dan
- PMN Non-Tunai Tahun Anggaran 2021 dengan nilai sebesar jumlah sisa kewajiban Pokok.

Melalui Surat Direksi PPI No.291/DU/Eks/PPI/XI/2020 Tanggal 16 November 2020, Perseroan telah membuat permohonan persetujuan Pemegang Saham terhadap konversi hutang ex BPPN menjadi tambahan PMN Non-Tunai dan telah disetujui Menteri BUMN sebagaimana termaktub dalam Surat No. S-1141/MBU/12/2020 Tanggal 11 Desember 2020

The Debt Restructuring Program in 2020 is a continuation of the debt restructuring program in the previous year which has been approved by the GMS. As of December 31, 2020, the progress of the Company's debt restructuring program are as follows:

#### 1) Ex. BPPN's Debt Restructuring

In accordance with the discussion held on September 5, 2019, at the Ministry of SOEs which was attended by creditors, it was agreed that the Ex-BPPN's debt settlement would be carried out in 3 (three) stages, namely:

- Payment by disbursed the guarantee deposits has been completed on October 11, 2019 with a total amount of Rp77,346,808,914;
- Asset settlement until January 2020, the debt-to-asset swap process has been performed from the determination of 17 asset points that will be used as asset settlements, the Board of Directors' approval and the Integrity Pact, recommendation given by the Board of Commissioners, as well as submission a request for approval letter of debt-to-asset swap to the Ministry of SOEs;
- Non-Cash PMN for Fiscal Year 2021 with a value equal to the remaining amount of the Principal.

Through the PPI Board of Directors' Letter No.291/DU/Ex/PPI/XI/2020 dated November 16, 2020, the Company has submitted a request for shareholders' approval letter regarding the conversion of ex-BPPN debt into additional Non-Cash PMN and has been approved by the Minister of SOEs as stated in Letter No. S-1141/MBU/12/2020 December

dan selanjutnya agar diproses lebih lanjut ke Kementerian Keuangan melalui APBN Perubahan Tahun Anggaran 2021. Adapun usulan konversi adalah sebagai berikut:

- Pokok Piutang Negara (Eks BPPN) sebesar Rp587.388.932.525,27 dikonversikan menjadi Penyertaan Modal Negara;
- Penghapusan atas Utang Non-Pokok (bunga dan denda) sebesar Rp22.271.894.583,15.
- Implikasi pajak penghasilan (PPh Badan) yang terjadi diajukan untuk dapat ditanggung oleh Pemerintah (DTP).

11, 2020, afterward, it can be further processed to the Ministry of Finance through the Revised State Budget for the 2021 Fiscal Year. The conversion proposals are as follows:

- Principal State Receivables (Ex BPPN) amounting to Rp587,388,932,525.27 were converted into State Equity Participation;
- Write-off of Non-Principal Debt (interest and penalty) amounting to Rp22,271,894,583.15.
- The implication of income tax (Corporate Income Tax) that occurs is submitted to be borne by the Government (DTP).

**Posisi Utang Eks BPPN/DJKN PT PPI (Persero) Per 31 Desember 2020**  
**Debt Position of Ex BPPN/DJKN PT PPI (Persero) As of December 31, 2020**

(Dalam Jutaan Rupiah/In Million Rupiah)

No.	Uraian   Description	Saldo   Balance		
		Pokok   Principle	Non-Pokok Non- Principle	Jumlah   Total
1	Trance A	45.000.000.000		45.000.000.000
2	Trance B	22.000.000.000	4.981.928.648	26.981.928.648
3	Trance C	520.388.932.525	94.636.774.849	615.025.707.374
4	Pembayaran tahap I (Deposito) Phase I Payment (Time Deposit)		(77.346.808.913)	(77.346.808.913)
		<b>587.388.932.525</b>	<b>22.271.894.584</b>	<b>609.660.827.109</b>

## 2) Restrukturisasi Utang Rekening Dana Investasi (RDI)

Berdasarkan Surat Persetujuan Menteri BUMN RI dengan Surat Nomor S-215/MBU/2017 tanggal 24 Maret 2017 dan Surat Menteri Keuangan RI dengan Surat Nomor 699/MK.05/2017 tanggal 31 Agustus 2017, pada tanggal 10 November 2017 telah ditandatangani perjanjian perubahan (amandemen) perjanjian pinjaman nomor AMA-186/RDI-006/DSMI/2017, AMA-187/RDI-299/DSMI/2017 dan AMA-188/RDI-371/DSMI/2017 dengan skema restrukturisasi berupa penjadwalan kembali dengan pembayaran cicilan selama 20 tahun dan tingkat bunga 0%.

Berdasarkan amandemen perjanjian diatas, sampai dengan 31 Desember 2020, Perseroan telah melakukan komitmen pembayaran sebanyak 6 (tujuh) kali cicilan sejumlah Rp14.406.628.900.

Setelah dilakukannya eksekusi pembayara angsuran utang RDI, maka posisi sisa utang RDI per 31 Desember 2020 adalah sebagai berikut:

## 2) Restructuring of Investment Fund Account Debt Ex. BPPN

Based on the Letter of Approval from the Minister of SOEs of the Republic of Indonesia with Letter Number S-215/MBU/2017 dated March 24, 2017, and Letter of the Minister of Finance of the Republic of Indonesia with Letter Number 699/MK.05/2017 dated August 31, 2017, on November 10, 2017, the loan agreement amendment number AMA-186/RDI-006/DSMI/2017, AMA-187/RDI-299/DSMI/2017 and AMA-188/RDI-371/DSMI/2017 with a restructuring scheme in the form of rescheduling installment payments for 20 years and 0% interest rate.

According to the amendments agreement aforementioned above, until December 31, 2020, the Company has made a payment commitment of 6 (seven) installments amounting to Rp14,406,628,900.

After the execution of RDI's debt installment payments, the details of RDI's debt position as of December 31, 2020 are as follows:

**Posisi Utang RDI PT PPI (Persero) Per 31 Desember 2020**  
**RDI's Debt Position of PT PPI (Persero) As of December 31, 2020**

(Dalam Jutaan Rupiah/In Million Rupiah)

Nomor Surat Persetujuan Menteri Keuangan   Number of Approval Letter of the Minister of Finance	Nomor RDI/SLA	31 Desember   December 31, 2019			Posisi 31 Desember   December 31, 2020		
S-699/MK.05/2017 tanggal 31 Agustus 2017 August 31, 2017	AMA-186/RDI-006/ DSMI/2017	6.404	10.600	17.004	6.271	10.381	16.653
	AMA-187/RDI-299/ DSMI/2017	24.766	41.470	66.236	24.255	40.615	64.870
	AMA-188/RDI-371/ DSMI/2017	108.778	87.472	196.249	106.535	85.668	192.203
<b>Total</b>		<b>139.947</b>	<b>139.542</b>	<b>279.489</b>	<b>137.061</b>	<b>136.665</b>	<b>273.726</b>

### 3) Restrukturisasi Utang Bappenas

Utang Bappenas berasal dari pemanfaatan sebagian dana *Non-Project Type Grand Assistance* (NPTGA) 2001 sebesar JPY3.000.000.000 (tiga miliar Yen Jepang) dari Pemerintah Jepang kepada Pemerintah Indonesia yang berdasarkan perjanjian kerja sama antara Pemerintah Indonesia untuk mengimpor kedelai yang disalurkan oleh pihak yang ditunjuk oleh Pemerintah Indonesia sebagai penyalur.

Dalam perjanjian kerja sama antara Pemerintah Indonesia yang dalam hal ini adalah Badan Perencanaan dan Pembangunan Nasional (Bappenas) dengan Perseroan, pada bulan September 2003, dana hibah tersebut menjadi utang Perseroan yang harus dilunasi kepada pihak Bappenas dengan nominal pada saat jatuh temponya adalah sebesar Rp32.687.544.117 dimana nilai tunai utang tersebut pada tanggal 14 Mei 2003 adalah sebesar Rp28.429.724.127.

Hingga tanggal 31 Desember 2004, Perseroan telah mengangsur ke Bappenas sebesar Rp9.000.000.000 dan terhitung sejak tahun 2005, Perseroan tidak melakukan angsuran lagi. Sisa utang per 31 Desember 2020 pasca rekonsiliasi dengan pihak kreditur, tercatat sebesar Rp23.687.544.118.

### 3) Bappenas' Debt Restructuring

Bappenas' debt is derived from the utilization of part of the *Non-Project Type Grand Assistance* (NPTGA) 2001 fund of JPY3,000,000,000 (three billion Japanese Yen) from the Government of Japan to the Government of Indonesia based on a cooperation agreement between the Government of Indonesia to import soybeans distributed by the appointed by the Government of Indonesia as a distributor

In the cooperation agreement between the Government of Indonesia which in this case is the National Planning and Development Agency (Bappenas) and the Company, in September 2003, the grant becomes the Company's debt that had to be paid to Bappenas with a nominal amount at maturity of Rp32,687,544,117 where the cash value of such debt as of May 14, 2003 amounted to Rp28,429,724,127.

As of December 31, 2004, the Company has paid installments to Bappenas amounting to Rp9,000,000,000 and since 2005, the Company has not made any further installments. The remaining debt as of December 31, 2020 after reconciliation with creditors, was recorded at Rp23,687,544,118.

## REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM REALIZATION OF THE USE OF PUBLIC OFFERING PROCEEDS

Sebagai BUMN berstatus perusahaan tertutup yang tidak pernah memperdagangkan saham maupun efek-efek lainnya, Perseroan tidak memiliki informasi mengenai realisasi penggunaan dana hasil penawaran umum sampai dengan akhir 2020.

As a SOE company with the status of a closed company that has never traded shares or other securities, the Company does not have information regarding the realization of the use of public offering proceeds until the end of 2020.

## TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN DAN/ATAU PIHAK AFILIASI

### INFORMATION DESCRIPTION OF MATERIAL TRANSACTIONS CONTAINING CONFLICTS OF INTEREST AND/OR TRANSACTIONS WITH AFFILIATED PARTIES

Sepanjang tahun 2020, Perseroan melakukan transaksi dengan pihak-pihak berelasi sebagaimana telah diklasifikasikan di dalam PSAK No. 7: “Pengungkapan Pihak-pihak Berelasi”, antara lain sebagai berikut:

- 1) Seseorang atau anggota terdekat dari pihak keluarga dianggap berelasi terhadap entitas laporan keuangan jika orang tersebut:
  - Memiliki kendali atau kendali sebagian terhadap entitas laporan;
  - Memiliki pengaruh signifikan terhadap entitas laporan; dan
  - Seorang anggota dari manajemen kunci entitas laporan atau laporan induk Perseroan.
  
- 2) Sebuah entitas berelasi terhadap entitas laporan jika terdapat kondisi sebagai berikut:  
Entitas dan entitas pelapor adalah anggota dari Entitas yang sama (artinya entitas induk, entitas anak, berikutnya terkait dengan entitas lain).
  - Satu Entitas adalah entitas asosiasi atau ventura ebagia dari entitas lain (atau entitas asosiasi atau ventura ebagia yang merupakan anggota suatu Entitas, yang mana Entitas lain tersebut adalah anggotanya);
  - Kedua entitas adalah ventura sebagian dari pihak ketiga yang sama;
  - Suatu entitas adalah ventura sebagian dari pihak ketiga adalah sebuah entitas lain adalah perseroan dari pihak ketiga;
  - Entitas tersebut adalah suatu program imbalan pasca kerja untuk imbalan kerja dari salah satu Entitas pelapor atau Entitas lain yang terkait dengan entitas pelapor. Jika Entitas pelapor adalah Entitas yang menyelenggarakan program tersebut, maka entitas sponsor juga berelasi dengan Entitas pelapor;
  - Entitas yang dikendalikan atau dikendalikan ebagia oleh orang yang diidentifikasi dalam huruf a;
  - Orang yang diidentifikasi dalam huruf a (i) memiliki pengaruh signifikan atas Entitas atau personil Perseroan kunci Entitas (atau Entitas induk dari Entitas).

Throughout 2020, the Company conducted transactions with related parties as classified in PSAK No. 7: “Related Party Disclosures”, among others as follows:

- 1) A person or a close member of that person’s family is related to a reporting entity if that person:
  - Has control or joint control over the reporting entity.
  - Has significant influence over the reporting entity.
  - Is a member of the key management personnel of the reporting entity or of a parent of reporting entity.
  
- 2) An entity is related to reporting entity if any of the following conditions applies:  
The entity and the reporting entity are members of the same entity (meaning that the parent entity, subsidiary, and subsequent related to another entity).
  - One entity is an associate or joint venture of another entity (or an associate or joint venture of a member of an entity, of which the other Entity is a member);
  - The two entities are joint ventures of the same third party;
  - An entity is a joint venture of a third party is another entity is a company of a third party;
  - The entity is a post-employment benefit plan for the benefit of employees of either the reporting entity or another entity related to the reporting entity. If the reporting entity is such a plan, the sponsoring company is also related to the reporting Entity;
  - The entity that is controlled or jointly controlled by the person identified in letter a;
  - The person identified in letter a (i) has significant influence over the Entity or personnel of the key Company of the Entity (or the parent entity of the Entity).

## NAMA PIHAK BERELASI YANG MELAKUKAN TRANSAKSI, SIFAT HUBUNGAN BERELASI DAN TUJUAN TRANSAKSI NAME OF RELATED PARTY CONDUCTING THE TRANSACTION, NATURE OF THE RELATIONSHIP AND PURPOSE OF THE TRANSACTION

Berikut ini adalah tabel yang menginformasikan nama pihak yang melakukan transaksi, sifat hubungan dan sifat transaksi yang dilakukan:

The following is a table that provides the names of parties conducting the transactions, nature of the relationship, and nature of the transactions conducted, namely:

<b>Nama Pihak Berelasi Name of Related Party</b>	<b>Sifat Hubungan Relasi Nature of Relation</b>	<b>Jenis Transaksi Type of Transaction</b>
Pemerintah Republik Indonesia - Direktorat Sistem Manajemen Investasi Dirjen Perbendaharaan Kementerian Keuangan Republik Indonesia Indonesian Government – Directorate of Investment Management System, Directorate General of Treasury, Ministry of Finance of the Republic of Indonesia	Pemegang Saham Shareholder	Liabilitas Dana Pinjaman Rekening Dana Investasi (RDI) Investment Fund Account (RDI) Loan Liabilities
Pemerintah Republik Indonesia - Direktorat Jenderal Kekayaan Negara (DJKN) Kementerian Keuangan Republik Indonesia (eks. Badan Penyehatan Perbankan Nasional/ BPPN) Indonesian Government – Directorate General of State Assets (DJKN), Ministry of Finance of the Republic of Indonesia (ex- National Bank Restructuring Agency/BPPN)	Pemegang Saham Shareholder	Liabilitas Liabilities
PT Bank Mandiri (Persero), Tbk.	Kepemilikan Sama Terikat Common Ownership	Penempatan rekening bank dan setara kas, Transaksi penjualan perdagangan dan jasa Placement with bank account and cash equivalents, Goods and services sales transaction
PT Bank Negara Indonesia (Persero), Tbk.	Kepemilikan Sama Terikat Common Ownership	Penempatan rekening bank dan setara kas Placement with bank account and cash equivalents
PT Bank Rakyat Indonesia (Persero), Tbk.	Kepemilikan Sama Terikat Common Ownership	Penempatan rekening bank dan setara kas Placement with bank account and cash equivalents
PT Bank Tabungan Negara (Persero), Tbk.	Kepemilikan Sama Terikat Common Ownership	Penempatan rekening bank dan setara kas Placement with bank account and cash equivalents
PT Bank BCA, Tbk.	Kepemilikan Sama Terikat Common Ownership	Penempatan rekening bank dan setara kas Placement with bank account and cash equivalents
PT Bank Lampung	Kepemilikan Sama Terikat Common Ownership	Penempatan rekening bank dan setara kas Placement with bank account and cash equivalents
PT Bank Sulselbar	Kepemilikan Sama Terikat Common Ownership	Penempatan rekening bank dan setara kas Placement with bank account and cash equivalents
PT Bank NTT	Kepemilikan Sama Terikat Common Ownership	Penempatan rekening bank dan setara kas Placement with bank account and cash equivalents
PT Bank Jatim	Kepemilikan Sama Terikat Common Ownership	Penempatan rekening bank dan setara kas Placement with bank account and cash equivalents
Directorate General of Oil and Gas	Kepemilikan Sama Terikat Common Ownership	Transaksi penjualan perdagangan dan jasa Goods and services sales transaction
Regional General Hospital (RSUD)	Kepemilikan Sama Terikat Common Ownership	Transaksi penjualan perdagangan dan jasa Goods and services sales transaction
PT Pertamina (Persero)	Kepemilikan Sama Terikat Common Ownership	Transaksi pembelian Purchase transaction

Nama Pihak Berelasi Name of Related Party	Sifat Hubungan Relasi Nature of Relation	Jenis Transaksi Type of Transaction
Bhayangkara Hospital	Kepemilikan Sama Terikat Common Ownership	Transaksi penjualan perdagangan dan jasa Goods and services sales transaction
Perum Bulog	Kepemilikan Sama Terikat Common Ownership	Transaksi penjualan perdagangan dan jasa, Transaksi pembelian   Goods and services sales transaction, Purchase transaction
PT Rajawali Nusindo	Kepemilikan Sama Terikat Common Ownership	Transaksi penjualan perdagangan dan jasa, Transaksi pembelian   Goods and services sales transaction, Purchase transaction
PT Asuransi Jasa Indonesia (Persero)	Kepemilikan Sama Terikat Common Ownership	Penyedia Jasa Asuransi Perseroan Insurance Service Provider
PT Asuransi Jiwasraya (Persero)	Kepemilikan Sama Terikat Common Ownership	Penyedia Jasa Asuransi Purna Bhakti Direksi dan Dewan Komisaris Insurance Service Provider for Retired Directors and Commissioners
BPJS of Employment	Kepemilikan Sama Terikat Common Ownership	Penyelenggara Jaminan Sosial Tenaga Kerja Workers' Social Security Provider
Tiga Niaga Employee Cooperative	Kepemilikan Sama Terikat Common Ownership	Pengadaan Kebutuhan Rumah Tangga Perseroan Household Goods Procurement
PT Waskita Karya	Kepemilikan Sama Terikat Common Ownership	Transaksi penjualan perdagangan dan jasa Goods and services sales transaction
Bumdes	Kepemilikan Sama Terikat Common Ownership	Transaksi penjualan perdagangan dan jasa Goods and services sales transaction
Department of Agriculture	Kepemilikan Sama Terikat Common Ownership	Transaksi penjualan perdagangan dan jasa Goods and services sales transaction
PT Pertani (Persero)	Kepemilikan Sama Terikat Common Ownership	Transaksi penjualan perdagangan dan jasa, Transaksi pembelian Goods and services sales transaction, Purchase transaction
Public health Office	Kepemilikan Sama Terikat Common Ownership	Transaksi penjualan perdagangan dan jasa Goods and services sales transaction
Regional Puskesmas	Kepemilikan Sama Terikat Common Ownership	Transaksi penjualan perdagangan dan jasa Goods and services sales transaction
PT Kimia Farma	Kepemilikan Sama Terikat Common Ownership	Transaksi penjualan perdagangan dan jasa, Transaksi pembelian   Goods and services sales transaction, Purchase transaction
Gorontalo Food Service	Kepemilikan Sama Terikat Common Ownership	Transaksi penjualan perdagangan dan jasa Goods and services sales transaction
Malang City Social Agency	Kepemilikan Sama Terikat Common Ownership	Transaksi penjualan perdagangan dan jasa Goods and services sales transaction
PT Sarinah	Kepemilikan Sama Terikat Common Ownership	Transaksi penjualan perdagangan dan jasa Goods and services sales transaction
PT Petrokimia Gresik	Kepemilikan Sama Terikat Common Ownership	Transaksi pembelian Purchase transaction
PT Pupuk Kaltim	Kepemilikan Sama Terikat Common Ownership	Transaksi pembelian Purchase transaction
PT Pupuk Kujang	Kepemilikan Sama Terikat Common Ownership	Transaksi pembelian Purchase transaction
PT Pupuk Iskandar Muda	Kepemilikan Sama Terikat Common Ownership	Transaksi pembelian Purchase transaction
PT Pupuk Sriwidjaja Palembang	Kepemilikan Sama Terikat Common Ownership	Transaksi pembelian Purchase transaction
PT Petrosida Gresik	Kepemilikan Sama Terikat Common Ownership	Transaksi pembelian Purchase transaction
PT Pupuk Indonesia Food	Kepemilikan Sama Terikat Common Ownership	Transaksi pembelian Purchase transaction
PT Mega Eltra	Kepemilikan Sama Terikat Common Ownership	Transaksi pembelian Purchase transaction



Nama Pihak Berelasi Name of Related Party	Sifat Hubungan Relasi Nature of Relation	Jenis Transaksi Type of Transaction
PT Meroke Tetap Jaya	Kepemilikan Sama Terikat Common Ownership	Transaksi pembelian Purchase transaction
PT Garam	Kepemilikan Sama Terikat Common Ownership	Transaksi pembelian Purchase transaction
Perkebunan Nusantara XIV	Kepemilikan Sama Terikat Common Ownership	Transaksi pembelian Purchase transaction
PT Biofarma (Persero)	Kepemilikan Sama Terikat Common Ownership	Transaksi pembelian Purchase transaction
PT Indofarma Global Medica	Kepemilikan Sama Terikat Common Ownership	Transaksi pembelian Purchase transaction
PT Semen Padang	Kepemilikan Sama Terikat Common Ownership	Transaksi pembelian Purchase transaction
PT Semen Tonasa	Kepemilikan Sama Terikat Common Ownership	Transaksi pembelian Purchase transaction
PT Krakatau Steel	Kepemilikan Sama Terikat Common Ownership	Transaksi pembelian Purchase transaction
PT Semen Baturaja	Kepemilikan Sama Terikat Common Ownership	Transaksi pembelian Purchase transaction
PT Sucofindo	Kepemilikan Sama Terikat Common Ownership	Transaksi pembelian Purchase transaction
PT State Electricity Company	Kepemilikan Sama Terikat Common Ownership	Transaksi pembelian Purchase transaction
PT Telekomunikasi Indonesia	Kepemilikan Sama Terikat Common Ownership	Transaksi pembelian Purchase transaction
PT BNI Life	Kepemilikan Sama Terikat Common Ownership	Transaksi pembelian Purchase transaction
PT Berdikari Insurance	Kepemilikan Sama Terikat Common Ownership	Transaksi pembelian Purchase transaction
PT Tri Sari Veem	Kepemilikan Sama Terikat Common Ownership	Transaksi pembelian Purchase transaction

### Kewajaran Transaksi

Transaksi dengan pihak-pihak berelasi dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, dimana persyaratan tersebut mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang tidak berelasi. Perseroan menganggap bahwa seluruh transaksi yang dilakukan tersebut masih dalam batas wajar sesuai dengan PSAK Nomor 7 (Revisi 2010) tentang Pengungkapan Pihak-pihak Berelasi.

### Alasan Dilakukannya Transaksi

Seperti sudah disajikan pada tabel di atas, tujuan dilakukannya transaksi antara Perseroan dengan pihak-pihak berelasi yakni karena sejalan dengan kebutuhan pengembangan operasional dan bisnis Perseroan, serta prinsip saling membutuhkan antara Perseroan dan pihak-pihak berelasi.

### Fairness of Transaction

Transactions with related parties are carried out based on terms agreed by both parties, where the terms may not be the same as other transactions made with unrelated parties. The Company considers that all transactions conducted are still within reasonable limits in accordance with PSAK Number 7 (Revised 2010) concerning Related Party Disclosures.

### Reason for Transaction

As presented in the table above, the purpose of conducting transactions between the Company and related parties is because it is in line with the needs of the Company's operations and business development, as well as the principle of mutual need between the Company and related parties.

## Realisasi Saldo dan Transaksi Transaksi Pihak Berelasi

## Realization of Balances and Related Party Transactions

Saldo Pihak Berelasi dalam Aset Related Parties Balance in Assets	2020 (Rp-juta) (Rp-million)	2019 (Rp-juta) (Rp-million)	Persentase dari Jumlah Aset Percentage from the Total Assets		Kenaikan (Penurunan) Increase (Decrease)	
			2020	2019	Nominal (Rp-juta) Amount (Rp-million)	Persentase Percentage
Kas dan Setara Kas Cash and Cash Equivalents	121.919	31.314	3,79%	0,99%	90.605	289,34%
Deposito Dijaminkan Guaranteed Deposit	1.400	17.567	0,04%	0,56%	-16.167	-92,03%
Piutang Usaha Trade Receivables	100.476	100.894	3,12%	3,20%	-418	-0,41%
Investasi nilai wajar melalui penghasilan komprehensif lain Investments at FVOCI	10.624	10.452	0,33%	0,33%	172	1,65%
Aset keuangan tidak lancar lainnya Other non-current financial asset	287	9.430	0,01%	0,30%	-9.143	-96,96%
<b>Total Aset dari Pihak- pihak Berelasi Total Assets from Related Parties</b>	<b>234.706</b>	<b>169.658</b>	<b>7,29%</b>	<b>5,37%</b>	<b>65.049</b>	<b>38,34%</b>
<b>Total Aset Total Assets</b>	<b>3.220.758</b>	<b>3.157.174</b>			<b>63.584</b>	<b>2,01%</b>

Saldo aset Perseroan dari pihak berelasi pada tahun 2020 mengalami peningkatan sebesar Rp65,05 miliar atau setara kenaikan 38,34%. Hal tersebut dikontribusikan dari lonjakan transaksi Kas dan Setara Kas sebesar Rp90,61 miliar atau meningkat 289,34% sehingga tercatat sebesar Rp121,92 miliar dari tahun sebelumnya senilai Rp31,31 miliar.

The Company's asset balance from related parties in 2020 increased by Rp65.05 billion or equivalent to an increase of 38.34%. This was contributed by a surge in Cash and Cash Equivalent transactions amounting to Rp90.61 billion, increased by 289.34%, so that, it was recorded at Rp121.92 billion from the previous year's Rp31.31 billion.

Komposisi saldo Kas dan Setara Kas dari pihak berelasi juga mengalami peningkatan dari 0,99% pada 2019 menjadi 3,79% pada tahun 2020. Sedangkan, komposisi aset lainnya menunjukkan penurunan transaksi sebagaimana dapat dilihat pada deskripsi tabel di atas.

Composition of Cash and Cash Equivalents balance from related parties also increased from 0.99% in 2019 to 3.79% in 2020. Meanwhile, composition of other assets showed a decrease in transactions as can be seen in the table above.

Secara keseluruhan kontribusi total aset dari pihak-pihak berelasi terhadap total aset Perseroan per 31 Desember 2020 menunjukkan peningkatan dari sebelumnya menyumbang porsi kontribusi sebesar 5,37% menjadi 7,29% di tahun 2020.

Overall, contribution of total assets from related parties to the Company's total assets as of December 31, 2020 showed an increase from the previous contribution portion of 5.37% to 7.29% in 2020.

Saldo Pihak Berelasi dalam Aset Related Parties Balance in Assets	2020 (Rp-juta) (Rp-million)	2019 (Rp-juta) (Rp-million)	Persentase dari Jumlah Aset Percentage from the Total Assets		Kenaikan (Penurunan) Increase (Decrease)	
			2020	2019	Nominal (Rp-juta) Amount (Rp-million)	Persentase Percentage
Utang Usaha   Trade Payables	39.353	26.662	3,37%	2,39%	12.691	47,60%
Pinjaman Bank   Bank loan	-	17.462	-	1,56%	-	-
Bagian liabilitas yang akan jatuh tempo dalam satu tahun Current portion of long term liabilities	5.763	5.763	0,49%	0,52%	0	0
Liabilitas jangka panjang Long-term liabilities	901.312	907.052	77,23%	81,14%	-5.740	-0,63%

Saldo Pihak Berelasi dalam Aset Related Parties Balance in Assets	2020 (Rp-juta) (Rp-million)	2019 (Rp-juta) (Rp-million)	Persentase dari Jumlah Aset Percentage from the Total Assets		Kenaikan (Penurunan) Increase (Decrease)	
			2020	2019	Nominal (Rp-juta) Amount (Rp-million)	Persentase Percentage
<b>Total Liabilitas dari Pihak-pihak Berelasi   Total Liabilities from Related Parties</b>	<b>946.428</b>	<b>956.939</b>	<b>81,09%</b>	<b>85,61%</b>	<b>-10.511</b>	<b>-1,10%</b>
<b>Total Liabilitas Total Liabilities</b>	<b>1.167.089</b>	<b>1.117.842</b>			<b>49.247</b>	<b>4,41%</b>

Saldo liabilitas Perseroan dari pihak berelasi pada tahun 2020 mencatatkan penurunan Rp10,51 miliar atau 1,10% yang bersumber dari penurunan liabilitas jangka panjang sebesar Rp5,74 miliar atau 0,63%, yakni dari sejumlah Rp907,05 miliar pada 2019 menjadi Rp901,31 miliar di tahun ini. Di sisi lain, Perseroan mencatatkan nihil pada saldo Pinjaman Bank dari pihak berelasi di tahun ini, dari sebesar Rp17,46 miliar pada 2019.

Komposisi saldo utang usaha dari pihak berelasi terhadap jumlah liabilitas meningkat dari 2,39% pada tahun 2019 menjadi 3,37% di tahun 2020. Sementara itu, terdapat penurunan komposisi pada bagian liabilitas yang akan jatuh tempo dalam satu tahun dan liabilitas jangka panjang masing-masing menjadi sebesar 0,49% dan 77,23% dari sebelumnya masing-masing tercatat 0,52% dan 81,14%.

The Company's liabilities balance from related parties in 2020 recorded a decrease of Rp10.51 billion or 1.10% which came from a decrease in long-term liabilities of Rp5.74 billion or 0.63%, from Rp907.05 billion in 2019 to Rp901, 31 billion this year. On the other hand, the Company recorded nil in the balance of Bank Loans from related parties this year from previously of Rp17.46 billion in 2019.

Composition of trade payables balance from related parties to total liabilities increased from 2.39% in 2019 to 3.37% in 2020. Meanwhile, there was a decrease in the composition of liabilities that will mature within one year and long-term liabilities to 0.49% and 77.23% from the previous 0.52% and 81.14%, respectively.

Saldo Pihak Berelasi dalam Aset Related Parties Balance in Assets	2020 (Rp-juta) (Rp-million)	2019 (Rp-juta) (Rp-million)	Persentase dari Jumlah Aset Percentage from the Total Assets		Kenaikan (Penurunan) Increase (Decrease)	
			2020	2019	Nominal (Rp-juta) Amount (Rp-million)	Persentase Percentage
Penjualan Pihak Berelasi Related Parties Sales	34.391	23.533	1,20%	1,15%	10.858	46,14%
<b>Total Penjualan Total Revenues</b>	<b>2.865.138</b>	<b>2.047.951</b>			<b>817.187</b>	<b>39,90%</b>

Transaksi penjualan dengan pihak berelasi pada tahun 2020 mengalami peningkatan sebesar Rp10,86 miliar atau 46,14%. Komposisi transaksi pendapatan dengan pihak berelasi dari jumlah pendapatan usaha juga meningkat dari 1,15% pada 2019 menjadi 1,20% di tahun 2020.

Sales transactions with related parties in 2020 rose by Rp10.86 billion or 46.14%. Composition of revenue transactions with related parties from total revenue also increased from 1.15% in 2019 to 1.20% in 2020.

### Kebijakan Perusahaan Terkait dengan Mekanisme Review atas Transaksi

Mekanisme *review* Perseroan terhadap transaksi dengan pihak-pihak berelasi dilakukan melalui proses audit eksternal yang telah dilakukan oleh akuntan publik dan dipublikasikan, dimana mekanisme ini tertuang dalam PSAK 7 tentang "Pengungkapan Pihak-Pihak Berelasi"

### Company Policy Related to Transaction Review Mechanism

The Company's review mechanism for transactions with related parties is carried out through an external audit process that has been conducted by public accountants and is published, whereas this mechanism already contained in PSAK 7 concerning "Related Party Disclosures"

### Pemenuhan Peraturan dan Ketentuan Terkait

Perseroan senantiasa mematuhi Standar Akuntansi Keuangan (SAK) di Indonesia dilakukan melalui upaya pengungkapan PSAK 7 tentang "Pengungkapan Pihak-Pihak Berelasi" dalam laporan keuangan Perusahaan tahun 2020 yang telah diaudit oleh KAP Hendrawinata Hanny Erwin & Sumargo ("Kreston HHES").

### Fulfillment of Relevant Rules and Conditions

The Company always complies with Financial Accounting Standards (SAK) in Indonesia through the disclosure of PSAK 7 regarding "Related Party Disclosures" in the Company's 2020 financial statements which have been audited by KAP Hendrawinata Hanny Erwin & Sumargo ("Kreston HHES").

## PENGARUH PERUBAHAN REGULASI PEMERINTAH TERHADAP PERSEROAN

### THE EFFECT OF AMENDMENT IN GOVERNMENT REGULATION TOWARD THE COMPANY

#### Omnibus Law

*Omnibus law* merupakan RUU komprehensif yang mengatur banyak ketentuan di berbagai sektor industri menjadi satu undang-undang. Implementasi perundang-undangan ini dimaksudkan untuk memperkuat ekonomi dengan meningkatkan daya saing, menciptakan lapangan kerja, dan mempermudah berbisnis di Indonesia.

Akan hal tersebut, sampai Laporan Keuangan PT Perusahaan Perdagangan Indonesia (Persero) Tahun Buku 2020 diterbitkan, Perseroan masih dalam proses menilai dampak penerapan *Omnibus Law* terhadap Perseroan.

#### Omnibus Law

The omnibus law is a comprehensive bill that would regulate many provisions in various industry sectors into one law. It seeks to strengthen the economy by increasing competitiveness, creating jobs and making it easier to do business in Indonesia.

On this matter, as of the date of the Financial Statements of PT Perusahaan Perdagangan Indonesia (Persero) for Fiscal Year 2020 is published, the Company is still in the process of assessing the impact of the Omnibus Law in its financial statements.

## PERUBAHAN STANDAR AKUNTANSI KEUANGAN TAHUN 2020

### CHANGES IN FINANCIAL ACCOUNTING STANDARDS IN 2020

Pada tanggal 1 Januari 2020, Perseroan menerapkan beberapa pernyataan standar akuntansi keuangan (PSAK) baru, antara lain:

- PSAK 71 “Instrumen keuangan”
- PSAK 72 “Pendapatan dari kontrak dengan pelanggan”
- PSAK 73 “Sewa”

#### PSAK 71 – Instrumen Sewa

##### Penjelasan atas Perubahan Kebijakan Akuntansi yang Diberlakukan

PSAK 71 menggantikan ketentuan PSAK 55 yang terkait dengan pengakuan, klasifikasi dan pengukuran aset keuangan dan liabilitas keuangan, penghentian pengakuan keuangan, penurunan nilai aset keuangan dan instrumen akuntansi lindung nilai.

##### Dampak Terhadap Perseroan

Penerapan PSAK 71 mengakibatkan perubahan kebijakan akuntansi dan penyesuaian jumlah yang diakui dalam laporan keuangan konsolidasian.

Dampak dari perubahan metodologi penurunan nilai sesuai aturan PSAK 71 terhadap laba ditahan dan ekuitas Perseroan diungkapkan sebesar Rp4.338.805.253. Sementara kas dan setara kas, piutang lain-lain, dan deposito tercatat tidak membukukan kerugian penurunan nilai yang teridentifikasi material. Sedangkan untuk piutang dagang dan aset kontrak berdampak pada peningkatan penyisihan kerugian pada tanggal 1 Januari 2020 sebesar Rp5.562.570.838 untuk piutang usaha.

On January 1, 2020, the Company has adopted certain new statements of financial accounting standards (PSAK), are as follows:

- PSAK 71 “Financial instruments”
- PSAK 72 “Revenue from contract with customers”
- PSAK 73 “Leases”

#### PSAK 71 - Financial Instruments

##### Explanation of Changes in Applicable Accounting Policies

PSAK 71 replaces the provisions of PSAK 55 that relate to the recognition, classification and measurement of financial assets and financial liabilities, derecognition of financial instruments, impairment of financial assets and hedge accounting.

##### Impact on the Company

The adoption of PSAK 71 has resulted in changes in accounting policies and adjustments to the amounts recognized in the consolidated financial statements.

The impact of the change in the impairment methodology in accordance with PSAK 71 on the Company’s retained earnings and equity was disclosed at Rp4,338,805,253. While cash and cash equivalents, other receivables, and guarantee deposit did not record any material impairment losses that were identified as material. On the other hand, trade receivables and contract assets have an impact that resulted in an increase of the loss allowance on January 1, 2020, amounting to Rp5,562,570,838 for trade receivables.

Uraian lebih lengkap mengenai dampak yang ditimbulkan dari penerapan PSAK 71 terhadap penyajian dan pengungkapan laporan keuangan Perseroan dapat dilihat pada Laporan Keuangan PT Perusahaan Perdagangan (Persero) Tahun Buku 2020, Catatan atas Laporan Keuangan No. 2: “Penerapan Standar Akuntansi (PSAK) Baru dan Revisi dan Interpretasi Standar Akuntansi Keuangan (ISAK)”, yang merupakan bagian yang tidak terpisahkan di dalam Laporan Tahunan 2020.

### **PSAK 72 – Pendapatan dari Kontrak dengan Pelanggan** **Penjelasan atas Perubahan Kebijakan Akuntansi yang Diberlakukan dan Dampak Terhadap Perseroan**

Perseroan telah mengadopsi PSAK 72 Pendapatan dari kontrak dengan pelanggan sejak 1 Januari 2020 yang mengakibatkan perubahan kebijakan akuntansi dan penyesuaian jumlah yang diakui dalam laporan keuangan. Sesuai dengan ketentuan transisi dalam PSAK 72, Perseroan telah mengadopsi aturan baru secara retrospektif dan telah mencatat dampaknya pada saldo awal laba ditahan. Singkatnya, penyesuaian berikut telah dilakukan terhadap jumlah yang diakui di neraca pada tanggal penerapan awal (1 Januari 2020) sebesar Nihil.

### **PSAK 73 – Sewa** **Penjelasan atas Perubahan Kebijakan Akuntansi yang Diberlakukan**

PSAK 73 menggantikan PSAK 30: “Sewa” yang mensyaratkan Perseroan dan kelompok usaha sebagai pihak penyewa mengakui aset hak-guna dan liabilitas sewa terkait dengan transaksi sewa yang sebelumnya diklasifikasikan sebagai ‘sewa operasi’ berdasarkan PSAK 30, kecuali atas sewa jangka pendek atau sewa dengan aset yang bernilai rendah.

#### **Dampak Terhadap Perseroan**

Penerapan PSAK 73 mempengaruhi item-item berikut di neraca pada 1 Januari 2020:

- Aset hak pakai – meningkat sebesar Rp1.523.333.336; dan
- Liabilitas sewa – meningkat sebesar Rp410.234.638.

### **Standar dan Interpretasi Standar Akuntansi Baru Lainnya**

Berikut ini adalah Standar dan Interpretasi Standar Akuntansi Baru tertentu yang telah dikeluarkan tetapi tidak wajib diterapkan pada tahun yang berakhir 31 Desember 2020. Perseroan telah mengkaji dampak dari standar dan interpretasi tersebut sebagaimana dijabarkan berikut ini:

- PSAK 1 “Penyajian laporan keuangan” dan PSAK 25 “Kebijakan akuntansi, perubahan estimasi akuntansi, dan kesalahan”;
- Konsesi sewa terkait COVID 19 – Amandemen PSAK 73

Sementara itu, penerapan dari standar-standar, amandemen dan penyesuaian tahunan yang dimulai pada atau setelah tanggal 1 Januari 2020 dari standar di bawah ini tidak menghasilkan perubahan kebijakan akuntansi Perseroan dan tidak memiliki dampak material terhadap jumlah yang dilaporkan di periode berjalan atau sebelumnya:

- ISFAS 35 “Penyajian laporan keuangan entitas berorientasi non-laba”;
- Amendemen to SFAS 15 “Investasi pada Entitas Asosiasi

More complete explanation regarding the impact on the application of PSAK 71 toward the presentation and disclosure of the Company’s financial statements can be seen in the Financial Statements of PT Perusahaan Perdagangan (Persero) for Fiscal Year 2020, Notes to Financial Statements No. 2: “Implementation of New and Revised Accounting Standards (PSAK) as well as Interpretation of Financial Accounting Standards (ISAK)”, which is an integral part of the 2020 Annual Report.

### **PSAK 72 - Revenue from Contract with Customers** **Explanation of Changes in Applicable Accounting Policies**

The Company has adopted SFAS 72 Revenue from contracts with customers from January 1, 2020 which resulted in changes in accounting policies and adjustments to the amounts recognized in the financial statements. In accordance with the transition provisions in PSAK 72, the Company has adopted the modified retrospectively and has recorded the impact in the beginning retained earnings. The impact on the Company’s retained earnings as at January 1, 2020 is amounting to Nil.

### **PSAK 73 - Leases** **Explanation of Changes in Applicable Accounting Policies**

PSAK 73 replaces PSAK 30: “Leases” which requires the Company and its business group as lessees to recognize right-of-use assets and lease liabilities related to lease transactions that were previously classified as ‘operating leases’ under PSAK 30, except for short-term leases or leases with low value assets.

#### **Impact on the Company**

The adoption of PSAK 73 affected the following items on the balance sheet on January 1, 2020:

- Right-of-use assets – increase by Rp1,523,333,336; and
- Lease liabilities – increase by Rp410,234,638.

### **Other New Accounting Standards and Interpretations**

The following are certain New Accounting Standards and Interpretations that have been published but are not mandatory to be adopted for the year ended December 31, 2020. The Company has assessed the impact of these new standards and interpretations as set out below:

- PSAK 1 “Presentation of financial statement” and PSAK 25 “Accounting policies, changes in accounting estimates and errors”
- COVID-19 - related Rent Concessions – Amendments to PSAK 73

Meanwhile, the implementation of the following new standards, amendments and annual improvements which are effective from January 1, 2020 did not result in changes to the Company’s accounting policies and had no material effect on the amounts reported for current or prior financial periods:

- ISFAS 35 “Presentation of non-profit oriented entities financial statements”
- Amendment to SFAS 15 “Investment in Associates and

- dan Ventura Bersama”;
- Amendemen to SFAS 62 “Kontrak Asuransi”
- SFAS 102 “Akuntansi Murabahah”;
- IFAS 101 “Pengakuan Pendapatan Murabahah Tangguh Tanpa Risiko Signifikan Terkait Kepemilikan Persediaan”
- IFAS 102 “Penurunan Nilai Piutang Murabahah”; dan
- Amendemen PSAK 71, Amendemen PSAK 55, dan Amendemen PSAK 60 tentang “Reformasi Acuan Suku Bunga”.

- Joint Ventures”
- Amendment to SFAS 62 “Insurance Contracts”
- SFAS 102 “Murabahah Accounting”
- IFAS 101 “Recognition of Murabahah Unearned Revenue without Significant Risk Related to Inventory Ownership”
- IFAS 102 “Impairment of Murabahah Receivables”; and
- Amendment to SFAS 71, Amendment to SFAS 55, and Amendment to SFAS 60 “Interest Rate Benchmark Reform”.

## INDIKATOR KINERJA UTAMA PERSEROAN KEY PERFORMANCE INDICATOR SOF THE COMPANY

Indikator Utama Perusahaan (*Key Performance Indicators*/"KPI") Konsolidasian per 31 Desember 2020 tercermin dari matriks penilaian KPI Perseroan, dimana penetapan perspektif, indikator serta pembobotannya telah dilakukan sesuai Peraturan Menteri BUMN No. S-08/S.MBU/2013 tanggal 16 Januari 2013 tentang Pedoman Penentuan KPI dan Kriteria Penilaian Kinerja Unggul BUMN.

The Company's Consolidated Key Performance Indicators ("KPI") as of 31 December 2020 are reflected in the Company's KPI assessment matrix, where the perspective, indicators and weighting have been determined in accordance with SOE Ministerial Regulation No. S-08/S.MBU/2013 dated January 16, 2013 concerning Guidelines for Determining KPIs and Criteria for Assessment of Superior Performance of SOEs.

No.	Indikator Perspektif KPKU KPKU Perspective Indicators	Bobot Weight	Sub-Bobot Sub-Weight	Satuan	Target 2020 2020 Targets	Skor   Score			KPI
						Realisasi Realization	% Capaian % Realization	Skor Score	
<b>A. NILAI EKONOMI DAN SOSIAL UNTUK INDONESIA   ECONOMIC AND SOCIAL VALUE FOR INDONESIA (F)</b>									
1.	EBITDA	10	25	Rp Miliar Rp Billion	99,20	78,30	78,9	19,73	7,9
2.	Interest Bearing Debt to EBITDA Ratio	10	25	Kali Times	0,02	0	110,0	27,5	11,0
<b>B.</b>									
3.	Net Income	10	25	Rp Miliar Rp Billion	113,1	33,01	29,2	7,3	2,9
4.	Launching korporatisasi Program Warung Panga	10	25	Waktu Period	Desember   December 2020	Agustus   August 2020	110,0	27,5	11,0
<b>Sub-Jumlah   Sub-Total</b>		<b>40</b>	<b>100</b>						<b>32,8</b>
<b>C.</b>									
5.	Diperolehnya Peraturan pemerintah tentang pembentukan BUMN Holding Pangan   Obtaining a government regulation regarding the establishment of a Food Holding BUMN	10	50	%		Proses Final Final Process	80,0	40,0	8,0
<b>D.</b>									
6.	Persetujuan Kementerian BUMN atas rencana bisnis sistem logistik dan distribusi produk BUMN pangan baik di Dalam Negeri maupun Luar Negeri Ministry of SOE's approval on the business plan for the logistics system and distribution of SOE food products both domestically and overseas	10	50	%	Desember   December 2020	Proses Final Final Process	60,0	30,0	6,0
<b>Sub-Jumlah   Sub-Total</b>		<b>20</b>	<b>100</b>						<b>14,0</b>
<b>E. KEPEMIMPINAN TEKNOLOGI</b>									
7.	Persetujuan Kementerian BUMN atas Master Plan IT terintegrasi bisnis Logistik dan Perdagangan Ministry of SOE's approval on the Integrated IT Master Plan for the Logistics and Trade business	5	50	Waktu Period	November 2020	Proses Final Final Process	60,0	30,0	3,0
8.	Persetujuan Kementerian BUMN atas digitalisasi core business (implementasi ERP) Ministry of SOE's approval for core business digitization (ERP implementation)	5	50	Waktu Period	November 2020	Proses Final Final Process	60,0	30,0	3,0
<b>Sub-Jumlah   Sub-Total</b>		<b>10</b>	<b>100</b>						<b>6,0</b>

No.	Indikator Perspektif KPKU KPKU Perspective Indicators	Bobot Weight	Sub-Bobot Sub-Weight	Satuan	Target 2020 2020 Targets	Skor   Score			KPI
						Realisasi Realization	% Capaian % Realization	Skor Score	
<b>PENGEMBANGAN INVESTASI   INVESTMENT DEVELOPMENT</b>									
9	Persetujuan Kementerian BUMN atas kerja sama optimalisasi 2 (dua) titik Aset dengan skema Built Operate Ministry of SOE's approval for the optimization of 2 (two) Assets with the Built Operate scheme	5	50	Waktu Period	November 2020	Proses Final Final Process	60,0	30,0	3,0
10	Persetujuan Kementerian BUMN atas Master Plan/Program Optimalisasi Aset Ministry of SOE's approval on the Master Plan/Asset Optimization Program	5	50	Waktu Period	November 2020	Proses Final Final Process	60,0	30,0	3,0
<b>Sub-Jumlah   Sub-Total</b>		<b>10</b>	<b>100</b>						<b>6,0</b>
<b>AGEN PEMBANGUNAN   DEVELOPMENT AGENT (A)</b>									
1	Sinergi antar BUMN   Synergy among SOEs	10	50	Waktu Period	Desember   December 2020	Proses Final Final Process	85,0	42,5	8,5
2	Penugasan Pemerintah   Government Assignment	10	50	Waktu Period	Desember   December 2020	Proses Final Final Process	55,0	27,5	5,5
<b>Sub-Jumlah   Sub-Total</b>		<b>20</b>	<b>100</b>						<b>14,0</b>
<b>TOTAL BOBOT KPI TOTAL WEIGHT OF KPI</b>		<b>100</b>							<b>72,8</b>

Berdasarkan hasil penilaian terhadap 5 (lima) perspektif KPI di atas, kinerja PPI Tahun 2020 setara dengan total skor sebesar “72,8” dari target 100.

Based on the assessment results of 5 (five) KPIs perspectives above, the PPI's performance in 2020 is equal to a total score of “72.8” out of a target of 100.

## INFORMASI KEUANGAN YANG MENGANDUNG KEJADIAN LUAR BIASA DAN JARANG TERJADI

### FINANCIAL INFORMATION CONTAINING EXTRAORDINARY AND RARE EVENTS

Pada tahun 2020, terjadi perlambatan ekonomi global dan dampak negatif di pasar keuangan terutama disebabkan oleh penyebaran pandemi virus COVID-19 yang membawa dampak kerugian multidimensi yang cukup berat, seperti terkoreksinya pertumbuhan ekonomi, penurunan pasar modal, peningkatan risiko kredit, depresiasi nilai tukar mata uang asing dan gangguan operasi bisnis, yang dapat berlanjut dan mengakibatkan keuangan dan operasi Perseroan yang tidak menguntungkan.

In 2020, there was a global economic slowdown and negative impact on the major financial markets caused by the COVID-19 virus spread which brought a quite severe multidimensional loss impact, such as corrected economic growth, decline in capital markets, increased credit risk, depreciation of foreign exchange rates and disruption of business operations, which may continue and result on unfavorable financial and operation of the Company.

Kemampuan Indonesia dalam meminimalisir dampak perlambatan ekonomi global terhadap perekonomian negara sebagian besar bergantung pada efektivitas kebijakan dan respon yang diberikan oleh Pemerintah Republik Indonesia dalam memberantas penyebaran virus COVID-19. Efektivitas kebijakan sebagaimana dimaksud merupakan tindakan dan peristiwa berada di luar kendali Perseroan.

The ability of Indonesia to minimize the impact of the global economic slowdown on the country's economy is largely depends on the effectiveness of policies and actions responses issued by the Government of Republic of Indonesia in suppressing the COVID-19 virus spread. The effectiveness of the policy including actions and events are beyond the Company's control.

## INFORMASI KELANGSUNGAN USAHA BUSINESS CONTINUITY INFORMATION

Manajemen telah melakukan serangkaian analisa yang komprehensif terkait keberlangsungan usaha Perseroan di masa yang akan datang. Pandemi COVID-19 yang terjadi saat ini serta belum dapat diperkirakan kapan akan berakhir pada akhirnya mengubah fokus manajemen untuk melakukan penguatan pada aspek teknologi informasi dan penataan jalur distribusi untuk menjamin keberlangsungan bisnis.

Mempertimbangkan lini bisnis usaha yang berjalan saat ini, Perseroan akan terus melakukan *refocussing* terhadap kegiatan bisnis yang relatif tidak mengalami kontraksi akibat COVID-19, seperti sarana produk pertanian melalui produk pupuk dan pestisida, serta akan memanfaatkan jaringan bisnisnya dalam mengembangkan bisnis farmasi seiring dengan meningkatnya peluang bisnis produk tersebut sebagai dampak dari pandemi COVID-19.

Sementara itu, Perseroan menilai bisnis komoditi pangan memiliki potensi yang cukup baik di masa mendatang terutama dengan bergabungnya Perseroan di dalam Holding Pangan sehingga diharapkan dapat meningkatkan jaminan pasokan produk-produk pangan terutama bahan pokok. Kepastian pasokan menjadi faktor kunci untuk memenuhi permintaan pasar Indonesia yang begitu besar dan tersebar di seluruh wilayah.

Management has conducted a series of comprehensive analyzes related to the Company's business continuity in the future. The COVID-19 outbreak that currently occurs today which can't be estimated when it will end has ultimately changed the management's focus to strengthen the aspects of information technology and distribution line arrangement to assure the business sustainability.

Considering the business lines that run nowadays, the Company will continue to refocus on business activities that are relatively not contracted due to COVID-19, such as the means of agricultural products through fertilizer and pesticide products, as well as will take advantage of its business network in developing pharmaceutical businesses along with the increasing business opportunity for such product as a result of the Covid-19 pandemic.

Meanwhile, the Company estimates that the food commodity business has a pretty good potential in the future, especially by the joining of the Company in the Food Holding so that it is expected can increase the supply of food products, particularly for basic commodities. Certainty of supply becomes a key factor to meet the demand for a huge Indonesian market and spread throughout the region.







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# SUMBER DAYA MANUSIA

## HUMAN RESOURCES

### Kebijakan Pengelolaan SDM

#### HR Management Policy

Pengelolaan Sumber Daya Manusia (SDM) pada lingkup Perseroan dilakukan secara profesional dan bersifat dinamis agar senantiasa mampu menjawab setiap tantangan dan disruption yang terjadi. Perseroan sangat menyadari bahwa dewasa ini keberadaan SDM yang andal, loyal, dan berkompentensi tinggi menjadi salah satu kunci utama yang berperan besar dalam mendukung keunggulan kompetitif dan keberlangsungan usaha. Oleh sebab itu, Perseroan telah menyiapkan rangkaian program SDM yang komprehensif dan berkesinambungan dimulai dari tahapan rekrutmen, pengembangan kompetensi karyawan, sistem pengembangan karier secara berjenjang, dan lainnya.

Kebijakan pengelolaan SDM yang *prudent* dan menyeluruh dengan mempertimbangkan berbagai aspek operasional bisnis mendukung terbentuknya landasan organisasi yang solid dan kokoh dalam menghadapi masa-masa sulit selama pandemi COVID-19. Perseroan menyadari bahwa bersikap adaptif dan gesit menangkap peluang usaha dengan tetap berfokus pada keselamatan dan kesehatan karyawan menjadi salah satu cara terbaik yang dapat dilakukan oleh manajemen agar Perseroan mampu bertahan di masa pandemi.

Sepanjang tahun ini, Perseroan menerapkan tren bekerja jarak jauh atau *Work From Home* (WFH), serta mengaplikasikan sistem jam kerja fleksibel untuk posisi tertentu sebagaimana dianjurkan oleh Pemerintah. Hal ini tentu menjadi tantangan tersendiri dalam hal pengelolaan SDM. Dengan adanya *shifting* pada gaya bekerja tersebut, Perseroan melalui “Departemen Human Capital Management” berkomitmen akan terus melakukan kajian dan merumuskan kebijakan organisasi yang relevan agar dapat mengakomodir disruption yang sedang terjadi sehingga roda bisnis Perseroan tetap dapat berjalan dengan baik di tahun-tahun mendatang.

### Ruang Lingkup dan Tanggung Jawab

#### Scope and Responsibility

Departemen Human Capital Management bertugas dan bertanggung jawab untuk mengembangkan rencana dan strategi terkait pengelolaan dan pengembangan SDM, serta melaksanakan program SDM untuk mencapai tujuan Perseroan.

The Company’s Human Resources (HR) Management is conducted professionally and dynamically in order to address every challenge and disruption that occurred. The Company is fully aware that the existence of reliable, loyal, and highly competent human resources is one of the main keys that play a vital role in supporting competitive advantage and business continuity. Therefore, the Company has prepared a series of comprehensive and sustainable HR programs starting from the recruitment phase, employee competency development, a tiered career development system, and others.

A prudent and comprehensive HR management policy has taken into account various aspects of business operations that can support the establishment of a solid and robust organizational foundation in facing difficult times during the COVID-19 pandemic. The Company realizes that being adaptive and agile in seizing business opportunities while focusing on the employees’ safety and health aspects has become one of the best ways that can be done by the management so that the Company was able to survive during the pandemic.

Throughout this year, the Company has implemented the trend of working remotely or the so-called Work from Home (WFH), as well as applied a flexible working hours system for certain positions as recommended by the Government. It has become a specific challenge for the HR management. With a massive shift in work styles, the Company through the “Human Capital Management Department” is committed to continuing to conduct studies and formulate relevant organizational policies in order to face current disruption thus the Company’s business wheels can continue to run well in the years to come.

The Human Capital Management Department is tasked and responsible for developing plans and strategies relating to the HR management and development, as well as implementing HR programs to attain the Company’s objectives.

## Penanggung Jawab Pengelola SDM HR Manager In Charge

Departemen Human Capital Management adalah unit kerja yang bertanggung jawab atas jalannya pengelolaan SDM dan eksekusi seluruh program dan kegiatan SDM di Perseroan. Hal ini tercantum di dalam Surat Keputusan Direksi No. 23/DU/SKD/PPI/XI/2019 tanggal 14 November 2019 perihal Perubahan, Penetapan Nomenklatur, Stuktur Organisasi dan Tugas Pokok Fungsi (Tupoksi).

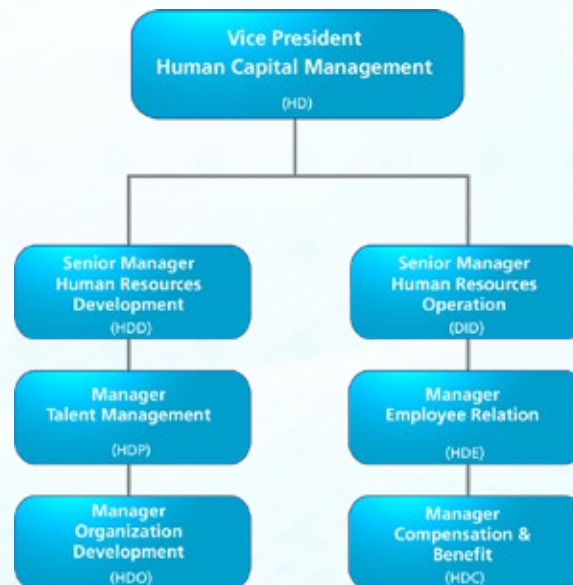
Departemen Human Capital Management dipimpin oleh seorang Senior Manager Departemen Human Capital Management yang bertanggung jawab langsung kepada Direktur Keuangan, Sumber Daya Manusia dan Umum. Per 31 Desember 2020, jumlah personil Departemen Human Capital Management adalah sebanyak 499 orang.

Berikut ini adalah struktur organisasi pengelola SDM di Perseroan:

The Human Capital Management Department is a work unit that is responsible for the HR management and the execution of all HR programs and activities in the Company. This has been contained in the Board of Directors' Decree No. 23/DU/SKD/PPI/XI/2019 dated November 14, 2019, regarding Changes, Determination of Nomenclature, Organizational Structure, and Main Duties and Functions (Tupoksi).

The Human Capital Management Department is led by a Senior Manager of the Human Capital Management Department who reports directly to the Director of Finance, Human Resources, and General Affairs. As of December 31, 2020, total number of employees in the Human Capital Management Department was 499 persons.

Hereby is the Company's HR management organizational structure:



## Profil Pejabat Pengelola SDM

### Profile of HR Manager



#### Mia Savitri

Senior Manager Departemen Human Capital Management

Senior Manager of Human Capital Management Department

Warga Negara Indonesia, 48 tahun, berdomisili di Jakarta Selatan.  
Indonesian citizen, 48 years old, domiciled in South Jakarta.

Dasar Hukum Pengangkatan  
Legal Basis of Appointment  
143/DIR.KSU/INT.S.KEP/PPI/XI/2020

Riwayat Pendidikan  
Educational background  
S1 Manajemen – Universitas Trisakti  
S1 Management – Trisakti University

#### Riwayat Pekerjaan Career History

- Senior Human Resource Specialist - Standard Chartered Bank (2016-2020)
- Human Resource Business Partner Financial Market, Corporate & Institutional Client, Transaction Banking and Commercial Client - Standard Chartered Bank (2013-2016)
- Ast. Manager Human Resource Relationship Associate, Wholesale Banking and Expatriates Formalities - Standard Chartered Bank (2006-2013)
- Human Resource Relationship Officer, Wholesale Banking and Support - Standard Chartered Bank (2004-2006)
- Human Resource Assistant (Temporary Staff) - Standard Chartered Bank (1999-2004)
- Qualitative Research Assistant (1999)
- Account Officer Bank Dagang Nasional Indonesia (1997-1998)
- Senior Human Resource Specialist - Standard Chartered Bank (2016-2020)
- Human Resource Business Partner Financial Market, Corporate & Institutional Client, Transaction Banking and Commercial Client - Standard Chartered Bank (2013-2016)
- Ast. Manager Human Resource Relationship Associate, Wholesale Banking and Expatriates Formalities - Standard Chartered Bank (2006-2013)
- Human Resource Relationship Officer, Wholesale Banking and Support - Standard Chartered Bank (2004-2006)
- Human Resource Assistant (Temporary Staff) - Standard Chartered Bank (1999-2004)
- Qualitative Research Assistant (1999)
- Account Officer at Bank Dagang Nasional Indonesia (1997-1998)

## Perencanaan Rekrutmen Karyawan

### Employee Recruitment Planning

Perseroan menyadari bahwa program pengelolaan dan pengembangan SDM merupakan proses berkelanjutan yang tidak akan pernah berakhir dalam sebuah organisasi. Oleh sebab itu, kegiatan perencanaan dan pengelolaan SDM senantiasa dipersiapkan secara matang dan terintegrasi oleh Departemen Human Capital Management agar dapat membantu manajemen dalam mencapai visi, misi, dan target Perseroan.

Proses perencanaan SDM dilakukan untuk mengetahui dan mengidentifikasi berapa banyak jumlah karyawan baru yang dibutuhkan Perseroan dan kriteria apa saja yang diperlukan

The Company understands that the HR management and development program is a continuous and never-ending process in the organization. Accordingly, the HR plans and management activities are thoroughly and integratedly prepared by the Human Capital Management Department in order to help the management in achieving the Company's vision, mission, and targets.

The HR planning process is conducted to find out and identify how many new employees are needed by the Company and what kind of criteria are needed to fill vacant positions so that the

untuk mengisi posisi *vacant* agar pelaksanaan strategi bisnis jangka pendek dan jangka panjang Perseroan dapat berjalan optimal. Untuk mendapatkan gambaran lengkap mengenai hal ini, Departemen Human Capital Management bekerja sama dengan unit-unit kerja terkait sehingga pemetaan kebutuhan karyawan dapat tercermin dengan baik.

Dalam menjalankan strategi pemenuhan karyawan, Perseroan berfokus pada penjangkauan SDM yang bersumber dari internal terlebih dahulu baik melalui jalur promosi maupun mutasi sesuai dengan kebijakan yang telah ditetapkan dengan mempertimbangkan kualitas dan kompetensi jabatan yang diperlukan. Di samping itu, Perseroan juga membuka proses rekrutmen eksternal melalui jalur *fresh graduate* dan jalur profesional (*pro-hire*). Pada akhirnya, keputusan penerimaan/penolakan kandidat karyawan senantiasa dilandaskan pada hasil evaluasi menyeluruh dari masing-masing calon kandidat karyawan yang sudah disesuaikan dengan kriteria yang dibutuhkan untuk mengisi posisi *vacant*.

Tahapan selanjutnya, Perseroan akan membekali kandidat karyawan terpilih dengan program pengenalan (*induction program*) untuk memberikan pemahaman dasar kepada mereka mengenai siklus bisnis perusahaan, nilai-nilai budaya dan tata kelola perusahaan, peluang pengembangan karier serta tugas dan tanggung jawabnya sebagai karyawan di Perseroan.

Sepanjang tahun 2020, Perseroan telah merekrut sebanyak 18 karyawan baru yang terdiri dari 5 orang dari jalur *pro-hire* dan 13 orang dari jalur *fresh graduate*. Jumlah tersebut telah disesuaikan dengan kebutuhan pengembangan organisasi Perseroan di masa pandemi COVID-19.

implementation of the Company's short and long-term business strategies can run optimally. To get a complete picture of this, the Human Capital Management Department collaborated with relevant work units so as the mapping of employees' needs can be well-reflected.

In managing the employee fulfillment strategy, the Company must give careful consideration to conduct internal recruitment first either through promotion or mutation in accordance with established policies by considering the quality and competence of the position required. In addition, the Company also opens an external recruitment process through the fresh graduate and professional (*pro-hire*) path. In the end, the decision to accept/reject employee candidates are always based on the rigorous evaluation results of each prospective employee that has been adjusted to the criteria needed to fill vacant positions.

Subsequently, the Company will provide an induction program for selected employee candidates to help them with a basic understanding of the company's business cycle, cultural values and corporate governance, career development opportunities, as well as their role and responsibilities as the Company's employees.

In 2020, the Company has recruited 18 new employees consists of 5 persons from the *pro-hire* path and the remaining 13 persons came from the *fresh graduate* path. The number of employees has been tailored to the Company's organizational development needs during the COVID-19 pandemic.

## Kebijakan Penilaian Kinerja Dan Pengembangan Karier

### Performance Assessment And Career Development Policy

Perseroan berkeyakinan bahwa program pengembangan karier karyawan merupakan salah satu hal penting yang tidak bisa dihindari di dalam proses pengelolaan SDM agar regenerasi organisasi tetap terjaga. Oleh sebab itu, Perseroan telah menerapkan sebuah sistem manajemen pengembangan karier berjenjang (*tier system*) sebagai salah satu upaya retensi yang bertujuan untuk mempersiapkan karyawan berkualitas menempati berbagai posisi strategis di masa yang akan datang.

Penilaian kinerja karyawan dilakukan dengan mengacu pada Sistem BSC (*Balance Score Card*) untuk setiap tingkatan, mulai dari KPI korporat hingga KPI individu. Selanjutnya hasil penilaian KPI tersebut digunakan oleh manajemen sebagai dasar dalam memberikan *reward and punishment* dan juga digunakan sebagai bahan penilaian dalam menentukan jenjang karier karyawan (*carrier planning*) mengacu pada kompetensi serta bakat yang

The Company is convinced that the employee career development program is one of the important things that can't be avoided in the HR management process to regenerate the organization. Hence, the Company has performed a tiered career development management system as one of the retention strategies that intend to seek quality employees who can occupy various strategic positions in the future.

The employee's performance appraisal is conducted by referring to the BSC System (*Balance Score Card*) for each level, from corporate KPIs to individual KPIs. Furthermore, the KPI assessment results shall be used by the management as a basis to define rewards and punishments as well as is also used as an assessment material to determine employee career path (*carrier planning*) which according to competencies and capabilities of

dimiliki karyawan sehingga tercipta SDM yang berkualitas dan sesuai dengan kebutuhan Perseroan.

Perseroan membuka peluang dan kesempatan yang sama kepada setiap karyawan agar mereka termotivasi untuk terus mengembangkan potensi yang dimiliki sehingga dapat menduduki suatu jabatan atau posisi tertentu di Perseroan sebagai bagian dari pengembangan karier masing-masing.

each employee in order to produce quality human resources that are aligned with the Company' needs.

The Company gives equal chances and opportunities for every employee so they are be motivated to continue developing their potential to occupy a certain position in the Company as part of their respective career advancement.

## Pelatihan Dan Pengembangan Karyawan

### Employee Training And Development

Di tengah persaingan global yang semakin ketat terutama di masa pandemi COVID-19, Perseroan berkomitmen akan tetap meningkatkan *knowledge and skill* seluruh karyawan agar daya saing Perseroan tetap terjaga. Berangkat dari kesadaran tersebut, Perseroan secara konsisten menyediakan berbagai program dan kegiatan pelatihan SDM yang berkelanjutan baik dari sisi *soft competency* maupun *hard competency*. Strategi ini dilakukan sebagai salah satu upaya Perseroan dalam menjaga kualitas insan yang dimiliki.

Pada prinsipnya, program dan kegiatan pelatihan SDM terbuka bagi seluruh karyawan dengan mempertimbangkan rekomendasi dari hasil penilaian masing-masing individu, serta memperhatikan kebutuhan pengembangan kompetensi karyawan di setiap unit-unit kerja agar produktivitas Perseroan tetap terjaga sepanjang tahun.

Uraian lebih lanjut mengenai daftar kegiatan pengembangan dan pelatihan karyawan selama tahun 2020 dapat dilihat pada Bab Profil Perusahaan, di dalam Laporan Tahunan ini.

In the midst of increasingly fierce global competition, especially during the COVID-19 pandemic, the Company is committed to continually improving all employees' knowledge and skills to manage the Company's competitiveness. Going from this awareness, the Company consistently provides various programs and continuous HR training activities both in terms of soft competency and hard competency. This strategy is conducted as one of the Company's efforts in maintaining the quality of its people.

In principle, the HR training programs and activities are welcomes to all employees by taking into account the recommendations obtained from the assessment results of each individual, as well as paying attention to the needs of employee competency development in each work unit so that the Company's productivity can be maintained throughout the year.

Further explanation regarding the list of employee development and training activities held during 2020 can be seen in the Company Profile Chapter, in this Annual Report.

## Pengangkatan Karyawan Tetap, Promosi, Mutasi Dan Demosi

### Appointment Of Permanent Employees, Promotion, Mutation And Demotion

Pada prinsipnya perusahaan menyelenggarakan pengangkatan pegawai tetap, promosi, rotasi, mutasi dan demosi berdasarkan prinsip-prinsip Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*). Pengangkatan pegawai tetap dan promosi dilakukan melalui pertimbangan bahwa karyawan tersebut digolongkan sebagai talent terbaik perusahaan. Namun, untuk promosi itu sendiri dilakukan dengan memberikan peran, tugas dan tanggung jawab yang lebih tinggi. Sedangkan mutasi adalah perpindahan pegawai antar-cabang atau wilayah kegiatan, didalamnya termasuk rotasi. Namun, rotasi itu sendiri lebih memfokuskan pemindahan tugas dan tanggung jawab antar

The Company held the appointment of permanent employee, promotions, rotations, mutations, and demotions based on Good Corporate Governance principles. The appointment of permanent employees and promotions are conducted by taking into account that the person concerned is classified as the Company's best talent. However, the promotion itself is followed by higher roles, duties, and responsibilities. While mutation is the transfer of employees between branches or areas of activity, including rotation. Nevertheless, rotation is focused on the transfer of duties and responsibilities between functions and/or work units within one Directorate and/or between Directorates. On the other



fungsi dan/atau unit kerja dalam satu Direktorat dan/atau antar Direktorat. Di sisi lain, demosi itu sendiri merupakan bentuk pemindahan karyawan ke jabatan yang lebih rendah dengan disertai penurunan *grade*.

Berikut merupakan detail pegawai demosi, mutasi, rotasi, promosi serta pengangkatan karyawan tetap pada tahun 2020:

hand, demotion is a method of transferring employees to a lower graded position.

The following are details of employee demotion, transfer, rotation, promotion, and appointment of permanent employees in 2020:

## Data Rotasi dan/atau Mutasi Tahun 2020

Rotation and/or Mutation Data for the 2020 Year

Kategori   Category	2020
Demosi   Demotion	1
Mutasi   Mutation	21
Pengangkatan Karyawan Tetap Appointment of Permanent Employees	7
Rotasi   Rotation	2
Promosi   Promotion	11
<b>TOTAL</b>	<b>42</b>

## Remunerasi Dan Kesejahteraan Karyawan

### Remuneration And Employee Welfare

Dalam rangka membangun hubungan industrial yang harmonis bersama para karyawan sebagai salah satu pemangku kepentingan utama Perseroan yang berperan besar di dalam proses bisnis sehari-hari, maka Perseroan berkomitmen akan selalu memperhatikan kualitas kesejahteraan hidup karyawan beserta keluarganya. Hal ini dilakukan sebagai bentuk apresiasi atas loyalitas dan kontribusi karyawan terhadap pencapaian kinerja Perseroan.

Perseroan telah menerapkan sistem remunerasi yang kompetitif bagi karyawan dengan besaran yang sudah disesuaikan dengan tingkat upah minimum yang berlaku sebagaimana diatur dalam ketentuan perundang-undangan yang berlaku. Dengan adanya sistem remunerasi dan program kesejahteraan karyawan, Perseroan berharap masing-masing karyawan dapat bekerja lebih optimal dan termotivasi untuk mengerahkan kemampuannya secara maksimal sesuai dengan tugas dan tanggung jawabnya.

Selain itu, Perseroan juga menyediakan sejumlah *benefit* dan fasilitas lainnya bagi karyawan yang pemberiannya mempertimbangkan posisi jabatan masing-masing individu, antara lain berupa:

1. Tunjangan Hari Raya Keagamaan;
2. Tunjangan Pakaian;
3. Tunjangan Pendidikan;
4. Fasilitas Perumahan;

In order to build harmonious industrial relations with employees as one of the Company's main stakeholders who play a significant role in daily business processes, the Company is committed to constantly giving attention to the quality of life of employees and their families. This has been done as an employee appreciation form for their loyalty and contribution toward the Company's performance realization.

The Company has performed a competitive remuneration system for employees with the amount that has been adjusted to the applicable minimum wage level as stipulated in the applicable laws and regulations. Through the implementation of a remuneration system and employee welfare program, the Company expects that each employee can work more optimally and be motivated to exert their abilities to the maximum limit following their roles and responsibilities.

Besides that, the Company also provides a number of benefits and other facilities for employees in which its provisions take into account the position of each individual, among others in the form of:

1. Religious Holiday Allowance;
2. Clothing Allowance;
3. Education Allowance;
4. Housing Facilities;

Sepanjang 2020, Perseroan bekerja sama dengan PT Asuransi Jiwa Sinarmas MSIG Tbk dalam hal penyediaan fasilitas asuransi kesehatan rawat inap dan rawat jalan bagi karyawan dan keluarganya. Selain itu, seluruh karyawan juga sudah terdaftar sebagai anggota BPJS Ketenagakerjaan dan BPJS Kesehatan.

Throughout 2020, the Company has collaborated with PT Asuransi Jiwa Sinarmas MSIG Tbk in terms of providing inpatient and outpatient health insurance facilities for employees and their families. Apart from that, all employees have also been registered as members of BPJS Ketenagakerjaan and BPJS Kesehatan.

## Reward and Punishment

### Reward and Punishment

Perseroan memiliki sistem reward and punishment yang diatur secara jelas dalam Perjanjian Kerja Bersama (PKB). Secara umum, pelaksanaan *reward and punishment* telah berjalan di Perseroan sesuai dengan ketentuan yang berlaku. Penerapan sistem *reward* dilakukan sebagai bentuk apresiasi Perseroan kepada karyawan atas prestasi dan dedikasi yang telah diberikan oleh setiap karyawan kepada Perseroan selama bekerja.

The Company has a reward and punishment system which is clearly regulated in the Collective Labor Agreement (CLA). In general, the implementation of reward and punishment has been running in the Company in accordance with applicable regulations. The implementation of a reward system is conducted as a form of the Company's appreciation to employees for the achievement and dedication that has been given by each employee to the Company during their terms of office.

Sedangkan *punishment* dikenakan terhadap karyawan yang melakukan kesalahan dan pelanggaran agar termotivasi untuk menghentikan perilaku menyimpang dan mengarahkan pada perilaku positif. Sanksi yang diberikan berupa surat peringatan hingga surat pemutusan kerja sebagaimana diatur di dalam Perjanjian Kerja Bersama (PKB).

Meanwhile, punishment is imposed on the employees who are committing a mistake and violation which is expected can encourage them to stop deviant behavior and lead to positive behavior. The sanctions given are in the form of a warning letter to a letter of termination of employment as stipulated in the Collective Labor Agreement (CLA).

Sepanjang tahun 2020, Perseroan telah memberikan penghargaan dalam bentuk Piagam Penghargaan dan nominal uang kepada karyawan yang memiliki masa kerja 5, 10, 15, 20, 25, 30 dan 35 Tahun sebagaimana diatur di dalam Perjanjian Kerja Bersama (PKB) atas pengabdian dan dharma bakti karyawan pada perusahaan.

In 2020, the Company has given employee recognition through a Charter of Appreciation and the amount of money to employees with 5, 10, 15, 20, 25, 30, and 35 years of services as stipulated in the Collective Labor Agreement (CLA) for the dedication and devotion of employees to the company.

## Program Persiapan Masa Pensiun

### Retirement Preparation Program

Persiapan Masa Pensiun tahun 2021 dilakukan dengan memberikan pembekalan kepada 51 karyawan tetap Perseroan pada semua level jabatan. Pelatihan Masa Persiapan Pensiun adalah bentuk *reward* perusahaan atas dedikasi para karyawan melalui pembekalan pada aspek psikologis, kesehatan, keuangan, wirausaha dan sebagainya. Pelaksanaan pelatihan Persiapan Masa Pensiun tidak hanya sebatas virtual class, namun juga dilengkapi dengan kunjungan *virtual*.

The 2021 Retirement Period Preparation is carried out by providing coaching to 51 permanent employees of the Company at all levels of position. Retirement Preparation Period Training is a form of the Company reward toward the employees' dedication through a briefing on psychological, health, finance, entrepreneurship aspects, and so on. The Retirement Preparation Training implementation is not only bounded to virtual classes but also comes with virtual visits.

## Hubungan Industrial Industrial Relations

Perseroan terus berupaya membangun hubungan kerja yang dinamis, harmonis, selaras, serasi, dan seimbang dengan seluruh karyawan agar produktivitas kinerja masing-masing karyawan dapat mencapai level optimal. Untuk melaksanakan hubungan tersebut, Perseroan membentuk Serikat Pekerja PT PPI (Persero) sebagai wadah untuk berserikat dalam menyampaikan aspirasinya. Serikat Pekerja PT PPI (Persero) memosisikan dirinya sebagai mitra dalam pelaksanaan hubungan industrial.

Secara umum kegiatan pengelolaan dan pelaksanaan SDM (hubungan industrial) di Perseroan dijalankan sesuai dengan ketentuan yang telah disepakati dalam Perjanjian Kerja Bersama (PKB). Perseroan melakukan sosialisasi dan melaksanakan program penggajian (remunerasi) serta memberikan fasilitas lainnya di luar remunerasi yang bertujuan untuk mendukung tingkat kesejahteraan karyawan beserta keluarganya sesuai dengan kebijakan yang ditetapkan.

The Company continues to strive to create a dynamic, harmonious, harmonious, cooperative, and balanced working relationship with all employees so that the productivity of each employee's performance can reach an optimal level. To carry out this relationship, the Company established the PT PPI (Persero) Labor Union as a forum for association in conveying aspirations. The PT PPI (Persero) Labor Union positions itself as a partner in any industrial relations.

Commonly, the HR management and implementation activities (industrial relations) in the Company are runs according to the provisions agreed in the Collective Labor Agreement (CLA). The Company conducts socialization and executes a payroll program (remuneration) as well as offers other compensation outside the remuneration that intends to help support the welfare of employees and their families in accordance with established policies.

## Pengelolaan SDM Di Masa Pandemi Covid-19 HR Management During The Covid-19 Pandemic

Dalam rangka mencegah terjadinya penyebaran virus COVID-19 di lingkungan kantor, maka pengelolaan SDM di masa pandemi mengalami penyesuaian yang cukup signifikan. Untuk itu, Departemen Human Capital Management telah merumuskan dan menerapkan sejumlah kebijakan yang bertujuan untuk menjaga keselamatan dan kesehatan karyawan beserta keluarganya.

Sebagai bentuk *awareness* dan upaya mitigasi risiko penularan COVID-19, maka berdasarkan Surat Tugas No. 14/Dir.KSU/Int. ST/IX/2020 tanggal 25 September 2020, Perseroan mengatur pemberlakuan jam kerja karyawan selama masa pandemi, antara lain sebagai berikut:

- a) *Shift* 1: 07.00-12.00 (maksimal kehadiran karyawan 25%)
- b) *Shift* 2: 13.00-18.00 (maksimal kehadiran karyawan 25%)

Selain itu, Perseroan juga menerapkan sistem bekerja jarak jauh atau *Work from Home* (WFH) dalam rangka membatasi aktivitas dan interaksi fisik di lingkungan kantor. Kebijakan ini diambil sebagai bentuk dukungan dan kepatuhan Perseroan terhadap himbauan pemerintah serta arahan Kementerian BUMN RI sebagai pemegang saham tunggal.

Dengan mengadopsi gaya bekerja yang baru di masa *new normal*, Perseroan menyadari keberadaan sistem TI yang terintegrasi dan *secure* sangat dibutuhkan agar proses bisnis tetap dapat berlangsung optimal. Oleh karena itu, Perseroan menyediakan

To prevent the COVID-19 virus spread in the office environment, human resource management during the pandemic has undergone significant adjustments. For that end, the Human Capital Management Department has formulated and executed a number of policies which intended for maintaining the safety and health of employees and their families.

As a form of awareness and efforts to mitigate the risk of COVID-19 transmission, based on Letter of Assignment No. 14/Dir.KSU/Int. ST/IX/2020 dated September 25, 2020, the Company regulates employees working hours during the pandemic, including the following:

- a) *Shift* 1: 07.00-12.00 (25% maximum employee attendance)
- b) *Shift* 2: 13.00-18.00 (25% maximum employee attendance)

The Company also applies Work from Home (WFH) system in order to limit physical activities and interactions in the office environment. This policy was taken as a form of the Company's support and compliance with the government's appeal and the direction of the Ministry of SOEs of the Republic of Indonesia as the sole shareholder.

By adopting a new way of working during new normal, the Company recognizes that an integrated and secure IT system is necessitated so that the business processes can continue to run optimally. Hence, the Company provides information,

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Sepanjang tahun 2020, Perseroan telah mengeluarkan sejumlah pedoman dan petunjuk teknis dalam rangka mendukung upaya pengendalian COVID-19 di lingkungan Perseroan, antara lain:

- a) Surat Edaran No. 03/DU/SE/PPI/III/2020 tanggal 13 Maret 2020 tentang Kewaspadaan Pencegahan Penyebaran Novel Corona Virus (COVID-19) di Lingkungan PT Perusahaan Perdagangan Indonesia (Persero);
- b) Surat Edaran No. 62/Dir.KSU/SE/III/2020, tanggal 24 Maret 2020 tentang Pelaksanaan Aktivitas Kerja Dalam Kondisi Kejadian Luar Biasa (KLB)/*Force Majeur* di PT Perusahaan Perdagangan Indonesia (Persero);
- c) Nota Dinas No. 0798/HCM.Int/PPI/IV/2020 tanggal 6 April 2020 perihal Penggunaan Aplikasi PORTAL, *Open Project*, *Ticketing Sistem HCM*, dan *Google Document*;
- d) Surat Edaran No. 06/DU/SE/PPI/IV/2020 tanggal 7 April 2020 tentang Larangan Perjalanan Pribadi Keluar Daerah dan/atau Kegiatan Mudik Dalam Upaya Pencegahan Penyebaran Corona Virus Disease (COVID-19);
- e) Surat Edaran No. 21/DU/SE/PPI/VI/2020 tanggal 14 Juni 2020 tentang Ketentuan Waktu dan Aktivitas Kerja Dalam Kesiapan Menghadapi Kondisi *The New Normal*;
- f) Surat Edaran No. 34/DU/SE/PPI/VIII/2020, tanggal 6 Agustus 2020 tentang Penyesuaian *The New Normal*

To prevent the COVID-19 virus spread in the office environment, human resource management during the pandemic has undergone significant adjustments. For that end, the Human Capital Management Department has formulated and executed a number of policies which intended for maintaining the safety and health of employees and their families.

As a form of awareness and efforts to mitigate the risk of COVID-19 transmission, based on Letter of Assignment No. 14/Dir.KSU/Int. ST/IX/2020 dated September 25, 2020, the Company regulates employees working hours during the pandemic, including the following:

- a) *Shift* 1: 07.00-12.00 (25% maximum employee attendance)
- b) *Shift* 2: 13.00-18.00 (25% maximum employee attendance)

The Company also applies Work from Home (WFH) system in order to limit physical activities and interactions in the office environment. This policy was taken as a form of the Company's support and compliance with the government's appeal and the direction of the Ministry of SOEs of the Republic of Indonesia as the sole shareholder.

By adopting a new way of working during new normal, the Company recognizes that an integrated and secure IT system is necessitated so that the business processes can continue to run optimally. Hence, the Company provides information, communication, and education media for all employees, namely through the application of PORTAL, HCM Ticketing System, Open Project and Google Document.

Throughout 2020, the Company has issued a number of guidelines and technical instructions in the effort to control the COVID-19 spread within the Company, among others as follows:

- a) Circular Letter No. 03/DU/SE/PPI/III/2020 dated March 13, 2020 concerning Precautions to Help Prevent the Novel Corona Virus (COVID-19) Spreads in PT Perusahaan Perdagangan Indonesia (Persero);
- b) Circular Letter No. 62/Dir.KSU/SE/III/2020, dated March 24, 2020 concerning the Implementation of Working Activities during Extraordinary Event (KLB)/*Force Majeure* in PT Perusahaan Perdagangan Indonesia (Persero);
- c) Internal Memo No. 0798/HCM.Int/PPI/IV/2020 dated April 6, 2020 regarding the Use of PORTAL, Open Projects, HCM System Ticketing, and Google Docs Applications;
- d) Circular No. 06/DU/SE/PPI/IV/2020 dated April 7, 2020 concerning the Prohibition of Personal Travel Outside the Region and/or Homecoming Activities in an Effort to Prevent the Spread of Corona Virus Disease (COVID-19);
- e) Circular Letter No. 21/DU/SE/PPI/VI/2020 dated June 14, 2020 regarding the Provisions on Time and Work Activities in Readiness to Coping with The New Normal Conditions;
- f) Circular Letter No. 34/DU/SE/PPI/VIII/2020, dated August 6, 2020 regarding the Adjustment for The New Normal

Terkait Penerapan Protokol Kesehatan dan Pengaturan Kehadiran Karyawan;

- g) Nota Dinas No. 704/Setper/Int/PPI/IX/2020 tanggal 7 September 2020 perihal Upaya Preventif Penyebaran COVID-19 di PT PPI (Persero). Kebijakan ini mengatur pembentukan unit kerja khusus "*Tim Task Force The New Normal*" sebagai pihak yang bertanggung jawab atas kebijakan dan implementasi kegiatan pengendalian COVID-19 di lingkungan kantor; dan
- h) Surat Tugas No. 14/Dir.KSU/Int.ST/IX/2020 tanggal 25 September 2020.

Conditions toward the Implementation of Health Protocols and Employee Attendance Arrangements;

- g) Internal Memo No. 704/Setper/Int/PPI/IX/2020 dated September 7, 2020 regarding Preventive Attempts for the Spread of COVID-19 at PT PPI (Persero). This policy regulates the formation of a special work unit named "*The New Normal Task Force Team*" as the party responsible for policies and implementation of COVID-19 control activities in the office environment; and
- h) Letter of Assignment No. 14/Dir.KSU/Int.ST/IX/2020 on September 25, 2020.

## Realisasi Program Kerja SDM Tahun 2020

### Realization Of HR Work Programs In 2020

Sepanjang tahun 2020, Departemen Human Capital Management telah merealisasikan program pengembangan SDM sebagaimana tertuang di dalam Program Kerja Departemen Human Capital Management Tahun 2020 yang mengacu pada Sasaran Tahun 2020, yaitu Penyusunan Program *People Development System* yang mencakup antara lain:

- *Development Program* untuk level setingkat Staf melalui *Management Trainee*;
- Program *BUMN Value*;
- *Outbond* dan *Outing* melalui Mental Ideologi Belanegara;
- *Inhouse training* masa persiapan pensiun;
- *Inhouse sharing of Economic of Strategy knowledge*;
- *Inhouse product knowledge* Transamin; dan
- *Public technical training dan leadership competency*.

Throughout 2020, the Human Capital Management Department has realized a number of HR development programs as contained in the 2020 Human Capital Management Department Work Programs which refers to the 2020 Objectives, namely the Preparation of the *People Development System* Program which includes, among others:

- *Development Program* for Staff level through *Management Trainee*;
- *BUMN Value* Program;
- *Outbound and Outing* through the Mental Ideology of *Defending the State*;
- *Inhouse training* for retirement preparation;
- *Inhouse sharing of Economic of Strategy knowledge*;
- *Transamin's in-house product knowledge*; and
- *Public technical training and leadership competency*.

## Rencana Fokus Pengembangan SDM Tahun 2021

### HR Development Focus Plans For 2021

Departemen Human Capital Management telah menetapkan beberapa fokus program kerja yang akan dijalankan pada tahun 2021 mendatang, antara lain:

- 1) Hubungan Industrial**  
Rencana *Zero Employee Pending Case* dan tercapainya sosialisasi PKB kepada Pegawai PPI.
- 2) Organisasi dan Talenta**  
Program pengembangan karyawan berbasis kompetensi untuk semua level jabatan.
- 3) Comben & Manajemen Kinerja**  
Perbaikan sistem *pay for performance* dengan meningkatkan KPI sampai level individu sehingga remunerasi atau insentif yang diberikan oleh Perseroan menysar karyawan yang tepat dengan nominal yang telah disesuaikan dengan kinerja yang dicapainya.

The Human Capital Management Department has determined several focuses on works programs that will be carried out in 2021, including:

- 1) Industrial Relations**  
*Zero Employee Pending Case* plan and the achievement of CLA socialization to PPI employees.
- 2) Organization and Talent**  
Competency-based employee development program for all levels of positions.
- 3) Comben & Performance Management**  
Improvement of the *pay for performance* system by increasing KPI to the individual level so that the remuneration or incentives given by the Company targets the right employees with an amount that have been adjusted to their performance achievement.



## TEKNOLOGI INFORMASI INFORMATION TECHNOLOGY

### Kebijakan dan Tata Kelola Teknologi Informasi IT Policy and Governance

Di era digital saat ini, peran Teknologi Informasi (TI) bukan lagi sebagai *supporting* namun berperan sebagai *enabler* bisnis bagi dunia usaha terutama PT PPI (Persero). Implementasi dan pemanfaatan TI secara konsisten, berkelanjutan dan berkesinambungan diyakini dapat memberikan dampak yang signifikan terhadap keberlangsungan kegiatan bisnis Perseroan, meningkatkan kapabilitas Perseroan dalam memberikan kontribusi bagi penciptaan nilai tambah, *service excellent*, serta mampu mendorong terlaksananya kegiatan operasional Perseroan yang efisien, efektif dan optimal.

Secara garis besar, pengelolaan sistem TI Perseroan mengacu pada:

1. Per-02/MBU/02/2018 tentang Prinsip Tata Kelola Teknologi Informasi Kementerian Badan Usaha Milik Negara.
2. Per-03/MBU/02/2018 tentang Perubahan Atas Per-02/MBU/02/2018 tentang Prinsip Tata Kelola Teknologi Informasi Kementerian Badan Usaha Milik Negara.
3. Prosedur Operasi Baku (POB) Tata Kelola Teknologi Informasi yang ditetapkan berdasarkan Surat Keputusan Direksi Nomor: 16/DU/SKD/POB/PPI/IX/2018 tanggal 30 September 2018, dengan pengaturan lebih rinci tercantum dalam dokumen Perseroan No. Dokumen F-II/POB/PPI/IX/2018. POB Tata Kelola TI mengatur hal-hal yang berkaitan dengan ketentuan/peraturan mengenai tata kelola dan mekanisme tata kelola TI Perseroan.

Perseroan berkomitmen akan terus mengembangkan infrastruktur TI yang dimiliki agar dapat lebih terarah dan lebih berperan dalam mendukung dan mengembangkan kegiatan bisnis dalam melakukan transformasi proses bisnis secara berkelanjutan.

### Implementasi TI IT Implementation

Dalam melaksanakan implementasi Teknologi Informasi, Perseroan berpedoman pada Rencana Strategi Teknologi Informasi (*Information Technology Master Plan*). Implementasi TI memaksimalkan pemberdayaan dan dukungan Aplikasi, Infrastruktur, Sumber Daya Manusia dan tata Kelola yang tepat.

In today's digital era, the role of Information Technology (IT) is no longer as a support function but turns to be the business enabler, particularly for PT PPI (Persero). A consistent, sustainable, and continuous implementation and utilization of IT is convinced to have a significant impact on the Company's business activities sustainability, enhance the Company's capability to creating value-added, bring service excellence, and be able to encourage an efficient, effective and optimal implementation of the Company's operational activities.

In general, the Company's IT management system refers to:

1. Per-02/MBU/02/2018 concerning Information Technology Governance Principles of the Ministry of State-Owned Enterprises.
2. Per-03/MBU/02/2018 concerning Amendments to Per-02/MBU/02/2018 concerning Information Technology Governance Principles of the Ministry of State-Owned Enterprises.
3. Standard Operating Procedure (SOP) for Information Technology Governance which was determined based on the Board of Directors' Decree Number: 16/DU/SKD/POB/PPI/IX/2018 dated September 30, 2018, with more detailed arrangements listed in the Company document with the Number of Document F - 11/POB/PPI/IX/2018. The IT Governance SOP regulates matters relating to the provisions/regulations regarding the governance and mechanisms of the Company's IT governance.

The Company is committed to continually develops its IT infrastructure so it can be run more focused and plays a greater role in supporting and developing business activities in carrying out the business processes transformation sustainably.

In conducting Information Technology application, the Company is guided by the Information Technology Master Plan. The IT implementation maximizes the empowerment and support of proper Application, Infrastructure, Human Resources, and Governance.

## Visi & Misi Divisi TI

### Vision & Mission of IT Division

#### Visi

Menjadikan Sistem Informasi sebagai *Enabler* dalam memenangkan persaingan di Era Digitalisasi

#### Misi

Memanfaatkan dan Memaksimalkan Seluruh Sumber Daya Teknologi Informasi Untuk Mendukung dan Mencapai Tujuan Perusahaan

#### Vision

Making Information Systems as an Enabler in winning competition in the Digitalization Era

#### Mission

Utilizing and Maximizing All Information Technology Resources to Support and to Achieve the Company's Objectives

## Ruang Lingkup dan Tanggung Jawab

### Scope and Responsibility

Divisi Teknologi Informasi ("Divisi TI") bertugas dan bertanggung jawab untuk mengembangkan rencana dan strategi penerapan sistem informasi guna mencapai tujuan Perseroan dalam jangka Panjang, serta memberikan arahan terkait perumusan rencana, kebijakan, implementasi sistem informasi jangka panjang dan inovasi terhadap pengelolaan sistem informasi Perseroan.

The Information Technology Division ("IT Division") is in charge and responsible for developing plans and strategies of information system implementation in order to achieve the Company's long-term objectives, as well as providing direction regarding the formulation of plans, policies, implementation of long-term information systems and innovations.

## Roadmap Pengembangan TI (2020-2024)

### IT Development Roadmap (2020-2024)

Penyelarasan strategi bisnis dan TI menjadi penting untuk menjamin bahwa penentuan proyek-proyek TI dan skala prioritasnya telah disusun dengan mengacu pada strategi dan kebutuhan bisnis Perseroan. Inisiatif strategis dan Kebijakan TI juga diterapkan secara fleksibel sehingga diharapkan dapat mengikuti perubahan dan proses transformasi yang mungkin akan terjadi di masa mendatang.

The alignment of business and IT strategies is very important to ensure that the determination of IT projects and their priority scales have been prepared with reference to the Company's strategy and business needs. The IT Strategic Initiatives and Policies are also applied flexibly so that they are expected can be adapted to the changes and follow transformation processes that may occur in the future.

Implementasi program dan kegiatan TI Perseroan berpedoman pada Rencana Strategis (Renstra) TI 2020-2024 yang disusun terintegrasi. Dalam pelaksanaan *roadmap* program 5 tahunan tersebut, Divisi TI telah menetapkan target utama yang diharapkan dapat terlaksana setiap tahunnya.

Implementation of the Company's IT programs and activities is guided by the 2020-2024 Strategic Plan (Renstra) which is prepared in an integrated manner. In executing the 5-year program roadmap, the IT Division has set the main targets that are expected can be performed each year.

Dengan adanya dokumen rencana strategis tersebut, pengembangan TI di Perseroan berjalan lebih terarah dan lebih berperan dalam mendukung dan mengembangkan kegiatan bisnis serta terlibat di dalam transformasi proses bisnis Perseroan secara berkelanjutan.

Through the existence of such a strategic plans document, the Company's IT development runs a more directed and plays a larger role in supporting and improving business activities as well as being involved in the Company's business processes transformation that held in a sustainable manner.

Berikut ini adalah *roadmap* pelaksanaan kegiatan TI dalam kurun 5 (lima) tahun terakhir, yaitu:

Hereby are the IT activities roadmap within the last 5 (five) years, namely:





## Penanggung Jawab Pengelola TI IT Manager

Berpedoman pada Surat Keputusan Direksi No. 23/DU/SKD/PPI/XI/2019 perihal Perubahan, Penetapan Nomenklatur, Struktur Organisasi dan Tugas Pokok dan Fungsi ditetapkan bahwa Divisi TI adalah unit kerja yang bertanggung jawab atas penyusunan dan pelaksanaan program pengembangan TI Perseroan.

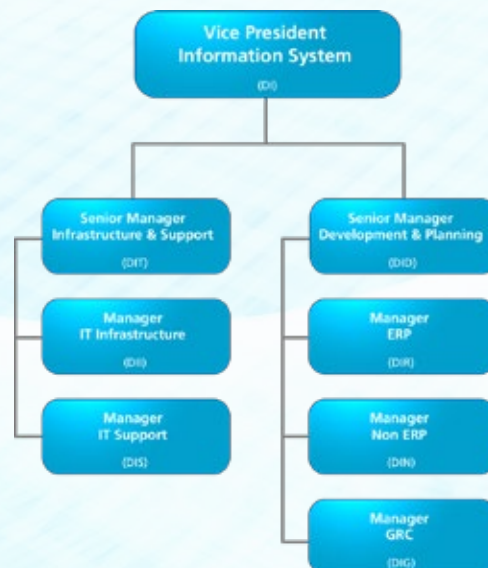
Divisi TI dipimpin oleh seorang *Vice President* yang bertanggung jawab langsung kepada Direktur Teknik dan Pengembangan. Per 31 Desember 2020, jumlah personil Divisi TI adalah sebanyak 14 orang.

Berikut ini adalah struktur organisasi pengelola TI di Perseroan:

Pursuant to the Board of Directors' Decree No. 23/DU/SKD/PPI/XI/2019 concerning Changes, Determination of Nomenclature, Organizational Structure, Main Duties, and Functions, it is determined that the IT Division is the work unit responsible for the preparation and implementation of the Company's IT development program.

The IT Division is led by a Vice President who reports directly to the Director of Engineering and Development. As of December 31, 2020, the number of personnel in the IT Division was 14 employees.

The following is the organizational structure of the Company's IT management:



## Pelatihan Dan Pengembangan Divisi TI

### Training and Development of The IT Division

Sepanjang tahun 2020, sebagian besar personel Divisi TI telah mengikuti sejumlah kegiatan pelatihan dan/atau pengembangan kompetensi yang relevan dengan tugas dan tanggung jawabnya, antara lain:

1. *Threat Hunting Fundamental*
2. *Report Writing for Digital Forensic*
3. *BSSN-AFDI-KOR-IDN Digital Forensic Webinar 2021*
4. *Webinar Unified Modelling Language (UML)*
5. *Workshop Informasi Akses Pasar Kemenperin*
6. *Phyton for DevOps Bootcamp*
7. *How DigitalOcean Manages, Monitors, and Secures Kubernetes for App Platform*

Throughout 2020, most of the IT Division personnel have engaged in some training and/or competency development activities that are relevant to their duties and responsibilities, among others:

1. Threat Hunting Fundamental
2. Report Writing for Digital Forensic
3. BSSN-AFDI-KOR-IDN Digital Forensic Webinar 2021
4. Webinar Unified Modelling Language (UML)
5. Workshop Informasi Akses Pasar Kemenperin
6. Phyton for DevOps Bootcamp
7. How DigitalOcean Manages, Monitors, and Secures Kubernetes for App Platform

## Investasi Bidang TI Tahun 2020

### IT Investment in 2020

Pada tahun 2020, Divisi TI telah merealisasikan sejumlah investasi yang bertujuan untuk menunjang kegiatan operasional TI, di antaranya:

1. Pengembangan ERP *Dynamic 365*
2. Perpanjangan Lisensi ERP *Dynamic 365*
3. Pengembangan situs web PT PPI (Persero)
4. Perpanjangan Lisensi Aplikasi Pendukung Operasional Non-ERP (*Antivirus, Mail Server, Hosting Domain*)

In 2020, the IT Division has realized a number of investments that intends to support IT operational activities, such as:

1. Development of ERP *Dynamic 365*
2. ERP *Dynamic 365* License Extension
3. Development of PT PPI (Persero) website
4. Renewal of Non-ERP operational support application license (*Antivirus, Mail Server, Domain Hosting*)

Perseroan mencatatkan biaya investasi sebesar Rp $\times$ x untuk menjalankan seluruh kegiatan tersebut.

The Company recorded an investment cost of Rp $\times$ x to carry out all these activities

## Realisasi Program Kerja TI Tahun 2020

### Realization of IT Work Program in 2020

Pada tahun 2020 program kerja yang telah dilaksanakan Divisi TI, antara lain sebagai berikut:

1. *Re Go-live ERP Microsoft Dynamics 365* untuk modul Finance & Accounting (FA) dan Supply Chain Management (SCM) dan implementasi Dashboard Management Report (*Sales, Inventory, Account Payable/"AP", dan Account Receivable/"AR"*)
2. Pembangunan aplikasi Non-ERP:
  - a. Pasar PPI
  - b. *e-Ticket*
  - c. *OpenProject*
  - d. Pengembangan situs web PPI

In 2020, a number of work programs that have been implemented by the IT Division are as follows:

1. *Re Go-live ERP Microsoft Dynamics 365* for Finance & Accounting (FA) and Supply Chain Management (SCM) modules and Dashboard Management Report implementation (*Sales, Inventory, Account Payable/"AP", and Account Receivable/"AR"*)
2. Non-ERP application development:
  - a. PPI Market
  - b. *e-Ticket*
  - c. *OpenProject*
  - d. PPI website development

## Rencana Fokus Pengembangan TI Tahun 2021

### IT Development Focus Plans For 2021

Sesuai dengan Program Kerja pada Rencana Kerja Anggaran Perusahaan tahun 2021, Divisi TI akan berfokus kepada:

In accordance with the Work Program in the Company's 2021 Budget Work Plan, the IT Division will focus on:

1. Implementasi ERP Dynamic 365 Phase 2 dengan modul:
    - a. Program Pengadaan Barang (P2B)
    - b. *Human Capital Management* (HCM)
    - c. *Customer Relationship Management* (CRM)
    - d. *Commercial Asset Management* (CAM)
    - e. *Enterprise Asset Management* (EAM)
    - f. *Production*
    - g. *Risk Management*
    - h. *e-Procurement Portal*
    - i. *Dashboard Management Report (Budget vs Actual)*
  2. Pengembangan Aplikasi Non-ERP:
    - a. *Sales Force Automation* (SFA)
    - b. *Imbal Dagang*
    - c. *E-Commerce*
    - d. *OpenProject*
    - e. *Layanan Keterbukaan Informasi*
  3. Penguatan Sarana dan Prasarana Keamanan Infrastruktur Data Center dan Jaringan:
    - a. *Revitalisasi Ruang Server*
    - b. *Perbaikan dan standarisasi koneksi internet di seluruh cabang*
  4. *Kegiatan Holding dan Merger*
  5. *Kegiatan Tata Kelola TI*:
    - a. *Assessment IT Maturity*
    - b. *Assessment INDI 4.0*
  6. Penguatan Kpaabilitas SDM di Bidang TI:
    - a. *Perubahan Status Kepegawaian SDM TI*
    - b. *Pelatihan*
1. Implementation of ERP Dynamic 365 Phase 2 with the following modules:
    - a. Procurement Program (P2B)
    - b. Human Capital Management (HCM)
    - c. Customer Relationship Management (CRM)
    - d. Commercial Asset Management (CAM)
    - e. Enterprise Asset Management (EAM)
    - f. Production
    - g. Risk Management
    - h. e-Procurement Portal
    - i. Dashboard Management Report (Budget vs Actual)
  2. Non-ERP Application Development:
    - a. Sales Force Automation (SFA)
    - b. Trade Rewards
    - c. E-Commerce
    - d. OpenProject
    - e. Information Disclosure Service
  3. Strengthen Facilities and Infrastructure for Data Centers and Networks:
    - a. Server Room Revitalization
    - b. Internet connection improvement and standardization in all branches
  4. Holding and Merger Activities
  5. IT Governance Activities:
    - a. IT Maturity Assessment
    - b. INDI 4.0 assessment
  6. Enhance HR skills in the IT field:
    - a. IT HR Employment Status Changes Status
    - b. Training

# PENERAPAN PRINSIP TATA KELOLA PERUSAHAAN YANG BAIK

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# TANGGUNG JAWAB SOSIAL PERUSAHAAN

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Social Responsibility for Employment and Occupational Health and Safety
- 345 Tanggung Jawab Sosial Bidang Kemasyarakatan  
Social Responsibility for the Community
- 350 Tanggung Jawab Sosial Bidang Perlindungan Pelanggan  
Social Responsibility for Customer Protection







## KOMITMEN UNTUK MENDUKUNG PEMBANGUNAN BERKELANJUTAN

### COMMITMENT TO SUPPORT SUSTAINABLE DEVELOPMENT

Dalam mengelola aktivitas operasi bisnis sehari-hari, Perseroan sangat menyadari peran dan dukungan dari para pemangku kepentingan sangat menentukan keberlangsungan usaha di masa depan. Oleh sebab itu, Perseroan menyatakan kesungguhan untuk senantiasa memperhatikan segala aspek saat menjalankan kegiatan bisnisnya dan tidak semata hanya berfokus pada mencari keuntungan semata.

Sebagai warga korporasi BUMN yang peduli dengan hak-hak para pemangku kepentingan, Perseroan memberikan dukungan penuh terhadap realisasi Tujuan Pembangunan Berkelanjutan atau *Sustainable Development Goal's* (SDGs) yang terdiri dari 17 tujuan dengan 169 capaian yang terukur dan tenggat yang telah ditentukan oleh PBB sebagai agenda dunia pembangunan untuk kemaslahatan manusia dan planet bumi. Pada jangka panjang, agenda SDGs secara global pada tahun 2030 mendatang bertujuan untuk meyakinkan bahwa tidak ada satupun yang tertinggal (*No One Left Behind*).

Sementara pada skala nasional, rancangan suksesi SDGs di Indonesia disederhanakan oleh Badan Perencanaan Pembangunan Nasional (Bappenas) menjadi 4 (empat) pilar utama, yaitu Pilar Pembangunan Sosial, Pilar Pembangunan Ekonomi, Pilar Pembangunan Lingkungan dan Pilar Pembangunan Hukum dan Tata Kelola. Perseroan berkomitmen akan berpartisipasi aktif dalam menyukseskan resolusi tersebut sesuai dengan kapasitasnya dengan memberikan dukungan penuh terhadap upaya-upaya Pemerintah dalam rangka meningkatkan kesejahteraan masyarakat melalui berbagai program pembangunan nasional.

In managing daily business operations, the Company knows the importance of stakeholders' role and support in determining future business sustainability. Therefore, the Company expresses its seriousness to always give attention to all aspects while carrying out its business activities and not merely focus on seeking profit alone.

As a SOE corporate citizen who cares a lot about the rights of stakeholders, the Company provides full support for the realization of the Sustainable Development Goals (SDGs) which are defined in a list of 17 goals with 169 measurable targets and deadlines set by the United Nations as the global development agenda for the benefit of humans and planet earth. In the long term, the global SDGs agenda in 2030 aims to ensure that no one is left behind.

Meanwhile, on a national scale, the succession roadmap of SDGs Indonesia has been clustered by the National Development Planning Agency (Bappenas) into 4 (four) main pillars, namely Social Development Pillar, Economic Development Pillar, Environmental Development Pillar, and Law and Governance Development Pillar. The Company is fully committed to actively participate in succeeding such resolution in accordance with its capacity by giving full support to the Government's attempts in order to improve community welfare through various national development programs.

## KOMITMEN PELAKSANAAN CSR

### COMMITMENT TO CSR IMPLEMENTATION

Perseroan memiliki cita-cita mulia untuk dapat terus bertumbuh dan berkembang yang selaras dengan pemberian kontribusi positif kepada masyarakat dan pemangku kepentingan lainnya. Oleh sebab itu, dalam menjalankan kegiatan operasional bisnis sehari-hari, Perseroan senantiasa berupaya menjaga keselarasan dan keseimbangan di antara ketiga aspek *triple bottom line* (3P) ini, yaitu *People* (masyarakat), *Profit* (keuntungan) dan *Planet* (lingkungan).

Dalam rangka mewujudkan pemenuhan tanggung jawab sosial perusahaannya, Perseroan secara konsisten melaksanakan program Tanggung Jawab Sosial Perusahaan (*Corporate Social Responsibility*/"CSR") dan Program Kemitraan dan Bina Lingkungan (PKBL) yang mengacu pada prinsip keberlanjutan.

The Company has noble aspirations to continue growing and developing in harmony with making positive contributions to the community and other stakeholders. Therefore, in carrying out daily business operations, the Company always strives to maintain harmony and balance among these three aspects of the triple bottom line (3P), namely People, Profit, and Planet.

In order to realize the fulfillment of its corporate social responsibility, the Company consistently implements the Corporate Social Responsibility ("CSR") program and the Partnership and Community Empowerment Program (PKBL) which refers to the sustainability principles.

Perseroan bertekad untuk merealisasikan program CSR dan PKBL secara terpadu melalui berbagai implementasi program kemitraan dalam rangka memajukan kualitas hidup masyarakat dan komunitas sekitar secara berkelanjutan dengan berlandaskan pada asas-asas moralitas dan peraturan perundang-undangan yang berlaku serta *best practice* yang berlaku universal. Dalam praktik tata kelola keberlanjutan, Perseroan telah menerapkan prinsip-prinsip tanggung jawab sosial perusahaan berbasis ISO 26000 yang mencakup aspek tata kelola, praktik ketenagakerjaan, Hak Asasi Manusia (HAM), lingkungan, prosedur operasi yang wajar, isu konsumen, serta pelibatan dan pengembangan masyarakat.

The Company is determined to realize CSR and PKBL programs in an integrated manner through various implementation of partnership programs in order to promote the quality of life for every neighborhood and community sustainably based on the principles of morality and applicable laws regulations as well as universal best practices. In the practice of sustainable governance, the Company has implemented the principles of corporate social responsibility based on ISO 26000 which includes aspects of governance, employment practices, Human Rights (HAM), the environment, reasonable operating procedures, consumer issues, as well as community engagement and development.

## LANDASAN KEBIJAKAN PELAKSANAAN PROGRAM CSR POLICY FOUNDATION OF CSR IMPLEMENTATION

Implementasi program CSR dan PKBL Perseroan mengacu pada perundang-undangan berikut ini:

1. UU No 40 tahun 2007, Pasal 74 tentang Perseroan Terbatas;
2. UU No. 19 Tahun 2003, Pasal 88 tentang Badan Usaha Milik Negara;
3. Peraturan Menteri Negara BUMN No.PER-05/MBU/2007 tanggal 27 April 2007 dan revisi terbaru atas Peraturan Menteri BUMN Nomor: PER-09/MBU/07/2015 tanggal 3 Juli 2015 tentang Program Kemitraan Badan Usaha Milik Negara dengan Usaha Kecil dan Program Bina Lingkungan;
4. Anggaran Dasar Perseroan;
5. Pedoman *Good Corporate Governance*;
6. Keputusan Direksi Nomor: 03/DU/ SKD/POB/PPI/VII/2017 tanggal 31 Juli 2017 tentang Prosedur Operasi Baku (POB) Program Kemitraan dan Bina Lingkungan (PKBL) dan diperbaharui dengan Surat Keputusan Direksi (SKD) Nomor: 23/DU/SKD/PPI/XI/2019 tanggal 14 November 2019 tentang Pedoman Pelaksanaan Program Kemitraan dan Bina Lingkungan (PKBL) PT Perusahaan Perdagangan Indonesia (Persero); dan
7. Pedoman ISO 26000 *Social Responsibility*.

The Company's CSR and PKBL programs implementation refers to the following laws:

1. UU No 40 tahun 2007, Pasal 74 tentang Perseroan Terbatas;
2. UU No. 19 Tahun 2003, Pasal 88 tentang Badan Usaha Milik Negara;
3. Peraturan Menteri Negara BUMN No.PER-05/MBU/2007 tanggal 27 April 2007 dan revisi terbaru atas Peraturan Menteri BUMN Nomor: PER-09/MBU/07/2015 tanggal 3 Juli 2015 tentang Program Kemitraan Badan Usaha Milik Negara dengan Usaha Kecil dan Program Bina Lingkungan;
4. Anggaran Dasar Perseroan;
5. Pedoman *Good Corporate Governance*;
6. Keputusan Direksi Nomor: 03/DU/ SKD/POB/PPI/VII/2017 tanggal 31 Juli 2017 tentang Prosedur Operasi Baku (POB) Program Kemitraan dan Bina Lingkungan (PKBL) dan diperbaharui dengan Surat Keputusan Direksi (SKD) Nomor: 23/DU/SKD/PPI/XI/2019 tanggal 14 November 2019 tentang Pedoman Pelaksanaan Program Kemitraan dan Bina Lingkungan (PKBL) PT Perusahaan Perdagangan Indonesia (Persero); and
7. Pedoman ISO 26000 *Social Responsibility*.

## TATA KELOLA TANGGUNG JAWAB SOSIAL SOCIAL RESPONSIBILITY GOVERNANCE

Perseroan bersungguh-sungguh menunjukkan keterlibatan dan partisipasi aktif di dalam proses pembangunan berkelanjutan (SDGs) nasional melalui program dan kegiatan PKBL sebagaimana diatur di dalam Peraturan Menteri BUMN No. PER-09/MBU/07/2015 tanggal 3 Juli 2015 tentang Program Kemitraan Usaha Kecil dan Program Bina Lingkungan Badan Usaha Milik Negara.

The Company is putting a serious concern in showing active involvement and participation toward the national sustainable development process (SDGs) through PKBL programs and activities as stipulated in the Minister of SOE Regulation No. PER-09/MBU/07/2015 dated July 3, 2015 5 on the Partnership Program and Community Development Program of State-Owned Enterprises.

Dalam merumuskan program dan kegiatan tanggung jawab sosial tersebut, Perseroan menggunakan sejumlah metode pendekatan yang komprehensif agar dapat memberikan manfaat yang tepat sasaran dan maksimal kepada para pemangku kepentingan khususnya bagi masyarakat yang berdomisili di sekitar wilayah operasi Perseroan.

In formulating these social responsibility programs and activities, the Company uses a number of comprehensive approach methods to provide targeted and maximum benefits to stakeholders, especially for people who live surround the Company's operational areas.

Dalam Laporan Tahunan 2020 ini, Perseroan mengungkapkan 7 (tujuh) subjek inti tata kelola tanggung jawab sosial yang berkelanjutan sesuai dengan ISO 26000 tentang Panduan Tanggung Jawab Sosial (*Guidance on Social Responsibility*), yaitu:

1. Tata Kelola Organisasi;
2. *Core Subject* Operasi yang Adil;
3. *Core Subject* Hak Asasi Manusia;
4. Lingkungan Hidup;
5. Praktik Ketenagakerjaan, Kesehatan dan Keselamatan Kerja;
6. Pelibatan dan Pengembangan Masyarakat; dan
7. Isu Produk/Jasa serta Konsumen dan Mitra Kerja.

In this 2020 Annual Report, the Company discloses 7 (seven) core subjects of sustainable social responsibility governance in accordance with ISO 26000 regarding Guidance on Social Responsibility, namely:

1. Organizational Governance;
2. Core Subject of Fair Operations;
3. Core Subject of Human Rights;
4. Environment;
5. Employment Practices, Occupational Health and Safety;
6. Community Engagement and Development; and
7. Product/Service Issues as well as Consumers and Partners.

## METODE DAN LINGKUP DUE DILIGENCE TERHADAP DAMPAK SOSIAL, EKONOMI DAN LINGKUNGAN DARI AKTIVITAS USAHA PERSEROAN

### METHODS AND SCOPE OF DUE DILIGENCE ON SOCIAL, ECONOMIC AND ENVIRONMENTAL IMPACTS OF THE COMPANY'S BUSINESS ACTIVITIES

Sebagai entitas usaha yang bergerak di sektor perdagangan, maka kegiatan operasional Perseroan dipastikan tidak bersinggungan langsung dengan masyarakat dan lingkungan hidup. Namun demikian, dalam menentukan program dan kegiatan PKBL yang akan dilaksanakan setiap tahunnya, Perseroan tetap melakukan *due diligence* untuk menilai dampak positif dan negatif atas keputusan dan implementasi kegiatan perusahaan yang diperkirakan dapat memengaruhi lingkungan hidup, ekonomi, dan aspek sosial.

Perseroan berpendapat tahapan *due diligence* menjadi salah satu mekanisme penting karena pada tahapan ini Perseroan menentukan pihak-pihak yang menjadi subjek pemangku kepentingan utama di dalam program PKBL tahun berjalan, serta menentukan dampak sosial, ekonomi, dan lingkungan yang berpotensi timbul dari aktivitas bisnis Perseroan. Dampak tersebut harus diidentifikasi pada seluruh aspek rantai nilai yang mencakup pemasok, input (bahan baku, tenaga kerja, uang, waktu, pengetahuan, dan kompetensi), proses (fungsi manajemen, termasuk kondisi fisik pabrik maupun kantor), produk (barang dan jasa) dan konsumen.

Metode *due diligence* yang diterapkan Perseroan senantiasa melibatkan unsur-unsur Perseroan untuk mengidentifikasi topik material dan pemangku kepentingan utama dengan tahapan sebagai berikut:

1. Mengidentifikasi isu-isu keberlanjutan dan topik penting yang relevan dengan karakteristik bisnis Perseroan berdasarkan prinsip *stakeholder's inclusiveness*;
2. Melakukan pemeriksaan melalui sesi Tanya Jawab mengenai isu keberlanjutan; dan
3. Pemeriksaan fisik/lokasi.

Berikut adalah mekanisme *due diligence* yang umum dipraktikkan oleh Perseroan:

As a business entity engaged in the trading sector, the Company's operating activities do not directly relate to the community and the environment. However, in determining the PKBL programs and activities that are performed annually, the Company continues to perform due diligence in order to evaluate positive and negative impacts of the decisions and implementation of the company's activities that are expected could affect the environment, economy, and social aspects.

The Company considers that due diligence is one of the important mechanisms because in this stage the Company identify the party who are subject to the primary stakeholders during the current year's PKBL program, as well as decides the social, economic, and environmental impacts that could potentially arise from the Company's business activities. These impacts must be identified in all aspects of the value chain which include suppliers, inputs (raw materials, labor, money, time, knowledge, and competencies), processes (management functions, including the physical condition of plants and offices), products (goods and services) and consumers.

The due diligence method applied by the Company always involves the Company's elements to identify material topics and key stakeholders with the following stages:

1. Identify sustainability issues and important topics that are relevant to the Company's business characteristics based on the principle of stakeholder's inclusiveness;
2. Conduct inspections through a Q&A session on sustainability issues; and
3. Physical examination/location.

Following are the due diligence mechanisms commonly practiced by the Company:

## INFORMASI PEMANGKU KEPENTINGAN UTAMA DAN METODE PELIBATAN

### KEY STAKEHOLDER INFORMATION AND ENGAGEMENT METHODS

Mengacu pada hasil *due diligence* yang sudah dilakukan, Perseroan memetakan pihak-pihak berkepentingan yang berdampak dan terdampak dari aktivitas bisnis Perseroan, antara lain sebagai berikut:

According to the due diligence results conducted, the Company describes the interested parties that can either affect or be affected by the Company's business activities, including the following:

Pemangku Kepentingan Stakeholder	Peran   Role	Topik dan Isu Utama Kepentingan Topic and Main Issues of Interest	Metode Pelibatan Engagement Method	Frekuensi Pelibatan Frequency of Engagement
Pemegang Saham Shareholder	Sebagai pemangku kepentingan utama dan penggerak bisnis perusahaan. As the main stakeholder and driver of the company's business.	Realisasi dan pencapaian Kinerja Perseroan. Realization and achievement of the Company's Performance.	<ul style="list-style-type: none"> <li>Paparan kinerja tahunan dan laporan keuangan Presentation of annual performance and financial reports</li> <li>RUPS Tahunan Annual GMS</li> <li>RUPS Sirkuler Circular GMS</li> </ul>	<ul style="list-style-type: none"> <li>Basis tahunan dan triwulan Annual and quarterly basis</li> <li>1 (satu) tahun sekali Once a year</li> <li>Sesuai Kebutuhan If required</li> </ul>
Karyawan Employee	Merupakan pemangku kepentingan utama yang menjadi penggerak bisnis perusahaan. As the main stakeholders who drive the company's business.	<ul style="list-style-type: none"> <li>Kebijakan SDM HR Policy</li> <li>Evaluasi KPI Karyawan Employee KPI Evaluation</li> <li>Tingkat Kepuasan Karyawan Employee Satisfaction Level</li> <li>Knowledge Transfer Knowledge Transfer</li> <li>Forum diskusi dan <i>sharing</i> gagasan/ide mengenai pekerjaan Discussion forums and sharing ideas/thought about work</li> </ul>	<ul style="list-style-type: none"> <li>Buletin PPI PPI Bulletin</li> <li>Sosialisasi kebijakan Policy socialization</li> <li>Employee Engagement Survey Employee Engagement Survey</li> <li>Focus Discussion Group (FGD) Focus Discussion Group (FGD)</li> <li>Program pengembangan kompetensi karyawan Employee competency development program</li> </ul>	Setiap waktu Every time
Regulator Regulator	Sebagai pemangku kepentingan yang mengawasi terlaksananya kepatuhan perusahaan terhadap peraturan yang berlaku. As a stakeholder who oversees the implementation of the company's compliance with applicable regulations.	<ul style="list-style-type: none"> <li>Pemenuhan penyampaian informasi dan laporan terkait pelaksanaan GCG Fulfillment of the submission of information and reports relating to the GCG implementation</li> <li>Pemenuhan penyampaian informasi dan laporan terkait pelaksanaan kegiatan PKBL Sinergi di lingkup BUMN Fulfillment of submission of information and reports relating to the implementation of Synergy PKBL activities within the scope of SOEs</li> </ul>	<ul style="list-style-type: none"> <li>Laporan Kepatuhan GCG GCG Compliance Report</li> <li>Pelaporan Program PKBL Sinergi BUMN SOE Synergy PKBL Program Reporting</li> </ul>	<ul style="list-style-type: none"> <li>1 (satu) tahun sekali Once a year</li> <li>1 (satu) tahun sekali Once a year</li> </ul>
Investor Investors	Sebagai pihak yang menyertakan modal dengan harapan menerima pengembalian keuangan. As a party that invests capital for the purpose of obtaining a financial return.	Sosialisasi program kerja dan produk/jasa yang dimiliki Perseroan. Socialization of work programs and products/services owned by the Company.	<ul style="list-style-type: none"> <li>Press Release</li> <li>Gathering atau pameran</li> </ul>	Sesuai kebutuhan If required

Pemangku Kepentingan Stakeholder	Peran   Role	Topik dan Isu Utama Kepentingan Topic and Main Issues of Interest	Metode Pelibatan Engagement Method	Frekuensi Pelibatan Frequency of Engagement
Media Media	Sebagai pihak berkepentingan yang membantu menyebarkan informasi perusahaan. As an interested party who helps disseminate company information.	Membagikan informasi terkait bisnis ataupun aktivitas Perseroan yang perlu diketahui publik. Provide information related to the Company's business or activities that the public needs to know.	<ul style="list-style-type: none"> <li>• <i>Press Release</i></li> <li>• <i>Press Conference</i></li> </ul>	Sesuai kebutuhan If required

## INFORMASI TENTANG ISU-ISU PENTING SOSIAL EKONOMI DAN LINGKUNGAN TERKAIT DAMPAK KEGIATAN PERUSAHAAN

### INFORMATION ON IMPORTANT SOCIO-ECONOMIC AND ENVIRONMENTAL ISSUES RELATED TO THE IMPACT OF COMPANY ACTIVITIES

Setelah melalui proses identifikasi yang cukup panjang dan komprehensif dengan melibatkan pihak-pihak berkepentingan, maka Perseroan memberikan perhatian terhadap sejumlah topik material berikut ini:

After going through a long and comprehensive identification process involving interested parties, the Company pays attention to the following material topics:

No.	Topik   Topics	Pentingnya Topik dan Pengembangan The Importance of Topics and Development
1.	Pengembangan Kompetensi SDM HR Competency Development	Perseroan berkomitmen akan terus meningkatkan kualitas dan kemampuan seluruh karyawan secara berkelanjutan agar Perseroan mampu menjawab tantangan dan dinamika bisnis yang terjadi. Hal ini juga dilakukan dalam rangka mendorong daya saing Perseroan di era kompetisi perdagangan yang semakin ketat. The Company is committed to continuously improving the quality and capabilities of all employees so that the Company is able to respond to the challenges and business dynamics that occur. This is also performed in order to encourage the Company's competitiveness in the era of increasingly fierce trade competition.
2.	Pengelolaan Kebijakan SDM HR Policy Management	Pengembangan roadmap SDM bertujuan untuk menjaga tingkat retensi karyawan sehingga produktivitas Perseroan tetap berada pada tingkat yang optimal. Pengelolaan SDM pada lingkup Perseroan mencakup proses perekrutan yang adil dan setara, pengembangan kompetensi, kesejahteraan, dan keterlibatan karyawan. The HR roadmap development aims to maintain employee retention rates so that the Company's productivity remains at an optimal level. HR management within the Company includes a fair and equal recruitment process, competency development, welfare, and employee involvement.
3.	Penanggulangan dan penanganan COVID-19 Tackling and handling the COVID-19	Sepanjang 2020, Perseroan berpartisipasi di dalam upaya pencegahan COVID-19 baik pada lingkungan internal maupun eksternal dengan mengalokasikan anggaran khusus yang bertujuan untuk memutus rantai penyebaran virus COVID-19 dan menerapkan protokol kesehatan secara ketat. Throughout 2020, the Company participated in efforts to prevent COVID-19 both internally and externally by allocating a special budget that intended at breaking the chain transmission of the COVID-19 virus spread and implementing strict health protocols.

## INFORMASI TENTANG LINGKUP TANGGUNG JAWAB SOSIAL PERUSAHAAN BAIK YANG MERUPAKAN KEWAJIBAN MAUPUN YANG MELEBIHI KEWAJIBAN

### INFORMATION ABOUT THE SCOPE OF CORPORATE SOCIAL RESPONSIBILITY, BOTH THOSE ARE OBLIGED AND BEYOND OBLIGATIONS

Perseroan berkewajiban untuk menjalankan program dan kegiatan PKBL sebagaimana diatur di dalam Permen BUMN No. PER-09/MBU/07/2015 tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara, Pasal 8 “Penyisihan laba bersih setelah pajak yang ditetapkan dalam RUPS/Menteri pengesahan Laporan Tahunan BUMN Pembina maksimum sebesar 4% (empat persen) dari laba setelah pajak tahun buku sebelumnya”.

Di luar kewajiban normatif tersebut, Perseroan juga telah menjalankan kegiatan CSR yang sifatnya melebihi kewajiban sebagaimana diamanatkan dalam perundang-undangan. Selama tahun 2020 khususnya di masa pandemi COVID-19, Perseroan telah melaksanakan sejumlah kegiatan yang sifatnya melampaui kewajiban, antara lain:

- 1) Menyediakan fasilitas *swab test* dan *swab antigen* kepada karyawan;
- 2) Membagikan vitamin dan masker kepada karyawan; dan
- 3) Menyediakan vaksin COVID-19 bagi karyawan.

The Company is obliged to conduct PKBL programs and activities as stipulated in the Minister of SOE Regulation No. PER-09/MBU/07/2015 concerning the State-Owned Enterprises Partnership Program and the Community Development Program Article 8 “Allowance for net profit after tax stipulated in the GMS/Minister for ratification of SOE Trustees Annual Report is maximum 4% (four percent) of the previous fiscal year’s income after tax”

Apart from these normative obligations, the Company has also executed CSR activities that go beyond legally required as mandated in the legislation. During 2020, especially during the COVID-19 pandemic, the Company has carried out a number of activities that exceed the obligations, among others:

- 1) Provide swab test and antigen swab facilities for employees;
- 2) Distribute vitamins and masks to employees; and
- 3) Provide COVID-19 vaccines for employees.

## INFORMASI TENTANG STRATEGI DAN PROGRAM KERJA DALAM MENANGANI ISU-ISU SOSIAL, EKONOMI DAN LINGKUNGAN

### INFORMATION ON STRATEGIES AND WORK PROGRAMS IN COPING WITH SOCIAL, ECONOMIC AND ENVIRONMENTAL ISSUES

Strategi dalam menangani isu-isu sosial, ekonomi, dan lingkungan dilaksanakan melalui implementasi berbagai kegiatan CSR yang telah diseleraskan dengan strategi bisnis Perseroan. Proses perencanaan inisiatif strategis CSR tersebut dilakukan dengan menampung masukan atau arahan serta harapan yang disampaikan oleh para pemangku kepentingan agar program PKBL & CSR yang dihadirkan benar-benar sesuai dengan kebutuhan dan tepat sasaran.

Sepanjang tahun 2020, pelaksanaan program PKBL & CSR Perseroan berfokus pada 2 (dua) program utama, yaitu Bantuan Sosial Kemasyarakatan dan Bantuan Bencana Alam.

Strategy in dealing with social, economic and environmental issues are executed through various CSR activities implementation that have been straightened with the Company’s business strategy. The CSR strategic initiative planning process is conducted by accommodating recommendations or directions as well as expectations submitted by stakeholders so that the PKBL & CSR programs presented are strictly following the needs and right on target.

Throughout 2020, the Company’s PKBL & CSR programs implementation focused on 2 (two) main programs, namely Community Social Assistance and Natural Disaster Assistance.

## MAKSUD DAN TUJUAN PURPOSE AND OBJECTIVES

Secara umum, pelaksanaan kegiatan CSR dan PKBL Perseroan bertujuan untuk membangun hubungan yang harmonis dengan masyarakat sekitar ataupun dengan para pemangku kepentingan lainnya. Selain itu, komitmen Perseroan akan hal ini juga dimaksudkan untuk meningkatkan taraf hidup masyarakat khususnya yang tinggal di wilayah perusahaan sehingga dapat terwujud sebuah sistem ekonomi kerakyatan tanpa mengabaikan peran usaha dari Perseroan, serta dalam rangka membantu masyarakat dan komunitas sekitar. Perseroan berkeyakinan dengan turut memberikan dampak yang positif kepada para pemangku kepentingan maka citra dan reputasi serta keberlangsungan usaha Perseroan akan tetap terjaga.

In general, the Company's CSR and PKBL activities implementation aims to build a harmonious relationship with the surrounding community or with other stakeholders. In addition, the Company's commitment to this is also expected to raise living standard of the community, particularly for those living in the company's operation so that a people's economic system can be realized without neglecting the Company's business role, as well as to help the community and surrounding community. The Company is convinced that by giving positive contribution for stakeholders, therefore, the image and reputation as well as the Company's business sustainability will be maintained.

## VISI DAN MISI VISION AND MISSION

### Visi

Menjadikan usaha kecil, menengah, dan masyarakat di sekitar Perusahaan sebagai *stakeholder* yang maju seiring dengan kemajuan perusahaan, sebagai salah satu implementasi BUMN Hadir Untuk Negeri.

### Vision

To make small and medium-sized enterprises as well as the society around the Company become Progressive Stakeholders as soon as the Company is doing a thriving business, as the implementations of SOEs Present For the Country.

### Misi

- Melaksanakan kemitraan dengan pengusaha kecil dan menengah sehingga menjadi tangguh dan mandiri.
- Berkontribusi dalam bidang sosial kemasyarakatan.

### Mission

- To conduct partnership with small and medium enterprises, so they can be strong and independent.
- To contribute in sector of social community.

## ORGANISASI PENGELOLA PKBL & CSR PKBL & CSR MANAGEMENT ORGANIZATION

Berdasarkan Peraturan Direksi Nomor: 23/DU/SKD/PPI/XI/2019 tanggal 14 November 2019, Perseroan telah membentuk unit kerja dan fungsi yang menangani program-program tanggung jawab sosial, yakni Departemen CSR & PKBL yang berada di bawah koordinasi Sekretaris Perusahaan dan bertanggung jawab kepada Direktur Utama.

Based on the Board of Directors Regulation Number: 23/DU/SKD/PPI/XI/2019 dated November 14, 2019, the Company has established a work unit and function that manages social responsibility programs, namely Department of CSR & PKBL that comes under the coordination of the Corporate Secretary Division and is responsible to the President Director.

### Struktur Organisasi PKBL PT PPI (Persero) PKBL Organizational Structure of PT PPI (Persero)





Dalam melaksanakan kegiatan operasionalnya, terutama dalam penetapan/seleksi calon mitra binaan maupun calon penerima bantuan/hibah Bina Lingkungan dibantu oleh tim dari internal dan eksternal, antara lain:

- Petugas dari bagian PKBL
- Petugas dinas/instansi terkait yang aktif
- Petugas PKBL/wilayah terkait

### Tugas dan Tanggung Jawab Tim PKBL

Mengacu pada Nota Dinas Direktur Utama Nomor: 23/DU/SKD/PPI/XI/2019 tanggal 14 November 2019, adapun susunan pengurus dan penanggung jawab, serta tugas dan tanggung jawab pengelola PKBL Perseroan, antara lain sebagai berikut:

#### Syailendra - Penanggung jawab Unit PKBL:

- Mengkoordinir seluruh kegiatan pelaksanaan Program Kemitraan dan Bina Lingkungan, baik dalam penyaluran maupun pemberian pinjaman
- Melaksanakan koordinasi dengan instansi terkait
- Menyusun dan melaksanakan program kemitraan dan bina lingkungan

#### Prio Pamulat - Pelaksana Tugas Manajer PKBL:

- Menyusun program secara berkala
- Perencanaan dan pelaksanaan evaluasi dan penelitian proposal calon Mitra Binaan
- Perencanaan pelaksanaan penyaluran
- *Monitoring* dan pemantauan perkembangan usaha Mitra Binaan, termasuk pengembalian pinjaman

#### Fadli Rosyad - Pelaksana Tugas Staf Operasional PKBL:

- Membantu melakukan evaluasi proposal Calon Mitra Binaan
- Membantu melakukan pemantauan perkembangan usaha Mitra Binaan
- Membantu melakukan pemantauan dan penagihan Mitra Binaan yang terlambat membayar dan memberikan teguran terhadap Mitra Binaan yang lalai memenuhi kewajiban

Sekretariat Perusahaan menerima setiap pengaduan ataupun pelaporan terkait dengan kegiatan CSR Perseroan, melalui media pelaporan berupa *e-mail* yang beralamat di [corsec@ptppi.co.id](mailto:corsec@ptppi.co.id).

While conducting its operational activities, especially in determining/selecting potential fostered partners and potential recipients of Community Development assistance/grants assisted by internal and external teams, among others:

- PKBL officer
- Active officer of relevant agencies
- PKBL officers/related areas

### Duties and Responsibilities of PKBL Team

Pursuant to the Memorandum of Service of the President Director Number: 23/DU/SKD/PPI/XI/2019 dated November 14, 2019, management composition and persons in charge, as well as the duties and responsibilities of the Company's PKBL managers, are as follows:

#### Syailendra - Person In Charge of PKBL Unit:

- Coordinate all implementation activities of the Partnership and Community Development Program, both in terms of distribution and lending
- Coordinate with relevant agencies
- Develop and implement partnership and community development programs

#### Prio Pamulat - Acting Manager of PKBL Unit:

- Develop the programs regularly
- Make a plan and implement evaluation and research on proposals for prospective Fostered Partners
- Develop a plan of distribution implementation
- Monitor and observe the development of fostered partners' businesses, including loan repayments

#### Fadli Rosyad - Acting of PKBL Operational Staff:

- Assist in the evaluation of the Prospective Fostered Partner's proposals
- Assist in monitoring the business development of the Fostered Partners
- Assist in monitoring and billing the Fostered Partners who are late in paying and giving warnings to Fostered Partners who fail to fulfill obligations

The Corporate Secretary Division receives any complaints or reports relating to the Company's CSR activities, through formal reporting means in the form of *e-mail* at [corsec@ptppi.co.id](mailto:corsec@ptppi.co.id).

## PEMBIAYAAN DAN ANGGARAN KEGIATAN TANGGUNG JAWAB SOSIAL TAHUN 2020

### COST AND BUDGET FOR SOCIAL RESPONSIBILITY ACTIVITIES IN 2020

Rencana kerja dan sumber anggaran pelaksanaan program-program PKBL dan CSR ditetapkan di dalam alokasi anggaran dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) tahunan yang diputuskan dan ditetapkan oleh RUPS. Sebagai entitas BUMN, adapun perumusan dan pengalokasian anggaran PKBL & CSR mengacu pada Permen BUMN No. PER-09/MBU/07/2015 tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara, Pasal 8.

Berikut ini adalah tabel realisasi anggaran PKBL & CSR Perseroan per 31 Desember 2020, yaitu:

Work plans and budget sources for the implementation of PKBL and CSR programs are set out in the budget allocation in the annual Corporate Work Plan and Budget (RKAP) decided and determined by the GMS. As a SOE entity, the formulation and allocation of PKBL & CSR budgets refer to the Minister of BUMN Regulation No. PER-09/MBU/07/2015 concerning Partnership Program and Community Development Program for State-Owned Enterprises, Article 8.

The following is a table of the Company's PKBL & CSR budget realization as of December 31, 2020, namely:

Kegiatan   Activities	Anggaran   Budget	Realisasi Alokasi Dana Actual Fund Allocation
Program Kemitraan dan Bina Lingkungan Partnership and Community Development Programs	Rp750.000.000	Rp620.067.300
Tanggung Jawab Sosial Lingkungan (CSR) Corporate Social and Environmental Responsibility	Rp150.000.000	Rp94.640.000
<b>Jumlah   Total</b>	<b>Rp900.000.000</b>	<b>Rp714.707.300</b>

Sementara itu, terkait Program Kemitraan dengan Usaha Kecil, Perseroan telah menyalurkan dana Program Kemitraan sebesar Rp138.000.000 atau terealisasi 52% dari anggaran yang telah ditetapkan sebesar Rp265.000.000.

Sebagaimana tercermin pada tabel di atas, dapat dilihat bahwa sepanjang tahun 2020 penyaluran dana anggaran untuk kegiatan PKBL dan CSR tidak dapat terealisasi sepenuhnya dikarenakan keterbatasan aktivitas selama masa pandemi COVID-19.

Meanwhile, relating to the Partnership Program with Small Enterprises, the Company has disbursed Partnership Program funds amounting to Rp138,000,000 or realized 52% of the set budget of Rp265,000,000.

As shown through the table above, it can be seen that during 2020 the disbursement of budget funds for PKBL and CSR activities could not be fully realized due to limited activities during the COVID-19 pandemic

## TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT HAK ASASI MANUSIA

### CORPORATE SOCIAL RESPONSIBILITY WITH CORE SUBJECT TO HUMAN RIGHTS

#### Komitmen dan Kebijakan

Perseroan menjunjung tinggi nilai-nilai Hak Asasi Manusia (HAM) sebagaimana tertuang di dalam kebijakan pengelolaan SDM dan Perjanjian Kerja Bersama (PKB). Selain memperhatikan hak-hak karyawan, Perseroan juga menjamin pemenuhan hak dasar para pemangku kepentingan lainnya, seperti kreditur, pemegang saham, dan mitra kerja. Sebagai BUMN, Perseroan senantiasa berupaya memenuhi unsur-unsur HAM dengan berpedoman pada ketentuan yang berlaku universal, peraturan Kementerian BUMN, dan kebijakan internal Perseroan.

#### Commitments and Policy

The Company is strongly upholds the Human Rights (HAM) principles as stipulated in the HR management policy and Collective Labor Agreement (CLA). Besides giving attention to the rights of employees, the Company also guarantees the fulfillment of the basic rights of other stakeholders, such as creditors, shareholders, and business partners. As a SOE, the Company always strives to fulfill the human rights component based on universally applicable provisions, regulations of the Ministry of SOEs, and the Company's internal policies.

## Isu dan Risiko Terkait HAM yang Relevan Dengan Perseroan

Sebagai perusahaan yang bergerak di industri perdagangan, Perseroan menyadari kegiatan operasionalnya sehari-hari tidak bersinggungan langsung dengan masyarakat. Dengan demikian, isu-isu HAM yang relevan dengan Perseroan cukup terbatas dan sejauh ini hanya berkaitan dengan penegakkan HAM pada bidang ketenagakerjaan.

## Rencana, Pelaksanaan, dan Pencapaian Inisiatif HAM

Implementasi inisiatif HAM bagi karyawan telah dituangkan di dalam PKB dan *Code of Conduct* yang wajib dipatuhi oleh seluruh insan Perseroan. Perangkat pedoman tersebut berguna sebagai acuan bagi Perseroan dan karyawan agar senantiasa tercipta hubungan dan iklim kerja yang harmonis.

Perseroan memastikan setiap karyawan mendapatkan perlakuan yang sama dalam hal penilaian kinerja, promosi, pemberian upah, hingga kesempatan untuk mengikuti program pengembangan kompetensi tanpa memandang latar belakang *gender*, usia, suku, agama, ras, maupun hal-hal lain yang bersifat diskriminatif.

Perseroan memiliki komitmen penuh untuk selalu menghargai hak asasi masing-masing karyawan dan memperhatikan kesejahteraan karyawan beserta keluarganya. Hal ini dilakukan dengan kesadaran penuh sebagai bentuk kepatuhan terhadap perundang-undangan yang berlaku, serta sebagai wujud upaya dalam mendukung peningkatan kinerja karyawan, dan juga merupakan salah satu strategi retensi SDM untuk mempertahankan loyalitas karyawan.

Upaya-upaya Perseroan dalam melindungi hak-hak dasar karyawan direalisasikan melalui sejumlah program pengelolaan SDM yang telah dijabarkan pada Bab Fungsi Pendukung, Sub-Bab Sumber Daya Manusia di Laporan Tahunan ini.

## Pelaksanaan dan Lingkup Tanggung Jawab Sosial Terkait Hak Asasi Manusia

Perseroan telah merumuskan sejumlah kegiatan dan program kerja tahunan yang relevan dengan unsur-unsur pemenuhan HAM bagi karyawan, antara lain:

### 1. Remunerasi yang Adil

Perseroan menjamin pemberian remunerasi dan insentif/*benefit* yang adil sebagai salah satu cara dalam melindungi hak-hak dasar karyawan. Adapun besaran dan jenis remunerasi yang diberikan kepada setiap karyawan tetap mempertimbangkan kinerja masing-masing individu, masa bekerja dan tingkat kesehatan keuangan perusahaan. Penerapan sistem remunerasi yang adil dan kompetitif juga dimaksudkan agar masing-masing karyawan termotivasi untuk selalu memberikan kontribusi terbaiknya bagi Perseroan.

### 2. Kesempatan untuk Mengikuti Program Pelatihan dan Pengembangan Kompetensi

Perseroan membuka kesempatan yang sama kepada setiap karyawan dalam mengembangkan potensi

## Issues and Risks Relating to Human Rights Relevant to the Company

As a company engaged in the trading industry, the Company recognizes that its daily operation activities do not directly related to the community. Thus, the human rights issues relevant to the Company are quite limited and only relate to the enforcement of human rights in the employment sector.

## The Plan, Execution and Achievement of Human Rights Initiatives

The implementation of human rights initiatives for employees has been stated in the CLA and the Code of Conduct which shall be obliged by all of the Company's employees. The set of guidelines is used to be as a reference for the Company and its employees to always create a harmonious relationship and work climate.

The Company ensures that every employee gets equal treatment in terms of performance appraisal, promotion, remuneration, and the opportunity to participate in competency development programs regardless of gender, age, ethnicity, religion, race, or other discriminatory backgrounds.

The Company is fully committed to respect human rights of each employee and pay attention to the welfare of employees and their families. This is done in full awareness as a form of compliance with applicable laws and as an effort to help employee performance improvement, as well as one of the HR retention strategies to maintain employee loyalty.

The Company's attempts to protect employee rights are realized through several HR management programs that are already described in the Supporting Business Functions Chapter, Sub-Chapter of Human Resources in this Annual Report.

## Implementation and Scope of Social Responsibilities Related to Human Rights

The Company has formulated a number of activities and annual work programs that are relevant to the fulfillment of employees' human rights, among others:

### 1. Fair Remuneration

The Company ensures the provision of fair remuneration and incentives/benefits is one of the ways to protect employees' rights. The amount and type of remuneration given to each employee always take into account the performance of each individual, tenure of service, and the company's financial soundness level. The implementation of a fair and competitive remuneration system is also aiming to encourage each employee for giving their best contribution to the Company.

### 2. Opportunity to participate in training and competency development programs

The Company gives equal opportunities to every employee in advancing their potential through continuous employee

dirinya melalui kegiatan pengembangan dan pelatihan karyawan yang berkelanjutan. Implementasi program pengembangan kompetensi karyawan dilaksanakan dengan mempertimbangkan hasil evaluasi kinerja karyawan dan kebutuhan pengembangan organisasi Perseroan.

### 3. Kebebasan Berserikat

Perseroan menjamin kebebasan berserikat dan berkumpul kepada seluruh karyawan sebagaimana dijamin oleh Undang-Undang dan tercantum di dalam PKB PT Perusahaan Perdagangan Indonesia (Persero).

### 4. Pekerja di Bawah Umur

Sesuai dengan kebijakan internal Perseroan, syarat usia calon karyawan harus berusia minimal 21 tahun atau telah menamatkan jenjang Pendidikan D3 (Diploma). Dengan diberlakukannya kualifikasi tersebut, Perseroan memastikan tidak pernah mempekerjakan anak di bawah umur sampai dengan saat ini. Aturan yang sama juga diterapkan di seluruh Entitas Anak Perseroan. Tidak hanya itu, Perseroan juga menghimbau mitra kerjanya untuk menerapkan kebijakan serupa.

### 5. Kerja Paksa

Berpedoman pada Undang-Undang No 13 tahun 2003, pasal 77, tentang Ketenagakerjaan, peraturan waktu bekerja bagi karyawan Perseroan adalah 40 jam dalam 1 minggu. Jam kerja karyawan Perseroan adalah sebagai berikut:

Senin-Jumat: 08.00-17.00

Istirahat: 12.00-13.00

Istirahat hari Jumat: 11.30-13.00

Sementara itu untuk waktu libur atau cuti bersama yang berlaku di Perseroan mengikuti peraturan yang telah ditetapkan Pemerintah. Di luar itu, setiap karyawan memiliki hak cuti individu, seperti:

- Cuti Tahunan;
- Cuti Besar;
- Cuti Sakit;
- Cuti Bersalin/Keguguran;
- Cuti meninggalkan pekerjaan di luar Tanggungan Perseroan;
- Cuti Massal;
- Cuti Menjalankan Kegiatan Keagamaan; dan
- Cuti-cuti lainnya sesuai peraturan perundang-undangan yang berlaku.

### Prosedur dan Mekanisme Pengaduan Pelanggaran HAM

Apabila pada praktik pengelolaan usaha Perseroan ditemukan adanya pelanggaran terhadap unsur-unsur HAM yang dilakukan oleh insan Perseroan, maka hal tersebut dapat dilaporkan melalui mekanisme WBS atau dapat juga disampaikan melalui *email* yang ditujukan kepada Sekretariat Perusahaan yang beralamat di Kantor Pusat PPI: Jl. Abdul Muis No. 8 Jakarta Pusat. Perseroan berjanji akan menindaklanjuti setiap laporan yang masuk sesuai dengan kapasitasnya.

development and training activities. The application of the employee's competency development program is conducted by considering the employee performance evaluation results and the Company's organizational development needs.

### 3. Freedom of Association

The Company guarantees freedom of association and assembly to all employees as guaranteed by law and asserted in the CLA of PT Perusahaan Perdagangan Indonesia (Persero).

### 4. Underage Workers

In accordance with the Company's internal policies, the age requirement for prospective employees must be at least 21 years old or have completed the D3 (Diploma) education level. With the enactment of these qualifications, the Company ensures that they never employ underage workers to date. The same rules are also applied in all of the Company's Subsidiaries. Besides that, the Company also urges its partners to implement a similar policy.

### 5. Forced Labor

Based on Law No. 13 of 2003, article 77, concerning Manpower, the working time regulation for the Company's employees shall be 40 (forty) hours a week. Employees's working hours of the Company are as follows:

Monday-Friday: 08.00-17.00

Break: 12.00-13.00

Friday break: 11.30-13.00

Meanwhile, for holidays or collective leave applied in the Company has followed the regulations set by the Government. Beyond that, each employee has individual leave entitlements, such as:

- Annual leave;
- Block leave;
- Sick leave;
- Maternity/Miscarriage Leave;
- Unpaid Leave;
- Mass Leave;
- Leave for Religious Observance; and
- Other leaves in accordance with the prevailing laws and regulations.

### Procedures and Mechanisms for Complaining Human Rights Violations

If there are any violations of human rights found while doing the Company's business management practices which are committed by the Company's personnel so it can also be reported through the WBS mechanism or can also be submitted via email to the Corporate Secretariat which is located at PPI Head Office: Jl. Abdul Muis No. 8 Central Jakarta. The Company promises to follow up on every incoming report according to its capacity.

### Dampak Kegiatan dan Pencapaian

Hingga akhir tahun 2020, tidak terdapat laporan, baik dari karyawan maupun masyarakat terkait pelanggaran HAM di lingkup Perseroan.

### Impact of Activities and Achievements

Until the end of 2020, there were no reports, either from employees or the public regarding human rights violations within the Company.

## TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT TERKAIT OPERASI YANG ADIL

### CORPORATE SOCIAL RESPONSIBILITY RELATED WITH CORE SUBJECT TO FAIR OPERATIONS

#### Komitmen dan Kebijakan

Perseroan menerapkan komitmen operasi yang adil sebagai wujud pemenuhan terhadap peraturan perundang-undangan yang berlaku, serta dalam rangka menegakkan prinsip-prinsip GCG pada setiap aspek bisnis. Sebagai entitas BUMN yang berakhlak, Perseroan senantiasa menjalankan praktik bisnis bersih yang terbebas dari segala bentuk kecurangan ataupun tindakan Korupsi Kolusi dan Nepotisme (KKN).

Sebagai bentuk pengendalian terhadap praktik-praktik *bad governance*, Perseroan telah menyiapkan perangkat kebijakan untuk mendukung terlaksananya komitmen operasi yang adil, seperti Pedoman Pengendalian Gratifikasi, Kebijakan Anti-Penyuapan, Pedoman Penerimaan dan Pemberian Hadiah, serta *Code of Conduct*.

#### Rencana, Pelaksanaan, dan Pencapaian Inisiatif Operasi Yang Adil

Penerapan prinsip operasi yang adil bertujuan untuk menghadirkan lingkungan kerja yang kondusif dan bebas dari unsur kecurangan (*fraud*). Apabila kondisi ideal tersebut tercapai maka diharapkan dapat membawa dampak positif terhadap citra dan reputasi Perseroan.

#### Pelaksanaan dan Lingkup Tanggung Jawab Sosial Perusahaan Terkait Operasi Yang Adil

Praktik operasi yang adil pada lingkup Perseroan tercermin di dalam pedoman dan kebijakan internal yang ada serta telah diterapkan di dalam pengelolaan bisnis sehari-hari. Dalam hal pengelolaan SDM, Perseroan membuka kesempatan dan peluang berkarier yang sama kepada para karyawan. Selain itu, program promosi jabatan atau pengembangan karier karyawan juga dilakukan secara objektif dan adil, tidak terkecuali bagi karyawan wanita untuk tetap berkesempatan menduduki posisi manajemen puncak di Perseroan.

Operasi yang adil juga tercermin pada sistem pengadaan barang dan jasa yang terintegrasi mulai dari *budgeting*, pengadaan, pembuatan PO/kontrak atau sewa-menyewa, pemeliharaan gedung, pengadaan, hingga pembayaran. Sistem ini mendukung praktik rantai nilai atau praktik pengadaan barang dan jasa yang adil. Kontrak kerja pengadaan juga diperlakukan setara dan dipatuhi para pihak yang saling berikatan sebagai wujud penerapan GCG.

#### Commitments and Policy

The Company is having a high commitment to implement fair operations as a form of compliance with applicable laws and regulations, as well as to enforce GCG principles in every aspect of the business. As a SOE entity that put moral character at the utmost, the Company always conducts clean business practices that are free from all forms of fraud or acts of Corruption, Collusion, and Nepotism (KKN).

As a form of control over bad governance practices, the Company has prepared a set of policies to support the implementation of a fair operating commitment, such as through the readiness of Guidelines for Gratification Control, Anti-Bribery Policy, Guidelines for Accepting and Giving Gifts, and Code of Conduct.

#### The Plan, Execution and Achievement of Fair Operations Initiatives

The application of fair operating principles aims to provide a workplace environment free of fraud. If these ideal conditions are achieved, it is expected to have a positive impact on the Company's image and reputation.

#### Implementation and Scope of Corporate Social Responsibility Related to Fair Operations

Fair operating practices within the Company's scope are reflected through existing internal guidelines and policies that have been implemented in daily business management. In terms of HR management, the Company gives equal career opportunities and chances for employees. In addition, promotion programs or employee career advancement are also conducted objectively and fairly, including for female employees to occupy top management levels in the Company.

Fair operation is also reflected through an integrated procurement system for goods and services, starting from budgeting, procurement, preparation of PO/contracts or leases, building maintenance, procurement, up to payment stage. This kind of system can help value chain practices or fair procurement practices. The procurement work contract is also treated equally and complied with by the parties who are bound to each other as a form of GCG implementation.

Demikian halnya pada aspek perpajakan, Perseroan memastikan ketaatannya dalam hal pelaporan dan pembayaran pajak baik bulanan maupun tahunan. Sebagai entitas BUMN, Perseroan memiliki kesadaran penuh untuk dapat menjadi contoh yang baik bagi perusahaan lainnya.

Dapat disimpulkan bahwa dalam menjalankan pengelolaan bisnisnya, Perseroan senantiasa menjunjung tinggi prinsip korporasi sehat dan prudent yang berlandaskan pada standar etika tertinggi. Perseroan dengan tegas menentang keras adanya praktik suap, KKN, dan tindakan korupsi lainnya pada lingkup Perseroan.

### Upaya Mempromosikan Rantai Nilai Operasi Yang Adil

Upaya pencegahan atas praktik *bad governance* dilakukan Perseroan dengan membangun *whistleblowing system*, meningkatkan internalisasi pedoman dan kebijakan yang relevan dengan aspek operasi yang adil kepada seluruh karyawan, serta menjalankan sistem pengendalian internal yang memadai. Disamping itu, Perseroan juga telah mencatumkan pedoman dan kebijakan terkait subjek operasi yang adil pada situs web Perseroan yang berlatar di <https://www.ptppi.co.id/tata-kelola/good-corporate-governance/>.

### Prosedur atau Mekanisme dalam Menangani Konflik Terkait Operasi yang Adil

Perseroan telah menyediakan saluran dan memiliki mekanisme pengaduan terkait pelanggaran atas tanggung jawab sosial pada lingkup operasi yang adil, yakni melalui *whistleblowing system* ke alamat email [wbs\\_ptppi@ptppi.co.id](mailto:wbs_ptppi@ptppi.co.id). Perseroan memastikan setiap laporan yang masuk baik dari internal maupun eksternal akan ditindaklanjuti sesegera mungkin sesuai kebijakan Perseroan.

### Dampak Kegiatan dan Pencapaian

Pada tahun 2020, tidak ditemukan adanya laporan baik dari karyawan maupun pihak lain sehubungan dengan terjadinya praktik ketidakadilan pada lingkup Perseroan yang dinilai berdampak signifikan.

Likewise, the Company ensures its taxation compliance in terms of reporting and paying taxes both monthly and annually. As a SOE entity, the Company has full awareness to be a good example for other companies.

It can be concluded that while conducting its business management, the Company always upholds a sound and prudent corporate principle based on the highest ethical standards. The Company firmly opposes the practice of bribery, KKN, and other corrupt acts within the scope of the Company.

### Efforts to Promote a Fair Operating Value Chain

The Company has put some efforts to prevent bad governance practices by building a whistleblowing system, improving the internalization of guidelines and policies relevant to aspects of fair operation to all employees, as well as implementing an adequate internal control system. In addition, the Company has also published guidelines and policies relating to fair operations subject on the Company's website at <https://www.ptppi.co.id/tata-kelola/good-corporate-governance/>.

### Procedures or Mechanisms for Dealing with Conflicts Relating to Fair Operations

The Company has provided channels and has a complaint mechanism relating to violations of social responsibility in a fair scope of operation, namely through the whistleblowing system's email at [wbs\\_ptppi@ptppi.co.id](mailto:wbs_ptppi@ptppi.co.id). The Company ensures that every incoming report, both internal and external, will be followed up immediately in accordance with the Company's policies.

### Impact of Activities and Achievements

In 2020, there were no reports from either came from employees or other parties regarding the occurrence of unfair practices within the Company which were considered to have a significant impact.



# TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT LINGKUNGAN HIDUP

## CORPORATE SOCIAL RESPONSIBILITY RELATING TO THE ENVIRONMENTAL FIELD

### Landasan Kebijakan

Perseroan sangat menyadari bahwa kualitas kehidupan generasi mendatang sangat ditentukan dari kelestarian alamnya. Oleh karena itu, Perseroan menaruh perhatian besar akan hal ini dan memiliki komitmen penuh untuk berpartisipasi aktif dalam menjaga keseimbangan ekosistem lingkungan hidup.

Perseroan senantiasa melakukan evaluasi secara ilmiah dalam menyusun tindakan pengawasan dan upaya mitigasi yang diperlukan guna meminimalisir terjadinya dampak negatif dari aktivitas operasional sehari-hari. Agar dapat berjalan optimal, maka program tanggung jawab sosial Perseroan di bidang lingkungan tercantum di dalam pedoman dan petunjuk teknis berikut ini:

- Pedoman Tata Kelola Perusahaan;
- Pedoman Etika Usaha dan Tata Perilaku;
- Prosedur pengelolaan sampah;
- Prosedur bahan berbahaya dan beracun; dan
- Intruksi Kerja pengelolaan limbah B3.

Dengan adanya pedoman dan perangkat kebijakan tersebut, Perseroan berharap seluruh karyawan memiliki kesadaran dan lebih tergerak untuk memikul tanggung jawab dalam mendukung upaya-upaya pelestarian lingkungan hidup dimulai dari hal kecil di tempat kerja.

### Dampak dan Risiko Operasional Terhadap Lingkungan

Perseroan telah melakukan identifikasi dan analisa menyeluruh terkait dampak yang ditimbulkan dari kegiatan operasional sehari-hari. Perseroan berkesimpulan seluruh aktivitas operasionalnya tidak membawa dampak langsung yang berisiko negatif terhadap lingkungan hidup.

Sedangkan, dampak dan risiko tidak langsung yang ditimbulkan dari aktivitas operasi sehari-hari sifatnya terbatas atau sangat kecil. Dampak tidak langsung tersebut timbul dari penggunaan kertas untuk urusan internal, penggunaan bahan bakar fosil untuk kendaraan operasional Perseroan, serta penggunaan air dan energi listrik. Untuk masing-masing dampak tidak langsung tersebut, Perseroan telah melakukan upaya-upaya mitigasi secara bertahap dengan mengadopsi cara bekerja yang berwawasan lingkungan.

### Target/Rencana Kegiatan Tanggung Jawab Sosial Perusahaan Bidang Lingkungan Hidup

Perseroan telah menyusun rencana kerja dan kegiatan yang bertujuan untuk meminimalkan dampak negatif tidak langsung yang timbul dari kegiatan operasional. Perseroan senantiasa menjadikan aspek lingkungan hidup sebagai salah

### Policy Basis

The Company is fully aware that the quality of life for future generations is largely determined by the preservation of nature. Therefore, the Company pays great attention to this matter and has a full commitment to actively participates in keeping the environmental balanced.

The Company continually conducts scientific evaluations in preparing the necessary supervisory actions and mitigation efforts to minimize negative impacts that arise from daily operational activities. In order to run optimally, the Company's social responsibility programs in the environmental sector are contained in the following technical guidelines and instructions:

- Corporate Governance Guidelines;
- Business Ethics Guidelines and Code of Conduct;
- Waste management procedures;
- Procedures for hazardous and toxic materials; and
- Work Instructions for B3 waste management.

Backed by these existing guidelines and policy tools, the Company hopes that all employees have awareness and be more motivated to assume responsibility in supporting environmental conservation efforts starting from doing small things in the workplace.

### Operational Impacts and Risks on the Environment

The Company has identified and thoroughly analyzed the impacts emerging from daily operational activities. The Company concludes that all of its operational activities do not have a direct impact that poses a negative risk to the environment.

Meanwhile, indirect impacts and risks arising from daily operating activities are limited or very small. Such indirect impacts come from the use of paper for an internal purpose, the use of fossil fuels for the Company's operational vehicles, as well as the use of water and electrical energy. For each of those indirect impacts, the Company has taken mitigation efforts in stages by adopting an environmental practice workplace.

### Targets/Plans Relating to Corporate Social Responsibility Activities in the Environmental Sector

The Company has prepared work plans and activities that intended for minimizing any indirect negative impacts resulting from operational activities. The Company always addresses matters relevant to environmental aspects as one of the main

satu pertimbangan utama dalam menyusun perencanaan dan implementasi kegiatan operasional bisnis.

considerations in planning and executing business operational activities.

## Pelaksanaan Kegiatan CSR Tahun 2020

### • Penghematan Energi Listrik dan Air

Perseroan secara konsisten mengkampanyekan inisiatif penghematan energi di lingkungan kantor pusat dan kantor-kantor cabang sebagai salah satu upaya dalam menjaga sumber-sumber energi yang tersimpan di dalam Bumi.

Untuk mendukung inisiatif tersebut, Perseroan telah menerapkan sejumlah kebijakan yang bertujuan untuk mengendalikan tingkat konsumsi listrik di lingkungan kantor, seperti memasang lampu LED di seluruh area gedung kantor, mengatur suhu udara *Air Conditioner* (AC) pada suhu normal, menghimbau seluruh karyawan untuk selalu mematikan lampu dan peralatan listrik lainnya jika sudah tidak digunakan, dan menggunakan lampu secukupnya dengan mengoptimalkan pencahayaan dari sinar matahari.

Kemudian dalam hal penghematan air, Perseroan telah menempel himbauan di setiap toilet agar para pengguna senantiasa memiliki *awareness* untuk menggunakan air secukupnya. Perseroan juga secara rutin melakukan pemeliharaan/perbaikan apabila ditemukan adanya kebocoran pipa, keran atau *valve* yang bocor/rusak. Selain itu, limbah air dari penggunaan AC juga ditampung dan dimanfaatkan untuk menyiram pekarangan dan tanaman.

### • Penggunaan Material Ramah Lingkungan

Pemakaian kertas menjadi salah satu hal yang tidak terhindarkan terutama untuk keperluan administratif sehari-hari. Perseroan menyadari dampak tidak langsung yang ditimbulkan dari tingginya penggunaan kertas terhadap angka penebangan pohon.

Oleh karena itu, dalam rangka meminimalisir penggunaan kertas baik di lingkungan kantor pusat maupun di kantor-kantor cabang, Perseroan telah menerapkan inisiatif *paperless office* dengan memanfaatkan *platform* teknologi informasi dan media komunikasi internal yang ada untuk menyebarkan informasi atau sosialisasi kebijakan secara masif. Selain itu, Perseroan juga mewajibkan seluruh karyawan untuk menggunakan kertas bekas saat mencetak dokumen atau memo internal yang tidak bersifat rahasia dan dilakukan dua sisi (*two sided*).

### • Sistem Pengolahan Limbah

Pengelolaan limbah Perseroan dilakukan oleh pihak ketiga dan mekanismenya sudah sesuai dengan ketentuan perundang-undangan yang berlaku. Sebagai perusahaan perdagangan, adapun limbah yang dihasilkan Perseroan adalah limbah rumah tangga dan dipastikan tidak beracun atau berbahaya bagi lingkungan sekitar.

### • Kegiatan Lainnya

Selain menjalankan inisiatif tersebut di atas, Perseroan juga telah melakukan identifikasi aspek dan dampak

## Implementation of CSR Activities in 2020

### • Water and Energy Efficiency

The Company continues the energy-saving initiatives campaigns which held in the head office and branch offices as one of the efforts to protect energy sources stored on Earth.

To support this initiative, the Company has implemented a number of policies aimed at controlling the electricity consumption level in the workplace, such as by installing LED office lights in all corners of the building, setting the Air Conditioner (AC) temperature at normal warmth, urging all employees to switch off the lights and other electrical appliances when not being used, and reducing the lights by optimizing sunlight exposure.

While in terms of water-saving, the Company has promoted an awareness campaigns in every toilet to boost users' awareness to continue using enough water. The Company also regularly performs maintenance/repairs if any leaks of pipes, faucets or valves that are found to be leaking/damaged. In addition, waste water from the use of air conditioners is also accommodated and used to water the yard and plants.

### • Use of Environmentally Friendly Materials

The use of paper is inevitable, particularly for daily administrative purposes. The Company is fully aware of the indirect impact given through high paper consumption on the number of cutting down trees.

Therefore, in order to minimize the use of paper both in the head office and in branch offices, the Company has implemented a paperless office initiative by utilizing existing information technology platforms and internal communication media to disseminate information or socialize policy massively. Besides, the Company also requires all employees to use recycled paper when printing unconfidential copies of documents or memos with two-sided method.

### • Waste Treatment System

The Company's waste management is managed by a third party and its mechanism has complied with the applicable laws and regulations. As a trading company, the waste generated by the Company is household waste which is ensured not a toxic or hazardous waste to the surrounding environment.

### • Other Activities

In addition to conducting such initiatives aforementioned above, the Company has also identified some



lingkungan di setiap unit kerja, melakukan pemantauan uji kualitas lingkungan di sekitar unit kerja, serta turut serta mengedukasi masyarakat dalam mengelola lingkungan sekitar baik melalui kegiatan pelatihan maupun dalam bentuk pemberian sumbangan berupa penghijauan lingkungan.

### Dampak Kegiatan dan Pencapaian

Perseroan merasakan dampak positif yang dihasilkan dari program efisiensi energi, listrik dan air yang secara konsisten dijalankan dari tahun ke tahun. Adapun total tagihan pemakaian energi listrik dan air sepanjang tahun 2020 masing-masing tercatat sebesar Rp1.213.444.942 dan Rp261.271.180, menurun dibandingkan tahun sebelumnya.

Seiring dengan berkurangnya jumlah beban tagihan tersebut, maka dapat disimpulkan bahwa *awareness* karyawan terhadap program efisiensi energi sudah cukup tinggi dan internalisasi kebijakan atau sosialisasi program tersebut dapat diterima dengan baik oleh karyawan. Berkurangnya tingkat konsumsi listrik dan air pada tahun ini juga selaras dengan diterapkannya kebijakan pembatasan jumlah karyawan selama masa pandemi COVID-19.

### Mekanisme Pengaduan Masalah Lingkungan

Perseroan menyediakan kanal pelaporan resmi untuk memudahkan pihak-pihak berkepentingan dalam menyampaikan laporan atau informasi terkait masalah lingkungan hidup yang berkaitan dengan kegiatan operasional Perseroan. Pelaporan dapat ditujukan langsung ke kantor-kantor operasional Perseroan yang tersebar di beberapa wilayah di Indonesia ataupun ke kantor pusat yang beralamat di:

#### GRAHA PPI

Jl. Abdul Muis No.8,  
Jakarta Pusat, 10160  
e-mail: ppi.info@ptppi.co.id | Phone: +6221 3862141 | Fax: +62 21 3862143

Sepanjang tahun 2020, Perseroan tidak mendapati adanya laporan pengaduan yang berkaitan dengan masalah lingkungan sekitar. Demikian juga tidak ditemukan adanya unsur-unsur pelanggaran atas peraturan perundang-undangan terkait dengan aspek pengelolaan lingkungan.

### Penghargaan dan Sertifikasi di Bidang Lingkungan Hidup

Sehubungan dengan bidang usaha dan *nature* bisnis Perseroan yang tidak bersinggungan langsung dengan lingkungan sekitar, maka sampai saat ini Perseroan tidak memiliki sertifikasi di bidang lingkungan hidup. Demikian juga Perseroan tidak pernah menerima penghargaan yang berkaitan dengan lingkungan hidup.

### Biaya yang Dikeluarkan Tahun 2020

Sepanjang tahun 2020, Perseroan tidak mengeluarkan biaya CSR maupun PKBL yang berfokus pada bidang lingkungan hidup.

environmental aspects and its impacts in each work unit, monitored environmental quality test around the work unit, and participated in educating the community on how to manage the surrounding environment, either through training activities or in the form of reforestation contributions.

### Impact of Activities and Achievements

The Company recognizes the positive impact resulting from energy, electricity, and water efficiency programs that are consistently implemented each year. The electricity and water consumption bills throughout 2020 was recorded at Rp1,213,444,942 and Rp261,271,180, respectively, a decrease compared to previous year.

Along with the reduced cost of bills, so it can be concluded that employee awareness of energy efficiency programs is quite high and internalization of policies or socialization of the program can be well accepted by employees. Such a decrease in electricity and water consumption during this year was aligned with the implementation of policy that limiting the number of employees during the COVID-19 pandemic.

### Environmental Complaint Mechanism

The Company provides official reporting channels to facilitate interested parties in submitting reports or any information regarding environmental issues relating to the Company's operation activities. Reports can be addressed directly to the Company's operational offices that spread across several regions in Indonesia or to the head office which is located at:

#### GRAHA PPI

Jl. Abdul Muis No.8,  
Jakarta Pusat, 10160  
e-mail: ppi.info@ptppi.co.id | Phone: +6221 3862141 | Fax: +62 21 3862143

Throughout 2020, the Company did not find any reports of complaints related to environmental problems. Likewise, there was no violation of laws and regulations relating to environmental management aspects.

### Awards and Certifications in the Environmental Sector

In relation to the business fields and nature of the Company's business which are not directly contacted with the surrounding environment, so that until now the Company does not have certification in the environmental field.

### Costs Incurred in 2020

In 2020, the Company did not spend any CSR or PKBL costs which focused on the environmental field.

# TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT KETENAGAKERJAAN, KESEHATAN DAN KESELAMATAN KERJA

## CORPORATE SOCIAL RESPONSIBILITY RELATING TO EMPLOYMENT, OCCUPATIONAL HEALTH AND SAFETY

### Landasan Kebijakan

Perseroan menyadari keberadaan Sumber Daya Manusia (SDM) yang unggul dan profesional adalah aset utama yang sangat menentukan keberlangsungan roda bisnis perusahaan di masa mendatang. Oleh karena itu, Perseroan senantiasa menaruh perhatian besar terhadap kesejahteraan karyawan beserta keluarganya. Perseroan meyakini kualitas hidup karyawan yang sehat akan berbanding lurus dengan tingkat produktivitasnya terhadap Perseroan.

Berangkat dari kesadaran tersebut, Perseroan berkomitmen untuk menjamin pemenuhan hak-hak dasar setiap karyawan sebagaimana diamanatkan di dalam perundang-undangan yang berlaku, antara lain:

- Undang-Undang Republik Indonesia No. 13 tahun 2003 tentang Ketenagakerjaan;
- Undang-Undang Republik Indonesia No. 1 tahun 1970 tentang Keselamatan dan Kesehatan Kerja;
- Undang-Undang No. 11 Tahun 2020 tentang Cipta Kerja;
- Peraturan Menteri Tenaga Kerja No. 50 Tahun 2020 tentang Sistem Manajemen Keselamatan dan Kesehatan Kerja;
- Perjanjian Kerja Bersama (PKB) yang disepakati antara Perusahaan dan Serikat Pekerja PT PPI (Persero);
- Pedoman Tata Kelola Perusahaan; dan
- Pedoman Tata Kelola Perusahaan dan Pedoman Etika Usaha dan Tata Perilaku;

Aturan-aturan tersebut menjadi landasan bagi Perseroan dalam menjalin hubungan industrial dengan karyawan. Selain memperhatikan aspek kesejahteraan karyawan, Perseroan juga berkomitmen akan selalu menghadirkan lingkungan kerja yang aman untuk menghindari terjadinya kecelakaan di tempat kerja.

### Isu dan Risiko Ketenagakerjaan, Kesehatan dan Keselamatan Kerja yang Relevan Dengan Perseroan

Setelah melakukan *review* dan analisa secara menyeluruh, Perseroan telah menetapkan sejumlah isu di bidang ketenagakerjaan dan hubungan industrial yang relevan dengan *core business* Perseroan, antara lain:

- Kesetaraan *gender* dalam program pengembangan karier;
- Kesetaraan dalam program pendidikan dan pelatihan;
- Remunerasi dan kesejahteraan karyawan;
- Promosi;
- Mutasi dan/atau rotasi;
- Kebebasan berserikat;
- Pelatihan persiapan masa pensiun; dan
- Kesehatan dan keselamatan kerja.

Perseroan memastikan telah memenuhi ketentuan perundang-undangan yang berkaitan dengan isu-isu tersebut.

### Policy Basis

The Company recognizes that excellent and professional Human Resources (HR) are the main assets that will determine the company's business sustainability in the future. Accordingly, the Company always pays great attention to the well-being of employees and their families. The Company believes that the quality of life of healthy employees will be directly proportional to the Company's productivity level.

Going from this awareness, the Company is committed to ensuring the fulfillment of all employees' rights as mandated in the applicable laws, as follows:

- Law of the Republic of Indonesia No. 13 of 2003 concerning Manpower;
- Law of the Republic of Indonesia No. 1 of 1970 concerning Occupational Safety and Health;
- Law no. 11 of 2020 concerning Job Creation;
- Minister of Manpower Regulation No. 50 of 2020 concerning Occupational Safety and Health Management Systems;
- Collective Labor Agreement (PKB) agreed between the Company and the PT PPI (Persero) Labor Union;
- Corporate Governance Guidelines; and
- Corporate Governance Guidelines and Code of Conduct.

These rules are used as the basis for the Company in building industrial relations with employees. In addition to paying attention to employee welfare, the Company is also committed to continuously provide a decent working environment to prevent workplace accidents.

### Issues and Risks Relating to Employment, Occupational Health and Safety Relevant to the Company

After conducting a thorough review and analysis, the Company has determined a number of issues related to the scope of employment and industrial relations that are relevant to the Company's core business, among others:

- Gender equality in career development programs;
- Equality in education and training programs;
- Employee remuneration and welfare;
- Promotions;
- Mutation and/or rotation;
- Freedom of association;
- Retirement preparation training; and
- Occupational Health and Safety.

The Company ensures that they have complied with the statutory provisions relating to these issues.

## Target/Rencana Kegiatan Tanggung Jawab Sosial Perusahaan Bidang Ketenagakerjaan, Kesehatan dan Keselamatan Kerja

Perseroan telah merumuskan program dan kebijakan yang bertujuan untuk memberikan perlindungan terhadap hak-hak dasar karyawan sehingga dapat tercipta lingkungan kerja yang layak dan kondusif bagi seluruh karyawan.

### Pelaksanaan Kegiatan CSR Tahun 2020

#### 1. Ketenagakerjaan

##### • Kesetaraan Gender dan Kesamaan Hak

Perseroan memberikan hak yang sama kepada setiap orang untuk mengikuti proses rekrutmen yang dijalankan Perseroan selama memenuhi persyaratan administratif dan kualifikasi yang ditentukan, tanpa membedakan gender, suku, ras dan agama. Per 31 Desember 2020, Perseroan tercatat memiliki sebanyak 499 karyawan, yang terdiri dari 301 karyawan pria dan 198 karyawan wanita.

Dengan prinsip yang sama, Perseroan juga membuka kesempatan yang adil dan setara kepada seluruh karyawan untuk mendapatkan promosi sesuai hasil evaluasi kinerjanya dengan tetap memperhatikan kebutuhan pengembangan organisasi Perseroan. Sepanjang tahun 2020, tercatat sebanyak 11 karyawan telah mendapatkan promosi jabatan.

##### • Program Pendidikan dan Pelatihan Karyawan

Perseroan membuka kesempatan yang sama kepada setiap karyawan untuk mengikuti program pendidikan dan pelatihan sesuai dengan level jabatannya dan kebutuhan Perseroan. Agar dapat diperoleh bibit-bibit karyawan unggul yang mampu menjawab dinamika dan tantangan yang terjadi, Perseroan berkomitmen untuk terus menyediakan program Pendidikan dan pelatihan yang berkesinambungan bagi karyawan.

Pada tahun 2020, Perseroan telah menyelenggarakan 30 program pendidikan dan pengembangan kompetensi yang diikuti oleh 420 peserta dari berbagai level jabatan. Perseroan mengeluarkan biaya investasi sebesar Rp433.973.029,22 untuk menyelenggarakan program tersebut.

Uraian lebih lengkap mengenai Pelatihan dan Pengembangan Kompetensi karyawan dapat dilihat pada Bab Tinjauan Fungsi Pendukung, di dalam Laporan Tahunan ini.

##### • Remunerasi dan Kesejahteraan Karyawan

Perseroan menerapkan sistem remunerasi dan kompensasi yang kompetitif dan berlaku setara bagi seluruh karyawan tanpa membeda-bedakan latar belakang *gender*, suku, ras, dan agama.

Pemberian remunerasi yang adil menjadi salah satu upaya Perseroan dalam menunjang kualitas dan kesejahteraan

## Targets/Plans Relating to Corporate Social Responsibility Activities in the Field of Employment, Occupational Health and Safety

The Company has formed programs and policies aimed at protecting employees' rights to create a decent and conducive work environment for all employees.

### Implementation of CSR Activities in 2020

#### 1. Employment

##### • Gender Equality and Equal Rights

The Company treated equal rights to everyone who participated in the recruitment process run by the Company as long as the person concerned meet the particularized administrative requirements and qualifications, regardless of gender, ethnicity, race, and religion. As of December 31, 2020, the Company has 499 employees recorded that consist of 301 male employees and 198 female employees.

Upon the same principle, the Company also gives all its employees fair and equal opportunities to get promotions according to their performance evaluations results while still paying attention to the Company's organizational development needs. Throughout 2020, 11 employees get promoted.

##### • Employee Education and Training Program

The Company gives equal opportunities for each employee to participate in education and training programs according to their level of position and the Company's needs. In order to obtain excellent employees who are able to respond to the current dynamics and challenges, the Company is committed to providing continuous education and training programs for employees.

In 2020, the Company has organized 30 education and competency development programs which were attended by 420 participants from various levels of position. The Company spent an investment cost of Rp433,973,029.22 to organize those programs.

A more complete explanation regarding Employee Competency Training and Development can be seen in the Supporting Business Function Chapter, in this Annual Report.

##### • Employee Remuneration and Welfare

The Company implements a competitive remuneration and compensation system that applies equally to all employees regardless of gender, ethnicity, race, and religion.

A fair remuneration system is one of the Company's attempts to improve the quality and welfare of employees

hidup karyawan beserta keluarganya. Dengan demikian, diharapkan dapat tercipta hubungan mutualisme yang saling menguntungkan di antara kedua belah pihak sehingga dapat membawa pengaruh positif terhadap produktivitas kinerja dan tingkat perputaran karyawan.

Uraian lebih lengkap mengenai Remunerasi Karyawan dapat dilihat pada Bab Tinjauan Fungsi Pendukung, di dalam Laporan Tahunan ini.

• **Tingkat Perputaran Karyawan**

Strategi pengelolaan SDM disusun dengan mempertimbangkan berbagai aspek serta turut melibatkan karyawan dengan meminta *feedback/saran/masukan* baik melalui survey ataupun media lainnya agar Perseroan dapat merumuskan dan menerapkan inisiatif kebijakan yang sesuai harapan. Pelibatan karyawan menjadi salah metode pendekatan yang dilakukan Perseroan dalam menjaga tingkat retensi karyawan.

Per 31 Desember 2020, jumlah karyawan Perseroan tercatat sebanyak 499 orang, atau mengalami penurunan 20,29% dari tahun sebelumnya sejumlah 626 orang. Tingkat *turnover* karyawan selama tahun 2020 adalah sebesar 25,60% dengan uraian sebagai berikut:

Penyebab   Reason	2020	2019
Pensiun Normal   Retirement	43	22
Pensiun Dini   Early retirement	1	5
Habis Kontrak   Contract Expires	85	17
Meninggal   Passed Away	1	0
Mengundurkan Diri   Resign	14	13
Diberhentikan Karena Melakukan Pelanggaran Dismissed for Violation	0	1
<b>Total Karyawan Keluar Total Employees Out</b>	<b>144</b>	<b>58</b>
Jumlah Karyawan di Awal Tahun Total of Employees at the Beginning of the Year	626	613
Jumlah Karyawan di Akhir Tahun Total of Employees at the End of the Year	499	626
<b>Persentase Turnover (%)   Turnover Percentage (%)</b>	<b>25,60%</b>	<b>9,36%</b>

• **Survey Kepuasan Karyawan**

Survei kepuasan karyawan dilaksanakan setiap tahun untuk mengetahui tingkat kepuasan karyawan selama bekerja di Perseroan. Untuk itu, Perseroan telah menyusun Laporan Keterikatan Pegawai (*Employee Engagement Survey*) PT Perusahaan Perdagangan Indonesia (Persero) Tahun 2020 dengan melakukan penyebaran kuesioner kepada karyawan tetap dan kontrak. Secara umum, dapat disimpulkan bahwa tingkat pencapaian keseluruhan indeks kepuasan karyawan mencapai skor rata-rata sebesar 2,83 atau masuk kategori “PUAS”.

and their families. Thus, it is hoped that a mutually beneficial relationship can be created between the two parties so that it can have a positive influence on performance productivity and employee turnover rate.

A more complete explanation regarding Employee Competency Training and Development can be seen in the Supporting Business Function Chapter, in this Annual Report.

• **Employee Turnover Rate**

The HR management strategy is prepared by taking into account various aspects and involve employees by asking for feedback/suggestions/input either through surveys or other media so that the Company can formulate and implement policy initiatives as expected. Employee engagement is one of the approaches practiced by the Company in keeping employee retention rate.

As of December 31, 2020, the Company’s total employees were recorded at 499 employees or decreased by 20.29% from the previous year’s of 626 people. The employee turnover rate during 2020 was 25.60% with the following description:

• **Employee Satisfaction Survey**

Employee satisfaction survey is conducted annually to determine the level of employee contentment while working in the Company. For that reason, the Company has prepared an Employee Engagement Survey of PT Perusahaan Perdagangan Indonesia (Persero) in 2020 by spreading questionnaires to permanent and contract employees. Overall, it can be concluded that the overall level of employee satisfaction index achieved an average score of 2.83 or categorized as “SATISFIED”.

Hasil survei tersebut selanjutnya akan digunakan oleh manajemen sebagai dasar pertimbangan dan masukan terutama pada aspek yang memerlukan peningkatan (*continuous improvement*) sehingga ke depan diharapkan dapat diperoleh tingkat kepuasan dan produktivitas karyawan yang optimal.

- **Fasilitas Laktasi Bagi Karyawan Wanita**

Sebagai bentuk dukungan terhadap pemenuhan hak karyawan perempuan yang sedang menyusui, Perseroan menyediakan Ruang Laktasi yang telah dilengkapi dengan sejumlah fasilitas pendukung, di antaranya:

- 1 Kulkas
- 6 Kursi
- 1 Dispenser
- 3 Meja kecil
- 1 Buffet
- 1 Air Conditioner (AC)

Ruang laktasi dapat dipergunakan kapan saja sesuai dengan kebutuhan masing-masing karyawan.

## 2. Kesehatan

Perseroan berkeyakinan eksistensi karyawan yang sehat secara mental dan fisik akan sangat mendukung produktivitas dan kontribusinya terhadap kinerja Perseroan. Menyadari hal tersebut, Perseroan sebagai pihak pemberi kerja bertanggung jawab untuk menjaga kesehatan karyawannya di samping karyawan itu sendiri.

Perseroan tiada henti memberikan edukasi dan sosialisasi kesehatan kepada seluruh karyawan agar mereka senantiasa peduli dan memiliki *awareness* terhadap stamina dan kondisi fisiknya. Untuk itu, Perseroan juga memberikan berbagai macam akses dan fasilitas yang bertujuan untuk mendukung kualitas kesehatan karyawan di antaranya:

- Bekerja sama dengan PT Sinarmas MSIG Life dalam hal pemberian asuransi kesehatan rawat jalan bagi karyawan dan keluarga;
- Menyediakan fasilitas *Medical Check-Up* (MCU) tahunan; dan
- Mengikutsertakan seluruh karyawan dalam Program Jaminan Sosial Ketenagakerjaan (BPJS ketenagakerjaan), yang terdiri dari Jaminan Hari Tua (JHT), Jaminan Pensiun (JP), Jaminan Kecelakaan Kerja (JKK) dan Jaminan Kematian (JKM).

## 3. Keselamatan Kerja

Selain memperhatikan aspek ketenagakerjaan dan kesehatan, Perseroan juga menaruh perhatian besar terhadap keselamatan dan keamanan karyawan saat menjalankan tugas dan tanggung jawabnya di lingkungan kantor. Perseroan menyadari keberadaan SDM memiliki peran penting dalam menentukan kinerja Perseroan. Untuk itu, Perseroan berkomitmen untuk selalu memenuhi standar kualitas keselamatan dan keamanan bangunan gedung yang berlaku secara nasional agar

The survey results will be used by the management as a basis for consideration and input, particularly on the aspects that require continuous improvement so that in the coming years it is expected can obtain an optimal level of employee satisfaction and productivity.

- **Lactation Facilities for Female Employees**

As a form of support for the fulfillment of employee women's rights who are breastfeeding, the Company provides lactation room which has been equipped with several supporting facilities, such as:

- 1 Refrigerator
- 6 Seats
- 1 Dispenser
- 3 small tables
- 1 Buffet
- 1 Air Conditioner (AC)

The lactation room can be used at any time according to the needs of each employee.

## 2. Health

The Company believes that the presence of mentally and physically healthy employees will greatly boost productivity and contribution to the Company's performance. Acknowledging this, the Company as the employer is responsible for keeping its employees healthy besides the employees themselves.

The Company continues to provide health education and socialization to all employees so that they can take care and be aware of their stamina and physical condition. To that end, the Company also affords various kinds of access and facilities that intend to increase the quality of employees' health, such as:

- Collaboration with PT Sinarmas MSIG Life in providing outpatient health insurance for employees and their families;
- Provide annual Medical Check-Up (MCU) facility; and
- Registered all employees in the Employment Social Security Program (BPJS Ketenagakerjaan), which consists of Old Age Security (OAS), Pension Security (PS), Work Accident Insurance (WAI), and Death Benefit (DB).

## 3. Work Safety

In addition to paying attention to the employment and health aspects, the Company also pays great attention to the safety and security of employees while performing their duties and responsibilities in the workplace. The Company realizes that HR has an important role in determining the Company's performance. Accordingly, the Company is committed to always comply with building safety and security quality standards that apply nationally in order to confer a safe workplace for all employees so that zero work

dapat memberikan rasa aman kepada seluruh karyawan sehingga dapat tercapai nihil kecelakaan kerja.

### Sistem Kesehatan dan Keselamatan Kerja (K3)

Kesungguhan Perseroan dalam menjaga kesehatan dan keselamatan karyawan terefleksi di dalam rencana kerja dan Pedoman Ketenagakerjaan, Kesehatan dan Keselamatan Kerja (K3). Perseroan secara konsisten melaksanakan sejumlah kegiatan yang mendukung praktik ketenagakerjaan dan K3, di antaranya:

- a) Memastikan kepatuhan Perseroan terhadap Undang-Undang No. 13 tahun 2003 tentang Ketenagakerjaan dalam rangka meminimalisir terjadinya pelanggaran terhadap HAM di dalam hubungan kerja;
- b) Memberikan tanda atau petunjuk yang jelas mengenai tempat berkumpul apabila terjadi sesuatu hal yang tidak diinginkan seperti kebakaran;
- c) Melakukan perawatan dan pemeriksaan secara berkala terhadap bangunan dan fasilitas kerja lainnya;
- d) Meningkatkan hubungan industrial melalui wadah untuk menampung aspirasi baik melalui serikat pekerja atau menyampaikan langsung masukan dan keluhannya;
- e) Melakukan latihan simulasi tanggap darurat secara berkala;
- f) Mengidentifikasi dan mengendalikan semua sumber bahaya serta mengajak seluruh karyawan untuk berperan serta dalam meningkatkan implementasi K3 di Perseroan;
- g) Melakukan upaya pencegahan terhadap kecelakaan kerja dan Penyakit Akibat Kerja (PAK);
- h) Meningkatkan kepedulian, pengetahuan dan kemampuan karyawan dalam bidang keselamatan, kesehatan kerja dan lingkungan antara lain melalui publikasi, sosialisasi dan pelatihan;
- i) Meningkatkan kegiatan *safety induction* kepada karyawan dan visitor yang berkunjung ke lokasi kerja Perseroan; dan
- j) Meningkatkan kualitas pemeliharaan *Fire Equipment* (APAR, *Hydrant*, *Fire Alarm*), yang dilakukan secara berkala.

Selain itu, Perseroan juga memerhatikan kelengkapan dan kelayakan sarana kerja, kebersihan lingkungan, tata ruang, dan kelayakan sarana pengamanan bagi karyawan, baik di kantor pusat maupun di kantor-kantor cabang.

### Tingkat Kecelakaan Kerja

Sepanjang tahun 2020, tidak terdapat laporan kasus kecelakaan kerja yang terjadi di lingkungan kantor Perseroan.

### Program Kesehatan dan Keselamatan Karyawan Di Masa Pandemi COVID-19

Selama menghadapi masa pandemi COVID-19, Perseroan mengadopsi sistem bekerja dan kebiasaan baru disesuaikan dengan himbuan yang dianjurkan oleh Pemerintah. Implementasi protokol kesehatan secara ketat menjadi salah satu hal mutlak yang tidak terlewatkan di dalam kegiatan operasional bisnis sehari-hari. Sebagai langkah preventif, Perseroan telah menerapkan alur deteksi dini atau *screening* bagi karyawan maupun mitra kerja di lingkungan Perseroan sebagaimana tercermin pada bagan berikut ini:

accidents can be achieved.

### Occupational Health and Safety (OHS) System

The Company's seriousness in maintaining the employees' health and safety is reflected in the work plan and Guidelines for Employment, Occupational Health, and Safety (OHS). The Company consistently conducts some activities that support employment and OSH practices, including:

- a) Ensure the Company's conformity with Law no. 13 of 2003 concerning Manpower to minimize the occurrence of human rights violations in work relations;
- b) Provide clear signs or instructions regarding the assembly area in the event of an undesirable event occurs such as a fire;
- c) Perform periodic maintenance and inspection of buildings and other work facilities;
- d) Enhance industrial relations through a forum to accommodate aspirations, either through labor union or directly submitting their suggestion and complaints;
- e) Conduct emergency response simulation exercises on a regular basis;
- f) Identify and control all sources of hazards and urge all employees to participate in improving the OHS implementation within the Company;
- g) Strive to prevent work accidents and Occupational Diseases;
- h) Increase awareness, knowledge and the ability of employees in the fields of safety, occupational health, and the environment, among others through publications, socialization, and training;
- i) Increase safety induction activities for employees and visitors who visit the Company's work locations; and
- j) Improve the quality of maintenance of Fire Equipment (APAR, Hydrant, Fire Alarm), which is conducted regularly.

The Company also pays attention to the completeness and feasibility of working facilities, environmental cleanliness, spatial planning, and the feasibility of security facilities for employees, both at the head office and at branch offices.

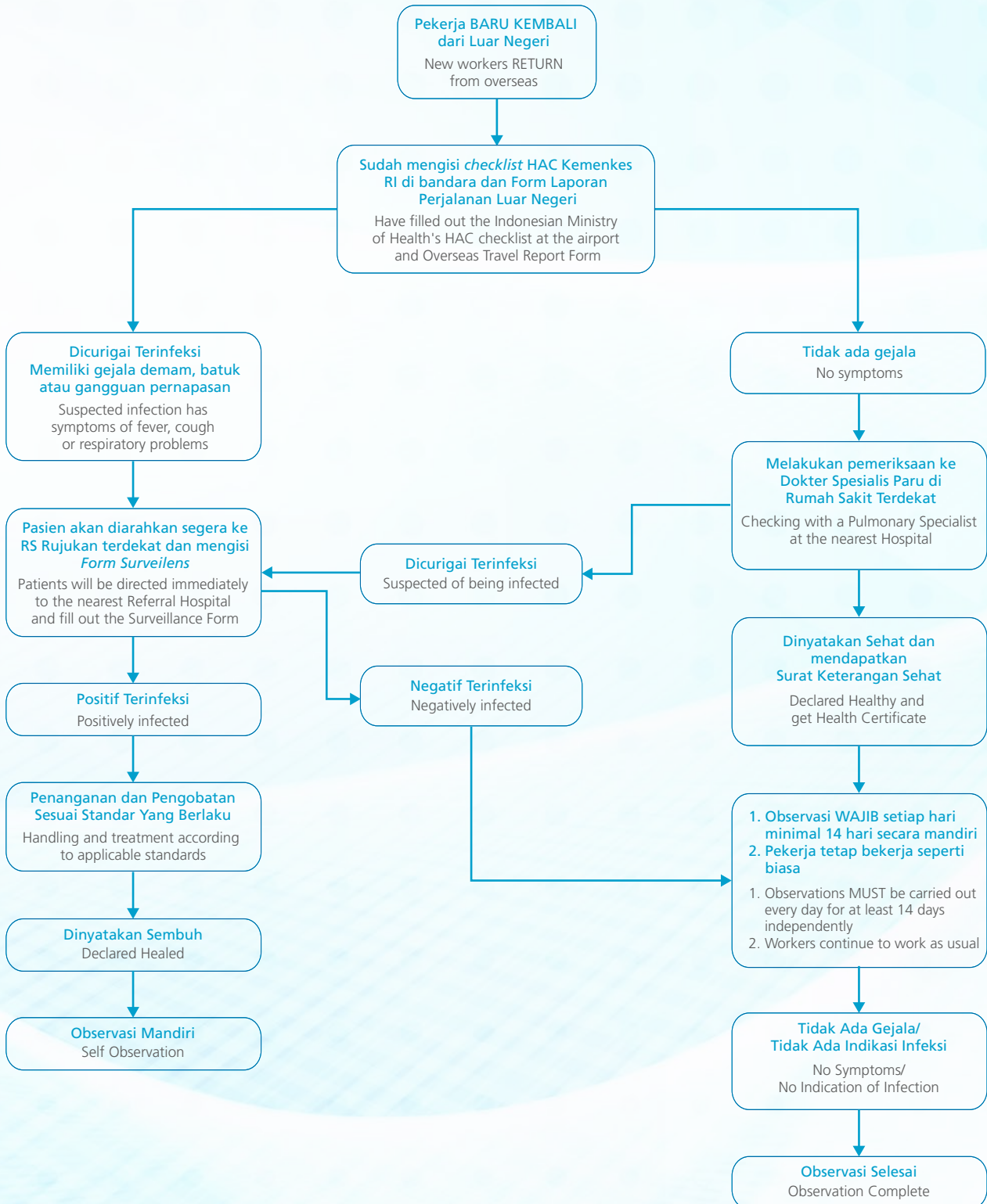
### Work Accident Rate

Throughout 2020, there were no reports of work accidents that occurred in the Company's office environment.

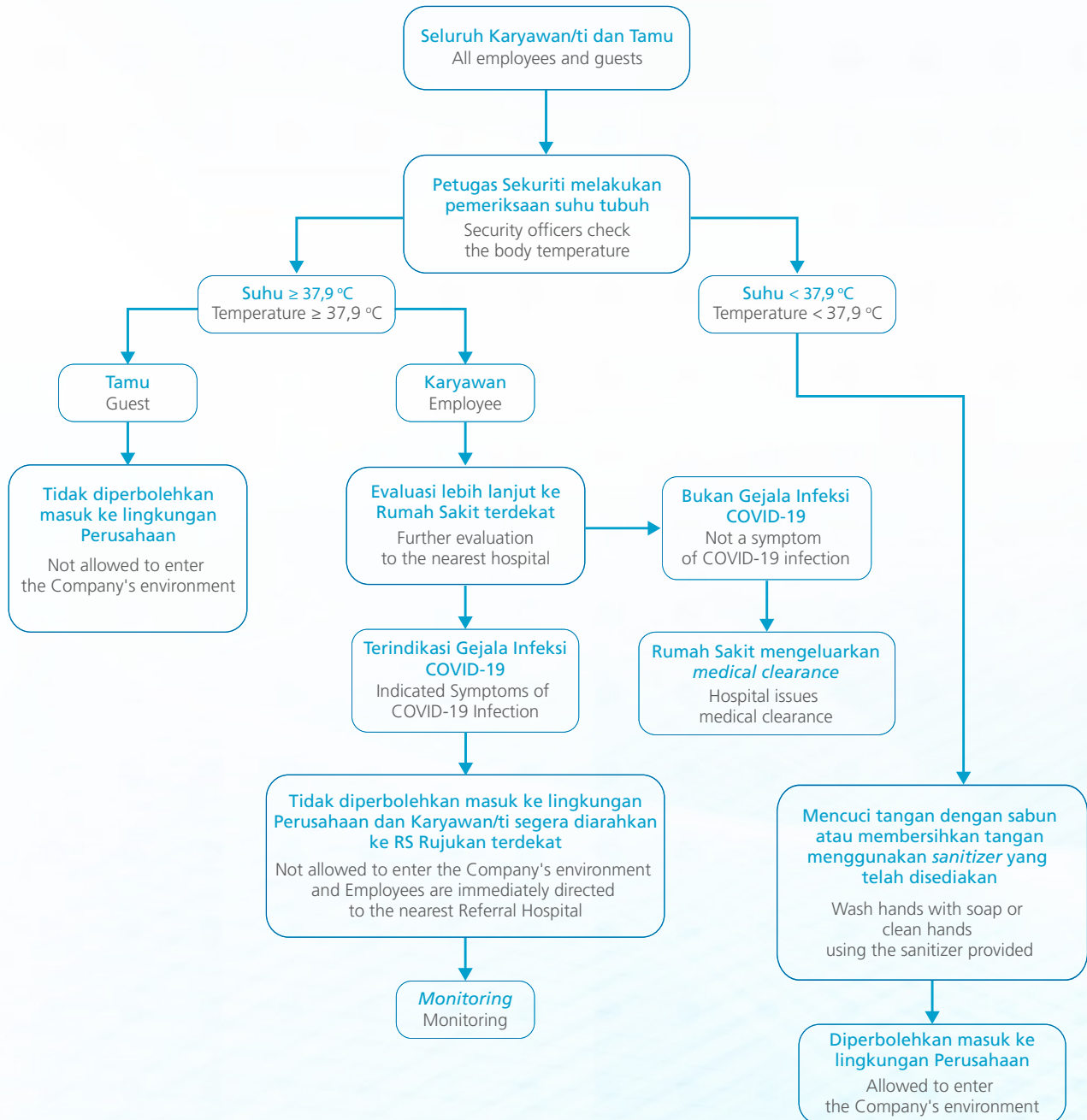
### Employee Health and Safety Program During the COVID-19 Pandemic

During the COVID-19 pandemic, the Company adopted a new work system and habits modified to the appeal recommended by the Government. Stringent implementation of health protocols is one of the absolute things that can't be avoided in daily business operations. As a preventive measure, the Company has implemented an early detection or screening flow for employees and partners within the Company as shown in the following chart:

## Alur Deteksi Dini Virus Corona 2019 (Covid-19) Untuk Pekerja dan Mitra Kerja di Lingkungan PT PPI (Persero) Flow of Corona Virus Early Detection 2019 (Covid-19) For Workers and Partners in PT PPI (Persero)



**Alur Deteksi Dini Virus Corona 2019 (Covid-19) Untuk Pekerja dan Mitra Kerja di Lingkungan PT PPI (Persero)**  
**Flow of Corona Virus Early Detection 2019 (Covid-19) For Workers and Partners in PT PPI (Persero)**





Perseroan memiliki komitmen penuh untuk terus melakukan berbagai upaya mitigasi penyebaran virus COVID-19 di lingkungan kantor dengan berbagai cara. Bagi Perseroan, keselamatan dan kesehatan karyawan beserta keluarga merupakan prioritas utama. Perseroan mengeluarkan Buku Saku COVID-19 yang disebarluaskan kepada karyawan untuk digunakan sebagai pedoman dalam melalui masa pandemi.

Agar kegiatan pengendalian COVID-19 berjalan lebih optimal, berdasarkan Nota Dinas No. 704/Setper/Int/PPI/IX/2020 tanggal 7 September 2020 perihal Upaya Preventif Penyebaran COVID-19 di PT PPI (Persero), Perseroan membentuk unit kerja khusus bernama "Tim Task Force The New Normal" sebagai pihak yang bertanggung jawab atas kebijakan dan implementasi kegiatan pengendalian COVID-19 di lingkungan kantor.

Perseroan telah menjalankan sejumlah rekomendasi sebagaimana dianjurkan Kementerian Kesehatan RI dalam rangka mencegah penularan COVID-19 di lingkungan kerja, diantaranya dengan melakukan desinfeksi ruangan kantor secara berkala, menyediakan sarana Cuci Tangan Pakai Sabun (CTPS) dengan air mengalir dari keran, dan menyediakan *hand sanitizer* di setiap pintu masuk/*lift*/area lainnya yang mudah diakses.

Segala bentuk himbauan atau pesan atau kampanye kesehatan juga ditempel di berbagai sudut area Gedung kantor untuk meningkatkan kesadaran karyawan dan para tamu, seperti mengingatkan etika batuk/bersin yang benar, menjaga jarak di area publik (*social distancing*), dan mengingatkan cara mencuci tangan yang benar.

Sepanjang tahun 2020, Perseroan telah mengeluarkan biaya sebesar Rp2.524.474.348 untuk mendukung program kesehatan selama pandemi. Biaya ini dikhususkan untuk seluruh insan Perseroan seperti biaya kesehatan, masker, desinfektan, *thermo gun*, vitamin dan lainnya.

### Dampak Kegiatan dan Pencapaian

Komitmen Perseroan dalam menjalankan program dan inisiatif strategis pada aspek Ketenagakerjaan, Kesehatan dan Keselamatan (K3) menunjukkan hasil yang cukup baik. Sepanjang tahun 2020, Perseroan tidak mencatat adanya kecelakaan kerja baik yang terjadi di lingkungan kantor pusat maupun di kantor-kantor cabang.

Selain itu, tingkat perputaran karyawan di tahun 2020 juga cukup terkendali. Hal ini menunjukkan bahwa loyalitas karyawan terhadap Perseroan terjaga dengan baik meski berada di masa pandemi. Dengan demikian dapat disimpulkan Perseroan berhasil menerapkan budaya dan sistem kerja yang baik sehingga dapat diterima oleh karyawan.

### Mekanisme Penyelesaian Permasalahan Hubungan Industrial

Karyawan dapat menyampaikan keluhan dan/atau laporan pengaduan terkait ketenagakerjaan tahapan pertama sesuai PKB 2017-2019 Pasal 85 kepada Atasan Langsung dan seterusnya

The Company is fully committed to continuously making various efforts in numerous ways to mitigate the COVID-19 virus spread in the workplace. For the Company, the safety and health of employees and their families is our top priority. The Company issued a COVID-19 Handbook which was distributed to employees to be used as a guideline in passing through the pandemic period.

In order to support COVID-19 control activities so as it can run more optimally, hence, based on the Office Memorandum No. 704/Setper/Int/PPI/IX/2020 dated September 7, 2020, regarding Preventive Attempts for the COVID-19 Spread at PT PPI (Persero), the Company formed a special work unit called "The New Normal Task Force Team" as the party responsible for policy and implementation of COVID-19 control activities in the office environment.

The Company has executed a number of recommendations as promoted by the Ministry of Health in order to prevent the COVID-19 transmission in the workplace, among others by regularly disinfecting office space, providing Handwashing with Soap facilities with running water from the tap, and providing hand sanitizer at every entrance/*lift*/other area that are easily accessible.

All forms of appeals or messages or health campaigns are also posted in each corner of the office building area to raise awareness of employees and guests, such as by reminding the practice good cough and sneeze etiquette, keeping a distance in public areas (*social distancing*), and reminding how to wash hands properly.

Throughout 2020, the Company has spent Rp2,524,474,348 to support health programs during the pandemic. This expense is specifically for all the Company's personnel such as health costs, masks, disinfectants, thermo guns, vitamins, and others.

### Impact of Activities and Achievements

The Company's commitment to carrying out strategic programs and initiatives in terms of Employment, Health, and Safety has shown considerably good results. Throughout 2020, the Company did not record any work accidents, either in the head office or in branch offices.

In addition, the employee turnover rate in 2020 was under control. This showed that employee loyalty to the Company is well-maintained even during the pandemic. In general, it can be concluded that the Company has succeeded in implementing a good work culture and system which can be accepted by employees.

### Mechanism of Settlement of Industrial Relations Problems

Each employee can submit their complaints and/or grievances related to the first stage of employment according to the CLA 2017-2019 Article 85 to their Direct Supervisor and henceforth

diatur dalam PKB. Laporan tersebut akan ditindaklanjuti oleh Perseroan sesuai kebijakan dan prosedur yang berlaku.

Perseroan mengedepankan asas musyawarah untuk mufakat dalam menyelesaikan sengketa atau kasus yang berhubungan dengan ketenagakerjaan. Namun, jika musyawarah dan mufakat tidak tercapai maka penyelesaian permasalahan akan dilakukan di Pengadilan Perselisihan Hubungan Industrial (PHI).

Sepanjang tahun 2020, tidak terdapat kasus perselisihan hubungan industrial yang terjadi antara Perseroan dan karyawan.

### Sertifikasi dan Penghargaan di Bidang K3

Perseroan telah mendapatkan sertifikasi penggunaan/izin pemakaian dengan syarat-syarat K3 untuk sarana dan fasilitas Graha PPI, seperti instalasi penyalur petir, instalasi listrik, dan lift penumpang.

it has been regulated in the CLA. The report will be followed up by the Company in accordance with applicable policies and procedures.

The Company prioritizes the principle of deliberation to reach consensus in resolving disputes or cases relating to employment. However, if deliberation to reach consensus is not reached, then the dispute resolution will be conducted at the Industrial Relations Court (PHI).

Throughout 2020, there were no cases of industrial relations disputes that occurred between the Company and employees.

### Certification and Awards in the Field of OHS

The Company has obtained a certificate of use permit that regulates OHS requirements for Graha PPI facilities and infrastructures, such as lightning distribution installations, electrical installations, and passenger lifts.

## TANGGUNG JAWAB SOSIAL PERUSAHAAN TERKAIT SOSIAL KEMASYARAKATAN

### CORPORATE SOCIAL RESPONSIBILITY RELATING TO SOCIAL COMMUNITY

#### Landasan Kebijakan

Sebagai entitas BUMN yang mengemban amanah besar untuk menjalankan kegiatan perdagangan baik di dalam negeri maupun di luar negeri, Perseroan berkomitmen penuh untuk berpartisipasi aktif membantu pemerintah dalam mendukung kesejahteraan masyarakat atau komunitas di sekitar wilayah operasi Perseroan. Komitmen tersebut diwujudkan Perseroan melalui Program Kemitraan dan Bina Lingkungan (PKBL) dan program CSR yang secara konsisten dilaksanakan setiap tahun.

Perumusan dan pelaksanaan kegiatan PKBL Perseroan berlandaskan pada ketentuan perundang-undangan dan kebijakan internal berikut ini:

1. Peraturan Menteri BUMN Nomor: PER-09/MBU/07/2015 tentang Program Kemitraan dan Program Bina Lingkungan BUMN.
2. Keputusan Direksi Nomor: 03/DU/ SKD/POB/PPI/VII/2017 tanggal 31 Juli 2017 tentang Prosedur Operasi Baku (POB) Program Kemitraan dan Bina Lingkungan (PKBL) serta diperbaharui dengan Surat Keputusan Direksi (SKD) Nomor: 23/DU/SKD/PPI/XI/2019 tanggal 14 November 2019 tentang Pedoman Pelaksanaan Program Kemitraan dan Bina Lingkungan (PKBL) PT Perusahaan Perdagangan Indonesia (Persero).

Tidak hanya mementingkan pertumbuhan usaha yang berkelanjutan, akan tetapi dalam menjalankan kegiatan usahanya, Perseroan juga senantiasa menaruh perhatian terhadap program pemberdayaan masyarakat. Program kemasayarakatan yang dijalankan Perseroan berfokus pada peningkatan kualitas kehidupan sosial, pendidikan, kesehatan,

#### Policy Basis

As a SOE entity that takes a big mandate to conduct trading activities both domestically and abroad, the Company is fully committed to actively participating in assisting the government to improve the well-being of the community or society around the Company's operational areas. Such commitment is actualized by the Company through the Partnership and Community Development Program (PKBL) and CSR programs which are consistently implemented each year.

The formulation and implementation of the Company's PKBL activities are based on the following statutory provisions and internal policies:

1. Regulation of the Minister of SOEs Number: PER-09/MBU/07/2015 concerning the Partnership Program and the Community Development Program for SOE.
2. The Board of Directors' Resolution Number: 03/DU/SKD/POB/PPI/VII/2017 dated July 31, 2017, concerning Standard Operating Procedures (SOP) for the Partnership and Community Development Program (PKBL) and updated with the Board of Directors' Decree Number: 23/DU /SKD/PPI/XI/2019 dated November 14, 2019, concerning Guidelines for the Implementation of the Partnership and Community Development Program (PKBL) of PT Perusahaan Perdagangan Indonesia (Persero).

Not merely concerned with sustainable business growth but in managing its business activities, the Company also gives attention to the community empowerment programs. The community programs run by the Company focus on improving the quality of social life, education, health, religion, and social welfare of the community, especially for the people living close

keagamaan dan kesejahteraan sosial masyarakat terutama bagi masyarakat yang tinggal di sekitar wilayah operasi.

### Isu dan Risiko pada Lingkup Tanggung Jawab Sosial Perusahaan Bidang Pengembangan Masyarakat yang Relevan Dengan Perseroan

Sebagai entitas BUMN yang bergerak di sektor perdagangan yang menjalin hubungan kerja sama dengan banyak pihak, Perseroan menilai penyaluran dana untuk program kemitraan menjadi salah satu isu yang paling relevan dengan lingkup tanggung jawab sosial Perseroan pada aspek pengembangan masyarakat.

### Target/Rencana Kegiatan Tanggung Jawab Sosial Perusahaan Bidang Pengembangan Masyarakat

Perumusan program dan anggaran PKBL Perseroan dilakukan secara komprehensif dengan memperhatikan kebutuhan para penerima manfaat. Akan hal tersebut, Perseroan telah merumuskan sejumlah target yang relevan dengan lingkup tanggung jawab sosial di bidang pengembangan masyarakat, di antaranya:

- Meningkatkan penyaluran dana program kemitraan dan bina lingkungan;
- Memberikan bantuan pelatihan manajemen kepada para mitra binaan; dan
- Membantu aktivitas pemasaran (promosi/pameran) para mitra binaan.

### Pelaksanaan Kegiatan PKBL dan CSR Tahun 2020

#### 1. Program Kemitraan

Program Kemitraan adalah program pemberdayaan dan peningkatan ekonomi masyarakat yang bertujuan untuk meningkatkan kemampuan usaha kecil agar menjadi mandiri. Realisasi program kemitraan dilakukan Perseroan dengan memberikan pinjaman modal kerja kepada usaha kecil dan koperasi, serta pembinaan dalam rangka membiayai pendidikan, pelatihan, dan pemasaran kepada mitra kerja.

Dana Program Kemitraan diberikan Perseroan kepada mitra binaan dalam bentuk:

- a. Pinjaman untuk membiayai modal kerja dan/atau pembelian aktiva tetap dalam rangka meningkatkan produksi dan penjualan;
- b. Pinjaman khusus untuk membiayai kebutuhan dana pelaksanaan kegiatan usaha Mitra Binaan yang bersifat pinjaman tambahan dan berjangka pendek dalam rangka memenuhi pesanan dan rekanan usaha Mitra Binaan.

Per 31 Desember 2020, Perseroan telah merealisasikan bantuan dan pinjaman untuk program kemitraan dengan nilai sebesar Rp138.000.000, yang terdiri dari:

- a. Bidang Perdagangan, berupa pinjaman untuk membiayai modal kerja dan/atau pembelian aset tetap dalam rangka meningkatkan produksi dan penjualan, senilai Rp55.000.000;

to the operational areas.

### Issues and Risks in the Scope of Corporate Social Responsibility in the Field of Community Development Relevant to the Company

As a SOE engaged in the trade sector that establishes cooperative relationships with many parties, the Company recognizes that the distribution of funds for the partnership program is considered as one of the most relevant issues in the scope of the Company's social responsibility specifically on the community development aspect.

### Targets/Plans Relating to Corporate Social Responsibility Activities in the Field of Community Development

The formulation of the Company's PKBL program and budget is carried comprehensively by heeding the needs of the beneficiaries. In this regard, the Company has formed some targets relevant to the scope of social responsibility in the field of community development, including:

- Increase the disbursement of funds for partnership and community development programs;
- Provide management training assistance to the fostered partners; and
- Assist the marketing activities (promotion/exhibition) of the fostered partners.

### Implementation of PKBL and CSR Activities in 2020

#### 1. Partnership Program

The Partnership Program is a community economic empowerment and improvement program that aims to improve the ability of small businesses to become independent. The realization of the partnership program is held by the Company through the provision of working capital loans to small businesses and cooperatives, as well as coaching in order to finance education, training, and marketing to work partners.

The Partnership Program Funds which run by the Company to the fostered partners are given in the form of:

- a. Loans to finance working capital and/or purchase fixed assets in order to increase production and sales;
- b. Special loans for the cost of business implementation of the Fostered Partners in the form of additional and short-term loans to fulfill orders and business partners of the Fostered Partners.

As of December 31, 2020, the Company has realized assistance and loans for the partnership program with a value of Rp138,000,000, which consists of:

- a. Trading Sector, in the form of loans amounting to Rp55,000,000 that aims to finance working capital and/or purchase fixed assets to increase production and sales;

- b. Bidang Industri, berupa pinjaman tambahan untuk membiayai kebutuhan yang bersifat jangka pendek dalam rangka memenuhi pesanan dari rekanan usaha Mitra Binaan, senilai Rp52.000.000; dan
- c. Bidang Jasa, berupa pinjaman kepada mitra binaan untuk membuka usaha dalam bidang Jasa sebesar Rp31.000.000.

Penyaluran dana PKBL untuk Program Kemitraan sepanjang tahun 2020 belum dapat dilakukan sepenuhnya, yakni terealisasi 62,36% dari rencana kerja yang dianggarkan sebesar Rp221.285.550. Hal ini terjadi karena adanya keterbatasan aktivitas dan kegiatan di masa pandemi COVID-19.

## 2. Program Bina Lingkungan

Program Bina Lingkungan adalah program pemberdayaan masyarakat yang dilaksanakan berupa kegiatan bantuan bencana alam, kesehatan, bantuan pendidikan dan/atau pelatihan, bantuan peningkatan kesehatan, bantuan pengembangan prasarana dan/atau sarana umum, bantuan sarana ibadah, bantuan pelestarian alam, dan bantuan sosial kemasyarakatan dalam rangka pengentasan kemiskinan.

Per 31 Desember 2020, Perseroan telah menyalurkan dana untuk program bina lingkungan dengan nilai sebesar Rp620.067.300 dengan rincian sebagai berikut:

- a. Bantuan Bencana Alam sebesar Rp170.067.300; dan
- b. Bantuan Sosial Kemasyarakatan sebesar Rp450.000.000.

Jumlah penyaluran dana Bina Lingkungan tahun 2020 adalah sebesar Rp620.067.300 atau terealisasi 83% dari rencana kerja yang dianggarkan sebesar Rp750.000.000.

## 3. Program CSR Perseroan

Di samping menjalankan program PKBL, Perseroan juga melaksanakan kegiatan CSR setiap tahunnya. Pada tahun 2020, Perseroan telah merealisasikan biaya untuk melaksanakan kegiatan CSR dengan nominal sebesar Rp94.640.000 atau terealisasi 63% dari rencana anggaran yang sudah ditetapkan.

Berikut ini adalah uraian program dan kegiatan CSR yang dilaksanakan Perseroan selama tahun 2020 antara lain:

- b. Industry Sector, in the form of additional loans amounting to Rp52,000,000 that intends to finance short-term needs in order to fulfill orders from the fostered partners' business partners; and
- c. Services Sector, in the form of loans amounting to Rp31,000,000 which intends to the fostered partners so they can start a business in the services sector.

The disbursement of PKBL funds for the Partnership Programs throughout 2020 has not been fully implemented, namely 62.36% of the budgeted work plan of Rp221,285,550. It was happened due to the limitations of activities and motions during the COVID-19 pandemic.

## 2. Community Development Program

Community Development Program is a community empowerment program carried out in the form of natural disaster assistance, health, educational and/or training assistance, health improvement assistance, infrastructure and/or public facilities development assistance, worship facilities assistance, nature conservation assistance, and social community assistance in order to alleviate poverty.

As of December 31, 2020, the Company has disbursed funds for the community development program with a total of Rp620,067,300 with the following details:

- a. Natural Disaster Assistance amounting to Rp170,067,300; and
- b. Social Assistance amounting to Rp450,000,000.

Total funds disbursement for the Community Development program in 2020 was Rp620,067,300 or realized 83% of the budgeted work plan of Rp750,000,000.

## 3. The Company's CSR Program

In addition to running the PKBL program, the Company also held CSR activities each year. In 2020, the Company realized costs incurred to conduct CSR activities with a total of Rp94,640,000 or achieved 63% of the budgeted plan that has been set.

The following is a description of CSR programs and activities carried out by the Company during 2020, including:

No.	Kegiatan   Activities	Lokasi   Location	Jumlah   Total
1.	Qurban di lingkungan PT PPI (Persero) Qurban in the Environment of PT PPI	Jakarta	Rp63.640.000
2.	Qurban di NPSAA Cempaka Wangi Qurban at NPSAA Cempaka Wangi	Tangerang Selatan	Rp6.000.000
3.	Qurban melalui Kemendag Peduli Qurban through "Kemendag Peduli"	Jakarta	Rp25.000.000
<b>Jumlah Total</b>			<b>Rp94.640.000</b>

## Saluran Pengaduan Di Bidang Pengembangan Masyarakat

Perseroan menyediakan saluran pengaduan kepada seluruh pemangku kepentingan untuk menyampaikan laporan pengaduan ataupun keluhan terkait kegiatan tanggung jawab sosial di bidang pengembangan masyarakat, antara lain melalui email ke: [corsec@ptppi.co.id](mailto:corsec@ptppi.co.id).

### Dampak Kegiatan dan Pencapaian

Berangkat dari komitmen penuh Perseroan untuk turut ambil bagian dalam mendukung kesejahteraan dan pemberdayaan masyarakat atau komunitas sekitar, maka sampai dengan akhir 2020 Perseroan masih menyalurkan dana program PKBL dan CSR kepada para penerima manfaat dengan mempertimbangkan kebutuhan masing-masing. Hal ini tentunya disambut baik oleh masyarakat dan dinilai membawa dampak positif langsung bagi mereka serta berpengaruh positif dalam membangun citra dan reputasi Perseroan.

## Complaint Means in the Field of Community Development

The Company provides a complaint channel to all stakeholders to submit their complaints or grievances relating to social responsibility activities in the field of community development, such as through e-mail at: [corsec@ptppi.co.id](mailto:corsec@ptppi.co.id).

### Impact of Activities and Achievements

Going from the Company's full commitment to take part in supporting the welfare and empowerment of the community or surrounding community, by the end of 2020, the Company remained to distribute funds for the PKBL and CSR program to beneficiaries by considering their individual needs. This kind of initiative is certainly welcomed by the community and is considered to have a direct positive impact on them as well as a positive influence to build the Company's image and reputation.

# TANGGUNG JAWAB SOSIAL PERUSAHAAN KEPADA PELANGGAN

## CORPORATE SOCIAL RESPONSIBILITY TO CUSTOMERS

### Landasan Kebijakan

Pelanggan adalah salah satu pemangku kepentingan utama yang memiliki peranan penting dalam mendukung keberlangsungan roda bisnis Perseroan. Oleh karena itu, Perseroan menyatakan komitmen penuhnya untuk selalu melindungi hak-hak pelanggan yang salah satunya diwujudkan melalui peningkatan kualitas produk dan/atau layanan yang diberikan.

Pelaksanaan tanggung jawab sosial Perseroan kepada pelanggan dilakukan sesuai dengan ketentuan perundang-undangan dan sejumlah kebijakan berikut ini:

1. UU No. 8 tahun 1999 tentang Perlindungan Konsumen;
2. Pedoman Tata Kelola Perusahaan;
3. Pedoman Etika Usaha dan Tata Perilaku;
4. Prosedur Operasi Baku (POB) Pengelolaan Keluhan Pelanggan No. Dokumen F-07/POB/PPI/IX/2018 tanggal 30 September 2018; dan
5. Petunjuk Pelaksanaan penanganan Keluhan Pelanggan Nomor: FA-017/POB/PPI/XII/2020.

Keberadaan kebijakan dan prosedur tersebut digunakan sebagai pedoman dalam menangani keluhan pelanggan (*stakeholder*) terhadap layanan atas kegiatan usaha Perseroan sehingga proses penyelesaian keluhan pelanggan dapat berlangsung secara tepat dan cepat sehingga diharapkan akan berdampak positif terhadap tingkat kepuasan dan keterikatan pelanggan (*stakeholder*) terhadap Perseroan.

### Isu-Isu Konsumen Yang Terkait Dengan Perusahaan

Pandemi COVID-19 tidak menyurutkan semangat Perseroan untuk tetap memberikan pelayanan yang maksimal kepada pelanggan serta berfokus pada peningkatan stabilitas pengadaan produk

### Policy Basis

Customers are one of the main stakeholders who have an important role in supporting the Company's business sustainability. Therefore, the Company declares its full commitment to always protect customers' rights which is realized through the improvement of the products and/or services quality provided.

The implementation of the Company's social responsibility to customers has followed the provisions of legislation and the following policies:

1. Law no. 8 of 1999 concerning Consumer Protection;
2. Corporate Governance Guidelines;
3. Guidelines for Business Ethics and Code of Conduct;
4. Standard Operating Procedures (SOP) for Customer Complaint Management No. Document F-07/POB/PPI/IX/2018 dated September 30, 2018; and
5. Implementation Instructions for handling Customer Complaints Number: FA-017/POB/PPI/XII/2020.

The existence of these policies and procedures are used as a guideline in handling customer (*stakeholders*) complaints towards services on the Company's business activities thus the process of resolving customer complaints can take place precisely and quickly so that it is expected to have a positive impact on the level of satisfaction and customer engagement (*stakeholders*) to the Company.

### Company-Related Consumer Issues

The COVID-19 pandemic did not dampen the Company's enthusiasm to continue providing service excellence to customers as well as focus on improving product procurement stability and

dan mutu. Pemberian layanan prima di masa pandemi mengalami penyesuaian seiring dengan diberlakukannya kebijakan protokol kesehatan yang cukup ketat saat melayani pelanggan guna menghindari penyebaran virus COVID-19 di lingkup Perseroan. Isu-isu tersebut menjadi fokus tanggung jawab sosial dalam hal perlindungan pelanggan di sepanjang tahun ini.

### Target/Rencana Kegiatan Tanggung Jawab Sosial Perusahaan Terhadap Konsumen

Perseroan secara berkala mengevaluasi program dan kegiatan tanggung jawab sosial bidang perlindungan konsumen yang dilakukan setiap tahun. Mengacu pada hasil evaluasi tersebut, Perseroan menetapkan hal-hal berikut ini sebagai target/rencana kerja yang hendak dicapai pada tahun mendatang:

1. Memperketat implementasi protokol kesehatan saat memberikan pelayanan kepada pelanggan;
2. Peningkatan layanan secara berkelanjutan;
3. Kecepatan pengadaan produk;
4. Meningkatkan mutu produk;
5. Kecepatan respon dan umpan balik terhadap keluhan dan masukan pelanggan;
6. Meningkatkan frekuensi kegiatan sosialisasi/edukasi terkait produk dan/atau jasa kepada pelanggan; dan
7. Meningkatkan pencapaian indeks kepuasan pelanggan dengan menindaklanjuti rekomendasi pada area-area yang masih memerlukan peningkatan.

### Pelaksanaan Kegiatan PKBL dan CSR Tahun 2020

#### 1. Informasi Produk

Salah satu upaya Perseroan dalam menjaga kualitas pelayanan kepada pelanggan dilakukan dengan menyediakan kemudahan akses informasi yang akurat dan faktual melalui kanal media resmi yang sudah ada. Bagi Perseroan, hal ini mutlak harus dilakukan guna mencegah terjadinya disinformasi terkait produk dan/atau layanan di kalangan pelanggan atau pemangku kepentingan lainnya.

Informasi mengenai produk dan/atau layanan disajikan secara transparan pada situs web Perseroan: <https://www.ptppi.co.id/> atau dapat juga dengan menghubungi Perseroan melalui Tel.: (021) 3862141 dan e-mail: [ppi.info@ptppi.co.id](mailto:ppi.info@ptppi.co.id)

Selain itu, Perseroan juga menyediakan buletin *company profile* yang ditempatkan baik di kantor pusat maupun di kantor-kantor cabang untuk memudahkan para calon/eksisting pelanggan dan mitra kerja dalam memperoleh informasi mengenai profil produk yang diperdagangkan, proses dan kegiatan usaha Perseroan serta layanan lainnya.

Penyampaian informasi juga terus dioptimalkan melalui *platform* media sosial agar dapat tersebar secara masif dan menyentuh berbagai kalangan dan lapisan masyarakat. Berikut ini adalah akun sosial media resmi milik Perseroan:

- Instagram: @ppipersero
- Facebook: PT Perusahaan Perdagangan Indonesia - Persero
- Twitter: @PTPPI

quality. The provision of high-quality service during the pandemic has been adjusted to the implementation of a reasonably stringent health protocol policy while serving customers to prevent the spread of the COVID-19 virus in the Company. These issues have become the main focus of social responsibility in terms of customer protection throughout the year.

### Target/Plan of Corporate Social Responsibility to Consumers

The Company periodically evaluates its social responsibility programs and activities relating to consumer protection which are conducted annually. According to the evaluation results, the Company sets these following points as targets/work plans to be achieved in the coming year:

1. Tighten the implementation of health protocols when providing services to customers;
2. Continuous improvement of services;
3. Speed of product procurement;
4. Improve product quality;
5. Speed of response and feedback to customer complaints and input;
6. Increase the frequency of socialization/education activities related to products and/or services to customers; and
7. Improve the achievement of the customer satisfaction index by following up on recommendations toward areas that still need improvement.

### Implementation of PKBL and CSR Activities in 2020

#### 1. Product Information

One of the Company's efforts in keeping service quality to customers is conducted by providing easy access to obtain accurate and factual information through existing official media channels. For the Company, it has to be done to prevent misinformation relating to products and/or services among customers or other stakeholders.

Information regarding products and/or services is transparently published on the Company's website: <https://www.ptppi.co.id/> or you can also contact the Company via Tel.: (021) 3862141 and e-mail: [ppi.info@ptppi.co.id](mailto:ppi.info@ptppi.co.id).

In addition, the Company also stores company profile bulletins which are placed both at the head office and at branch offices to make it easier for prospective/existing customers and business partners to obtain information regarding the profile of products traded, the Company's business processes and activities as well as other services.

The delivery of information also continues to be optimized through social media platforms so that it can spread massively and touch various circles and layers of society. The following are the Company's official social media accounts:

- Instagram: @ppipersero
- Facebook: PT Perusahaan Perdagangan Indonesia - Persero
- Twitter: @PTPPI

Pengelolaan informasi pada situs web dan sosial media menjadi tanggung jawab Sekretaris Perusahaan dan dimutakhirkan secara berkala agar senantiasa menyajikan informasi terkini sehingga dapat digunakan oleh publik ataupun pelanggan dengan sebaik-baiknya di dalam proses pengambilan keputusan.

## 2. Penanganan Keluhan Pelanggan

Prosedur dan mekanisme penanganan keluhan pelanggan termuat di dalam Prosedur Operasi Baku (POB) Pengelolaan Keluhan Pelanggan No. Dokumen F-07/POB/PPI/IX/2018 tanggal 30 September 2018 tentang Pengelolaan Keluhan Pelanggan. Dengan adanya prosedur tersebut diharapkan proses penyampaian keluhan pelanggan dan mekanisme penanganannya dapat tertangani lebih cepat.

Perseroan telah menyediakan saluran pelaporan pengaduan/keluhan yang dapat diakses secara online 24 jam baik oleh pelanggan ataupun mitra kerja, antara lain melalui:

- Situs web Perseroan: <https://www.ptppi.co.id/> pada menu “Hubungi Kami”
- E-mail: [ppi.info@ptppi.co.id](mailto:ppi.info@ptppi.co.id)
- Tel.: (021) 3862141
- Fax: (021) 3862143

Selain itu pelanggan juga dapat menyampaikan keluhan dan pengaduan melalui surat yang dialamatkan pada masing-masing kantor cabang Perseroan.

Pada prinsipnya, Perseroan bersikap terbuka terhadap setiap kritik/masukan yang diberikan oleh para pihak sebagai *feedback* positif demi kepentingan perbaikan dan kemajuan Perseroan. Setiap kritik/masukan yang disampaikan akan diterima dan ditangani oleh Sekretaris Perusahaan.

## 3. Survei Kepuasan Pelanggan

Survei kepuasan pelanggan menjadi salah satu tolok ukur keberhasilan Perseroan dalam memberikan pelayanan prima kepada pelanggan. Survei kepuasan pelanggan dilakukan dengan menggunakan *tools Customer Satisfaction Index* (CSI) dan dilakukan secara berkala. Adapun hasil skor CSI tersebut berfungsi sebagai dasar bagi manajemen untuk menetapkan arah strategi pemasaran serta dalam menentukan program-program yang bertujuan untuk meningkatkan mutu dan layanan pelanggan ke depannya.

Pada tahun 2020, Perseroan telah melaksanakan survei kepuasan pelanggan sebagaimana tergambar dalam Laporan Survei Kepuasan Pelanggan Semester I Tahun 2020. Survei tersebut dilakukan dengan cara melakukan penyebaran kuesioner kepada 488 responden (pelanggan Perseroan) yang tersebar di 32 kantor cabang.

Adapun hasil dari kuesioner tersebut menunjukkan bahwa

The website and social media information management is under the role of the Corporate Secretary and is updated regularly to present the latest information so that it can be used by the public or customers for the decision-making process.

## 2. Handling Customer Complaints

The procedures and mechanisms for handling customer complaints are contained in the Standard Operating Procedures (SOP) for Customer Complaint Management No. Document F-07/POB/PPI/IX/2018 dated 30 September 2018 regarding Customer Complaint Management. With this procedure, it is expected that the process of submitting customer complaints and its handling procedures can be performed more quickly.

The Company has given a complaint/grievance reporting channel that can be accessed online 24 hours by both customers and business partners, including through:

- Company website: <https://www.ptppi.co.id/> in the “Contact Us” menu
- E-mail: [ppi.info@ptppi.co.id](mailto:ppi.info@ptppi.co.id)
- Tel.: (021) 3862141
- Fax: (021) 3862143

In addition, customers can also submit complaints and grievances through letters addressed to each of the Company's branch offices.

The Company is being open to any criticism/input given by the parties and used them as positive feedback for the Company's improvement and progress. Every criticism/input submitted will be accepted and handled by the Corporate Secretary.

## 3. Customer Satisfaction Survey

The customer satisfaction survey is one of the benchmarks for the Company's success in providing excellent service to customers. Customer satisfaction surveys are conducted by using Customer Satisfaction Index (CSI) tool and are carried out regularly. The CSI score result used to be the basis for the management to determine the marketing strategy direction as well as to prepare the programs that intended for improving quality and customer service in the future.

In 2020, the Company has conducted a customer satisfaction survey as explained in the First Semester of 2020 Customer Satisfaction Survey Report. The survey was conducted by distributing questionnaires to 488 respondents (the Company's customers) spread over 32 branch offices.

The questionnaire results showed that the customer

tingkat capaian indeks kepuasan pelanggan adalah sebesar 3,15 atau 78,8% yang menunjukkan bahwa pelanggan PUAS terhadap pelayanan yang diberikan oleh Perseroan. Capaian indeks kepuasan pelanggan pada tahun ini lebih tinggi dibandingkan dengan capaian tahun sebelumnya yaitu sebesar 78,0%.

### Dampak Kegiatan dan Pencapaian

Sepanjang tahun 2020, Perseroan tidak menerima adanya pelaporan atau keluhan terkait produk atau layanan baik yang disampaikan oleh pelanggan maupun mitra kerja. Hal ini tercermin dari kerja sama Perseroan dengan para mitra yang masih terjalin harmonis sampai dengan saat ini.

### Jumlah dan Status Penanggulangan Aduan Pelanggan

Pada tahun 2020, Perseroan tidak menerima adanya laporan pengaduan pelanggan (nihil) terkait produk atau layanan baik yang disampaikan oleh pelanggan/mitra bisnis/pemangku kepentingan lainnya.

### Biaya yang Dikeluarkan

Sepanjang 2020, Perseroan tidak mencatat adanya pengeluaran biaya terkait penanggulangan aduan pelanggan.

satisfaction index level was at 3.15 or 78.8% which is indicated that the customers are satisfied with the services provided by the Company. The customer satisfaction index level this year was higher than the previous year's achievement at 78.0%.

### Impact of Activities and Achievements

Throughout 2020, the Company did not receive any reports or complaints related to products or services either submitted by customers or business partners. This is reflected through the Company's harmonious cooperation with partners until today.

### Number and Status of Handling Customer Complaints

In 2020, the Company did not receive any customer complaints reports (nil) related to products or services either submitted by customers/business partners/other stakeholders.

### Cost Incurred

Throughout 2020, the Company did not record any expenses related to handling customer complaints.







# LAPORAN KEUANGAN 2020

## AUDITED FINANCIAL REPORT 2020

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